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**THE RELATIONSHIP BETWEEN TRAINING AND DEVELOPMENT,
COMPENSATION AND BENEFITS, WORKING ENVIRONMENT AND
RETENTION AMONG GEN Y: A STUDY IN MALAYSIAN MANUFACTURING
COMPANIES**



By
CHANDRAKALAA GOVINDHASAMY

UUM
Universiti Utara Malaysia

**Thesis Submitted to
School of Business Management (SBM)
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In Partial Fulfillment of the Requirement for the
Master of Human Resource Management (MHRM)**



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**THE RELATIONSHIP BETWEEN TRAINING AND DEVELOPMENT, COMPENSATION AND BENEFITS,
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ABSTRACT

The purpose of this study is to examine the relationship between training and development, compensation and benefits, working environment and retention among Gen Y in Malaysian manufacturing companies. Data was collected from 113 respondents from ten manufacturing companies located in Seri Kembangan, Selangor by using questionnaire. Regression analysis was applied to test the hypotheses. The result showed that training and development, compensation and benefits and working environment are the factors influencing retaining Gen Y in manufacturing companies. Finally, discussion, limitation of the study, recommendation and conclusion also were discussed in order to create platform for future researcher to enhance this study. In the nutshell, it was proven that training and development, compensation and benefits and working environment contributed in retaining Gen Y in Malaysian manufacturing companies.

Keywords: Employee retention, training and development, compensation and benefits, working environment, Gen Y



ABSTRAK

Tujuan kajian ini dijalankan untuk mengenal pasti hubungan antara latihan dan pembangunan, pampasan dan faedah, persekitaran kerja dengan pengekalan generasi Y di industri-industri perkilangan di Malaysia. Data dikutip daripada 113 responden yang bekerja di beberapa industri perkilangan di Seri Kembangan, negeri Selangor dengan menggunakan soal selidik. Analisis regresi telah digunakan untuk menguji hipotesis. Secara keseluruhannya, dapatan kajian menunjukkan bahawa latihan dan pembangunan, pampasan dan faedah, persekitaran kerja mempengaruhi pengekalan generasi Y di industri-industri perkilangan di Malaysia. Didalam kajian ini juga, perbincangan, limitasi kajian, cadangan dan kesimpulan juga telah dibincangkan dengan bertujuan untuk mewujudkan satu platform kepada para penyelidik masa hadapan untuk meningkatkan kajian ini. Kesimpulannya, telah dibukti bahawa latihan dan pembangunan, pampasan dan faedah, persekitaran kerja yang menyumbang dalam mengekalkan generasi Y di industri-industri perkilangan di Malaysia.

Kata kunci: Pengekalan pekerja, latihan dan pembangunan, pampasan dan faedah, persekitaran kerja, generasi Y



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CHAPTER 1

INTRODUCTION

This chapter provides an overview of the research background, problem statement, research question, research objectives, significance of research, scope of study, and the definition of terms of independent variable and dependent variables used in this study.

1.1 Background of Study

Retaining employees in the organization for as long as possible is one of the recruitment objectives. Employee retention refers to the capability and ability of an organization to maintain its employees remaining in their organization for a long period of time. Nowadays increase of employee turnover rate become major problem for organization to handle. Therefore, implementing retention process identified as a solution to minimize the turnover rate within organization. Employee retention is a process of various practices and policies implemented by employer which encourage employees to stick to an organization for the maximum period of time or until the completion of the project.

Maintain employee satisfaction at all level and decreased turnover rate of an organization is an overall goal of a retention process. Retention of employees has become a primary concern for an organization nowadays especially when perpetuity of an employee will provide a good image for attracting and retaining others employees (Mathis & Jackson, 2003). According to Miller (2006), employee retention is important because the effect that turnover has on employees moral, which subsequently influence the company performance in terms of customer service and satisfaction. Employees today are different from other cohort such as Baby Boomer and Gen X.

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APPENDICES

Survey Questionnaire



THE RELATIONSHIP BETWEEN TRAINING AND DEVELOPMENT, COMPENSATION AND BENEFITS, WORKING ENVIRONMENT AND RETENTION AMONG GEN Y: A STUDY IN MALAYSIAN MANUFACTURING COMPANIES

Dear Respondent,

I am a postgraduate student at The Universiti Utara Malaysia. As part of my Master of Human Resource Management Thesis, I am conducting a study on examining the relationship between training and development, compensation and benefits, working environment and retaining Gen Y (born between 1980 to 2000) in Malaysian Manufacturing companies.

This questionnaire will take no longer than 10 minutes to complete. All responses are anonymous. The data collected will be treated with strict confidence and will be used for the purpose of this study only. Hence I will appreciate it very much if you answer the questions as honestly as possible because the success of my research depends heavily on the accuracy of the results.

If you have any questions with regards to this questionnaire, feel free to contact me at cchandrakalaa@yahoo.com.

I sincerely thank you for the valuable time you took to fill out this questionnaire.

Yours Truthfully,

Cchandrakalaa

Universiti Utara Malaysia

Section A: Respondent's Profile

Please tick the appropriate box for each question.

1. Gender

- Male
- Female

2. Race

- Malay
- Chinese
- Indian
- Others:

3. Year of Birth:

4. Marital Status

- Single
- Married
- Other:

5. Highest education achievement

- Secondary / High School
- Diploma
- Undergraduate / Bachelor Degree
- Post Graduate
- Other:



6. Length of services

- Less than 1 year
- 1-3 years
- More than 3 years

7. Employment Category

- Executive
- Non-Executive

8. Monthly Income

- Less than RM 2,000.00
- RM 2,001.00 – RM 3,000.00
- More than RM 3,001.00

Section B: HR Practices that influences in Retaining Generation Y

Please answer the following question using the scale shown below.

Part A: Training and Development

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I have been provided training from company for my next promotion.	●	●	●	●	●
2. I have been equipped with training that need to do my job well.	●	●	●	●	●

3. I have opportunities to learn and grow in this company.	●	●	●	●	●
4. Company creates the platform for me to execute my knowledge	●	●	●	●	●
5. I have been sent to training which is related to my job	●	●	●	●	●

Part B: Compensation and Benefits

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I received recognition for my achievement.	●	●	●	●	●
2. The salary I receive encouraged me to do a better job.	●	●	●	●	●
3. Incentives such as bonuses motivate me to do more than that is required	●	●	●	●	●
4. The fringe benefits offered by this organization attractive	●	●	●	●	●
5. In general, my salary is the same / similar as the salary of my colleague holding equivalent position as I am	●	●	●	●	●

Part C: Working Environment

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My organization represents a caring culture environment for employees	●	●	●	●	●
2. My organization provides a comfortable working environment for employees.	●	●	●	●	●
3. My organization provides a lot of security and flexible work schedule.	●	●	●	●	●
4. My organization creates a fun work environment for employees.	●	●	●	●	●
5. Overall, my organization is a harmonious place to work.	●	●	●	●	●
6. My organization offers a work life balance environment for employees.	●	●	●	●	●

Section C: Employee Retention

Please answer the following question using the scale shown below.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. If I were given choice, I would prefer to continue working in this organization as long as possible.	●	●	●	●	●
2. I will return to work here in the future if I have to quit my job due to unpredictable circumstances.		●	●	●	●
3. I intend to remain working in this organization.	●	●	●	●	●
4. I often think of leaving the organization	●	●	●	●	●

Additional comments on HR practices that influence to retain in this organization. (if any)

THANK YOU!