

# Factors Effecting Employees Retention in The Malaysian Manufacturing Industry During the Pandemic Covid-19: The Mediating Role of Job Satisfaction

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**Abstract:** *This study aims to investigate the direct impact of organizational justice and autonomy on employee retention within and after the pandemic of COVID-19 in the Malaysian manufacturing industry. As well as, exploring the indirect impact of organizational justice and autonomy on employee retention with mediating the role of job satisfaction on the relationship between the variables. This quantitative study adapted a survey and distributed it among the employees, 463 samples were valid to be analyzed via SPSS and AMOS to do CFA and EFA for the collected data. The study found a significant direct effect between organizational justice and autonomy on employee retention, while job satisfaction is partially mediating the relationship between organizational justice and autonomy toward employee retention in the Malaysian manufacturing industry. The authors conclude that the countries shall handle the current situation and retain skilled and talented employees to endure the sustainability of the organizations.*

**Keywords:** Employee Retention, Organizational Justice, Autonomy, Job Satisfaction, Malaysian Manufacturing Industry

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## 1. Introduction

The current economic and political crisis during the COVID-19 break-down is mainly affecting the employment rates in the world. The newspapers, reporters, economists estimating both near and far future of employments being hard and only wise management would smoothly overcome the crisis. Meanwhile, the importance of human capital toward higher productivity is more needed for the economic recovery. This paradox led the researcher to study variables could guide Malaysian manufacturing industry toward employee's retention and being among the pioneers and competitive countries in the Asian market. Lim, (2017) described employee retention as the status of employee's willing to stay in the firms as long as possible. Likewise, Kyndt, et al., (2009) defined retention as followed strategies to convince the employees staying in the corporations. Dramatically whenever concern of retention increased in the organization indicates the progress toward success (Litheko, 2008). Melhem, (2019) defined retention as a process of making decision to remain in the same job till the achievement of the targeted goals and objectives. Furthermore, Bergiel et al. (2009) stated there shall be variance factors effecting employee retention according to the working environment and field. Obviously different industries such as SMEs, Retail Company, Manufacturing Company, Service Company, Research Company, required different retention factors (Bergiel et al., 2009). In the manufacturing industry loyalty, engagement, autonomy, justice, and belongingness among the highest recommended factors effect employee retention (Ibrahim, I and Ali, K., 2019).

In the context of Malaysian industries and employees there is a lack of loyalty which it effects the economic and productions process especially the manufacturing industry as a main industry in the country (Umar, Jennings, & Urme, 2013; Tan et al., 2009). Any competitive company must concern the employees needs and satisfaction to remain among the competitive firms in the market (Melhem, 2016). Specifically, the Malaysian manufacturing industry need for skilled and talented staff to assist the firm's performance (Mat et al., 2017). The local newspaper The Star (2019), stated that contribution of Malaysian manufacturing sector in 2019 equal 23.4% of the total GDP, in addition 15% of sales growth rate. Currently there is a good contribution in the country's economy (Li, Sawhney, & Tortorella, 2019). Accordingly, Malaysian Industrial Development Authority (MIDA, 2019) shows that the manufacturing sector contribution approximately is (25%) and 70% of exportation. In term of the employment in Malaysia, manufacturing sector afford approximately 4.6 million opportunities in 2019. Thus, retention would greatly improve the organizational profit (Duda & Žůrková, 2013; Davis, 2013), as well as competitiveness (Wang et al. 2015). Voon et al. (2011) mentioned one of the most significant variables needed toward higher retention rates in Malaysia is job satisfaction. This study explores the influence of workplace condition on retention in Malaysian manufacturing industry. In the Malaysian manufacturing industry autonomy appears to impact satisfaction of employees (Tajuddin, Ali, and Kamaruddin 2015). According to Hussain et al. (2013), toward higher retention rates, organizational justice is one of the factors to be concerned. Stated by Datuk Seri Dr S. Subramaniam the former human resource minister in Malaysia 2012 the country going through higher turnover percentages due to lack of retention strategies, with lack of concern and exploration of this issue (Ghazali, Jules, & Othman, 2018a). Malaysia among the countries should further concern the retention issue (Ibrahim, et al., 2021a; Ibrahim, et al., 2021b; Al-Suraihi, et al., 2021; Melhem, I. I. A. B. 2019), especially with the current breakdown of COVID-19 there are several aspects will affect the industries and employment in the worldwide, the author expecting the countries who would be able to manage the current situation are the countries would be stable economically. According to the Social Security organization of Malaysia the highest loss of employment in 2018,2019,2020 was in the manufacturing industry of 40 % from the total employment loss in the overall Malaysian industries. This account to 7,512 employees losing their jobs in the Malaysian manufacturing industry only in 2018, and this number getting greater in the following years. The current ratios would surely score the highest percent in 2020 due to COVID-19.

## 2. Literature Review

The topic of retention has been through several stages and development to be a crucial issue to be studied.

**Table 1: Topics Development**

YEARS	STUDY'S DEVELOPMENT	REFERENCES
1971 – 1980	Employee's Turnover	Mobley, 1977
1981 – 1990	Employee's Turnover/Employee's Intention to Leave	Cotton & Tuttle, 1986
1991 – 2000	Employee's Turnover/Employee's Intention to Stay/ Employee's Intention to Leave	Hom & Griffeth, 1995 Montana & Lenaghan, 1999
2001 – 2010	Employee Retention/Employee's Intention to Stay	Hannay and Northam, 2000 Alkandari, 2009

2011 – 2020	Employee’s retention	Gill, 2017 Melhem, I. I. A. B., 2019
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The early retention studies (e.g., Hannay & Northam, 2000; Montana & Lenaghan, 1999) paving the research area to include argument and discussions. In this study the researcher aims to target the non-financial factors to attract the employees staying for the sake of overcome the financial crisis estimated in the world with the current COVID-19 pandemic. There are two main methods of effecting the employee’s opinion of staying or not embodied in extrinsic and extrinsic factors (Is’haq Ibrahim, K. A. 2019; Al-Tahitah, A., et al., 2020; Kadhim, et al., 2020). Organizational performance is the most affected by the retention of the experts, talented, and skilful employees (Holtom, 2018). Additionally, employees shall be motivated always toward higher performance and intention to stay in the firms (Razafindrambinina, & Anggreni, 2017). Thus, the researcher found retention issue as important and been recommended in previous research to support the countries financially, economically, sustainability, productivity, efficiency, and effectiveness (Arasanmi & Krishna, 2019).

Boo, Yen, & Lim, (2017) stated 12.64% turnover rate in 2013, 10.88% in 2012, 10.45% in 2011, 9.68% in 2010 and 8.74% in 2009). The more the employees are satisfied, their productivity is higher, satisfaction is an important factor in retention’s framework (Dunay, 2015). Adams equity theory (1963) stated the absence of equity resulted as unsatisfaction and inconvenience working place. While justice is required to encourage the employee’s to express their notions and creative ideas with support of the management, it increases the employees loyalty, innovativeness, and retention (Ibrahim, Ali, Zumrah., 2019). Organizational justice is the equal treatment in term of promotions and offers to all the employees (Paolillo et al., 2015). Justice theory elaborated the indication of a suitable environment and equal chances and treatment in the organization and explaining individual outcomes (Datta et al., 2010). In Mohamed (2014) related to the concept ‘organizational justice’ to the extent to which employees view the procedure, interactions, and outcomes of the workplace as inherently fair. Organizational justice related to advantageous work-related outcomes including increasing each of productivity, organizational loyalty, participation, and engagement among employees (Nix & Wolfe, 2016).

Accordingly, the revolution and development of justice perception in the business world there are several studies concerned the topic recently (Whitman et al., 2012), especially nowadays with the crisis of COVID-19 experts paying more attention to the need for employees, compare and differentiate between the firms. Justice is affecting factors such as job satisfaction, motivation, intention to remain, and productivity (Cropanzano, Li, & James, 2007; Fortin, 2008). Justice as comprehensive perception shall be included in all the organizational departments and aspects as a new concept (Whitman et al., 2012). Finally, organizational justice is an effective factor on job satisfaction and employee retention in several industries (Ledimo, 2015), this industry will examine it in the Malaysian manufacturing industry.

*H1: Organizational justices significantly influence employee retention in the manufacturing industry in Malaysia*

*H2: Organizational justices significantly influence job satisfaction in the manufacturing industry in Malaysia*

The employees must be responsible and in charge for their decisions and able to select the plans, goals, and strategies is defined as autonomy (Liker and Convis 2011). The exact description of autonomy is giving the power to more than only the managers and make the person in charge to achieve the task as the one can decide the relevant details of the given task

(Österberg et al. 2017). Self-control on tasks enrich confidence and attraction in the working environment, which is satisfying the employees and motivating them to do their best (De Sá and e Sá, 2015; Ali and Zia-ur-Rehman, 2014). There is a significant effect of autonomy on intention of employee to remain in their jobs, as well being reflected on employee satisfaction and achievement of the organizational goals (Spence et al., 2009).

*H3: Autonomy significantly influences employee retention in the manufacturing industry in Malaysia*

*H4: Autonomy significantly influences job satisfaction in the manufacturing industry in Malaysia*

In this study satisfaction is rolling the relationship between autonomy, justice and retention in the Malaysian manufacturing industry. Job satisfaction is the level of willingness, happiness and joy during the progress of achievement and completing the tasks, which is affecting the performance, productivity and achievement of the organizational members (Tziner et al., 2014). The presence of satisfaction leading to higher percent of retention (Shin et al., 2012). As approved among several industries in previous research, satisfaction will create employee's engagement to their firms and tasks (Jiménez, 2018). Previously, job satisfaction has been examined as a mediator of the relationship between working-place and turnover (Matz et al., 2013), job satisfaction mentioned as usual expected factor effects staff retention (Lam and Chen 2012). Furthermore, Kavitha, Geetha, & Arunachalam, (2011) concluded the monetary factors and satisfaction sustained the employee's decisions. Satisfaction of employees embodied in rotation among the employees, kill routine tasks, and improve relationship among employees (Dawal, Taha, & Ismail, 2009). While, the impact of satisfaction on retention must be examined in different industries and working environments (Serrano, 2011).

*H5: Job satisfaction mediates the relationship between organizational justice and employee retention in the Malaysian manufacturing industry*

*H6: Job satisfaction mediates the relationship between autonomy and employee retention in the Malaysian manufacturing industry*

### **3. Research Methodology**

This research implements the descriptive quantitative method in collecting data. The process of data analysis would include the mean, median, and standard deviation mainly to show the validity of the data as well as the skewness and kurtosis along with the loading of the items on the variables. This paper would include these tests only to summarize the results of the analysis. The questionnaires were distributed among 750 employees in the Malaysian manufacturing industry, those factories who employed 100 employees and above to present the industry. The total of 480 questionnaires were returned. Specifically, 1,065,849 employees in Klang Valley factories according to the department of statistics, Malaysia, 2018. The factories included areas such as Selangor, Putrajaya, Cyberjaya, Semenyih, Kajang, Nilai, Subang jaya, Peteling jaya, and Klang which it's amongst the states scored the highest percentage of investments, employees, effecting the GDP of the country, and higher confirmed investment in the manufacturing industry in the country in 2017, 2018 and 2019. A total of 384 employees collected as a sample from the Malaysian manufacturing industry according to (Krejcie & Morgan, 1970). Hair, Ringle, & Sarstedt (2013) suggest increasing the amount of sample. Hence, this study has decided to enlarge the sample size to 750 dispersed among 25 factories.

#### 4. Results and Discussion

The scales of reliability and validity are crucially important to proceed data analysis (Sekaran & Bougie 2016). Valid data indicates the grade of the data scores in the range of accepted mean, median, and standard deviation values (Hair et al., 2013). This survey has been through pilot study as significant test to approve the validity of the items of the study, earlier as part of the items validity it's been reviewed by two expert lecturers in human resource management and modified according to their guidance. Those procedures found that survey is valid and applicable in the population of the study. In addition, the items score high reliable values above 0.7 for the total collected data N=463 as stated in the following Table.

**Table 2: Cronbach's Alpha**

No.	Variables	Cronbach's Alpha
1	Autonomy	0.902
2	Organization's Justice	0.872
3	Employee's Retention	0.849
4	Job Satisfaction	0.791

The table above shows Cronbach's Alpha scores for the variables of the study, as noted the scores are all higher than 0.7. The results indicate reliable and usable scales to proceed the analysis of the data, which guided the researcher to do some further tests ensuring the validity of the items.

There are several main tests the data should go through; this section will state the most important tests to ensure the goodness of the data. The table below present values such as mean, median, mode, skewness, kurtosis, variance inflation factor, and tolerance as the most significant indicators to the normality of the data.

**Table 3: Normality and multicollinearity tests**

Normality Test					
		ER	AO	OJ	JS
N	Valid	463	463	463	463
	Missing	0	0	0	0
Mean		2.4251	2.1413	2.2402	2.4825
Median		2.6000	2.2000	2.4000	2.6000
Mode		1.00	1.00	1.00	1.00
Skewness		-.031	.282	.143	-.242
Std. Error of Skewness		.113	.113	.113	.113
Kurtosis		-.536	-.546	-.674	-.682
Std. Error of Kurtosis		.236	.236	.236	.236
Multicollinearity Test					
VIF		-	1.662	1.761	1.818
Tolerance		-	.631	.605	.711

According to Hair et al. (2016) skewness values must achieve the score in the range -2 to +2 and kurtosis score range -2 to +2 to be sorted as normal data. The following step is the items loadings on the variables of the study, importantly to identify the impact of the items on the represented factors. The results in table 4 stated ER1 as the deleted item due to the low score and double loading on more than one factor.

**Table 4: Pattern Matrix**

ITEMS	FACTORS			
	ER	AO	OJ	JS
ER2	.773			
ER3	.892			
ER4	.774			
ER5	.925			
AO1		.910		
AO2		.691		
AO3		.884		
AO4		.898		
AO5		.958		
OJ1			.904	
OJ2			.792	
OJ3			.806	
OJ4			.894	
OJ5			.865	
JS1				.704
JS2				.852
JS3				.809
JS4				.823
JS5				.873

The item ER1 was deleted toward model's betterment and to proceed the next analysis step EFA. For the purpose of testing the hypothesis of the study, the software AMOS would be used to analyze the data and test the hypothesis. In particular, table 5 shows the obtained value for RMSEA is 0.037, which is lower than 0.08, the obtained value for CMIN/DF is 1.907 which is less than 3, the obtained value for CFI, TLI, IFI respectively is 0.985, 0.977, 0.968 above 0.90, Pclose achieved value at 0.987 above 0.05. This indicates the goodness and fit model and presence of effect among the variables of the model.

**Table 5: Fit measurement criteria of structural model**

Fit Measurement Criteria	Score	Accepted score
RMSEA	.037	≤ 0.08
CMIN/DF	1.907	≤ 3
CFI	.985	≥ 0.9
TLI	.977	≥ 0.9
IFI	.968	≥ 0.9
PCLOSE	.987	> 0.05

Furthermore, CHI-SQUAARE is 913.361, with a greater loading than 0.60 which is accepted. Accordingly, there is correlation between the variables of the study more than 0.7. the results of the analysis indicated accepted and supportive significant impact among the variables. In order, hypothesis testing set to examine the model's fit (Hair et al., 2010). This step explores

the assumption of the researcher regarded in the hypothesis between the concepts of the study's framework (Fairchild and McQuillin 2010). Accordingly, the structural model shows the results as its below in figure 1.

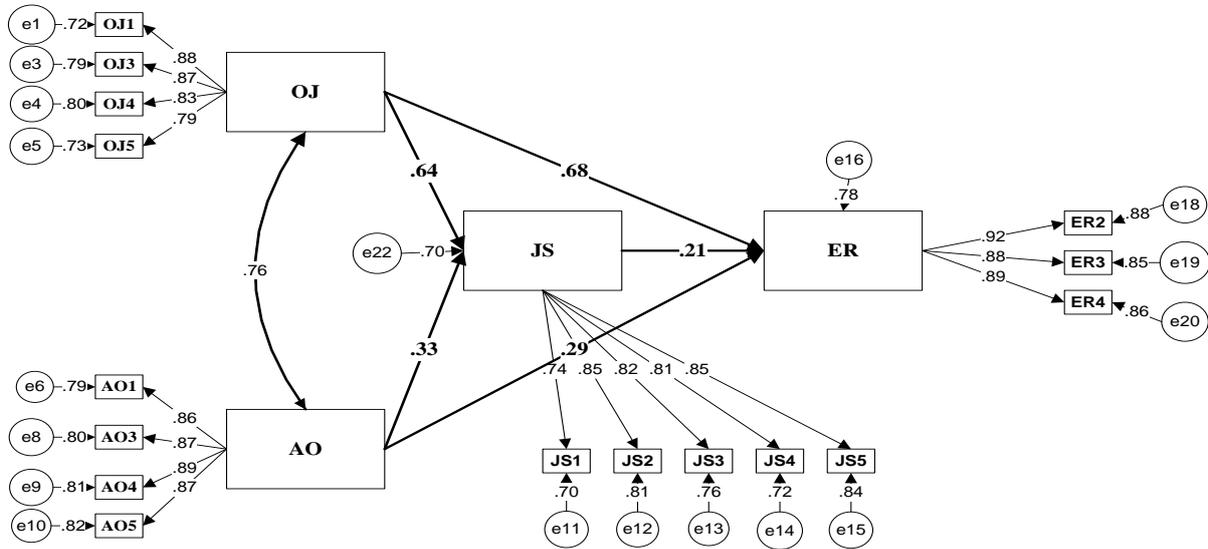


Figure 2: Structural model

This model illustrates the tested hypothesis and giving values of significant relationships for the hypothesis H1, H2, H3, H4 which it will be discussed in the next section. There are four main values would be shown in table 6 to explain the results which its (Sig, standard error, critical ratio, and coefficient estimate).

This study tested the mediating role of JS on the link between OJ and ER followed by the mediating role of JS on the link between AO and ER.

Table 6: Fit measurement criteria of mediation JS between OJ and ER

Fit Measurement Criteria	Score	Accepted Score
RMSEA	.028	≤ 0.08
CMIN/DF	1.881	≤ 3
CFI	.991	≥ 0.9
TLI	.995	≥ 0.9
IFI	.985	≥ 0.9
PCLOSE	.841	> 0.05

The above table 6 provided the crucial values. In the hypothesis testing, the results indicated scores of good model fit. P value scored all as significant relationship between the variables before and after the mediator entering the model to indicate the partial mediation of JS on the relationship between OJ and ER.

Another mediation test is JS mediates AO and ER. Mainly the test has been done and indicate the values of accepted mediation for JS between AO and ER as stated in the table below:

**Table 7: Fit measurement criteria of mediation of JS between AO and BG**

Fit Measurement Criteria	Score	Accepted Score
RMSEA	.039	≤ 0.08
CMIN/DF	1.690	≤ 3
CFI	.989	≥ 0.9
TLI	.993	≥ 0.9
IFI	.975	≥ 0.9
PCLOSE	.964	> 0.05

Table 7 indicates the goodness of the model fit. all the values were in the range of the accepted values. P value scored all as significant relationship between the variables before and after the mediator entering the model to indicate the partial mediation of JS on the relationship between AO and ER. The table below will view the summary of the results to be discussed in the next section for further details.

**Table 8: Results summary**

	Path	Sig	Coefficient estimate	Standard error	Critical ratio
H1	OJ>ER	0.042	0.319	0.186	2.114
H2	OJ>JS	0.000	0.224	0.153	2.362
H3	AO>ER	0.000	0.470	0.062	4.003
H4	AO>JS	0.019	0.328	0.073	3.638
Mediator Test					
The results before the mediator enter the model					
H5	OJ>ER	0.000	.769	0.152	4.713
H6	AO>ER	0.000	.899	0.080	2.566
The results after the mediator enter the model					
H5	OJ > ER	0.000	0.733	0.101	9.774
	OJ > JS	0.000	0.810	0.062	12.319
	JS > ER	0.031	0.162	0.077	3.552
H6	AO > ER	0.000	0.790	0.122	8.112
	AO > JS	0.000	0.760	0.171	9.714
	JS > ER	0.000	0.551	0.113	4.005

This above tables summarizing the significant impact of the variables on each other, and partial mediating effect of JS on the relationship between OJ and ER as well as partial mediating effect of JS on the relationship between AO and ER.

Hypothesis H1 is predicting a significant influence OJ on ER. Accordingly, the findings confirmed the exitance of regression between the variables. The P value of 0.042 indicates a significant regression between OJ and ER accompanied with standard error score at 0.186, critical ratio of 2.114 and the coefficient estimate of 0.319. the previous values approve and support the hypothesis of an influence of OJ on ER in the Malaysian manufacturing industry. There is an impact for OJ on increasing the employee retention in the Malaysian manufacturing industry, justified as the equal treatment for the employees in variance levels and positions attract them to stick further in the same job. In a comparison with the previous studies in Malaysia is reporting OJ to be examined more to investigate the effect on ER (Ahsan et al, 2013). This objective's results came to confirm that there is a lack of OJ in the Malaysian working place and it needed for more sustainability in the employments (Idris, 2014). On the other hand, (Ismail & Panni 2009; Idris, 2014) reported that in Malaysia there is only OJ in the upper management, not in all the employment levels. Shonubi et al. (2017) reported that there is a need for OJ and importantly effecting the retention factor.

Hypothesis H2 predicts a significant influence of OJ on JS. The analysis results indicate a significant influence of OJ on JS. Specifically, values of coefficient estimate are 0.224, standard error is 0.153, critical ratio of 2.362 and P value of 0.000, less than 0.05. Concluding that hypothesis 2 is accepted as organizational justice is influencing employee retention in the Malaysian manufacturing industry. The effect of OJ on JS stated previously (Heywood & Jirjahn 2004). Developing OJ could increase the satisfaction among the workers, and missing OJ is mainly causing lack of satisfaction in the Malaysian industries. Dahlan, Nicol, & Maciver (2010) finalized that as an element of satisfaction, OJ playing a huge role for betterment of the organizations through achieving job satisfaction. Especially in the Malaysian manufacturing industries OJ expected to predict job satisfaction and effecting the total performance positively (Hong, Hamid, & Salleh 2013; Tuan, & Rajagopal, 2019). While Ahmad & Abdurahman (2015) found some other factors to be more effective on Malaysian lecturer job satisfaction. This could indicate that there is a difference among the industries in term of achieving satisfaction.

Hypothesis H3 predicts a significant influence of AO on ER. It's been found that there is a significant regression of AO on ER. The value of coefficient estimates 0.470, standard error is 0.162, critical ratio of 4.003 and P value of 0.000. Conclude that hypothesis H3 is accepted, approving that AO could significantly increase ER in the Malaysian manufacturing industry. Confirming the finding of previous studies that job characteristics elements positively influence the employees' decision to stay in their current job (Ozturk, Hancer, & Im 2014; Ghosh et al., 2015), while autonomy is one of job characteristics model elements. Previously, autonomy was analyzed and discussed as a factor effects employee turnover, while this study approves the positive impact of autonomy on employee retention in the Malaysian manufacturing industry. Comparing with the previous studies in Malaysia Fauzi, Ahmad, & Gelaidan (2013) reported that there is a neglect in the Malaysian working environment for the nature of the work itself and focusing more on the personal interaction with managers.

Hypothesis H4 predicts influence of AO on job satisfaction. The analysis findings were the resultant outcomes demonstrate a significant relationship between AO and JS. In particular, the obtained coefficient estimate is 0.328, the standard error is 0.073, with critical ration of 3.638 and P value of 0.019. As such, hypothesis H5 is accepted. In comparison with previous studies Yew (2007) reported AO as an effective factor toward job satisfaction in Malaysia. AO plays role in clarifying the tasks and jobs which make it important, the achievement of controlled and managed works is also important to better performance in Malaysia (Abdul et al., 2010). The results also confirmed what Voon et al. (2011) concluded that meaningful and fair tasks is achieving more than satisfaction but highest possible performance as well. These previous studies concluding the similar results and indicating the importance of AO for both JS and ER in the Malaysian industries.

Hypothesis 5 targets testing the mediating role of JS on OJ and ER. Toward testing the mediating role in the study there shall be done as an individual test rather than the general model testing. The findings stated as P value of 0.000 a significant impact. Furthermore, JS is playing the mediating role on the relationship between the independent variable OJ and dependent variable ER. The estimation value prior the mediating effect in the model is 0.769, adding the mediation to the model the test stated declining in the estimation value to be 0.733. This shows that there is a partial mediation effect of JS on the relationship between OJ and ER in the Malaysian manufacturing industry. Comparing with the previous studies job satisfaction has been linked to employee turnover, belongingness, empowerment, commitment, and engagement. This study is differently examined the mediating effect of JS on the relationship

between OJ and ER. As been approved by previous studies JS can positively mediate the betterment of the employees toward better performance and productivity in Malaysian industries (Choi et al., 2016). This study came to confirm the expectations that JS is mediating several aspects relevant to the workers. And partially mediates the relationship between OJ and ER.

Hypothesis 6 predicts the mediating role effect of JS on AO and ER. The variance in the scored values of estimation due to inserting the mediator to the model's test is indicating obvious impact on the relationship between the variables. The found values stated as P values scored 0.000, denoting a significant effect. In the model, JS scored P value of 0.000 on employee retention, which is less than 0.05. This indicates the significant mediating role of the JS on the relationship between the variables. The variance between the estimation values before and after the impact of the mediator on the model's variables, which the prior scores is 0.899, while after the mediator included in the model testing declined to 0.790. Accordingly, there is a partial mediating role of JS on the relationship between AO and ER.. This denotes a significant mediation of JS on the relationship between AO and ER in the Malaysian manufacturing industry. Comparing to previous Malaysian studies AO never been examined with ER mediated by job satisfaction. This study found that JS could partially mediates the relationship between AO and ER.

## 5. Implications of the Study

At the current moment in the pandemic of COVID-19, employee retention shall be a concerned issue in the worldwide, both theories Maslow needs theory and Herzberg motivation theory, and job characteristics model supporting the conceptual model of the study. Maslow theory was first employed by Herzberg (1987) aggregated to enhance the motivation and satisfaction of the employees in the several industries. As found, AO affects ER while OJ shows significant direct effect on ER in the Malaysian manufacturing industry. Those variables derived from the mentioned theories toward convince the employees to stay longer in the Malaysian firms.

Job satisfaction is required to be implemented in the Malaysian manufacturing industries toward higher retention ratio in the country. In summary, JS significantly mediates the relationship between both OJ and AO toward higher employee retention in the Malaysian manufacturing industry. Finally, the variables organizational justice, autonomy, and job satisfaction must be concerned by the managers and staff of the Malaysian manufacturing industry. Accordingly, all the industries in Malaysia should try to implement those important variables to retain the employees and don't loss the skilled and talented employees. This could cause unbalanced situation in the country after the COVID-19 crisis. The country should be aware of losing the power keys which it might affect the productivity of the country in the upcoming few years.

## 6. Conclusion

This study examines the factors effect employee retention in the Malaysian manufacturing industry. Both theories (Herzberg motivation theory and Maslow needs theory) were combined along with job characteristics model. Thus, the study highlighted the importance of the theoretical framework and the implementations of the variables in the Malaysian industries. Found that job satisfaction is an important variable to mediate retention issue in the country, organizational justice and autonomy are importantly inclining the retention ratios in the Malaysian manufacturing industry as well. Practically, these findings could help the country

with the current crisis of COVID-19 to overcome and manage a strategy to avoid the consequences of the pandemic, which only the countries could deal with it will be leading the world in the coming future.

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