

**FACTORS RELATED TO INTENTION TO STAY AMONG GEN Y IN  
MALAYSIAN MANUFACTURING COMPANIES**

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**UNIVERSITI UTARA MALAYSIA**

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**FACTORS RELATED TO INTENTION TO STAY AMONG GEN  
Y IN MALAYSIAN MANUFACTURING COMPANIES**

**By**

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Othman Yeop Abdullah Graduate School of Business  
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Resource Management**

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## **Abstract**

This study examines the direct relationship between human resource practices such as training and development, compensation and benefits, career development and performance appraisal, perceived organizational support, leadership style such as transformational, transactional and laissez-faire and intention to stay. A total of 400 questionnaires were distributed to participants who had agreed to participate in this study. However, only 200 questionnaire were returned and usable for further analyses. Hypotheses for direct effect were tested using multiple regression analyses. Results showed that only training and development, compensation and benefits, and transformational leadership style were significantly positively associated with intention to stay. Implications of the findings, potential limitations, and directions for future research are discussed.

**Keywords:** Intention to stay; HR practices; Perceived organizational support; Transformational leadership style; Transactional leadership style; Laissez-faire; Gen Y

## Abstrak

Kajian ini mengkaji hubungan langsung antara amalan sumber manusia seperti latihan dan pembangunan, pampasan dan faedah, pembangunan kerjaya dan penilaian prestasi; persepsi terhadap sokongan organisasi; gaya kepimpinan seperti gaya kepimpinan transformasi, gaya kepimpinan transaksi, and laissez-faire dan hasrat untuk kekal. Sebanyak 400 soal selidik telah diedarkan kepada peserta kajian yang telah bersetuju untuk terlibat dalam kajian ini. Namun begitu, hanya 200 soal selidik sahaja yang telah diterima semula dan boleh digunakan untuk analisis seterusnya. Hipotesis ke atas kesan langsung diuji menggunakan analisis regresi berganda. Dapatan kajian menunjukkan bahawa hanya latihan dan pembangunan, pembangunan kerjaya, dan gaya kepimpinan transformasi mempunyai hubungan yang positif dan signifikan dengan hasrat untuk kekal. Implikasi dapatan kajian, limitasi dan cadangan kajian pada masa hadapan turut dibincangkan.

**Kata kunci:** Hasrat untuk kekal; Amalan pengurusan sumber manusia; Persepsi terhadap sokongan organisasi; Gaya kepimpinan Transformasi; Gaya kepimpinan transaksi; Laissez-faire; Gen Y

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# CHAPTER 1

## INTRODUCTION

### 1.1 Background of Study

Retaining employees in the organization for as long as possible is one of the recruitment objectives. This is because turnover has a negative impact on organization especially on productivity, service and profitability. In fact, the cost of replacing and hiring new employees is high and finding skilled employees can also be difficult (Kwenin, Muathe & Nzulwa, 2013). Since employee is the most important asset to organization, finding the best strategy to retain them is very important. Therefore, organizations should know how to motivate their employees as today's business is different from before with each generation has unique expectations, experiences, generational history, lifestyles, values, and demographics (William & Page, 2010).

With many young generation or Gen Y has become the fastest growing segment of the workforce, organization must prepare on how to manage them. According to several authors, this generation demands different kind of recognitions, appreciation and support from the organization (Hussain, Yunus, Ishak & Daud, 2013). Due to this fact, managers are required to continuously find the right strategy to integrate these newcomers into the organization so that their strengths could benefits the organization (Uba et al., 2012).

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