

## Enhancing Employee Retention: The Impact of Training, Career Development and Remuneration Benefits in Selected Manufacturing Companies of Johor Bahru

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**Abstract:** The lack of employee retention programs is the most persistent difficulty in most organizations today. Employees are a crucial and precious asset for an organization for them to achieve their company goals and objectives. This has raised the demand for staff training programs, career development, and remuneration benefits in most organizations to ensure employee retention. The study aimed to identify the influence of employee training, career development, and remuneration benefits on employee retention in selected manufacturing companies in Johor Bahru, Malaysia. For data collection, a structured questionnaire was administered to 152 employees from seven departments of manufacturing companies in Johor Bahru. All the data was analyzed using SPSS statistics. The finding implies that career development appeared to be the most significant variable among all independent variables. Therefore, organizations should put more focus on the improvement of career development among their employees. Top management should emphasize career development and regularly offer training programs to gain employees' interest in staying in the organizations. Top management should also highlight the importance and benefits of the career development programs and encourage them to join. This in turn enhances retention and increases productivity at selected manufacturing companies in Johor Bahru, Johor.

**Keywords:** *Employee retention, training, career development, remuneration benefits, manufacturing industries*

### 1. Introduction and Background

Employees are an organization's most important, valuable, and productive asset since they positively contribute to the achievement of the organization's objectives and mission; however, retaining them is one of the most difficult issues for managers (Singh, 2019). According to Khalid and Nawab (2018), employee retention is the practice of encouraging staff members to remain with the company for as long as possible or until goals are achieved. This procedure also alludes to the duration spent by an employee in an organization. Organizations cannot stop or restrict their employees from seeking more interesting and attractive opportunities; however, the objective of retention strategies is to make employees loyal for the period of their employment with the organization. To increase employee retention, businesses must focus on several areas, such as giving staff members the right training, career development opportunities, and compensation. Hence, these measures make employees feel appreciated, which translates into improved performance and commitment to the organization (Yuniana & Hanafia, 2024).

The goal of employee retention is to maintain people as the company's core specialists (Prasetyo et al., 2021). Fundamental problems in the employment relationship are having an impact on the engagement, motivation, and retention of talented workers, and the talent gap has sparked intense competition (Mohammed Mazlan & Jambulingam, 2023). High staff turnover is a result of poor personnel management, which has a significant detrimental financial impact on firms due to the information lost when employees depart. Ignoring the problem of high turnover rates is very costly because the success or failure of a department or business can be attributed to a single, crucial individual (Mohammed Mazlan & Jambulingam, 2023).

The loss of multiple key employees from a single unit or team may cause instability throughout the entire organization. Despite the importance of employee retention, there remains a gap in research, particularly in comparison to customer retention studies, highlighting the need for more extensive investigations into employee retention and the value employees bring to organizations. Numerous studies are focusing on customer retention and the level of retention that is beneficial to the organization. This becomes a critical business issue and an expensive application, especially if valuable employees leave. Furthermore, the costs of hiring a new employee are expensive and often take time. This study aims to determine how to retain people in manufacturing companies by focusing on factors like employee training, career development, and

compensation benefits. It would also be useful to know the reasons why employees leave an organization.

## 2. Literature Review

### *Employee retention*

Companies are now starting to recognize the importance of key employees and the relevance of employee retention. They also strive to develop various employee retention strategies to prevent employees from leaving the company. Employee retention is described as a method that companies use to maintain an effective employee while striving to meet organizational objectives. (Kossivi et al., 2016), strategies to valuable employees (Abba, 2018) and the ability to keep the employees you desire for a longer period than your competitors (Khan, 2020). According to Das (2013), the process of encouraging staff members to stay with the company longer or until the project is finished is known as employee retention. Helping to keep employees from leaving is the most important component of employee retention since they can negatively affect an organization's productivity and income (Samuel and Chipunza, 2009). Low employee retention may cause problems such as a lack of qualified labor, which inhibits the organization's ability to innovate and be productive (Kwan & Mansor, 2023).

Companies should develop their strategies based on various elements. However, if the companies only focus on a few factors, they will gradually lose their best as they fall behind in the competition. Generally, according to Abdulai et al., (2019), when employees quit an organization, they will bring a lot of details to rival companies such as trade secrets, organizational culture, and other knowledgeable vital information learned from their prior employer, results in a difficult situation for the former employers. This is the reason why management needs to design retention strategies to help them retain valued employees to work for a longer period (Abdulai et al., 2019).

### *Employee training*

Training refers to a process of shaping and educating employees by increasing their skills, abilities, knowledge, and behavior so that work can be performed quickly, rationally, and effectively (Niati et al., 2021). Employees will gain specific knowledge and be able to develop skills that can later be applied at work if they are given training (Adnyani and Dewi, 2019). According to Jumawan et al. (2024), there are numerous dimensions and indicators in training. The indicators of training include instructors, participants, resources, and training objectives. Triasmoko (2014) argue that training is a process that teaches specifically an employee's skills, discipline, attitudes, and skills related to the work that the employee will perform.

According to Halim and Ha (2010), views of HR practices such as job security and training offered by the organization are crucial factors in explaining employee retention. Additionally, some studies claim that HR policies like perks and training are related to retention in a good way since they encourage workers and "lock" them into their work positions, a concept known as employee retention (Yuniana & Hanafia, 2024; Hong et al., 2012). Some of the factors affecting employee retention, like the perception of support from the manager, the agency, and the community, can be addressed through training (Landsman, 2004). Landsman (2004) also stated that training is also considered a helpful activity for improving staff performance and skills, employee duties can be more clearly defined through training, reducing job stress. As a result, companies that offer more training opportunities should see higher retention rates. However, not all factors that impact staff retention can be addressed by training, such as internal promotion opportunities. Therefore, it makes sense to say that training may help with employee retention, but other systemic barriers must be addressed together, if not retention may not still be improved.

Job-related training plays a crucial role in enhancing employees' problem-solving abilities, confidence, motivation, and commitment, which ultimately increases employee satisfaction and retention (Hong et al., 2012). Mehta et al. (2014) state that it is better to keep a trained worker on staff rather than squander money on new hires and retrain them. According to Wasseem et al. (2019), losing an organization's most important people has an impact not just on its economic growth but also on its organizational growth. The ability of a business to effectively manage and leverage its most valuable resource which is human resources determines a lot of things about its performance over the long run. Recognizing employee retention as a pivotal element in organizational achievement, companies must address various contributing factors, including benefits

packages, career advancement opportunities, supervisor support, and working conditions, to secure long-term success.

**H1:** Employee Training has a significant relationship with Employee Retention in manufacturing companies in Johor Bahru, Johor.

### ***Career Development***

The process of increasing a person's employability to land the desired employment is known as career development. Work experience that is sufficient for employees will bring job satisfaction to all employees, which improves their performance (Adnyani and Dewi, 2019). For an employee to advance and accomplish his or her goals in any organization, career development is crucial, yet, it relies on how the business offers opportunities in terms of creating new ones, delegating difficult work, offering rewards and recognition at many phases (Challa et.al, 2024). A study by Carda, (2024) also proved that career development is a crucial element in manufacturing organizations in Indonesia since it will improve the performance of the employees in the organization. Therefore, every employee should be allowed to develop their skills and careers, and they are expected to deliver the best outcomes for the organization (Yuniana & Hanafia, 2024). For the business and the individuals involved to reach their maximum potential, career development is a job activity that helps employees plan their future careers inside the organization (Jumawan et al., 2018). Employers can use career development to support and boost worker productivity as well as to help employees get ready for their future careers (Putri and Frianto, 2019). Career development is one of the most important factors in reducing employee turnover intention. As been found in the study by Azami et. al, (2023), providing excellent career development opportunities encourages employees to stay with the company longer. Creating a healthy social work environment and providing content for the jobs and tasks that employees have to do increases employee satisfaction and commitment (Deery and Jago, 2015).

**H2:** Career development has a significant relationship with Employee Retention in manufacturing companies in Johor Bahru, Johor.

### ***Remuneration Benefits***

Remuneration has a significant impact on attracting and retaining talented employees. Individual performance is generally linked to rewards to ensure increasing productivity levels and to keep talented individuals in the organization (Magaisa and Musundire, 2021). Offering a competitive compensation plan is commonly discussed for retention reasons since remuneration allows employees to meet their financial and material needs while also gaining social recognition (Tadesse, 2018). Money is not the main determinant in employee retention, according to Uwimpuhwe et al. (2018) Many firms deploy very effective pay-based or high-remuneration retention strategies. In these conditions, a variety of elements seem to contribute to good employee retention. Other retention variables are real and cannot be disregarded. Kinyili (2018) evaluated remuneration and benefits as the most crucial factors in employee retention, which is corroborated by the results of previous studies. Performance remuneration is a key component in the goal of the organization to keep its valuable employees. (Yousuf and Siddqui, 2018). Rewarding is said to be the most important factor in attracting and retaining talent (Terera and Ngirande, 2014). The fundamental principle of the implied and contractual relationship between employers and employees is that reasonable remuneration can influence conduct (Mbugua et al., 2014). To attract and keep excellent employees in the market, organizations frequently offer competitive remuneration packages, such as stock options, special pay, retention pay, gain share pay, performance base pay and bonuses, etc.

**H3:** Remuneration benefits have a significant relationship with Employee Retention in manufacturing companies in Johor Bahru, Johor.

## **3. Research Methodology**

Research design is a master plan that consists of the methods and procedures that will be used in the data collection and data analysis to extract the information needed. According to Bostley (2019), to choose the research methodologies and procedures to use, the researcher needs to have a solid understanding of the research and how to suit it into the whole research process.

This study follows a quantitative approach by utilizing correlational research design studies to examine the relationship between variables. The unit of analysis for this study is individual, which involves employees from

manufacturing industries in Johor Bahru, Malaysia. The population of this study is 250 employees from certain departments in manufacturing companies located in Johor Bahru, Johor. Departments that are involved in this study are finance, purchasing, human resources, marketing, project, information technology and sales department.

The sampling technique that has been used for this study is non-probability via convenience sampling. This sampling technique is the most easily accessible to the researcher. Convenience sampling is typically low-cost and straightforward, with participants readily available. This sampling is frequently used to overcome several of the limitations of research. (Hamed, 2016). Employees from various departments of selected manufacturing companies have been chosen as samples for the sampling technique. According to Krejcie and Morgan (1970), the minimum sample with a population of 250 should consist of 152 respondents. The survey study has been carried out using a questionnaire. The questionnaire is considered an effective data collection method as it can be best administered personally to the sample that was chosen for the study (Bougie & Sekaran, 2019).

**Table 1: Reliability Analysis.**

Factors	Cronbach's Alpha	No of item	Result
Employee Retention	0.973	12	Excellent
Employee Training	0.959	7	Excellent
Career Development	0.964	7	Excellent
Remuneration Benefits	0.971	7	Excellent

The reliability analysis has been done for the instrument used in this study. The result shown in Table 1 indicates the value of Cronbach's alpha for employee retention is 0.973, employee training is 0.959, career development is 0.964 and remuneration benefits is 0.971. Overall, Cronbach's Alpha for each variable is in the range of 0.8 to 1.0 and can be considered excellent. The result showed the ability of the items in the research instrument to measure the variables is satisfactory and the respondents agreed with the entire item under this variable. The variable is considered strongly influenced. All the data in this study were analyzed by using SPSS version 25.

#### 4. Results

##### *Descriptive Analysis*

The basic statistical description of variables, such as mean, standard deviation, minimum, and maximum, from the questionnaire responses provided by the respondents is examined using descriptive analysis. Conducting this analysis is crucial to examine the differing opinions and concepts held by the respondents. The average absolute value of the researcher's mean is 2.5 because they employed a five-scale point Likert scale.

**Table 2: Descriptive Analysis**

	Mean	Std. Deviation
Employee Retention (DV)	3.7579	.86296
Employee Training	3.7901	.86272
Career Development	3.7745	.88189
Remuneration Benefits	3.6453	.95997

From Table 2, it depicts that all variables are above the average absolute value of 2.5. The mean of the dependent variable which is employee retention is 3.7579 which indicates that all the respondents agree that all the attributes in this study are very important in influencing the employee retention intentions towards manufacturing companies in Johor Bahru, Johor. Based on the means score as shown in Table 2, employee training received the highest average score (3.7901), indicating that employees, on average, perceive the training programs positively. Besides that, remuneration benefits received the lowest average score (3.6453), suggesting that employees, on average, might be less satisfied with their compensation and benefits.

##### *Correlation Coefficient Analysis*

As the objectives of this study are to investigate the relationship between variables, Correlation coefficient

analysis has been conducted. The findings of this analysis can be shown in Table 3 below.

**Table 3: Correlation Coefficient Analysis**

	ER	ET	CD	RB
Pearson Correlation	1	.935**	.945**	.894**
ER, Sig. (2-tailed)		.000	.000	.000
N	147	147	147	147
Pearson Correlation	.935**	1	.937**	.860**
ET Sig. (2-tailed)	.000		.000	.000
N	147	147	147	147
Pearson Correlation	.945**	.937**	1	.976**
CD Sig. (2-tailed)	.000	.000		.000
N	147	147	147	147
Pearson Correlation	.894**	.860**	.876**	1
RB Sig. (2-tailed)	.000	.000	.000	
N	147	147	147	147

The result in Table 3 showed that employee training (ET) has a significant relationship with employee retention (ER) ( $r = 0.935$ ,  $p < 0.000$ ). Employee training is also positively associated with employee retention. Thus, Hypothesis 1 (H1), stating that employee training has a significant relationship to employee retention at selected manufacturing companies in Johor Bahru, Johor is accepted. Also, the respondents agreed that they have learned many job skills in their position. The researchers found that employees are more likely to stay engaged and committed to a company that invests in their professional growth. Adequate training opportunities can boost employee morale, and job satisfaction, and ultimately increase employee retention.

The result showed that career development (CD) has a significant and strong relationship with employee retention (ER) ( $r = 0.945$ ,  $p < 0.000$ ). Career development is also positively associated with employee retention. Thus, Hypothesis 2 (H2), stating that career development has a significant relationship to employee retention at manufacturing companies in Johor Bahru, Johor is accepted. Also, the respondents agreed that their job offers growth and opportunities.

The result showed that remuneration benefits (RB) have a significant relationship with employee retention (ER) ( $r = 0.894$ ,  $p < 0.000$ ). The remuneration benefits are also positively associated with employee retention. Therefore, Hypothesis 3 (H3), stating that remuneration benefits have a significant relationship to employee retention at manufacturing companies in Johor Bahru, Johor is accepted. Here, it was noticed that the respondents felt happy with their pay compared to the amount of work they do. Adequate remuneration motivates employees to perform at their best.

**Multiple Regression Analysis**

**Table 4: Model Summary for Correlation Coefficient**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
	.962 <sup>a</sup>	.925	.923	.23918	1.780

a. Predictors: (Constant), Remuneration Benefits, Employee Training, Career Development

b. Dependent Variable: Employee Retention

Table 4 represents the regression coefficient R<sup>2</sup> value of 0.925 and calculates the amount of the dependent variable's fluctuation that the independent variables can explain. It shows that 92.5 percent of the variance for employee retention is described well by all three (3) independent variables, namely employee training, career development and remuneration benefits. Consequently, the balance of 7.5 percent was determined by other factors that have not been tested in this research.

Meanwhile, the R-value of 0.962 explains the relationship between independent variables (employee training,

career development and remuneration benefits) and dependent variable (employee retention). There is a substantial correlation between the independent and dependent variables, as indicated by the R-value of more than 0.8. The percentage of variation that can be explained by simply the three (3) independent variables that aid in explaining the dependent variable (by accounting for the degree of freedom, df) is indicated by the adjusted R2 value of 0.923. The outcome demonstrates the strong link between all three (3) independent variables with employee retention. Durbin-Watson shows a score of 1.780, this indicates that this study is free from error because the score is more than 1.50.

**Table 5: Coefficient Analysis.**

Model	Standardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)					
Employee Training	.148	.090		1.648	.102
Career Development	.334	.067	.334	4.956	.000
Remuneration Benefits	.421	.070	.431	6.047	.000
	.207	.044	.230	4.705	.000

**a. Dependent Variable: Employee Retention**

Table 5 shows the career development regression coefficient ( $\beta$ ) = 0.431 or 43.1% which implies that a one percent increase in career development, an average 43.1% increase in employee retention in the Company. The T-test value is 6.047 and significant at .000 level which is less than .005. It suggests that the relationship between career development and employee retention in the company is positive and significant. The relationship is significant, and the regression model is valid.

The employee training regression coefficient ( $\beta$ ) = 0.334 or 33.4% which implies a one percent increase in employee training, and a 33.4% increase in employee retention in the Company. The T-test value is 4.956 and significant at .000 level which is less than .005. It demonstrates the strong and favorable correlation between employee retention in the business and training. Both the regression model and the relationship are valid.

As a conclusion, the most significant factors that influence employee retention in manufacturing companies in Johor Bahru, Johor is recognized with the highest score of 0.431.

**Hypothesis Testing**

All three (3) of the hypotheses were found to be supported by the analysis results of the study participants. The outcomes in Table 6 serve as a guide for interpreting the direct impact study hypothesis results. First off, the results of the early correlation tests for hypothesis 1 showed that employee training and retention had a positive association ( $\beta = 0.334$ ,  $p < 0.000$ ), supporting the hypothesis. The second hypothesis suggests a connection between career development and employee retention. Additionally, the study revealed that there was support for this association ( $\beta = 0.421$ ,  $p < 0.000$ ). Finally, hypothesis 3 proposes a connection between remuneration benefits and employee retention. The analysis showed that Hypothesis 3 was supported with values of  $\beta = 0.207$ ,  $p < 0.000$ .

The findings derived from the hypothesis testing indicate that employee training, career development and remuneration benefits are significant determinants in employee retention. The findings of this study can be utilized to enhance employee retention by the implementation of strategies aimed at enhancing employee training, refining career development, and determining the remuneration benefits to the employees.

As depicted in Table 6, all hypotheses were accepted as each p-value of the hypothesis is less than 0.05 ( $p < 0.05$ ). Hence, the conclusion is employee training, career development and remuneration benefits have a significant relationship to employee retention in manufacturing companies in Johor Bahru, Johor.

**Table 6: Summary of Hypothesis Testing**

Hypothesis	Hypothesis Statement	Result (p<0.05)	Sig. (p-value)	$\beta$
H1	Employee Training has a significant relationship to Employee Retention in manufacturing companies in Johor Bahru, Johor.	Accepted	0.000	0.334
H2	Career Development has a significant relationship to Employee Retention in manufacturing companies in Johor Bahru, Johor.	Accepted	0.000	0.421
H3	Remuneration Benefits have a significant relationship to Employee Retention in manufacturing companies in Johor Bahru, Johor.	Accepted	0.000	0.207

## Discussion

### **Research Objective 1:**

To examine the relationship between Employee Training and Employee Retention in the manufacturing companies in Johor Bahru, Johor.

The result showed that employee training has a significant relationship with employee retention ( $r = 0.935$ ,  $p < 0.000$ ). Employee training is also positively associated with employee retention. Thus, Hypothesis 1 (H1), stating that employee training has a significant relationship to employee retention at selected manufacturing companies in Johor Bahru, Johor is accepted. Also, the respondents agreed that they have learned many job skills in their position. The researchers found that employees are more likely to stay engaged and committed to a company that invests in their professional growth. Adequate training opportunities can boost employee morale, and job satisfaction, and ultimately increase employee retention. According to Elsafty & Oraby (2022), training is one way to increase employee retention. Personalized, well-structured training programs should be introduced within any company based on the needs and demands of each employee. This finding is also supported by a study conducted by Akther & Tariq (2020), where the study results indicate employee training correlates adequately with employee retention. Apart from that, manufacturing processes often involve specialized equipment and techniques. Training helps employees acquire the necessary skills to operate machinery, use tools effectively, and perform their tasks efficiently. Well-trained employees are more competent, leading to higher productivity and fewer errors.

### **Research Objective 2:**

To examine the relationship between Career Development and Employee Retention in the manufacturing companies in Johor Bahru, Johor.

The result showed that career development has a significant and strong relationship with employee retention ( $r = 0.945$ ,  $p < 0.000$ ). Career development is also positively associated with employee retention. Thus, Hypothesis 2 (H2), stating that career development has a significant relationship to employee retention at manufacturing companies in Johor Bahru, Johor is accepted. Also, the respondents agreed that their job offers growth and opportunities. The researchers found that career development is the dominant factor influencing employee retention in manufacturing companies in Johor Bahru, Johor. Career development includes opportunities for promotions and advancement within the organization. Employees feel valued and recognized when they see a clear path for growth within their current company. This, in turn, encourages them to remain committed to the organization. A study by Sari & Dewi (2020) stated that employee retention will rise if employees' career growth opportunities are expanded. Companies that provide adequate career development to employees will be loyal to the company for a long time and may increase employee retention. A study conducted by Kandasamy et al. (2019), also recommended that there is a positive and significant impact on career development and employee retention. Furthermore, employees who receive career development opportunities are more engaged, productive, and committed to the success of the company. As a result, the organization benefits from improved performance and a more skilled and capable workforce.

**Research Objective 3:**

To examine the relationship between Remuneration Benefits and Employee Retention in the manufacturing companies in Johor Bahru, Johor.

The result showed that remuneration benefits have a significant relationship with employee retention ( $r = 0.894, p < 0.000$ ). The remuneration benefits are also positively associated with employee retention. Therefore, Hypothesis 3 (H3), stating that remuneration benefits have a significant relationship to employee retention at manufacturing companies in Johor Bahru, Johor is accepted. Here, it was noticed that the respondents felt happy with their pay compared to the amount of work they do. Adequate remuneration motivates employees to perform at their best. Feeling valued and rewarded for their efforts increases job satisfaction, leading to higher levels of engagement and commitment to the company. The findings are consistent with previous studies conducted by Ping et al. (2022), the results show a significant positive relationship between remuneration benefits and employee retention. According to the study by Sorn et al. (2023), the most critical variable influencing employee retention is remuneration. Employees who are dissatisfied with their pay are more likely to quit their jobs. Offering competitive salaries and benefits ensures that employees are fairly compensated for their skills and contributions. When employees feel they are being paid well, they are more likely to stay with the company.

**5. Managerial Implications and Recommendations**

First, an organization needs to establish a clear career path. Develop a well-defined career progression plan for employees in various roles within the organization. Outline the skills, experience, and milestones required for advancement, providing employees with a roadmap for their professional growth. By clearly defining the career path with specific requirements and expectations for each level, employees can have a transparent understanding of the skills, experience, and qualifications needed for career advancement within the company. Regular feedback, training, and opportunities for skill development should be integrated into the career development plan to support employees on their journey toward higher-level roles.

Second, offer training and development programs. Invest in training and development initiatives that cater to the specific needs of employees. Provide both technical and soft skills training to enhance their capabilities and prepare them for higher-level roles. By offering a comprehensive range of training and development programs, manufacturing companies can empower employees to advance in their careers, develop new skills, and stay engaged and committed to the organization. These programs not only improve the overall skill set of the workforce but also demonstrate the company's commitment to employee growth and professional development, reducing turnover and boosting retention.

Next, encourage mentorship and coaching. Implement mentorship programs that pair experienced employees with junior staff. This fosters knowledge sharing, skill development, and a sense of camaraderie among employees. By implementing a robust mentorship and coaching program, manufacturing companies can provide employees with personalized support, guidance, and opportunities for career growth. This creates a positive work environment, enhances employee engagement, and fosters a sense of loyalty, contributing to higher retention rates and a skilled and motivated workforce.

Another recommendation of this study is to engage in succession planning. Develop a succession plan that identifies potential internal candidates for key roles within the company. This not only ensures continuity but also demonstrates that employees have growth opportunities within the organization. By engaging in proactive succession planning, manufacturing companies can demonstrate their commitment to employees' career development and growth. This approach fosters a sense of loyalty and engagement among employees, as they see clear opportunities for advancement within the organization. Retaining employees through succession planning not only ensures the continuity of critical roles but also contributes to a skilled and motivated workforce that is invested in the company's long-term success.

Finally, monitor employee progress. Keep track of employees' career development progress and celebrate milestones achieved. Regularly revisit and update their career development plans based on performance and changing goals. By closely monitoring employee progress, manufacturing companies can demonstrate their



commitment to employee growth and development. Regular feedback and support contribute to employee engagement and satisfaction, increasing the likelihood of retaining skilled and motivated employees who see a clear path to advancement within the organization. Employers can increase employee retention in many other ways. Increasing employee retention is based on the overall workplace experience that you provide for staff members. All the recommendations about increasing employee retention are common sense, basic and incredibly least to find in organizations today.

### Conclusion

Based on the findings presented it is well proven from the previous study and supported by the statistical analysis results that three (3) factors influence employee retention in manufacturing companies in Johor Bahru, Johor. Among all antecedents, the most influencing factor on employee retention at manufacturing companies in Johor Bahru, Johor was found to be career development. Therefore, it is suggested that top management should emphasize more on ways to enhance the career development of their employees. The researchers also made several suggestions to further and maintain career development levels in the company.

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