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### RESEARCH ARTICLE

#### IMPACT OF EMPLOYEE SATISFACTION AND RETENTION TOWARDS ORGANIZATIONAL PERFORMANCE IN THE SERVICE INDUSTRY

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#### Abstract

Human resources are the most important aspect in the organizations as it helps to achieve organizational performance. Nowadays, the biggest challenge that organizations are facing is to satisfy their employees and retain them. Retention of highly skilled employees enable organizations to improve their performance that contribute to maintaining competitive advantage and competitiveness in the market. To achieve employee retention, one of the key aspects is improving employee satisfaction for maintaining high organizational performance. Thus, the primary focus of this paper is to review various literature and research on how employee satisfaction and retention affect organizational performance among employees in the service industry. A data collection was conducted using questionnaires for data collection among employees in the service industry. The research model focuses on the measurement of 5 factors, such as teamwork, working conditions, employee loyalty, employee retention and organizational performance. The findings indicate that employee loyalty has significant effects over organizational performance, employee retention has significant effect over working conditions and employee loyalty. In contrast, teamwork, working conditions and employee retention have no significant effects over organizational performance. The findings for this study can be used as a guideline for employee satisfaction and retention towards organizational performance.

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**Introduction:-**

In Malaysia, more than half of GDP (Gross Domestic Product) is contributed from the services industry (Hossny, 2017). Since the service industry is important all around the world, the purpose of this study is to find out how employee satisfaction affects employee retention and influences organizational performance in the services industry (Aman-Ullah et al., 2022). It will be related to different theories of human resources management. Employee satisfaction and retention are factors for organizational performance in the service industry. As employees are satisfied with their job, they will be motivated to work, and the retention of the company will increase. Thus, productivity and quality of work will be increased through organizational performance in the services industry (Mahmood et al., 2011). In other words, employees who are unsatisfied with their jobs may escape their responsibilities and affect organizational performance. To improve employee satisfaction and increase retention, an organization must understand the employee's needs (Prasetya et al., 2020).

Employees left their jobs because of low pay and benefits, unsociable working hours, and so on (Salanova&Kirmanen, 2010). Recently, retaining a good employee has become a concern in every industry (Lewis & Sequeira, 2016). To retain the employees in an organization, the manager should treat them well, provide a better atmosphere, and give them a time frame for improvement. If employees are treated well, they will stay in the organization, and give a better performance in the organization (Jack & Adele, 2003). Thus, employee retention became an important issue that organizations must look at (Lewis & Sequeira, 2016). Employees who are not engaged with their jobs will be unable to put their effort into achieving the organization's goals (Cook & Zill, 2023). It will cause a decrease in output as employee satisfaction always drives the organization's performance in the services industry. Job satisfaction of employees has become the top reason for employee turnover (Singh & Jain, 2013; Sunderji, 2004). Not only that, but employee retention is also helpful for the service industry to create succession plans and increase the performance of the organization.

Many employees are leaving the organization because their potential and performance are valued by other organizations (Jack & Adele, 2003). If the top managers put more effort into them, the retention rate of the organization will increase in the service industry. Thus, improving employee satisfaction leads to an increase in employee retention and helps to maintain or increase organizational performance in the services industry (Singh & Jain, 2013). Other than the company, another key thing to mention is the service industry. The various challenges that are faced by the service industry such as teamwork, work conditions, employee loyalty, retention, and organizational performance. The result of teamwork will suffer low efficiency and motivation due to the relationship between colleagues being under intense conditions (He et al., 2021). Not only that, but cultural factors may also affect working conditions such as racism, discrimination, gender, age, and color. These examples will affect a decrease in organizational performance (Okolie& Omole, 2017). Thus, the purpose of this study is to find out how variables of employee satisfaction can affect organizational performance to fluctuate.

In conclusion, the outcome of this paper will help organizations have a better understanding of how they could mitigate the issue of the high turnover rate that is faced by most of the services industry and help them formulate strategies to arrest those intentions.

**Literature Review:-**

Based on this research study, the independent variables are employee satisfaction, which includes teamwork, working conditions, and employee loyalty; the moderate variable is employee retention, and the dependent variable is organizational performance which includes financial performance and non-financial performance. This study claims that the satisfaction of an employee which is caused by teamwork, working conditions, and employee loyalty will lead to employee retention (Muser & Janneck, 2012). Those will affect the performance of the organization, such as financial performance and non-financial performance in the service industry. People in an organization that has teamwork will have the thinking of helping each other to achieve a goal, thus this may result in employees being satisfied with their work as they have a good relationship in the organization (Shakeel & But, 2015).

Furthermore, good working conditions may lead to increased employee satisfaction as they feel the work-life balance in the organization (Okolie, Igbo & Omole, 2017). Not only that, but employee loyalty is also about people having the best interest to work in the organization (Farrukh et al., 2020). This may lead to an increase in employee productivity. When all these independent variables increase in the organization, employee retention may increase, and the performance of the organization will increase (Farrukh et al., 2020).

Herzberg two factors theory is under the employee satisfaction (Herzberg, 1987). This theory focuses on two categories which are motivator and hygiene factors (Teck-Hong & Waheed, 2011). Motivator factor means that the presence of motivators causes employees to work harder, whereas the hygiene factor will cause employees to work less hard. It is used to determine the retention rate of employees, and whether the employees are satisfied or dissatisfied in the workplace. Herzberg's theory shows that the retention of employees is achieved through maximizing satisfaction and minimizing dissatisfaction (Herzberg, 1987). Depending on these variables of employee satisfaction, which includes teamwork, working conditions, and employee loyalty, will lead to employee retention (Lee & Park, 2021). If there are motivator factors that make employees satisfied with the job, they will work harder and remain in the organization (Memon et al., 2023).

If hygiene factors occur, they will be dissatisfied with the job, work less hard, and leave the job. Based on this theory, it is important to know whether employees are satisfied or dissatisfied with their job as it will lead to the retention of employees in an organization. However, the opposite of satisfaction is no satisfaction instead of no satisfaction. The same goes for the opposite of dissatisfaction is not satisfaction but rather no satisfaction (Hsieh & Shannon, 2005). Organizations should find out which factors lead to employee dissatisfaction such as job security that will not alter their perception, but it will only prevent them from being dissatisfied after identifying. Therefore, employee motivation and the level of satisfaction become the key to improving organizational performance (Mubashar & Harzer, 2023).

The theory under employee retention is the job embeddedness theory. Job embeddedness means concern about factors that encourage employee retention (Ahmad & Azumah, 2012). Job embeddedness predicted the purpose to leave and voluntary turnover after the effects of satisfaction, gender, the commitment had been controlled (Ghosh & Gurunathan, 2015). It identifies three elements that determine how connected someone feels to the organization, which are fit, links, and sacrifice. Each of the elements could be considered in the job (internal embeddedness) or external environment (external embeddedness) the other (Ahmad & Azumah, 2012). Employees who fit with the work environment and organization will influence the retention of employees. When there is a link between their team members, employee retention will decrease. The sacrifice of employees will be less if they have not had deep links with colleagues in an organization. To increase the commitment of employees, organizations should run some activities that help employees increase their fitness and build more links. Employees would feel that they needed a greater sacrifice if they had moved on from the organization. All the components are to test the level of support for the industries to examine the issue of employee retention (Ahmad & Azumah, 2012).

The theory under organization performance is an affective commitment which is under organizational commitment theory. This model shows that employees who are committed to their organization will feel that they relate to the organization, understand, and fit with the organization (Bakker & Schaufeli, 2015). In affective commitment, it shows the number of employees that want to stay in their organization. If they are committed effectively to the organization, they will choose to stay in the organization. It is related to the goals of the organization, having the feeling of the fit and satisfied with the work. They will be a great asset to organizations. It helps to increase employee satisfaction, retention, and organizational performance. When teamwork, working conditions, and employee loyalty are good in the organization, employee satisfaction and retention will increase. Thus, organization performance will rise as employees commit to the organization.

### **Methodology:-**

Based on this research, a quantitative approach will be conducted. The quantitative approach examines the relationship between variables, for instance after the data collected is converted into numerical or statistical form (Zikmund et al., 2010). Examples of quantitative methods are surveys, experiments, and archival and documentary research. In contrast, qualitative data is more towards interviews and questionnaires and research impressions and reactions.

The advantage of the quantitative design is it allows for broader study which could improve the generalization of the results. When collecting the quantitative data, the result will be straightforward, and it will make the data more reliable and subjective. Most importantly, quantitative research could prevent bias by using random processes to collect data (Apuke, 2017).

The research study will focus on the impact of employee satisfaction and retention on organizational performance in the service industry. This research employee target will be 150 respondents. Due to the pandemic of COVID-19, it is

hard to get respondents. The respondents will be collected by using a simple random probability questionnaire that will be filled up by full-time employees through Google Forms because of environmentally friendly and geography constraints. Most importantly, it is convenient for us to analyze the data through Google Forms.

The sampling technique that is going to be used in this research study is probability sampling. Probability sampling is selected due to the target population of elements known as full-time employees in the services industry.

## Results and Discussions:-

### Cronbach's Alpha Test of Reliability

Cronbach's Alpha Test was conducted to assess the acceptance of the respondents to evaluate the reliability of the six parts listed above. Measurement reliability is developed through both consistency and stability testing. Most importantly, the test of reliability is used to test all questionnaires if they are reliable or align with this research.

**Table 1:-** Rules of Thumb of Cronbach's Alpha Coefficient.

Alpha Coefficient Range	Strength of Association
> 0.90	Excellent
0.80 - 0.89	Good
0.70 - 0.79	Acceptable
0.60 - 0.69	Questionable
0.50 - 0.59	Poor
< 0.50	Unacceptable

**Table 2:-** Cronbach's Alpha Test of all items.

Cronbach's Alpha	Cronbach's Alpha based on standardized items	Number of items
0.963	0.963	30

**Table 3:-** Cronbach's Alpha Test of Reliability.

Variable	Cronbach's Alpha	Result
Job Satisfaction	0.882	Good and Reliable
Teamwork	0.833	Good and Reliable
Working Conditions	0.801	Good and Reliable
Employee Loyalty	0.869	Good and Reliable
Employee Retention	0.900	Excellent and Reliable
Organizational Performance	0.844	Good and Reliable

According to Table 1 to Table 3, it proved that there are six variables (job satisfaction, teamwork, working conditions, employee loyalty, employee loyalty and organization) that are being tested. The statements will be considered or acceptable when the Cronbach's Alpha value is greater than 0.7. Therefore, all variables will be accepted and have high reliability for this research. There are a total of 100 respondents in this research that have been selected based on the satisfaction and retention of employees towards the performance of an organization in the services industry.

### Measurement Model

The analysis of the measurement model, the relationship between indicators and latent constructs are discussed in this section. SmartPLS 3.0 has been used to analyze the measurement model. Fig 1 displays the measurement model.

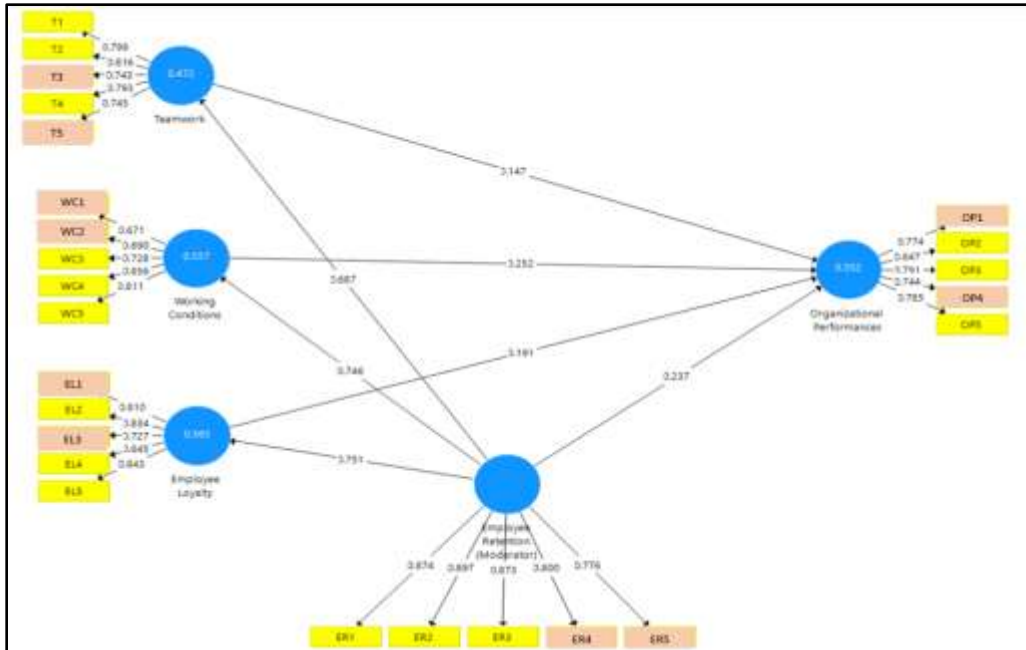


Fig 1:- Measurement Model.

An initial test is conducted to evaluate the internal consistency of the data before conducting confirmatory factor analysis (CFA). To get a significant result, the lower loading factors will be removed for the constructs. Therefore, some items had been removed from the original measurement model as a technique of model improvement. The modified model is shown below in Fig 2.

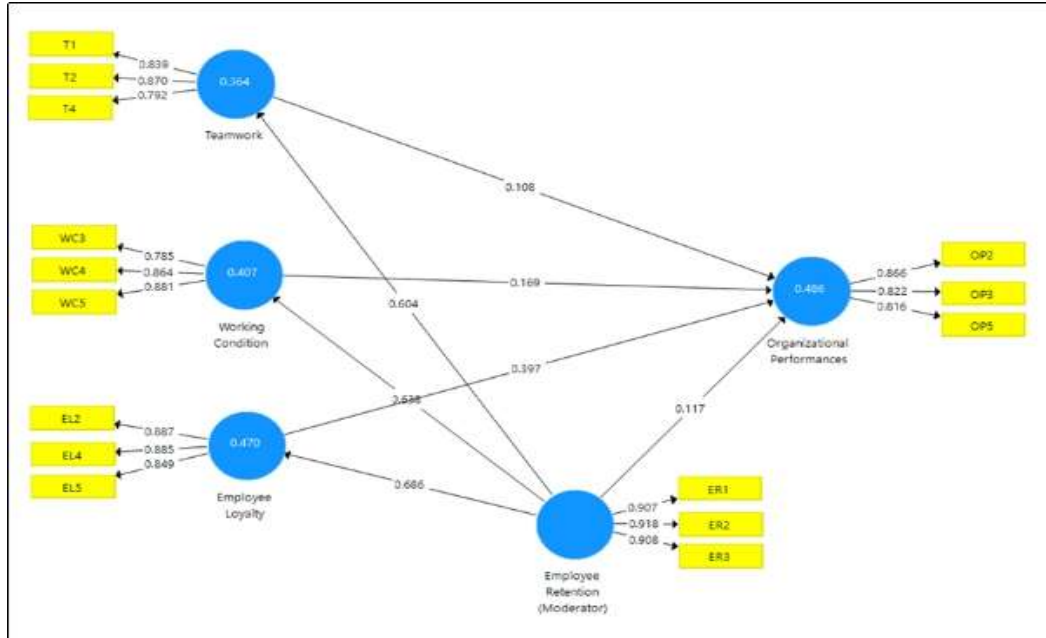


Fig 2:- Modified Model.

The Composite Reliability (CR) and Cronbach’s Alpha (CA) are used to determine the internal accuracy of the measurement model. According to Fornell-Larcker (1981), Composite Reliability (CR) measures how well a construct is reflected in its assigned items, while Cronbach’s Alpha (CA) is used to test the reliability of the construct. When both Composite Reliability (CR) and Cronbach’s Alpha (CA) of each construct exceed the threshold value of 0.7, it means they are less biased estimates of reliability than Cronbach’s Alpha and the

measurement model has satisfied internal consistency reliability. Table 4 shows that the Composite Reliability of the indicators ranges from 0.873 to 0.936 and these are above the required threshold value of 0.7 based on the modified model (refer to Figure 2). Hence, the findings suggest that the items used to represent the constructs have adequate reliability of internal consistency.

**Table 4:-** Internal Consistency Reliability.

	Item	Cronbach's Alpha (CA)	Composite Reliability (CR)	Average Variance Extracted (AVE)	Convergent Validity (AVE>0.5)
<b>Employee Loyalty</b>	EL2, EL4, EL5	0.846	0.907	0.764	Yes
<b>Employee Retention (Moderator)</b>	ER1, ER2, ER3	0.898	0.936	0.830	Yes
<b>Organizational Performances</b>	OP2, OP3, OP5	0.783	0.873	0.697	Yes
<b>Teamwork</b>	T1, T2, T4,	0.782	0.873	0.696	Yes
<b>Working Conditions</b>	WC3, WC4, WC5	0.798	0.881	0.713	Yes

Convergent Validity refers to a collection of indicators that are assumed to measure the same construct. Convergent Validity is normally tested by using Average Extracted Variance (AVE) to indicate the strength of the relationships among items that are predicted to express the same latent construct. Convergent validity is acceptable if constructs with an average variance extracted (AVE) value above 0.7 are quite good whereas the level of 0.5 is reasonable. Based on the result, AVE values of all constructs range from 0.696 to 0.830. The results as shown below (refer to Table 5) indicate that the indicators used for the constructs displayed sufficient convergent validity.

**Table 5:-** Average Variance Extracted (AVE) result.

Construct	Average Variance Extracted (AVE)	Effect
Employee Loyalty	0.764	Very good
Employee Retention (Moderator)	0.830	Very good
Organizational Performances	0.697	Acceptable
Teamwork	0.696	Acceptable
Working Conditions	0.713	Very good

### Structural Model

By using SmartPLS, a series of tests are conducted. The following sections discuss the tests used to assess the validity of structural models for this study. The validity of the structural model is measured by using the coefficient of determination ( $R^2$ ) and path coefficients. The coefficient of determination ( $R^2$ ) is used to analyze the difference between one variable to another variable. It is used to measure the predictive accuracy of a model. The value shows the variance amount in the dependent variable that is explained by the independent variable. Based on different disciplines, the value and its significance value can vary. As a result, a larger value increases the predictive ability of the structural model. 500 samples are used for the generating of bootstrapping in this study and the value that is greater than 0.67 shows high predictive accuracy, the value between 0.33-0.67 shows moderated effect, the value between 0.19 and 0.33 shows a low effect, and the value below 0.19 is considered as unacceptable as shown in Table 6.

**Table 6:-** The range of  $R^2$

$R^2$	Effect
Above 0.67	High Predictive Accuracy
0.33 - 0.67	Moderate Effect
0.19 - 0.33	Low Effect
Below 0.19	Unacceptable

Based on Table 7, shows that Employee Loyalty is at 0.470 (47.0%), Organizational Performance at 0.486 (48.6%), Teamwork at 0.364 (36.4%), and Working Conditions at 0.407 (40.7%). This study shows that the coefficient of determination is considered as a moderate effect on employee loyalty, organizational performance, teamwork, and working conditions.

**Table 7:-** Coefficient of Determination.

	$R^2$
Employee Loyalty	0.470
Organizational Performances	0.486
Teamwork	0.364
Working Conditions	0.407

Table 8 sums up all the significance testing results for the structural model. From Table 8, there are four out of seven hypotheses are met and show significant findings ranging from very significant to extremely significant. The hypothesized model which has been empirically tested with seven hypotheses shows that four out of seven hypotheses are met. It shows that they are very significant and extremely significant. The result of the path coefficient reveals that employee loyalty ( $\beta=2.866$ ,  $p<0.5$ ) has a significant effect on organizational performance. Employee retention ( $\beta=7.341$ ,  $p<0.5$ ) has a significant effect on teamwork. Employee retention ( $\beta=8.279$ ,  $p<0.5$ ) has a significant effect on working conditions. Employee retention ( $\beta=11.045$ ,  $p<0.5$ ) has a significant effect on employee loyalty. In contrast, teamwork ( $\beta=0.950$ ,  $p>0.5$ ), working conditions ( $\beta=1.091$ ,  $p>0.5$ ), and employee retention ( $\beta=0.885$ ,  $p>0.5$ ) have no significant effects on organizational performance.

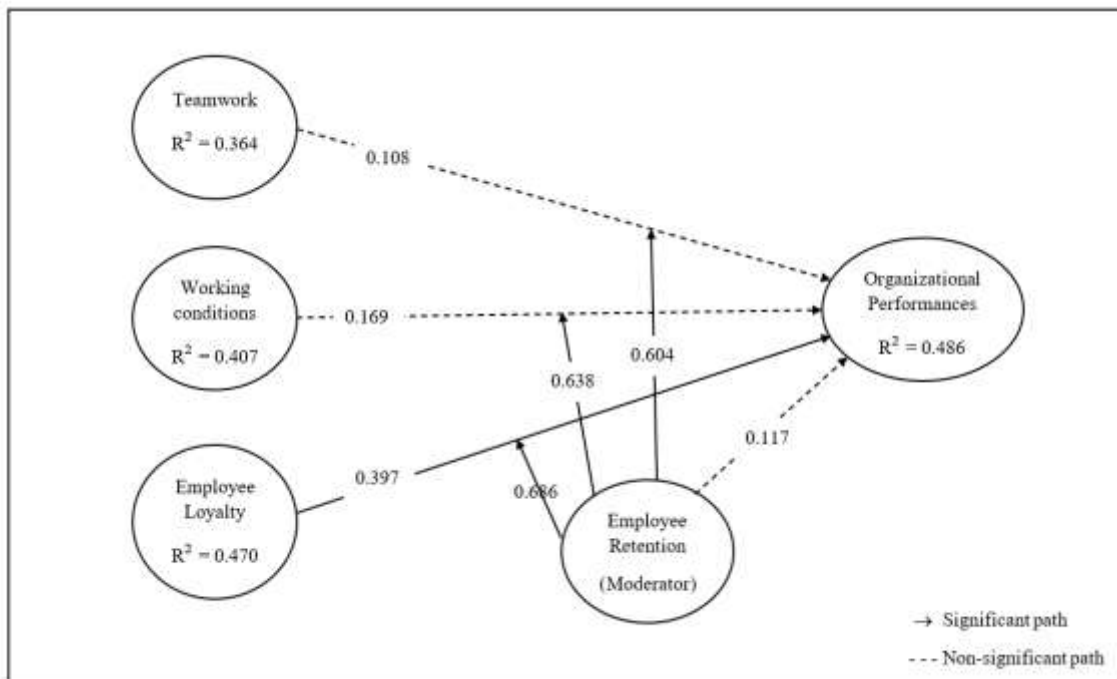
**Table 8:-** Path Coefficient.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Significance Level
Teamwork -> Organizational Performances	0.108	0.116	0.114	0.950	0.343	Not significant
Working Conditions -> Organizational Performances	0.169	0.157	0.155	1.091	0.276	Not significant
Employee Loyalty -> Organizational Performance	0.397	0.403	0.138	2.866	0.004	Very significant
Employee Retention (Moderator)-> Teamwork	0.604	0.612	0.082	7.341	0.000	Extremely significant
Employee Retention (Moderator)-> Working Conditions	0.638	0.641	0.077	8.279	0.000	Extremely significant
Employee Retention (Moderator)-> Employee Loyalty	0.686	0.687	0.062	11.045	0.000	Extremely significant
Employee Retention (Moderator)-> Organizational	0.117	0.109	0.132	0.885	0.377	Not significant

Performances					
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**SEM Analysis Result:-**

Based on Fig 3, SEM analysis results indicate that employee loyalty has a strong relationship with organizational performance. The results match with previous studies (Zanabazar&Jigjiddorj, 2018) claimed that employee loyalty and organizational financial and non-financial performance correlate positively and proved it has an effect. This study also claimed that employee retention has a strong relationship that moderates the effect of employee loyalty toward organizational performance. Not only that, but employee retention also has strong relationships that moderate the effects of working conditions and teamwork towards organizational performance. From the perspective of working conditions, (Eisenberger, 2002)] claimed that the higher employees perceived supervisor support, the lower the retention rate, and was also positively and significantly related to organizational performance. Furthermore, the results are supported by (Miah, 2018) as their study also showed that employee retention has a strong relationship that moderates the effects of teamwork on organizational performance.



**Fig 3:- SEM Analysis Result.**

However, teamwork and working conditions are not positively associated with organizational performance. The results of teamwork are contrary to the study which was proposed by (Delarue et al., 2008), and working conditions are also contrary to the previous research that was proposed (Miah, 2018). Next, the result showed that there is no significant positive relationship between employee retention and organizational performance. It means even though a high level of employee retention occurs in the services industry, it will not affect the organizational performance because human resources can be easily replaced such as by employing part-time workers. In conclusion from the findings, it was found that 4 out of 7 hypotheses are met and supported meanwhile 3 hypotheses are not supported in the research model.

In conclusion, this research aims to identify the issue that increases the turnover rate in the services industry, and it has been achieved. Several recommendations are going to be provided to decrease the turnover rate in the services industry. Therefore, employers play an important role in enhancing employee’s teamwork, loyalty, and working conditions to retain talented employees.

**Conclusion:-**

The goal of this research is to understand how employee satisfaction and retention in the service industry affect organizational performance. Fortunately, the goal was achieved. To achieve more accurate results and meet the



relationship of employee satisfaction and retention to organizational performances, various recommendations were given such as observation should be increased, and the top management plays a significant role in improving organizational performance in the service industry. It is recommended to broaden the extent of observational analysis. A thorough and in-depth analysis of the dynamics around employee satisfaction and retention has the potential to provide significant insights. The act of observing employee actions and attitudes within various operational scenarios might facilitate the identification of distinct areas that require development. One of the primary suggestions is to underscore the crucial involvement of senior management in augmenting organizational effectiveness within the service sector. The dedication and managerial abilities of top-level executives play a pivotal role in establishing an organizational environment that promotes employee contentment and longevity. It is imperative for upper-level management to proactively participate in the promotion of employee well-being and to take measures to resolve their concerns and fulfill their demands. The integration of these suggestions into forthcoming research and practical endeavors has the potential to enhance the connection between employee satisfaction, retention, and organizational performance within the service industry. By adopting this approach, firms can enhance their ability to succeed in a highly competitive and service-oriented business landscape.

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The authors declare that they have no conflict of interest.

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