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**THE FACTORS OF RETENTION AMONG EMPLOYEES IN KOLEJ
POLY-TECH MARA BANGI**



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Universiti Utara Malaysia

**MASTER OF HUMAN RESOURCE MANAGEMENT
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**Thesis Submitted to Othman Yeop Abdullah Graduate School of
Business, Universiti Utara Malaysia, in Partial Fulfillment of the
Requirement for the Master of Human Resource Management**

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Abstract

This study identifies the significant factors for retaining employees namely, job satisfaction, working environment, career advancement and compensation and benefits. This research was conducted due to persistent low job retention reported among employees in Kolej Poly-Tech MARA these days. By quantitative cross sectional survey design and combination of qualitative methods, data were collected from KPTM Bangi on employees using questionnaires as the main data collection instruments and supported by narrative data through interviewing with the respondents. A total of 200 questionnaires were distributed to respondents who had agreed to participate in this study. However, only 155 were returned and usable for further analysis. Data then were analyzed by Statistical Package for Social Sciences (SPSS) using Descriptive Statistics, Reliability Statistics, Correlation Analysis and Multiple Regressions. The result showed that only job satisfaction and compensation and benefits were significantly positively associated with employee retention. Implications of the findings and recommendations for future research are also discussed in this study.

Keywords: Employee retention; Job satisfaction; Working environment; Career Advancement; Compensation and benefits



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Abstrak

Kajian ini mengenal pasti faktor penting serta mengkaji hubungan langsung kepuasan bekerja, persekitaran kerja, kemajuan kerjaya serta pampasan dan faedah dengan pengekalan pekerja. Kajian ini telah dijalankan di Kolej Poly-Tech MARA Bangi berikutan terdapatnya laporan mengenai pengekalan pekerja yang rendah kebelakangan ini di kalangan pekerja di organisasi ini. Dengan penggunaan reka bentuk kaji selidik keratan lintang yang kuantitatif serta gabungan bersama kaedah kualitatif, data telah dikutip melalui kaedah edaran borang soal selidik sebagai sumber utama dan disokong oleh data naratif yang diperoleh melalui sesi temuduga yang dijalankan. Sejumlah 200 borang soal selidik telah diedarkan kepada peserta yang bersetuju untuk menyokong kajian ini. Walaubagaimanapun, hanya sebanyak 155 dikembalikan untuk dianalisa. Maklumat yang diperoleh kemudian diuji menggunakan SPSS melalui Statistik Diskriptif, Statistik Reliabiliti, Korelasi Pearson dan Regresi Pelbagai. Dapatan kajian menunjukkan bahawa kepuasan bekerja serta pampasan dan faedah mempunyai hubungan yang positif dan signifikan dengan pengekalan pekerja. Implikasi penemuan dan cadangan untuk penyelidikan masa depan juga dibincangkan dalam kajian ini.

Kata Kunci: Pengekalan pekerja; Kepuasan bekerja; Persekitaran kerja; Kemajuan kerjaya; Pampasan dan faedah

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May Allah bless all of us

Wassalam.

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List of Abbreviations

KPTM - Kolej Poly-Tech MARA

MARA - Majlis Amanah Rakyat



CHAPTER 1

INTRODUCTION

1.0 Introduction

Organization today is confronting challenges in retaining their employees. According to Mathis and Jackson (2003) retention of employees has become a primary concern for an organizations nowadays especially when a continuity of an employees will provides a good image for attracting and retaining others employees. Employee retention also can be describe as a process of ensuring an employees to stay and loyal to the organization for a certain period of time (Bhati and M., 2013). According to most of the research being done, it is estimated that in the coming future, a strong organizations will be those who adopt their organizational behavior strategies to the current work environment realities where the future and success depend upon the culture, creativity approach, motivation, innovation and flexibility implemented by the organization itself. However the reality is, nowadays it is not easy to retain an employees. To manage an employee's retention and turnover is proven to be a great challenges for most of the organizations todays. Organizations will definitely have to bear high costs as a result of employee's turnover. According to the research done by Zachariah and T.B (2012) what should be done by organizations is periodically or from time to time conduct a surveys in understanding the changing expectations of the employees, gather all the inputs to have an overall and have a holistic understanding in understanding the factors that actually influence employees retention. This will include the new generation of workforce which is identified as generation Y which believed in bringing change as well as ready to assume new roles, accept bigger responsibilities and to take the lead in any assignments, duties and related task. That is why no matter big or small organizations will attempt to attract and retain all the potential candidates in ensuring current workforce are passionate and committed to the job. However, in ensuring the employees to stay, it is important for the organization itself as well as Kolej Poly-Tech MARA, what is the important is to

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