

PERFORMANCE APPRAISAL, JOB SECURITY, AND WORK ENVIRONMENT AS PREDICTORS OF EMPLOYEE RETENTION IN THE MALAYSIA SERVICE INDUSTRY

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Abstract: *Employee retention has become an important concern for organisations as retaining skilled and experienced employees contributes to organisational stability, productivity, and long-term performance. In the service industry, effective human resource practices are particularly important in creating favourable employment experiences that encourage employees to remain with their organisations. This study examines the relationships between performance appraisal, job security, work environment, and employee retention among employees in the Malaysian service industry. A quantitative correlational research design was employed, with data collected through a self-administered questionnaire using non-probability convenience sampling. The questionnaire measured the study variables using a five-point Likert scale, and the data were analysed using descriptive statistics, Pearson correlation, and multiple regression analysis. The findings revealed that performance appraisal, job security, and work environment were positively and significantly related to employee retention. Among these factors, work environment emerged as the strongest predictor of employee retention, followed by performance appraisal, while job security also demonstrated a positive relationship with employee retention. The findings highlight the importance of providing a supportive work environment and implementing fair and transparent performance appraisal practices to encourage employees to remain with their organisations. The study concludes that effective human resource practices, particularly a positive work environment and well-managed performance appraisal, play an important role in strengthening employee retention within the Malaysian service industry.*

Keywords: *Employee Retention, Human Resource Management Job Security, Performance Appraisal, Work Environment*

Introduction

Employee turnover has long been recognized as a costly and disruptive issue in the workplace. In today's highly competitive job market, organizations are under increasing pressure to retain skilled employees and build a loyal workforce. High turnover not only increases recruitment and training expenses but also reduces operational efficiency, weakens team dynamics, and may damage the company's overall reputation (Williams et al., 2023; Shahzad et al., 2024).

While many companies have implemented retention strategies, such as salary increases or team-building activities, these efforts often fail to address deeper concerns related to fairness, stability, and work environment (Lee & Idris, 2019). As employee expectations have evolved, non-monetary factors have become increasingly important. Employees today are seeking clear recognition, job stability, and a healthy work environment where they feel respected and supported. If these needs are not met, even competitive pay may not be enough to prevent turnover (Arshad & Yahya, 2021; Shahzad et al., 2024).

Among the numerous HR factors of retention, three remain prominent, performance appraisal, job security, and work environment. Performance appraisal is instrumental in determining how employees view their organizational contribution. When feedback is positive, regular, and equitable, employees are more likely to feel appreciated. When appraisals are seen to be unfair or irregular, they feel demotivated and may leave (Lyu et al., 2023; Omar et al., 2022). Job security is another essential element. Workers who are unsure about the future of their position or who are always in fear of being fired may end up being stressed, disengaged, and less committed. This insecurity can result in greater turnover, particularly in sectors where job options are readily available (Zhao et al., 2023). Organizations that offer clear job expectations and security are more prone to have loyal and committed employees.

The overall work environment also significantly affects employee retention. A positive, inclusive, and safe working environment boosts employee happiness, while toxic environments frequently lead to frustration, burnout, and resignation (Hafeez et al., 2019). Poor leadership, lack of communication, and workplace conflict are some of the primary causes of an unfavourable environment that drives employees to resign (Lee & Idris, 2019). While these three elements are hotly debated in HR literature, their practical significance is still ignored by many organizations in day-to-day operations. This case study aims to explore how performance appraisal, job security, and work environment influence employee retention. By isolating these particular factors, the study hopes to assist employers in gaining a clearer idea of what employees care about most and in implementing more effective HR initiatives to keep their talents. This issue is also especially relevant to the Malaysian workforce, where turnover and retention problems are regularly reported across sectors.

Literature Review

This section discusses previous research and academic literature concerning the dependent variable, employee retention, and the three independent variables of this research, performance appraisal, job security, and work environment. These are some of the most crucial variables in affecting employees to stay in an organization. By knowing how each plays a role in the retention of employees, organizations can develop improved human resource (HR) strategies

and decrease turnover (Lee & Idris, 2019; Ahmed et al., 2022). In Malaysia specifically, this is especially applicable given that retaining talented employees is a long-standing issue in most industries.

Employee Retention

Employee retention is the capacity of an organization to retain employees over a period. High retention is indicative of a positive work environment and leads to long-term organizational prosperity. When employees remain, the organization could reap their skills, experience, and ongoing contribution. Conversely, high staff turnover poses issues of higher recruitment and training expenses, lower productivity, and loss of team stability. These issues are 10 more significant in-service businesses, where experienced personnel have a significant impact on customer satisfaction and business performance (Shahzad et al., 2024; Williams et al., 2023). Shahzad et al. (2024) indicate that employees are more inclined to stay with an organization when they are satisfied with their work conditions, feel recognized, and perceive that their work is appreciated. Where these expectations are not fulfilled, employees start feeling detached and demotivated, hence the likelihood of resignation. Retention is also attached to the emotional bond between the employee and the workplace. Williams et al. (2023) elucidated that workers who perceive fairness, job security, and good supervisor-subordinate relationships are less likely to resign. Employee retention, therefore, goes beyond providing employees with good salaries, but also entails creating a work environment that accommodates employee needs and fosters long term dedication (Arshad & Yahya, 2021; Zaini et al., 2021). These observations are in line with trends among workers in Malaysia, where job satisfaction and appreciation have become significant in reducing turnover.

Performance Appraisal

Performance appraisal is a mechanism employed by organizations to assess employee performance, give feedback, and establish future targets. It is an important aspect of HR management and has a direct impact on employee motivation and job satisfaction. When employees are given fair and constructive feedback, they are more likely to feel appreciated and motivated to perform better. An effective appraisal system can also identify training needs, offer training opportunities, and assist in career development. Lyu et al. (2023) established that performance appraisal significantly affects employee attitudes. When employees feel the appraisal process is fair and transparent, they are more likely to remain committed to their organization. It develops a feeling of trust between employees and management, leading to enhanced communication and motivation. However, if the appraisal system is biased, mysterious, or inconsistent, it may result in frustration and a perception of being undervalued. This can harm employee morale and enhance the desire to quit. Thus, performance appraisal needs to be tackled with caution, with clear standards, frequent feedback, and two-way communication between supervisors and staff (Omar et al., 2022; Mohamed et al., 2019). This dimension is particularly applicable to Malaysian workplaces, where clear communication and fairness in appraisals have been established to boost employee commitment. Hence, the following hypothesis is made:

H1: There is a significant relationship between performance appraisal and employee retention among employees in Malaysia.

Job Security

Job security is the extent to which workers feel that their job is protected and safe from sudden termination. It is a significant psychological requirement that impacts employee behavior and

satisfaction. Employees, when they feel that their job is secure, are more inclined to demonstrate commitment, be productive, and remain in the organization for an extended duration. Job insecurity, on the contrary, results in anxiety, stress, and poor performance, which tends to drive employees to seek more stable working conditions. Zhao et al. (2023) highlighted that employment security is one of the most powerful predictors of employee retention. Workers who feel secure in their jobs are more likely to concentrate on their work without worrying about losing their jobs. Prabhu et al. (2020) similarly pointed out that companies offering clear job positions, secure contracts, and open communication develop more robust relationships with workers and enhance their loyalty. Conversely, when there is repeated restructuring, confusing job positions, or speculations about downsizing, workers become apprehensive about their future, and this enhances turnover. Ensuring job security can create a more confident and satisfied workforce that is willing to invest in long-term success with the organization (Lee & Idris, 2019). In the Malaysian context, job security remains a pressing concern for many employees, particularly in industries affected by economic fluctuations or organizational restructuring. Accordingly, the following hypothesis is made:

H2: There is a significant relationship between job security and employee retention among employees in Malaysia.

Work Environment

The work environment includes all aspects of the physical and social setting in which employees perform their tasks. This includes office layout, cleanliness, lighting, temperature, and equipment, as well as management style, communication, relationships with coworkers, and organizational culture. A positive work environment makes employees feel comfortable, supported, and motivated. It plays a key role in determining how satisfied employees feel and whether they intend to stay with their employer. Hafeez et al. (2019) highlighted that a healthy work environment significantly improves employee performance and retention. Supportive managers, good teamwork, open communication, and mutual respect help build a positive workplace culture. When employees feel emotionally and physically safe at work, they are more likely to engage in their jobs and remain loyal to the organization.

On the contrary, toxic environments with high stress, poor leadership, and lack of communication can lead to burnout, absenteeism, and ultimately, resignation. A good work environment also supports employees' mental health and work-life balance, which are increasingly important in modern HRM practices. Organizations that focus on employee well-being are more likely to retain talent and develop a positive employer reputation (Noor et al., 2020; Shahzad et al., 2024). This is especially relevant to Malaysia, where employee well-being and psychological safety are becoming ever more acknowledged as key elements of a healthy organizational culture. Therefore, the following hypothesis is made

H3: There is a significant relationship between work environment and employee retention among employees in Malaysia

Research Framework

This study is guided by a research framework that focuses on the relationship between three independent variables, performance appraisal, job security, and work environment, and the dependent variable, employee retention. The framework assumes that each of these HR practices can directly influence an employee's intention to stay in an organization. A fair and clear performance appraisal system makes the employees feel valued and respected, which

could increase their motivation and retention (Lyu et al., 2023). Job security plays a psychological role, where employees who are job secure are more likely to remain committed, while employees with job insecurity are more likely to quit (Zhao et al., 2023). The work environment, both physically and interpersonally, also has an impact on retention, in that favourable, healthy environments enhance employee satisfaction and reduce turnover intention (Hafeez et al., 2019). Together, these variables form the foundation of this research, guiding the objectives, hypotheses, and analysis in examining employee retention.

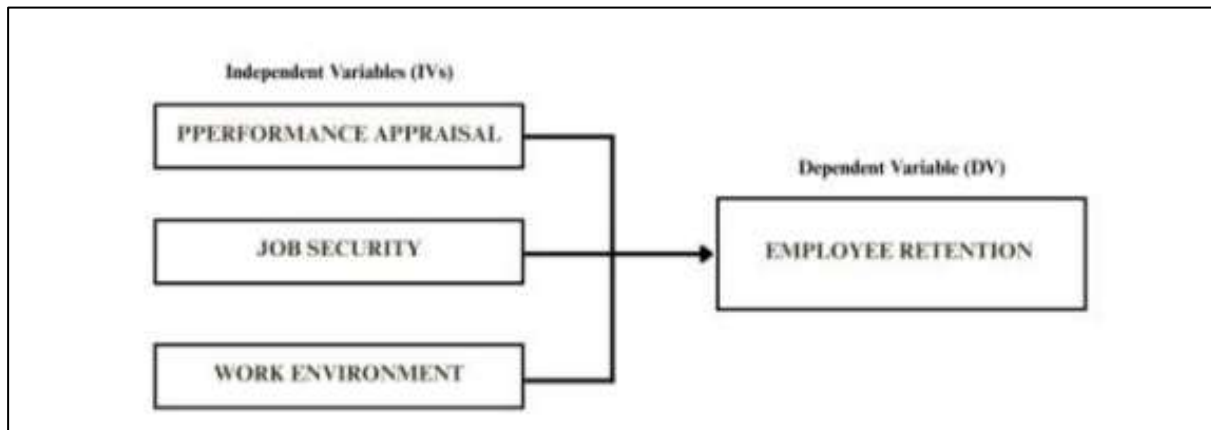


Figure 1: Research Framework

Research Methodology

This study utilizes a quantitative research methodology to examine the relationship between three independent variables, work environment, job security, and performance appraisal, and one dependent variable, employee retention. The quantitative method is appropriate in this case study because it allows the researcher to gather numerical data and perform statistical correlations among the selected variables. A correlational design is employed to determine if there are existing significant relationships between the independent and dependent variables. The population target for the study includes employees who are currently working in the service industry. Due to time constraints and convenience, a non-probability convenience sampling approach was used. A total of 81 respondents participated in the study. The sample included employees from various departments and positions, providing a range of perspectives on the selected HR practices.

Data was collected through a self-administered questionnaire distributed via Google Forms. The questionnaire was adapted from previous studies and divided into five sections, demographic information, performance appraisal, job security, work environment, and employee retention. A 5-point Likert scale ranging from “Strongly Disagree” to “Strongly Agree” was used to measure respondents’ agreement with each statement. The data was analyzed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics such as frequencies and percentages were used to summarize the demographic information and response patterns. Pearson correlation analysis was applied to test the strength and direction of relationships between variables, while multiple regression analysis was conducted to determine the influence of each independent variable on employee retention.

Data Analysis

Data analysis of the study was analyzed using SPSS version 29. In order to identify the relationships between variables, multiple regression analysis was performed to test the

hypotheses and to identify the most significant predictor between three independent variables, performance appraisal, job security, and work environment, and the dependent variable, employee retention.

Results and Findings

In this section, the relationships between independent variables and the dependent variable were analyzed. There are three (3) hypotheses that have been hypothesized in this study. There are: Hypothesis 1: There is a significant relationship between performance appraisal and employee retention among employees in Malaysia.

Hypothesis 2: There is a significant relationship between job security and employee retention among employees in Malaysia.

Hypothesis 3: There is a significant relationship between work environment and employee retention among employees in Malaysia

Table 1: Results of correlation analysis, reliability analysis

No	Variables	1	2	3	4
1	Performance Appraisal	(0.918)			
2	Job Security	.507**	(0.832)		
3	Work Environment	.798**	.526**	(0.886)	
4	Employee Retention	.793**	.589**	.808**	(0.750)

Reliability analysis is a statistical measure that demonstrates consistency in measurement when tested under similar conditions. Reliability analysis, reported as Cronbach's alpha, was conducted to evaluate the internal consistency and reliability of the items used to explain the latent variables in the study. The data of this study were analyzed using SPSS version 29. All the items were found moderately to strongly reliable (α range from 0.750 to 0.918). The result for reliability indicates most of the variables are strongly reliable namely Performance Appraisal ($\alpha=0.918$), Job Security ($\alpha=0.832$), and Work Environment ($\alpha=0.886$). The remaining is recorded moderate reliability which is Employee Retention ($\alpha=0.750$).

A Pearson correlation analysis was conducted to examine the relationship between the independent variables, performance appraisal, job security, work environment and the dependent variable, employee retention. This analysis helps determine the strength and direction of the relationship between each variable. The results show that performance appraisal has a strong positive correlation with employee retention ($r = .793$, $p < .001$), indicating that when employees perceive the appraisal system as fair and effective, they are more likely to stay in the organization. Job security also showed a moderate positive correlation with employee retention ($r = .589$, $p < .001$), suggesting that employees who feel secure in their jobs tend to have higher commitment and are less likely to leave. Additionally, work environment demonstrated the strongest positive correlation with employee retention ($r = .808$, $p < .001$), meaning that a positive and supportive work environment significantly contributes to employees' intention to remain. Since all correlation values are positive and statistically significant at the 0.001 level, the findings indicate that improvements in performance appraisal, job security, and work environment are likely to be associated with higher employee retention. These results support the hypotheses and provide useful insight for organizations aiming to reduce turnover.

Table 2: Results of regression analysis

Model Variables	Standardized Coefficients Beta
Performance Appraisal	0.479**
Job Security	0.138
Work Environment	0.599**
R Square	0.737
Adjusted R Square	0.727
R Square Change	0.737
F Change	71.953
Sig. F Change	0.001

Notes: ** significance at the .01 level; * significance at the .05 level

A multiple regression analysis was conducted to determine the extent to which performance appraisal, job security, and work environment influence employee retention. This analysis helps identify the contribution of each independent variable to predicting the dependent variable. The results show that the model is statistically significant with F-value = 71.953 and p-value = $p < .001$, implying that the three independent variables as a whole significantly affect employee retention. The R-squared (R^2) was 0.737, implying that 73.7% of employee retention variance is accounted for by performance appraisal, job security, and work environment. This confirms the high explanatory power of the model. When focusing on single variables, work environment is of greatest influence on employee retention with standardized coefficient $B = 0.599$ and $p < .001$, which presents a significant and strong effect. Performance appraisal also presents a significant positive effect with $B = 0.479$ and $p < .001$. Conversely, job security makes the least but significantly with $B = 0.138$ and $p = .056$. Overall, the regression analysis again confirms that all three variables, performance appraisal, job security, work environment and, are significant predictors of employee retention. Among them, work environment is most impactful in forecasting employee decision to remain.

Discussion

This study provides evidence that human resource (HR) practices such as performance appraisal, job security, and work environment are critical factors influencing employee retention in Malaysia. Through correlation and regression analysis, it was found that all the three independent variables influenced positively towards the decision of employees staying with their companies.

The findings of this study demonstrate that performance appraisal, job security, and work environment are positively associated with employee retention among employees in the Malaysian service industry. More importantly, the findings suggest that these human resource factors do not contribute equally to employees' decisions to remain with their organisations. Work environment demonstrated the strongest relationship with employee retention and emerged as the most influential predictor, followed by performance appraisal. Job security was also positively associated with employee retention, although its relative contribution was weaker when the other HR factors were considered simultaneously. These findings provide further evidence that employee retention is influenced not only by employment stability but also by employees' broader experiences of fairness, support, recognition, and workplace quality.

The correlation analysis revealed a strong positive correlation between performance appraisal and employee retention ($r = .793$, $p < .001$). The regression analysis also showed that performance appraisal is a significant predictor of employee retention ($\beta = 0.479$, $p < .001$). The findings indicate a strong positive relationship between performance appraisal and employee retention. This suggests that employees are more likely to remain with an organisation when they perceive performance evaluation practices as fair, transparent, objective, and capable of recognising their individual contributions. Performance appraisal should therefore be viewed not merely as an administrative mechanism for evaluating performance but also as an important HR practice through which employees form perceptions about how much their organisation values their contributions.

This finding is consistent with Lyu et al. (2023), who demonstrated that perceived performance appraisal justice positively influences employees' work engagement and organisational identification. Their findings suggest that employees respond more positively when appraisal procedures and outcomes are perceived as fair. Although Lyu et al. (2023) focused primarily on employee performance rather than retention, the underlying mechanism provides an explanation for the present findings. Fair appraisal practices may strengthen employees' identification with the organisation and encourage greater engagement, which can subsequently strengthen their willingness to maintain the employment relationship.

The present findings also extend previous research by demonstrating that performance appraisal remains important when considered alongside job security and work environment. In particular, the relatively strong contribution of performance appraisal suggests that employees may interpret fair evaluation, recognition, constructive feedback, and objective performance criteria as signals that the organisation appreciates their contributions and supports their development. This interpretation is particularly relevant because several respondents in the present study expressed concerns regarding fairness, regular performance measurement, objectivity, and recognition of individual contributions. Such concerns indicate that even where formal appraisal systems exist, their effectiveness in supporting retention may depend substantially on how employees experience the appraisal process.

Recent evidence from service-oriented settings provides further support for this interpretation. Research examining performance appraisal fairness and feedback in the banking sector found that fair appraisal and effective feedback were associated with positive employee behaviours through organisational commitment and work engagement (Karim et al., 2024). Thus, the present study reinforces the argument that organisations should focus not only on having an appraisal system but also on ensuring that employees perceive the process as credible, transparent, developmental, and fair.

Job security was found to have a positive correlation with employee retention ($r = .589$, $p < .001$). The regression results confirmed that job security is also a significant predictor of retention ($\beta = 0.138$, $p = .001$). This means that employees who feel secure in their jobs tend to stay longer in their organization. Job security was also positively related to employee retention, indicating that employees who perceive greater stability in their employment are more likely to remain with their organisations. This finding is understandable because perceived job security reduces uncertainty concerning future employment and allows employees to develop greater confidence in maintaining a longer-term relationship with their employer.

However, compared with performance appraisal and work environment, job security demonstrated a comparatively weaker contribution to employee retention in the present study. This is an important finding because it suggests that employment stability alone may not be sufficient to retain employees when other aspects of their employment experience are considered. Employees may value secure employment, but they may also require recognition, fair treatment, supportive relationships, psychological safety, and favourable working conditions before developing a stronger intention to remain.

This finding can be compared with recent research in the hospitality sector. Research on high-performance HR practices among hotel employees found employment security to be particularly important for employees' extra-role performance, demonstrating that security continues to represent a meaningful component of the employment relationship (Hai and Park, 2024). Nevertheless, the present study suggests that, in relation specifically to retention, job security may operate alongside rather than independently of other positive workplace experiences.

The responses obtained in the present study further illustrate this issue. Some employees expressed uncertainty about maintaining their current positions or receiving alternative employment within the organisation if their existing jobs were eliminated. Such perceptions may weaken employees' confidence in the long-term employment relationship. Therefore, organisations should not interpret job security solely as guaranteeing permanent employment. Transparent communication concerning restructuring, career continuity, internal mobility, redeployment opportunities, and future employment prospects may also contribute to employees' perceptions of security.

The strongest correlation with employee retention was observed in the work environment ($r = .808, p < .001$). It also emerged as the most significant predictor in the regression analysis ($\beta = 0.599, p < .001$). This indicates that a positive and supportive work environment plays a major role in ensuring employees remain committed to their organization. The most important finding of this study is the prominent role of the work environment. Work environment demonstrated the strongest relationship with employee retention and was also the most influential predictor when the HR factors were considered together. This suggests that employees' everyday workplace experiences may have a particularly important influence on their willingness to remain with an organisation.

This result is consistent with previous research highlighting the importance of organisational and supervisory support in retaining employees. For example, Salleh et al. (2024), in their Malaysian study of the oil and gas industry, found that supervisory social support was positively associated with job satisfaction and talent retention. Although their research was conducted in a different industry, the similarity of the findings is noteworthy because both studies emphasise the importance of employees' immediate work experiences and supportive organisational relationships.

The present result is also compatible with the meta-analysis conducted by Yan et al. (2024) in the hospitality and tourism sector. Based on evidence from 81 studies, their analysis demonstrated that perceived organisational support is associated with important employee outcomes, including job attitudes, workplace stress, performance, behaviour, and intention to leave. These findings provide broader support for the present study by suggesting that

employees' perceptions that their organisation values and supports them can influence whether they develop positive or negative attitudes towards continuing their employment.

The particularly strong role of the work environment may be especially relevant to the service industry because employees frequently interact with supervisors, colleagues, and customers. Consequently, workplace relationships, communication, management support, physical safety, psychological well-being, and organisational climate form part of employees' everyday employment experience. An employee may have reasonable job security and a formal appraisal system, but an unsupportive, stressful, unsafe, or disrespectful environment may still encourage the employee to consider leaving.

This interpretation is reinforced by the questionnaire responses in the present study, where some respondents expressed concerns about workplace safety, organisational attention to employee well-being, and investment in health and safety. Although these concerns were reported by only a small proportion of respondents, they are meaningful because they illustrate specific aspects of the work environment that may influence retention. The finding therefore extends beyond the physical workplace and suggests that work environment should be understood as a combination of physical safety, interpersonal relationships, organisational support, communication, respect, and employee well-being.

Taken together, the findings suggest that employee retention in the Malaysian service industry reflects a combination of employees' perceptions of support, fairness, and security. However, the relative importance of the variables indicates that employees may place greater emphasis on the quality of their everyday work experience and how fairly their contributions are recognised than on employment security alone. This provides a more nuanced understanding of retention than assuming that employees remain primarily because their jobs are secure.

The findings are broadly consistent with recent studies showing that supportive HR practices, organisational support, appraisal fairness, and positive employment experiences contribute to desirable employee outcomes (Lyu et al., 2023; Salleh et al., 2024; Hai and Park, 2024; Yan et al., 2024). The present study adds to this literature by examining these factors simultaneously within the Malaysian service industry and showing the comparatively stronger role of work environment and performance appraisal.

From a practical perspective, the findings indicate that organisations seeking to improve employee retention should adopt an integrated approach rather than relying on a single retention strategy. Providing job stability remains important, but organisations should simultaneously create supportive and safe workplaces, strengthen supervisor and employee relationships, promote employee well-being, and ensure that performance appraisal systems are fair, transparent, regular, and developmental. Such practices may strengthen employees' perceptions that the organisation values both their contribution and their well-being, thereby encouraging a longer-term employment relationship.

Recommendation and Future Suggestion

This research has indicated that performance appraisal, job security and work environment play a great role in retaining Malaysian employees. With such evidence, organizations can make the following recommendations to minimize turnover and maintain talent.

First and foremost, organizations need to implement an unbiased and transparent performance appraisal process. Employees should feel that their work is valued and assessed objectively. Periodic appraisals conducted with clear criteria, coupled with constructive feedback, enhance employee motivation levels and levels of trust in the management and satisfaction with the same. Secondly, job security is also among employee commitment factors. The job positions should be clearly defined by employers and no abrupt change or reorganization without notice. Internal career possibilities or support during organizational transformation can relieve anxiety in employees and make them feel secure within the organization.

Third, the work environment should be supportive, safe, and respectful. Employers need to invest in physical safety and emotional wellbeing. A great workplace culture where employees feel respected, valued, and supported will result in greater engagement and fewer turnovers. Training such as mental health support, team-building activities, and open communication can contribute to this kind of environment. Lastly, companies must grasp the diverse expectations of the employees. If the HR professionals listen to what the employees say and respond to their queries, they can form more effective strategies across different segments and expectations. This will allow companies to retain the best professionals and create a loyal, high-performance talent pool. In summary, with fair performance appraisals, better job security, and a healthier work environment, organizations can promote greater employee retention and long-term success.

Conclusion

This study aimed to investigate the determinants of employee retention from the perspective of three key HR practices, performance appraisal, job security and work environment. Based on the data collected and analyzed, all three variables significantly correlated with employee retention among Malaysian employees. The findings from the correlation and regression analysis indicated that the work environment was the strongest predictor of employee retention. A positive, secure, and friendly working environment plays a crucial role in sustaining the interest and commitment of workers. Performance appraisal also proved to be highly important as employees who are appraised constructively and fairly have a greater tendency to feel valued and stay longer in the organization. Job security also proved to have an impact, as it was evident that employees are more committed when they feel their jobs are stable and secure. These findings are consistent with previous studies and the article being reviewed, which emphasized the importance of fair treatment, psychological safety, and open HR practices in reducing turnover. While salary and monetary benefits remain important, this study reinforces the reality that non-financial elements such as appreciation, job security, and workplace well-being contribute more sustainably to employee retention. In conclusion, for organizations that want to improve retention rates, they should strive to create a good and inclusive work environment, fair performance management, and job security. By implementing HR initiatives with emphasis in these critical areas, employers can have a more committed, satisfied, and stable workforce. This study also serves as a reference for managers and HR practitioners with a view to further understand what matters most to employees in addition to how to align organizational practices to employee expectations within the present competitive job market.

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