

THE CORRELATION BETWEEN COMPENSATION AND BENEFITS AND WORK ENVIRONMENT ON EMPLOYEE LOYALTY IN GOVERNMENT-LINK PROPERTY COMPANIES IN KLANG VALLEY, MALAYSIA

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ABSTRACT

Employee loyalty is extremely important for accelerating the improvement and development of property organisations, particularly those categorised as Government-Link Companies (“GLC”). The success of government link property companies is mostly influenced by employee satisfaction. Hence, conducting research on the correlation between compensation and benefits and work environment with employee loyalty in government link property companies will contribute to the improvement of the organisation. It is anticipated that a direct correlation exists between compensation and benefits and work environment with employee loyalty within government link property companies in Klang Valley, Malaysia. Therefore, the main objective of this research is to investigate the correlation between compensation and benefits and work environment (independent variables) on employee loyalty (dependent variable) in government link property companies located in the Klang Valley, Malaysia. The research methodology is a quantitative research method. Which in turn, will be conducted by collecting data through a survey questionnaire and 365 respondents answered the questionnaires. The results showed a positive correlation between compensation and benefits and work environment on employee loyalty in Klang Valley government link property companies, with compensation and benefits being the highest predictor of employee loyalty in Klang Valley government link property companies (“GLC”).

KEYWORDS: Employee loyalty, Compensation and Benefits, Work Environment, Government Link Property Companies

1.0 INTRODUCTION

This study aims to investigate the correlation between compensation and benefits, and work environment on employee loyalty in government-link property companies in Klang Valley, Malaysia. The acquisition and loyalty of highly skilled employee is a crucial element in maintaining a competitive advantage within the government-link property companies. Achieving success in the realm of employee loyalty necessitates the implementation of a comprehensive strategy that incorporates various elements, including offering competitive compensation and benefits, fostering a supportive work environment for the professional development of employees. In light of the escalating rivalry, government-link property companies have emerged as significant participants. These businesses distinguish themselves by offering personalised customer service and possessing specialised knowledge of the local property market. Notwithstanding these benefits, these companies encounter difficulties, namely in relation to their human resource capabilities, as a result of their constrained capacity.

The increasing competitive in the industry has heightened the significance of implementing efficient retention measures, particularly for government-link property companies that encounter frequent employee turnover. The ever-evolving nature of the property sector requires ongoing recruitment endeavours and significant investments in training and professional growth. One of the main challenges encountered by them is the significant turnover rates, which are closely associated with their limitations in offering competitive compensation and benefits packages (Dachner et al., 2021). The issue of a limited number of highly skilled employees worsens the difficulty, highlighting the necessity for a more thorough analysis of retention or employee loyalty strategies specifically designed for the particular situations faced by these organisations.

In the field of property companies, their responsibilities extend beyond the mere oversight of property-related affairs. These companies also bear the responsibility of effectively managing employees and navigating the path towards a profitable business-related initiative. There has been a significant trend towards the creation of more "human" company environments, as evidenced by the increased focus on cultivating work environment culture. The significance of cultivating a feedback-centric environment as a crucial factor in keeping exceptional employees is highlighted by this cultural evolution.

Furthermore, employee attitudes and productivity can be impacted by a range of factors, including as the physical environment, organisational culture, and working environment. The aforementioned variables create a direct influence on the overall condition of well-being, performance in relationships with others, and level of job satisfaction, hence highlighting the necessity for organisations to build an environment at work that promotes positivity. Recognising the importance of constructive and timely feedback is essential for one's career development and advancement. Employers undertake a vital role in delivering straightforward, constructive, and compassionate criticism, which is important for the ongoing sustainability of an organisation. The intentional exploration and thoughtful consideration of input from employees encourages the development of trust and develops a work environment characterised by mutual respect in the workplace.

When investigating the human resource management practises used by multinational companies, it becomes evident that property firms encounter distinct obstacles in maintaining a similar level of progress. Employees within the property industry express a need for enhanced human resource practises that encourage career progression, monetary rewards, organisational

acknowledgement, and a secure and protected work environment. It is essential for property firms to effectively address these concerns in order to maximise their employee loyalty strategies and maintain their competitive advantage in the constantly evolving business climate.

Given the complicated nature of employee loyalty, it is crucial for organisations to proactively address the unique obstacles encountered by property firms. This involves developing creative approaches to address the constraints of limited resources, such as investigating different compensation and benefits structures or establishing collaborative relationships with educational institutions to enhance talent development. By recognising and actively addressing these obstacles, government-link property companies in Klang Valley may not only draw in highly skilled employees but also foster a work environment that encourages employees to remain engaged and make meaningful contributions to the organisation's achievements.

In summary, achieving success in retaining business within the property firms requires an in-depth understanding of the obstacles. By focusing the importance of competitive compensation and benefits and cultivating a favourable work environment and addressing the distinct challenges associated with managing human resources, these organisations can formulate effective methods for employee loyalty. By engaging in this practise, organisations not only acquire highly skilled employees but also establish themselves as highly capable competitors in the highly competitive property industry.

There is strong evidence linking the quality of the workplace (i.e., work environment) to the loyalty of its employees (Ramadhanty et al., 2020; Tam & Nguyet, 2021). Samat et al. (2020) discovered, however, that the office setting has little bearing on employees' commitment to their employers. Therefore, there is no concrete evidence that a positive compensation and benefits, and work environment increases loyalty among employees. This study therefore makes the effort to inquire into the connection between these variables in government-link property companies in Klang Valley, Malaysia.

Based on the above discussion, this study aims to investigate the relationship between compensation and benefits, and work environment on employee loyalty in government-link property companies in Klang Valley, Malaysia. The study's findings could also provide insights into the factors influencing employee loyalty in government-link property companies in Klang Valley, Malaysia and contribute to the literature on the subject.

2.0 RESEARCH QUESTIONS

The research questions of this study are as follows:

- a) What is the correlation between compensation and benefits and employee loyalty in government-link property companies in Klang Valley, Malaysia?
- b) What is the correlation between work environment and employee loyalty in government-link property companies in Klang Valley, Malaysia?

3.0 SIGNIFICANCE OF STUDY

The significance of the study is to investigate the correlation between compensation and benefits, and work environment on employee loyalty in government-link property companies in Klang Valley.

This research adds to the current body of knowledge on human resource management, especially as it relates to global conglomerates and the real estate sector. The value of this research rests in its potential to shed light on the interplay between compensation and benefits, and work environment on employees working for government-link property companies in Klang Valley, Malaysia. As employee turnover can be costly in terms of recruiting, training, and lost productivity, this study's findings can help firms better understand the elements that drive employee loyalty. Human resource management strategies in government-link property companies in Klang Valley, Malaysia can benefit from the study's conclusions. Employee happiness and loyalty can be increased through workplace enhancements and the provision of sufficient organisational support. Employees that are loyal to their employers are more likely to put in long hours, do quality work, and go beyond and above. As a result, when certain conditions or changes are implemented within a company, it can lead to a positive outcomes across various aspects including quality of work, productivity produced by employees and improve company's bottom line,

The research's findings can guide government-link property companies in Klang Valley, Malaysia to revise compensation and benefits, and work environment policies. The research may lead to comparisons with leading companies in the sector. Other "GLC" firms may follow suit if they find that some forms of employee loyalty-inducing compensation and benefits, and work environment are widely adopted. The findings of this study can also be used by governments and policymakers to improve employee protections, working conditions, and "GLC" management practices. The theoretical implication of this study is that it was limited to government-link property companies in Klang Valley, Malaysia employees. Future studies can be conducted in other states to determine additional elements influencing employee loyalty in property firms ("GLC").

4.0 LITERATURE REVIEW

4.1 *Employee Loyalty*

Hirschman (1970) was among the first to propose a theory on loyalty, defining it as a "special attachment to an organisation." He elaborated that a committed employee becomes part of a caring organisation that makes sacrifices before considering leaving. Loyal employees benefit companies by reducing turnover, providing positive feedback, and demonstrating patience and good word of mouth.

Morrison (2023) observed that loyal employees might suffer in silence when mistreated rather than speaking up or resigning. Loyalty's characteristics vary and can apply to individuals, groups, organisations, or nations. Employees may feel loyalty to various aspects within a company, driven by emotional investment. Kaushik & Guleria (2020) noted that trust, identity, commitment, participation, and attachment define workplace loyalty. Loyal employees, dedicated to their work environment, often go above and beyond, boosting organisational performance by prioritising company needs over their own. This evolving concept includes moral challenges, reflecting modern complexities in defining and assessing loyalty.

According to Ramadhanty et al. (2020), an employee is loyal when they advocate for the company and do their best work for it. Tam & Nguyet (2021) define "employee loyalty" as an emotional investment and commitment to the employer. Dewi et al. (2020) describe loyalty as a strong dedication to one's company. Factors affecting loyalty include compensation, benefits, work environment, and organisational support, as seen in studies from Indonesia, Korea, and Klang Valley.

4.2 Compensation and Benefits

The term "compensation" refers to the money and perks that employee receives for their labor. Employees receive cash compensation in the form of a salary for their work, plus fringe compensation in the form of bonuses and other perks for exceeding expectations or performing above and beyond the call of duty. Allowances, health insurance, loans, sports facilities, home offices, and gatherings are all examples of indirect remuneration in addition to direct compensation such as salary, bonuses, and insured payments. Samat et al. (2020) define compensation as the money employees earn for their efforts. The term "compensation" refers to the assortment of benefits a corporation provides employees in exchange for their services. From this definition, it follows those monetary forms of compensation, such as salary and allowance, predominate, while non-monetary forms of compensation, such as medical and insurance benefits, predominate among benefits. This research does provide any conclusive evidence about the link between compensation and benefits and employee loyalty in Kuala Lumpur. As a result, this study goes a step further and examines the connections from the perspectives of employees in Klang Valley's property firms ("GLC").

4.3 Work Environment

Physical factors like lighting, facilities, room temperature, and layout are all part of the work environment, as are social factors like the availability of helpful peers and managers (Ramadhanty et al., 2020). The term "workplace environment" refers to the physical setting in which an individual does his or her job. Ramadhanty et al. (2020) define "work environment" as "the setting in which employees carry out their duties." According to this definition, a worker's workplace includes everything that surrounds him or her during work hours. However, Ramadhanty et al. (2020) revealed that the influence of the work environment on employee loyalty is only felt among millennial employees. These results don't clearly demonstrate a connection between employee loyalty and the work environment within other age groups. As a result, this study goes a step further and examines the connection from the perspectives of different groups of age among Klang Valley's property firms ("GLC") employees.

4.5 Theoretical Framework

Expectancy theory suggests employees are motivated by the belief that their efforts will lead to favorable outcomes. Akhmad et al. (2020) argue that employees are more likely to work hard if they believe their efforts will result in better performance reviews, leading to increased compensation and benefits. However, the value placed on financial incentives varies; some employees prioritize supportive work environments and growth opportunities (Phuong & Tran, 2020). This study examines how employees' perceptions of benefits impact their loyalty to property firms within government-linked companies (GLC) in Klang Valley. Expectancy theory helps explain the connection between employees' efforts, performance, and desired incentives (both monetary and non-monetary), influencing their loyalty. The research will explore factors like compensation and benefits, and work environment on employee loyalty

using a survey questionnaire. Figure 2.1, adapted from Hayrol Azril et al. (2010) and Nabilah et al. (2022), illustrates this theoretical framework.

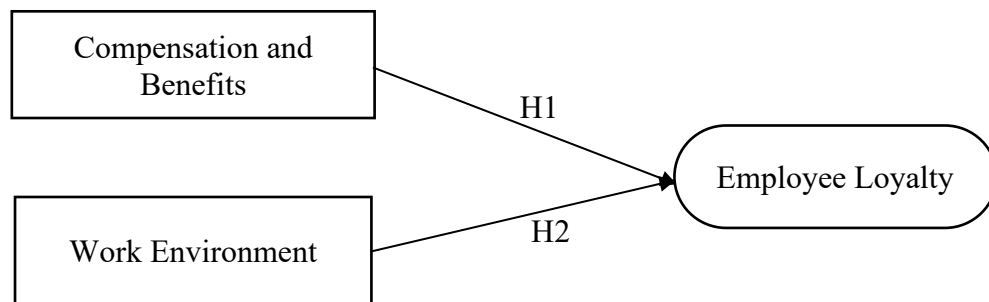


Figure 2.1: Theoretical Framework
(Hayrol Azril et al. (2010) and Nabilah et al. (2022))

5.0 METHODOLOGY

5.1 *Research Design*

A research design, as defined by Akhtar (2016), encompasses the entire strategy from the study's backdrop to before data collection. Bougie and Sekaran (2020) describe it as a plan for data gathering, measurement, and analysis to meet study objectives. Bostley (2019) emphasizes that selecting an appropriate research design based on the study's nature is crucial for success. Creswell (2014) and Bostley (2019) identify three methodologies: quantitative, qualitative, and mixed. Creswell (2014) notes that the research problem, researcher's experience, and audience influence the choice of method. This study uses a quantitative approach to examine the impact of compensation and benefits, and work environment on employee loyalty in government-link property companies in Klang Valley, Malaysia using a survey distributed via email.

5.2 *Population and Sampling*

According to Bougie and Sekaran (2020), a population includes all individuals or items of interest to the researcher, while a sample is a subset of the population. Shukla (2020) notes that data are collected from samples to simplify research. Sampling involves selecting representatives of the entire population (Bougie & Sekaran, 2020). Key steps include defining the population, selecting a sample frame, choosing a sampling design, determining sample size, and executing sampling. This quantitative study examines compensation and benefits and work environment on employee loyalty in government-link property companies in Klang Valley, Malaysia using simple random sampling. From a population of 5239 firms, 400 were sampled to achieve a minimum of 357 responses, using Google Forms for data collection between July and September 2023.

5.3 Research Instrument

Data for this study were collected using a survey questionnaire designed around two independent variables (compensation and benefits and work environment) and one dependent variable (employee loyalty) (Refers to Table 1). The measurements were adapted from previous research with minor modifications for the current context. A five-point Likert scale (1 = strongly disagree to 5 = strongly agree) was used, allowing for summated scoring (Bougie & Sekaran, 2020). The questionnaire was distributed online in both English and Malay language, chosen for its time efficiency given the geographically dispersed population. Online surveys are cost-effective and quick to administer (Siva et al., 2019). The survey was created using Google Forms, which facilitates data collection and organization in a spreadsheet for analysis.

The survey questionnaire had two sections and comprised 19 questions (Refers to Table 2). It included an introduction explaining the researcher's identity, the study's purpose, target respondents, completion time, and contact information, ensuring respondent anonymity and confidentiality (Bougie & Sekaran, 2020). The questionnaire was designed to be visually appealing, well-organized, and logically arranged to facilitate respondent understanding and completion. The study aims to investigate the relationship between the specified independent variables and employee loyalty in government-link property companies in Klang Valley, Malaysia. The introduction also thanked respondents for their participation and time.

Table 1: *Variables of Study*

Variables	
Independent Variable (IV)	1. Compensation and benefits 2. Work environment
Dependent Variable (DV)	Employee Loyalty

Table 2: *Structure of the Survey Questionnaire*

Section	Area	No. of Items
Section A	Demographics	5
Section B	Compensation and Benefits	5
	Work Environment	5
Section C	Employee Loyalty	4
Total		19

5.4 Data Collection

This study used a survey questionnaire for data collection, developed from previous research on employee loyalty. The questionnaire had three sections: demographic profile, independent variables, and dependent variables. Conducted in Klang Valley (Kuala Lumpur and Selangor), the study aimed to sample employees from 5239 property firms, targeting 357 responses based on Krejcie and Morgan's (1970) guidelines (Bougie & Sekaran, 2020). Questionnaires were distributed via email using Google Forms, with reminder emails sent to ensure completion.

5.5 Data Analysis

This study utilized SPSS 26 for data analysis, applying descriptive statistics, reliability analysis, correlation analysis, and multiple regression. Descriptive statistics summarize data to enhance understanding, using measures such as frequencies, central tendency (mean, median, mode), and dispersion (range, standard deviation) (Conner & Johnson, 2017; Bougie & Sekaran, 2020). Frequencies show event occurrences, often visualized via charts. Reliability analysis, using Cronbach's Alpha, tests internal consistency, with values near 1 indicating higher reliability. Correlation analysis examines relationships between variables, with Pearson's correlation coefficient (r) ranging from -1 to +1, indicating the strength and direction of relationships (Gogtay & Thatte, 2017; Bougie & Sekaran, 2020). Multiple regression analysis assesses the impact of multiple independent variables on a dependent variable, with the R-squared (R^2) value indicating the strength of the relationship; an R^2 of 0.5 is considered strong in social sciences (Fernando, 2021). This methodology enables comprehensive analysis of data characteristics, relationships, and impacts.

6.0 FINDINGS

6.1 Demographic Profile

The list of respondents' demographic profiles is summarised in Table 3 below.

Table 3: *Demographic Profile*

Demographic	Characteristic	Frequency	Percent (%)
Age	18 – 29 years old	101	27.7
	30 – 39 years old	227	62.2
	40 – 49 years old	21	5.8
	More than 50 years old	16	4.4
Gender	Female	151	41.4
	Male	214	58.6
Education Level	Degree	273	74.8
	Diploma	66	18.1
	Master	11	3.0
	Secondary school	15	4.1
Position	Contract	85	23.3
	Permanent	280	76.7
Length of Employment	3 years	56	15.3
	4 years	231	63.3
	5 years	24	6.6
	More than 5 years	54	14.8

6.2 Reliability Test

The reliability of variables in this study was assessed using Cronbach's Alpha. Higher values indicate greater internal consistency (Bougie & Sekaran, 2020). The reliability test results are: compensation and benefits ($\alpha = 0.907$), and work environment ($\alpha = 0.843$) and employee

loyalty ($\alpha = 0.930$). These high values demonstrate that the survey items accurately measure their respective constructs, indicating a reliable and credible measurement model. Overall, Cronbach's Alpha values ranging from 0.843 to 0.930 confirm the consistency and dependability of the items used Refers to Table 4.

Table 4: *Reliability Test*

Variable	Cronbach's Alpha	N of Items
Compensation and Benefits	0.907	5
Work Environment	0.843	5
Employee Loyalty	0.930	4

6.3 Correlation Analysis

Correlation analysis examines the relationship between quantitative variables (Gogtay & Thatte, 2017). Using a Pearson correlation (r) matrix, it measures the direction, strength, and significance of bivariate connections at an interval or ratio level (Bougie & Sekaran, 2020). Correlation coefficients range from -1 to +1, with +1 indicating a perfect positive relationship, -1 a perfect inverse relationship, and 0 no relationship (Senthilnathan, 2019). Senthilnathan highlights the importance of understanding the nature and extent of these correlations, as shown in Table 5 for social studies.

Table 5: *Ideal spectrum of interpreting correlation coefficient in social studies*

Coefficient Range	Strength of Correlation
+/-0.71 to +/-1.00	Very strong
+/-0.51 to +/-0.70	Strong
+/-0.36 to +/-0.50	Moderate
+/-0.21 to +/-0.35	Weak
+/-0.01 to +/-0.20	Very weak
0.00	No correlation

The study found a strong and significant positive correlation between employee loyalty and compensation and benefits ($r = .801$, $p < .01$), suggesting that better compensation and benefits increase employee loyalty. A moderate but significant positive correlation was observed between employee loyalty and work environment ($r = .517$, $p < .01$), indicating that a good work environment also boosts loyalty, though less so than compensation and benefits. These findings highlight that compensation and benefits, and work environment are all positively related to employee loyalty, with compensation and benefits having the strongest influence. All correlations were statistically significant at the 0.01 level. See Table 6 below.

Table 6: *Correlation test*

Variable	Compensation and Benefits	Work Environment	Employee Loyalty
Compensation and Benefits	1	.472**	.801**
Work Environment	.472**	1	.517**
Employee Loyalty	.801**	.517**	1

6.4 Multiple Regression Analysis

This regression study predicts "Employee Loyalty" using multiple independent factors, employing linear regression to model relationships. The R-squared coefficient assesses the strength of these relationships.

Significance Testing

The correlation coefficient (R value) of 0.846 indicates a strong, positive relationship between employee loyalty and the independent factors: compensation and benefits, and work environment. The R-squared value of 0.713 means that 71.3% of the variation in employee loyalty can be explained by these factors. These results suggest that enhancing compensation and benefits and improving the work environment can significantly boost employee loyalty. Managers should focus on these areas to foster higher loyalty among employees. See Table 7 below.

Table 7: *Model Summary*

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.846 ^a	.715	.713	.47229

a. Predictors: (Constant), Compensation and Benefits, Work Environment ,

This study evaluated statistical significance through analysis of variance (ANOVA) and regression analysis. ANOVA results ($p = 0.000$) and regression analysis ($p = 0.000$, $F = 302.101$) show significant impacts of compensation and benefits and work environment on employee loyalty. A p-value below 0.05 indicates statistical significance, while a large F-value suggests strong prediction of employee loyalty by these factors. Overall, there is robust evidence supporting the influence of these factors on employee loyalty in government-link property companies in Klang Valley, Malaysia. See Table 8 below.

Table 8: *ANOVA*

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	202.157	3	67.386	302.101	.000
Residual	80.523	361	.223		
Total	282.680	364			

The study explores the relationship between employee loyalty and compensation and benefits, and work environment. All factors show significant associations with employee loyalty, with p-values below 0.05. Beta coefficients indicate the strength of these relationships: 0.579 for compensation and benefits, and 0.136 for work environment. See Table 9 below.

Table 9: *Regression coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.180	.142		-1.266	.206
Compensation and Benefits	.579	.043	.532	13.446	.000
Work Environment	.136	.034	.129	3.957	.000

a. Dependent Variable: Employee Loyalty					

Therefore,

$$EL = -0.180 + 0.579 (CB) + 0.136 (WE)$$

EL -> Employee loyalty in government-link property companies in Klang Valley, Malaysia

CB -> Compensation and Benefits

WE -> Work Environment

6.5 Hypothesis Testing

Hypothesis 1 investigated the correlation between compensation and benefits and employee loyalty, revealing a statistically significant association ($t=13.446$, $p=0.000$). The strong correlation coefficient ($r=0.801$) supported Hypothesis 1. Hypothesis 2 similarly explored the link between work environment and employee loyalty, finding a significant positive correlation ($t=3.957$, $p=0.000$, $r=0.517$). These findings support all two hypotheses. See Table 10 below.

Table 10: *Summary of Hypothesis Test*

	Hypothesis	Statistical Test	Result
H1	There is a positive relationship between compensation and benefits and employee loyalty in Klang Valley property firms ("GLC").	Multiple Regression	Supported
H2	There is a positive relationship between work environment and employee loyalty in Klang Valley property firms ("GLC").	Multiple Regression	Supported

7.0 CONCLUSION AND RECOMMENDATIONS

Future research should expand by considering factors like work satisfaction and promotion prospects, providing a more comprehensive understanding of employee loyalty. Broadening beyond government-linked companies in the Klang Valley, Malaysia will enhance the study's relevance across industries and regions. Combining quantitative and qualitative methods, such as interviews or focus groups, can yield deeper insights into employee experiences and perspectives. Comparing findings across industries can unveil unique insights into the property industry's dynamics. The study confirms the significant impact of compensation and benefits, and work environment on employee loyalty, aligning with previous research. Businesses can use these insights to develop HR strategies promoting loyalty, work environment, and fair compensation and benefits.

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