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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



UUM
Universiti Utara Malaysia

**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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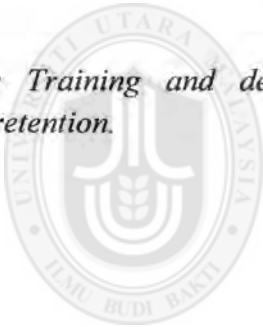
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ABSTRACT

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.*



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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 mendapati 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 mendapati 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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ACKNOWLEDGEMENT

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

I would like to express my deepest appreciation to my project supervisor, Dr Norizan binti Azizan for her invaluable efforts and time in providing proper guidance, assistance and support throughout the entire process. With her understanding, consideration and untiring advice, I am able to complete the project paper.

My sincere appreciation to the management of Kolej University Poly-Tech Mara Kuala Lumpur by granting the permission for me to carry out this study, the dedication goes to Human Resource Manager in KUPTMKL Miss Arina, for her understanding, support and patience during the completion of my study and special thanks to the respondents in KUPTMKL who have contributed significantly by participating in the study and answering questionnaires.

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 Univesity 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 inform 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_SERV ICE
N	Valid	114	114	114	114	114
	Missing	0	0	0	0	0

GENDER

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

STATUS

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

EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BACHELOR DEGREE	11	9.6	9.6	9.6
	MASTER	101	88.6	88.6	98.2
	PHD	2	1.8	1.8	100.0
	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	100.0
	Excluded ^a	0	.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 ^a	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 ^a	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

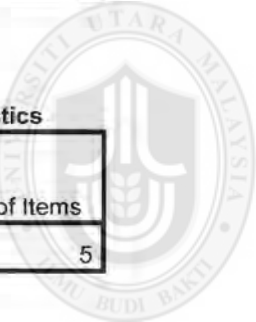
Cronbach's Alpha	N of Items
.865	10

Reliability Statistics

Cronbach's Alpha	N of Items
.940	12

Reliability Statistics

Cronbach's Alpha	N of Items



Reliability Statistics

Cronbach's Alpha	N of Items
.948	11

CORRELATION

Correlations

		RETENTION	TRAINING	COMPENSATI ON	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^b

Model	Variables Entered	Variables Removed	Method
1	LEADERSHIP, COMPENSATI ON, TRAINING		Enter

- a. All requested variables entered.
- b. Dependent Variable: RETENTION

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	.565	.553	3.32417

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

b. Dependent Variable: RETENTION

ANOVA^b

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

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

b. Dependent Variable: RETENTION

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
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

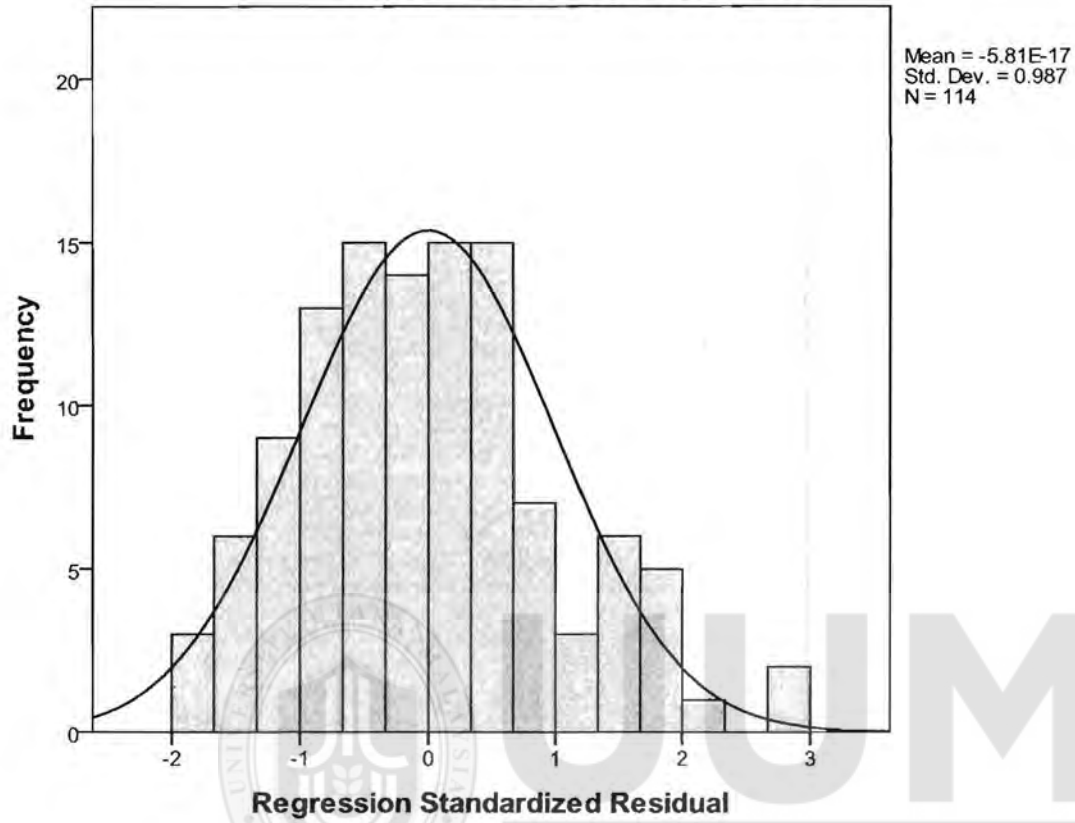
Residuals Statistics^a

	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

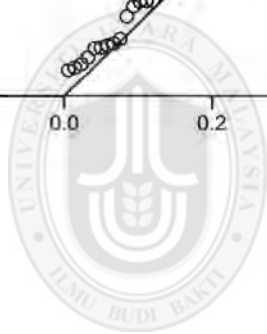
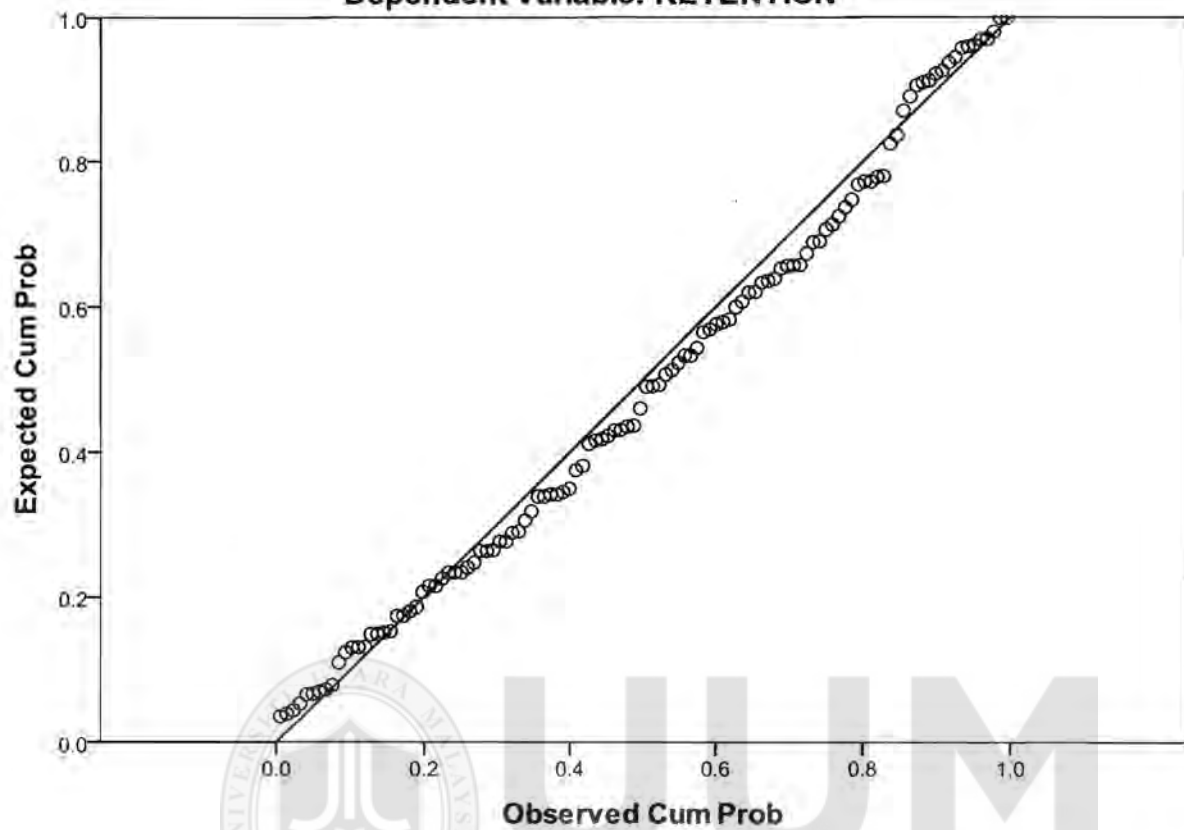
Histogram

Dependent Variable: RETENTION



Normal P-P Plot of Regression Standardized Residual

Dependent Variable: RETENTION



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