

**HR PRACTICES ON RETAINING WORKFORCE IN SMALL AND MEDIUM  
ENTERPRISES (SMEs) IN PUTRAJAYA, MALAYSIA**

**By**

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Master Degree of Human Resource Management (MHRM)**

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## **ABSTRACT**

Retaining workforce in small and medium enterprises (SMEs) is based on the determinations of HR practices. The aim of this study is to determine the relationship between HR practices of training and development, performance management, rewards, benefit package and employee engagement on retaining workforce in small and medium enterprises (SMEs). This cross sectional study was conducted among 101 small and medium enterprises (SMEs) from W.P Putrajaya. Random sampling technique was the sampling technique used in this study. Five adapted questionnaire from the journal “The Impact of Human Resource Management Practices on Marketing Executive Turnover of Leasing Companies in Sri Lanka” by Ruwan Abeysekera (2007) were used to measure the HR practices on retaining workforce in small and medium enterprises (SMEs). Regression analysis was applied to test the hypotheses. The result showed that training and development is the influencing HR practice of the respondents in retaining workforce in small and medium enterprises (SMEs). Finally discussion, implication of the study, limitation of the study, recommendation and conclusion also were discussed in order to create platform for future researcher to enhance this study. In the nut shell, it was proven that the HR practice namely training and development contributed in retaining workforce in small and medium enterprises (SMEs).

**Keywords:** HR Practices, Training and Development, Performance Management, Rewards, Benefit Package, Employee Engagement, Retaining Workforce and Small and Medium Enterprises.

## **ABSTRAK**

Mengekalkan tenaga kerja dalam perusahaan kecil dan sederhana adalah berdasarkan kepada penetuan amalan-amalan sumber manusia. Tujuan kajian ini adalah untuk mengkaji hubungan antara amalan-amalan sumber manusia seperti latihan dan pembangunan, pengurusan prestasi, ganjaran, pakej faedah dan penglibatan pekerja, dan mengekalkan tenaga kerja dalam perusahaan kecil dan sederhana. Kajian keratin rentas telah dijalankan di kalangan 101 perusahaan kecil dan sederhana dari W.P Putrajaya. Teknik persampelan rawak adalah teknik persampelan yang digunakan dalam kajian ini. Instrument yang digunakan untuk mengumpul data dalam kajian ini adalah boring soal selidik dan terdapat lima boring soal selidik yang telah disesuaikan daripad jurnal bertajuk “Kesan Amalan Pengurusan Sumber Manusia pada Peletakan Jawatan dikalangan Eksekutif Pemasaran di Syarikat Pemajakan di Sri Lanka” oleh Ruwan Abeysekera (2007) dan digunakan untuk mengukur amalan-amalan sumber manusia seperti latihan dan pembangunan, pengurusan prestasi ganjaran, pakej faedah dan penglibatan pekerja dan mengekalkan tenaga kerja dalam perusahaan kecil dan sederhana. Analisis regresi telah digunakan untuk menguji hipotesis. Secara keseluruhannya, dapatan kajian menunjukkan bahawa amalan yang mempengaruhi responden untuk mengekalkan tenaga kerja dalam perusahaan kecil dan sederhana. Didalam kajian ini juga, perbincangan, batasan kajian, cadangan dan kesimpulan juga telah dibincangkan dengan bertujuan untuk mewujudkan satu platform kepada para penyelidik masa depan untuk meningkatkan kajian ini. Kesimpulanya, telah dibuktii bahawa amalan pengurusan sumber manusia iaitu latihan dan pembangunan yang menyumbang dalam mengekalkan tenaga kerja dalam perusahaan kecil dan sederhana.

**Kata kunci:** Amalan-Amalan Sumber Manusia, Latihan dan Pembangunan, Pengurusan Prestasi, Ganjaran, Pakej Faedah, Penglibatan Pekerja, Menguruskan Tenaga Kerja dan Perusahaan Kecil dan Sederhana.

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# CHAPTER 1

## INTRODUCTION

### 1.0 Background of the Study

The globalization arena has changed the business environment and therefore the world flattering more competitive in economic sector. The countries are competing with each other to become global economic players. Every government completely persuade for the emergence of numerous new business and industry. Eventually, due to the existence of multitude organizations in same industry as well as different industry tend to opponent each other towards lead the economic. Every organization acquires several methods to ensure their continuous growth and sustainability in the market. In the conjunction with these circumstances, the organizations make responding for distinction on organizational culture, principle, business direction and last but not least HRM.

However, as per agreed on a national scale the Human Resource Management is the foremost vital part for an organization. This is because; employees are company's primary asset that lead and direct the company's other investment. According to Goold and Quinn (1990), Human Resource Management (HRM) is reckoned as the primary apparatus whereby Managers assimilate the contribution and efforts of employees to ensure those actions are fitting to the organizations goal. Fundamentally, it is extent to which "how an organization manage the employees towards achieve its goal". The overall Human Resource Management in an organization comprised with three major elements such attract, motivate and retain the employees in their organization. Based on Singh (2003), the tradition function of HR is attraction, retention; motivation and development of human resource align with current and future requirements.

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