

**THE EFFECT OF HYGIENE AND MOTIVATOR FACTORS ON  
EMPLOYEE RETENTION.  
A CASE STUDY IN PADIBERAS NASIONAL BERHAD  
(BERNAS) KELANTAN**

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## ABSTRAK

Objektif kajian ini adalah untuk melihat hubungan antara faktor persekitaran kerja, pampasan, sokongan latihan / pembangunan dan sokongan penyeliaan pengekalan pekerja di Padi Beras Nasional Berhad (BERNAS) di Kelantan. Penyelidikan yang dilakukan oleh min kaji selidik, Satu soal selidik telah diedarkan kepada 60 responden. Data telah dianalisis menggunakan "Pakej Statistik untuk Sains Sosial (SPSS Window) Versi 16,0.

Analisis korelasi telah digunakan untuk menguji perkaitan antara pemboleh ubah.

Hasil korelasi menunjukkan bahawa dua pemboleh ubah iaitu persekitaran kerja dan sokongan penyeliaan dan sokongan latihan / pembangunan tidak berkorelasi dengan pengekalan pekerja dalam organisasi.

Walaupun bagaimanapun, dalam analisis regresi berganda, ia mendapati bahawa persekitaran kerja, pampasan, latihan / pembangunan dan sokongan penyeliaan berkaitan dengan pengekalan kakitangan.

Persekitaran kerja mempunyai kesan ke atas pengekalan pekerja yang lebih tinggi. Ini bermakna bahawa persekitaran kerja adalah faktor dominan yang mempengaruhi pengekalan pekerja BERNAS di

Kelantan. Penemuan ini menunjukkan bahawa faktor-

faktor berkaitan perlu diberi perhatian untuk mengekalkan pekerja dalam organisasi. Beberapa cadangan telah ditawarkan untuk organisasi dan untuk penyelidikan masa depan.

## **ABSTRACT**

The objective of this study was to examine the relationship between for factors which are work environment, compensation, training/development and supervisor support and employee retention in PadiBerasNasionalBerhad (BERNAS) in Kelantan. The research done by mean of survey, a questionnaire was distributed to 60 respondents. Data was analyzed by “Statistical Package for Social Science” (SPSS Window) Version 16.0.

Correlation analysis was used to test the inter correlation between the variables. Correlation result shows that two variables i.e work environment and supervisor support were correlated and two variables i.e compensation and training/development were not correlated with employee retention in the organization.

However, in the multiple regression analysis, it was found that work environment, compensation, training/development and supervisor support were related to employee retention. Work environment has the higher effect on employee retention. This means that work environment is the dominant factor influencing the employee retention of the BERNAS Kelantan workers. These findings show that the related factors should be given attention to retain employees in the organization. Some recommendation have been offered for the organization and future research.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction to The Study**

Nowadays, the willingness of the employees to stay longer in an organization becomes one of the revenue for the company. This is because the retention of employees is very important now (Gentry et al., 2007) since it shows the organization success in implementing their strategy to produce loyal employees that will contribute to their development. According to Govaerts et al. (2011), retention can be defined as the effort by an employer to keep desirable workers in order to meet business objectives.

Successful organizations comprehend that an effective employee retention strategy will help them maintain their leadership and growth in the marketplace. Superior organizations make employee retention a core element of their talent management and organizational development strategy. Those that not succeed to make employee retention precedence are at risk of losing their top talented people to the competition. Many times companies focus least on the wellbeing of their employees and this will lead to dissatisfaction among the employees and eventually will affect employee's performance and causing employee to make a decision to leave the company looking for better opportunity, better benefit a most prominently caring employer. This will be a big problem to the company if this occurs during periods of sharp competition and stretched labor markets.

Retaining the employees is a challenge that companies need to look upon. Retention as “the ability to hold onto those employees you wants to keep, for longer than your competitors” Johnson (2000) as cited in Shoaib, Ayesha, Syed Raza, and Sajid, (2009). In Malaysia, the retention of employees becomes on one of the troubles in many organizations. Although

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