

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



EMPLOYEE INVOLVEMENT, WORK CONDITIONS,  
COMPENSATION AND BENEFITS AND EMPLOYEE  
RETENTION

SHALIZA SAMSUDIN



UUM  
Universiti Utara Malaysia

MASTER OF HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

June 2017

SHALIZA SAMSUDIN

EMPLOYEE INVOLVEMENT, WORK  
CONDITIONS, COMPENSATION AND BENEFITS  
AND EMPLOYEE RETENTION

MHRM 2017

**EMPLOYEE INVOLVEMENT, WORK CONDITIONS, COMPENSATION  
AND BENEFITS AND EMPLOYEE RETENTION**

**By  
SHALIZA SAMSUDIN**



**UUM**  
Universiti Utara Malaysia

**Thesis Submitted to  
School of Business Management,  
Universiti Utara Malaysia,  
In partial fulfillment of the requirement for the degree  
(Master of Human Resource Management)**



**Pusat Pengajian Pengurusan  
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

**Universiti Utara Malaysia**

**PERAKUAN KERJA KERTAS PENYELIDIKAN**  
(*Certification of Research Paper*)

Saya, mengaku bertandatangan, memperakukan bahawa  
(*I, the undersigned, certified that*)  
**SHALIZA SAMSUDIN (816231)**

Calon untuk Ijazah Sarjana  
(*Candidate for the degree of*)  
**MASTER OF HUMAN RESOURCE MANAGEMENT**


telah mengemukakan kertas penyelidikan yang bertajuk  
(*has presented his/her research paper of the following title*)

**EMPLOYEE INVOLVEMENT, WORK CONDITIONS, COMPENSATION AND BENEFITS AND EMPLOYEE  
RETENTION**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan  
(*as it appears on the title page and front cover of the research paper*)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu  
dengan memuaskan.  
(*that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered  
by the research paper*).

Nama Penyelia Pertama : **DR. JOHANIM BINTI JOHARI**  
(*Name of 1<sup>st</sup> Supervisor*)

Tandatangan :   
(*Signature*)

Tarikh : **15 JUN 2017**  
(*Date*)

## PERMISSION TO USE

In presenting this project paper in partial fulfillment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the University Library makes a freely available for inspection. I further agree that permission for copying of this project paper in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s). or, in their absence by the Dean of School of Business Management. It is understood that any copying or publication or use of this project paper or parts thereof for financial gain shall not be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my project paper.

Request for permission to copy or make other use of materials in this project paper, in whole or in part should be addressed to:



Dean of School of Business Management  
Universiti Utara Malaysia  
06010 UUM Sintok  
Kedah Darul Aman



## ABSTRACT

The objective of this study is to examine the influence of employee involvement, work conditions and compensation and benefits have towards employee retention. This study was conducted among employees in manufacturing companies in Northern Region of Peninsular Malaysia. A total of 150 questionnaires were returned and used for data analysis using the Statistical Packages for Social Science (Version 2.0). Multiple regression analysis was carried out to examine the hypothesized relationships in this study. Based on the findings, two hypotheses were accepted and one is being rejected. Multiple regression reported a significant relation between employee involvement ( $B=0.378$ ,  $p\leq 0.05$ ) and compensation and benefits ( $B=0.288$ ,  $p\leq 0.05$ ) to employee retention while work condition ( $B=0.116$ ,  $p\leq 0.05$ ) was not significantly linked to employee retention. Discussion highlights that with the high involvement of employee and attractive compensation and benefits in workplace resulted employees are more likely to stay in an organization. Practical and theoretical implications are also presented. Finally, limitations of the study are addressed and this is followed with the conclusion of the study.

**Keywords :** *Employee retention, employee involvement, work conditions, compensation and benefits*

## ABSTRAK

Objektif utama kajian ini adalah untuk mengkaji pengaruh penglibatan pekerja, kondisi tempat kerja dan pampasan dan faedah terhadap pengekalan pekerja. Sejumlah 150 borang soal selidik telah dikembalikan dan data diproses menggunakan *Statistical Packages for Social Science (SPSS ver. 20)*. Data-data yang telah dikumpulkan melalui penggunaan borang soal selidik. Analisa regresi pelbagai digunakan untuk mengkaji perhubungan di dalam kajian ini. Dua hipotesis telah diterima manakala satu hipotesis telah ditolak. Analisis regresi pelbagai menunjukkan signifikansi penglibatan pekerja ( $B=0.378$ ,  $p \leq 0.05$ ) pampasan dan faedah ( $B=0.288$ ,  $p \leq 0.05$ ) dan kondisi tempat kerja ( $B=0.116$ ,  $p \leq 0.05$ ) tidak menunjukkan signifikansi kepada pengekalan pekerja. Kajian ini juga mendapati bahawa penglibatan pekerja yang tinggi dan pakej pampasan dan faedah yang menarik di tempat kerja membolehkan pekerja kekal bersama sesebuah syarikat. Implikasi secara praktikal dan teoritikal juga disertakan dan akhir sekali, kekangan terhadap kajian yang dijalankan diutarakan dan diikuti dengan penggulungan kajian ini.

*Kata kunci: Pengekalan pekerja, penglibatan pekerja, kondisi tempat kerja, gaji dan faedah.*

## ACKNOWLEDGEMENTS

The journey of completing this research would not have been fulfilled without the full guidance and support of several individuals in my life. First of all, I would like to take this opportunity and blessings given to me to further and complete my studies. Especially this thank you note is dedicated to my husband, my three kids and both my parents for the support and given all the way throughout my studies.

My deepest appreciation to my supervisor, Dr. Johanim Johari her support and guidance during the process of completing my research. I am grateful to all my beloved friends especially to Nabila Ahmad Nasir for her constant overwhelmed encouragement and continuous support throughout the whole semesters in Universiti Utara Malaysia, Sintok, Kedah.

Last but not least, to all my professors who have been facilitated me from the first day I joined UUM and thank you everyone who have assisted me directly or indirectly for the success of this significant task and all through my studies.

Finally, may Allah bless and reward all of you who had made this work a success and may it be accepted as our Act of Obedience to Him.



## Table of Content

<b>PERMISSION TO USE</b>	i
<b>ABSTRACT</b>	ii
<b>ABSTRAK</b>	iii
<b>ACKNOWLEDGEMENT</b>	iv
<b>TABLE OF CONTENT</b>	v
<b>LIST OF TABLES</b>	vi
<b>LIST OF FIGURE</b>	vii
<b>CHAPTER 1 - INTRODUCTION</b>	
1.1 Introduction	1
1.2 Background of the study	1
1.3 Problem Statement	7
1.4 Research Questions	11
1.5 Research Objectives	12
1.6 Significance of the Study	12
1.7 Scope of the Study	13
1.8 Definition of the Variables	14
1.9 Organization of the Remaining Chapters	15
1.10 Summary	16
<b>CHAPTER 2 – LITERATURE REVIEW</b>	
2.1 Introduction	17
2.2 Employee Retention	17
2.3 Review of Literature on Employee Involvement	21
2.4 Review of Literature on Work Condition	25
2.5 Review of Literature on Compensation and Benefits	27
2.6 Underlying Theory	32
2.7 Research Framework	33
2.8 Hypotheses Development	34
2.9 Summary	39
<b>CHAPTER 3 - METHODOLOGY</b>	
3.1 Introduction	
3.2 Research Design	40
3.3 Population & Sampling	40
3.4 Sampling Methods	41
3.5 Measurement and Questionnaire Design	41
3.7 Dependent Variable	43

3.8	Independent Variables	44
	3.8.1 Employee Involvement	44
	3.8.2 Work Conditions	45
	3.8.3 Compensation & Benefits	46
3.9	Pilot Test	46
3.10	Procedure of Data Collection	47
3.11	Data Analysis Techniques	48
3.12	Summary	48

#### **CHAPTER 4 : FINDINGS**

4.1	Introduction	49
4.2	Response Rate	49
4.3	Respondent's Demographic Information	50
4.4	Data Screening	52
4.5	Factor Analysis	53
4.6	Reliability Analysis	55
4.7	Correlation Analysis	56
4.8	Multiple Regression Analysis of the Variables	57
4.9	Summary	59

#### **CHAPTER 5 : DISCUSSION, RECOMMENDATIONS AND CONCLUSION**

5.1	Introduction	
5.2	Recapitulation of the research findings	60
5.3	Relationship between Employee Involvement and Employee Retention	60
5.4	Relationship between Work Conditions and Employee Retention	62
5.5	Relationship between Compensation and Benefits and Employee Retention	63
5.6	Implications of Research Findings	64
5.7	Limitation of the Study	65
5.8	Recommendations for Future Research	65
5.9	Conclusions	66

#### **REFERENCES**

#### **APPENDIXES**

Appendix A	: Questionnaire Survey	78
Appendix B	: SPSS Outputs	87

## List of Tables

Table 3.1	Operational Definition and Items on Employee Retention	43
Table 3.2	Operational Definition and Items on Employee Involvement	44
Table 3.3	Operational Definition and Items on Work Conditions	45
Table 3.4	Operational Definition and Items on Compensation and Benefits	46
Table 3.5	The Result of Reliability Test for Pilot Study	47
Table 4.1	Respondents Demographic Info	51
Table 4.2	Summary of Exploratory Factor Analysis Result of Employee Involvement, Work Conditions, Compensation and Benefits and Employee Retention	54
Table 4.3	Lists of items being deleted	54
Table 4.4	The KMO Values and Percentage Variance	55
Table 4.5	Correlations and Descriptive Statistic	57
Table 4.6	Multiple Regression for Employee Involvement, Work Conditions and Compensation and Benefits on Employee Retention	58
Table 4.7	Summary of the Hypothesis Testing	58

## List of Figures

Figures 2.1 Research Framework

33



# CHAPTER ONE

## INTRODUCTION

### 1.1 Introduction

This chapter briefly explains the background and importance of employee retention especially in manufacturing industries around northern region of Peninsular Malaysia. It is also to see the influence of employee involvement, work conditions and compensation and benefits have towards employee retention. Besides, this chapter also highlights the problem statement of the study, research questions, and research objectives, significance of the study, definition of key terms, scope and limitation and lastly the conclusion of the chapter of the research study.

### 1.2 Background of the Study

Employees are considered as the essential asset for every organization in order to ensure the business operations runs smoothly. An organization would be nothing without its employees because employees are the one who strives hard to deliver their best performance in order to achieve objectives and goals of the organization. One of the pressing challenge organization needed to face most of the time is the employee turnover. Employee turnover refers to an issue of employees leaving the organization and it has to be replaced with the new one. According to Randstad World of Work Report (2013/2014), as cited by Malaysian Insiders (2014), Malaysians are not just switching jobs to boost their careers but the decision to leave also hinged on “uncompetitive salary” (55%), “lack of recognition at workplace”(35%) and “lack of trust in senior leaders” (21%).

The contents of  
the thesis is for  
internal user  
only

## REFERENCES

- Accenture, (2001). The high performance work force : separating the digital economy's winners from losers. In the battle for retention accentures study. Pp: 1-5.
- Acton, T., Golden, W.(2003). "Training the knowledge worker: A descriptive study of training practices in Irish software companies". *Journal.Eur.Ind. Train*, 27(4):137-146.
- Abbasi, S., & Hollman, K. (2000). Turnover: The Real Bottom-line. *Public Personnel Management* , 27(23), 333-342.
- Addae, H.M., Parboteeah, K/P. and Dabis, E.E (2006) ." Organizational commitment intention to quit : an examination of the moderating effects of psychological contract breach in Trinidad and Tabogo" , *International Journal of Organization Analysis*, Vol 14.
- Alfes, K., Shantz, A.D., Truss, C., and Soane, E.C. (2013), 'The link between perceived human resource management practices, engagement and employee behaviour: a moderated mediation model', *The International Journal of Human Resource Management*, 24, 330-351.
- Akinyele, S. T. (2007). A Critical Assessment of Environmental Impact on Workers Productivity.*Nigeria. Business Journal*, 1(1), 50-61.
- ALDamoe, F.M. A, M., & Ahmid, K.B. (2012).The mediating effect of HRM outcomes (employee retention) on the relationship between HRM practices and organizational performance.*Internalitonal Journal of Human Resource Studies*, 2 (1), 75-88.
- Amadasu, D.E. (2003). Personnel and the Nigerian Management Crisis: Ajaokuta Iron and Steel Mill Examined. *Abuja Management. Rev.* 1:4
- American Society of Interior Designers (1999), Recruiting and retaining qualified employees by design. White Paper.
- Aminah Ahmad(2008), Job, Family and Individual Factors as predators of Work-Family Conflict. *The Journal of Human Resource and Adult Learning*.Vol.4, Num.1.
- Anthony, W. P., Kacmar, K. M. and Perrewe, P. L. (2002) *Human Resource Management: A Strategic Approach* (4th ed.). Harcourt: Florida.
- Allen, T. D. (2001). Family-supportive work environments: the role of organizational perceptions. *Journal of Vocational Behavior*, 58(3), 414-35.

- Armstrong-Stassen, M and Cameron, S.(2005) Factors Related to the Career Satisfaction of Older Managerial and Professional Women, *Career Development International*, 10(3), 203-215.
- Arthur, J. (1994). Effects of human resource systems on manufacturing performance and turnover. *Academy of Management Journal*, 37(3), 670-687.
- Ashkanasy, N., Wilderom, C., & Peterson, M. (2000). Handbook of organizational culture and climate. California: SAGE Publications, Inc.
- Barney, J.B. (1991). "Firm Resources and Sustained Competitive Advantage." *Journal of Management*, 17(1), 99-121.
- Becker, B. and Huselid, M. A (1998). High Performance Work systems and Firm Performance: A synthesis of Research and Managerial Implications. *Research in Personnel and Human Resources Management*, 16,53-101.
- Becker B., Huselid M., *An interview with Mike Losey, Tony Rucci, and Dave Ulrich: three experts respond to HRMJ's special issue on HR strategy in five leading firms*, *Human Resource Management*, 1999, 38(4), p. 353-365. *Leonardo Journal of Sciences* ISSN 1583-0233 Issue 25, July-December 2014 p. 65-84.
- Becker, B., & Gerhart, B. (1996). The impact of human resource management on organizational performance: Progress and prospects. *Academy of Management Journal*, 39(4), 779-801.
- Berry, M.L. (2010), "Predicting turnover intention: examining the effects of employee engagement, compensation fairness, job satisfaction, and age," unpublished PHD thesis, University of Tennessee, Knoxville, TN.
- Bentler P. M., Bonett D. C., *Significance tests and goodness of fit in the analysis of covariance structures*, *Psychological Bulletin*, 1980, 88(3), p. 588-606.
- Bogdanowicz & Bailey, 2002. The value of knowledge and the values of the new knowledge worker: generation X in the new economy. *Journal of European Industrial Training*, 26(2/3/4), 125-129.
- Bollen, K. A. (1989). *Structural Equations with Latent Variables* (pp. 179-225). John Wiley & Sons
- Bouwman, M. (2006). Verhalen die ons motiveren. (stories that motivate us.) Retrieve November 2016, from [http://appreciativeinquiry.case.edu/uploads/pdf\\_BROCHURE\\_68.pdf](http://appreciativeinquiry.case.edu/uploads/pdf_BROCHURE_68.pdf).
- Burke, R., & Ng, E. (2006). The changing nature of work and organizations: implications for human resource management. *Human Resource Management Review*, 16, 86–94.



- Branham, L. (2005), 'The 7 Hidden Reasons Employees Leave,' Business Book Review Vol 22, No.3.
- Brown, R., & Yoshioka, B. (2003). Organizational commitment: Clarifying the concept and simplifying the existing construct typology. *Journal of Vocational Behaviour*, 49,230-251.
- Carmeli, A. and Weisberg, J. (2006) 'Exploring turnover intentions among three professional groups of employee', *Human Resource Development International*, Vol 9, No. 2 pp 191-206.
- Chandrasekar, K. (2011, January). Workplace Environment and Its Impact Organizational Performance in Public Sector organizations. *International Journal of Enterprise Computing and Business System*, 1(1), 1-19.
- Chênevert, D., & Tremblay, M. (2009). Fits in strategic human resource management and methodological challenge: empirical evidence of influence of empowerment and compensation practices on human resource performance in Canadian firms. *The International Journal of Human Resource Management*, 20(4), 738-770.
- Chua, Y.P. (2012). *Kaedah Penyelidikan Edisi Kedua*, Malaysia: Mc. Graw Hill.
- Cho S, Woods R, Jang S, Erdem M (2006). "Measuring the impact of human resource management practices on hospitality firms' performances", *Int.l J. Hospitalit. Manag.*; 25(2):262-77. Chow CW, Harrison GL, McKinnon JL, Wu A (1999).
- Clark, A. E (1997). Job satisfaction and gender: Why are women so happy at work? *Labor Economics*, 4(4), 341-372.
- Curral, S.C., Towler, A.J., Judge, T.A., Kohn, L. (2005), Pay satisfaction and organizational outcomes. *Personnel Psychology*, 58(3), 613-640.
- Cotton, J. (1993). *Employee Involvement: Method for improving performance and work attitudes*. California: SAGE Publications, Inc.
- Cotton, J.L., & Tuttle, J.M (1986). Employee turnover: a meta-analysis and review with implications for research. *Academy of Management Review*, 11(1), 55-70.
- Collins, A. (2007). Human resources: A hidden advantage? *International Journal of Contemporary Hospitality Management*, 19(1), 78-84.
- Curtis, S.,& Wright, D. (2001). Retaining employees - the fast track to commitment. *Management Research News*, 24(8), 59-64.
- Davis, J.H. (1993, Autumn). *ACA Journal*. Quality management and compensation.

- De Cieri, H., Kramar, R., Noe, R.A., Hollenbeck, J., Gerhart, B. and Wright, P. (2008), *Human Resource Management in Australia.Strategy/People/Performance*, 3rd ed., McGraw-Hill Irwin, Sydney.
- Demo, G. (2008). Desenvolvimento e validação da escala de percepção de políticas de gestão de pessoas (EPPGP). *Revista de Administração Mackenzie*, 9(6), 77-101.
- Demo, G., Neiva, E. R., Nunes, I. & Rozzett, K. (2012). Human resources management policies and practices scale (HRMPPS): Exploratory and confirmatory factor analysis, *Brazilian Administrative Review*, 9 (4), 395-420.
- Denton, G., & White B. (2000). Implementing a balanced scorecard approach to managing hotel operations. *Cornell Hotel and Restaurant Administration Quarterly*, 41(1), 94-101
- Devanna, M.A., Fombrun, C.J. and Tichy, N.M. (1984). "A Framework M.A. Devanna (Eds.). *Strategic Human Resource Management*. New York: John Wiley.
- Dietz, G., Wilkinson, A., and Redman, T. (2009). 'Involvement and Participation', in A Wilkinson, N. Bacon, T. Redman, and Snell (eds). *The Sage Handbook of Human Resource Management*. London : Sage , 243-66.
- Eby, L.t., Casper, W.J, Lockwood, A., Bordeaux, B. and Brinley, A. (2005), ' Work and Family research /OB; IO : content analysis and review of the literature (1980-2002), *Journal of Vocational Behaviour*, Vol 6.pp.124-97
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, Vol. 71(3).
- Kyndt Eva, Dochy Filip ,Michielsen Maya, Moeyaert Bastiaan (2008). *Employee Retention: Organisational and Personal Perspectives, Vocations and Learning*.
- Falola H. O., Ibidunni A. S, Olokundun A. M., *Incentives packages and employees' attitudes to work: a study of selected government parastatals in Ogun State, South-West, Nigeria*, *International Journal of Research in Business and Social Science IJRBS*, 2014,3(1), p. 2147-4478.
- Fathi, N. M. Eze, U.C & Goh, G. G.(2011). Key determinant of knowledge sharing in an electronics manufacturing firm in Malaysia. *Library Review*, 53-67.
- Farris, G. F. (2000). Rewards and retention of technical staff. *IEEE International Engineering Management Conference*, 617-619.
- Federation of Malaysian Manufacturers Directory of Malaysian Industries (2012) 43rd Edition, Percetakan Okid Sdn. Bhd.: Petaling Jaya, Malaysia. FMM Salary, Benefits and Employment Conditions.

- FMM Salary, Benefits and Employment Conditions Survey in the Manufacturing Sector for the Year 2009, Percetakan Okid Snd. Bhd.: Petaling Jaya, Malaysia.
- Gaynor., G. H. (1991). *Achieving the competitive edge through integrated technology management*. USA: McGraw-Hill, Inc.
- Gardner, D.G., Van Dyne, L. and Pierce, J.L. (2004) The Effects of Pay Level on Organization-Based Self-Esteem and Performance: A Field Study. *Journal of Occupational and Organizational Psychology*, 77, 307-322.
- Gberevbie D.E.I, *Recruitment and quality academic staff selection: The case study of Covenant University*, *Ife PsycholoGia*, 2006, 14(2), p.118.
- Gerhart B., Rynes O., How important are dispositional factors as determinants of job satisfaction? Implications for job design and other personnel programs, *Journal of Applied Psychology*, 1987, 72, p. 366-373
- Ginzberg. (1951) *Occupational Choice: An Approach to General Theory*. Columbia University Press: New York.
- Guthrie J., *High involvement work practices, turnover, and productivity: evidence from New Zealand*, *Academy of Management Journal*, 2001, 44(1), p. 180-190.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Exploratory Factor Analysis in Multivariate Analysis* (7th ed., pp. 90-151). Pearson Prentice Hal.
- Hasin, H. H. & Omar N.H.(2007). An empirical study on job satisfaction. Job-related stress a and intention to leave among audit staff in public accounting firms in Melaka. *Journal of Financial Reporting & Accounting*, 21-39.
- Hay M. Strategies for survival in the war of talent. *Career Development International*; 2001, 7(1), p 52-55
- Heneman, H.G. & Schwab, D. P.(1985). Pay satisfaction: Its multidimensional nature and measurement. *International Journal of Psychology*, 20, 129-141.
- Hytter, A. (2007). Retention strategies in France and Sweden. *The Irish Journal of Management*, 28(1), 59–79.
- Hiltrop, J. M. (1999). The quest for the best: human resource practices to attract and retain talent. *European Management Journal*, 17(4), 422–430.

- Horwitz, F. M. and Smith D. (1998) 'Flexible work practices and human resource management: a comparison of South African and foreign owned firms'. *International Journal of Human Resource Management*, 9: 4, 590-607.
- Huselid, M. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672.
- Irshad, M. & Afridi, F (2012). "Factors affecting employee retention: evidence from literature" in *Abasyn Journal of Social Sciences*. Vol 4, no 2. Peshawar: Abasyn University, Department of Management Sciences, 307-339.
- Isaac, S., & Michael, W. B. (1995). *Handbook in research and evaluation*. San Diego, CA: Educational and Industrial Testing Services.
- Ivancevich J.M., *Human resource management*, New York. McGraw-Hill/Irwin, 2004, 9.
- Janet, C. L. C., (2004) *The Influence of Human Resource management Practices on the Retention of Core Employee of Australian Organizations: An Empirical Study*. Murdoch University
- Jayasingam, S., Yong, J.R. (2013), Affective commitment among knowledge workers: The role of pay satisfaction and organization career management. *International Journal of Human Resource Management*, 24(20), 3903-3920.
- Johnson, J. S., & Evans, D. A. (2000). Chiral bis (oxazoline) copper (II) complexes: Versatile catalysts for enantioselective cycloaddition, aldol, Michael, and carbonyl reactions. *Accounts of chemical research*, 33(6), 325-335.
- Juhdi, N., Pa'wan, F., Hansaram, R.K. and Othman, N.A. (2011) *HR Practices, Organizational Commitment, and Turnover Intention : A Study on Employees in Klang Valley*, 3<sup>rd</sup> World Multiconference on Applied Economics, Business and Development (AEBD 2011). 1-3 July 2011.
- Kirchmeyer, C. (1992), "Perceptions of non work-to work spillover: challenging the common view of conflict hidden domain relationship", *Basic and Applied Social Psychology*, Vol13, pp.231-49
- Koch, J., & Steers, R. (1978). Job attachment, satisfaction, and turnover among public sector employees. *Journal of Vocational Behavior*, 12(1), 119-128.
- Kyndt Eva, Dochy, Filip, Michielses Maya and et. al, (2008) *Employee Retention : Organizational and Personal Perspectives*.

- Lado, A. A., Wilson, M.C. (1994), Human resource systems and sustained competitive advantage : A Competeny-based perspective. *The Academy of Managment Review*, 19(4), 699-727.
- Lawler, E.E.,Mohrman, S.A.k& Ledford, Jr. G.E. (1995). *Creating high performance organization*. San Fancisco :Jossey-Bass Inc.
- Lawler E.E., *Organizational climate: relationship to organizational structure, process, and performance*, *Organizational Behaviour and Human Performance*, 1996, 11, p. 139-155.
- Ledford, G.E., 1991, “Three Case Studies on Skill-Based Pay,” *Compensation and Benefit Review*, 23 (2), 11–23.
- Lodahl TM, Kejner M. (1965). The definition and measurement of job involvement. *Journal of Applied Psychology*, 49: 24-33.
- Martineau T., Lehman U., Matwa P., Kathyola J., Storey K., *Factors affecting retention of different groups of rural health workers in Malawi and Eastern Cape Province, South Africa*, 2006.
- Mathis, R.L. and Jackson, J.H. (2004) *Human Resource Management*(10<sup>th</sup> ed.). Thomson Learning, Singapore.
- McGrath, J. (1982). Dilemmatics: The study of research choices and dilemmas. In J. M. Joseph E. McGrath, and Richard A. Kulka (Ed.), *Judgment calls in research* (pp. 69-102). Beverly Hills: Saga Publications.
- Mello, J. A (2011).*Strategic Management of Human Resources*. Canada: Nelson Education, Ltd.
- Mobley, W. H. (1982) Intermediate Linkages in the Relationships between Job Satisfaction and Employee Turnover, *Journal of Applied Psychology*, 62(2), 237 -240.
- Mondy, R. W. and Noe, R.M (2005) *Human Resource Management* (9<sup>th</sup> Ed.) Person Education : New Jersey.
- Miller, J.G., and Wheeler, K.G. (1992) Unraveling the Mysteries of Gender Difference in Intentions to Leave the Organization, *Journal of Organizational Behavior*, 13(5), 465-478.
- Milman A., *Hourly employee retention in small and medium attractions: the central Florida example*, *International Journal of Hospitality Management*, 2003, 22(2), p. 17 -35
- Mitchell, T. R., Holtom, B. C. and Lee, T. W. (2001) How to Keep Your Best Employees: Developing an Effective Retention Policy, *Academy of Management Executive*, 15(4),

96–107.

- Miller, N., Erickson, A., & Yust, B. (2001). “Sense of place in the workplace: The relationship between personal objects and job satisfaction and motivation.” *Journal of Interior Design*, 27(1), 35-44.
- Moncarz E., Zhao, J. Kay C., *An exploratory study of US lodging properties' organizational practices on employee turnover and retention*, *International Journal of Contemporary Hospitality Management*, 2009, 21(4) p. 437-458.
- Muchinsky, P.M., & Morrow, P.C. (1980). A multidisciplinary model of voluntary employee turnover. *Journal of Vocational behavior*, 17(3), 263-290.
- Mudor, H., & Tooksoon, P. (2011). Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover. *Journal of Economics and Behavioural Studies*, 2(2), 41-49.
- Namasivayam, K., Miao, L., & Zhao, X. (2006). An investigation of the relationship between compensation practices and firm performance in the us hotel industry. *International Journal of Hospitality Management*, 26, 574-587
- Noe, R.A. (2008) *Employee Training and Development*. McGraw-Hill: New York, NY.
- Nunnally, J.C. and Bernstein, I.H. (1994) *Psychometric theory*. McGraw-Hill: New York, NY.
- Nunnally, J.C. (1978) *Psychometric Theory* (2<sup>nd</sup> Ed.) New York : Mc. Graw-Hill)
- Ogilvie, J. (1986). The role of human resource management practices in predicting organizational commitment. *Group and Organizational Studies*, 11(4), 335- 359
- Osibanjo A.O., Abiodun A.J., Fadugba, A.O., *Executive perception of the impact of flexitime on organizational performance: evidence from the Nigeria Private Sector*, *International Journal of Applied Behavioural Economics, IJABE*, 2012, 1(3), p. 16-27.
- Osterman, P., 1995, “Skill, Training, and Work Organization in American Establish- ments,” *Industrial Relations*, 34, 125–146
- Panoch, A. (2001 May). *The Relationship Between Diversity and Employee Retention*. Master’s Thesis, University of Wisconsin Stout, Menomonie
- Perry, J. (1997). Antecedents of public service motivation. *Journal of Public Administration Research and Theory*, 7(2), 181-197.
- Pfeffer, J. (1994). *Competitive Advantage through People: Unleashing the power of the workforce*. Boston, MA: Harvard Business School Press.

- Pohlen, T. and La Londe, B. (1994). Implementing activity based costing (ABC) in logistics. *Journal of Business Logistics*, 15(2), 1-23.
- Randstad World of Work Report : Talent Strategy.(2013/2014). Retrieved June 18, 2017, from <http://www.bing.com/cr>
- Ramlall, S. (2003). Organizational Application Managing Employee Retention as a Strategy for Increasing Organizational Competitiveness, *Applied H.R. M. Research* , 8(2), 63-72.
- Redman, T. and Mathews, P.B. (1998). Service Quality and Human Resource Management: A Review and Research Agends. *Personnel Review*, 27(1), 57-77.
- Shaw, J., Delery, J. E., Jenkins, D., & Gupta, N. (1998).An organization-level analysis of voluntary and involuntary turnover.*Academy of Management Journal*, 41(5), 511-525
- Sanjeevkumar, V. (2012) A Study on Employee' Intention to Stay in Public Companies in Kedah, Malaysia, *International Journal Business Economics and Management Research*, 2(4), 91-101.
- Shamsudin, F., Subramaniam, C. and Ibrahim, H. (2011) Investigating the Influence of Human Resource Practices on deviant Behavior at Work, *International Journal of Trade, Economics, and Finance*, 2(6), 514-519.
- Spector, P. (1997). *Job satisfaction: Application, assessment, causes and consequences*, Thousand Oaks, CA, Inc (Vol3). Sage Publication.
- Stauss, B., Chojnacki, K., Decker, A., Hoffman, F. (2001)."Retention effects of a customer club", *International Journal of Service Industry Management*, Vol. 12 No.1, pp.7-19.
- Sturman, M. C. (2001). Time and performance: A three-part study examining the relationships of job experience, organizational tenure, and age with job performance (CAHRS Working Paper #01-05). Ithaca, NY: Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies. <http://digitalcommons.ilr.cornell.edu/cahrswp/68>.
- Subramaniam, C., Mohd Shamsudin, F and Ibrahim, H. (2011) Linking Human Resource Practices and Organizational Performance: Evidence from Small and Medium Organizations in Malaysia, *Jurnal Pengurusan*, 32(2011), 27-37.
- Survey in the Manufacturing Sector for the Year 2009, Percetakan Okid Sdn. Bhd.: Petaling Jaya, Malaysia.
- Taylor, C.R. (2002) Focus on Talent, *Training Development*, December 2002, 26-31.

- Taplin, I.M., Winterton, J., Winterton, R., 2003. "Understanding Labour Turnover in a Labour Intensive Industry: Evidence from British Clothing Industry." *Journal of Manage. Stud.* 40:4.
- Trevor, C.O, Barry, G. and Boudreau, J.W. (1997) Voluntary Turnover and Job Performance Curvilinearity and the Moderating Influences of Salary Growth and Promotions, *Journal of Applied Psychology*, 82(1), 44-61.
- Trevor, C. (2001). Interactions among actual ease-of-movement determinants and job satisfaction in the prediction of voluntary turnover. *Academy of Management Journal*, 44(4), 621-639.
- Uysal, G. (2012). For the development of effective HRM systems: inter-relationships between HRM practices using correlation analysis. *World Review of Entrepreneurship, Management and Sustainable Development*, 8(1), 1-12.
- Vandenberg R.J and Nelson J.B (1999) Disaggregating the Motives Underlying Turnover Intentions : When Do Intentions Predict Turnover Behavior? *Human Relations*, 52(10), 1313-1336.
- Vandenberg, R.J., Richardson, H.A., & Eastman, L. J. (September 1999). The impact of high involvement work processes on organizational effectiveness: A second-order latent variable approach. *Group & Organization Management*, (24). 3, 300-339.
- Walsh K., Taylor M., *Developing in-house careers and retaining management talent*, Cornell Hotel and Restaurant Administration Quarterly, 2007, 48(2), p. 163-182.
- Werner A., *Motivation in human resource management*, Cape Town: Oxford University Press, 2001, p. 587.
- Wells, M., & Thelen, L. (2002) "What does your workspace say about you? The influence of personality, status and workspace on personalization." *Environment and Behavior*, 3: 300-321.
- Whitener, E. M. (2001). Do "high commitment" human resource practices affect employee commitment? A cross-level analysis using hierarchical linear modeling. *Journal of Management*, 27, 515-535.
- Wright, P., & Gary, M. (1992). Theoretical perspectives for strategic human resource management. *Journal of Management*, 18(2), 295-320.
- Workforce Planning for Wisconsin State Government.(2005). Employee retention. Retrieved July 1, 2010.



World at Work (2000). Total Rewards: From strategy to implementation. World at Work, Scottsdale, AZ.

Wong, C.-S., Wong, Y.-t., Hui, C., & Law, K. (2001). The significant role of chinese employees' organizational commitment: Implications for managing employees in chinese societies. *Journal of World Business*, 36(3), 326-340.

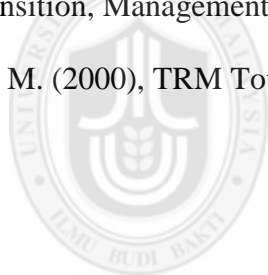
Yesufu, T. M. (1984). *The dynamics of industrial relations: The Nigeria experience*. Ibadan: University Press Limited.

Zhang, Y.J. and Chen J.C. (2010), Motivational Mechanism Research of On-the-Job Embeddedness Effects on Intentions to Stay. Economics and Management School Beijing Forestry University.

Zhang. Z & Sharifi, H. (2000). A methodology for achieving agility in manufacturing organizations. *Internal Journal of Operations & Production Management*, Vol.20 No. 4, pp 495-51

Zheng, Y. and Kleiner, B.H. (2001) Developments Concerning Career Development and Transition, *Management Research News*, 24(3/4), 33-4.

Zineldin, M. (2000), TRM Total Relationship Management, Student litterateur, Lund.





## **A STUDY ON EMPLOYEE RETENTION**

DEAR PARTICIPANT,

THANK YOU FOR AGREEING TO PARTICIPATE IN THIS RESEARCH.

I AM A MASTER STUDENT OF THE UNIVERSITI UTARA MALAYSIA, KEDAH. I AM CURRENTLY CONDUCTING A RESEARCH ON EMPLOYEE RETENTION AMONG EMPLOYEES IN MANUFACTURING INDUSTRY IN THE NORTHERN REGION OF PENINSULAR MALAYSIA. THEREFORE, I WOULD APPRECIATE IF YOU COULD ANSWER ALL OF THE QUESTIONS IN THE SURVEY. YOUR RESPONSES WILL INFLUENCE THE ACCURACY AND SUCCESS OF THE RESEARCH. IT WILL TAKE LESS THAN 10 MINUTES TO COMPLETE THE QUESTIONNAIRE. PLEASE NOTE THAT RESPONSES GATHERED WILL BE TREATED AS CONFIDENTIAL AND WILL BE USED FOR ACADEMIC PURPOSES ONLY.

IF YOU HAVE ANY QUESTIONS REGARDING THIS RESEARCH, YOU MAY FORWARD THEM TO ME AT THE FOLLOWING EMAIL ADDRESS: [shaliza2200@gmail.com](mailto:shaliza2200@gmail.com)

THANK YOU FOR YOUR TIME AND COOPERATION IN ANSWERING THIS QUESTIONNAIRE.

SINCERELY,

SHALIZA SAMSUDIN  
POST GRADUATE STUDENT  
MASTER OF HUMAN RESOURCE MANAGEMENT  
UNIVERSITI UTARA MALAYSIA (UUM)  
EMAIL : [SHALIZA2200@GMAIL.COM](mailto:shaliza2200@gmail.com)



## KAJIAN TERHADAP PENGEKALAN PEKERJA

TUAN/PUAN,

TERIMA KASIH KERANA SUDI MENYERTAI KAJIAN INI.

SAYA MERUPAKAN PELAJAR IJAZAH SARJANA DARI UNIVERSITI UTARA MALAYSIA, KEDAH. SAYA SEDANG MENYELUSURI KAJIAN TENTANG PENGEKALAN PEKERJA DALAM INDUSTRI PEMBUATAN DI UTARA SEMENANJANG. SEHUBUNGAN ITU, SAYA AMAT MENGHARGAI JIKA TUAN/PUAN DAPAT MENJAWAB SEMUA SOALAN DAN PERTANYAAN. MEMANDANGKAN MAKLUMAT YANG DIBERI OLEH TUAN/PUAN AKAN MEMPENGARUHI KEPADA KEJAYAAN KAJIAN INI. UNTUK MAKLUMAN, KAJIAN INI AKAN MENGAMBIL MASA DALAM 15 MINIT. JIKA TUAN/PUAN ADALAH DIANGGAP SULIT DAN SEMUA MAKLUMBALAS YANG DIPEROLEHI AKAN DIGUNAKAN UNTUK TUJUAN AKADEMIK SAHAJA.

JIKA TERDAPAT SEBARANG PERTANYAAN BERKAITAN KAJIAN INI, TUAN/PUAN BOLEH MENGHUBUNGI SAYA MELALUI MAKLUMAT YANG TERTERA.

TERIMA KASIH DI ATAS MASA DAN KERJASAMA YANG DIBERIKAN OLEH PIHAK TUAN/PUAN DALAM MELAKSANAKAN KAJIAN INI.

YANG BENAR,

SHALIZA SAMSUDIN  
PELAJAR PASCA SISWAZAH  
IJAZAH SARJANA PENGURUSAN SUMBER MANUSIA  
UNIVERSITI UTARA MALAYSIA (UUM)  
EMAIL : [SHALIZA2200@GMAIL.COM](mailto:SHALIZA2200@GMAIL.COM)

**SECTION 1**  
**BAHAGIAN 1**

**INSTRUCTION: WITH REFERENCE TO THE CURRENT ORGANIZATION THAT YOU ARE WORKING FOR, PLEASE INDICATE THE LEVEL OF AGREEMENT TO THE FOLLOWING STATEMENT BY CIRCLING THE APPROPRIATE NUMBER IN THE SCALE.**

**ARAHAN: Merujuk kepada organisasi yang anda bekerja sekarang, sila nyatakan tahap persetujuan anda terhadap kenyataan di bawah dengan membulatkan nombor yang bersesuaian dalam skala yang diberikan.**

No. Bil.		Strongly disagree Sangat Tidak Setuju	Disagree Tidak Setuju	Moderate Sederhana	Agree Setuju	Strongly agree Sangat Setuju
1.	THIS ORGANIZATION TREATS ME WITH RESPECT AND ATTENTION. <i>Organisasi ini melayan saya dengan rasa hormat dan prihatin.</i>		2	3	4	5
2.	THIS ORGANIZATION IS CONCERNED WITH MY WELL-BEING. 1 <i>Organisasi ini mengambil berat tentang kesejahteraan saya.</i>		2	3	4	5
3.	THERE IS AN ENVIRONMENT OF UNDERSTANDING AND CONFIDENCE WITHIN MANAGERS AND EMPLOYEES IN THIS ORGANIZATION. <i>Terdapat persefahaman dan keyakinan di antara pengurus dan pekerja dalam organisasi ini.</i>		2	3	4	5
4.	THIS ORGANIZATION RECOGNIZES THE WORK I DO AND THE RESULTS I ACHIEVE (E.G. THROUGH ORAL COMPLIMENTS, ARTICLES IN CORPORATE BULLETINS, ETC.) <i>Organisasi ini mengiktiraf kerja yang saya lakukan serta hasil kerja yang telah saya capai (contohnya melalui pujian lisan, artikel dalam buletin korporat, dan lain-lain).</i>		2	3	4	5
5.	THIS ORGANIZATION FAVORS AUTONOMY IN DOING TASKS AND MAKING DECISIONS. <i>Organisasi ini mengutamakan autonomi atau kebebasan dalam melakukan tugas-tugas dan membuat keputusan.</i>		2	3	4	5
6.	THIS ORGANIZATION SEEKS TO MEET MY NEEDS AND PROFESSIONAL EXPECTATIONS. <i>Organisasi ini berusaha untuk memenuhi keperluan dan jangkaan professional saya.</i>		2	3	4	5

**INSTRUCTION: WITH REFERENCE TO THE CURRENT ORGANIZATION THAT YOU PLEASE INDICATE THE LEVEL OF AGREEMENT TO THE FOLLOWING STATEMENT BY CIRCLING THE APPROPRIATE NUMBER IN THE SCALE**

**ARAHAN: Merujuk kepada organisasi semasa anda, sila nyatakan tahap persetujuan anda terhadap kenyataan di bawah dengan membulatkan nombor yang bersesuaian dalam skala yang diberikan.**

No. Bil.		Strongly disagree Sangat Tidak Setuju	Disagree Tidak Setuju	Moderate Sederhana	Agree Setuju	Strongly agree Sangat Setuju
7.	<p>IN THIS ORGANIZATION, EMPLOYEES AND THEIR MANAGERS EXCHANGE CONSTANT EXCHANGE OF INFORMATION IN ORDER TO PERFORM THEIR DUTIES PROPERLY.</p> <p><i>Dalam organisasi ini, pekerja dan pengurus gemar bertukar-tukar maklumat dalam melaksanakan tugas mereka dengan lebih baik.</i></p>		2	3	4	5
8.	<p>THIS ORGANIZATION ENCOURAGES MY PARTICIPATION IN DECISION MAKING AND PROBLEM-SOLVING.</p> <p><i>Organisasi ini menggalakkan penglibatan saya dalam pembuatan keputusan dan penyelesaian masalah.</i></p>		2	3	4	5
9.	<p>THERE IS AN ENVIRONMENT OF TRUST AND COOPERATION AMONG COLLEAGUES IN THIS ORGANIZATION.</p> <p><i>Terdapat persekitaran saling mempercayai dan kerjasama di antara rakan sekerja dalam organisasi ini.</i></p>		2	3	4	5
10.	<p>THIS ORGANIZATION ENCOURAGES INTERACTION AMONG ITS EMPLOYEES (FOR INSTANCE THROUGH SOCIAL GATHERING, SOCIAL EVENTS, SPORTS EVENT, ETC.)</p> <p><i>Organisasi ini menggalakkan interaksi di antara para pekerja. (contohnya melalui majlis sosial, acara sosial, acara sukan, dan sebagainya)</i></p>		2	3	4	5
11.	<p>THIS ORGANIZATION FOLLOWS UP ON THE ADAPTATION OF EMPLOYEES TO THEIR FUNCTIONS.</p> <p><i>Organisasi ini mengambil tahu tentang penyesuaian pekerja dengan fungsi pekerjaan mereka.</i></p>		2	3	4	5
12.	<p>THERE IS A CONSISTENCY BETWEEN DISCOURSE AND MANAGEMENT PRACTICE IN THIS ORGANIZATION.</p> <p><i>Terdapat konsistensi di antara wacana dan amalan pengurusan dalam organisasi ini.</i></p>		2	3	4	5

**INSTRUCTION: WITH REFERENCE TO THE CURRENT ORGANIZATION THAT YOU ARE WORKING, THE LEVEL OF AGREEMENT TO THE FOLLOWING STATEMENT BY CIRCLING THE APPROPRIATE NUMBER IN THE SCALE**

**ARAHAN: Merujuk kepada organisasi semasa anda, sila nyatakan tahap persetujuan anda terhadap kenyataan di bawah dengan membulatkan nombor yang bersesuaian dalam skala yang diberikan.**

No. Bil.		Strongly disagree Sangat Tidak Setuju	Disagree Tidak Setuju	Moderate Sederhana	Agree Setuju	Strongly agree Sangat Setuju
1.	THIS ORGANIZATION PROVIDES BASIC BENEFITS (CAR, HEALTH, TRANSPORTATION ASSISTANCE, FOOD AID, ETC.) <i>Organisasi ini menyediakan faedah-faedah asas (contohnya perubatan, kemudahan pengangkutan, bantuan makan, dan sebagainya)</i>		2	3	4	5
2.	THIS ORGANIZATION HAS PROGRAMS OR PROCESSES THAT HELP EMPLOYEE COPE WITH INCIDENTS AND PREVENT WORKPLACE ACCIDENTS. <i>Organisasi ini mempunyai program atau proses yang dapat membantu pekerja menghadapi insiden dan mencegah kemalangan di tempat kerja.</i>		2	3	4	5
3.	THIS ORGANIZATION CONCERNED WITH THE SAFETY OF THEIR EMPLOYEES BY HAVING ACCESS CONTROL OF PEOPLE WHO ENTER THE COMPANY BUILDING. <i>Organisasi ini mengambil berat soal keselamatan pekerja dengan mempunyai kawalan terhadap akses bagi orang yang masuk ke dalam bangunan syarikat.</i>		2	3	4	5
4.	THIS ORGANIZATION PROVIDES ADDITIONAL BENEFITS (E.G. MEMBERSHIP IN GYMS, COUNTRY CLUBS, AND OTHER ESTABLISHMENTS, ETC.) <i>Organisasi ini menyediakan faedah tambahan (contohnya keahlian gim, kelab and lain-lain)</i>		2	3	4	5
5.	THE FACILITIES AND PHYSICAL CONDITIONS (LIGHTING, VIBRATION, NOISE AND TEMPERATURE) IN THIS ORGANIZATION ARE ERGONOMIC, COMFORTABLE AND APPROPRIATE. <i>Kemudahan dan keadaan fizikal (pencahayaan, pengudaraan, bising dan suhu ) dalam organisasi ini adalah ergonomik, selesa dan bersesuaian.</i>		2	3	4	5
6.	THIS ORGANIZATION IS CONCERNED WITH MY HEALTH AND QUALITY OF LIFE. <i>Organisasi ini mengambil berat tentang kesihatan dan kualiti kehidupan saya.</i>		2	3	4	5

**INSTRUCTION: WITH REFERENCE TO THE PRACTICES IN THE ORGANIZATION THAT YOU ARE , PLEASE INDICATE THE LEVEL OF AGREEMENT TO THE FOLLOWING STATEMENT BY CIRCLING THE APPROPRIATE NUMBER.**

**ARAHAN: Merujuk kepada amalan dalam organisasi yang anda bekerja sekarang, sila nyatakan tahap persetujuan anda terhadap kenyataan di bawah dengan membulatkan nombor yang bersesuaian dalam skala yang diberikan.**

No. Bil.		Strongly disagree Sangat Tidak Setuju	Disagree Tidak Setuju	Moderate Sederhana	Agree Setuju	Strongly agree Sangat Setuju
1.	I GET INCENTIVES SUCH AS PROMOTIONS, COMMISSIONED FUNCTIONS, AWARDS, BONUSES. <i>Saya menerima insentif seperti kenaikan, komisen, anugerah, dan bonus.</i>		2	3	4	5
2.	MY SALARY IS INFLUENCED BY MY RESULTS. <i>Gaji saya dipengaruhi oleh hasil kerja saya.</i>	1	2	3	4	5
3.	THIS ORGANIZATION OFFERS ME A SALARY THAT IS COMPATIBLE WITH MY SKILLS, TRAINING AND EDUCATION. <i>Organisasi ini menawarkan gaji yang setimpal dengan kemahiran, latihan, dan kelulusan akademik saya.</i>		2	3	4	5
4.	THIS ORGANIZATION REMUNERATES ME ACCORDING TO REMUNERATION OFFERED AT EITHER THE PUBLIC OR PRIVATE MARKETPLACE LEVELS. <i>Oganisasi ini membayar saya berdasarkan aras gaji yang ditawarkan dalam sektor swasta atau sektor awam.</i>		2	3	4	5
5.	THIS ORGANIZATION CONSIDERS THE EXPECTATIONS AND SUGGESTIONS OF ITS EMPLOYEES WHEN DESIGNING A SYSTEM OF EMPLOYEE REWARDS. <i>Organisasi ini mengambilkira jangkaan dan cadangan dari pekerja dalam merekabentuk sistem ganjaran pekerja.</i>		2	3	4	5

**INSTRUCTION: WITH REFERENCE TO YOURSELF, INDICATE THE LEVEL OF AGREEMENT TO THE FOLLOWING STATEMENTS BY CIRCLING THE APPROPRIATE NUMBER IN THE SCALE GIVEN**

**ARAHAN: Merujuk kepada diri anda, sila nyatakan tahap persetujuan anda terhadap kenyataan di bawah dengan membulatkan nombor yang bersesuaian dalam skala yang diberikan.**

No. Bil.		Strongly disagree Sangat Tidak Setuju	Disagree Tidak Setuju	Moderate Sederhana	Agree Setuju	Strongly agree Sangat Setuju
1.	I AM PLANNING ON WORKING FOR ANOTHER COMPANY WITHIN PERIOD OF THREE YEARS. <i>Saya bercadang untuk bekerja dengan organisasi lain dalam tempoh masa tiga tahun lagi.</i>		2	3	4	5
2.	WITHIN THIS COMPANY, MY WORK GIVES ME SATISFACTION. <i>Pekerjaan saya dalam organisasi ini memberi kepuasan.</i>		2	3	4	5
3.	IF I WANTED TO DO ANOTHER JOB OR FUNCTION, I WOULD TAKE IT FIRST AT THE POSSIBILITIES WITHIN THIS COMPANY. <i>Sekiranya saya ingin melakukan pekerjaan atau fungsi yang lain, saya akan mencari peluang dalam organisasi ini terlebih dahulu.</i>		2	3	4	5
4.	I SEE A FUTURE FOR MYSELF WITHIN THIS COMPANY. <i>Saya dapat melihat masa depan saya dalam organisasi ini.</i>	1	2	3	4	5
5.	IT DOESN'T MATTER IF I'M WORKING FOR THIS COMPANY OR ANOTHER, AS LONG AS I HAVE WORK. <i>Saya tidak kisah samada saya bekerja dalam organisasi ini atau organisasi lain, asalkan saya mempunyai pekerjaan.</i>		2	3	4	5
6.	IF IT WERE UP TO ME, I WILL DEFINITELY BE WORKING FOR THIS COMPANY FOR THE NEXT FIVE YEARS. <i>Jika diberi peluang, saya pasti akan terus bekerja untuk organisasi ini untuk lima tahun lagi.</i>		2	3	4	5
7.	IF I COULD START OVER AGAIN, I WOULD CHOOSE TO WORK ANOTHER COMPANY. <i>Sekiranya dapat saya ulangi, saya akan memilih untuk bekerja dalam organisasi lain.</i>		2	3	4	5
8.	IF I RECEIVE AN ATTRACTIVE JOB OFFER FROM ANOTHER COMPANY, I WOULD TAKE THE JOB. <i>Sekiranya saya ditawarkan peluang pekerjaan yang menarik dari organisasi lain, saya akan menerima pekerjaan tersebut.</i>		2	3	4	5



9.	THE WORK I'M DOING IS VERY IMPORTANT TO ME. <i>Pekerjaan yang saya lakukan amat penting untuk saya.</i>	1	2	3	4	5
10.	I LOVE WORKING FOR THIS COMPANY. <i>Saya suka bekerja di organisasi ini.</i>	1	2	3	4	5
11.	I HAVE CHECKED OUT A JOB IN ANOTHER PREVIOUSLY. <i>Saya pernah mencari pekerjaan di organisasi lain sebelum ini.</i>	COMPANY	2	3	4	5

## SECTION 2 BAHAGIAN 2

THIS PART CONTAINS A FEW DEMOGRAPHIC INFORMATION PERTAINING TO YOURSELF. PLEASE TICK RESPONSES FOR ALL QUESTIONS OR WRITE YOUR RESPONSE IN THE SPACE PROVIDED.

*Bahagian ini mengandungi maklumat demografik berkenaan dengan diri anda. Sila tandakan (✓) pada jawapan untuk semua soalan atau tuliskan jawapan anda dalam ruangan yang disediakan.*

1) GENDER / *Jantina* :

- ( ) MALE *Lelaki*  
( ) FEMALE *Wanita*

2) AGE / *Umur* :

- ( ) 20-25 YEARS OLD *20-25 tahun*  
( ) 26-30 YEARS OLD *26-30 tahun*  
( ) 31-35 YEARS OLD *31-35 tahun*  
( ) 36-40 YEARS OLD *36-40 tahun*  
( ) ABOVE 40 YEARS OLD *40 tahun ke atas*

3) MARITAL STATUS / *Perkahwinan* :

- ( ) SINGLE *Bujang*  
( ) MARRIED *Berkahwin*  
( ) DIVORCED *Berceraai*  
( ) WIDOWED *Balu*

4) DEPARTMENT/ Jabatan:

- ( ) HUMAN RESOURCES / Sumber Manusia ( ) EHS / EHS  
( ) FINANCE AND ACCOUNTING / KEWANGAN DAN AKAUN ( ) OPERATIONS /  
( ) PURCHASING & PROCUREMENT / PEMBELIAN & PEROLEHAN / QUALITY /  
( ) INFORMATION TECHNOLOGY / Teknologi ( ) PROGRAM / Program  
( ) ENGINEERING / Kejuruteraan ( ) OTHERS / Please specify/  
( ) PLANNING / Perancangan Lain-Lain, sila nyatakan
- 

5) POSITION/ Jawatan :

- ( ) EXECUTIVE / Eksekutif  
( ) NON-EXECUTIVE / Bukan Eksekutif

6) LEVEL OF EDUCATION/ TAHAP PENDIDIKAN :

- ( ) SPM  
( ) STPM  
( ) CERTIFICATE / Sijil  
( ) DIPLOMA / Diploma  
( ) BACHELOR DEGREE / Ijazah Sarjana Muda  
( ) MASTER / Ijazah Muda  
( ) OTHERS / Lain-Lain ,  
PLEASE INDICATE / Sila nyatakan \_\_\_\_\_

7) MONTHLY INCOME/ Pendapatan Bulanan :

- ( ) LESS THAN / Kurang dari RM1, 000  
( ) RM1, 000 – RM3, 000  
( ) RM3, 001 – RM5, 000  
( ) ABOVE RM5, 000 / Lebih daripada RM5, 000

8) Work Experience / Pengalaman Kerja :

- ( ) LESS THAN 3 YEARS / Kurang dari 3 YEARS  
( ) 4 – 7 YEARS / 4 - Tahun  
( ) ABOVE 7 YEARS / Lebih 7 tahun

**THANK YOU FOR SPARING YOUR VALUABLE TIME TO COMPLETE THIS SURVEY**  
**Terima kasih kerana sudi untuk meluangkan masa untuk melengkapkan kaji selidik ini.**

## Appendix B : SPSS Outputs

### RELIABILITY TEST FOR ACTUAL STUDY

#### Employee Retention

##### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.832	.838	9

#### Employee Involvement

##### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.908	.908	8

#### Work Condition

##### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.785	.801	4

#### Compensation & Benefits

##### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.896	.897	4

EXPLORATORY FACTOR ANALYSIS

**Rotated Component Matrix<sup>a</sup>**

	Component			
	1	2	3	4
IVEI1			.808	.312
IVEI2			.770	.341
IVEI3		.411	.593	.313
IVEI4	.494	.412	.567	
IVEI5		.395	.657	
IVEI6	.362	.385	.683	
IVEI7		.723	.309	
IVEI8		.784		
IVEI9		.628		
IVEI10		.679		
IVEI11	.358	.541	.376	
IVEI12	.493	.581	.327	
IVWC 1				.764
IVWC 2				.773
IVWC 3			.392	.761
IVWC 4	.732			
IVWC 5	.361	.443		.392
IVWC 6	.527	.352		.391
IVCR1	.516			.564
IVCR2	.723		.309	
IVCR3	.736		.339	
IVCR4	.736	.326		
IVCR5	.739			

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser

Normalization.

a. Rotation converged in 8 iterations.

**Rotated Component Matrix<sup>a</sup>**

	Component		
	1	2	3
IVEI1	.665		.433
IVEI2	.643		.444
IVEI5	.753		
IVEI6	.704	.378	
IVEI7	.734		
IVEI8	.773		
IVEI9	.601	.353	.302
IVEI10	.590		
IVWC 1		.324	.822
IVWC 2			.796
IVWC 3	.415		.788
IVWC 4		.747	
IVCR2	.349	.742	
IVCR3	.383	.772	
IVCR4		.773	
IVCR5		.760	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

	Component	
	1	2
DV1		.752
DV2	.760	
DV3	.795	
DV4	.826	
DV5	.356	.658
DV6	.782	
DV7		.767
DV8		.800
DV9	.563	
DV10	.846	
DV11		.738

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

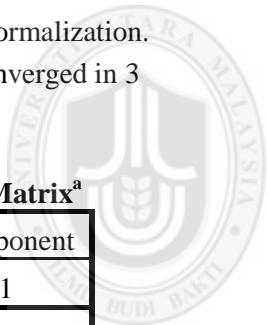
a. Rotation converged in 3 iterations.

**Component Matrix<sup>a</sup>**

	Component
	1
DV1	
DV2	.823
DV3	.746
DV4	.868
DV5	
DV6	.733
DV7	.442
DV8	.443
DV9	.492
DV10	.880
DV11	.408

Extraction Method: Principal Component Analysis.

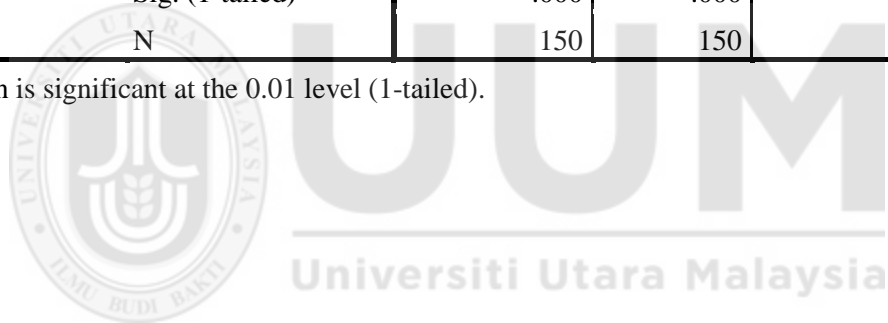
a. 1 components extracted.



## PEARSON CORRELATION

		Correlations			
		EmployeeInvo lvement	WorkCond	Compensation Benefits	EmployeeRete ntion
EmployeeInvolvement	Pearson Correlation	1	.686**	.702**	.659**
	Sig. (1-tailed)		.000	.000	.000
	N	150	150	150	150
WorkCond	Pearson Correlation	.686**	1	.677**	.570**
	Sig. (1-tailed)	.000		.000	.000
	N	150	150	150	150
CompensationBenefits	Pearson Correlation	.702**	.677**	1	.632**
	Sig. (1-tailed)	.000	.000		.000
	N	150	150	150	150
EmployeeRetention	Pearson Correlation	.659**	.570**	.632**	1
	Sig. (1-tailed)	.000	.000	.000	
	N	150	150	150	150

\*\* . Correlation is significant at the 0.01 level (1-tailed).



## REGRESSION ANALYSIS

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705 <sup>a</sup>	.497	.487	.46326

a. Predictors: (Constant), CompensationBenefits, WorkCond, EmployeeInvolvement

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.939	3	10.313	48.055	.000 <sup>b</sup>
	Residual	31.333	146	.215		
	Total	62.273	149			

a. Dependent Variable: EmployeeRetention

b. Predictors: (Constant), CompensationBenefits, WorkCond, EmployeeInvolvement

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

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Beta	Lower Bound
1	(Constant)	.642	.217	2.964	.004	.214	1.071
	EmployeeInvolvement	.376	.090	.378	.000	.199	.554
	WorkCond	.107	.080	.116	1.328	-.052	.265
	CompensationBenefits	.224	.069	.288	3.233	.087	.361

a. Dependent Variable: EmployeeRetention