



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN FACTORS OF EMPLOYEE
ENGAGEMENT AND EMPLOYEE RETENTION IN OIL AND GAS
COMPANY, SELANGOR, MALAYSIA.**

**Madhuree a/p Vasavan
86582**

**Bachelor in Human Resource Development with Honours
2024/2025**

**THE RELATIONSHIP BETWEEN FACTORS OF EMPLOYEE ENGAGEMENT
AND EMPLOYEE RETENTION IN OIL AND GAS COMPANY, SELANGOR,
MALAYSIA.**

Madhuree a/p Vasavan

**This project is submitted in partial fulfilment of the requirement for
Bachelor in Human Resource Development with Honours**

**Faculty of Cognitive Sciences and Human Development
UNIVERSITI MALAYSIA SARAWAK
(2025)**

ACKNOWLEDGEMENT

First and foremost, I would like to thank God for His guidance, blessings, and strength throughout the completion of this final year project. Without His grace, I may not have had the perseverance and determination to complete this research successfully.

I would like to extend my sincere appreciation and heartfelt gratitude to my beloved final year project supervisor, Mr. Heng Chin Siong, for his continuous guidance, support and constructive feedback throughout this journey. His encouragement and advice helped me overcome the challenges faced during the research process and inspired me to produce quality work.

My gratitude also goes to my academic advisor, Dr. Luqman Hakim, who has always provided me with motivation and support in my academic journey, including this project, assignments, and examinations. His encouragement meant a lot to me.

I would also like to thank all the staff of Sun Marine Sdn Bhd, for allowing me to conduct my research there and for their cooperation during the data collection process. Your assistance and time are greatly appreciated.

A special thank you to my beloved parents, Vasavan and Rajeswari, and my siblings for their endless support emotionally, spiritually and financially. Your love and sacrifices have always driven me to stay focused and committed.

Lastly, I, Madhuree Vasavan, would like to sincerely thank everyone who has contributed directly or indirectly towards the completion of this project. Your kindness and support will always be remembered.

The project entitled '*The relationship between factors of employee engagement and employee retention in Oil and Gas company Selangor, Malaysia*' was prepared by *Madhuree a/p Vasavan* and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a *Bachelor of Human Resource Development with Honours*.

Received for examination by:

Mr. Heng Chin Siong

Date:

25/07/2025

Gred

TABLE OF CONTENTS

CHAPTER 1

INTRODUCTION

1.0 Introduction	1
1.1 Background of Study	1
1.2 Problem Statement	3
1.2.1 Empirical Gap	4
1.2.2 Practical Gap	4
1.2.3 Theoretical Gap	5
1.3 Research Objective	6
General Objectives	6
Specific Objectives	6
1.4 Research Question	6
1.4 Research Hypothesis	7
1.6 Conceptual Framework	7
1.7 Definition of Terms	8
Conceptual Definition	8
Operational Definition	8
1.8 Significance of Study.....	9
1.9 Limitation of Study.....	11
1.10 Summary	11

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction	12
2.1 Employee Engagement	12
2.2 Job Satisfaction	13
2.3 Career Growth	15
2.4 Rewards	16
2.5 Leadership	17
2.6 Employee Retention	18
2.7 Theoretical Framework	19
2.7.1 Social Exchange Theory.....	19

2.7.2 Kahn's Psychological Conditions of Engagement Model.....	20
2.8 Past Research Findings	21
2.9 Summary	23

CHAPTER 3

METHODOLOGY

3.0 Introduction	24
3.1 Research Design	24
3.2 Research Instrument	24
3.3 Pilot Study	26
3.4 Validity and Reliability	26
3.5 Research Subject	27
3.5.1 Research Population	27
3.5.2 Sample	28
3.5.3 Sampling Technique	28
3.6 Research Procedure	29
3.6.1 Data Collection Procedure	30
3.6.2 Data Analysis Procedure	30
3.7 Ethics of Study	31
3.8 Summary	31

CHAPTER 4

FINDINGS & DISCUSSION

4.0 Introduction	32
4.1 Demographic Characteristics of Respondents	32
4.2 Result of Hypothesis testing and discussion	36
4.3.1 Spearman Correlation.....	36
4.3.2 Multiple Linear Regression	43
4.3 Summary of Hypothesis Testing	45
4.4 Summary	46

CHAPTER 5

CONCLUSION

5.0 Introduction	47
5.1 Summary of the research.....	47
5.2 Significance of the Study.....	49
5.3 Limitation of the Study.....	51
5.4 Recommendations.....	52
5.5 Conclusion.....	54

REFERENCES.....	55
------------------------	-----------

APPENDIX	61
-----------------------	-----------

LIST OF TABLES

Table 1.1 Conceptual Framework.....	7
Table 2.1 A Model of Social Exchange Theory.....	19
Table 2.2 Kahn (1990) Model of Employee Engagement.....	20
Table 3.1 Questionnaire Sections.....	25
Table 3.2 Cronbach Alpha Test Result Pilot Study.....	27
Table 3.3 Cronbach Alpha Test Result Actual Study.....	27
Table 3.4 Data Collection Procedure.....	29
Table 3.5 Data Analysis Procedure.....	30
Table 4.1 Hypothesis testing between job satisfaction and employee retention.....	36
Table 4.2 Hypothesis testing between career growth and employee retention.....	38
Table 4.3 Hypothesis testing between rewards and employee retention.....	39
Table 4.4 Hypothesis testing between leadership and employee retention.....	41
Table 4.5 Multiple Linear Regression.....	43

LIST OF FIGURES

Figure 2.1 Five Level Linkert Scale.....	21
Figure 4.1 Gender of Respondence.....	32
Figure 4.2 Age Group.....	33
Figure 4.3 Highest Education Level.....	34
Figure 4.4 Length of service with current employer.....	34
Figure 4.5 Years of working experience in the oil and gas industry.....	35

ABSTRACT

THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT FACTORS AND EMPLOYEE RETENTION IN OIL AND GAS COMPANIES IN SELANGOR, MALAYSIA

Madhuree A/P Vasavan

This study aims to examine the relationship between employee engagement factors and employee retention in the oil and gas industry in Selangor, Malaysia. The engagement components investigated in this research include job satisfaction, career growth, rewards, and leadership. These factors were selected based on Kahn's Engagement Model and the Social Exchange Theory (SET), which highlight the importance of psychological and reciprocal commitment in employee-employer relationships. The study involved a total of 155 respondents from selected oil and gas companies using a self-administered questionnaire with a five-point Likert scale. A pilot test involving 30 respondents was conducted to ensure the reliability of the instrument. The data collected was analyzed using Statistical Package for the Social Sciences (SPSS) version 26.0, applying both descriptive and inferential analysis, including Spearman's Rank Correlation and Multiple Linear Regression. The findings revealed a significant positive relationship between the employee engagement factors and employee retention. The results indicate that companies should prioritize these engagement factors to improve retention rates and maintain a stable and motivated workforce. Therefore, the objectives of the study were successfully achieved.

Keywords: Employee engagement, Employee retention, Job satisfaction, Career growth, Rewards, Leadership, Oil and gas industry, Selangor, Kahn's Engagement Model, Social Exchange Theory

ABSTRAK

HUBUNGAN ANTARA FAKTOR PENGLIBATAN PEKERJA DAN PENYIMPANAN PEKERJA DALAM SYARIKAT MINYAK DAN GAS DI SELANGOR, MALAYSIA

Madhuree A/P Vasavan

Kajian ini bertujuan untuk mengkaji hubungan antara faktor penglibatan pekerja dan pengekalan pekerja dalam industri minyak dan gas di Selangor, Malaysia. Komponen penglibatan yang dikaji dalam penyelidikan ini merangkumi kepuasan kerja, perkembangan kerjaya, ganjaran, dan kepimpinan. Faktor-faktor ini dipilih berdasarkan **Kahn's Engagement Model** dan **Social Exchange Theory (SET)**, yang menekankan kepentingan komitmen psikologi dan timbal balik dalam hubungan antara majikan dan pekerja. Kajian ini melibatkan sejumlah 155 responden dari syarikat minyak dan gas terpilih dengan menggunakan soal selidik yang dikendalikan sendiri berdasarkan skala Likert lima mata. Ujian perintis melibatkan 30 responden telah dijalankan bagi memastikan kebolehpercayaan instrumen tersebut. Data yang dikumpul telah dianalisis menggunakan Perisian Statistik untuk Sains Sosial (SPSS) versi 26.0, melalui analisis deskriptif dan inferensi termasuk Korelasi Pangkat Spearman dan Regresi Linear Berganda. Dapatan kajian menunjukkan hubungan positif yang signifikan antara faktor penglibatan pekerja dan pengekalan pekerja. Hasil kajian menunjukkan bahawa syarikat perlu memberi keutamaan kepada faktor-faktor penglibatan ini untuk meningkatkan kadar pengekalan dan mengekalkan tenaga kerja yang stabil dan bermotivasi. Oleh itu, objektif kajian ini telah berjaya dicapai.

Kata kunci: Penglibatan pekerja, Pengekalan pekerja, Kepuasan kerja, Perkembangan kerjaya, Ganjaran, Kepimpinan, Industri minyak dan gas, Selangor, **Kahn's Engagement Model**, **Social Exchange Theory**

CHAPTER 1

INTRODUCTION

1.0 Introduction

This study aims to investigate the relationship between factors of employee engagement and employee retention in oil and gas in Selangor, Malaysia. Chapter one comprises ten sections, including its summary. The first part provides a brief description of the background of this study. The second part comprises problem statements, followed by research objectives, research questions, research hypothesis, conceptual framework, definition of terms, significance of study and limitation of study. A summary of the key points is provided at the end of each chapter.

1.1 Background of Study

Employee Engagement is an important component of organisational success, as it influences employees productivity, dedication and retention. Engaged employees exhibit job satisfaction, display greater devotion and a strong willingness to remain in the organisation (Pareek et al., 2019). On the other hand, employee retention is also critical for organizations to preserve institutional knowledge, save turnover costs and maintain operational efficiency (Ngozi & Edwinah, 2022). In industries that require highly skilled labors such as oil and gas, engagement and retention are vital due to the technical expertise required and the competitive nature of the labor market (Agrawal & Aggrawal, 2015). However, despite its importance, disengagement remains a significant challenge in the oil and gas sector, leading to attrition and loss of talent (Abudaqa et al., 2022).

Globally, studies have demonstrated the link between engagement and retention across various industries. According to the study by Radda et al. (2015), it has indicated that when employees feel valued, supported and recognized their commitment to their organization strengthens and reduces turnover intentions. In a comparative study by McKinsey & Company (2024) highlighted that organizations prioritizing employee engagement witnessed a 25% drop in turnover rates. However, the global oil and gas sector has seen an increasing challenge in retaining employees with an industry wide average turnover rate approximately

13% in recent years. Study by Al-Ali et al. (2019), examined the factors such as job dissatisfaction, limited career growth opportunities rewards and the demanding nature of the work contribute to employee disengagement and turnover. Furthermore this study was also supported by Alias et al. (2018) that intrinsic factors like job satisfaction and career growth, alongside extrinsic factors such as rewards and leadership are pivotal in improving engagement and reducing attrition.

Within the oil and gas industry, employee engagement plays a crucial role in mitigating high turnover rates, a persistence challenge due to demanding work conditions, remote job locations and cyclical market fluctuations (Farahat, 2018). Study by Rafi et al. (2024), highlighted that turnover rates in the oil and gas sector remain above average compared to other industries, particularly in high pressure roles such as engineering and field operations. Studies focusing on the sector reveal that companies who provide job satisfaction, career development opportunities, effective leadership and performance-based rewards experience higher retention levels (Rony et al., 2017). Research in the Middle East and North Africa (MENA) region shows that the lack of employee engagement contributes significantly to attrition, particularly among younger workers who seek career advancement and work-life balance (Alkhalaf, 2017).

In the Asian context, employee engagement remains a focal point in retention strategies. A comparative study in India between public and private sector oil companies revealed that private firms tend to have lower retention rates due to lack of engagement initiatives (Kumar, 2023). Studies in the UAE also highlighted the role of job satisfaction as an employee engagement factor in enhancing retention (Alswaidi & Akmal, 2024). Turnover trends in the oil and gas sector across Asia remain volatile, with retention rates declining by nearly 5% in some regions due to increasing job opportunities in emerging energy markets (Samimi et al., 2015).

Focusing on Malaysia, the oil and gas sector is a vital component of the national economy, contributing considerably to GDP and employment. However, the industry confronts significant retention issues with turnover rates varying according to economic conditions and labor market competition (Jefri & Daud, 2016). The Department of Statistic Malaysia (2023) reported that the total workforce in the mining and quarrying sector, which includes oil and gas, increased from 77,400 in 2022 to 80,100 in 2023. However, the proportion of skilled

labor declined from 30.7% to 29.3% during the same period. This indicates that while more individuals are entering the industry, companies are facing difficulties in retaining experienced employees. The decline in skilled labor suggests potential challenges such as high turnover rates, limited career advancement opportunities or increased competition from other industries offering better incentives.

Several studies have explored employee engagement in Malaysia's oil and gas companies. Mokhtar et al. (2021) examined the relationship between engagement and normative commitment, emphasizing the role engagement factors in talent retention. Research on Millennials in the oil and gas company found that motivation factors such as career growth and rewards significantly influence job retention (Saeed et al., 2018). Furthermore, women engineers in the Malaysian oil and gas industry reported that perceived organizational support particularly in effective leadership directly impacts their decision to stay within the sector (Salleh et al., 2023). Another study identified job satisfaction as a key mediator in the relationship between workload, career advancement and employee retention in reinforcing the need for comprehensive engagement strategies (Salleh et al., 2024).

Given the sector's ongoing struggle with talent retention, this study seeks to examine the interconnected role of job satisfaction, leadership, rewards, and career growth in shaping employee retention within oil and gas companies in Selangor, Malaysia. By utilizing a quantitative research approach, the study will provide data-driven insights into how engagement can be enhanced, which will ultimately contribute to the long-term success and stability of the workforce in this critical sector (Linh et al., 2021).

1.2 Problem Statement

Employee retention is a major concern in Malaysia's oil and gas business, particularly in Selangor, where competition for experienced workers is fierce. Considering the sector relies highly on technical skills, employee retention is critical to maintaining productivity. However, high turnover rates continue to pose a threat to labor stability, resulting in higher recruiting costs, loss of institutional knowledge and productivity interruptions (Salleh et al., 2024). Despite the well-established correlation between employee engagement and retention, many oil and gas firms fail to put in place effective policies that encourage long-term commitment.

1.2.1 Empirical Gap

Although many studies have been conducted on employee engagement and retention, minimal has been researched about how job satisfaction, career growth, leadership and rewards influence retention in Malaysia's oil and gas company (Salleh et al., 2024). Most prior research concentrates on turnover intention, motivation, or job commitment rather than offering a comprehensive examination of these engagement factors (Mokhtar et al., 2021).

Furthermore, research conducted in India (Kumar, 2023), Oman (Al Mamari et al., 2019) and the UAE (Alswaidi & Akmal, 2024) have found that career growth, effective leadership and rewards all have a major influence on retention. However, Malaysia's workforce structure, economic conditions and HR policies vary, demanding specialized study, notably in Selangor's oil and gas industry (Jauhar et al., 2017).

Additionally, most Malaysian studies focus on offshore employees, ignoring the retention issues that onshore employees confront in corporate offices, refineries and service-based oil companies (Mokhtar et al., 2020). Furthermore, the Department of Statistics Malaysia (2023) reports that while the oil and gas workforce increased from 77,400 in 2022 to 80,100 in 2023, the proportion of skilled labor fell from 30.7% to 29.3%, indicating that experienced employees are leaving despite new hires entering the industry (Salleh et al., 2024).

Another major shortcoming in this gap is the restricted demographic emphasis on previous investigations. Research on Millennials (Saeed et al., 2018), Generation Z (Jefri & Daud, 2016) and women engineers (Salleh et al., 2023) overlooks a larger workforce that includes older employees, male professionals and non-engineering occupations. Given that retention variables vary across populations, there is a need for study into how engagement factors affect a varied workforce.

1.2.2 Practical Gap

Beyond the empirical findings, the practical gap highlights the challenges Malaysian oil and gas companies face in translating engagement factors into effective workforce retention policies. Despite recognizing leadership and job satisfaction as key drivers of retention, many Malaysian oil and gas companies still rely on outdated leadership models that fail to meet modern workforce expectations (Mokhtar et al., 2021). While research indicates that peer and management support increases engagement, many firms lack defined leadership frameworks

that foster long-term employee commitment (Mokhtar et al., 2020).

Furthermore, rewards such as financial incentives are important for retention, yet many oil and gas personnel are dissatisfied with their rewards systems, especially when compared to competitive sectors (Jefri & Daud, 2016). Furthermore, HR policies in Malaysia's oil and gas business predominantly target Millennials and female engineers overlooking a more varied workforce that includes older employees and professionals in non-engineering professions (Salleh et al., 2023). Employee retention research has also been mostly conducted offshore with onshore employees underrepresented (Mokhtar et al., 2020).

1.2.3 Theoretical Gap

Herzberg's Two-Factor Theory and the Job Demands-Resources (JD-R) Model are two popular frameworks for researching employee engagement and retention. While these theories shed light on workplace motivation, their relevance in Malaysia's oil and gas business is largely unknown, notably in terms of job satisfaction, career growth, leadership and compensation.

Herzberg's Two-Factor Theory divides job aspects into motivators and hygiene factors. However, research indicates that in technical areas such as oil and gas, rewards and career growth serve as both motivators and hygiene factors, contradicting Herzberg's categories (Jauhar et al., 2017). Alshmemri et al. (2017) contend that Herzberg's approach is not generally applicable and Salsabil and Cahyo (2023) emphasize the importance of industry-specific adaptations.

Similarly, the JD-R Model implies that retention is determined by the balance of job demands and job resources. However, Faiz Rasool et al. (2024) argue that the JD-R paradigm needs empirical validation in Malaysia's oil and gas sector, where retention issues vary according to the industry's demanding nature. Furthermore, most research examines work demands and resources separately, without considering how they combine in long-term retention strategies (Mokhtar et al., 2020).

These empirical, practical, and theoretical gaps underscores the need for a more inclusive study on employee retention in Malaysia's oil and gas sector. This study will examine the role

of job satisfaction, career development, leadership and rewards in employee retention within Selangor's oil and gas sector. By addressing these gaps, this research will provide a more comprehensive understanding of how job satisfaction, career growth, leadership and rewards influence retention and help oil and gas companies in Selangor improve employee engagement strategy and reduce turnover rates.

1.3 Research Objective

General Objective

The main objective of this study is to identify the relationship between the factors of employee engagement and employee retention.

Specific Objective

1.3.1 To identify the relationship between job satisfaction and employee retention.

1.3.2 To identify the relationship between rewards and employee retention.

1.3.3 To identify the relationship between career growth and employee retention.

1.3.4 To identify the relationship between leadership and employee retention.

1.3.5 To identify the dominant factor in the relationship between job satisfaction, rewards, career growth and leadership with employee retention.

1.4 Research Question

1.4.1 What is the relationship between job satisfaction and employee retention?

1.4.2 What is the relationship between rewards and employee retention?

1.4.3 What is the relationship between career growth and employee retention?

1.4.4 What is the relationship between leadership and employee retention?

1.4.5 What is the dominant factor in the relationship between job satisfaction, rewards, career growth and leadership with employee retention.

1.5 Research Hypothesis

1.5.1 There is a significant relationship between job satisfaction and employee retention

1.5.2 There is a significant relationship between rewards and employee retention

1.5.3 There is a significant relationship between career growth and employee retention

1.5.4 There is a significant relationship between leadership and employee retention

1.5.5 There is a dominant factor in the relationship between job satisfaction, rewards, career growth and leadership with employee retention.

1.6 Conceptual Framework

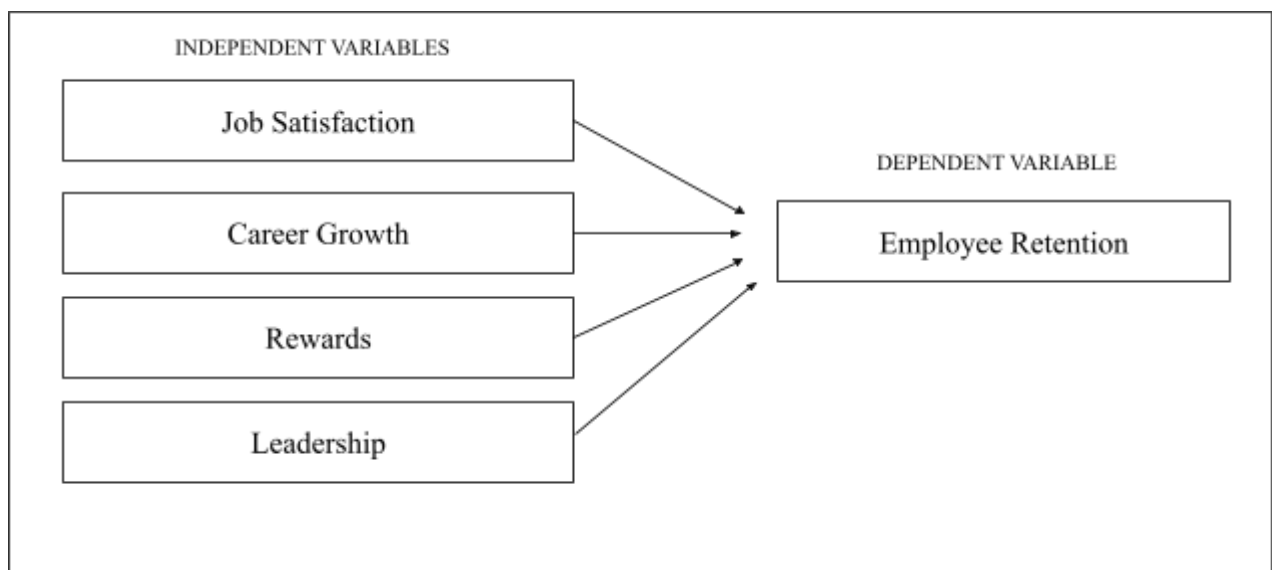


Table 1.1 Conceptual Framework

1.7 Definition of Terms

This section defines key terms conceptually and operationally for study.

1.7.1 Employee Engagement

- **Conceptual Definition:** Employee engagement is defined as employees emotional and psychological connection to their organization, which leads to improved job performance, devotion and a willingness to contribute to organizational success (Radda et al. 2015).
- **Operational Definition:** Employee engagement will be evaluated based on employees participation in organizational initiatives, level of enthusiasm in daily tasks and frequency of voluntary contributions beyond job description (Mokhtar et al., 2021).

1.7.2 Job Satisfaction

- **Conceptual Definition:** Job satisfaction refers to an employee's overall satisfaction with their employment, which is impacted by the work environment, salary and personal fulfillment (Al-Ali et al., 2019).
- **Operational Definition:** Job satisfaction will be determined by analyzing employee feedback on work conditions, rewards, workload and employee perceptions of management (Salleh et al., 2024).

1.7.3 Career Growth

- **Conceptual Definition:** Career growth is the process of advancing in one's career through skill development, promotions and increasing job responsibilities (Al Suwaidi & Akmal, 2022).
- **Operational Definition:** Career growth will be tracked by monitoring promotions, participation in skill enhancement programs and employees' self-reported career aspirations (Keyes, 2019).

1.7.4 Rewards

- **Conceptual Definition:** Rewards encompass financial and non-financial incentives provided to employees to motivate and retain them within the organization (Sarmad et al., 2016).
- **Operational Definition:** Rewards will be measured by analyzing payroll records, tracking recognition program participation and assessing employees' perception of fairness in compensation (Jauhar et al., 2017).

1.7.5 Leadership

- **Conceptual Definition:** Leadership is the ability of managers or supervisors to influence, guide and inspire employees to achieve organizational goals (Thomas, 2020).
- **Operational Definition:** Leadership effectiveness will be assessed based on employee feedback on managerial communication, decision-making efficiency and team morale (Karam & Tasmin, 2020).

1.7.6 Employee Retention

- **Conceptual Definition:** Employee retention is the ability of an organization to keep its employees over time by ensuring job satisfaction, career development opportunities and a positive work environment (Agrawal & Aggrawal, 2015).
- **Operational Definition:** Employee retention will be assessed through employee tenure, resignation patterns and exit interview feedback regarding reasons for leaving or staying (Rafi et al., 2024).

1.8 Significance of Study

1.8.1 HR Practitioners

The role of HR practitioners is crucial in shaping employee engagement strategies that enhance workforce retention. This study will provide HR professionals with empirical data and insights on how engagement factors influence employees decisions to remain with an organization. By understanding the specific impact of job satisfaction, career

growth opportunities, rewards and leadership HR managers can design more effective engagement and retention programs. For example, findings may highlight the importance of providing clear career advancement pathways or implementing non-monetary rewards such as recognition and flexible work arrangements to improve employee commitment. Moreover, this research can assist HR practitioners in benchmarking engagement strategies against industry best practices to mitigate turnover risks and enhance long-term workforce stability.

1.8.2 Oil and Gas Companies in Malaysia

The oil and gas business has a high staff turnover rate, which may be linked to the hard nature of the work, restricted career advancement opportunities and competitive employment markets. This study will provide significant insights to organizational leaders and decision-makers by identifying the unique engagement elements that impact retention in Malaysia's oil and gas companies. Companies may minimize attrition, lower recruiting and training expenses and increase productivity by tackling major disengagement reasons. The findings might also assist businesses improve their leadership development programs, ensuring that managerial practices contribute favorably to employee enthusiasm and retention. Furthermore, by cultivating a more engaged staff, businesses may improve their employer branding and recruit top talent bolstering their competitive advantage in the company.

1.8.3 Academic

While there is substantial research on employee engagement and retention, there are few studies specifically on Malaysia's oil and gas companies. This study adds to the current literature by presenting industry-specific insights on how engagement factors impact retention in a high-demand and volatile sector. The study's focus on job satisfaction, career growth, rewards and leadership provides a more in-depth knowledge of the major retention variables, serving as a platform for future research in comparable areas. Furthermore, this study may be useful for policymakers and training institutions looking to build workforce development programs that meet employee expectations and industry needs. Furthermore, the findings may inform future research into long term changes in employee engagement patterns across diverse economic situations and organizational structures.

1.9 Limitations of Study

This study has three major limitations that must be acknowledged. First, the study is restricted to oil and gas companies in Selangor, Malaysia which may not completely represent industry-wide engagement and retention structures across multiple regions or worldwide markets with diverse workplace cultures and employment rules. Second, external economic and industrial issues such as global oil price variations, economic downturns and regulatory changes may have an independent impact on staff retention making it difficult to establish direct causal linkages. Finally, the study is based on self-reported survey data, which may be subject to response bias since employees may offer socially desired responses rather than entirely true representations of their involvement and job satisfaction levels.

1.10 Summary

This chapter offers an outline of the study's origins and issues within its scope. The study outlines its aims, research questions and definition of key terms to be used during the research process. This chapter explores the relevance of the findings and explains its limits.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter, divided into six sections, provides an overview of the literature reviewed in this study. The research topic's key principles are explained in detail. These principles are addressed from diverse points of view and provided by numerous authors. This chapter provides a theoretical basis for the research by reviewing relevant literature and discussing past results by scholars. The objective is to use past studies to explain and support current research. The chapter concludes with an overview of the sources used to acquire literature on the issue, including books, journal articles and relevant references.

2.1 Employee Engagement

Employee engagement refers to the emotional and psychological commitment an employee has toward their organization, influencing their willingness to contribute to organizational success (Mokhtar et al., 2021). Highly engaged employees are more productive, show higher levels of commitment and are more likely to remain with their employer, which in turn reduces turnover rates (Radda et al., 2015). Research in the oil and gas industry has shown that employee engagement is crucial for minimizing attrition, especially in sectors with high job demands, such as oil and gas (Wahab et al., 2022). In Malaysia's oil and gas sector, fostering engagement is particularly vital due to the sector's high turnover rates, remote work conditions and demanding work environments (Jefri & Daud, 2016).

Recent Malaysian and international empirical studies underscore that employee engagement is a significant predictor of retention in oil and gas settings. A study conducted at a Selangor-based oil and gas company found that employee engagement is significantly associated with retention intentions among Generation Y staff. Regression analysis revealed that engagement derived from factors such as organizational support, career value proposition, and job satisfaction was a strong predictor of intention to stay (Nor Hidayah Cholan, 2021). Similarly, in a broader Malaysian context covering multiple industries, Wong and Suhadah (2025) reported that employee engagement exhibited a stronger positive effect on retention than talent management practices, indicating that engaged employees were significantly less likely to leave.

International evidence also corroborates this link. For instance, Abdwaiidi and Akmal (2024) surveyed 321 ADNOC employees in the UAE oil and gas industry and found that higher engagement facilitated by training, intrinsic motivation, and organizational support predicted greater retention. On the other hand, In Oman's oil and gas sector, Habsi et al. (2021) reported that HR practices fostering employee involvement, recognition and engagement directly improved retention rates, suggesting that engagement-rich environments enhance loyalty and reduce turnover.

2.2 Job Satisfaction

Job satisfaction refers to an employee's overall view of their employment, which includes factors such as work environment, salary, work-life balance and corporate culture. According to research, employees who are very satisfied with their jobs are more loyal and committed to their firms, which reduces turnover (Salleh et al., 2024). Job satisfaction plays a crucial role in employee retention, especially in high-risk and high-reward sectors like oil and gas (Alias et al., 2018). In the oil and gas sector, job satisfaction is particularly crucial due to the demanding nature of work and the need for technical expertise (Agrawal & Aggrawal, 2015). Studies indicated that factors such as safety conditions, compensation and job environment significantly impact job satisfaction (Alias & Nokman, 2015). Studies focusing on the oil and gas sector in Malaysia indicate that human resource practices tailored to the specific needs of the industry, such as competitive pay and safe working conditions, positively influence job satisfaction and retention (Alias et al., 2018). Studies indicate that employees who feel undervalued or unsupported are more likely to seek opportunities elsewhere, leading to higher attrition rates (Farahat, 2018). Moreover, organizations in this sector must address both intrinsic and extrinsic factors to enhance job satisfaction and reduce turnover (Radda et al., 2015).

Intrinsic factors refer to aspects of the job that provide personal fulfillment and motivation. Work environment is an essential intrinsic factor, as it shapes employees' daily experiences and affects their productivity and engagement (Alias & Nokman, 2015). A supportive and healthy work environment, characterized by effective communication, collaboration and access to resources, fosters job satisfaction (Salleh et al., 2023). Employees who work in safe, well-managed, and positive environments are more likely to experience higher levels of satisfaction and motivation (Farahat, 2018). Additionally, organizational culture is another

intrinsic factor that influences job satisfaction. A culture that values transparency, teamwork, and innovation contributes to a sense of belonging and motivation among employees (Salleh et al., 2024). When employees feel aligned with an organization's values and mission, they are more engaged and committed to their roles (Mangkang & Chutima, 2022).

Extrinsic factors, on the other hand, pertain to external job-related conditions that influence job satisfaction. Job security is a key extrinsic factor, particularly in industries such as oil and gas, where market fluctuations and contract-based employment can create uncertainty and stress (Alias et al., 2018). Employees who perceive stability in their employment are more likely to experience higher job satisfaction (Agrawal & Aggrawal, 2015). Work-life balance is another significant extrinsic factor, as employees who can effectively manage their professional and personal lives tend to be happier and more productive (Salleh et al., 2024). Given the demanding nature of the oil and gas sector, companies that offer flexible work arrangements, adequate leave policies and mental health support programs tend to report higher levels of job satisfaction among employees (Jefri & Daud, 2016).

This is further supported by international and regional studies that emphasize the powerful role of job satisfaction in reducing employee turnover, particularly in technical and high-risk industries. Tansel and Gazioglu (2014) conducted a detailed study of engineers in the Turkish petroleum industry, exploring how intrinsic job characteristics such as autonomy, meaningful tasks, and responsibility affect retention. They found that engineers who experienced greater autonomy and task significance reported significantly higher job satisfaction, which in turn reduced turnover intentions considerably. The study emphasized that internally rewarding aspects of work often outweigh external pay factors in sustaining retention in high-skill and high-risk sectors.

Moreover, Bakotic (2016) examined how job satisfaction influences organizational performance, showing that dissatisfaction significantly drives turnover, especially in industrial contexts. His analysis demonstrated that employees with low satisfaction on factors like recognition and work-life balance had higher intentions to leave, underlining satisfaction as a critical retention mechanism.

2.3 Career Growth

Career growth is pivotal in retaining employees, especially in industries like oil and gas, where highly skilled labor is in demand. Employees who perceive clear career advancement opportunities are more likely to remain with their current employer (Jefri & Daud, 2016). The oil and gas industry is highly competitive and career progression is often a key consideration for employees deciding whether to stay or leave (Alias et al., 2018). Research in Malaysia's oil and gas sector highlights that the absence of structured career growth programs contributes to high turnover among younger professionals, particularly Millennials (Saeed et al., 2018). Studies show that providing training programs, skill development initiatives and clear career pathways can significantly improve retention rates in the Malaysian oil and gas sector (Jefri & Daud, 2016). Career development initiatives such as mentorship programs, leadership training and specialized skill courses have been shown to enhance employee retention by increasing job satisfaction and motivation (Mangkang & Chutima, 2022). Moreover, investment in career development is essential for maintaining a skilled workforce, as employees with growth prospects are more committed to their organization (Oduntan, 2020).

These findings align with global research that highlights how structured career development programs contribute significantly to retention in energy-related industries. Ghosh et al. (2013) evaluated training and career advancement programs across several energy sectors, finding that employees who received structured developmental support such as mentorship, formal progression paths, and technical skill workshops reported stronger organizational commitment. This significantly mediated turnover intentions, especially among early career professionals. Deery and Jago (2015) investigated volatile industries, noting that organizations investing in tailored career development strategies like rotation programs and succession planning fostered higher retention. Their results highlighted that active career planning reduces voluntary exit rates by making employees feel valued and future-oriented.

On the other hand, Reiche et al. (2011) focused on technical and international assignments and found that employees with clearly defined career trajectories and mobility opportunities were more embedded in their organizations and less likely to leave, a trend especially strong among millennial generations.

Intrinsic career growth factors include self-improvement, leadership development and

competency-building initiatives, which enhance an employee's expertise and prepare them for future roles (Salleh et al., 2024). On the other hand, extrinsic factors such as mentorship programs, structured career pathways and promotion opportunities also play a key role in improving employee morale and engagement (Mokhtar et al., 2021). Employees who perceive stagnation in their careers or limited growth opportunities often experience dissatisfaction, which can impact their overall engagement levels (Farahat, 2018).

2.4 Rewards

Rewards are essential for motivating employees and reinforcing their commitment to the organization. In industries like oil and gas, where employees often face challenging working conditions, a robust system of rewards and recognition can greatly enhance job satisfaction and retention (Wahab et al., 2022). Rewards include both monetary (salaries, bonuses, performance incentives) and non-monetary (recognition, flexible work arrangements, career advancement opportunities) benefits that organizations provide to employees. Fair and competitive rewards contribute to employee satisfaction and retention (Sarmad et al., 2016).

In Malaysia's oil and gas sector, rewards such as competitive compensation, bonuses and acknowledgment of achievements play a significant role in employee engagement and retention (Mokhtar et al., 2021). Implementing a comprehensive reward program that aligns with industry standards is crucial for retaining top talent in this highly demanding sector (Mitchell et al., 2001). Research indicates that a well-structured reward system contributes to increased engagement and morale, particularly when employees perceive that compensation aligns with their contributions (Agrawal & Aggrawal, 2015). Studies in Nigeria's oil and gas industry found that inadequate compensation structures significantly increased employee turnover rates (Uwadiae, 2016). Organizations that fail to provide adequate rewards and recognition programs often experience reduced employee motivation and increased dissatisfaction (Alias et al., 2018). In high-risk industries, hazard pay, medical benefits and retirement plans are critical in maintaining workforce stability (Farahat, 2018). In Malaysia, reward systems that combine financial incentives with career progression opportunities have been found to significantly improve employee commitment and reduce attrition (Salleh et al., 2024).

This argument is further reinforced by international findings that show how well-designed reward systems both intrinsic and extrinsic play a crucial role in strengthening employee retention. Danish and Usman (2010) conducted a cross-sectional study in Pakistan's

oil-related public sector, revealing that financial incentives and rewards significantly contribute to job satisfaction. Their analysis showed that non-monetary elements such as recognition and symbolic awards had nearly as much impact on retention intent as monetary ones.

Based on a study by Ovadje (2009) explored turnover determinants among middle managers in non-Western energy firms, concluding that employees weighed the perceived fairness of compensation and reward systems heavily especially given the high-risk working environments typical in oil and gas when evaluating whether to stay or leave. Public oil and gas selling organizations confirmed that both base compensation and performance-related incentives were strong predictors of retention, highlighting that reward systems should be both fair and flexible to individual contribution and risk. (Sarmad et al., 2016).

2.5 Leadership

Leadership plays a fundamental role in influencing employee engagement and retention. Supportive and transformational leadership styles have been linked to higher levels of employee commitment, trust and motivation (Thomas, 2020). In high-pressure industries such as oil and gas, leadership effectiveness is crucial in shaping employee perceptions of organizational support (Mokhtar et al., 2021). Research indicates that ineffective leadership, lack of managerial support and limited communication contribute to disengagement and increased turnover rates (Alkhalaf, 2017). Transformational leadership, which focuses on inspiring employees and fostering innovation, has been linked to higher engagement levels and stronger organizational commitment (Mokhtar et al., 2021). Leadership styles vary, but studies suggest that democratic and participative leadership approaches encourage a culture of transparency, trust and collaboration (Alkhalaf, 2017). Conversely, autocratic or disengaged leadership often results in employee dissatisfaction and disengagement (Salleh et al., 2024). Effective leaders empower employees, facilitate open communication and provide growth opportunities, which enhance overall job satisfaction (Salleh et al., 2023).

Khan et al. (2019) surveyed Malaysian technical industries including energy firms showing that transformational leadership characterized by inspirational motivation, individualized consideration and intellectual stimulation positively and significantly predicted organizational commitment and reduced turnover intentions.

Recent empirical research conducted after 2015 further reinforces the critical impact of leadership style on retention and related outcomes in the oil and gas industry globally. Tian et al. (2024) explored how both transformational and transactional leadership styles influence employee retention, finding that both styles enhance retention intentions mediated through improved employee engagement consistent with social exchange theory. Transformational leadership builds emotional attachment and loyalty, while transactional leadership reinforces retention through rewards and contingent reinforcement.

2.6 Employee Retention

Employee retention refers to an organization's ability to retain employees by fostering a positive work environment, providing career development opportunities and ensuring fair compensation. High retention rates contribute to business continuity, operational stability and reduced recruitment costs (Jauhar et al., 2017). The oil and gas industry faces unique retention challenges, particularly due to long working hours, safety concerns and demanding job requirements (Salleh et al., 2023). Organizations that focus on enhancing employee well-being, career development and competitive compensation structures demonstrate lower turnover rates (Farahat, 2018). In Malaysia's oil and gas sector, retention challenges have been attributed to factors such as job dissatisfaction, lack of leadership support and limited career advancement (Salleh et al., 2023). Employees are more likely to remain in organizations that prioritize engagement strategies, foster supportive environments and invest in professional development (Mangkang & Chutima, 2022).

2.7 Theoretical Frameworks

Two theories applicable to understanding the relationship between employee engagement and retention in the oil and gas industry are:

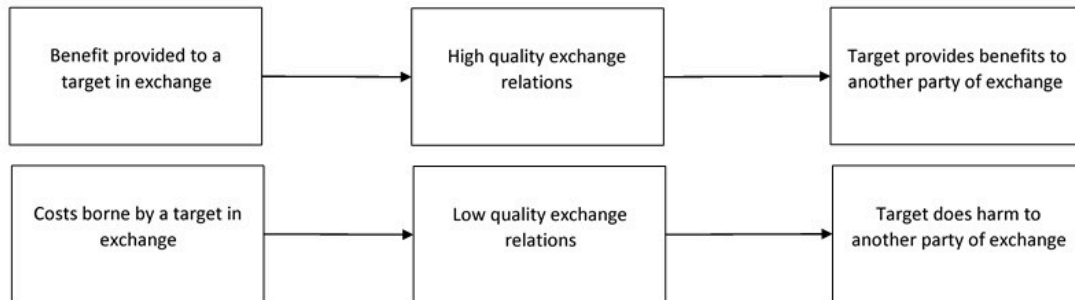


Table 2.1: A Model of Social Exchange Theory

2.7.1 Social Exchange Theory (SET)

The Social Exchange Theory (SET) serves as a foundational framework for understanding employee engagement and retention in the workplace. This theory suggests that employees engage in a reciprocal relationship with their employers, where their level of commitment and retention depends on how well they are treated (Huang et al., 2016). The theory posits that when employees perceive fair rewards, career growth opportunities and supportive leadership, they feel obligated to reciprocate with loyalty and continued commitment to the organization (Al Ghunaimi & Kassim, 2025).

In the context of the oil and gas industry, SET is particularly relevant because employees in high-risk and demanding roles expect fair treatment, job security and professional development opportunities in exchange for their efforts (Getachew, 2016). Research by Huang et al. (2016) demonstrated that a strong safety climate and positive workplace culture, built on fair exchanges between employers and employees, enhances job satisfaction and reduces turnover rates. This highlights why equitable compensation, leadership support and professional development must be prioritized to foster employee engagement and long-term retention.

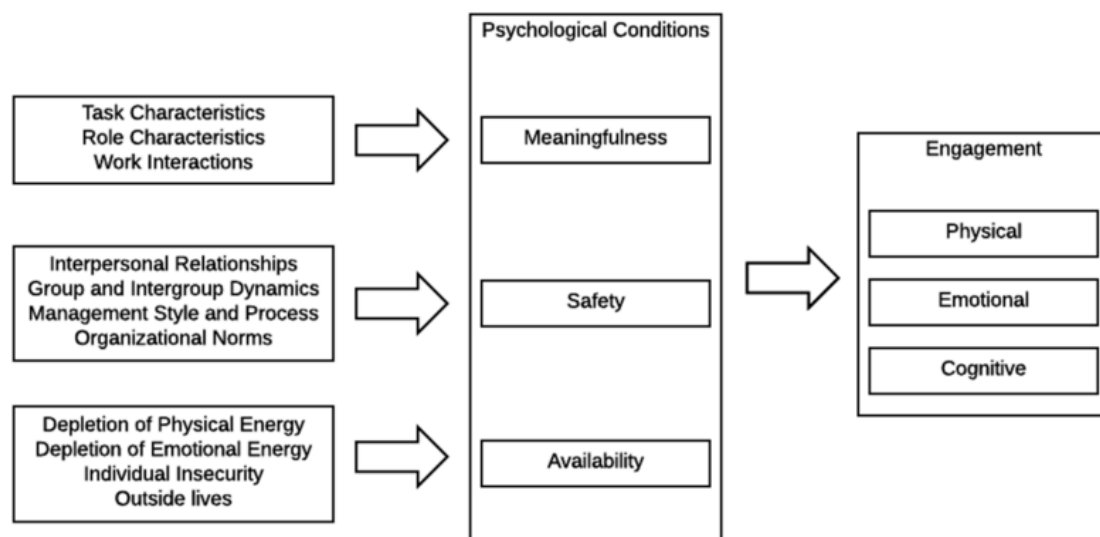


Table 2.2: Kahn (1990) Model of Employee Engagement

2.7.2 Kahn's Psychological Conditions of Engagement Model

Kahn's Psychological Conditions of Engagement Model provides another relevant framework for examining employee retention and engagement in Malaysia's oil and gas sector. This model suggests that employees remain engaged when three key psychological conditions are met: meaningfulness, safety and availability (Al Ghunaimi & Kassim, 2025).

- **Psychological Meaningfulness:** Employees feel that their work is valuable, purposeful and aligned with their career goals. In the oil and gas sector, this means providing clear career growth pathways, skill development programs, and leadership opportunities (Getachew, 2016).
- **Psychological Safety:** Employees feel secure and supported in their workplace, free from concerns of job loss, unfair treatment, or unsafe conditions. Research by Huang et al. (2016) found that a strong safety culture significantly improves employee engagement and retention, particularly in high-risk industries.

- **Psychological Availability:** Employees need sufficient resources, energy and support from leadership to remain engaged. This highlights the importance of mentorship programs, fair rewards and work-life balance policies in sustaining long-term commitment in the workforce (Getachew, 2016).

By integrating Social Exchange Theory and Kahn's Psychological Conditions of Engagement Model, this study aims to bridge the theoretical gap in understanding employee engagement and retention in Malaysia's oil and gas industry. These frameworks will be utilized to analyze how job satisfaction, career growth, leadership and rewards impact employee retention, ensuring a comprehensive evaluation of factors influencing workforce stability.

2.8 Past Research Findings

2.8.1 Job Satisfaction and Employee Retention

Saudi Arabia: A study by Alkhalaf (2017) on the oil and energy sector in Saudi Arabia found that employees with higher job satisfaction levels, particularly in terms of job security and favorable working conditions, were significantly less likely to leave their companies. The research suggested that job satisfaction directly influences employee retention, particularly when organizations implement structured employment policies, fair compensation packages and workplace safety measures.

United Arab Emirates: Research by Alswaidi and Akmal (2024) in the UAE's oil and gas industry revealed that companies offering competitive salaries, career advancement programs, and a well-balanced work-life environment had lower turnover rates. Employees who perceived their jobs as rewarding and well-supported were more likely to remain with their organizations, highlighting the importance of holistic engagement strategies.

2.8.2 Career Growth and Employee Retention

Malaysia: A study by Saeed et al. (2018) found that career growth opportunities play a vital role in retaining young professionals in Malaysia's oil and gas sector. Employees who felt stagnant in their careers or lacked clear promotional pathways were more

likely to leave their jobs in search of better opportunities.

India: Kumar (2023) conducted a study on career growth in India's private oil companies, finding that limited promotion opportunities and inadequate skill development programs led to higher turnover rates. Companies that invested in continuous learning, mentorship and leadership training reported stronger workforce retention.

Thailand: Research by Mangkang and Chutima (2022) demonstrated that mentorship programs and leadership development initiatives within multinational oil and gas firms in Thailand led to higher retention rates. Employees who saw long-term career growth opportunities in their organizations were more engaged and committed.

2.8.3 Rewards and Employee Retention

Egypt: A study by Farahat (2018) in Egypt's national oil sector revealed that performance-based incentives, bonuses and salary increments were critical factors influencing employee retention. Employees who felt adequately compensated for their efforts showed greater loyalty to their organizations.

Malaysia: Mokhtar et al. (2021) found that employees working in offshore operations in Malaysia who received recognition-based incentives, flexible working arrangements and competitive benefits had higher levels of job commitment.

Nigeria: Research by Uwadiae (2016) indicated that poor compensation structures, lack of hazard allowances, and inadequate medical benefits contributed to higher turnover rates among oil and gas workers in Nigeria. The study emphasized that fair reward systems are essential in ensuring employee retention.

2.8.4 Leadership and Employee Retention

United Arab Emirates: Al-Ali et al. (2019) found that transformational leadership approaches in UAE's oil and gas sector had a significant positive impact on employee retention. Leaders who engaged employees through mentorship, empowerment and transparent communication fostered higher organizational commitment.

Malaysia: Salleh et al. (2023) found that companies in Malaysia's oil and gas sector that adopted democratic and participative leadership approaches experienced higher retention rates. Employees valued leaders who recognized their contributions and provided career development support.

Oman: Research by Al Mamari et al. (2019) in Oman's public and private oil firms revealed that employees in organizations with supportive leadership structures, frequent feedback sessions and open communication practices were more likely to remain committed to their organizations.

2.9 Summary

This chapter has reviewed the key factors influencing employee engagement which are job satisfaction, career growth, rewards and leadership and their collective impact on employee retention. Drawing from both local and international literature, the discussion highlights how each of these variables plays a significant role in shaping employee attitudes and behaviors, particularly within high-demand sectors like oil and gas.

The review underscores that employee engagement serves as a vital mediating construct that connects these factors to retention outcomes. In the context of Malaysia's oil and gas industry especially in Selangor where talent retention remains a pressing issue creating an engaging work environment is essential for sustaining workforce stability and minimizing turnover. The integration of empirical studies provides a solid theoretical foundation for investigating the relationships proposed in this study. These insights pave the way for the subsequent chapter, which will outline the research framework and hypotheses developed based on the reviewed literature.

CHAPTER 3

METHODOLOGY

3.0 Introduction

This chapter outlines the methodology used to conduct this study, which examines the relationship between employee engagement factors and employee retention oil and gas companies in Selangor, Malaysia. It encompasses the research design, population, sample, and sampling technique being employed in the data collection process. In addition, the chapter includes explanations on the instrument's validity, reliability, as well as the data-gathering process, data processing and ethical consideration.

3.1 Research Design

This study adopts a quantitative research design which involves collecting numerical data to understand the relationship between employee engagement and retention in the oil and gas industry. Quantitative research is ideal for examining correlations and testing hypotheses through statistical methods (Field, 2018). The study employs a survey design to collect data from employees at Sun Marine Sdn Bhd, an oil and gas company located in Selangor, Malaysia. The data will be gathered to explore the relationship between employee engagement and retention in the oil and gas industry. The data will be analyzed using SPSS software and tests such as Descriptive Statistics, Pearson Correlation and Multiple Regression Analysis will be conducted. Descriptive Statistics will summarize demographic data, Pearson Correlation analysis will examine relationships between variables and Multiple Regression Analysis will assess the strength and significance of these relationships (Field, 2018). These methods ensure the study provides robust, reliable insights into the factors influencing employee retention. This statistical study will explore the relationship between employee engagement and retention in the oil and gas industry.

3.2 Research Instrument

To conduct this study, two types of instruments were utilized. The first tool is a literature review, which is used to gather information about career development and possible factors. This data is acquired from credible internet sources such as journals, books and publications. The second tool for data collection uses a structured questionnaire. The questionnaire was designed to measure employee engagement factors such as job satisfaction, career growth,

rewards and leadership and their relationship with employee retention in the oil and gas sector in Selangor, Malaysia. The questionnaire consists of five sections, each formulated based on previous literature, research objectives and the study's theoretical framework. The sections include Demographic Information, Job Satisfaction, Career Growth, Rewards and Leadership.

The questionnaire was developed in both English and Malay to ensure clarity and accessibility for all respondents. To enhance reliability and validity, the instrument was pre-tested through a pilot study involving a small sample of employees from the oil and gas sector before full-scale data collection. All participants were provided with a consent form, which outlined the study's objectives, data collection process, confidentiality measures and their right to withdraw at any time. The collected responses will be analyzed quantitatively using statistical techniques to determine the relationship between employee engagement factors and employee retention.

Sections	Topic	Sources	Number of Questions
A	Demographic	Researcher	9
B	Job Satisfaction	(Mohammad et al., 2023)	8
C	Career Growth	(Alswaidi & Akmal, 2024)	8
D	Rewards	(Getachew, 2018)	8
E	Leadership	(Getachew, 2018)	8

Table 3.1 : Questionnaire Sections

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Figure 3.1 : Five-level Linkert Scale

3.3 Pilot Study

Pilot test is conducted before the full-scale data collection to ensure the reliability, validity and clarity of the questionnaire used in this study. The purpose of the pilot test is to evaluate the effectiveness of the survey instrument, check for any ambiguous or unclear questions and assess the estimated time required to complete the questionnaire. The pilot test was conducted with a small group of respondents (**30 employees**) from T7 Global in Selangor, Malaysia who share similar characteristics with the target population. This process allowed the researcher to identify potential issues, such as question misinterpretation, redundant items or response inconsistencies. Based on the feedback received, necessary modifications can be made to enhance question clarity, wording and structure before distributing the final questionnaire.

3.4 Validity and Reliability

Validity and reliability are essential concepts in research, both quantitative and qualitative. In quantitative research, validity refers to the extent to which the research instrument accurately measures the intended variables, ensuring that the questionnaire effectively captures employee engagement factors. Content validity was ensured by reviewing the questionnaire with subject matter experts to confirm that all items align with the study objectives.

Reliability on the other hand refers to the consistency and stability of the research instrument over repeated trials. Cronbach's Alpha was used to measure internal consistency, with a value of 0.7 or higher considered acceptable for reliability. A pilot test was also conducted with a small sample of 30 employees from the oil and gas sector to assess the clarity and effectiveness of the questionnaire. Ensuring both validity and reliability strengthens the accuracy and credibility of the findings in this study. Therefore, the result of reliability for the items used in the pilot study and actual study is shown in the table below.

Table 3.2 Cronbach Alpha Test Result of Pilot Study

Variables	Items	Cronbach Alpha
Job Satisfaction	8	0.732
Career Growth	8	0.873
Rewards	8	0.861
Leadership	8	0.847
Employee Retention	8	0.715

Table 3.3 Cronbach Alpha Test Result of Actual Study

Variables	Items	Cronbach Alpha
Job Satisfaction	8	0.771
Career Growth	8	0.903
Rewards	8	0.902
Leadership	8	0.918
Employee Retention	8	0.781

3.5 Research Subject

3.5.1 Research Population

The target population for this study consists of 242 employees working in Sun Marine Sdn Bhd, in Selangor, Malaysia. The oil and gas company was selected due to its highly skilled workforce, demanding work environment and ongoing challenges related to employee retention. The study focuses on individuals working in various operational and technical roles, as they are most affected by factors such as job satisfaction, career growth opportunities, leadership and rewards. The total population for this study is 242 employees across different departments within the selected companies.

3.5.2 Sample

To determine the appropriate sample size, the Krejcie & Morgan (1970) table was used. Based on the total population of 242 employees, the targeted sample size for this study is 148 respondents. This sample size ensures that the study maintains a high level of statistical accuracy while representing the larger population effectively. By selecting an adequate number of respondents, the research aims to gather comprehensive and reliable data on employee engagement and retention in the oil and gas sector.

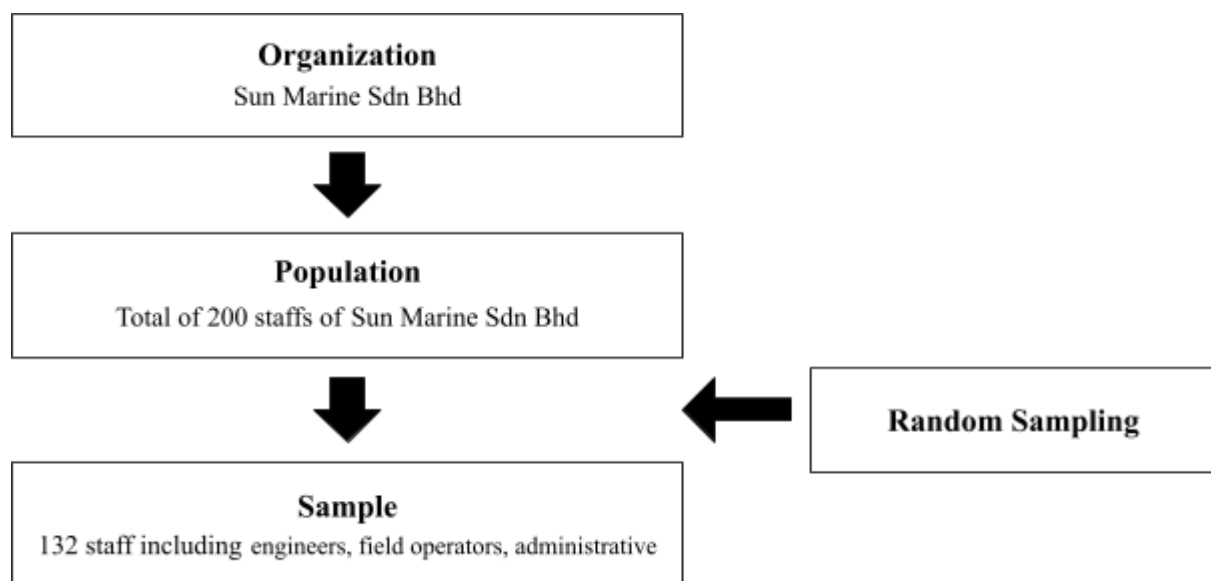


Table 3.4 : Sampling Process

3.5.3 Sampling Technique

The sampling technique used in this study is stratified random sampling, a probability sampling method that ensures each subgroup within the population is proportionally represented. Given that the oil and gas sector comprises multiple job functions. Example engineers, field operators, administrative and staff. Random Sampling is appropriate to ensure balanced representation across different employee categories. This method minimizes the selection of bias and enhances the generalizability of the findings to the broader oil and gas workforce in Selangor.

3.6 Research Procedure

3.6.1 Data Collection Procedure

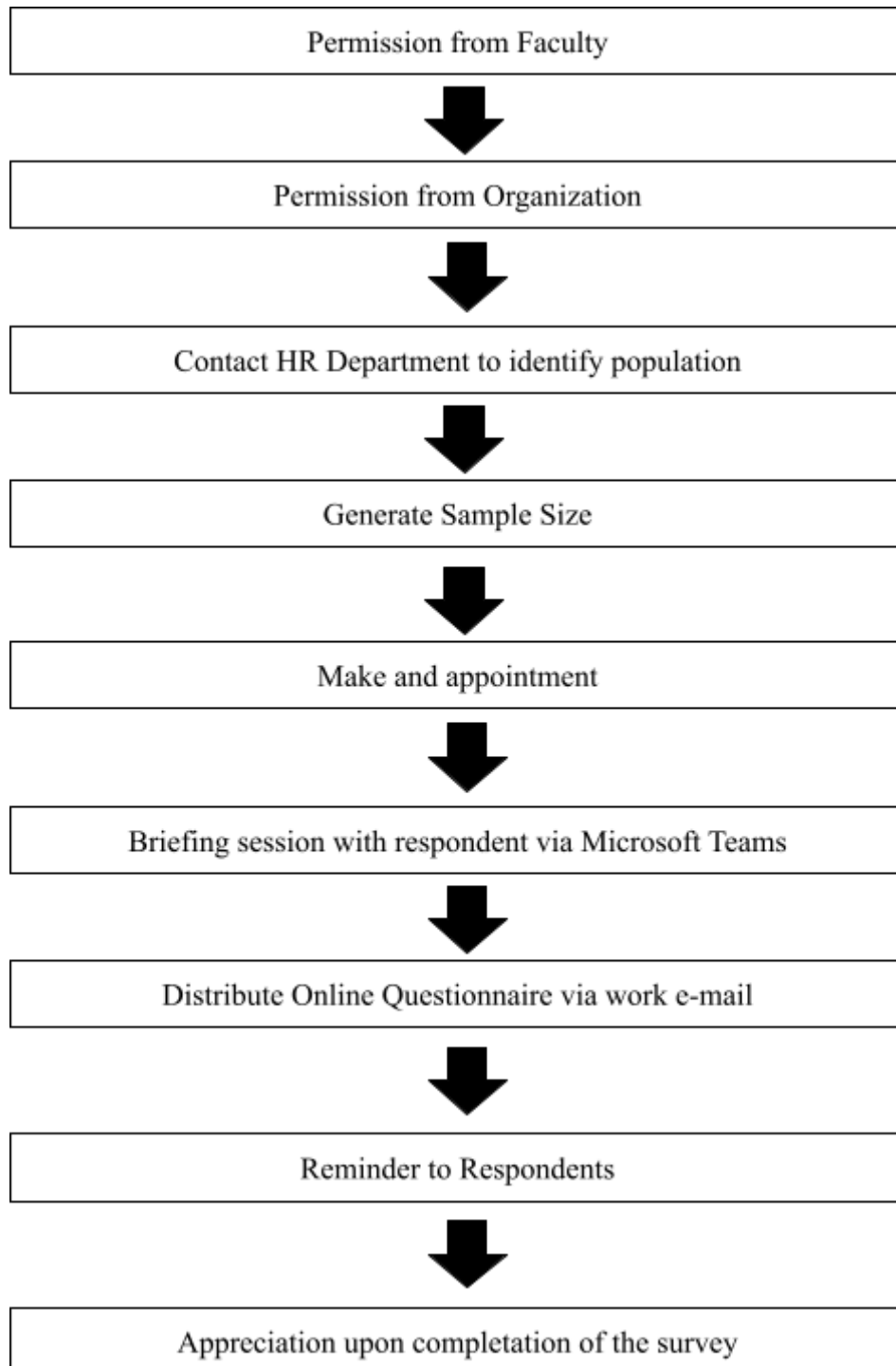


Table 3.5: Data Collection Procedure

Before initiating the data collection process, permission from the faculty is obtained to ensure compliance with research guidelines. Following this, permission from the selected company is secured to gain access to their employees as potential respondents. Once approval is granted, the Human Resources (HR) department is contacted to assist in identifying the population size and total of departments. After identifying the population the sample is generated based on predetermined criteria. The researcher then proceeds to schedule with the deadline for data collection.

To ensure clarity, a briefing session is conducted with the respondents via Microsoft Teams, where the study's objectives and expectations are explained. The online questionnaire is then distributed to the participants through appropriate channels which is their email . To maximize response rates, a reminder is sent to participants who have yet to complete the survey. Upon completion of the data collection, an appreciation message is conveyed to the respondents, acknowledging their valuable contribution to the study.

3.6.2 Data Analysis Procedure

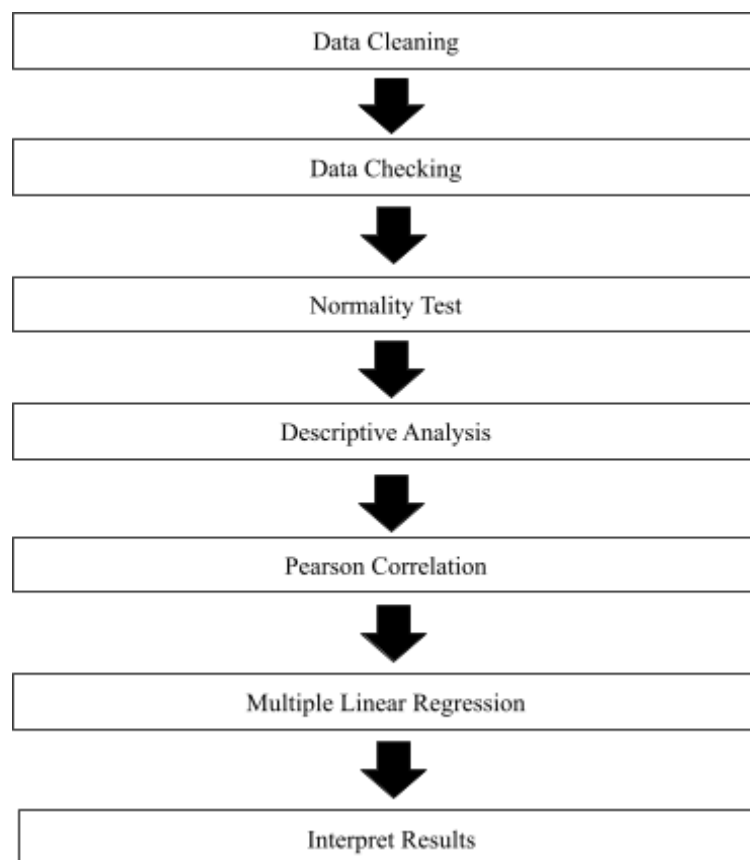


Table 3.6: Data Analysis Procedure

The data analysis process begins with data cleaning, where incomplete or inaccurate responses are identified and removed to ensure the reliability of the dataset. Following this, data checking is performed to verify the accuracy and consistency of the collected responses. Once the dataset is refined, a normality test is conducted to determine whether the data follows a normal distribution, which is essential for selecting appropriate statistical techniques. After confirming normality, descriptive analysis is carried out to summarize the demographic and key variables of the study, providing an overview of the dataset. To examine the relationships between variables, Pearson correlation analysis is performed, assessing the strength and direction of associations and Multiple Linear regression used to examine the dominant factor influencing employee retention. Finally, the results are interpreted, drawing meaningful conclusions based on the statistical findings to address the study's research objectives.

3.7 Ethics of Study

This study adheres to key ethical research principles, including honesty, integrity, transparency, confidentiality, competence and legality. To maintain ethical standards, informed consent will be obtained from all participants, ensuring that their involvement is entirely voluntary. The researcher will clearly outline the study's purpose and procedures in a respectful manner, avoiding any language that is discriminatory, offensive, or inappropriate. No personal or sensitive questions will be included, as all inquiries will strictly focus on the research topic. Additionally, participant anonymity will be preserved, and all collected data will remain confidential to protect respondents' privacy and uphold ethical research practices.

3.8 Summary

The methodology that will be employed in this study was reviewed in this chapter, including the research design, population, sample and sampling, research instrument, validity and reliability, data collection and data analysis procedure, as well as the study's ethics.

CHAPTER 4

FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the overall findings of the study based on the statistical analyses conducted. The data were thoroughly analyzed using both descriptive and inferential statistics, aligned with the research objectives and hypotheses outlined earlier in the study. The results provide insights into the relationships between employee engagement factors which are: Job satisfaction, Career growth, Rewards, and Leadership and their influence on employee retention within the Malaysian oil and gas sector.

The use of Spearman's correlation determined the strength and direction of the relationships between the variables, while Multiple linear regression identified the most dominant factor affecting retention. Each hypothesis was assessed for statistical significance, and the outcomes were interpreted accordingly. The findings were further discussed and supported by relevant past findings and framed within the context of **Social Exchange Theory** and **Kahn's Model of Engagement**, which underpin the theoretical foundation of this study.

4.2 Demographic Characteristic of Respondents

There are five categories of a demographic factor in this study such as Gender, Age group, Highest education level, Length of service with current employer and Years of working experience in the Oil and Gas Industry.

Figure 4.1 Gender of respondents

S

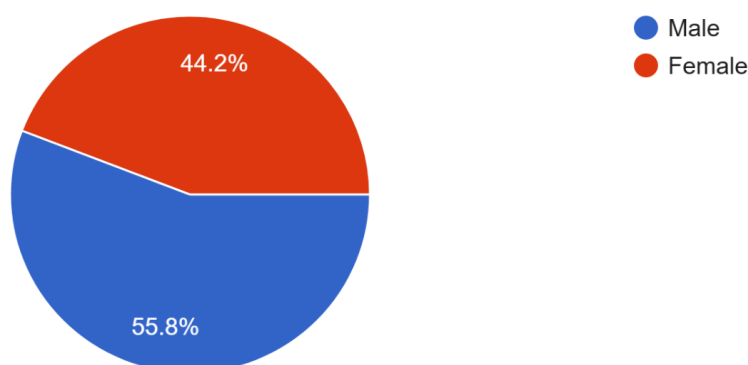


Figure 4.1 shows that the majority of the respondents were male 55.8% while female respondents accounted for 44.2%. This gender distribution reflects the demographic reality of the oil and gas industry, which has traditionally been male-dominated due to the physically demanding nature of certain roles and the perception of it being a technically intensive field. Although female participation in the industry is gradually increasing, especially in administrative, engineering and professional roles, the current workforce still sees a higher proportion of male employees, particularly in operational and offshore environments.

Figure 4.2 Age Group

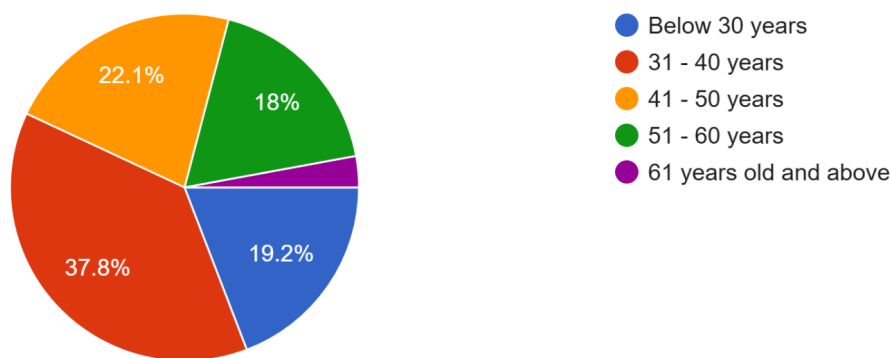


Figure 4.2 presents the age group of the respondents. The largest age group was between 31 and 40 years old, comprising 37.8% of the respondents. This indicates that a significant portion of the workforce in the oil and gas industry is made up of individuals in their early to mid-career stage, likely possessing a blend of experience and adaptability. The second largest group was those aged 41 to 50 years 22.1%, followed by respondents below 30 years 19.2%, suggesting a notable presence of younger employees entering the industry. Employees aged 51 to 60 made up 18%, representing seasoned professionals approaching retirement, while only 2.9% were 61 and above, indicating limited representation of post-retirement age individuals in the active workforce. Overall, the data reflect a workforce with a healthy mix of both experienced professionals and emerging talents, contributing to both operational stability and innovation in the sector.

Figure 4.3 Highest Education Level

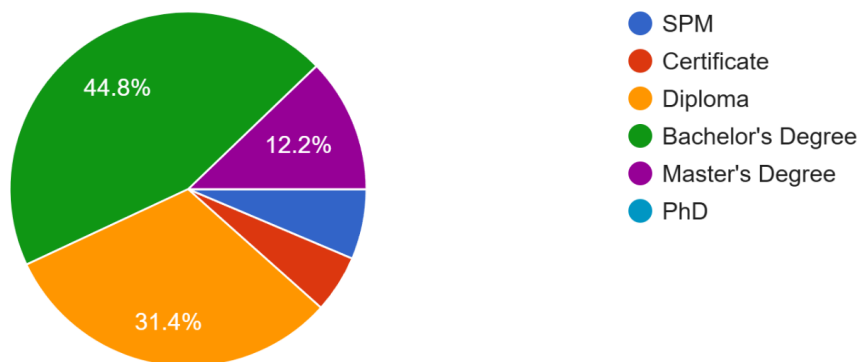


Figure 4.3 shows that the majority of respondents held a Bachelor's Degree 44.8%, followed by those with a Diploma qualification 31.4%. This indicates that the oil and gas industry in Selangor attracts a well-educated workforce, with a strong emphasis on tertiary qualifications for professional and technical roles. Additionally, 12.2% of respondents had attained a Master's Degree, reflecting a presence of advanced-level professionals, likely in managerial or specialized roles. Respondents with SPM 6.4% and Certificate-level 5.2% qualifications represent a smaller portion of the workforce, possibly involved in operational or support functions. Overall, the data suggest that educational qualifications play a significant role in employment within this sector, especially in securing mid to high-level positions.

Figure 4.4 Length of Service with Current Employer

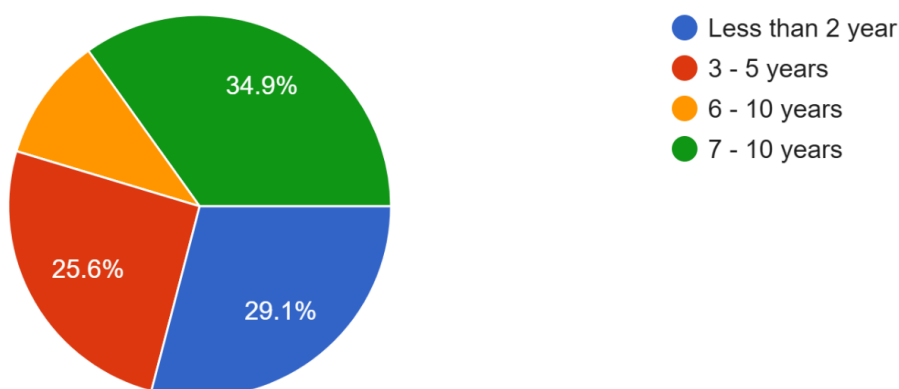


Figure 4.4 outlines the tenure of respondents with their current employer. A majority, 34.9%, had served for 7 to 10 years, indicating a relatively stable and experienced segment of employees who are likely well-adapted to organizational culture and operations. 29.1% had worked for less than 2 years, reflecting new entrants into the company, possibly due to recent recruitment drives or staff turnover. The 3 to 5-year group made up 25.6%, representing employees in the early stages of integration and development. Only 10.5% had 6 to 10 years, showing a smaller, but important segment of established employees. This distribution suggests a healthy balance between fresh talent and long-serving employees, which is critical for sustaining performance and knowledge transfer within the organization.

Figure 4.5 Years of Working Experience in the Oil and Gas Industry

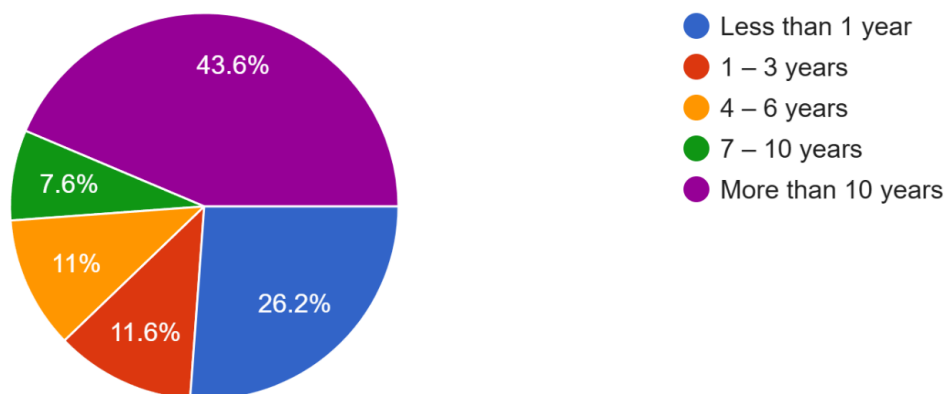


Table 4.5 highlights respondents overall working experience in the oil and gas industry. The largest proportion, 43.6%, reported having more than 10 years of experience, indicating a mature and seasoned workforce that likely brings a wealth of industry knowledge and technical expertise. This is followed by 26.2% who had less than 1 year of experience, suggesting a notable influx of newcomers, which may include fresh graduates or individuals transitioning from other sectors. Meanwhile, 11.6% had 1 to 3 years of experience, and 11% had 4 to 6 years, both representing early- to mid-career professionals. A smaller group, 7.6%, reported 7 to 10 years of experience, falling into the higher mid-range bracket. Overall, the data indicate a healthy mix of seasoned professionals and new entrants, offering the organization a balanced pipeline for both

knowledge retention and innovation through fresh perspectives.

4.3 Results of hypotheses testing and discussion

4.3.1 Spearman Correlation

Ha1: There is a significant relationship between job satisfaction and employee retention

Table 4.1 Hypothesis testing between job satisfaction and employee retention

Correlations				
			DV	IV1
Spearman's rho	DV	Correlation	1.000	.666**
		Coefficient		
		Sig. (2-tailed)	.	.000
		N	155	155
	IV1	Correlation	.666**	1.000
		Coefficient		
		Sig. (2-tailed)	.000	.
		N	155	155
**. Correlation is significant at the 0.01 level (2-tailed).				

****.** Correlation is significant at the 0.01 level (2-tailed).

Based on the result from Table 4.3, the correlation between job satisfaction and employee retention was found to be $r = 0.666$, with a significance level of $p = 0.000$. This indicates a strong and statistically significant positive relationship between the two variables. According to Cohen (1988), a correlation coefficient above 0.50 is considered large, which supports the strength of this relationship. The findings suggest that as job satisfaction increases, the likelihood of employees remaining with the organization also increases. In other words, employees who are satisfied with their jobs are more inclined to stay, reducing turnover and improving organizational stability.

This relationship is well-supported by **Social Exchange Theory** (Blau, 2017), which posits that when employees receive valued resources from their organization such as fair treatment, recognition and support they are more likely to reciprocate with loyalty and continued service. Saks (2006) further emphasized that this exchange process enhances employee engagement, which in turn increases retention. This finding is also in line with **Kahn's (1990) model of employee engagement**, which identifies psychological conditions such as meaningfulness and safety as core drivers of engagement and sustained employment. Satisfied employees tend to feel more secure, valued and psychologically available which motivates them to remain within the organization.

Several past studies reinforce this connection. Talwar et al. (2017), his study focusing on Malaysia's oil and gas industry revealed that job satisfaction, particularly related to compensation and recognition significantly influenced employee loyalty and retention. Similarly, a more recent study by Salleh et al. (2024) found that job satisfaction served as a mediator between career growth, supervisory support and employee retention in the Malaysian oil and gas sector. Their findings highlighted that satisfied employees were significantly more likely to remain with their employer.

Ha2: There is a significant relationship between career growth and employee retention

Table 4.2 Hypothesis testing between career growth and employee retention

Correlations				
			DV	IV2
Spearman's rho	DV	Correlation	1.000	.782**
		Coefficient		
		Sig. (2-tailed)	.	.000
		N	155	155
	IV2	Correlation	.782**	1.000
		Coefficient		
		Sig. (2-tailed)	.000	.
		N	155	155

****.** Correlation is significant at the 0.01 level (2-tailed).

Based on the result from Table 4.4, the correlation between career growth and employee retention was found to be $r = 0.782$, with a significance level of $p = 0.000$, indicating that employees who perceive clear opportunities for advancement are significantly more likely to remain with their organization. This strong relationship reflects not only statistical significance but also practical significance as an r -value approaching 0.80 is considered extremely robust (Cohen, 1988).

From a theoretical perspective, this finding aligns closely with **Kahn's engagement model (1990)**, which emphasises the critical role of meaningfulness and efficacy in sustaining employee engagement. When organizations provide structured pathways for career advancement, employees feel that their work is both meaningful and valued, thereby enhancing their psychological availability and propensity to stay. Similarly, **Social Exchange Theory** posits that when organizations invest in employee development, employees reciprocate with loyalty evidenced here in the high retention associated with perceived career growth opportunities.

Empirical evidence from the Malaysian oil and gas sector further supports these interpretations. A study by Salleh et al. (2024) specifically identified career growth as a significant antecedent to job satisfaction and subsequently to retention. Their structural model demonstrated that career advancement pathways directly influence satisfaction levels, which in turn mediate retention outcomes mirroring your findings. Similarly, Jehanzeb et al. (2013) investigated career advancement in the Saudi Arabian oil sector and found that employees with clearer development trajectories were significantly less likely to leave, underscoring the universal relevance of career growth in technical-intensive industries.

Rewards

Ha3: There is a significant relationship between rewards and employee retention

Table 4.3 Hypothesis testing between rewards and employee retention

Correlations				
			DV	IV3
Spearman's rho	DV	Correlation	1.000	.764**
		Coefficient		
		Sig. (2-tailed)	.	.000
		N	155	155
	IV3	Correlation	.764**	1.000
		Coefficient		
		Sig. (2-tailed)	.000	.
		N	155	155

****.** Correlation is significant at the 0.01 level (2-tailed).

Based on the result from Table 4.4, the correlation between rewards and employee retention was found to be $r = 0.764$, with a significance level of $p = 0.000$, revealing a very strong positive relationship. This suggests that employees who perceive fair and adequate compensation, such as bonuses, recognition, or benefits, are markedly more likely to remain with their organization.

This finding aligns closely with **Social Exchange Theory** (Blau, 2017), which explains that when organizations provide valuable tangible and socio-emotional rewards, employees reciprocate with loyalty and longer tenure. Reward systems that combine monetary and non-monetary benefits significantly enhance employee commitment by demonstrating organizational appreciation and fairness.

In the Malaysian context, this pattern has been consistently observed. Zainal et al. (2022) noted that in Malaysia's service industry, among factors such as work-life balance and work environment, reward and compensation stood out as the strongest predictor of employee retention. Their findings underscore the critical influence of structured compensation policies and recognition programs. Furthermore, in Malaysia's oil and gas sector, Talwar et al. (2017) emphasized that compensation and benefits played a decisive role in predicting employee loyalty, overshadowing even career development in their study of 100 industry employees.

Regionally, Akmal and Alswaidi (2024) conducted research in the UAE oil and gas sector and found that training programs and rewards significantly enhanced intrinsic motivation, job satisfaction, and ultimately retention among employees. These results suggest that when rewards are tied to development and recognition, intrinsic engagement grows, reinforcing retention behavior across Gulf region industries.

Leadership

Ha4: There is a significant relationship between leadership and employee retention

Table 4.4 Hypothesis testing between leadership and employee retention

Correlations				
			DV	IV4
Spearman's rho	DV	Correlation Coefficient	1.000	.787**
		Sig. (2-tailed)	.	.000
		N	155	155
	IV4	Correlation Coefficient	.787**	1.000
		Sig. (2-tailed)	.000	.
		N	155	155

****.** Correlation is significant at the 0.01 level (2-tailed).

Based on the result from Table 4.4, the correlation between rewards and employee retention was found to be $r = 0.787$, with a significance level of $p = 0.000$, revealing a very strong and significant positive relationship. This underscores its critical role in retaining talent within organizations.

Transformational leaders characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration create environments of trust, empowerment, and psychological safety. These elements align closely with **Kahn's psychological conditions of engagement model**, where meaningfulness, safety and availability drive sustained employee commitment. According to **Social Exchange Theory** (Blau, 2017), when leaders invest in employees through mentorship and supportive behaviors, employees reciprocate through loyalty and long-term retention.

Empirical support for this dynamic in the oil and gas context comes from Nwibere (2023), who examined transformational leadership behaviors in major oil and gas firms in Nigeria's Niger Delta and found a strong positive relationship between such leadership and employees continuance commitment; key transformational dimensions such as intellectual stimulation and individualized consideration were significant predictors ($r > 0.70$, $p < 0.01$). Furthermore, Owolabi (2024) conducted a quantitative analysis in Nigerian oil and gas companies, finding that transformational leadership explained 31.4% of variance in employee engagement, significantly outperforming transactional and laissez-faire styles the results highlight that transformational leadership is closely tied to higher engagement levels, which in turn support retention.

In Malaysia, Salleh et al. (2024) emphasize that supervisory support mediates the effects of workload and career development on employee retention, reinforcing that employees who experience supportive leadership are more satisfied and more likely to stay.

4.3.2 Multiple Linear Regression

Ha5: There is a dominant factor in the relationship between job satisfaction, rewards, career growth and leadership with employee retention.

Table 4.6 Multiple Linear Regression

This study used a Regression Analysis to identify the most influential factor affecting employee retention in oil and gas company. The table below shows the most dominant factor that influences employee retention

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.823 ^a	.677	.668	.30090	.677	78.552	4	150	.000

a. Predictors: (Constant), Mean-JS, Mean-CG, Mean-R, Mean-L

b. Dependent Variable: Mean-Employee Retention

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.644	.165		3.902	.000		
	JS	.298	.054	.318	5.552	.000	.657	1.522
	CG	.299	.070	.351	4.295	.000	.323	3.100
	R	.144	.098	.173	1.470	.144	.155	6.439
	L	.088	.095	.107	.929	.355	.163	6.149

a. Dependent Variable: Mean-Employee Retention

A multiple linear regression analysis was conducted to identify the most dominant factor influencing employee retention among employees in the Malaysian oil and gas industry. The independent variables tested were Job Satisfaction, Career Growth, Rewards and Leadership. Based on the regression output (see Table 4.7), the analysis revealed that **Career Growth** ($\beta = 0.351$, $p = 0.000$) is the most influential factor, followed closely by **Job Satisfaction** ($\beta = 0.318$, $p = 0.000$). The overall regression model was statistically significant ($R^2 = 0.677$, $p < 0.001$), indicating that approximately 67.7% of the variance in employee retention can be explained by these four variables collectively. This result shows that career growth is the most influential driver of retention with job satisfaction also playing a key supporting role.

Despite **Leadership** and **Rewards** demonstrating strong correlations with retention in earlier Pearson correlation analyses, they did not show statistical significance in this multivariate regression model (Leadership: $\beta = 0.107$, $p = 0.355$; Rewards: $\beta = 0.173$, $p = 0.144$). This suggests that the unique variance they contribute to retention is comparatively weaker when controlling for the dominant effects of career growth and job satisfaction.

This finding affirms the **Social Exchange Theory (Blau, 2017)**, which posits that employees are more likely to remain with an organization when they perceive their needs for development and recognition are being reciprocated. In this case, career growth opportunities reflect a long-term investment from the employer fostering loyalty and reducing turnover intentions. Similarly, Kahn's Model of Engagement (1990) suggests that employees are more likely to remain when they experience meaningfulness, psychological safety and availability all of which are nurtured through advancement opportunities and fulfilling work.

These results are supported with prior studies discussed in Chapter 2: Literature Review. For an instance, Salleh et al. (2024) found that career growth was a key driver of employee commitment and retention in Malaysia's oil and gas sector. Likewise, Jefri and Daud (2016) emphasized that career advancement and work fulfillment were among the top priorities for Gen Y employees in oil and gas firms, influencing their decisions to remain with an employer. Moreover, Sarmad et al. (2016) found that career progression was a stronger predictor of retention than financial compensation in Pakistan's public oil and gas sector highlighting similar regional relevance.

Additionally, Mokhtar et al. (2021) showed that job satisfaction especially when driven by intrinsic motivators like recognition, supportive supervision and meaningful work was directly linked to lower turnover intention. This aligns with the findings, where job satisfaction significantly contributes to explaining retention although it is slightly less influential than career growth.

4.4 Summary of hypotheses testing

Table 4.7 is summerizing the information regarding the result from the hypothesis testing.

Hypothesis	Analysis	Results
Ha1: There is a significant relationship between job satisfaction and employee retention.	Spearman Correlation	$r = 0.666$, a strong positive relationship; correlation was statistically significant at $p < 0.01$.
Ha2: There is a significant relationship between career growth and employee retention.	Spearman Correlation	$r = 0.782$, a very strong positive relationship; correlation was statistically significant at $p < 0.01$.
Ha3: There is a significant relationship between rewards and employee retention.	Spearman Correlation	$r = 0.764$, a very strong positive relationship; correlation was statistically significant at $p < 0.01$.
Ha4: There is a significant relationship between leadership and employee retention.	Spearman Correlation	$r = 0.787$, a very strong positive relationship; correlation was statistically significant at $p < 0.01$.
Ha5: There is a dominant factor in the relationship between job satisfaction, career growth, rewards and leadership with employee retention.	Multiple Linear Regression	Career Growth ($\beta = 0.351$, $p = 0.000$) was the most significant predictor among all variables: $R^2 = 0.677$.

4.5 Summary

This chapter presented and discussed the findings of the study based on the research objectives and hypotheses outlined in Chapter 1. The data collected were analyzed using the SPSS version 22.6 software package and the results were interpreted through Spearman's correlation and Multiple linear regression to assess the relationship between employee engagement factors and employee retention.

CHAPTER 5

CONCLUSION

5.0 Introduction

This final chapter provides a comprehensive summary of the study, recapitulating the problem statement, methodology and key findings. It subsequently offers practical recommendations for organizations, HR practitioners and future researchers grounded in both local and international evidence.

5.1 Summary of the Research

This research examined how four engagement-related constructs, job satisfaction, career growth, rewards and leadership influence employee retention in oil and gas firms located in Selangor, Malaysia. A quantitative survey methodology was employed, gathering data via structured questionnaires from industry employees.

- **Chapter One**

This chapter introduced the foundation and background of the study by highlighting the issue of high employee turnover in Malaysia's oil and gas industry, especially in Selangor, where organizations face challenges in retaining skilled talent due to factors such as job dissatisfaction, limited growth opportunities and lack of recognition. The problem statement was framed around how these engagement-related issues affect employee retention. The objectives of the study were to investigate the relationship between four key dimensions of employee engagement which is job satisfaction, career growth, rewards and leadership and their impact on retention. The research questions, significance of the study and the conceptual framework were also outlined. Hypotheses were formulated to assess the strength and direction of the relationships between the independent variable and the dependent variable. This chapter also highlighted the importance of retaining competent workers in the competitive and technically demanding oil and gas sector.

- **Chapter Two**

This chapter provided an in-depth review of existing literature on employee engagement and retention. This included both local and international studies that explored the theoretical and empirical linkages between the selected engagement variables and their influence on turnover. The literature review demonstrated that job satisfaction, career advancement opportunities, fair rewards and supportive leadership all play vital roles in improving retention rates, especially in high-risk and high-performance industries. The chapter also introduced theoretical underpinnings such as Social Exchange Theory (SET) and Kahns Employee Engagement Model which explains how employees perceptions of organizational support and reciprocity can affect their loyalty and long-term commitment. Studies from Malaysia, Oman, Saudi Arabia, and other oil and gas-focused economies supported the relevance of each engagement factor in fostering employee retention, establishing a strong justification for this study's conceptual framework.

- **Chapter Three**

This chapter explained the methodology used in the study. A quantitative research design was adopted using a structured questionnaire distributed to employees working in oil and gas companies located in Selangor. The chapter detailed the research population, sample size, sampling method and data collection process. It also described the instrument design, which included close-ended questions measuring each variable through Likert-scale items. The reliability of the questionnaire was tested using Cronbach's Alpha, ensuring internal consistency of the constructs. Descriptive statistics were employed to analyze demographic information, while inferential statistics namely Spearman's correlation and Multiple linear regression analysis were used to determine the relationships and the most influential engagement factors on retention. Ethical considerations such as informed consent and confidentiality were also addressed.

- **Chapter Four**

This chapter presented the results and findings derived from the data analysis. The demographic analysis provided an overview of respondent profiles, such as gender, age, education level, length of service and years of working experience. Correlation analysis showed that all four engagement variables had positive relationships with employee retention, although the strength varied. The multiple regression analysis identified the most significant predictors of employee retention. The findings were supported by statistical values indicating moderate to strong predictive power. The chapter also included interpretation of results in light of past research, demonstrating consistency with previous findings while adding local context through data from Malaysian oil and gas firms.

5.2 Significance of the study

The study can be contributed to the Body of knowledge, the HR practitioner and the Organization.

5.2.1 Significance to Body of Knowledge

This study contributes significantly to the academic understanding of employee engagement and its impact on employee retention, especially within the context of Malaysia's oil and gas industry. While numerous studies have explored engagement and retention separately, this research integrates both Social Exchange Theory (SET) and Kahn's Engagement Model (1990) to offer a dual-theoretical lens in explaining why engaged employees are more likely to stay. Social Exchange Theory suggests that when organizations invest in employees through recognition, career development, or leadership support employees feel obligated to reciprocate with positive attitudes such as loyalty and commitment (Blau, 2017). Complementing this, Kahn's Engagement Theory focuses on how employees bring their full selves emotionally, physically, and cognitively into their work when their environment supports psychological safety, availability, and meaningfulness. By integrating both theories, this study expands the conceptual foundation of engagement research, offering a more holistic view of how personal and organizational dynamics drive retention.

Additionally, this research bridges a gap in the localized literature by providing empirical evidence from oil and gas companies in Selangor, Malaysia a region where limited studies have examined how specific engagement drivers affect employee retention. The findings support existing global literature but contextualize them within the high-demand, high-risk nature of the oil and gas sector in Southeast Asia. The results contribute to academic discussions on strategic HRM and provide a reliable framework for future researchers exploring employee retention through psychological and exchange-based theoretical perspectives.

5.2.2 Significance to Human Resource Practitioners

For HR practitioners, the findings of this study offer practical implications for enhancing retention strategies in oil and gas companies. The study identifies which elements of employee engagement most significantly influence retention, allowing HR departments to tailor their policies and programs accordingly. For instance, the result that job satisfaction and leadership are the most influential predictors of retention suggests that HR professionals should prioritize cultivating a positive work culture and developing leadership capabilities within their organizations. In addition, insights into career growth and rewards can assist HR teams in designing professional development paths, performance appraisal systems and compensation structures that align with employee expectations. By adopting a more engagement-centered HR approach, practitioners can reduce turnover costs, retain key talent and maintain operational stability in a highly specialized sector.

5.2.3 Significance to the Organization

From an organizational viewpoint, this study provides clear guidance on how to reduce employee turnover by fostering an engaging work environment. In the oil and gas industry, where technical expertise and institutional knowledge are critically high, turnover rates can disrupt operations and increase training and recruitment expenses. The research highlights that organizations can improve retention by addressing both intrinsic and extrinsic motivational factors such as leadership support, growth opportunities, fair rewards and a satisfying job experience. These findings are particularly useful for top management and organizational strategists in developing retention frameworks that are both evidence-based and contextually relevant. In doing so, organizations operating in Selangor's oil and gas sector can enhance workforce stability, maintain productivity and gain a competitive edge in talent retention.

5.3 Limitation of the study

Despite its contributions, this study is subject to several limitations that may affect the generalizability and scope of the findings. Recognizing these limitations provides an opportunity for future research to build upon and address the gaps left by this study.

Firstly, the study was geographically limited to Selangor, Malaysia. While Selangor represents a major industry area in Malaysia, the results of this study may not fully capture employee engagement and retention dynamics in other states or regions within the country. Cultural, economic and organizational differences in other areas may influence employee perceptions and behaviors differently. As such, generalizing the findings across all Malaysian oil and gas companies or beyond Malaysia should be approached with caution. Future research is encouraged to conduct comparative studies across different states or regions to gain a more comprehensive understanding of the national context.

Secondly, the study focused on only four dimensions of employee engagement, which are job satisfaction, career growth, rewards and leadership. While these factors are widely acknowledged as key drivers of engagement, employee engagement is a multidimensional construct that includes other important variables such as organizational culture, communication, work-life balance and psychological safety. By limiting the scope to just four factors, the study may not have fully captured the holistic experience of engagement among employees in the oil and gas sector. Future researchers should consider a broader range of variables to enrich the analysis and uncover more nuanced relationships between engagement and retention.

Thirdly, the research was restricted to the oil and gas industry, which narrows the applicability of the findings to other sectors. The oil and gas industry has unique characteristics such as high-risk environments, remote work locations and specialized skill requirements, which may not be present in other sectors like banking, education or manufacturing. As such, while the findings are valuable to the oil and gas context, they may not be entirely transferable to other industries where the nature of work and employee expectations differ. Broader, cross-industry studies are needed to determine whether the observed relationships between engagement and retention hold true across different economic sectors.

Lastly, the study employed a cross-sectional research design, which limits the ability to establish causal relationships. Data was collected at a single point in time, capturing employee perceptions in the moment but not accounting for how engagement and retention levels might change over time. Longitudinal studies would allow for a more in-depth understanding of how changes in engagement strategies affect retention in the long run. Additionally, the use of self-administered questionnaires may introduce bias due to social desirability or misunderstanding of questions, which could affect the accuracy of responses.

5.4 Recommendations

Based on the findings from the study, several recommendations are made for the HR practitioner, Organization and Future researcher.

5.4.1 Recommendations for Organization

In light of the findings, organizations within the oil and gas sector in Selangor must prioritize embedding employee engagement as a strategic pillar in their talent retention efforts. The study identified job satisfaction, career growth, rewards and leadership as significant factors influencing engagement, which in turn affects retention. Therefore, organizations should begin by developing a comprehensive engagement strategy that is both data-driven and employee-centric.

This includes conducting frequent engagement audits to evaluate current practices and identify engagement gaps. Creating clear career progression pathways and offering continuous upskilling and reskilling opportunities can significantly enhance employees perceived growth and future within the company. Simultaneously, cultivating a positive work culture through transparent communication, inclusive decision-making and leadership accountability is crucial. Leadership training programs should focus on emotional intelligence and coaching-style management to increase employees trust and loyalty.

Furthermore, reward systems must be reviewed to ensure fairness, competitiveness and relevance. This may include a mix of financial incentives and non-financial perks. Ultimately, by investing in long-term engagement strategies, organizations can strengthen retention and maintain a productive and committed workforce in an industry known for its demanding environment.

5.4.2 Recommendations for HR Practitioner

HR practitioners serve as a crucial bridge between strategic organizational goals and employee well-being. Based on the study's outcomes, HR departments must take a proactive, evidence-based approach in designing and implementing engagement initiatives. Regular employee engagement surveys and pulse checks can be employed to gauge engagement levels, satisfaction and turnover risk. Data from these tools should inform tailored HR interventions.

It is recommended that HR practitioners develop personalized employee development plans that align individual career aspirations with organizational objectives. Implementing structured mentorship programs can enhance career growth, while succession planning frameworks ensure retention of high-potential employees. HR should also reinforce recognition culture acknowledging achievements not only through monetary rewards but also through appreciation messages, internal promotions and peer-nominated awards.

Moreover, HR must work closely with leaders and managers to ensure alignment between leadership behavior and engagement outcomes. Managers should be trained to provide continuous feedback, facilitate inclusive team cultures and encourage psychological safety, in line with Kahn's Engagement Theory. Finally, HR should adopt an HR analytics approach leveraging data to track turnover trends, engagement indicators and the effectiveness of retention programs. This will not only enhance strategic decision-making but also demonstrate HR's value as a business partner.

5.4.3 Recommendations for Future Researcher

Future researchers can expand on this study by addressing its limitations and exploring additional dimensions of employee engagement and retention. Firstly, this study was confined to Selangor-based oil and gas companies. Expanding future research to include other regions in Malaysia or conducting comparative studies between states or industries would enhance the generalizability and contextual richness of the findings.

Secondly, this study focused only on four key engagement factors which are job satisfaction, career growth, rewards and leadership. Future studies could incorporate other variables such as workplace culture, psychological empowerment, communication climate, well-being, and employee voice, which may also significantly impact retention. Additionally, integrating moderating or mediating variables, such as organizational commitment or work stress, could yield deeper theoretical insights.

Thirdly, the exclusive focus on the oil and gas sector, while relevant due to its high attrition trends, limits applicability to other industries. Researchers are encouraged to explore the engagement-retention relationship in other high-stress or high-turnover sectors such as healthcare, banking, education, or information technology.

Lastly, methodologically, future research could benefit from adopting a mixed-method or longitudinal research design. Qualitative methods such as interviews and focus groups may uncover richer, narrative insights into employee experiences. A longitudinal approach could track how engagement factors evolve over time and influence retention across various organizational changes. By addressing these gaps, future research can offer more robust, practical, and generalizable knowledge to the field of human resource management.

5.5 Conclusion

In summary, this study explored the relationship between employee engagement factors which are job satisfaction, career growth, rewards and leadership and employee retention within oil and gas companies in Selangor, Malaysia. Guided by Social Exchange Theory and Kahn's Engagement Model, the findings revealed that all four factors positively influence retention, with job satisfaction and career growth having the strongest impact. The results emphasize that fostering engagement through supportive leadership, career development, fair rewards and a fulfilling work environment is essential for retaining talent in demanding industries like oil and gas. These insights contribute to the existing body of knowledge and offer practical strategies for HR practitioners and organizations aiming to enhance retention through engagement-focused initiatives.

References

- Abudaq, A., Hilmi, M. F., & Dahalan, N. (2022). The Nexus between Job Burnout and Emotional Intelligence on Turnover Intention in Oil and Gas Companies in the UAE. arXiv preprint arXiv:2208.04843.
- Abdwaiidi, M., & Akmal, H. (2024). *Employee engagement and retention in ADNOC: The role of organizational support and intrinsic motivation*. Middle East Journal of Human Resource Management, 12(1), 45–60.
- Agrawal, P., & Aggrawal, A. (2015). Employee retention in the oil and gas sector: A review of existing literature. *International Journal of Business Quantitative Economics and Applied Management Research*, 2(3), 66-79.
- Al Mamari, A. A., Al Busaidi, A. K., Al Balushi, A. A., & Porkodi, S. (2019). Comparative study of employee engagement in private and public companies in Oman oil and Gas Sector. *Journal of Research in Management*, 2(4), 41-48.
- Al Suwaidi, K. E. Y. M., & Akmal, S. (2022). A Conceptual Framework on the Training and Development to Reduce Employee Retention in UAE Oil and Gas Industry. *Mathematical Statistician and Engineering Applications*, 71(3), 363-386.
- Al-Ali, W., Ameen, A., Isaac, O., Khalifa, G. S., & Shibami, A. H. (2019). The mediating effect of job happiness on the relationship between job satisfaction and employee performance and turnover intentions: A case study on the oil and gas industry in the United Arab Emirates. *Journal of Business and Retail Management Research*, 13(4).
- Al-Ali, W., Ameen, A., Isaac, O., Khalifa, G. S., & Shibami, A. H. (2019). The mediating effect of job happiness on the relationship between job satisfaction and employee performance and turnover intentions: A case study on the oil and gas industry in the United Arab Emirates. *Journal of Business and Retail Management Research*, 13(4).
- Alkhalaf, A. H. (2017). Identifying employee engagement factors in the oil and energy industry in Saudi Arabia.
- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5), 12-16.

- Alswaidi, K. E., & Akmal, S. Enhancing Employee Retention in the UAE Oil and Gas Sector: The Role of Training, Intrinsic Motivation, and Job Satisfaction.
- Alswaidi, K. E., & Akmal, S. Enhancing Employee Retention in the UAE Oil and Gas Sector: The Role of Training, Intrinsic Motivation, and Job Satisfaction.
- Bakotić, D. (2016). Relationship between job satisfaction and organisational performance. *Economic Research-Ekonomska Istraživanja*, 29(1), 118–130.
- Blau, P. (2017). *Exchange and power in social life*. Routledge.
- B. M. Nwibere. (2023). *Transformational leadership behaviour and continuance commitment in the major oil and gas companies operating in the Niger Delta Region of Nigeria*. *International Journal of Studies in Advanced Education*, 2(11), 32–59.
- Danish, R. Q., & Usman, A. (2010). Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. *International Journal of Business and Management*, 5(2), 159–167.
- Deery, M., & Jago, L. (2015). Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 27(3), 453–472.
- Faiz Rasool, S., Almas, T., Afzal, F., & Mohelska, H. (2024). Inclusion of JD-R Theory Perspective to Enhance Employee Engagement. *SAGE Open*, 14(1), 21582440231220207.
- Farahat, A. (2018, April). Determinations of Engineers Turnover Working for National Oil and Gas Companies in Egypt. In *SPE Kingdom of Saudi Arabia Annual Technical Symposium and Exhibition* (pp. SPE-192387). SPE.
- Field, A. (2013). *Discovering statistics using IBM SPSS statistics*.
- Ghosh, P., Satyawadi, R., Joshi, J. P., & Ranjan, R. (2013). Towards more effective training programmes: A study of trainer attributes. *Industrial and Commercial Training*, 45(4), 220–227.
- Getachew, W. (2016). *The relationship between rewards system and employee engagement: a case study of commercial Bank of Ethiopia–credit management. A project work* (Doctoral dissertation, Doctoral dissertation, Addis Ababa University).

- Habsi, A. S. A., Al-Kalbani, M. S., & Al-Azri, A. H. (2021). *Determinants of employee retention in Oman's oil and gas sector*. *Journal of Business and Management Studies*, 7(2), 77–88.
- Jauhar, J., Ting, C. S., & Abdul Rahim, N. F. (2017). The impact of reward and transformational leadership on the intention to quit of generation Y employees in oil and gas industry: Moderating role of job satisfaction. *Global Business & Management Research*, 9.
- Jefri, N. A. M., & Daud, N. (2016). Exploring employee retention among Gen Y in oil and gas industry in Malaysia. *International Academic Research Journal of Business and Technology*, 2(2), 152-156.
- Karam, H., & Tasmin, R. (2020). The role of leadership in improving the productivity of the organization through employees' performance: A case study of the oil and gas sectors. *International Journal of Advanced and Applied Sciences*, 7(9), 89-96.
- Keyes, A. (2019). *Identifying factors that enhance or diminish retention of black female engineers in the oil & gas industry*. Pepperdine University.
- Khan, A. M., Juhdi, N., & Ghouri, A. M. (2019). Role of transformational leadership in employee retention in technical service sectors of Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 9(2), 213–226.
- KUMAR, P. (2023). A COMPARATIVE STUDY OF EMPLOYEE ENGAGEMENT IN THE PUBLIC AND PRIVATE SECTOR OIL COMPANIES IN INDIA. *AKSHARASURYA*, 2(10), 151-to.
- Mangkang, P., & Chutima, P. (2022). The impact of organisational climate on employee engagement and performances in a multinational oil and gas exploration and production company in Thailand. *Engineering Journal*, 26(8), 53-66.
- McKinsey & Company. (2024). *Employee retention trends and challenges in the oil and gas industry*. McKinsey & Company.
- Mokhtar, R., Ambad, S. N. A., Syed, S. N., & Annuar, N. L. (2020). Does coworkers support matters? employee engagement study in Malaysia oil and gas offshore operations. *International Journal of Academic Research in Business and Social Sciences*, 10(7), 232-244.
- Mokhtar, R., Azwa Ambad, S. N., Syed Annuar, S. N., & Lajuni, N. (2021). Employee engagement and its relationship towards normative commitment in malaysia oil and gas industry. *International Journal of*

Human Resource Studies, 11(1), 164.

- Ngozi, D., & Edwinah, A. (2022). Employee engagement and talent retention: a review. *South Asian Research Journal of Biology and Applied Biosciences*, 4(5), 188-197.
- Nor Hidayah Cholan. (2021). *Employee engagement and retention in Malaysian oil and gas sector*. International Journal of Management Research, 5(3), 33–42.
- Oduntan, O. M. (2020). *Employee Retention Rate: The Impact of Human Resource Planning (Case Study of Shell Petroleum Development, Nigeria)* (Doctoral dissertation, Dublin, National College of Ireland).
- Ovadge, F. (2009). Exploring turnover among middle managers in a non-western context. *International Journal of Business Research*, 10(2), 64–78.
- Owolabi, T. N. (2024). Impact of Leadership Styles on Employee Engagement in Nigeria's Oil and Gas Industry: A Quantitative Analysis. *International Journal of Research and Innovation in Social Science*, 8(12), 2721-2741.
- Pareek, A., Mohanty, S. S., & Mangaraj, S. (2019). Systematic review on employee engagement and its impact on employee retention.
- Radda, A. A., Majidadi, M. A., & Akanno, S. N. (2015). Employee engagement in oil and gas sector. *International Journal of Management & Organizational Studies*, 4(3), 104-116.
- Rafi, M., Zain, M., & Shiraz, A. (2024). Employees Retention Trends & Challenges in Oil and Gas Industry.
- Reiche, B. S., Cardona, P., & Lee, Y.-T. (2011). The impact of global leadership styles on employee retention: A comparative study. *Journal of World Business*, 46(4), 528–538.
- Rony, N. I., Suki, N. M., & Chowdhury, I. A. (2017). Examining factors to retain human talent in oil and gas industry. *Advanced Science Letters*, 23(4), 2974-2977.
- Saeed, M. E. A., Muslim, N. A., Abd Rahim, A. H., Rasli, M. A. M., Ghani, F. A., & Redzuan, N. A. Z. A. (2018). Millennials Motivation Factors and Job Retention: An Evidence from Oil and Gas Company in Malaysia. *Global Business & Management Research*, 10(3).
- Salleh, R., Ali, K. K., Kumar, V., Abd Razak, S. N., & Khan, M. L. (2023). Perceived organizational support and talent retention of women

- engineers in the Malaysian oil and gas sector: a conceptual framework. *Journal of Hunan University Natural Sciences*, 50(1).
- Salleh, R., Lohana, S., Kumar, V., & Nooriza, S. (2024). Evaluation of job satisfaction as a mediator: Exploring the relationship between workload, career growth, social support supervisory and talent retention in the oil and gas industry in Malaysia. *The Extractive Industries and Society*, 17, 101426.
- Salsabil, N. G., & Cahyo, W. N. (2023). Design Strategy for Improving Employee Retention Based on Two-Factors Theory. *Jurnal Ilmiah Teknik Industri*, 22(1), 137-142.
- Samimi, E., Shahosseini, M. A., Abasaltian, A., & Shafaghi, S. (2015). Identifying and prioritizing critical success factors (CSFs) in retaining and developing knowledge workers in oil and gas project-based companies. *Indian Journal of Science and Technology*, 8(11), 1-10.
- Sarmad, M., Ajmal, M. M., Shamim, M., Saleh, M., & Malik, A. (2016). Motivation and compensation as predictors of employees' retention: Evidence from public sector oil and gas selling organizations. *Journal of Behavioural Sciences*, 26(2), 174-188.
- Talwar, U. A., Oon, Y. B., & Ahmad, R. (2017). The relationship between employee satisfaction and loyalty: a cross-sectional study in oil and natural gas industry. *Journal of Cognitive Sciences and Human Development*, 2(2).
- Tansel, A., & Gazioglu, S. (2014). Job satisfaction and employee performance in the Turkish petroleum industry. *Labour Economics and Industrial Relations Review*, 35(1), 87–103.
- Thomas, B. J. (2020). Leadership style and employee performance: The case of oil and gas industry. *American Journal of Social Sciences and Humanities*, 5(2), 286-301.
- Tian, J., Li, Z., & Chen, Q. (2024). Leadership styles and employee retention: Evidence from the global energy industry. *International Journal of Human Resource Studies*, 14(1), 19–35.
- Uwadiae, O. S. (2016). Contract Staffing and Employee Engagement in the Oil and Gas Industry in Nigeria (A Case Study of Shell Petroleum Development Company (Spdc) West, Nigeria). *International Journal of Business and Social Science*, 7(10).
- Wahab, Zalinawati Abdul, Wan Edura Wan Rashid, Norfadzilah Abd Razak, and Abdul

Kadir Othman. "The Influence of Employee's Engagement, Workload and Personality Traits on Work Life Balance Among Employees of Oil & Gas Company in Kuala Lumpur during COVID-19." (2022).

Wong, L. Y., & Suhadah, S. N. (2025). *Employee engagement across sectors: Insights from Malaysia's industrial workforce*. Malaysian Journal of Employment Studies, 9(1), 112–130.

UNIMAS/NC-16.03/04-13/01 Jld.46 (49)

19 Jun 2025

Thevagar Gurunathan
Operation Manager
Sun Marine Technical Services (M) Sdn. Bhd
19, Jalan PP 11/3
47130, Puchong
Selangor

Tuan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Madhuree a/p Vasavan (86582)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian	: <i>"The Relationship Between Factors Of Employee Engagement And Employee Retention In Oil And Gas Company, Selangor, Malaysia"</i>
Penyelia	: Encik Heng Chin Siong
No.Telefon Penyelia	: 082-584508
E-mel Penyelia	: csheng@unimas.my
No.Telefon Pelajar	: 011-51137272
E-mel Pelajar	: 86582@siswa.unimas.my

Sehubungan itu, sukacita kiranya pihak tuan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan oleh pihak tuan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,



Julia Anak Clifton Akoi@Empadeng
Penyelaras
Program Pembangunan Sumber Manusia

s.k – Ketua Penolong Pendaftar, FSKPM

UNIMAS/NC-16.03/04-13/01 Jld.46 (52)

04 Julai Jun 2025

Puan Angle Cheah
Senior Manager
T7 Global Berhad
338, Jln Tun Razak, City Centre,
50400 Kuala Lumpur,
Wilayah Persekutuan Kuala Lumpur

Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Madhuree a/p Vasavan (86582)** adalah pelajar **Program Pembangunan Sumber Manusia, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS)**. Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian	: <i>"The Relationship Between Factors Of Employee Engagement And Employee Retention In Oil And Gas Company, Selangor, Malaysia"</i>
Penyelia	: Encik Heng Chin Siong
No.Telefon Penyelia	: 082-584508
E-mel Penyelia	: csheng@unimas.my
No.Telefon Pelajar	: 011-51137272
E-mel Pelajar	: 86582@siswa.unimas.my

Sehubungan itu, sukacita kiranya pihak puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan oleh pihak puan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,



Julia Anak Clifton Akoi@Empadeng
Penyelaras
Program Pembangunan Sumber Manusia

s.k - Ketua Penolong Pendaftar, FSKPM

Research Title: The Relationship Between Factors of Employee Engagement and Employee Retention in Oil and Gas company, Selangor, Malaysia.

Dear Respondents,

I am **Madhuree a/p Vasavan**, a final-year student pursuing a **Bachelor's Degree in Human Resource Development with Honours** at the Faculty of Cognitive Sciences and Human Development (FCSHD), Universiti Malaysia Sarawak (UNIMAS). As part of the requirement for the completion of my final year project, I am conducting a research entitled: "**The Relationship Between Factors of Employee Engagement and Employee Retention in Oil and Gas company, Selangor, Malaysia.**"

This questionnaire is divided into three sections. **Section A** gathers demographic information and **Section B** examines four key independent variables which are **Job Satisfaction, Career Growth, Reward and Leadership**. **Section C** focuses on Employee Retention as dependent variable.

You are requested to read each statement carefully and respond honestly based on your own experiences. Please be assured that all information provided will be kept strictly confidential and used solely for academic purposes. Should you have any questions or require further clarification, please do not hesitate to contact me. Your time, participation, and cooperation are greatly appreciated.

Thank You,

Yours Sincerely,

Madhuree Vasavan

Email address: madhureevasavan@gmail.com

[Sign in to Google](#) to save your progress. [Learn more](#)

SECTION A: DEMOGRAPHIC INFORMATION

This section is intended to gather information about your demographic background.

The data collected will help in understanding the diversity of respondents and in analyzing how different demographic groups may perceive or experience the

factors studied. Kindly answer all questions by ticking (✓) the most appropriate option in the space provided.

1. Gender: *

- ☐ Male
- ☐ Female

2. Age Group *

- ☐ Below 30 years
- ☐ 31 - 40 years
- ☐ 41 - 50 years
- ☐ 51 - 60 years
- ☐ 61 years old and above

3. Highest Education Level: *

- ☐ SPM
- ☐ Certificate
- ☐ Diploma
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ PhD

4. Length of Service with Current Employer: *

- ☐ Less than 2 year
- ☐ 3 - 5 years
- ☐ 6 - 10 years
- ☐ 7 - 10 years

5. Years of Working Experience in the Oil and Gas Industry: *

- ☐ Less than 1 year
- ☐ 1 - 3 years
- ☐ 4 - 6 years
- ☐ 7 - 10 years
- ☐ More than 10 years

SECTION B: FACTORS OF EMPLOYEE ENGAGEMENT

This section examines four key independent variable: **Job Satisfaction, Career Growth, Reward and Leadership**. These factors play a crucial role in influencing employee retention. Please indicate your answer by choosing the best option in provided measurement scale.

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

SECTION B1: JOB SATISFACTION

1. I consider my job unpleasant. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☒	Strongly Agree

2. I am often bored with my job. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

3. I feel fairly well satisfied with my present job. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

4. Most of the time, I have to force myself to go to work. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

5. Most days, I am enthusiastic about my work. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

6. I am disappointed I have ever taken this job. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

7. I get a personal feeling of satisfaction doing my job. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

8. My work provides opportunities for growth. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

SECTION B2: CAREER GROWTH

1. I have established career path in the organization. *

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

2. My work is valuable in attaining organizational goals. *

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

3. Employee have access to career counseling and guidance. *

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

4. My organization offers adequate training and development to improve my competencies. *

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

5. You have materials and equipment you need to do your job well. *

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

6. I know my future career advancement because my organization has provided relevant information to us.

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

7. My organization puts me in a position that matches my skills and potential. *

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

8. The promotion criteria is make known to all the employees. *

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

SECTION B3: REWARDS

1. The salary I receive is in accordance with my job responsibilities. *

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

2. The promotional opportunities I get are based on the achievements I * show at workplace.

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

3. The bonus I receive is in line with my job performance results. *

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

4. The organization recognizes my achievements. *

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

5. I have the opportunity to learn new skills. *

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

6. There are many types of incentives offered by my organization. *

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

7. Recognition help to improve my job performance. *

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

8. My performance bonus reflects my job performance in the organization. *

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

SECTION B4: LEADERSHIP

1. My manager helps me to develop my strengths. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

2. My manager express satisfaction when I meet expectations. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

3. My manager treats me as an individual rather than just as a group member. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

4. My manager acts in ways that build my respect. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

5. My manager instils pride in me for being associated with him/her. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

6. My manager gets me to look at problems from many different angles. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

7. My manager provides me with assistance in exchange for my efforts. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

8. My manager talks optimistically about the future. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

FYP

ORIGINALITY REPORT

5%	5%	6%	4%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	www.postgrad.unimas.my Internet Source	2%
2	Rohani Salleh, Sonia Lohana, Vicky Kumar, Siti Nooriza. "Evaluation of job satisfaction as a mediator: Exploring the relationship between workload, career growth, social support supervisory and talent retention in the oil and gas industry in Malaysia", The Extractive Industries and Society, 2024 Publication	1%
3	tojqih.net Internet Source	1%
4	Jaskula-Dybka, Michelle. "Successful Strategies Used by Perfusion Managers to Increase Retention of Perfusionists", Walden University Publication	1%
5	ojs.amhinternational.com Internet Source	1%