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RESEARCH ARTICLE

The Relationship between Compensation and Benefits and Work Environment on Employee Loyalty in Government-Link Property Companies

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ARTICLE INFO	ABSTRACT
	Employee loyalty was crucial for the growth and development of property organizations, especially Government-Linked Property Companies (GLCs). Employee satisfaction significantly impacted the success of these property firms. Therefore, researching the correlation between compensation and benefits and the work environment on employee loyalty helped improve organizational performance. This study aimed to investigate the direct correlation between compensation and benefits and the work environment on employee loyalty within GLCs property companies in Klang Valley, Malaysia. The study employed a quantitative research method, collecting data through a survey questionnaire distributed via email to all GLCs property companies' employees in Klang Valley. A total of 365 respondents participated in the survey. The results indicated a positive relationship between compensation and benefits and the work environment on employee loyalty. This study highlighted the importance of enhancing compensation and benefits and improving work environments to foster employee loyalty in property firms.

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INTRODUCTION

This study aims to investigate the relationship between compensation and benefits and work environment on employee loyalty in Klang Valley property firms, with a focus on Government-Linked Companies (GLCs). The acquisition and retention of highly skilled employees is crucial for maintaining a competitive edge in the property industry. Achieving success in employee loyalty requires a comprehensive strategy that includes competitive compensation and benefits and a supportive work environment for professional development. Given the escalating competition, property firms have emerged as significant players, distinguishing themselves through personalized customer service and specialized knowledge of the local property market. Despite these advantages, these firms face challenges related to their human resource capabilities due to limited capacity. The increasing competition in the industry has amplified the need for effective retention strategies, particularly for property firms facing frequent employee turnover. The dynamic nature of the property sector necessitates continuous recruitment efforts and substantial investments in training and professional development. High turnover rates, often linked to limitations in offering competitive compensation and benefits packages, pose a significant challenge (Dachner et al., 2021). The scarcity

of highly skilled employees exacerbates this issue, underscoring the need for a thorough analysis of retention strategies tailored to the unique circumstances of these organizations.

In the realm of property firms, responsibilities extend beyond managing property-related matters to include effective employee management and steering profitable business initiatives. There is a growing trend towards creating more "human" firm environments, highlighted by an increased focus on fostering a positive work culture. Cultivating a feedback-centric environment is crucial for retaining top talent, as this cultural shift emphasizes the importance of employee well-being and satisfaction. Employee attitudes and productivity are influenced by various factors such as the physical environment, organizational culture, and overall work environment. These factors directly impact well-being, interpersonal performance, and job satisfaction, making it essential for organizations to create a positive work environment. Constructive and timely feedback is vital for career development and organizational sustainability. Employers play a critical role in providing clear, constructive, and compassionate feedback, fostering trust, and developing a work environment characterized by mutual respect.

When examining human resource management (HRM) practices in multinational companies, it becomes evident that property firms face distinct challenges in achieving similar progress. Employees in the property industry seek enhanced HRM practices that support career progression, financial rewards, organizational recognition, and a secure work environment. Addressing these concerns is essential for maximizing employee loyalty strategies and maintaining a competitive advantage in the evolving business landscape. Given the complex nature of employee loyalty, organizations must proactively address the unique challenges faced by property firms. This involves innovative approaches to resource constraints, such as exploring alternative compensation structures or establishing partnerships with educational institutions to enhance talent development. By recognizing and addressing these challenges, GLC-related property firms can attract highly skilled employees and foster a work environment that encourages engagement and meaningful contributions to organizational success.

In a nut shell, success in retaining employees within property firms requires a deep understanding of the challenges. By emphasizing competitive compensation and benefits and fostering a positive work environment, and addressing the unique challenges of human resource management, these organizations can develop effective employee loyalty strategies. This approach not only attracts highly skilled employees but also positions these firms as strong competitors in the property industry. There is substantial evidence linking the quality of the workplace to employee loyalty (Ramadhanty et al., 2020; Tam & Nguyet, 2021). However, Samat et al. (2020) found that the office setting has little impact on employee commitment. Therefore, there is no definitive proof that positive compensation and benefits and work environment directly increase employee loyalty. This study aims to explore the connection between these variables in Klang Valley's property firms (GLCs). Based on the above discussion, this study investigates the relationship between compensation and benefits and work environment on employee loyalty in Klang Valley's property firms (GLCs). The findings could provide insights into the factors influencing employee loyalty in these firms and contribute to the broader literature on the subject.

Research questions

The research questions of this study are as follows:

1. What is the relationship between compensation and benefits and employee loyalty in Klang Valley property firms ("GLC")?
2. What is the relationship between work environment and employee loyalty in Klang Valley property firms ("GLC")?

Significance of study

The significance of this study lies in its investigation of the relationship between compensation and benefits, work environment, and organizational support on employee loyalty in Klang Valley's property firms (GLCs). This research contributes to the existing body of knowledge on human resource management, particularly within global conglomerates and the real estate sector. It aims to elucidate how these factors interplay to influence employee loyalty in property-focused GLCs in the Klang Valley. Understanding the elements that drive employee loyalty is crucial as turnover can be costly due to recruitment, training, and lost productivity. The findings of this study can help firms enhance their human resource management strategies, leading to improved employee satisfaction and loyalty. Loyal employees are more likely to be dedicated, produce quality work, and exceed expectations, thereby positively impacting various aspects of the company, including work quality, productivity, and overall profitability.

The insights gained from this research can guide GLC firms in developing or revising their compensation, benefits, work environment, and support policies. By tailoring these policies to meet employees' specific needs, companies can foster a more satisfied and supportive work environment. Moreover, the study may prompt comparisons with leading companies in the sector, encouraging other GLC firms to adopt successful practices related to employee loyalty. Additionally, governments and policymakers can use the findings to enhance employee protections, working conditions, and GLC management practices, potentially leading to increased productivity and better working conditions. The theoretical implication of this study is its focus on Klang Valley's property firms (GLCs). Future research could expand to other regions to identify additional factors influencing employee loyalty in GLC property firms.

2. LITERATURE REVIEW

2.1 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. According to Ramadhanty et al. (2020), an employee is loyal when they advocate for the company and do their best work for it. Morrison (2023) observed that loyal employees might suffer in silence when mistreated rather than speaking up or resigning. The characteristics of loyalty vary and can apply to individuals, groups, organisations, or nations. Employees may feel loyalty to various aspects within a company, driven by emotional investment. Tam & Nguyet (2021) define "employee loyalty" as an emotional investment and commitment to the employer. 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. Dewi et al. (2020) describe loyalty as a strong dedication to one's company. This evolving concept includes moral challenges, reflecting modern complexities in defining and assessing loyalty. Factors affecting loyalty include compensation and benefits, work environment, and organisational support, as seen in studies from Indonesia, Korea, and Klang Valley.

2.2 Compensation and benefits

The term "compensation" refers to the money and perks those employees receive for their labor. Samat et al. (2020) define compensation as the money employees earn for their efforts. Employees receive direct 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. Indirect remuneration includes allowances, health insurance, loans, sports facilities, home offices, and gatherings. Thus, compensation encompasses both monetary forms, such as salary and

bonuses, and non-monetary benefits, such as medical and insurance benefits. This assortment of benefits provided by a corporation in exchange for employee services is critical to understanding employee loyalty. While this research does not provide conclusive evidence about the link between compensation and benefits and employee loyalty in Kuala Lumpur, it aims to fill this gap by examining the connections from the perspectives of employees in Klang Valley's property firms (GLCs). By investigating how compensation in all its forms impacts employee loyalty, the study seeks to provide insights into effective human resource management strategies. Understanding the balance and significance of monetary and non-monetary compensation can help organizations tailor their compensation packages to enhance employee satisfaction and loyalty. This is particularly relevant for GLCs in Klang Valley, where the competitive nature of the property sector necessitates effective retention strategies. Through this research, organizations can gain a deeper understanding of the factors that drive employee loyalty and make informed decisions to support their workforce.

2.3 Work environment

The term "work environment" refers to the physical setting in which an individual performs their job. Physical factors like lighting, facilities, room temperature, and layout are crucial components of the work environment, as are social factors such as the availability of supportive peers and managers (Ramadhanty et al., 2020). According to Ramadhanty et al. (2020), the work environment encompasses everything that surrounds an employee during work hours. However, their study revealed that the influence of the work environment on employee loyalty is primarily observed among millennial employees. These results do not clearly demonstrate a connection between employee loyalty and the work environment within other age groups. Consequently, this study aims to explore this connection further by examining the perspectives of different age groups among employees in Klang Valley's property firms (GLCs). By analyzing how various aspects of the work environment affect employee loyalty across different age groups, this research seeks to provide a comprehensive understanding of the factors that drive loyalty in diverse demographics. This understanding can help organizations tailor their work environments to meet the needs of all employees, thereby enhancing overall job satisfaction and retention. For GLCs in Klang Valley, this insight is crucial for developing effective strategies to maintain a loyal and productive workforce.

2.4 Theoretical framework

Expectancy theory suggests that employees are motivated by the belief that their efforts will lead to favourable 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 (GLCs) in Klang Valley. Expectancy theory helps explain the connection between employees' efforts, performance, and desired incentives (both monetary and non-monetary), which in turn influences their loyalty. The research will explore factors such as 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. By understanding how these factors interact, this study aims to provide insights into developing effective strategies for enhancing employee loyalty in GLCs property firms in Klang Valley.
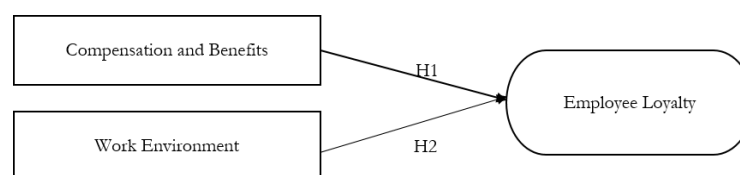
Figure 2.1: Theoretical framework
(Hayrol Azril et al. (2010) and Nabilah et al. (2022))

3. METHODOLOGY

3.1 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 relationship between compensation and benefit and work environment on employee loyalty in government-link property companies in Klang Valley using a survey distributed via email.

3.2 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 using simple random sampling. From a population of 5239 employees, 400 were sampled to achieve a minimum of 357 responses, using Google Forms for data collection between July and September 2023.

3.3 Research instrument

Data for this study were collected using a survey questionnaire designed around three independent variables (compensation and benefits, work environment, and organizational support) 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 three 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 Klang Valley property firms. 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 3. Organisational support
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**

3.4 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 population, 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.

3.5 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.

4. FINDINGS

4.1 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

4.2 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 (α = 0.907), work environment (α = 0.843), organizational support (α = 0.864), and employee loyalty (α = 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

4.3 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, 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 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

4.4 Multiple regression naalysis

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 0.564 indicates a moderately correlated, positive relationship between employee loyalty and the independent factors: compensation and benefits and work environment. The R-squared value of 0.477 means that 47.7% 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 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	.564[a]	.477	.475	.314
a. Predictors: (Constant), Compensation and Benefits and 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. See Table 8 below.

Table 8: *ANOVA*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	134.771	2	44.924	201.401	.000
	Residual	53.682	241	.149		
	Total	188.453	243			

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 GLCs (Property) Klang Valley

CB -> Compensation and Benefits

WE -> Work Environment

4.5 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 GLCs (Property) Klang Valley.	Multiple Regression	Supported
H2	There is a positive relationship between work environment and employee loyalty in GLCs (Property) Klang Valley.	Multiple Regression	Supported

5 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 (Property) in the Klang Valley 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. This study confirms the significant impact of compensation and benefits and work environment on employee loyalty, aligning with previous research. Businesses can use these findings to develop Human Resource strategies promoting loyalty, support, and fair compensation.

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