RETENTION FACTORS TOWARDS ORGANISATION COMMITMENT AMONG BABY BOOMERS, GENERATION X AND GENERATION Y:
A SURVEY ON EXECUTIVE IN TENAGA NASIONAL BERHAD

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I certify that all the supports and assistance received in preparing this project paper and 
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ABSTRACT

Differences in perception among the Baby Boomers, Generation Y and Generation X workers are an important issue that must be addressed by all organizations. This study aimed to identify factors that affect employee retention and organizational commitment among the three generations. In addition, this study aims to identify differences in employee retention factors and organizational commitment among the three generations. The study was also aimed to identify relationship and influence on employee retention and organizational commitment. Thus the independent variable is the retention factor of workers which is the three dimensions of rewards, recognition and work-life balance. While the dependent variable discuss in this research is organizational commitment. It carried out a field study of 140 executives of Tenaga Nasional Berhad (TNB) who is working at the headquarters of TNB Bangsar. The questionnaire was adapted from Andreas Docket, 2003. ANOVA analysis, Pearson correlation and multiple tools used to achieve the objectives of the study. ANOVA results shows that there are significant differences between rewards and organization commitment by generations of workers. While the factors of recognition and work-life balance in the ANOVA analysis showed no significant difference. Pearson correlation analysis shows that the three retention factors have positive significant relationship between employee retention factors and organizational commitment. Whereas regression analysis showed that the most influential factor is rewards ($\beta = .223, p = .000$) on organizational commitment among executives at Tenaga Nasional Berhad. This study suggests that in order to improve organizational commitment, TNB should look at reward and recognition factors that has been implement in TNB.
ABSTRAK

DEDICATIONS

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Employee retention and turnover of skilled employees have been the main concern among employers worldwide. Today’s business environment has become very competitive and losing the best people in the company to competitors would be a big loss. Recent studies have shown that retention of highly skilled employees has become a difficult task for managers as this category of employees are being attracted by more than one organization at a time with various kinds of incentives (Samuel and Chipunza, 2009).

With the global economic downturn in recent years, many companies have been cutting down their workforce in order to cut cost. Businesses which cut down on their workforce now might find that when the economic environment rebounds, they do not have enough of the right people to be in the best position (PricewaterhouseCoopers, 2009). With all this issues, companies must have right strategies to ensure they retain the best employee.

Employee turnover occurs when employees leave their jobs and must be replaced. Replacing exciting employees is costly to organization (Michael O. Samuel & Crispem Chipunza, 2009). Companies must ensure they know factors that influence employees to leave the company. According to George C. Sinnott, (2002) common factors that
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