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**FACTORS INFLUENCING EMPLOYEE RETENTION AMONG  
LECTURERS (A CASE OF KOLEJ UNIVERSITY POLY-TECH  
MARA, KUALA LUMPUR)**

by

**NURUL HIDAYAH BINTI AZIZ**



**Dissertation Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
University Utara Malaysia,  
in Fulfillment of the Requirement for Master of Human Resource  
Management**



**Othman Yeop Abdullah  
Graduate School of Business**

**Universiti Utara Malaysia**

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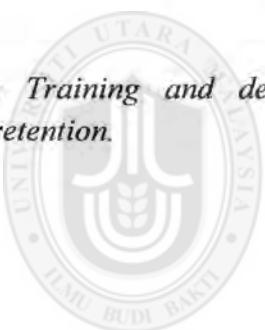
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## ABSTRACT

The purpose of this study is to identify the factors influencing employee retention among lecturers at Kolej University PolyTech Mara. The factors that been investigated in this study are training and development, compensation and benefit, and leadership. This study involved survey of the lecturers at Kolej PolyTech Mara, Kuala Lumpur. A total of 120 questionnaires were distributed to the respondents and 114 questionnaires were returned and useable. The data was analysed by “Statistical Package for Social Science” (SPSS Window) Version 22.0. Correlation and multiple regression analysis were used to analyse the data. The findings found that there were relationship between the independent variables (training and development, compensation and benefit, and leadership) and the dependent variable (employee retention). The regression result indicated there were positive and significant relationships between training and development, compensation and benefit, and leadership with employee retention. This study also found the most dominant factor that influence the job retention and the factor was compensation and benefits.

**Keywords:** *Training and development, compensation and benefit, leadership, employee retention.*



## ABSTRAK

*Tujuan kajian ini adalah untuk mengenalpasti faktor-faktor yang mempengaruhi pengekalan pekerja di kalangan pensyarah di Kolej Universiti PolyTech Mara. Faktor yang telah disiasat dalam kajian ini adalah seperti latihan dan pembangunan, pampasan dan faedah, dan kepimpinan. Kajian ini melibatkan tinjauan pensyarah di Kolej PolyTech Mara, Kuala Lumpur. Sebanyak 120 soal selidik telah diedarkan kepada responden dan 114 soal selidik telah dikembalikan dan boleh digunakan. Data dianalisis dengan menggunakan "Statistical Package for Social Science" (SPSS-Window) Versi 22.0. Ujian yang digunakan untuk menganalisa data termasuklah Ujian korelasi and regresi. Hasil kajian mendapat terdapat hubungan antara pembolehubah bebas (latihan dan pembangunan, pampasan dan faedah, dan kepimpinan) dan pemboleh ubah bergantung (pengekalan pekerja). Keputusan menunjukkan terdapat hubungan yang positif dan sederhana diantara latihan dan pembangunan, pampasan dan faedah, dan kepimpinan dengan pengekalan pekerja. Keputusan regresi pula menunjukkan terdapat hubungan yang signifikan antara semua pembolehubah bebas dan pemboleh ubah bergantung. Kajian ini juga mendapat faktor yang paling dominan yang mempengaruhi pengekalan pekerja dan faktornya adalah pampasan dan faedah.*

**Kata kunci:** *Latihan dan pembangunan, pampasan dan faedah, kepimpinan, pengekalan pekerja.*



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All praise is to Allah, for His mercy in giving me the strength and courage to complete this study.

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Lastly, my love and thanks should go to my beloved family for their moral support and encouragement throughout this study. Thank you.

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## LIST OF ABBREVIATION

Kolej Universiti Poly tech Mara Kuala Lumpur

KUPTMKL



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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.0 Introduction**

This chapter will discuss on background of study, problem statement, research questions, research objectives, significance of study, definition of terms, and lastly the organization of the thesis. All the factors such as training and development, compensation and benefits and leadership was discussed in each of the aspects in this chapter.

#### **1.1 Background of study**

Employee retention is one of the main challenges faced by many organizations today. The changes such as technology, trend of workforce and globalization have intensified competition and increased mobility of highly skilled employees (Ng'ethe, Iravo, & Namusonge, 2012). Beheshtifar et al, (2012) stated that employees are very important for the survival of an organization. Samuel and Chipunza (2009) agreed that the success of every company or business is entirely dependent on the effectiveness of its employees. Thus, retaining talented employees are very crucial for every organization.

According to Bhatnagar (2007), employees can be define as an individual who have the skills, knowledge, capability and experience to fulfill the present and oncoming job demands of companies. Bidisha and Mukulesh (2013) defined employee retention as the concerned with retaining or encouraging employees to stay in an

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## UNIVERSITY UTARA MALAYSIA

### FACTORS INFLUENCING EMPLOYEE RETENTION AMONG LECTURER AT KOLEJ UNIVERSITY POLYTECH MARA

Nurul Hidayah binti Aziz

818744

Dear Respondents:

I am a student of Master in Human Resource Management at University Utara Malaysia. I am conducting my final paper with title - **FACTORS INFLUENCING EMPLOYEE RETENTION AMONG LECTURER AT KOLEJ UNIVERSITY POLYTECH MARA** in purpose of completing my Master program.

The purpose of this study is to determine the significant relationship between the variables (Training and Development, Compensation and Benefit, and Working Environment) and employee retention. This study will help us to understand more about the factors in which affect the lecturers to be retained in their job.

There are 3 parts included in this questionnaire which that **Part A** is about the personal details of the respondents; **Part B** is the general information on employee retention while **Part C** is related to the factors (Training and Development, Compensation and Benefit, and Leadership) that influence the employee retention. **Part D** is suggestion from respondent.

Finally, please read the instructions carefully before answering the questions.

Thank you for your cooperation and willingness to answer the questionnaire. Your response will be kept confidential and be used solely for academic purpose.

Thank you.

## Section A: Personal detail

Tick your answer in the appropriate box.

1. Gender:

- Male
- Female

2. Marital status:

- Single
- Married

3. Education level

- Degree
- Master
- PHD
- Others (please specify) \_\_\_\_\_

4. Age:

- Below 30 years old
- 31-40 years old
- 41-50 years old
- Above 50 years old

5. How long you have serviced in the organization?

\_\_\_\_\_

6. Department:

\_\_\_\_\_



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## Section B: Dependent Variable

The statement in this section is related to employee retention in Kolej Universiti Polytech MARA

Please circle the number that best reflects your opinion about the statement using Likert scale which that [(1) = strongly disagree, (2) = disagree, (3) = neutral, (4) = agree and (5) = strongly agree]

### Employee Retention

Statement	(SD)	(D)	(N)	(A)	(SA)
1. I plan to work at my present job for as long as possible	1	2	3	4	5
2. I am actively searching for an alternative to this University	1	2	3	4	5
3. I would hate to quit this job	1	2	3	4	5
4. As soon as is possible, I will leave this University	1	2	3	4	5
5. I am in this university for lack of an alternative employer	1	2	3	4	5

## Section C: Independent Variable

The statement in this section is related to the factors (Training and Development, Compensation and Benefit, and Leadership) affecting employee retention. According to your experience as a lecturer, please circle the number that best reflects your opinion about the statement using 5 Likert scale which that [(1) = strongly disagree(SD) , (2) = disagree(D) , (3) = neutral(N) , (4) = agree(A) and (5) = strongly agree(SA) ]

### C1. Training and Development

Statement	(SD)	(D)	(N)	(A)	(SA)
1. The skills and knowledge learnt on the job in this University would transfer easily to most other similar organizations	1	2	3	4	5
2. I am satisfied with the training by the University for my present job	1	2	3	4	5
3. Training opportunities are offered regularly in this university	1	2	3	4	5
4. Financial support is regularly given by the University to attend conferences and workshops to enhance my professional growth	1	2	3	4	5
5. The university readily invests in professional	1	2	3	4	5

development for the academic staff					
6. What is stated in the training policy is what is practiced always	1	2	3	4	5
7. Fairness is practiced all the time in the implementation of training policy for the academic staff	1	2	3	4	5
8. This university has good training opportunities compare with other organizations	1	2	3	4	5
9. Training opportunities outside the country influences staff to quit	1	2	3	4	5
10. I am satisfied with the training practices in this university	1	2	3	4	5

### **C2 Compensation and benefit**

Statement	(SD)	(D)	(N)	(A)	(SA)
1. The salary I earn is adequate to meet my desired needs and aspirations	1	2	3	4	5
2. I am satisfied with the amount of remuneration I receive for my work	1	2	3	4	5
3. The university offers attractive allowances(House, travel, leave etc.) to academic staff	1	2	3	4	5
4. Salary raises are regular in this university	1	2	3	4	5
5. I am satisfied with the amount of salary I earn compared to other employees in other organizations with similar qualifications	1	2	3	4	5
6. I am satisfied with the amount of salary I earn compared to other academic staff in this University with similar qualifications	1	2	3	4	5
7. Salary raises are rare in this university	1	2	3	4	5
8. The university provides adequate part-time opportunities to supplement academic staff earnings	1	2	3	4	5
9. The remuneration in this university is competitive	1	2	3	4	5
10. Overall the financial rewards I receive from this university are fair	1	2	3	4	5
11. The university provides regularly salary supplements in form of bonus	1	2	3	4	5
12. Financial incentives such as bonus are allocated fairly and in a transparent manner	1	2	3	4	5

### **C3 Leadership**

Statement	(SD)	(D)	(N)	(A)	(SA)
1. Organizational Leadership style in this university makes positive contribution to the overall effectiveness of the organization	1	2	3	4	5

2. My manager treats every one fairly	1	2	3	4	5
3. Leaders/supervisor assists individual lecturers in their personal problems	1	2	3	4	5
4. Leadership/supervisors represents my needs, ideas and suggestions to his/her manager	1	2	3	4	5
5. The leaders often involves staff in decision making, problem solving and policy making in the university	1	2	3	4	5
6. Leaders/supervisor rarely assists individual Lecturers in their personal problems.	1	2	3	4	5
7. I have the opportunity to interact with management above my immediate supervisor	1	2	3	4	5
8. I am satisfied with the competence of the supervisors and Leadership in this University	1	2	3	4	5
9. The leadership of this university listens to and addresses staff issues promptly	1	2	3	4	5
10. The leaders communicates to staff regularly on matters important to them	1	2	3	4	5
11. I am satisfied with the leadership style of the Managers in this university.	1	2	3	4	5

**Section D: Suggestion**

Thank you

FREQUENCY

Statistics

	GENDER	STATUS	EDUCATION	AGE	YEARS_SERVI CE
N	Valid	114	114	114	114
	Missing	0	0	0	0

GENDER

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	38	33.3	33.3
	FEMALE	76	66.7	66.7
	Total	114	100.0	100.0

STATUS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	17	14.9	14.9
	MARRIED	97	85.1	85.1
	Total	114	100.0	100.0

EDUCATION

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BACHELOR DEGREE	11	9.6	9.6
	MASTER	101	88.6	88.6
	PHD	2	1.8	1.8
	Total	114	100.0	100.0

**AGE**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<30 YEARS OLD	26	22.8	22.8	22.8
	31-40 YEARS OLD	68	59.6	59.6	82.5
	41-50 YEARS	18	15.8	15.8	98.2
	>50 YEARS	2	1.8	1.8	100.0
	Total	114	100.0	100.0	

**YEARS SERVICE**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4-10 YEARS	70	61.4	61.4	61.4
	11-15 YEARS	28	24.6	24.6	86.0
	16-20 YEARS	10	8.8	8.8	94.7
	>20 YEARS	6	5.3	5.3	100.0
	Total	114	100.0	100.0	

**RELIABILITY TEST**

**Case Processing Summary**

	N	%
Cases	Valid	114
	Excluded <sup>a</sup>	0
	Total	114
		100.0

a. Listwise deletion based on all variables in the procedure.

**Case Processing Summary**

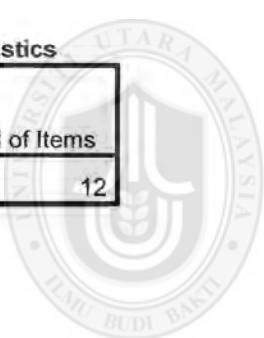
	N	%
Cases Valid	114	100.0
Excluded <sup>a</sup>	0	.0
Total	114	100.0

**LEADERSHIP****Reliability Statistics**

Cronbach's Alpha	N of Items
.924	11

**COMPENSATION****Reliability Statistics**

Cronbach's Alpha	N of Items
.930	12

**TRAINING****Reliability Statistics**

Cronbach's Alpha	N of Items
.855	10

**RETENTION****Reliability Statistics**

Cronbach's Alpha	N of Items
.931	5

## PILOT TESTING

### Case Processing Summary

	N	%
Cases Valid	30	100.0
Excluded <sup>a</sup>	0	.0
Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.970	5



### Reliability Statistics

Cronbach's Alpha	N of Items
.960	5

### Reliability Statistics

Cronbach's Alpha	N of Items
.865	10

### Reliability Statistics

Cronbach's Alpha	N of Items
.940	12

### Reliability Statistics

Cronbach's Alpha	N of Items
.948	11

### CORRELATION

		Correlations			
		RETENTION	TRAINING	COMPENSATION	LEADERSHIP
RETENTION	Pearson Correlation	1	.672**	.669**	.609**
	Sig. (2-tailed)		.000	.000	.000
	N	114	114	114	114
TRAINING	Pearson Correlation	.672**	1	.653**	.637**
	Sig. (2-tailed)	.000		.000	.000
	N	114	114	114	114
COMPENSATION	Pearson Correlation	.669**	.653**	1	.607**
	Sig. (2-tailed)	.000	.000		.000
	N	114	114	114	114
LEADERSHIP	Pearson Correlation	.609**	.637**	.607**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	114	114	114	114

\*\*, Correlation is significant at the 0.01 level (2-tailed).

### REGRESSION

#### Variables Entered/Removed<sup>b</sup>

Model	Variables Entered	Variables Removed	Method
1	LEADERSHIP, COMPENSATION, TRAINING		Enter

a. All requested variables entered.

b. Dependent Variable: RETENTION

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 <sup>a</sup>	.565	.553	3.32417

a. Predictors: (Constant), LEADERSHIP, COMPENSATION,

TRAINING

b. Dependent Variable: RETENTION

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1577.060	3	525.687	47.573	.000 <sup>a</sup>
	Residual	1215.510	110	11.050		
	Total	2792.570	113			

a. Predictors: (Constant), LEADERSHIP, COMPENSATION, TRAINING

b. Dependent Variable: RETENTION

**Coefficients<sup>a</sup>**

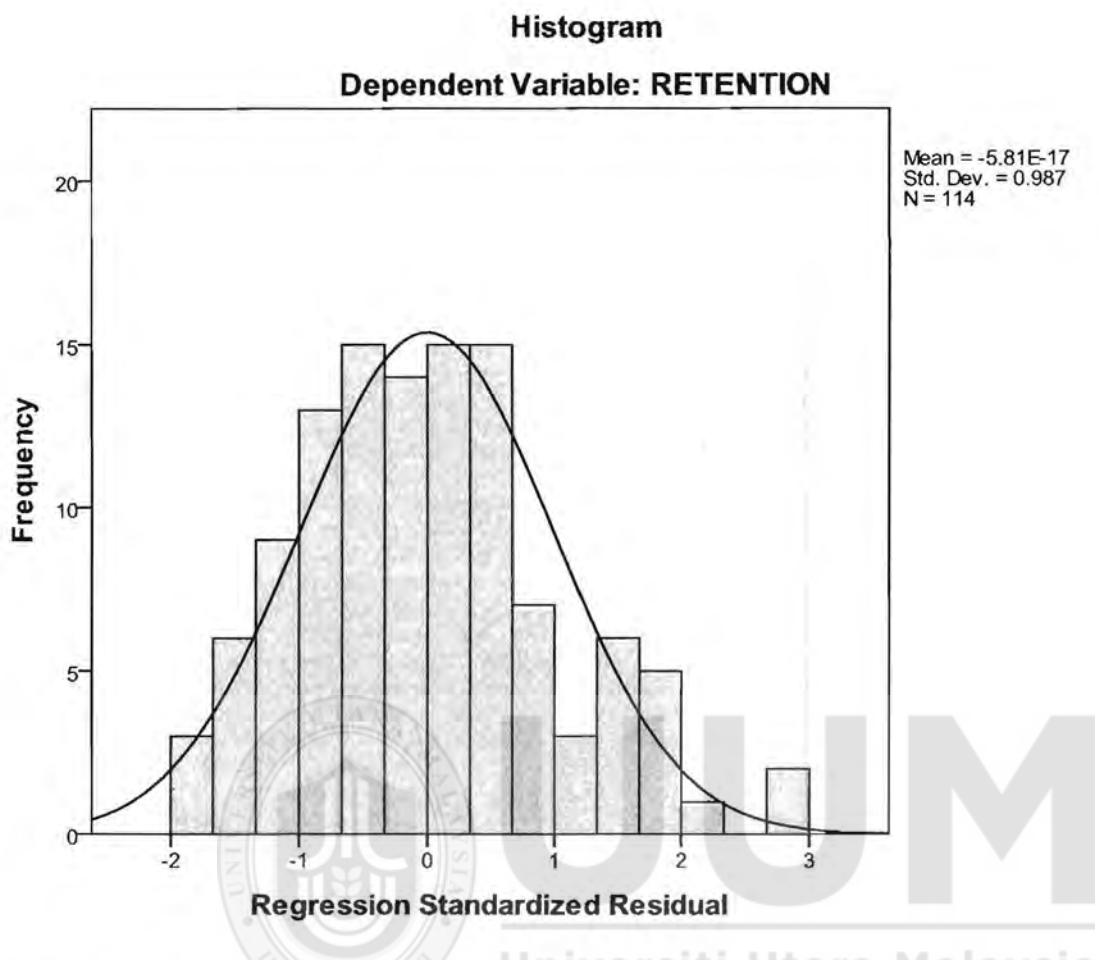
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	-1.113	1.580		-.705	.482
	TRAINING	.262	.072	.328	3.613	.000
	COMPENSATION	.174	.046	.336	3.828	.000
	LEADERSHIP	.114	.050	.196	2.272	.025

a. Dependent Variable: RETENTION

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	7.2210	22.7288	15.2719	3.73581	114
Residual	-5.99160	9.90756	.00000	3.27974	114
Std. Predicted Value	-2.155	1.996	.000	1.000	114
Std. Residual	-1.802	2.980	.000	.987	114

a. Dependent Variable: RETENTION

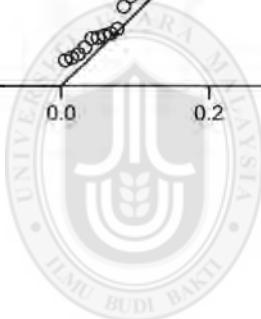
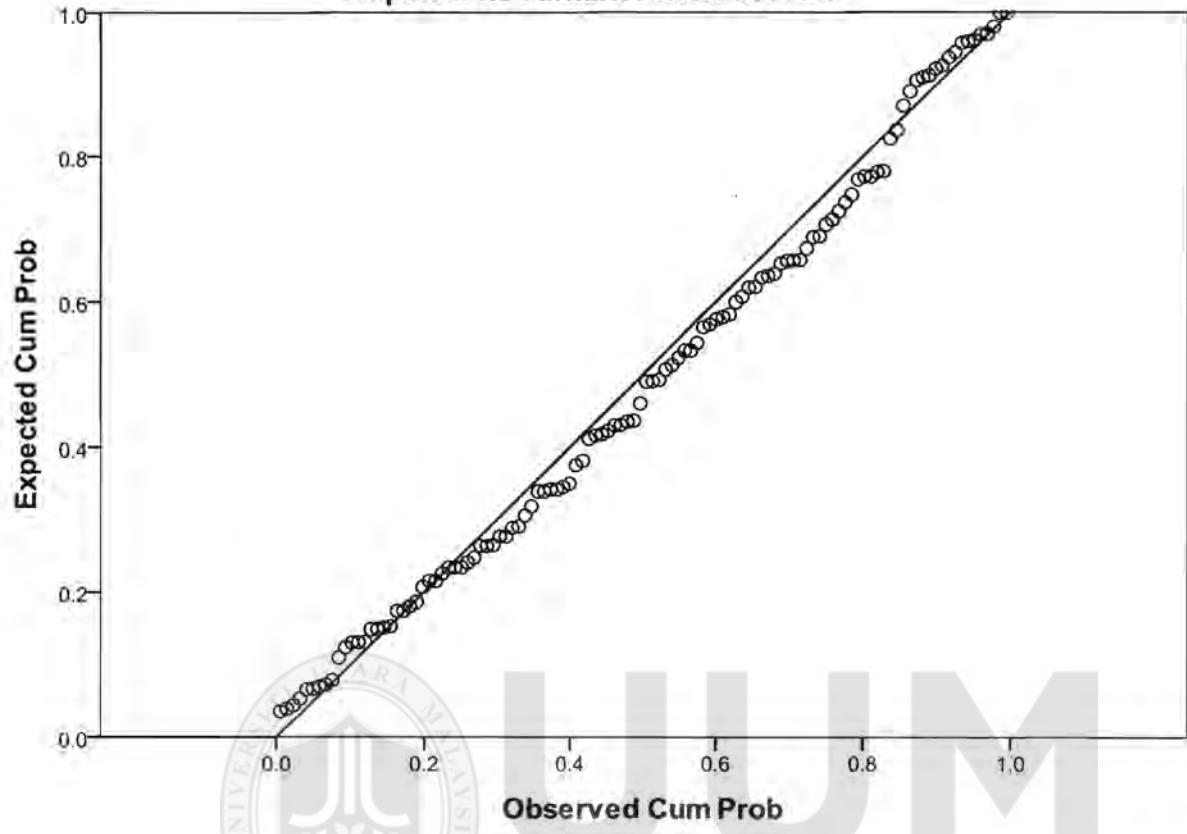


PILOT TESTING

Universiti Utara Malaysia

### Normal P-P Plot of Regression Standardized Residual

Dependent Variable: RETENTION



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