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 <https://doi.org/10.55463/issn.1674-2974.50.1.19>

Perceived Organizational Support and Talent Retention of Women Engineers in the Malaysian Oil and Gas Sector: A Conceptual Framework

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Received: December 23, 2022 / Revised: January 10, 2023 / Accepted: January 16, 2023 / Published: February 28, 2023

Abstract: The influx of women into the workforce has been one of the dominant global social trends for the past fifty years (1970 onwards). Women contribute to half of the total population of Malaysia and play a pertinent role in the nation's socio-economic development. The Malaysian oil and gas sector employs a significant number of academically qualified, talented, and capable women engineers to fill critical positions for organizational success and sustainability. However, gender-related and management studies have found that organizational support and talent retention of women at the workplace have posed challenges, including the oil and gas sector. This research aims to develop a preliminary conceptual framework to examine the perceived organizational support that contributes to the talent retention of women engineers in the Malaysian oil and gas sector. Two underpinning theories have been applied, i.e., the Perceived Organizational Support Theory (POST) and the Social Exchange Theory (SET). Internal perceived organizational support variables that influence employee retention and their challenges have been reviewed and examined through secondary data, online resources, and government documents. Social support, career growth, rewards, workload, and work flexibility may affect talent retention. Five hypotheses to investigate the factors leading to the retention of talented women engineers in organizations have been developed and discussed in this article. This study may bring positive impacts on talent retention and contribute to the limited gender studies in the engineering discipline within an Eastern setting in the oil and gas sector.

Keywords: women engineers, oil and gas sector, Malaysia, organizational support, talent retention, gender studies.

马来西亚石油和天然气行业女性工程师的组织支持和人才保留：概念框架

摘要：女性涌入劳动力市场是过去五十年（1970年以来）的主要全球社会趋势之一。妇女占马来西亚总人口的一半，在国家社会经济发展中发挥着重要作用。马来西亚的石油和天然气行业聘用了大量具有学术资格、才华横溢且能干的女性工程师来填补组织成功和可持续发展的关键职位。然而，与性别相关的管理研究发现，女性在工作场所的组织支持和人

才保留带来了挑战，包括石油和天然气行业。这项研究旨在开发一个初步的概念框架，以检查有助于马来西亚石油和天然气行业女性工程师人才保留的感知组织支持。应用了两个基础理论，即感知组织支持理论（邮政）和社会交换理论（放）。已经通过二手数据、在线资源和政府文件审查和检查了影响员工保留及其挑战的内部感知组织支持变量。社会支持、职业发展、奖励、工作量和工作灵活性可能会影响人才保留。本文提出并讨论了五个假设，以调查导致有才华的女性工程师留在组织中的因素。这项研究可能对人才保留产生积极影响，并有助于在石油和天然气行业的东方环境中对工程学科进行有限的性别研究。

关键词： 女性工程师，石油和天然气部门，马来西亚，组织支持，人才保留，性别研究。

1. Introduction

Women contribute to almost half of the total current population of Malaysia. The influx of women into the workforce has been one of the dominant global social trends during the past fifty years. This is also glaringly seen in Malaysia. Women's participation in the Malaysian workforce rose from 1970 onwards due to economic development and progress driven by industrialization, higher educational attainments, a more open culture to accepting women at work, and the government's support for women empowerment [1]-[2].

Qualified and skilled Malaysian women continued to participate significantly in all economic sectors. Malaysia recorded female labor force participation rates above 50% in 2018 and hit 55% in the second quarter of 2020. The average world figure in 2019 based on 181 countries was 51.96% (https://www.theglobaleconomy.com/Malaysia/Female_labor_force_participation/ accessed on July 12, 2021). Hence, based on the recorded 2020 figure, the female labor force participation rate in Malaysia has well surpassed the 2019 world average figure. These statistics therefore justify women's pertinent role and contribution in providing the required human capital for the socio-economic development of Malaysia.

The Malaysian oil and gas sector is no exception. As more women are joining the workforce, this sector employs a significant number of academically qualified, talented, and capable women engineers to fill critical positions for organizational success. However, gender-related and human resource management studies have found that organizational support and talent retention of women at the workplace have posed challenges in human resource management, including the oil and gas sector in Malaysia.

The high global shortage and uncertain retention behaviors amongst women engineers have become one major concern as well. Although there is a growing number of academic studies related to their intention

to serve and stay in the workplace, organizations still have considerably low retention among women engineers. Additionally, the growing global demand for engineers (male and female) has consequently resulted in a shortage of engineers in general and shaped their behavior to actively search and hop to other organizations to reap more attractive employment opportunities [3], not to mention more lucrative compensation packages in the spirit of competitiveness in the global environment [4]. It seems to suggest that there is no concrete antecedent to influence an engineer's intention to stay (ITS) [5], and it is yet to be ascertained [6] in support of a sense of loyalty and belongingness to the organization.

In view of these gaps and limitations of the literature related to women engineers in general, this article develops a preliminary conceptual framework to examine the relationship between perceived organizational support and talent retention of women engineers in the Malaysian oil and gas sector. To develop the framework, internal perceived organizational support that influences employee retention will be reviewed through secondary data and online resources, including journal publications and government documents. The problems and factors leading to talented women engineers leaving organizations will also be duly examined. Identifying the challenges is essential and overcoming them may bring a positive impact on talent retention. In the development of the proposed framework, two underpinning theories will be applied, i.e, the Perceived Organizational Support Theory (POST) and the Social Exchange Theory (SET).

2. Literature Review

2.1. Talent Retention

Talent retention is an organization's ability to retain its employees and ensure the sustainability of employees. Talent retention is further described as

employers' efforts to cling to well-performing employees to accomplish the organizational vision, missions, and objectives. According to [7], selecting and retaining talents have now become top preferences among organizational leaders in managing human resources. As reported in [8], there is an excruciating "war for talent" due to an acute shortage in the supply of talent internationally. Global talent deficiency trend is anticipated, and its monetary impact is forecasted to extend over US\$8 trillion by 2030 [9].

To attract and develop talent, talent management strategies must be used as a tool/instrument to retain talent in organizations [10]. According to [11], talented employees prefer a job with clear career development and progression to stay loyal to their organization. Many scholars have also highlighted other important factors in retaining talented individuals in organizations. As stated in [12], interesting and attractive jobs contribute to employee retention. Additionally, employers should provide employees with the opportunity to further their education and career growth with exciting challenges that provide a sense of respect and appreciation for their contributions at the workplace. According to [13], how talent is retained reflects the values and culture of the organization. The foundation of successful talent retention is to establish an attractive strategy highlighting employees' talent as a prerequisite for the future growth and development of the organization [14]. In other words, as the organization grows and prospers, employees must also progress in their careers and be rewarded and fairly compensated accordingly.

Retaining talent is challenging in a global environment that supports the capitalistic/free market system. For a competitive organization that emphasizes its survival and sustainability, it means exploring and conducting initiatives to retain employees, more so highly potential employees with abilities to hold critical/key positions. Since every organization seeks to preserve its talents, it should strive to create a conducive working environment, develop its employees, and maintain its image as a good employer in the job market. According to [15], assessing employees' preferences, intrinsic and extrinsic factors, such as interesting and satisfying work, opportunities for education, self-development and career progression, fair working conditions, a sense of self-realization, and competitive performance-based remuneration, are essential to retaining talent.

Consequently, in retaining talent, it is equally important to consider why employees leave the organization. According to [16], the expectations for higher salaries, poor communication and cooperation with leaders, and limited career growth are the major reasons for talent turnover. Thus, internal organizational aspects may affect some employees, while others may leave due to external environmental factors. The most common reasons for talents to leave

the organization are presented in [17]. They include the competitive edge and opportunity to earn more at another company, lack of career growth opportunities, dissatisfaction with job responsibilities, unfair salary terms compared to other employees, excessive workload, work-life imbalance, conflicts with management, inadequate use of abilities, lack of opportunities for self-development and education, and insufficient influence on decision-making in the organization. [17] further adds that the most commonly used methods to retain talents include identifying the key talents, discussing their future opportunities in the organization, paying salaries above market rates, creating career development plans for their success, developing talent through training, and allowing flexible working hours.

As shown in [18], the importance of understanding individuals' strengths and maximizing opportunities for them to apply their strengths is part of talent retention. Interestingly, the following key aspects for talent retention were elaboratively considered in [19]: the existence of a healthy organizational culture, the flexibility of the organization, effective leadership, creativity of individuals and teams, the creation of work teams, open communication across the organization, effective management, application of knowledge management, involvement in effective decision-making, and tasks where talent can be manifested.

Accordingly, [20] summarized that companies often try distinguishing special ways to develop talent by creating individual career development plans or by using approaches such as internships, coaching sessions, and promoting development with the help of not only a vertical but also horizontal career ladder. Hence, companies should invest more in specific developmental methods to bring out employee talent. Here, an exclusive approach is implemented in organizations to retain talent, whereby only a few selected employees are integrated into the talent management system. However, despite these initiatives, the most crucial issue is to identify the problems leading to talented people leaving to reduce turnover that will have long-term negative implications for organizational effectiveness. Accordingly, these problems are essential and overcoming them should bring successful talent retention.

2.2. Perceived Organizational Support

Perceived organizational support (POS) refers to the extent to which employees believe that their organization (i.e., employer) values their contribution and cares about their well-being [21]-[22]. In other words, POS indicates employees' perception of the amount of support, concern, and appreciation they receive from their employer and the working environment [23].

Employers emphasizing caring for the

organization's welfare will contribute toward accomplishing organizational goals [24]. Furthermore, in line with the Perceived Organizational Support Theory (POST), the organization should provide socio-emotional needs by integrating organizational membership and role status into their social identity and reinforcing employees' beliefs that financial and non-financial compensations will enhance employee performance [22]. Hence, these will minimize workplace conflict, leading to low employee turnover and increasing their sense of belongingness and loyalty to the organization. Aptly, employers want employees to be dedicated and loyal to their jobs and the organization. Therefore, according to the norm of reciprocity, employees will be emotionally committed to their organizations if employers offer a high level of support, leading to low turnover and high job performance [25]-[27].

Many scholars have empirically studied the direct correlation between employees' perceived organizational support (POS) and job performance [28]-[32] indicated that organizational support favorably contributes to improvements in employees' performance. In a meta-analysis of 70 studies, [22] have also concluded that employees' organizational support (OS) could increase job performance. In fact, [33] suggested that when employees are empowered at the workplace, they will realize the meaning of work and feel that they can complete their tasks by making their own decisions. They will see that their work affects the organization, enhancing their competence and leading to advances in job performance [31]. In summary, psychological empowerment and job performance are positively correlated.

Another empirical study by [34], with a sample of 1111 employees in France, aimed at showing the strategic role of perceived organizational support (POS) in developing positive work attitudes, thereby reducing stress in the workplace. The study has found that POS enhances positive outcomes more than it diminishes negative ones. Quoting from [34], "the results also have practical implications for managers and organizations as they reinforce the interplay of intrinsic motivators (meaningfulness) as an individual process and extrinsic motivators (POS) in the realm of an organization's responsibility and interest in strengthening employee engagement and reducing stress at work."

Although numerous studies have shown the positive consequences of POS in terms of increasing employees' positive attitudes toward the organization and work (e.g, [35]), the influence of POS on workplace problems (conflicts) has received minimal attention. Therefore, organizational support theory (OST) lacks a theoretical rationale regarding the relationship between POS and workplace problems and empirical findings regarding this issue [36]. In fact, previous studies have also reported contradictory

findings. For example, a study by [37] on the role of organizational support in improving employee performance. With respondents from non-managerial employees at 148 Jordanian maritime transport companies and by applying descriptive analysis methods, this study has found that organizational support (OS) may not significantly contribute to employees' performance.

Another study [38] has concluded that organizational support for the environment may not induce the expected effect on individual environmental performance for employees with limited or no dispositional orientation. In view of these "mixed" conclusions, it is inconclusive whether perceived organizational support (POS) is directly related to job performance. Hence, this article emphasizes the need to explore further the factors contributing to talent retention while developing a conceptual framework to examine the relationship between perceived organizational support and talent retention of women engineers in the Malaysian oil and gas sector.

2.3. Underpinning Theories

The development of the conceptual framework for this study is based on two established theories: the Perceived Organizational Support Theory (POST) and Social Exchange Theory (SET).

2.3.1. Perceived Organizational Support Theory (POST)

According to [21], Perceived Organizational Support Theory (POST) propagates that employees form a generalized perception concerning the extent to which the organization values their contributions and cares about their well-being. Employees' general perception of obtaining organizational support would enhance their felt responsibility/commitment toward accomplishing organizational goals and objectives. The anticipation of being fairly rewarded for better performance will motivate them to produce more results and assume additional responsibilities. Consequently, employee commitment will reduce stress and withdrawal behavior, such as absenteeism and turnover. The theory also advocates that employees develop perceived organizational support in response to socio-emotional needs and the organization's readiness to reward increased employee efforts [21]-[22], [29]. According to [39], this theory is an application of the social exchange theory to the employer-employee relationship. As such, POST maintains that, based on the norm of reciprocity, workers trade effort and dedication to their organization for tangible incentives (such as pay and fringe benefits) and socio-emotional benefits (such as esteem, approval and caring) [21].

2.3.2. Social Exchange Theory

The Social Exchange Theory (SET) was developed by Sociologist Homans [40] in his essay "Social

Behavior as Exchange.” Homans studied small groups and initially believed that any society, community, or group was best seen as a social system. This theory argues that all human connections are shaped by the use of subjective cost-benefit, which is rooted in three vital areas: economics, psychology, and sociology [41]. In other words, a person will weigh the cost of social interaction (negative outcome) against the reward of that social interaction (positive outcome). These costs and rewards can be in material forms such as money, time, or service.

The Social Exchange Theory explains social exchange as a process of negotiating between parties. For example, both will take responsibility in an employer-employee relationship since they strongly depend on each other. Likewise, the interactions between parties are usually seen as mutually dependent and contingent on the actions made by the other persons [41]. The Social Exchange Theory was further studied from psychological dimensions and was concerned on individual behavior when interacting with one another [42]. It was suggested that power, conformity, status, leadership, and justice within social behavior are essential in explaining the theory. As discovered in [43], a social exchange relationship in a typical work setting determines the continuous retention or termination of the contract between either party, for example, in an employer-employee relationship.

3. Perceived Organizational Support Affecting Talent Retention

Many perceived organizational support factors have been found to influence talent retention. The following sections will discuss some of the key factors contributing to talent retention that will eventually contribute to the development of a research framework to be investigated.

3.1. Social Support and Talent Retention

Social relations within the company are important and necessary to treat employees with respect and dignity as a human right. Accountability for maintaining talented employees indeed lies in the hands of the management leaders with commendable leadership skills to create a conducive climate and harmonious working environment for talent retention.

Superiors play a major role in supporting the employees at work, as superior support can motivate and boost their performance within the organization. Superior always guides his/her employees toward the achievement of organizational goals. A good superior can increase employee commitment [44], motivate followers, solve problems and develop the loyalty of employees and retain an employee in an organization by offering daily input (i.e. positive responses or feedback) constructively [45]-[46]. Likewise, [47] reported that a superior could increase employee

engagement and retain talented workers in the company.

Thus, the desire of employees to continue their jobs and stay in an organization will be influenced by social support from superiors and colleagues. A supportive working environment will benefit employees, enhance their confidence to contribute more and reduce the tendency toward undesirable turnover [48]. Furthermore, when superiors and colleagues express interest and concern over another employee within an organizational environment, their sense of attachment and belongingness to the organization will be enhanced. As a consequence, they may remain loyal to the organization.

3.2. Career Growth and Talent Retention

Career development is related to expanding knowledge, talents, skills, and competencies, which are important elements in employee retention and engagement. Therefore, employee learning and development are a crucial feature of their professional path in developing the required competencies for the assigned job [49]. Additionally, employee growth through training and development is pertinent for their career progression, not to mention to give them the support they must handle ongoing problems at work [50].

Every career should have the opportunity for growth and development, as developing a career requires the employees to acquire and enhance the skills and competencies to perform their jobs. According to a survey conducted by the Chartered Institute of Personnel Development (CIPD) in 2009, coaching and internal development programs are the two most efficient methods for developing an individual employee’s career. Employees can improve their job attributes and performance by focusing on career development.

Established organizations continue to use various talent development strategies, including on-the-job training, mentorship, job instruction training, professional courses, and other types of skill enhancement training [51]. As individuals are given the roles they prefer or are promoted as part of a career progression process, career development supports both vertical and horizontal movements across the organization, which may lower employee turnover. These talents believe that their careers are evolving and growing within the business during the entire process. This perception may lead them to be more dedicated to their employees and enhance their loyalty and belonging to the organization. Consequently, such positive behaviors and attitudes will lead to employee retention.

3.3. Reward and Talent Retention

An organization offers rewards (or compensation), which consist of monetary and non-monetary benefits,

in return for employees’ services rendered for their contribution to the company [52]. Many studies have found that an organization’s employee reward package is central to determining their commitment level and retention [53]. As stated in [54], many organizations are in a dilemma due to competition in attracting and retaining highly skilled employees because of failure to match the salaries offered by their competitors. According to [55], the reward is crucial in attracting and retaining talent in organizations.

The challenge for many organizations today, including the oil and gas industry, is to offer reward strategies that enable employee retention for organizational success. Relatively, there is limited published research on the relationship between reward and employee retention in Malaysia, particularly in the context of women engineers in the oil and gas sector. Therefore, a study that focuses on reward and employee retention is deemed necessary.

According to [56], offering a competitive reward package is imperative for an organization’s retention strategy. A study by [57] consistently found that reward significantly influenced employee retention and concluded that reward is a key factor in retaining employees. However, a study by [58] has found that although there is a positive correlation between rewards offered by the company on its ability to retain them, the existence of rewards is not a sufficient reason to prevent employees from quitting their companies, especially during a crisis.

3.4. Workload, Flexibility, and Talent Retention

The workload is defined by [59] as the costs an employee incurs physically and psychologically when performing tasks to meet deadlines. There is limited information on how women manage their workload and how organizational policies and implementation practices affect the amount of working time spent to enable them to fairly balance work and family obligations. The Workplace Employment Relations Survey [60] reports that flexible working initiatives (such as flextime, working from home, working fewer hours through part-time work, and job sharing) along with managers’ awareness of employees’ needs to balance their work and family responsibilities are indicators of employers’ commitment to work-life balance [61]. Flexible working solutions are positively received by employees and are found to have a favorable impact on job satisfaction and perceptions of job quality [62]-[63].

It is however, crucial to avoid assuming that flexible working policies and practices are necessarily related to work-life or work-family balance, as reported by [64]. For example, managers may view requests for flexible work schedules as disruptive to the workplace, especially if they originate from someone who oversees others [65]. Additionally, the Eastern culture emphasizes the development of strong family

institutions for social sustainability [1], [66]-[67]. The role of women at home is aptly important, especially in shaping their children. Hence, women appreciate the options for flexible work schedules that allow them to fulfill responsibilities and multiple roles as wives, mothers, and career women. Some employers, however, may perceive that these issues are personal and not work-related. Therefore, flexible work arrangements may not be often considered a workplace issue while managing women at work. Likewise, women employees themselves may choose to compromise and follow their employers’ employment orders because they are aware of both the advantages and repercussions on their professional growth [68]. It is therefore proposed that work flexibility may have a moderating role in talent retention among women at work, including women engineers in Malaysia.

4. Proposed Conceptual Framework

Based on the highlighted studies and literature review, several factors, namely, social support, career growth, reward, workload, and work flexibility, strongly influence talent retention. However, some studies have considerably shown inconsistent findings. Therefore, these factors need to be further investigated to determine whether they influence the retention of women engineers in Malaysian oil and gas sector.

The Perceived Organizational Support Theory (POST) and Social Exchange Theory (SET) are foundational and useful for examining the retention strategies for women engineers in Malaysia. Perceived organizational support (POS) reinforces employees’ adaptability to the organizational environment. Prior studies have concluded that POS increases employee commitment and their sense of obligation toward the organization [24], [69]-[70]. Thus, POS can strengthen employees’ retention behaviors through their commitment and obligation toward an organization [24]. The POS and SET are applied to examine the constructs of the framework on retention strategies for women engineers in Malaysia. These theories, when jointly applied, will provide an important strong link between perceived organizational support and talent retention.

Based on the literature review and grounded by the Perceived Organizational Support Theory (POST) and Social Exchange Theory (SET), the following framework (as in Fig 1 Proposed research framework) is proposed to be investigated:

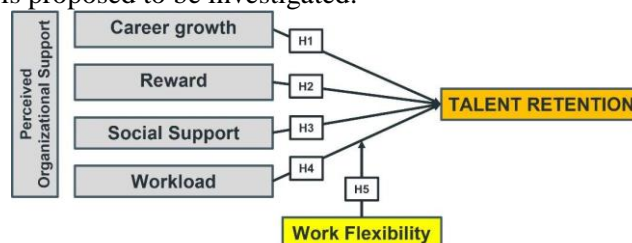


Fig 1 Proposed research framework

Applying both POS and SET theories may consequently explain the impact of the organization's process, structure, and relationship toward employee retention, eventually leading to organizational performance and success. Therefore, the following hypotheses are proposed to be further investigated.

H1: Social support has a significant positive influence on talent retention.

H2: Career growth has a significant positive influence on talent retention.

H3: Reward has a significant positive influence on talent retention.

H4: Workload has a significant negative impact on talent retention.

H5: Work Flexibility has a moderating impact on the relationship between workload on talent retention.

5. Conclusion

Talent retention is a critical element for working women, particularly in the engineering sector. The unpredictable nature of engineering arenas has become a challenge for women in this industry to balance their multiple roles. Many women engineers leave the field due to the work-life imbalance that challenges talent retention. In this study, the conceptual framework consists of five hypotheses from five internal perceived organizational support factors that may influence talent retention, i.e., social support, career growth, rewards, workload and work flexibility. From the hypotheses, this study has also developed the proposed research framework (refer to Figure 1) for future investigations on the impacts of these key variables on talent retention. The findings of the proposed studies may contribute to the future participation of women engineers in the Malaysian oil and gas sector. Alongside, it may reveal, in general, the current challenges faced by women engineers in Malaysia and overcoming them may bring positive impacts on talent retention. By and large, this effort will specifically help the oil and gas sector to close the gender gap and increase the percentage of women engineers within the sector. Besides, it will help organizations promote greater gender equality and empower women engineers by uplifting their potential, whilst ensuring better talent retention and greater life satisfaction. The proposed research framework only emphasizes perceived organizational support factors thus, excluding personality-related factors. A framework that also considers personal factors may need to be proposed in the future for a more comprehensive perspective of talent retention of women engineers. Empowering women in the oil and gas sector is important in fostering the sustainability of the Malaysian oil and gas sector with increasing participation of women engineers in the workforce.

Fund Project

YUTP Cost Centre #: 015LC0-217.

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