

**THE MEDIATING EFFECT OF JOB SATISFACTION ON THE
RELATIONSHIP BETWEEN HR PRACTICES AND EMPLOYEE RETENTION
AMONG GENERATION Y**

By

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ABSTRACT

The objective of the study was to examine the relationship between HR practices and employee retention among generation Y and job satisfaction as a mediating variable. The research done by a questionnaire that distributed to 200 respondents was selected using simple random sampling technique and 160 responded to the questionnaire. Data was analysed by “Statistical Package for Social Science Version 21”.

Employee retention among generation Y is an issue which has effected organizations until today. Many organizations have tried to understand the factors that contribute to employee retention among employees. Although many research have been showed the employee retention based on variables such as HR practices (compensation and benefits, training and development and working environment) and job satisfaction, the research conducted may be relevant due to lapse of time. Contemporary studies need to be conducted in order to understand the perception of the new generation of employees particularly among generation Y. New studies need to be conducted in order to understand the new way of thinking among employees especially the new generation and what are the dominant factors that can affected the employee retention among these employees.

The study also trying to understand the mediating effect of job satisfaction on the relationship between HR practices and employee retention among generation Y. From that, the study could give more contributions in terms of how job satisfaction could be important and affect the employee retention. Some recommendations have

been offered for the organization and practitioners and future research to be more complete and comprehensive.

ABSTRAK

Objektif kajian ini adalah untuk mengkaji hubungan di antara amalan pengurusan sumber manusia dan pengekalan pekerja di kalangan generasi Y dan kepuasan kerja sebagai pembolehubah pengantara . Kajian yang dilakukan oleh soal selidik yang diedarkan kepada 270 responden telah dipilih menggunakan teknik persampelan rawak mudah dan 160 maklum balas kepada soal selidik. Data dianalisis dengan " Pakej Statistik untuk Sains Sosial Versi 21" .

Pengekalan pekerja di kalangan generasi Y adalah satu isu yang dilakukan organisasi sehingga ke hari ini. Banyak organisasi telah cuba untuk memahami faktor-faktor yang menyumbang kepada pengekalan pekerja di kalangan pekerja. Walaupun banyak penyelidikan telah menunjukkan pengekalan pekerja berdasarkan pembolehubah seperti amalan sumber manusia (pampasan dan faedah, latihan dan pembangunan dan persekitaran kerja) serta kepuasan kerja, kajian yang dijalankan mungkin berkaitan kerana masa telah luput. Kajian kontemporari perlu dijalankan untuk memahami persepsi generasi baru pekerja terutamanya di kalangan generasi Y. Kajian baru perlu dijalankan untuk memahami cara pemikiran baru di kalangan pekerja terutama generasi baru dan apakah faktor-faktor dominan yang boleh dilaksanakan pengekalan pekerja di kalangan pekerja-pekerja ini.

Kajian ini juga cuba untuk memahami kesan pengantara kepuasan kerja kepada hubungan antara amalan sumber manusia dan pengekalan pekerja di kalangan generasi Y. Dari itu, kajian itu dapat memberikan lebih banyak sumbangan dari segi bagaimana kepuasan kerja boleh menjadi penting dan melaksanakan pengekalan pekerja. Beberapa cadangan telah ditawarkan untuk organisasi dan pengamal dan penyelidikan masa depan untuk menjadi lebih lengkap dan menyeluruh.

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LIST OF ABBREVIATIONS

CB	:	Compensation and Benefits
ER	:	Employee Retention
HR	:	Human Resource
JS	:	Job Satisfaction
TD	:	Training and Development
UUM	:	University Utara Malaysia
WE	:	Working Environment

CHAPTER 1

1.1 Background of the Study

The Tenth Malaysian Plan (10th MP) had underlined the importance of maintaining the quality of human capital in achieving objective of the organizations and realize the vision of the country. This is because the quality of human capital is the backbone to define each country, in addition for economic growth. One of the focus of Tenth Malaysian Plan (10th MP) was to increase the number of high caliber graduates to continue their studies at a higher level in the important areas in line with the national development agenda. Thus, this will enable to develop top talent and to transform the country to become high income countries. The composition of high-skilled workers should be increased to at least 37 percent by 2015, to become a developed nation.

Employees represent a kind of valuable assets to their organizations. People who are working together and cooperating based on division labor in order to achieve a common purpose are defined as an organization (Wood *et al.* 1994). It is impossible for organization to achieve their objective or mission on their own. Retain employees will be one of the indicator to achieve competitive advantages. Organization with lower turnover could spend their money for other activities to retain valuable employees. There are several questions from the management that always discuss “why employee retention is so important” and how to retain employee and decrease turnover intention.

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