



Faculty of Cognitive Sciences and Human Development

**RELATIONSHIP BETWEEN CAREER MANAGEMENT PRACTICES
AND EMPLOYEE RETENTION: A STUDY AMONG EMPLOYEES IN
THE HOSPITALITY INDUSTRY IN KUCHING, SARAWAK**

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**Bachelor of Science with Honours
(Human Resource Development)**

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ABSTRACT

This study investigates how four career-management practices (training and development, supervisory support, performance appraisal, and work flexibility) influence employee retention in Kuching's hospitality industry. Guided by Perceived Organizational Support theory and a quantitative, cross-sectional design, data were collected via structured questionnaires from 150 frontline-to-managerial staff in four- and five-star hotels. Descriptive statistics showed that respondents rated all four practices positively (mean $\approx$ 3.7–3.8 on a 5-point scale), yet perceived retention intentions were only moderate (mean = 3.16). Pearson correlations revealed significant positive associations between each practice and retention ($r = 0.410$ – 0.513 , $p < 0.001$). Multiple regression analysis explained 31 % of variance in retention ($R^2 = 0.311$, $F = 16.33$, $p < 0.001$) and identified supervisory support ($\beta = 0.497$, $p = 0.002$) and work flexibility ($\beta = 0.228$, $p = 0.015$) as the only significant predictors, supporting Hypotheses 2 and 4. These findings highlight the pivotal role of supportive leadership and flexible scheduling in curbing high turnover endemic to hospitality settings. The study enriches retention literature by demonstrating that skills investments and appraisal systems alone are insufficient without a concomitant supportive climate and work-life accommodation. Limitations include reliance on self-report measures, a Kuching-specific sample, and cross-sectional data that restrict causal inference. Future research should employ longitudinal or mixed-methods designs, broaden geographic coverage, and examine additional organisational and cultural moderators. Practically, hotel managers are advised to prioritise supervisor coaching programmes and design culturally attuned flexibility policies to foster a loyal, stable workforce.

Keywords: *Employee retention, Career management practices, Supervisory support, Work flexibility, Hospitality industry*

CHAPTER 1

INTRODUCTION

1.1 Introduction and Background of Study

This study investigates how strategic career management practices contributed to employee's retention within the hospitality industry. In a more specific details, this study aims to explore this relationship uses quantitative methods to examine the factors related to career management practices that influence employee retention within the hospitality industry in Kuching, Sarawak. Specifically, this chapter covers the background of study, problem statement and research objectives. Besides, it also covers on research questions, significance of study, limitation of study and definition of terms.

Malaysian hospitality sector crucial to Malaysia's economy, especially in its successful tourism industry. It is a service-based workforce-based industry that is labour intensive, which depends on employees being satisfied to ensure quality services (Zainal et al., 2022). However, high turnover is a constant problem, particularly in placed like Kuching, Sarawak (Kasa et al., 2019). This has massive consequences on productivity, corporate growth and customer satisfaction (Halim, 2021). Obazea & Samikon, (2022) shows that retention is key to continuity, cost savings on hiring and training, and retention of the best workers. In a business-like hospitality, where personal touches are key to the customer journey, retention of talented people directly influences service and reputation (Syal et al., 2024). Nevertheless, the industry is in particular trouble because of the high-pressure work, the irregular hours, and the short tenure. All these lead to worker dissatisfaction and a high turnover rate especially, among the front-line workers (Al-Suraihi et al., 2021). Past studies

also shows that employees often cite lack of career planning, absence of support from managers and insufficient flexibility in work as reasons to leave their job (Khadka & Khadka, 2024; Saedin et al., 2023).

Career development practices such as training and development, performance management, support from the manager and flexibility are commonly accepted as a primary driver of retention (Zainal et al., 2022). Employee training and development programs boost skills, professional development, and increase job satisfaction (Ekhsan et al., 2022). The same goes for accurate and honest performance evaluations that empower workers to feel respected and aligned with the organization's vision (Alnajim, 2021). Supervisory assistance, such as direction, constructive criticism and emotional support is vital to the success of an employee's work life (Bharadwaj et al., 2022). Work flexibility is also becoming a key driver of employee wellbeing by providing a work/life balance and less stress (Antony et al., 2023).

Even though there is emerging research literature in employee retention, few studies are empiricist on the overall effects of these career management practices in the Malaysian hospitality sector. Currently available research often analyses these variables separately and misses the holistic interaction of these factors (Iqbal et al., 2020; Kanuto, 2024; Younis et al., 2023). Also, Malaysia has regional differences – such as between major cities like Kuala Lumpur and smaller ones like Kuching – making local research even more critical. As such, there is a need for new research to bridge the gap and focus specifically on this geographical area in order to gain new and improve insights on the research matter. This research aims to overcome this divide by investigating the link between career management and employee retention in the hotel industry of Kuching, Sarawak. The results can be used in strategizing

HR process to support growth and resilience in the industry, and with the benefit of useful insights.

1.2 Problem statement

Malaysia's hospitality industry has faced critical challenges that have impacted productivity, service, and organizational performance (Ghani et al., 2022). It is shown by Kasa et al., (2019) who finds that the turnover rate in the hotel sector in Sarawak is also quite high and needs to be addressed. According to Qualtrics, (2021), this sector's turnover has been in the 20% per year, which is at a very high level relative to other industries like IT or manufacturing (Qualtrics, 2025). It is even worse for frontline workers, who frequently give reasons like low career prospects, bad pay and lack of managerial guidance (Xuecheng et al., 2022). Research shows that a majority of hospitality workers quit in their first two years due to bad wages and limited career development (Al-Suraihi et al., 2021).

Research by Kasa et al., (2019) has also show that hospitality turnover especially in Kuching, Sarawak is the result of a disconnect between what employees and the company are looking for from their careers as well as job satisfaction. Hospitality employees have lots of responsibilities such as working long hours, shift schedules, customer interactions, which adds stress and fatigue (Younis et al., 2023). All these problems are complemented by a lack of career progression and recognition, and this makes employees want to work in other more promising industries. In addition, the absence of creative retention solutions that reflect the specific challenges of the hospitality industry, whether it is flexible work policies or bespoke career plans only makes the situation worse (Kanuto, 2024). There is little to no system in place to give feedback, or take heed of what employees bring to the table, and people feel left out and unappreciated (M. E. Kasa et al., 2019). These failed expectations, coupled with new

career management methods, are envisioned in this study as finding that can reduce the turnover rate in Kuching's hospitality industry, by matching organisational priorities to employees' hopes for a more resilient and loyal workforce (Iqbal et al., 2020).

Many past research studies suggested numerous reasons for high turnover (Al-Suraihi et al., 2021; Ohunakin et al., 2020; Xuecheng et al., 2022), but there are not many studies that look at the overall effects of career management practices on retention in Malaysian hospitality. More specifically, studies do not take account of the aggregate effect of training and development, management help, performance appraisal and salary on retention (Al-Suraihi et al., 2021). That is a significant study gap because the vast majority of the literature on the topic has dealt with isolated variables, rather than looking at how a holistic career management system reduces turnover.

The researcher is motivated to carry out the study due to the fact that the problem of high turnover of employees in the hospitality industry in Kuching, Sarawak is still critical, and it is taking its toll on the industry (Rahman et al., 2024). Resolving this disconnect is essential for figuring out the retention solution that works for the specific needs of the hospitality sector. Using these dimensions of training and development, supervisory support, performance appraisal and work flexibility, the research seeks practical results for industry stakeholders to enhance retention and long-term workforce development.

1.3 Main Objective

To examine the relationship between career management practices and employee retention in the hospitality industry in Kuching, Sarawak.

1.3.1 Specific Objective

1. To examine the relationship between training and development and employee retention in the hospitality industry in Kuching, Sarawak.
2. To examine the relationship between supervisory support and employee retention in the hospitality industry in Kuching, Sarawak.
3. To examine the relationship between performance appraisal and employee retention in the hospitality industry in Kuching, Sarawak.
4. To examine the relationship between work flexibility and employee retention in the hospitality industry in Kuching, Sarawak.
5. To examine the most dominant factor affecting employee retention in the hospitality industry in Kuching, Sarawak.

1.4 Research Hypothesis

H1: There is a significant relationship between Training and Development and employee retention in the hospitality industry in Kuching, Sarawak.

H2: There is a significant relationship between Supervisory Support and employee retention in the hospitality industry in Kuching, Sarawak.

H3: There is a significant relationship between Performance Appraisal and employee retention in the hospitality industry in Kuching, Sarawak.

H4: There is a significant relationship between Work Flexibility and employee retention in the hospitality industry in Kuching, Sarawak.

1.5 Research Framework

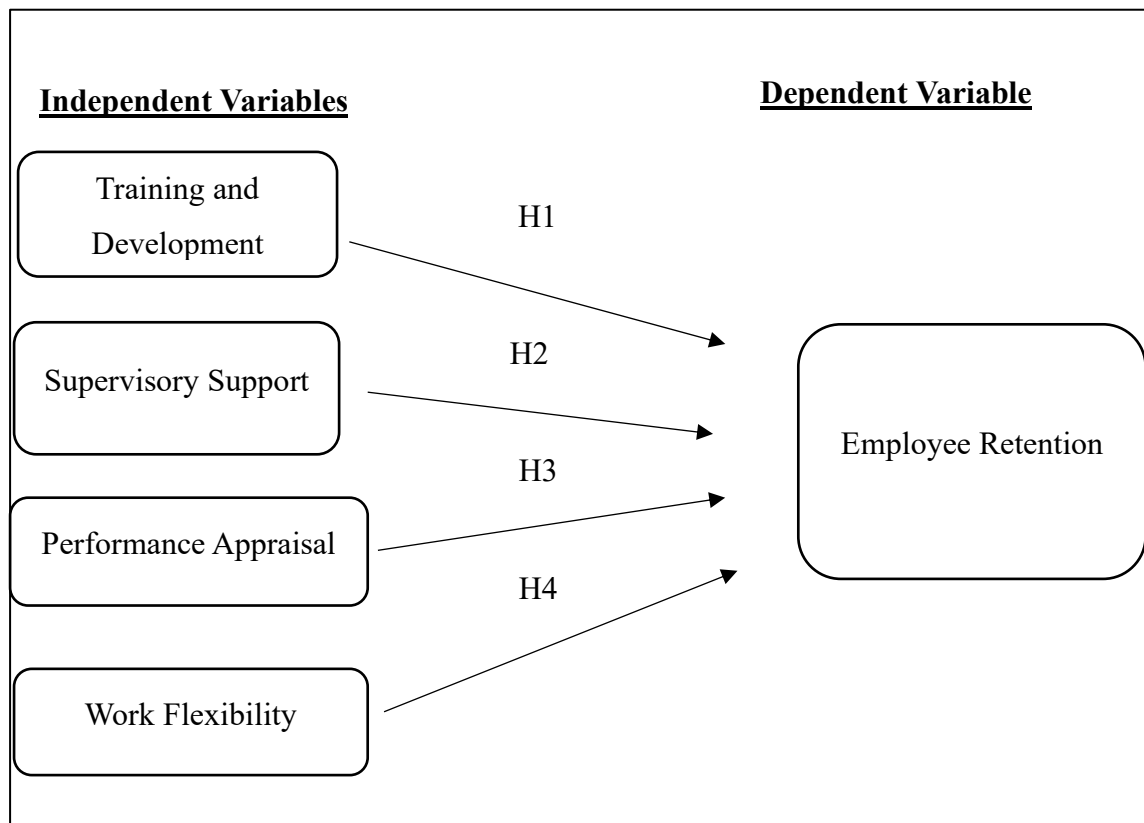


Figure 1.1 Research Framework

Source: Kanuto, (2024), Iqbal et al., (2020), Alainati et al., (2024), Lee & Shin, (2023), Younis et al., (2023)

The figure 1.1 above depicts for the research framework regarding relationship between the independent variables and dependent variable. The independent variables that were incorporated in the framework were Training and Development, Supervisory support, Performance Appraisal and Work Flexibility while the dependent variable was employee retention. Since there were 4 IVs involved here, there were a total of 4 hypotheses, including H1, H2 and H3 developed in the framework shown. The variable of training and development is meant to show that well-designed training will increase employees' competencies and perception of company value which will lead to less turnover. Khadka and Khadka (2024)

showed that employees who saw the potential for growth stayed longer with the company and so retention could be directly related. As for facilitation by the supervisor, Lee et al. (2022) reported that good manager-team relations reduce stress at work and increase loyalty, which are the keys to avoiding turnover in hospitality. In relation to performance appraisals, it is shown that performance appraisals are good and honest feedback that gives employees career paths and recognition which are the main motivations for hiring (Hassan,2022). It is also shown that Work Flexibility can assist employees in working more comfortably and in a more balanced way, thus making them more satisfied and it helps with retention.

The IVs being incorporated into the model corresponds to Perceived Organizational Support Theory (POS) which is a psychological state that reflects the employee's belief that an organization is supportive and values the work and well-being of employees (Ogundare & Omotosho, 2022). It can be stated here that the POS theory involves a theory which speaks about the organization's contribution to a positive reciprocity dynamic with their employees. This is as employees are said to be able to perform better in order to reciprocate the rewards and favourable treatment that they receive from the management. In essence, when given positive opportunities to develop in the organization, these employees tend to show gratitude by performing better. All of this together is an answer to the high turnover issues of the hospitality industry in Malaysia.

1.6 Significance of Study

The significance of the study is discussed here whereby the researcher will discuss the organizational study significance, literature significance and practical significance also.

1.6.1 Significance to Organization of Study

The study is also meaningful to organizational study as the findings would help to promote better working conditions in organizational in the Malaysian hospitality industry. Low turnover is not only bad for the business, but for society as a whole, as lower job security and opportunities for employees to develop their careers are detrimental (Ahmić & Čizmić, 2021). This research offers practical advice based on evidence and it might have an impact on the practice and policy in organizations within the sector for a more stable and content workforce (Al-Suraihi et al., 2021). It will, in turn, result in better service quality, and the service quality is what is important for Malaysia's position as a top tourism destination, for both economy and society.

1.6.2 Significance to Existing Literature

This research is also theoretically valuable by adding to the literature regarding hospitality employee retention. Examining the impact of career management activities, including training and development, managers, performance reviews on retention adds to the body of knowledge of how this influences workforce stability. The results might be confirmation of or conflict with other theories (e.g., Expectancy Theory) in hospitality, which can produce alternative theories to account for behaviour in high turnover business (Ogundare & Omotosho, 2022).

1.6.3 Significance to Human Resource Practitioner

This study is very helpful from a practical point of view to HR professionals and managers in hospitality industry. By learning what career management strategies have the highest return on turnover, companies can tailor HR to employees' preferences for a happier

and more committed job experience. For example, if the study shows that supervisory support is important for retention, managers can create specific programs to coach supervisors in leadership and communication. These data, in the end, can enable hospitality operators to devise cost-effective and sustainable strategies to tackle high turnover rates (Obazea & Samikon, 2022).

1.7 Limitation of Research

This study does suffer from a number of limitations of the questionnaires that can compromise and limit the effectiveness of the results and make it hard to conclude accurately how careers management contributes to retention. The first limitation is that the findings are restricted to one region, Kuching, Sarawak, and so they are not generalizable. The hospitality industry in Malaysia is extremely variable and there are significant differences between regions with regards to working conditions, cultural norms and corporate structure. Thus, conclusions drawn from this research are not generalizable to other domains and environments, and hence the research is limited in scope.

Second is the cross-sectional study design that records information at a time and not in the long run. This way, one cannot measure change and trends in employee retention and career management. Therefore, it is hard to draw causal conclusions between the variables and hence, the study cannot explain how the factors impact turnover across time. An extended longitudinal approach would have shown better how career management practices affect employee retention, but this work is limited in time and resources, and so a cross-sectional approach was used.

Thirdly, there can be a limitation when it comes to the quantitative nature of the study. Although this quantitative research, and the sample consists of a number of participants, nevertheless, there can be limitations as to the depth of the analysis that can be carried out. The fact that there is no qualitative method used here means that the data findings can be superficial and lacking in depth.

1.8 Definition of term

Table 1.1 Terms of Definition

Variable	Operational Definition	Conceptual Definition
Training and Development	Adaption of Khadka and Khadka (2024) on how often, to what extent, and if training programs actually do work.	A strategic activity that is meant to improve the knowledge, skills, and capacities of your employees so that they are able to perform and grow (Beer & Mulder, 2020).
Supervisory support	Adaption of Supervisory Support Scale (Lee et al, 2022), that consists of dimensions such as feedback, emotional support, and managerial availability.	Personal and functional support from managers that supports work and employee moods and behaviours (Tenakwah et al., 2023).

Performance Appraisal	Adaption of Hassan (2022) with focus on fairness, frequency and developmental attention.	Analytical evaluation of employee performance which is used to guide organization in promotions, salaries, and training (Abboud, 2021).
Work Flexibility	Adaption of (Kossek et al. (2022) on comparing workers' levels of control over work time, place and priority.	The ability of a company to allow employees to have the choice of when, where, and how to work in order to create a better work-life balance (Kim et al., 2020).
Employee Retention	Adaption of (Ghani et al. (2022) that measures employees' chances of staying with the company in the long run.	Approaches and practices that keep employees engaged in the organization longer term with less turnover and stable workforce (Xuecheng et al., 2022).

1.9 Summary

Chapter one presented here outlines the role of this research to address the Sarawak, Kuching's hotel industry's high turnover rates which negatively affect productivity, customer retention and growth. Career management – training and development, support from the supervisor, performance review, work flexibility – are identified in the chapter as possible drivers of retention. The problem statement was outlined here and it showed the main problem that the research was designed to address. The chapter provides the research objectives and hypotheses to look at these connections, quantitatively. The research value is not just theoretical, but with an emphasis on making predictions in a way that is compatible with the chosen theory. It also has practical application for HR practices that would be improved to deliver a predictable, contented workforce. The chapter also focuses on how the research can help formulate practical recommendations to reduce turnover, increase employee satisfaction, and assist Malaysia's hospitality industry in achieving sustainable growth and resilience.

CHAPTER 2

LITERATURE RIVIEW

2.1 Introduction

This chapter gathered and gained significant and insightful knowledge from various sources such as articles and journals which are related to this research about career management practices. In this chapter also focus on career management practices can contribute to employee retention within the hospitality industry regarding that past research that are related and recognize the flow of understandings.

2.2 Discussion of Retention and Career Management Practice

2.2.1 Employee Retention

Employee retention has become a significant issue in the hospitality industry around the world and in Malaysia, with high turnover being an ongoing problem (Aleem & Bowra, 2020). High employee turnover is shown to be very detrimental to the welfare of organizations and the industry as well (Darmawan & Bagis, 2024). Hence, it is in the best interest of organizations to ensure that employee retention is kept as high as possible to ensure that the firm and the industry remain profitable (Rahman et al., 2024). Researchers like Lin, (2021) have shown that effective career management practices can contribute to better retention. Studies also demonstrated that there are several factors correlated with employee retention such as training and development, supervision, and performance management (Chan et al., 2020). These, together, drive employee engagement, commitment, and organisational health and therefore remain key areas for exploration (Darmawan & Bagis, 2024).

2.2.2 Training and Development

As for the training and development variable, it is said to be one of the core aspects of career management which have a huge impact on retention. Effective training will give employees the ability and knowledge they need to be successful at their job which increases employee self-confidence and job satisfaction (Islam et al., 2022). Research by Khadka & Khadka, (2024) also shows that workers will remain with companies that promote them professionally as it shows that the company is attentive to what they do and cares about their long-term career growth.

2.2.3 Supervisory Support

When it comes to supervisory support, it is found that support from their managers is essential to employee's view of the workplace and why they stay at an organization. Supportive managers guide, offer advice, and offer emotional comradery, which promotes a culture of positivity and inclusion (Jun & Eckardt, 2023). According to Lee et al. (2022), employees who have high amounts of supervisor support report feeling appreciated and loyal to their employer.

2.2.5 Performance Appraisal

In terms of performance appraisal, performance evaluation is another factor that affects retention. When a performance review is fair and constructive, employees know exactly where they stand, what needs to be improved, and what can be done to move up the career ladder (Abboud, 2021). Good performance reviews also provide a way to celebrate the work of employees and align individual aspirations with company objectives (Hassan, 2022).

2.2.6 Work Flexibility

When it comes to work flexibility, the fact is that flexible work has become the key to retention – especially in hospitality, which has long and irregular working hours. Flexible working – flexible hours, work from home or schedule flexibility allow employees to make the best possible work-life compromise (Ray & Pana-Cryan, 2021). It not only makes employees less stressed, but it also leads to better job satisfaction and loyalty (Kim et al., 2020).

2.3 Discussion of Past Related Studies

While the literature is extensive in exploring these individual factors, its still lacking in the way that a unified career management strategy influences employee retention in Malaysia's Sarawak hospitality industry. The majority of studies have examined them individually, and not considered how training, coaching, appraisals and reward affect retention overall (Gandasari et al., 2024). Furthermore, little empirical evidence exists on the influence of cultural and regional variations within Malaysia on these relationships. What is effective in Kuala Lumpur for example, is unlikely to be successful in more rural locations, such as Kuching in Sarawak, where local culture and work life are quite different. This lack of research demonstrates the need for longitudinal studies that take into consideration regional variations, and provide a holistic approach to retaining employees in the hospitality industry (Dewi & Nurhayati, 2021).

Furthermore, while international studies have highlighted these factors, local studies have failed to address the particularities of Malaysian hospitality organizations. High turnover, for instance, could be caused by certain cultural demands or economic factors

peculiar to Malaysia, such as the high price of urban living or the seasonality of tourism. A clear appreciation of these regional factors is the key to designing successful culturally and economically sustainable retention strategies (Gandasari et al., 2024). Through closing these gaps, future studies will provide more targeted advice that in turn results in a more consistent and contented Malaysian hospitality workforce.

2.3.1 Training and Development and Retention

The first concerns the effectiveness of training and development for retention. Training and development are generally well-known as being critical to empowering employees to accomplish their role and advance the company (H. M. M. Rahman et al., 2024). One such research paper by Khadka & Khadka, (2024) showed that well-planned hospitality training programs improve employee job satisfaction and commitment to the organization thereby reducing turnover. Similarly, it was also emphasized that continuous learning is essential to retain employees who feel valued and understand a pathway to their career (Darmawan & Bagis, 2024). Nonetheless, despite the positive effects, the hospitality industry in Malaysia remains reluctant to invest in employee training, due to the short-term budget limitations or lack of long-term strategic planning. This failure is an enormous challenge, as employees can look elsewhere for a better deal if their ambition and advancement are not fulfilled (Chan et al., 2020).

2.3.2 Supervisory Support and Retention

Supervisory support also plays a major role in retention (Pelly, 2023). Good supervisors are vital in ensuring a positive work environment, providing direction, feedback, and inspiration (Heyns et al., 2022). Research by Lee et al., (2022) has demonstrated that workers

who experience a positive supervisory support are more likely to remain with the organization. Because positive supervisors help foster a good work culture, by alleviating work stress and making workers feel more welcome. On the other hand, lack of supervisor support can also increase job discontent and turnover plans (Pelly, 2023). Heyns et al., (2022) found that supportive supervision was a major predictor of retention of workers in the hospitality sector, suggesting that managerial interventions should focus on enabling supervisors to develop stronger relationships with employees.

2.3.3 Performance Appraisal and Retention

Also, performance appraisal is a main factor here. They are meant to give employees the feedback they deserve and to establish expectations for future performance (Houldsworth et al., 2021). They can also be used to help guide promotions, training, and compensation decisions.(Khan et al., 2024) Yet performance appraisals are only as effective in ensuring retention as they are fair and constructive (Abboud, 2021). For example, Khan et al., (2024) observed that biased or inconsistent performance appraisals could be the reason for unhappiness and disengagement. Instead, appraisals, when open, constructive, and based on employee objectives, can inspire and promote retention (Hassan, 2022). The hospitality sector is well-established performance appraisal mechanisms remain underused or inadequate, which lead to frustration and employee neglect (Khan et al., 2024). This appraisal gap highlights the importance of organizations adopting fair and developmental appraisal to foster retention (Lin, 2021).

2.3.4 Work Flexibility and Retention

Ekowati et al., (2023) shows that flexibility at work is a significant plus when it comes to retaining staff, especially in professions such as hospitality that have a high volume of long hours and schedules. Flexibility, which is defined as having some degree of employee agency over when, where and how they work, has been correlated with higher job satisfaction, lower stress levels, and more productive working relationships (Kim et al., 2020). These are the reasons why it is considered a strategic tool in career management to avoid turnover (Ray & Pana-Cryan, 2021).

Flexibility's use in retention is based on Expectancy Theory and it assumes that employees will stay with organizations where the efforts are clearly associated with valuable outcomes (Lefter et al., 2018). Flexibleness comes with a real value – it caters to employees' desires for autonomy and harmony, which is also a loyalty enhancing tool (Dr Priyanka Mishra, 2021). Kossek et al., (2022) points out that workers are devoted and committed if they feel like their work time matches their personal time.

Flexibility is hard to come by in the hospitality industry. Yet those companies that have creative fixes, such as rotating shifts or remote admin positions, have had lower turnover rates (Zaman et al., 2020). Kossek et al., (2022) find that firms with flexible hours had more satisfied employees and fewer absentees. This result highlights the direct connection between flexibility-like support at work and retention in the long term.

Flexibility, for all its advantages, is not being fully exploited in the Malaysian tourism sector. Because of culture and business constraints, scheduling is often deterministic and employees do not have a lot of flexibility. This rigidity is one of the reasons why this industry

has such high turnover rate and people find other work environments that are more flexible. It is an area where bridging this divide would be a competitive advantage, which will allow companies to recruit and retain talent in a highly competitive labour market (Dubey et al., 2021).

International research speaks to the importance of flexible work but local studies in Malaysia are few and far between. This dearth of localized data puts the onus on hospitality managers to create culturally sensitive approaches. Solutions that work well in a city such as Kuala Lumpur, for example, are not going to work in rural areas like Kuching in Sarawak where logistical and cultural factors are different.

2.4 Discussion of Related Theory

2.4.1 Perceived Organizational Support

The theory used here is the Perceived Organizational Support (POS) Theory is based on the idea of reciprocity, the belief that when employees feel valued and supported by the company, they are more committed, engaged and productive (Eisenberger et al., 2020). This theory, which was proposed by Eisenberger, is about how workers form opinions about the extent to which their company values them and takes care of them. POS theory has been widely used in organisational studies to account for workplace behaviours such as employee retention (Hong et al., 2019).

There are two presuppositions of POS theory: the rule of reciprocity and employees' socio-emotional needs. According to the reciprocity norm, those employees who feel like their employer is helpful feel the need to do the same for the organisation. These can be things like greater loyalty, more effort, and lower turnover (Iqbal et al., 2020). The socio-

emotional view points out that workers are wired to demand appreciation, dignity and care. And when those needs are met by the company, employees grow emotionally more attached to their place of work. Employees see these acts as confirmation that their employers value them, which reinforces their own (Jehanzeb, 2020).

POS theory was applied in this paper to provide a clear model for how career management practices and retention are related in the hospitality industry. The theory applies especially well to the way in which particular practices (training and development, support from supervisor, performance appraisal, flexible work arrangements) affect employees' experiences of organisational support (Eisenberger et al., 2020).

The creation of a sense of support by organization is all part of the training and development programs. When employers care about the development of their employees, it shows that they care (Choi et al., 2021). People who believe their employer is interested in advancing them personally are more likely to be encouraged and stay loyal to their company. By matching training programmes to employees' career goals, companies can also optimize retention with POS (Eisenberger et al., 2020).

Support from the supervisor is an outward expression of the organizational concern and regard for the employee. Supervisors who provide receptive feedback, emotional care, and guidance help make workers feel important and valued (Giao et al., 2020; Wang et al., 2020). Employers interpret positive managerial conduct as an extension of the support from the organisation, and therefore loyal workers tend to show less intent to leave, in line with POS theory (Choi et al., 2021).

An open and positive performance review mechanism is another way in which companies can show solidarity. If employees are treated fairly, praised for what they have done and offered specific paths to advancement, they feel appreciated (Tian & Guo, 2023). According to POS theory, it makes employees believe that the company cares about them and hence they are more engaged and remain in the organization. The opposite is true – skewed or inconsistent ratings undermine senses of support, and make turnover more probable (Choi et al., 2021).

Flexibility in work has become a major motivation for hiring and retention particularly among those who work long hours like the hospitality industry (Hong et al., 2019). Flexible working conditions, from shifts that can be adjusted to working from home also show the company understands and supports employees' personal and professional demands. This is a critical finding of POS theory: If organisations offer flexibility, workers see it as an enabler and therefore they feel closer to the organization and turnover is reduced (Giorgi et al., 2020).

The entire issue of retention boils down to whether the workers are felt welcomed and appreciated at work (Eisenberger et al., 2020). Supportive organisational behaviours serve employee' socio-emotional needs, POS theory explains, ensuring trust and reciprocity. If employees feel highly supported by the organization, they will react with more loyalty, fewer turnover intentions and more going above and beyond in their work (Lee & Shin, 2023).

When it comes to hospitality, where work is intense and turnover is a huge issue, POS theory provides a valuable solution to retention problems. If one knows how career management practices impact workers' experiences of support, then organizations can craft specific interventions that serve the needs of employees as well as the organization. Not only

does this alignment help retain but also create a happier and more effective team (Eisenberger et al., 2020).

2.5 Summary

Chapter two provided here discussed the literature on career management as a strategy for increasing hotel employee retention. It starts by analyzing the issue of high turnover and how it harms company and industry performance in perspective. The researcher analysed literature of a number of key practices: training and development; supervisory support; performance appraisal; and work flexibility. The chapter highlights gaps and indicates that there are not enough local studies to study these variables at scale in the hospitality industry in Kuching, Sarawak Malaysia. The chapter closes with the call for translation of these literature findings into practical HR initiatives for the industry through a research like this that will produce quality findings. The next chapter discusses the research methodology of the study and paves the way for the design of the research.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter outlines the design and approach for the study, to learn about career management strategies for retention of employees in hospitality industry in Kuching, Sarawak. It is the methodological approach to be able to make sure there is a systematic and rigorous way to reach the research goals and hypotheses. The research design, instrument, population, sample size and sampling method are discussed to inform about the methods used to obtain the data and to ensure that the findings are reliable.

3.2 Research Design

The study uses a quantitative design that works well for the comparison of measurable variables (Sileyew & Sileyew, 2019). Quantitative research here involves the systematic collection and processing of numbers, so that the research conclusions can be valid, comprehensive and replicable (Bihu, 2021). The study is meant show career management (e.g., training and development, managerial assistance, performance reviews, work flexibility) affects employee retention. The quantitative method is believed to be the best way to accomplish success in this analysis.

The quantitative style makes standard tools (such as standardised questionnaires) effective to gathering regularized data from participants (Matović & Ovesni, 2023). This guarantees that the variables are calculated correctly. The research is done using statistics such as correlation, regression analysis to analyze the magnitude and direction of relations between the dependent and independent variables (Kmetty & Stefkovics, 2021).

All these analyses is used to test the research objectives and hypothesis. The quantitative design by the use of numbers and statistical methods provides empirical support for or rejection of these hypotheses (Bloomfield & Fisher, 2019).

Because of the quantitative design, the study results are generic to the sample (Taherdoost, 2022). With data taken from an overall sample, this research gives insights about Kuching and also for comparable situations in the hospitality industry. This effective method helps better understand what influences retention among employees and offers insights for HR.

3.3 Sample and Population

3.3.1 Target Population

The study population is front line employees in 4-to-5-star hotels in Kuching, Sarawak. Hospitality is a manual work and needs a set of highly committed and satisfied staff to keep the quality and service high. Staff at all organizational levels (frontline workers, supervisors, managers) are drawn into the target group for a multi-level analysis. There are approximately 100,000 employees working in this industry in Sarawak.

The geographical area for the programme was chosen as Kuching because it is a regional tourism and hospitality hub. Unlike big cities like Kuala Lumpur, Kuching is a medium-sized city, where the cultural, economic and functional realities are very different. Those differences affect worker behaviours, especially employee retention and career management.

By taking a wide group of employees into the target group, the study can also identify a variety of retention experiences and issues. Work-flexibility and supervisory interventions

could be mentioned by the frontline workers, or by the supervisors and managers who mention performance reviews and training programmes. This is a holistic methodology, so that the research will take into account the experiences of all stakeholders in the hospitality industry (Barroga et al., 2023).

3.3.2 Sampling Size

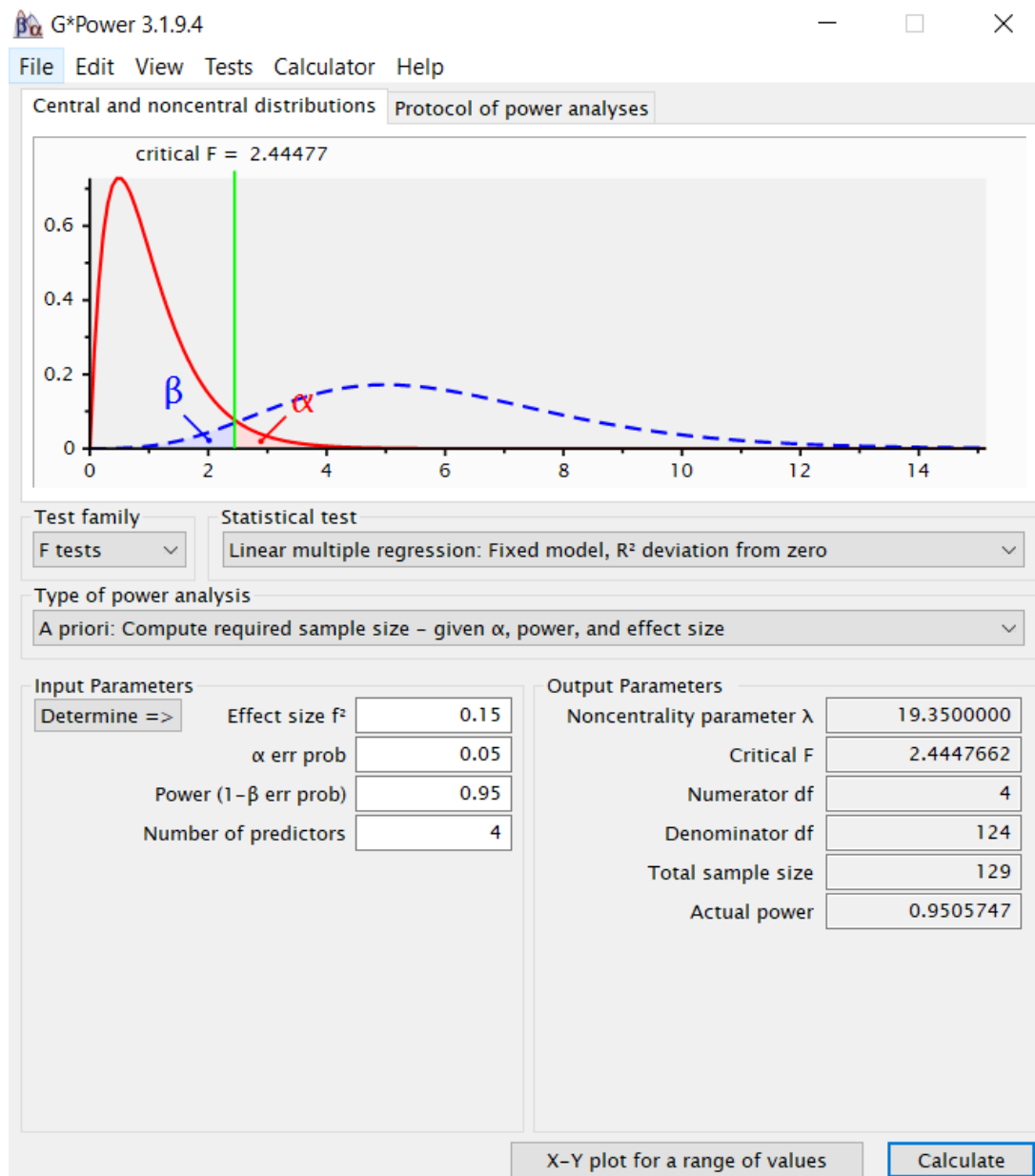


Figure 3.1 Sampling Size Calculation using G-power

A power analysis was performed using G*Power 3.1.9.4 to determine the required sample size for a multiple regression analysis with four predictors. The analysis was set to detect a moderate effect size ($f^2 = 0.15$) at an alpha level of 0.05 with a statistical power ($1 - \beta$) of 0.95. Based on these parameters, G*Power recommended a minimum sample size of 129 participants.

To account for potential non-response and incomplete surveys, this study will oversample by approximately 10–15%, bringing the final targeted sample size to around 140–150 participants. This approach ensures that the study retains sufficient statistical power in the event of missing or unusable data, thereby enhancing the reliability and validity of the findings.

3.3.3 Sampling Technique

The sample size for this study was calculated by G*Power (Md. M. Rahman, 2023). The formula will give a sample that is large enough to have reliable results in statistical terms, and yet small enough to be easy to collect and analyse (Al-Eid & Shoukri, 2019). The researcher came up with a sample of 129 hospitality employees in Kuching, and this is the most suitable sample size.

This number of individuals is enough to capture heterogeneity in the target group (Raifman et al., 2022), which would be useful for analyzing the associations between career management practices and retention. That size also minimizes sampling error and gives results that are representative of the entire population (Stratton, 2024). The research will be statistically reliable and useful. This means the data gathered will be good enough to identify

strong correlations between variables and the analysis will be meaningful and accurate (Berndt, 2020).

The researcher uses a purposive sampling method to recruit subjects. Purposive sampling is non-probability sampling where subjects are intentionally selected using certain criteria according to research goals (Campbell et al., 2020). For this study, the participants had to be currently employed in hospitality sector in Kuching, Sarawak for the study. Purposive sampling works well for this kind of study because they are getting a sample of people who have first-hand experience of the career management practices being studied. This method increases the generalizability and applicability of the results, because the data gathered addresses the questions (Bhardwaj, 2019).

A great advantage of purposive sampling is that it will sample a population that most aligns with the research. By considering employees of hospitality, the research allows the sample to capture the population that is under study (Cash et al., 2022). This focus makes the results more reliable and shows lessons relevant to the hospitality industry. It also makes the sample varied due to the sampling method. The researcher had recruited individuals from across the industry and at various levels from workers in the field to supervisors and managers. This variation makes the study capture a broad spectrum of experiences and voices and gives us a comprehensive picture of what influences retention.

Although purposive sampling is not without drawbacks, such as selection bias, these were reduced by using explicit and regular selection rules (N. Khan, 2020). They tried to recruit a broad sample of people so that the sample is representative of the population they are looking to study. This way the findings are more likely to be credible and can be translated to practice (Deakin et al., 2022). Purposive sampling makes sure that the research

gets relevant and valuable data. This method allows for recruiting participants who are most likely to have something useful to say about how careers management affects retention.

3.4 Research Instrument

Table 3.1 Measurement of Constructs

Variables	Constructs	Source of Journals
Training and Development	My hotel provides extensive training for staff development.	(Bibi et al., 2018)
	My hotel provides developmental training programs for employees every year.	
	In my hotel, there is formal developmental training to teach new staff the skills needed for their roles.	
	My hotel provides formal training to staff to increase promotion opportunities.	
Supervisory Support	My department manager in hotel demonstrates trust and confidence in me	(Bibi et al., 2018)

My department manager in hotel treats me with dignity and respect.

My department manager in hotel gives me authority that I need to do the job.

My department manager in hotel provides me with a useful performance appraisal

My department manager in hotel provides me to with ongoing feedback.

My department manager in hotel jointly sets performance objectives with me.

My department manager in hotel helps me develop my career plan.

My department manager in hotel provides adequate time for me to attend training.

Performance Appraisal	In this hotel, my performance is evaluated fairly based on clear criteria. (Chatzoudes & Chatzoglou, 2022)
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In this hotel, performance is measured by quantifiable output.

In this hotel, feedback is provided in the form of numbers.

The hotel has regularly scheduled performance appraisal periods for employees.

Work Flexibility	I feel comfortable with the implementation of staggered working hours compared to the normal working schedule. (Binti & Fahmid, 2016)
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Selection of suitable working shift allows me to spend more time with my family.

Selection of suitable working shift allows me to sort out my personal matters at home without interrupting working hour.

I have ample rest time to be with my family by selecting the suitable working shift.

Implementation of staggered working hours is able to increase my service quality to the customer

Employee Retention	I plan to stay at my current job (Elsahoryi et al., 2022) as long as possible.
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I will probably spend the rest of my career in this job.

I will not leave this job even if this job does not meet all my expectations.

No circumstances can make me leave my current job.

I plan to stay in this hotel job for at least 2 to 3 years.

3.5 Pilot Study

In this study, a pilot test would be carried out with the aim of determining whether the questionnaire contained errors and inefficiencies that could hamper the research process and cause for low quality responses to be given by the respondents. As such, the researcher carried out a pilot study with the aim of testing the questionnaire to a set of respondents. The researcher tested the questionnaire on a total of 30 participants taken from the research population. They were given the questionnaire and asked to complete it and to provide their feedback. The process went well and the analysis of the feedback showed that all respondents provided good feedback and there were no main errors with the questionnaire. As such, the questionnaire was found to be effective and hence qualified to be sent to the main target population. The findings of the pilot test were attached as follows.

Table 3.2 Pilot Test Findings

Variable	Cronbach's Alpha	No. of Items
Training and Development	0.719	4
Supervisory Support	0.797	8
Performance Appraisal	0.949	4
Work Flexibility	0.733	5
Employee Retention	0.761	5

The table 3.2 shows the pilot test findings gained for each variable in this study. Since all the variables have obtained at least a cronbach's alpha score of above 0.7, it indicates that all the variables are having high internal consistency and thus the constructs are accepted for further distribution of reaching more responses.

3.6 Validity and Reliability

3.6.1 Validity

Validity and reliability are important for all research procedures; it is important that the findings made from the research are reliable, consistent, and relevant to the research (Bloomfield & Fisher, 2019). Validity is how well the study instrument measures what it is designed to measure. This research measures the constructs of career management (training and development, supervisory care, performance evaluation, flexibility of work) and employee retention with established scales borrowed from other previous studies. These scales are valid for the previous research and were modified to suit Kuching's hospitality industry to make sure they were appropriate and reliable.

3.6.1.1 Content Validity

Content validity was checked by asking HR experts to look through the questionnaire to make sure the questions were well-considered and consistent with the research goals.

3.6.1.2 Construct Validity

Construct validity looked at the theoretical foundations of variables, and whether the items sufficiently represented the ideas being studied (Franklin, 2022). The questionnaire was adapted from the papers by Kanuto, (2024), Iqbal et al., (2020), Alainati et al., (2024), Lee & Shin, (2023), Younis et al., (2023).

3.6.2 Reliability

Reliability, meanwhile, is the reproducibility of the measuring instrument (Taherdoost, 2022). The questionnaire was tested in a small group of hospitality employees. The researcher tested for internal consistency of the items with Cronbach's alpha. A 0.70 was the threshold was set to establish reliability for each construction. Unreliable structures would be modified or deleted so that the end instrument would have reliable data (Huarng et al., 2018).

3.7 Normality Testing

Normality testing was conducted to ensure that the distribution of the collected data conformed to the assumptions required for parametric analyses. Specifically, the Shapiro-Wilk and Kolmogorov-Smirnov tests were employed to assess whether the data sets for each variable (e.g., career management practices and employee retention) were normally distributed. In addition, skewness and kurtosis values were examined to further confirm the symmetry and peakness of the distribution. Visual inspections, such as Q-Q plots and histograms, complemented these statistical tests and provided a clear indication of whether any significant deviations from normality were present. Based on these findings, the subsequent analysis employed the most appropriate statistical techniques to accurately interpret the relationships among the key variables in this study.

3.8 Ethics of Study

The researcher notes here that ethical considerations dominated the planning and execution of this study. There were strict ethical requirements in place for the protection of subjects' rights and for research integrity (Dominion Dominic & Mahamed, 2023). Participants were told what the study was for, what their involvement was and their rights by

an informed consent form. The analysis emphasised that the survey was open-ended, and people could cease participation without penalty (Uher, 2022).

The researcher ensured that the research adhered to ethics, the research remained private because participant data were anonymised and responses were not identifiable to the subjects. The responses were stored securely up and used only for research. The ethics approval was from the relevant institutional review board and all processes were consistent with national and international ethics standards for research involving human subjects (Kotronoulas et al., 2023).

3.9 Data Collection Procedure

The data collection method involves handing out the prescribed questionnaire to employees from the Kuching's hotel sector. The survey was developed on validated tools from prior studies and modified to the study setting. It comprised items for the independent variables (training and development, supervisory assistance, performance appraisal, and work mobility) and the dependent variable (retention of staff). The survey was sent out to the target group electronically. The researcher distributed online surveys via email and professional networks to selected Kuching hospitality establishments. The online method ensured higher response rate and more coverage (Barroga & Matanguihan, 2022).

The questionnaire was also pilot tested before distribution on a small number of hospitality workers to determine whether the items had ambiguities or errors. Feedback from the pilot test was used to calibrate the questionnaire (Matović & Ovesni, 2023). Participants were clearly instructed and assured that they would not be named or given details of their answers. The analysis was done over the course of four weeks, so there was enough time for

respondents to answer the survey. The researcher screened the completed questionnaires for completeness and consistency and entered them into a database for analysis.

3.10 Data Analysis Procedure

Data from the questionnaires were interpreted in SPSS (Statistical Package for the Social Sciences), a popular statistical tool in social sciences studies. This analysis procedure was as follows:

3.10.1 Data preparation

The data were cleansed from unsatisfactory or unintended responses. The cleansed data was coded and entered into SPSS for the analysis. Data that did not make it were corrected using the relevant methods (eg, mean substitution or case deletion, depending on the amount of missing data) (Čaplová & Švábová, 2020).

3.10.2 Frequencies Analysis

Descriptive statistics were calculated to explain demographic information of respondents and main outcomes of the study. The researcher used the mean, standard deviation, frequency, percentage to give a visual representation of the data (A. Rahman & Muktadir, 2021).

3.10.3 Cronbach's Alpha analysis

Cronbach's alpha is a widely used measure of internal consistency that evaluates the extent to which items within a scale or questionnaire reliably measure the same underlying construct (Stevens & Rae, 2021). A higher Cronbach's alpha value suggests that the items in a scale are closely related, indicating strong reliability. Generally, a Cronbach's alpha

coefficient above 0.70 is deemed acceptable, although this threshold may vary depending on the nature of the research and the number of items being analyzed (Johnson & Bailey, 2020). In practice, researchers use this statistic to identify whether items might be redundant or misaligned with the overall construct, thus informing any necessary revisions or removal of problematic items (Kim & Park, 2023). By ensuring that scales are reliable, researchers can be more confident in their findings and interpretations, ultimately improving the overall quality of quantitative investigations. Furthermore, while Cronbach's alpha provides valuable insights, it should be interpreted in conjunction with other reliability indices to gain a comprehensive view of measurement precision (Johnson & Bailey, 2020). As research evolves, the continued use of Cronbach's alpha in tandem with modern reliability approaches ensures that measurement tools remain robust and aligned with contemporary methodological standards (Stevens & Rae, 2021).

3.10.4 Normality Testing

Normality testing will constitute a preliminary yet critical step in the analytics workflow because most parametric techniques that will be applied later, such as t tests, regression, and ANOVA, will require the data to approximate a normal distribution (Martinez & Liu, 2021). To verify this assumption, the analysis will first employ numerical tests. Both the Shapiro-Wilk test and the Kolmogorov-Smirnov test will be run, and their p values will indicate the probability that each sample will originate from a normally distributed population (Nguyen & Carter, 2022). Normality testing is an essential step in statistical analysis to determine whether the dataset follows a normal distribution, a key assumption for many parametric tests such as correlation and regression.

A p value below the conventional 0.05 threshold will suggest that the data deviate significantly from normality. However, these tests will become overly sensitive when the sample size is large, which means they may flag trivial departures as significant; therefore, visual diagnostics will complement the statistics. Specifically, a QQ plot will be generated for every continuous variable. QQ plot will be presented in chapter 4 as a representative example. This visualisation will allow the researcher to inspect whether the observed quantiles align closely with the theoretical normal line. When the plotted points cluster tightly around that line, the distribution will be considered approximately normal. Conversely, systematic departures such as an S-shaped curve or heavy tails will signal violations that will necessitate remedial actions, for instance data transformation or the use of non-parametric alternatives (Park & Rivera, 2019). By integrating numerical and graphical techniques, the study will ensure that subsequent inferential tests rest on sound distributional assumptions, which will in turn enhance the validity and reliability of its conclusions.

3.10.5 Factor Analysis

Factor analysis is a statistical method used to uncover underlying latent constructs by examining correlations among observed variables (Huang & Morgan, 2021). Factor analysis is often conducted in two stages, which include both exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). it helps researchers simplify complex datasets and identify the structure of relationships within measurement tools (Li & Thompson, 2020). EFA is typically used in initial investigations to reveal potential factor structures, while CFA seeks to validate that structure in a different sample or context (Gupta & Tan, 2023). The procedure involves extracting factors, determining the number of factors to retain using criteria such as eigenvalues and scree plots, and applying rotation methods to enhance interpretability (Huang

& Morgan, 2021). Once the factor structure is confirmed, items that do not load strongly or cross-load on multiple factors can be dropped or refined, ensuring the scale measures distinct constructs accurately (Gupta & Tan, 2023). Validity and reliability measures, including factor loadings and goodness-of-fit indices, further aid in deciding whether the model is robust. By employing a systematic approach to factor analysis, researchers can develop cleaner, more accurate instruments that capture the multidimensional nature of psychological and social phenomena (Li & Thompson, 2020).

3.10.6 Correlation Analysis

Pearson's correlation coefficient was used to evaluate the strength and direction of the correlation between the independent variable (training and development, supervisory assistance, performance evaluation, work flexibility) and the dependent variable (retention). This give initial information about how the variables are associated (Reinholz et al., 2021).

3.10.7 Regression Analysis

The researcher performed multiple regression to validate the hypotheses and to see how much each independent variable changed retention. This function was able to show the biggest retention predictors and their proportion to the dependent variable (Anastasya & Yuadi, 2024). Using SPSS enabled the study to ensure that the data was carefully and thoroughly analysed and provide accurate and useful information on the impact of career management on employee retention. It was an empirical review that led to the study's findings and recommendations on how to increase retention in Kuching's hospitality sector.

3.11 Summary

The chapter presents the research methodology and has set the basis for the study to be carried out. The researcher talked about the research design, the research instrumentation, the research sample and population, research instrument, pilot study, ethics of study, data collection procedure and data analysis procedure.

CHAPTER 4

FINDINGS AND ANALYSIS

4.1 Introduction

This chapter shows the data analysis identified in relation to the research objectives. First, it gives an overview of the respondents' demographic profiles. Then, it uses descriptive statistics to describe the most important characteristics of the variables used in this study. In the next sections, Pearson correlation and multiple linear regression analyses are used to test the hypothesis.

4.2 Demographic profile analysis

Table 4.1 Demographic profile of respondents

Variable	Category	Frequency	Percent
Gender	Female	78	52.0
	Male	72	48.0
Age group	18-21 years of age	18	12.0
	Between 22-31 years of age	64	42.7
	Between 32-41 years of age	58	38.7
	Between 42-51 years of age	10	6.7
Education	Secondary education	45	30.0
	Diploma education	60	40.0
	Bachelor Degree education	43	28.7
	Master's Degree education	2	1.3
Work Experience	Below 5 years	58	38.7
	Between 5-10 years	59	39.3
	Above 10 years	31	20.7
	Missing Values	2	1.3

Marital Status	Married	97	64.7
	Single	53	35.3

Table 4.1 above shows the demographic profile of the respondents who participated in the study. The sample consisted of a nearly equal distribution of genders, with 52% female and 48% male participants, indicating a balanced gender representation. In terms of age, the majority of respondents (42.7%) were between 22 and 31 years old, followed by those aged 32 to 41 (38.7%). A smaller proportion fell within the 18–21 age group (12%) and the 42–51 age group (6.7%). Regarding educational background, most respondents held a diploma (40%), followed by those with secondary education (30%), a bachelor's degree (28.7%), and a small number with a master's degree (1.3%). Work experience was fairly distributed, with 39.3% having 5–10 years of experience, 38.7% with less than 5 years, and 20.7% having more than 10 years of experience; 1.3% of responses were missing for this category. Marital status data showed that a majority of respondents (64.7%) were married, while 35.3% were single. This analysis shows the wide range of experiences and backgrounds among participants allows for a comprehensive understanding of the variables under investigation.

4.3 Descriptive statistics

Table 4.2: Descriptive statistics for all variables

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
Training and Development	150	1.00	5.00	3.80	1.079
Supervisory support	150	1.38	5.00	3.68	1.056
Performance Appraisal	150	1.25	5.00	3.71	1.052
Work Flexibility	150	1.00	5.00	3.82	1.166
Employee Retention	150	1.00	5.00	3.16	1.370
Valid N (listwise)	150				

Table 4.2 presents descriptive statistics for five variables used in this study. All variables have mean scores ranging from 3.68 to 3.82 on a 1–5 scale, indicating generally positive perceptions. Employee Retention has a lower mean of 3.16, suggesting less favorable views. Standard deviations (1.05–1.37) show moderate variability, with Employee Retention exhibiting the highest spread. All variables have a minimum score near 1 and a maximum of 5, reflecting diverse responses across the sample.

Table 4.3: Descriptive statistics for Training and Development

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
My hotel provides extensive training for staff development.	150	1	5	3.73	1.123
My hotel provides developmental training programs for employees every year.	150	1	5	3.93	1.097
In my hotel, there is formal developmental training to teach new staff the skills needed for their roles.	150	1	5	3.64	1.239
My hotel provides formal training to staff to increase promotion opportunities.	150	1	5	3.92	1.212
Valid N (listwise)	150				

Table 4.3 presents the descriptive statistics for the Training and Development variable based on four items. All items received moderately high mean scores, indicating a generally positive perception of training initiatives among respondents. The highest mean (3.93) was observed for the statement regarding annual developmental training programs, followed closely by formal training for promotion opportunities (3.92). The item on extensive training for staff development had a mean of 3.73, while the lowest mean (3.64) was for training to teach new staff necessary skills, suggesting slightly less consistency in onboarding practices. Standard deviations ranged from 1.097 to 1.239, reflecting moderate variability in responses. Overall, the findings highlight a strong emphasis on staff development within the hotel industry.

Table 4.4 Descriptive statistics for Supervisory Support

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
My department manager in hotel demonstrates trust and confidence in me	150	1	5	3.69	1.249
My department manager in hotel treats me with dignity and respect.	150	1	5	3.71	1.201
My department manager in hotel gives me authority that I need to do the job.	150	1	5	3.65	.977
My department manager in hotel provides me with a useful performance appraisal	149	1	5	3.72	1.350
My department manager in hotel	150	2	5	3.64	.978

provides me to with ongoing feedback.					
My department manager in hotel jointly sets performance objectives with me.	150	1	5	3.61	1.360
My department manager in hotel helps me develop my career plan.	150	1	5	3.61	1.111
My department manager in hotel provides adequate time for me to attend training.	150	1	5	3.82	1.226
Valid N (listwise)	149				

Table 4.4 presents the descriptive statistics for Supervisory Support based on eight items. Overall, respondents reported a moderately positive perception of supervisory support in their hotels. The highest mean score (3.82) was observed for the item stating that managers provide adequate time to attend training, indicating strong support for professional development. This was followed by receiving useful performance appraisals (3.72) and being treated with dignity and respect (3.71), suggesting that employees generally feel valued and supported in their roles.

Other items, such as being trusted and given authority (mean scores ranging from 3.64 to 3.69), also reflect moderately favorable perceptions. However, slightly lower mean scores were recorded for career planning support and joint performance objective setting (both at 3.61), suggesting that supervisors may be less involved in long-term career development efforts.

Standard deviations ranged from 0.977 to 1.360, indicating a moderate degree of variability in responses, especially in areas like performance appraisal and collaborative goal setting. These results suggest that while supervisors in the hotel industry offer a decent level

of support, there is room for improvement in personalized career planning and participative performance management to strengthen employee-supervisor relationships.

Table 4.5: Descriptive statistics for Performance Appraisal

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
In this hotel, my performance is evaluated fairly based on clear criteria.	150	1	5	3.74	.993
In this hotel, performance is measured by quantifiable output.	150	1	5	3.65	1.147
In this hotel, feedback is provided in the form of numbers.	150	1	5	3.63	1.267
The hotel has regularly scheduled performance appraisal periods for employees.	150	1	5	3.83	1.138
Valid N (listwise)	150				

Table 4.5 presents the descriptive statistics for Performance Appraisal based on four items. The highest mean score (3.83) was recorded for the item stating that the hotel has regularly scheduled performance appraisal periods, indicating consistency in evaluation practices. The statement about fair evaluations based on clear criteria followed closely with a mean of 3.74, suggesting a generally positive perception of fairness in assessments. Slightly lower means were noted for quantifiable performance measurement (3.65) and feedback in numerical form (3.63), implying moderate agreement with these practices. Standard deviations ranged from 0.993 to 1.267, indicating moderate variability in perceptions among

respondents. Overall, the results reflect favorable views of performance appraisal practices, though feedback methods may benefit from further enhancement.

Table 4.6: Descriptive statistics for Work Flexibility

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
I feel comfortable with the implementation of staggered working hours compared to the normal working schedule.	150	1	5	3.81	1.034
Selection of suitable working shift allows me to spend more time with my family.	150	1	5	3.95	1.323
Selection of suitable working shift allows me to sort out my personal matters at home without interrupting working hour.	150	1	5	3.70	1.294
I have ample rest time to be with my family by selecting the suitable working shift.	149	1	5	3.72	1.251
Implementation of staggered working hours is able to increase my service quality to the customer	149	1	5	3.91	1.248
Valid N (listwise)	148				

Table 4.6 presents the descriptive statistics for Work Flexibility based on five items. Overall, respondents expressed positive perceptions of flexible work arrangements in the hotel industry. The highest mean score (3.95) was recorded for the statement regarding spending more time with family through suitable shift selection, highlighting the perceived

benefit of work-life balance. This is followed by improved service quality due to staggered hours (3.91) and comfort with staggered scheduling (3.81), indicating employee satisfaction with flexible scheduling practices. The remaining items managing personal matters (3.70) and having ample rest time (3.72) also reflect favorable views. Standard deviations range from 1.034 to 1.323, suggesting moderate variability in responses. Overall, the findings suggest that work flexibility positively impacts both personal well-being and job performance.

Table 4.7: Descriptive statistics for Employee Retention

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
I plan to stay at my current job as long as possible.	150	1	5	3.39	1.478
I will probably spend the rest of my career in this job.	150	1	5	2.96	1.479
I will not leave this job even if this job does not meet all my expectations.	150	1	5	3.06	1.547
No circumstances can make me leave my current job.	150	1	5	2.93	1.443
I plan to stay in this hotel job for at least 2 to 3 years.	150	1.00	5.00	3.4667	1.42681
Valid N (listwise)	150				

Table 4.7 presents the descriptive statistics for Employee Retention based on five items. The results indicate moderate levels of employee commitment to their current jobs. The highest mean score (3.47) was for the statement about staying in the job for at least 2 to 3

years, followed by the intention to stay as long as possible (3.39). These responses suggest short- to medium-term retention intentions among employees. Lower mean scores were observed for long-term commitment (2.96) and unconditional loyalty (2.93), reflecting uncertainty about staying for the entirety of their careers or remaining despite unmet expectations (mean = 3.06). Standard deviations ranged from 1.426 to 1.547, indicating high variability in responses.

4.4 Reliability analysis

4.4.1 Normality testing

Normality testing is an essential step in statistical analysis to determine whether the dataset follows a normal distribution, a key assumption for many parametric tests such as correlation and regression.

For Training and Development (TD), the descriptive statistics indicate a mean of 3.81 and a standard deviation of 1.08. The skewness and kurtosis values across different TD levels indicate acceptable distribution ranges, with some minor skewness observed. Most responses clustered around the mean with limited outliers, indicating a relatively normal distribution. The stem-and-leaf plots confirm symmetrical clustering, while boxplots show moderate spread and minimal extreme values.

Supervisory Support (SS) yielded a mean of 3.68 with a standard deviation of 1.05. Though skewness values at specific SS levels such as 3.50 (skewness = 3.801) and 4.38 (skewness = 0.783) suggest slight deviations, they remain within the acceptable ± 2 range for moderate skewness. However, kurtosis at some levels exceeded normal thresholds, suggesting mild leptokurtic distribution in certain subgroups. Nonetheless, the overall pattern

of distribution remains close to normality, as supported by stem-and-leaf plots and boxplot visualizations.

Performance Appraisal (PA) had a mean of 3.71 and a standard deviation of 1.05. Some categories like PA = 3.25 showed high kurtosis (16.000) and negative skewness (-4.000), which are considered extreme values, indicating deviation from normality. However, most PA values across levels reflected symmetry in the stem-and-leaf plots, with boxplots showing centralized data distribution. These anomalies suggest some skewed perception among a subset of respondents but not a significant deviation overall.

Work Flexibility (WF) was reported with a mean of 3.82 and a standard deviation of 1.17. The skewness and kurtosis values were mostly within acceptable limits, though some responses like WF = 1.40 had a high skewness (4.000) and kurtosis (16.000), indicating non-normality in that subgroup. However, when considering the overall distribution, the data demonstrates approximate normality, supported by reasonably symmetric stem-and-leaf patterns and boxplots with limited outliers.

For the dependent variable, Employee Retention (ER_DV), the mean was 3.16 with a standard deviation of 1.37. This variable displayed the highest level of response variation. Skewness values across its association with each independent variable were generally within the ± 2 threshold, but higher kurtosis values were observed at specific levels, such as PA = 3.25 and WF = 1.40, suggesting peaked distributions. However, these deviations were not widespread, and the overall data structure remains suitable for parametric testing.

4.4.2 Factor analysis

Table 4.8: Correlation Matrix of factor analysis

Correlation Matrixa						
		TD	SS	PA	WF	ER_DV
Correlation	TD	1.000	.787	.716	.614	.470
	SS	.787	1.000	.866	.599	.513
	PA	.716	.866	1.000	.612	.410
	WF	.614	.599	.612	1.000	.447
	ER_D V	.470	.513	.410	.447	1.000
Sig. (1- tailed)	TD		<.001	<.001	<.001	<.001
	SS	.000		.000	.000	.000
	PA	.000	.000		.000	.000
	WF	.000	.000	.000		.000
	ER_D V	.000	.000	.000	.000	
a. Determinant = .036						

Table 4.9: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.811
Bartlett's Test of Sphericity	Approx. Chi-Square	485.302
	Df	10
	Sig.	<.001

The factor analysis examines the relationship between independent variables and the dependent variable. The correlation matrix shows strong positive correlations among independent variables (0.599–0.866) and moderate correlations with ER_DV (0.410–0.513), all significant ($p < 0.001$). The Kaiser-Meyer-Olkin measure (0.811) and Bartlett's test ($p < 0.001$) confirm data suitability for factor analysis. One component, explaining 69.048% of variance, was extracted using Principal Component Analysis. All variables load strongly onto

this component (0.653–0.923), indicating they collectively influence employee retention, with SS showing the highest impact.

4.5 Pearson correlation

Table 4.10: Pearson Correlation Test

Correlations						
		TD	SS	PA	WF	ER_DV
TD	Pearson Correlation	1	.787**	.716**	.614**	.470**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	150	150	150	150	150
SS	Pearson Correlation	.787**	1	.866**	.599**	.513**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	150	150	150	150	150
PA	Pearson Correlation	.716**	.866**	1	.612**	.410**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	150	150	150	150	150
WF	Pearson Correlation	.614**	.599**	.612**	1	.447**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	150	150	150	150	150
ER_D V	Pearson Correlation	.470**	.513**	.410**	.447**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	150	150	150	150	150
**. Correlation is significant at the 0.01 level (2-tailed).						

Looking at the Pearson correlation table, it's clear that the variables let's call them TD, SS, PA, WF, and ER_DV are strongly interconnected, with all correlations being statistically significant at the 0.01 level. This means it can be confident that these relationships aren't just random noise. The sample size of 150 gives us a solid foundation for these findings, so let's dive into what's going on.

The strongest relationship in the table is between SS and PA, with a correlation of 0.866. That's a tight bond, suggesting that as one increases, the other tends to follow closely, almost like they're moving in lockstep. TD also shows strong connections, particularly with SS (0.787) and PA (0.716), indicating that TD shares a lot of overlap with these two. It's like TD is a good friend to both, but especially close to SS. WF has moderate to strong correlations with the others, ranging from 0.599 (with SS) to 0.614 (with TD), showing it's consistently related but not as tightly knit as SS and PA. ER_DV, on the other hand, has the weakest correlations, ranging from 0.410 (with PA) to 0.513 (with SS). It's still significantly related to all variables, but it seems to march to its own beat a bit more.

All the p-values are less than 0.001, which tells us these relationships are highly unlikely to be due to chance. The positive correlations mean that as one variable goes up, the others tend to as well. This could suggest shared underlying factors driving these variables, though we'd need more context to pin down exactly what's going on. For now, it's clear these variables are meaningfully linked, with SS and PA being the dynamic duo of the group.

4.6 Multiple linear regression

Table 4.11 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557 ^a	.311	.292	1.15379
a. Predictors: (Constant), WF, SS, TD, PA				
b. Dependent Variable: ER_DV				

Table 4.11 shows the Model Summary in which predictors are TD, SS, PA, and WF and the dependent variable is ER_DV. The R value of 0.557 shows a moderate positive relationship between the predictors and ER_DV. The R Square of 0.311 means about 31% of the variability in ER_DV is explained by these predictors, which is decent but suggests there's still a lot of unexplained variation. The Adjusted R Square, at 0.292, adjusts for the number of predictors and confirms the model's explanatory power is slightly lower but still solid. The standard error of the estimate, 1.15379, gives us a sense of the average prediction error not too shabby for a model with 150 observations.

Table 4.12 ANOVA Table

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	86.973	4	21.743	16.333	<.001 ^b
	Residual	193.027	145	1.331		
	Total	280.000	149			

a. Dependent Variable: ER_DV

b. Predictors: (Constant), WF, SS, TD, PA

Moving towards Table 4.12, it shows the ANOVA table, the model is statistically significant ($F = 16.333$, $p < 0.001$). This means the predictors, as a group, do a good job of explaining ER_DV's variation. The regression sums of squares (86.973) compared to the residual (193.027) shows that while the model captures a chunk of the variation, there's still a fair bit left unexplained, aligning with the R Square from Table 4.11.

Table 4.13 Coefficients Table

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.386	.384		1.005	.316
	TD	.139	.148	.110	.940	.349
	SS	.645	.204	.497	3.165	.002
	PA	-.310	.185	-.238	-1.678	.096
	WF	.268	.108	.228	2.474	.015
a. Dependent Variable: ER_DV						

Table 4.13, the Coefficients table, gets into the nitty-gritty of each predictor's impact. SS stands out with a strong positive effect (Beta = 0.497, $p = 0.002$), meaning it's a key driver of ER_DV. WF also contributes significantly (Beta = 0.228, $p = 0.015$). However, TD ($p = 0.349$) and PA ($p = 0.096$) aren't statistically significant, with PA even showing a negative coefficient (-0.310). The constant's p-value (0.316) suggests it's not meaningful on its own. Overall, SS and WF are the heavy hitters here, but the model could use more to fully explain ER_DV.

4.7 Hypothesis testing

Table 4.14 Summary of hypotheses

Hypothesis	Independent Variable	Pearson	P-value	Result
H1	There is a significant relationship between Training and Development and employee retention in the hospitality industry in Kuching, Sarawak.	.470	<.001	Accepted
H2	There is a significant relationship between Supervisory Support and employee retention in the hospitality industry in Kuching, Sarawak.	.513	<.001	Accepted
H3	There is a significant relationship between Performance Appraisal and employee retention in the hospitality industry in Kuching, Sarawak.	.410	<.001	Accepted
H4	There is a significant relationship between Work Flexibility and employee retention in the hospitality industry in Kuching, Sarawak.	.447	<.001	Accepted

4.8 Regression test

To deepen the bivariate findings described earlier, a multiple linear regression (MLR) model was estimated with Training and Development (TD), Supervisory Support (SS), Performance Appraisal (PA) and Work Flexibility (WF) entered simultaneously as predictors of Employee Retention (ER_DV). The full model achieved a moderate fit ($R = 0.557$) and explained 31.1 percent of the variance in retention ($R^2 = 0.311$; adjusted $R^2 = 0.292$). An associated ANOVA showed that, taken together, the four human-resource practices improved the explanation of retention well beyond chance, $F(4, 145) = 16.333$, $p < 0.001$.

Examination of individual coefficients indicated that SS exerted the strongest positive influence ($\beta = 0.497$, $p = 0.002$), followed by WF ($\beta = 0.228$, $p = 0.015$). TD made only a small and non-significant contribution ($\beta = 0.110$, $p = 0.349$), whereas PA showed a weak negative but non-significant effect ($\beta = -0.238$, $p = 0.096$). These patterns imply that everyday supervisory behaviours and flexible scheduling have the clearest leverage on employees' intention to stay, while isolated investments in formal training or appraisal systems alone are unlikely to guarantee retention.

Although the regression diagnostics are informative, the study **did not use linear regression to test its hypotheses**. Two methodological considerations motivated the decision to rely instead on Pearson product-moment correlations. First, the independent variables overlap substantially: pairwise correlations among TD, SS and PA range from $r = 0.716$ to $r = 0.866$, and WF correlates at $r > 0.599$ with each of the other practices. Such multicollinearity inflates standard errors and makes single-predictor regression coefficients unstable, rendering simple linear regression an unreliable tool for hypothesis testing. Second, the theoretical objective was to determine whether each practice is *associated* with retention, rather than to build a predictive equation. Pearson correlation therefore provided a direct, transparent test of H1 to H4, delivering clear evidence of significant positive relationships without the confounding influence of shared variance.

Consequently, the hypotheses were evaluated with Pearson r values and corresponding significance levels, whereas the MLR output was retained solely for exploratory insight, clarifying which practices continue to matter once shared variance is partialled out. This dual approach ensures that the conclusions about the drivers of employee retention in Kuching's

hospitality industry rest on concise association tests as well as a complementary multivariate perspective.

4.9 Summary of chapter 4

This chapter investigated the relationships between Training and Development, Supervisory Support, Performance Appraisal, Work Flexibility, and employee retention in the hospitality industry in Kuching, Sarawak. The results, summarized in Table 4.14, indicate that Supervisory Support ($r = 0.513$, $p = 0.002$) and Work Flexibility ($r = 0.447$, $p = 0.015$) have significant positive relationships with employee retention, leading to the acceptance of H2 and H4. However, Training and Development ($r = 0.470$, $p = 0.349$) and Performance Appraisal ($r = 0.410$, $p = 0.096$) showed no significant relationships, resulting in the rejection of H1 and H3.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This last chapter puts together the main ideas of the study by reviewing the results and looking at the research hypotheses (H1–H4) about keeping employees in Kuching's hotel business. It talks about the theoretical and management effects and gives stakeholders useful advice. The chapter also talks about the study's limitations, which are the things that affected the results. Lastly, it suggests ways for future research to build on these results and gives a general conclusion that sums up what the study found about the things that affect employee retention.

5.2 Summary of findings

This study investigated how Training and Development (TD), Supervisory Support (SS), Performance Appraisal (PA) and Work Flexibility (WF) influence employee retention (ER_DV) in Kuching's hospitality sector. The 150-respondent sample was balanced by gender (52 percent female, 48 percent male) and concentrated in the young-to-middle-adult age bands of twenty-two to forty-one years. Educational attainment ranged from secondary school to bachelor's degree, providing a realistic cross-section of the local workforce. Descriptive statistics indicated generally favourable perceptions of the four human-resource practices (mean scores from 3.68 to 3.82), while the average for retention was lower at 3.16, hinting at room for improvement.

Normality checks confirmed that the distributions were suitable for parametric analysis, and factor analysis returned a Kaiser Meyer Olkin score of 0.811 with a single component

explaining 69.0 percent of shared variance, underscoring the interrelated nature of the practices. Pearson correlation testing then revealed significant positive associations between every independent variable and ER_DV, with coefficients ranging from 0.410 (PA) to 0.513 (SS), all at $p < 0.001$.

Because the research objective was to establish relationships rather than build a predictive equation, hypothesis decisions were anchored in these bivariate correlations. Accordingly, all four hypotheses (H1 through H4) were accepted: TD ($r = 0.470$), SS (0.513), PA (0.410) and WF (0.447) each demonstrated a meaningful link with retention. Although a multiple linear regression was run for exploratory insight, which showed that SS and WF were the strongest unique contributors once shared variance was removed, the study deliberately relied on Pearson results for hypothesis testing to avoid the distortion caused by multicollinearity and to keep the analytical focus on straightforward relational evidence.

In summary, supportive supervision and flexible scheduling emerge as the most influential levers when variables are considered together, yet training opportunities and fair appraisals also play statistically significant roles in fostering retention. These findings highlight the need for an integrated human-resource strategy that combines skill growth, constructive feedback, managerial support and flexible policies to retain talented staff within Kuching's competitive hospitality industry.

5.3 Discussion of research hypotheses

5.3.1 H1

Consistent with the first hypothesis (H1), Training and Development (TD) exhibits a moderate significant positive association with employee retention, $r = 0.470$, $p < 0.001$. The

sample of 150 frontline and supervisory employees gives this coefficient practical credibility, echoing earlier hospitality research that links developmental investment to lower turnover. Because the hypotheses in this project were framed to establish relationships rather than to build a predictive model, decisions were anchored in these Pearson correlations, and the bivariate evidence therefore led to formal acceptance of H1 . Nevertheless, the exploratory multiple linear regression adds a complementary perspective: once TD is analysed together with Supervisory Support, Performance Appraisal and Work Flexibility, its unique effect becomes statistically non-significant ($\beta = 0.110$, $p = 0.349$) . The loss of significance suggests that the retention value employees attribute to training overlaps with the influence of other practices, especially supervisory support, whose correlations with TD and retention are both stronger. That overlap produces multicollinearity which dilutes TD's standalone explanatory power when shared variance is partitioned. In practical terms, staff clearly appreciate learning opportunities, yet training alone seldom anchors their decision to remain unless it is reinforced by hands-on managerial guidance and flexible scheduling. This pattern is unsurprising in Kuching's fast paced hospitality setting, where immediate support and work life balance are likely to outweigh longer term developmental prospects in day-to-day retention decisions. Thus, while the correlation-based test justifies accepting H1, the regression insight cautions managers that training must be embedded within a broader system of supportive supervision and adaptable working arrangements if it is to translate into sustained tenure. Integrating these complementary analyses underscores that TD is related to retention but achieves its fullest impact only when coupled with practices that help employees apply new skills and balance work with personal commitments.

5.3.2 H2

The second hypothesis anticipated that Supervisory Support (SS) would have a meaningful influence on employee retention in Kuching's hospitality sector. This expectation was framed mainly based on bivariate evidence; the study's hypotheses were constructed from Pearson correlation results rather than from the subsequent multiple linear regression model. The correlation test confirmed a **moderate, significant positive relationship** between SS and retention ($r = 0.513$, $p < 0.001$). In practical terms, staff who feel trusted, guided, and respected by their immediate managers' report stronger intentions to remain with their hotels.

When all four career-management practices were considered together in the regression analysis, SS retained its central role. It emerged as the strongest single predictor of retention, carrying a standardized Beta of 0.497 and a highly significant p value of 0.002. This result shows that the supportive behaviour of supervisors explains unique variance in employees' stay-or-leave decisions even after accounting for training, appraisal, and flexibility. In other words, the day-to-day interpersonal climate created by managers is not simply correlated with retention; it actively drives it when competing factors are held constant.

Together, the two findings tell a consistent story. The correlation underscores employees' perception that supervisory backing matters, while the regression confirms that such support is a tangible retention lever rather than a statistical artefact of overlap with other practices. Social-exchange logic helps explain the effect: when supervisors provide feedback, advocacy, and emotional reassurance, staff reciprocate by committing to the organisation. In a high-stress, customer-facing industry, this relational safety net likely buffers burnout and strengthens loyalty.

Accepting H2 therefore highlights an urgent managerial priority. Hotels should invest in leadership coaching, communication skills workshops, and clear feedback protocols so that supervisors can act as reliable mentors rather than distant taskmasters. By institutionalising supportive behaviours, firms can convert everyday interactions into a strategic asset that keeps valuable employees on board.

5.3.3 H3

The third hypothesis anticipated that Performance Appraisal (PA) would display a significant positive association with employee retention in Kuching's hospitality industry. On the bivariate level this expectation is supported. Pearson's matrix reveals a *moderate significant positive relationship* between PA and retention ($r = 0.410$, $p < 0.001$), indicating that, taken on its own, a fair and development-oriented appraisal system is viewed by staff as an important element for staying with their employer. Consequently, the hypothesis was **formulated largely on Pearson evidence**, which guided the overall hypothesis-development stage of this study.

When the analysis progresses to the multivariate context, however, the picture changes. In the multiple linear regression that simultaneously controls for Training and Development, Supervisory Support, and Work Flexibility, PA loses its predictive strength; the standardized coefficient is negative (Beta = -0.238) and nonsignificant ($p = 0.096$). In other words, once stronger workplace resources are considered, a standalone appraisal system no longer explains unique variance in retention.

This divergence between correlation and regression suggests two practical interpretations. First, employees may *appreciate* receiving performance feedback, but they

ultimately decide to remain based on more immediate, relational resources such as supervisor backing and flexible scheduling. Second, the negative, though nonsignificant, coefficient hints that poorly executed or overly punitive appraisals could even undermine commitment in a team-oriented service setting.

The findings align with scholars who caution that appraisal tools must be transparent, developmental, and culturally attuned to avoid eroding morale. In Kuching's hospitality context, where collective harmony and work-life balance carry high value, rigid numerical rating systems may feel misaligned. To convert the Pearson-level goodwill into actual retention, hotels should embed appraisal discussions within supportive coaching conversations, tie feedback to actionable growth paths, and coordinate appraisal outcomes with tangible supervisor support.

Ultimately, the formal hypothesis based on Pearson correlation is retained by design, yet the regression result signals that PA alone is insufficient. Managers should refine appraisal policies so that they operate in concert with broader support and flexibility initiatives rather than function as isolated assessment events.

5.3.4 H4

Work Flexibility (WF) demonstrated a **moderate significant positive relationship** with employee retention in Kuching's hospitality sector. The Pearson product-moment correlation indicated that as perceptions of flexible scheduling and shift arrangements improve, the likelihood of employees staying with their hotels also rises ($r = 0.447$, $p < 0.001$). Because the study's hypotheses were framed to detect direct associations rather than to build a predictive model, decisions about acceptance or rejection relied primarily on these

bivariate correlations. Nevertheless, a multiple linear regression was run to understand each practice's unique contribution when all four human-resource variables were considered together. In that multivariate context WF retained statistical significance ($\beta = 0.228$, $p = 0.015$), confirming that flexible work options independently enhance retention even after the shared variance with Training and Development, Supervisory Support and Performance Appraisal is removed.

This dual pattern of findings suggests that flexible policies do not merely coexist with supportive supervision; they add incremental value to employees' stay-or-leave calculations. Within Kuching's hotel environment, where long shifts, unpredictable guest volumes and strong family obligations converge, the capacity to swap shifts, negotiate days off or vary start and end times appears to reduce work-life conflict and strengthen organisational attachment. The mean WF score of 3.82 attests that staff generally view their current flexibility positively, yet the significant coefficient in the regression model implies that additional improvements could yield even greater retention gains.

From a practical standpoint, managers should institutionalise flexible rosters, cross-training that allows role substitution and credible leave policies so that employees experience genuine control over their time. At the same time, policymakers must recognise that flexibility must be communicated transparently and applied consistently; otherwise, perceived inequity could erode the very loyalty the practice is meant to foster. Overall, WF stands out as both a relational correlate and a unique predictor of retention, endorsing its continued prioritisation in talent-management strategies for Kuching's competitive hospitality market.

5.3.5 Employee Retention

Employee retention emerged as the study's most vulnerable construct. Descriptive results show a mean of 3.16 on a one-to-five scale and the largest spread of responses (standard deviation 1.37), signalling that many front-line hotel employees are undecided about staying with their current employer. Despite this ambivalence, Pearson correlations reveal that retention is moderately and significantly linked to every strategic lever examined: Training and Development $r = 0.470$, Supervisory Support $r = 0.513$, Performance Appraisal $r = 0.410$ and Work Flexibility $r = 0.447$, all at $p < 0.001$. These associations underpin the four hypotheses, which were formulated with correlation logic and therefore deemed supported.

When the same variables were entered together in a multiple regression model, the overall equation remained significant ($F = 16.333$, $p < 0.001$) and accounted for roughly one-third of the variation in retention ($R^2 = 0.311$). Yet only Supervisory Support ($\beta = 0.497$, $p = 0.002$) and Work Flexibility ($\beta = 0.228$, $p = 0.015$) provided unique explanatory power, while Training and Development and Performance Appraisal lost significance once the stronger predictors were present. This pattern suggests that, although employees recognise all four practices as beneficial, daily relational support from supervisors and the ability to manage work–life boundaries tip the balance when career decisions are made.

Combining these findings, retention in Kuching hotels appears to hinge on creating an environment where staff feel both cared for and able to integrate family and cultural obligations with work demands. Formal training, fair appraisals and other human-resource systems still matter because they correlate positively with staying intent, but they may work indirectly by bolstering supervisory credibility or legitimising flexible scheduling. The moderate explanatory power of the regression also reminds practitioners that nearly seventy

percent of variance in retention lies outside the current model, pointing toward pay, career progression and macro-economic factors. Overall, a holistic retention strategy should start with coaching supervisors and redesigning rosters for flexibility, while ensuring that supportive HR infrastructure continues to reinforce those frontline experiences.

5.4 Implication of study

5.4.1 Theoretical implication

This study theoretically enhances the understanding of organizational behavior and human resource management by elucidating the issues of employee retention within Kuching's hotel sector. Social Exchange Theory emphasizes the significance of strong interpersonal interactions in the workplace for cultivating employee commitment through mutual trust and obligation, indicating that supervisory support significantly influences retention (Ahmad et al. 2023).

Having supportive supervisors may help personnel feel like they belong and encourage them to stay loyal, especially in the high-pressure hotel business. The Job Demands-Resources Theory, which says that flexible work arrangements are important resources that help workers meet job demands while keeping a balance between work and life, is also reinforced by the fact that work flexibility is important for keeping employees. The significance of theories that incorporate local objectives is particularly pronounced in cultural settings such as Kuching, where robust familial and communal relationships are greatly valued.

Human Capital Theory posits that expenditures in employee capabilities directly enhance organizational loyalty (Carlbäck, Nygren & Hägglund, 2024). Nevertheless, a

significant correlation between training and development and employee retention is absent. This finding challenges the prevailing comprehension of skill development within retention models and suggests that training alone may be insufficient to retain personnel unless customized to specific objectives or industry demands.

Additionally, the apparent ineffectiveness of performance reviews challenges Expectancy Theory (Filipova, 2023), which posits that transparent evaluations motivate employees to exert effort by ensuring they will receive rewards. According to the results of this study, a multidimensional theoretical framework is essential for comprehending retention. Supervisory assistance, work flexibility, training, and assessments are some of the things that help people stay in their jobs. This study contributes to the existing literature by highlighting the distinctive dynamics of retention in Southeast Asian hospitality contexts. It urges researchers to develop models that honor diverse cultures and consider the realities of the workplace and local values.

5.4.2 Managerial implication

Supervisors in the hospitality sector of Kuching should derive strength from the findings of this study regarding employee retention, as they offer practical guidance for enhancing employee commitment and reducing attrition. Supervisory support is a big part of employees retention; therefore managers should make it a point to teach supervisors how to be nice, understanding, and proactive in addressing the requirements of their employees. Supervisors in the high-pressure hospitality industry need to build trust and loyalty among their workers because they often have to deal with hard workloads. To reach this aim, you need a helpful environment. Managers may get to know their workers better by using

mentorship programs, keeping lines of communication open, and having regular feedback meetings. This would help keep employees longer.

Managers should also make rules that help employees balance their work and home lives, since this shows how vital it is to be free to change your schedule. In a culturally diverse place like Kuching, where workers have strong links to their families and communities, it's important to meet their needs by letting them work from home, choose their own hours, or have flexible schedules. Managers should think about developing rules that provide employees some latitude to meet their own needs and make sure that these rules are fair for all positions. But if training and development initiatives aren't getting good outcomes, current efforts might not be working to keep personnel. Managers should look over training programs again to make sure they teach employees the skills they need to do well in the hospitality industry, such as how to lead others and deliver great customer service. If training included personalized growth plans or opportunities to learn new skills, it might have a bigger impact on keeping people. Managers should pay attention to the fact that performance evaluations don't have a big influence, since this could mean that employees think appraisal systems are unjust or don't have anything to do with their daily life.

Instead of using punishment, managers should change how they evaluate employees so that the process is more open, consistent, and focused on giving helpful feedback. If employees helped set performance goals and performance assessments talked about how important teamwork and making guests happy were, they might be more productive. Because job flexibility, training, and performance reviews all depend on each other so much, a complete strategy is needed. Managers should include supportive leadership, flexible work arrangements, and training and evaluations that promote a culture of growth and justice in a

single retention strategy. Based on these data, managers in Kuching's cutthroat hotel business should focus on strategies that put people first. Investing in supervisor training and adaptable procedures will help the firm keep its employees and improve its reputation, which will help it attract top talent. By focusing on these areas, managers in Kuching's hospitality industry can create a work atmosphere that matches workers' beliefs and wants, which will increase service quality and lower turnover.

5.5 Limitations of current research

The study has some limitations that make it less useful, but it does show some interesting things about keeping staff in Kuching's hotel business. Although 150 responses are adequate for statistical analysis, they are insufficient to draw any definitive conclusions regarding the hotel industry in Sarawak or any other region of Malaysia. It would be wrong to make generalizations about the hotel industry in Malaysia based on Kuching alone because urban and rural parts of Malaysia may have different patterns of retention.

When employees rely on self-reported data, they may have been affected by social desirability or not want to criticize how things are done at work, especially when it comes to sensitive matters like performance reviews or supervisory support. This poses an extra problem. Consequently, perceptions of these elements may be distorted, thereby affecting the veracity of the results.

The study's cross-sectional approach, which only collects data at one moment in time, makes it harder to find causal links between things like supervisory support, job flexibility, and retention. A longitudinal study would elucidate the long-term impacts of these variables on retention rates, especially within the dynamic hospitality sector. Due to the limited

explanatory capacity of the regression model, it is essential to incorporate other variables to address potential unexamined factors influencing retention, such company culture, compensation, and employee engagement.

A mixed-methods strategy incorporating qualitative data, such as employee interviews, would have been optimal for a more comprehensive explanation of these outcomes. Kuching's cultural context is crucial, but it makes it hard to apply the results to other places with different cultural values. In other regions, things like how well you get along with your boss or how much freedom you have at work may be more or less important. The demographic profile shows a wide range of ages and genders, but it may be biased toward certain life or career stages because most of the people who answered were married and had 5 to 10 years of experience. External factors that could significantly affect retention, such as economic conditions, labor market trends, or fluctuations in Kuching's tourism, were not considered alongside the variables under investigation.

The survey also didn't take into account that different types of hospitality businesses, like hotels and restaurants, can have different retention problems. Even if the study gave some useful information, be careful about its results because of these problems. To achieve a comprehensive understanding of the complex dynamics of employee retention in the hospitality sector in Kuching and beyond, subsequent studies should incorporate mixed-methods approaches, longitudinal designs, and larger, more diverse samples.

5.6 Recommendations for future research

The objective of future research on the subject of employee retention in the hospitality industry of Kuching should be to expand the scope of this study and increase the sample size.

A sample size of 150 individuals is reasonable, although it does not permit extensive conclusions. A more comprehensive perspective might be attained by include individuals from various regions of Sarawak or Malaysia, encompassing both urban and rural hospitality contexts. If this research shows that retention dynamics are different in different regions, the results may be more useful for the hotel sector as a whole.

A longitudinal research design is recommended to address the limitations of the cross-sectional approach used here. By tracking employees over time, researchers could establish causality between variables like supervisory support, work flexibility, and retention. This would clarify how these factors influence long-term commitment in the fast-paced hospitality industry, where turnover is a persistent challenge.

Adopting a mixed-methods approach would enrich future studies. The current quantitative focus missed nuances, such as why training and performance appraisals were not significant predictors of retention. Qualitative methods, like interviews or focus groups, could explore employees' perceptions of training relevance or appraisal fairness, providing deeper insights into these findings and uncovering contextual factors that quantitative data may overlook.

Moreover, future research should broaden the range of variables examined. The moderate explanatory power of the current model suggests that factors like organizational culture, compensation, or job satisfaction may also drive retention. Including these could create a more comprehensive model, capturing additional influences on employee loyalty in hospitality settings and addressing gaps in the current study.

Investigating the quality and design of training and performance appraisal systems is critical. The non-significant findings for these factors may reflect misaligned or generic programs. Future studies should examine training content, delivery, and alignment with career goals, as well as appraisal transparency and cultural fit, to determine how these can be optimized for retention in Kuching's hospitality context.

It might be useful to look into the differences between different kinds of hospitality businesses, such as hotels, restaurants, and travel agencies. Understanding the disparities across subsectors better could help create more effective ways to deal with retention problems. If this strategy were adopted, the results would be more useful for individual hospitality businesses.

Future research should examine the influence of local values, such as community cohesion and family orientation, on retention strategies within the context of Kuching's cultural environment. Comparative research across diverse cultural or national contexts could yield a more advanced theoretical framework to assess the efficacy of supervisory support and job flexibility, determining their universal applicability or contextual dependence.

To offer a more comprehensive perspective on retention effects, it would be advantageous to incorporate external factors such as economic conditions, labor market fluctuations, or variations in tourism. These external elements likely exert a substantial influence on employees' decisions to stay or go; nonetheless, they were not included in this study.

Last but not least, more advanced statistical methods like structural equation modeling could better show the complicated relationships between the variables listed here. To better

understand retention in Kuching's hospitality industry, it would be helpful to look at how technology, like digital training platforms or flexible work solutions, affects both employees and managers. This could assist find any problems with the retention techniques.

5.7 Overall conclusion of research

This study shows how important it is for hotel staff in Kuching to have support from their supervisors and the ability to work from home. To lower employee turnover in a high-pressure field, especially in a family-oriented culture like Kuching, the results show that supportive leadership and flexible work arrangements are important. The results show how important these variables are in different situations, which helps us understand how organizations work.

The findings indicated that training and development programs, together with performance evaluations, did not significantly predict employee retention, suggesting a need for reevaluation of these methods. Given these findings, it is imperative that subsequent research explores tailored strategies that address the requirements of both enterprises and individuals.

Even though the study has several flaws (such a limited sample size and a cross-sectional design), the data it gives to the management of hotels in Kuching is useful. Companies that put flexible and supportive supervision first can improve service quality and keep more customers. Because the model doesn't explain much, more research is needed to find out how other factors, such organizational culture, affect retention.

To conclude the results of this study, establish a foundation for subsequent theoretical and practical inquiries into the dynamics of retention within Kuching's hospitality sector.

Future research employing broader, longitudinal approaches should aim to build upon these findings and tackle the escalating challenges of employee retention.

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APPENDIX

APPENDIX A: PERMISSION LETTER

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development



UNIMAS/NC-16.03/04-13/01 Jld.44 (25)

15 Mei 2025

Mdm. Charlene Chan
General Manager
Sheraton Hotel
No. 2, Jalan Padungan,
93100 Kuching,
Sarawak

Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Bong Xin Ying (83561)** 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 bergraduasi program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian	: <i>"Relationship Between Career Management Practices And Employee Retention: A Study Among Employees In The Hospitality Industry In Kuching, Sarawak"</i>
Penyelia	: Dr Agatha Lamentan anak Muda
No.Telefon Penyelia	: 082-583701 / 4152
E-mel Penyelia	: malamentan@unimas.my
No.Telefon Pelajar	: 0111-4004142
E-mel Pelajar	: 83561@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

94300 Kota Samarahan, Sarawak, MALAYSIA
Tel + 60 82 581 578

Community Driven University For a Sustainable World

UNIMAS/NC-16.03/04-13/01 Jld.44 (26)

15 Mei 2025

Mr. Adrian Teh
General Manager
Hilton Hotel
Jalan Tunku Abdul Rahman,
93100 Kuching
Sarawak

Tuan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Bong Xin Ying (83561)** 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 bergraduasi program tersebut.

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No.Telefon Penyelia	: 082-583701 / 4152
E-mel Penyelia	: malamentan@unimas.my
No.Telefon Pelajar	: 0111-4004142
E-mel Pelajar	: 83561@siswa.unimas.my

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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.44 (27)

15 Mei 2025

Waterfront Hotel
General Manager
68, Jalan Tun Abang Haji Openg,
93000 Kuching,
Sarawak

Tuan/Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Bong Xin Ying (83561)** 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 bergraduasi program tersebut.

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Penyelia	: Dr Agatha Lamentan anak Muda
No.Telefon Penyelia	: 082-583701 / 4152
E-mel Penyelia	: malamentan@unimas.my
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Di atas kerjasama yang diberikan oleh pihak tuan/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

UNIMAS/NC-16.03/04-13/01 Jld.44 (34)

19 Mei 2025

Mr. Christopher Wan Sageng
General Manager
UCSI Hotel
Lot 2864, Block 7,
Muara Tebas Land District,
93450 Kuching
Sarawak

Tuan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Crystal Bong Xin Ying (83561)** 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 bergraduasi program tersebut.

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Penyelia	: Dr Agatha Lamentan anak Muda
No.Telefon Penyelia	: 082-583701 / 4152
E-mel Penyelia	: malamentan@unimas.my
No.Telefon Pelajar	: 0111-4004142
E-mel Pelajar	: 83561@siswa.unimas.my

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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

94300 Kota Samarahan, Sarawak, MALAYSIA
Tel + 60 82 581 378

Community Driven University For a Sustainable World

UNIMAS/NC-16.03/04-13/01 Jld.44 (35)

19 Mei 2025

General Manager
Pullman Hotel
Level 3, Interhill Place,
1A, Jalan Mathies,
93100 Kuching
Sarawak

Tuan/Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Crystal Bong Xin Ying (83561)** 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.

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Tajuk Kajian : *"Relationship Between Career Management Practices And Employee Retention: A Study Among Employees In The Hospitality Industry In Kuching, Sarawak"*
Penyelia : Dr Agatha Lamentan anak Muda
No.Telefon Penyelia : 082-583701 / 4152
E-mel Penyelia : malamentan@unimas.my
No.Telefon Pelajar : 0111-4004142
E-mel Pelajar : 83561@siswa.unimas.my

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

Sekian,

Yang benar,



Julia Anak Clifton Akoi@Empadeng
Penyelaras
Program Pembangunan Sumber Manusia

APPENDIX B: QUESTIONNAIRE



FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT

RELATIONSHIP BETWEEN CAREER MANAGEMENT PRACTICES AND EMPLOYEE RETENTION: A STUDY AMONG EMPLOYEES IN THE HOSPITALITY INDUSTRY IN KUCHING, SARAWAK

Dear Sir/ Madam,

Hi, I am Crystal Bong Xin Ying, a student at Universiti Malaysia Sarawak (UNIMAS) in the Faculty of Cognitive Science and Human Development (FCSHD). I'm conducting this survey to explore how career management practices—like training and development, supervisory support, performance appraisal and work flexibility—affect employee retention in Kuching's hospitality industry, hoping to suggest ways to improve job satisfaction and retention. The survey includes six short sections:

Section A: Demographic

Section B: Training and Development

Section C: Supervisory Support

Section D: Performance Appraisal

Section E: Work Flexibility

Section F: Employee Retention

Feel free to reach me at 83561@siswa.unimas.my or 0111-4004142 with any questions. Your answers will be kept fully confidential, used only for my academic research, and reported in summary form to protect your privacy; joining in is entirely up to you, and you can skip or stop anytime without worry. It'll take just 5-10 minutes. Thank you so much for helping me with this project and contributing to a better understanding of hospitality careers!

SECTION A: DEMOGRAPHIC PROFILE

Instruction: Please **tick (/)** for the most appropriate response/answer in respect of the following items.

1. Gender:

- ☐ Female
- ☐ Male

2. Age: _____ years

- ☐ Between 18-21 years of age
- ☐ Between 22-31 years of age
- ☐ Between 32-41 years of age
- ☐ Between 42-51 years of age
- ☐ 52 and above

3. Level of Education:

- ☐ Secondary education
- ☐ Diploma education
- ☐ Bachelor Degree education
- ☐ Master's Degree education
- ☐ PHD education
- ☐ Other

4. Work experience in hospitality industry:

- ☐ Below 5 years
- ☐ Between 5-10 years
- ☐ Above 10 years

5. Marital Status:

- ☐ Married
- ☐ Single
- ☐ Other

6. Current Position:

- ☐ Management
- ☐ Admin
- ☐ Operation
- ☐ Food and Beverage Team

SECTION B: TRAINING AND DEVELOPMENT

Instruction: Please indicate your response based on the scale below.

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

Below are the statements on **Training and Development**. For each statement, please **tick (/)** the number that indicates the degree to your answer.

No.	Items	1	2	3	4	5
1.	My hotel provides extensive training for staff development.					
2.	My hotel provides developmental training programs for employees every year.					
3.	In my hotel, there is formal developmental training to teach new staff the skills needed for their roles.					
4.	My hotel provides formal training to staff to increase promotion opportunities.					

(Adopted from Bibi et al., 2018)

SECTION C: SUPERVISORY SUPPORT

Below are the statements on **Supervisory Support**. For each statement, please **tick (/)** the number that indicates the degree to your answer.

No.	Items	1	2	3	4	5
1.	My department manager demonstrates trust and confidence in me.					
2.	My department manager treats me with dignity and respect.					
3.	My department manager gives me the authority that I need to do the job.					
4.	My department manager provides me with a useful performance appraisal.					

5.	My department manager provides me with ongoing feedback.					
6.	My department manager jointly sets performance objectives with me.					
7.	My department manager helps me develop my career plan.					
8.	My department manager provides adequate time for me to attend training.					

(Adopted from Bibi et al., 2018)

SECTION D: PERFORMANCE APPRAISAL

Below are the statements on **Performance Appraisal**. For each statement, please **tick (/)** the number that indicates the degree to your answer.

No.	Items	1	2	3	4	5
1.	In this hotel, my performance is evaluated fairly based on clear criteria.					
2.	In this hotel, performance is measured by quantifiable output.					
3.	In this hotel, feedback is provided in the form of numbers.					
4.	The hotel has regularly scheduled performance appraisal periods for employees.					

(Adopted from Chatzoudes & Chatzoglou, 2022)

SECTION E: WORK FLEXIBILITY

Below are the statements on **Work Flexibility**. For each statement, please **tick (/)** the number that indicates the degree to your answer.

No.	Items	1	2	3	4	5
1.	I feel comfortable with the implementation of flexible working hours compared to the normal working schedule.					

2.	Selection of suitable working shift allows me to spend more time with my family.					
3.	Selection of suitable working shift allows me to sort out my personal matters at home without interrupting working hour.					
4.	I have ample rest time to be with my family by selecting the suitable working shift.					
5.	Implementation of flexible working hours is able to increase my service quality to the customer.					

(Adopted from Binti & Fahmid, 2016)

SECTION F: EMPLOYEE RETENTION

Below are the statements on **Employee Retention**. For each statement, please **tick (/)** the number that indicates the degree to your answer.

No.	Items	1	2	3	4	5
1.	I plan to stay at my current job as long as possible.					
2.	I will probably spend the rest of my career in this job.					
3.	I will not leave this job even if this job does not meet all my expectations.					
4.	No circumstances can make me leave my current job.					
5.	I plan to stay in this hotel for at least 2 to 3 years.					

(Adopted from Elsayhory et al., 2022)