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**EXAMINING THE MEDIATING ROLE OF EMPLOYEE JOB ENGAGEMENT  
ON EMPLOYEE RETENTION AMONG GEN Y IN MALAYSIAN  
MANUFACTURING SECTORS**

**By**

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## ABSTRACT

In today's emerging competitive business environment, employees play a vital role for the organisation to achieve success. The purpose of this study is to examine the direct influence of compensation, human resource development, work-life balance and person-job fit on employee retention with employee job engagement being the mediating variable. Gen Y was chosen as the focus group in this study. Moreover, the quantitative method was used to test the relationships. A survey was carried out among employees of the manufacturing sectors across three states (Selangor, Johor and Penang) in Malaysia with a total of 966 sets returned and utilized for data analysis. Structural Equation Modelling technique was used to test the conceptual framework by adopting the Partial Least Square approach. The results analysis reveals that compensation, human resource development and person-job fit are positively found to influence employee retention. However, work-life balance has an insignificant influence on employee retention. Meanwhile, all the independent constructs show significant results when mediated by employee job engagement towards employee retention. For the implications, various stakeholders such as employers, employees and policy makers from the manufacturing sectors could utilize the effective practices to satisfy and retain their employees (Gen Y) in order to increase their competitiveness. Besides that, limitation and recommendations for future researches are also discussed. In future, a comparison study between manufacturing sectors and service sectors is recommended. The comparison on the two largest sectors could provide a better understanding on the desire and needs of the Gen Y. Thus, the results could help to increase the employee retention rate within the organisations.

**Keywords:** Employee Retention, Employee Job Engagement, Compensation, Human Resource Development, Work-life Balance, Person-job Fit.



## ABSTRAK

Dalam dunia perniagaan yang pesat membangun pada masa kini, pekerja merupakan faktor utama bagi kejayaan sesebuah organisasi. Tujuan kajian ini adalah menyelidikan pengaruh pampasan, pembangunan sumber manusia, keseimbangan kerja dan kesepadanan individu-kerja dengan pengekalan pekerja. Di samping itu, kajian ini juga meneliti sama ada faktor penglibatan pekerjaan pekerja adalah sebagai pengantara dalam kajian ini. Generasi Y (Gen Y) dipilih sebagai tumpuan kajian dan kaedah kuantitatif digunakan untuk menguji hubungan antara pembolehubah. Kajian dijalankan dalam kalangan pekerja sektor pembuatan di tiga buah negeri dalam Malaysia iaitu Selangor, Johor dan Pulau Pinang. Sebanyak 996 set soal selidik dikembalikan dan digunakan untuk analisis data. Teknik Pemodelan Persamaan Berstruktur digunakan untuk menguji kerangka konseptual dengan menggunakan pendekatan Kuasa Dua Terkecil Separa. Keputusan kajian menunjukkan bahawa terdapat pengaruh positif antara faktor pampasan, pembangunan sumber manusia dan kesepadanan individu-kerja terhadap pengekalan pekerja. Walau bagaimanapun, faktor keseimbangan kerja menunjukkan keputusan tidak signifikan terhadap pengekalan pekerja. Kajian ini juga mendapati penglibatan pekerjaan dalam kalangan pekerja memainkan peranan penting sebagai perantara bagi hubungan antara kesemua peramal dengan pengekalan pekerja. Implikasinya, pelbagai pihak berkepentingan seperti majikan, pekerja dan pembuat dasar daripada sektor perkilangan dan pembuatan boleh menggunakan amalan-amalan yang berkesan ini untuk mengekalkan pekerjaanya (Generasi Y) bagi meningkatkan daya saing mereka dalam pasaran. Selain itu, batasan dan cadangan untuk penyelidikan masa hadapan juga dibincangkan. Perbandingan antara sektor perkhidmatan dengan sektor perkilangan dan pembuatan adalah disarankan untuk kajian akan datang. Perbandingan di antara dua sector terbesar ini berupaya memberikan pemahaman yang lebih mendalam tentang keinginan dan keperluan Generasi Y dan hasilnya diramal dapat membantu meningkatkan kadar pengekalan pekerja yang berbakat dalam sesebuah organisasi.

Kata Kunci: Pengekalan pekerja, penglibatan pekerjaan pekerja, pampasan, pembangunan sumber manusia, keseimbangan kerja dan kesepadanan individu-kerja

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## LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
BNF	Benefits
CB-SEM	Covariance Based Structural Equation Modeling
CD	Career Development
CFA	Confirmatory Factor Analysis
CI	Confidence Interval
CIPD	Chartered Institute of Personnel and Development
CMV	Common Method Variance
COMP	Compensation
CR	Composite Reliability
EE	Employee Job Engagement
ER	Employee Retention
EIS	Employment Insurance Scheme
EPF	Employee Provident Fund
ETP	Economic Transformation Programme
$f^2$	Effect Size
FDI	Foreign Direct Investments
FTZ	Free Trade Zones
GDP	Gross Domestic Product
GHPC	Global High Performing Company
GLCs	Government-Linked Companies

GTP	Government Transformation Programme
HR	Human Resource
HRD	Human Resource Development
HRDF	Human Resource Development Fund
HTMT	Heterotrait-Monotrait
IT	Information Technology
JDC	Job Demand-Control Model
JDR	Job Demand-Resources Model
KGWI	Kelly Global Workforce Index
KPIs	Key Performance Indicators
KSAs	Knowledge, Skills and Abilities
LMX	Leader-Member Exchanged
MIDA	Malaysian Industrial Development Authority
MIDF	Malaysian Industrial Development Finance
MITI	Ministry of International Trade and Industry
MNCs	Multinational Corporations
NKEAs	National Key Economics Areas
OCB	Organisational Citizenship Behaviour
PA	Performance Appraisal
PAAQ	Performance Appraisal Attitudes Questionnaire
PAY	Pay
PJF	Person-job Fit
PLS-SEM	Partial Least Squares Based Structural Equation Modeling

POS	Perceived Organisation Support
PSQ	Pay Satisfaction Questionnaire
Q <sup>2</sup>	Predictive Relevance
R <sup>2</sup>	Predictive Power
SEM	Structural Equation Modeling
SET	Social Exchange Theory
SMEs	Small and Medium-Sized Enterprises
SOC SO	Social Security Organisation
SPSS	Statistical Package for Social Sciences
TD	Training and Development
TN50	2050 National Transformation Plan
TNA	Training Needs Analysis
UWES	Utrecht Work Engagement Scale
VIF	Value Inflation Factor
WLB	Work-life Balance
WLPP	Work Life Plus Programme

## **CHAPTER 1: INTRODUCTION**

### **1.0 Introduction**

This chapter presents the research background, problem statement, research objectives, research questions, significance of study, definition of key terms, focus of study and the organisation of this thesis.

### **1.1 Research Background**

In the research background, it consists of contextual background and theoretical background.

#### **1.1.1 Contextual Background**

##### **1.1.1.1 Manufacturing Sector in Malaysia**

In the 1960s, the Malaysian government started putting its effort in developing the manufacturing sector. The Malaysian Industrial Development Finance (MIDF) and the Malaysian Industrial Development Authority (MIDA) provided certain levels of financial and investment support to the manufacturing sector. It was the starting point of the Malaysian economy shifting from agriculture based economy to industry based economy. Besides, the government also realised that the nation's economic growth depended on its export industries' products. Therefore, a lot of policies and trade related incentives and subsidies were introduced during that period, one of which was the Free Trade Zones (FTZ) which was aimed to attract foreign direct investments (FDI). Through FTZ, firms could enjoy duty free or various types of tax exemptions for all imported materials as well as

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## **Appendix A**

### **Questionnaire**

**UUM**  
**Universiti Utara Malaysia**



**SCHOOL OF BUSINESS MANAGEMENT  
COLLEGE OF BUSINESS  
UNIVERSITI UTARA MALAYSIA  
06010 SINTOK  
KEDAH DARUL AMAN**

Dear Sir/Ms./Madam,

You have been randomly selected to participate in my PhD survey research. The main purpose of this survey is to study the relationship between **Compensation, Human Resource Development, Work-life Balance, Person-job Fit, Employee Job Engagement and Employee Retention**. I would appreciate if you could spend some time to answer the questions.

There is no right and wrong answer to these questions. All the answers will be treated with strict confidential and be completely anonymous and will be used for the academic purpose only. It will take approximately 15-20 minutes.

Should you have any inquiry concerning this survey, please do not hesitate to contact me. Your participation will certainly make a significant to my research.

Thank you very much for your time, cooperation and effort.

Yours sincerely,

---

**TEE CHEE WEE**

PhD Student

School of Business Management  
College of Business  
Universiti Utara Malaysia  
06010 Sintok, Kedah.  
[cheewee\\_tee@yahoo.com](mailto:cheewee_tee@yahoo.com)  
H/P: 016-410 2682

## Part A: Personal and Work Information

Please tick (✓) where appropriate:

1. Gender:

☐ Male

☐ Female

2. Age:

☐ Below 25 years old

☐ 30-34 years old

☐ 25-29 years old

☐ Above 34 years old

3. Marital Status

☐ Single

☐ Married

☐ Divorced / Separated

4. Ethnic:

☐ Malay

☐ Chinese

☐ Indian

☐ Others, Please specify \_\_\_\_\_

5. Highest Education Achievement

☐ High School

☐ Bachelor Degree

☐ Certificate

☐ Master Degree

☐ Diploma

☐ PhD Degree

6. Employment

☐ Full time

☐ Part time

☐ Contract Employee

7. How long you have been working for your current employer?

☐ Less than 1 year

☐ 6-10 years

☐ 1-5 years

☐ More than 10 years

8. Job you change until today?

☐ 1 – 2 jobs

☐ 5 – 6 jobs

☐ 3 – 4 jobs

☐ More than 6 jobs

9. Monthly Income

☐ Below RM 2000

☐ RM 6001-RM 8000

☐ RM 2000-RM 4000

☐ RM 8001-RM 10000

☐ RM 4001-RM 6000

☐ Above RM 10000

10. Sub-Sectors your company categorized

☐ Chemicals & Chemical Products

☐ Paper & Paper Products

☐ Palm Oil

☐ Basic Metals

☐ Redefined Petroleum

☐ Machinery & Equipment

☐ Electrical & Electronics

☐ Transport Equipment

☐ Textiles

☐ Food Products

☐ Wearing Apparel

☐ Other Non-Metallic Mineral Products

☐ Wood & Wood Products

☐ Fabricated Metal Products

☐ Rubber & Plastic Products

☐ Beverages

☐ Others (Please Specify): \_\_\_\_\_

### 11. Number of Children

☐ None  
☐ 1

☐ 2  
☐ 3

☐ 4  
☐ More than 4

### Part B: Independent Variables

**Instruction:** Please use the rating scale below to indicate to what extent you agree with the related statements. You may only **CIRCLE ONE** answer for each statement.

1                      2                      3                      4                      5                      6                      7  
Strongly Disagree                      Strongly Agree

Compensation								
1	I am satisfied with my current salary.	1	2	3	4	5	6	7
2	I am satisfied with the size of my current salary.	1	2	3	4	5	6	7
3	I am satisfied with my overall level of pay.	1	2	3	4	5	6	7
4	I am satisfied with my take home pay.	1	2	3	4	5	6	7
5	I am satisfied with company's pay structure.	1	2	3	4	5	6	7
6	I am satisfied with consistency of the company's pay policies.	1	2	3	4	5	6	7
7	I am satisfied with the difference in pay among jobs in my company.	1	2	3	4	5	6	7
8	I am satisfied with pay of other jobs in the company.	1	2	3	4	5	6	7
9	I am satisfied with the value of my benefits.	1	2	3	4	5	6	7
10	I am satisfied with my benefits packages (EPF, Socso, Medical Aids, Leave, etc.).	1	2	3	4	5	6	7
11	I am satisfied with the number of benefits I received.	1	2	3	4	5	6	7
12	I am satisfied with the amount that my company pays toward my benefits.	1	2	3	4	5	6	7

1                      2                      3                      4                      5                      6                      7  
Strongly Disagree                      Strongly Agree

Work-life Balance								
1	I am able to negotiate and accomplish what is expected of me at work and in my non-work life.	1	2	3	4	5	6	7
2	I did a good job of meeting the role expectations of critical people in my work and non-work life.	1	2	3	4	5	6	7
3	People who are close to me would say that I did a good job of balancing work and non-work demands.	1	2	3	4	5	6	7
4	I am able to accomplish the expectations of my supervisors, my family and non-work friends have on me.	1	2	3	4	5	6	7
5	My co-workers, members of my family and my non-work friends would say that I am meeting their expectations.	1	2	3	4	5	6	7
6	It is clear to me, based on feedback from co-workers, family members and non-work friends that I am accomplishing both my work and non-work responsibilities.	1	2	3	4	5	6	7



1                      2                      3                      4                      5                      6                      7  
**Strongly**                      **Strongly**  
**Disagree**                      **Agree**

Human Resource Development								
1	Extensive training programs are provided by organisation for individuals.	1	2	3	4	5	6	7
2	Employees in this job will normally go through training programs every three years.	1	2	3	4	5	6	7
3	There are formal training programs to teach new hires the skills they need to perform their jobs.	1	2	3	4	5	6	7
4	Formal training programs are offered to employees in order to increase their promotability in organisation.	1	2	3	4	5	6	7
5	Individuals in this job have clear career paths within the organisation.	1	2	3	4	5	6	7
6	Individuals in this job have future within this organisation.	1	2	3	4	5	6	7
7	Employee's career aspirations within the company are known by their immediate supervisors.	1	2	3	4	5	6	7
8	Employees in this job who desire promotion have more than one potential position they could be promoted to.	1	2	3	4	5	6	7
9	The performance appraisal system helps an employee and his/her manger to recognise and discuss the employee's strong and weak areas.	1	2	3	4	5	6	7
10	The performance appraisal system is not too complex for the average salaried employee to understand.	1	2	3	4	5	6	7
11	The meetings and training session which were used to introduce the performance appraisal system were not very effective.	1	2	3	4	5	6	7
12	The performance appraisal system needs to be monitored better to ensure that supervisors discuss appraisals with their subordinates.	1	2	3	4	5	6	7
13	In most recent performance appraisal session, the supervisor invited my participation.	1	2	3	4	5	6	7
14	After my last performance appraisal session, there was no doubt in my mind as to what goals I should accomplish.	1	2	3	4	5	6	7
15	The supervisor was quite critical of my performance in the last appraisal session.	1	2	3	4	5	6	7
16	In the appraisal session, my supervisor discussed how my salary adjustment is affected by my appraisal.	1	2	3	4	5	6	7

[illegible]

**Instruction:** Please use the rating scale below to indicate to what extent you agree with the related statements. You may only **CIRCLE ONE** answer for each statement.

[illegible]

### Part D: Employee Retention

**Instruction:** Please use the rating scale below to indicate to what extent you agree with the related statements. You may only **CIRCLE ONE** answer for each statement.

1                      2                      3                      4                      5                      6                      7  
**Strongly**                      **Strongly**  
**Disagree**                      **Agree**

1	I will probably look for a new job in a near future.	1	2	3	4	5	6	7
2	At the present time, I am actively searching for another job in a different organisation.	1	2	3	4	5	6	7
3	I do not intend to quit my job.	1	2	3	4	5	6	7
4	It is unlikely that I will actively look for a different organisation to work for in the next year.	1	2	3	4	5	6	7
5	I am not thinking about quitting my job at the present time.	1	2	3	4	5	6	7

**YOU HAVE COMPLETED THE QUESTIONNAIRE, IF YOU HAVE ANY HESITATIONS, FEEL FREE TO CONTACT ME VIA EMAIL:**

[cheewee\\_tee@yahoo.com](mailto:cheewee_tee@yahoo.com)

**THANK YOU FOR YOUR COOPERATION**



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## **Appendix B**

### **Harman's Single Factor Results**



### Total Variance Explained

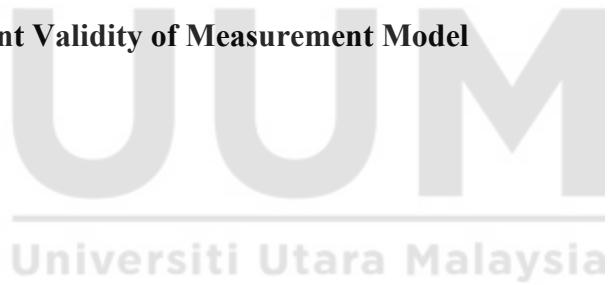
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	29.493	48.349	48.349	29.493	48.349	48.349
2	7.790	12.770	61.118	7.790	12.770	61.118
3	6.171	10.117	71.235	6.171	10.117	71.235
4	5.127	8.404	79.639	5.127	8.404	79.639
5	3.622	5.938	85.577	3.622	5.938	85.577
6	2.982	4.889	90.466	2.982	4.889	90.466
7	2.600	4.262	94.728	2.600	4.262	94.728
8	.682	1.119	95.847			
9	.554	.909	96.755			
10	.528	.865	97.620			
11	.175	.287	97.907			
12	.143	.234	98.141			
13	.125	.205	98.346			
14	.070	.115	98.461			
15	.066	.108	98.569			
16	.064	.104	98.673			
17	.057	.093	98.766			
18	.052	.085	98.851			
19	.050	.082	98.933			
20	.049	.080	99.014			
21	.046	.076	99.090			
22	.042	.069	99.159			
23	.041	.066	99.225			
24	.039	.064	99.289			
25	.034	.055	99.344			
26	.031	.051	99.396			
27	.027	.044	99.439			
28	.026	.042	99.481			
29	.025	.041	99.523			
30	.023	.038	99.560			
31	.023	.037	99.597			
32	.020	.033	99.630			
33	.019	.032	99.662			
34	.018	.029	99.691			
35	.017	.028	99.719			

36	.015	.025	99.744			
37	.015	.024	99.769			
38	.013	.022	99.791			
39	.012	.020	99.811			
40	.012	.019	99.830			
41	.011	.018	99.848			
42	.010	.017	99.865			
43	.009	.014	99.879			
44	.008	.013	99.892			
45	.008	.013	99.905			
46	.007	.012	99.917			
47	.007	.011	99.927			
48	.006	.010	99.938			
49	.006	.009	99.947			
50	.005	.009	99.956			
51	.005	.008	99.963			
52	.004	.007	99.970			
53	.004	.006	99.976			
54	.004	.006	99.982			
55	.003	.005	99.988			
56	.002	.004	99.991			
57	.002	.003	99.994			
58	.001	.002	99.996			
59	.001	.002	99.997			
60	.001	.001	99.998			
61	.001	.001	99.999			
62	.000	.001	100.000			

Extraction Method: Principal Component Analysis.

## **Appendix C**

### **Convergent Validity of Measurement Model**



Constructs	First Order Construct	Items	Loadings	AVE	CR
<b>Talent Retention</b>		TR1rs	0.916	0.886	0.975
		TR2rs	0.916		
		TR3	0.956		
		TR4	0.959		
		TR5	0.958		
<b>Compensation</b>	Pay	PAY1	0.973	0.956	0.994
		PAY2	0.976		
		PAY3	0.975		
		PAY4	0.975		
		PAY5	0.981		
		PAY6	0.977		
		PAY7	0.981		
		PAY8	0.986		
	Benefits	BNF1	0.994	0.988	0.997
		BNF2	0.995		
		BNF3	0.994		
		BNF4	0.994		
	Training and Development	PAY	0.985	0.928	0.963
		BNF	0.941		
		TD1	0.992		
		TD2	0.990		
		TD3	0.992	0.985	0.996
		TD4	0.995		



Human Resource Development	Career	CD1	0.985	0.964	0.991
	Development	CD2	0.961		
		CD3	0.990		
		CD4	0.992		
	Performance	PA1	0.984	0.977	0.997
	Appraisal	PA2	0.984		
		PA3	0.986		
		PA4	0.991		
		PA5	0.991		
		PA6	0.989		
		PA7	0.990		
		PA8	0.991		
			TD	0.881	0.765
		CD	0.854		
		PA	0.889		
	Work-Life Balance	WLB1	0.986	0.975	0.996
		WLB2	0.983		
WLB3		0.986			
WLB4		0.989			
WLB5		0.988			
WLB6		0.993			
Person- Job Fit	PJF1	0.993	0.987	0.998	
	PJF2	0.996			
	PJF3	0.991			
	PJF4	0.995			

	PJF5	0.993		
	PJF6	0.994		
<b>Employee Engagement</b>	EE1	0.994	0.984	0.999
	EE2	0.994		
	EE3	0.991		
	EE4	0.991		
	EE5	0.988		
	EE6	0.992		
	EE7	0.993		
	EE8	0.993		
	EE9	0.990		
	EE10	0.992		
	EE11	0.994		
	EE12	0.993		
	EE13	0.994		
	EE14	0.990		
	EE15	0.990		
	EE16	0.991		
	EE17	0.991		



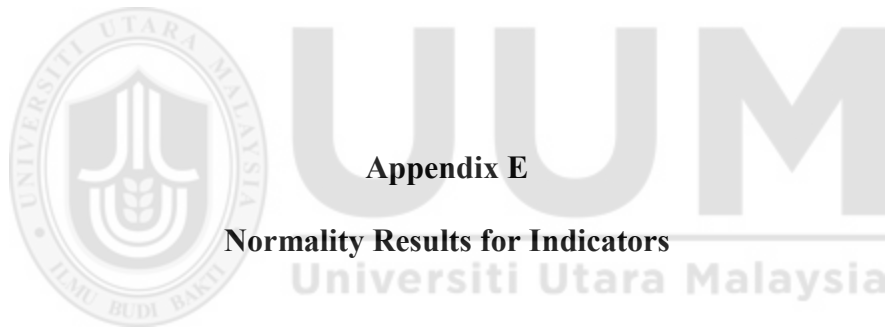
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**Appendix D**  
**Cross Loadings**



Items	TR	PAY	BNF	TD	CD	PA	WLB	PJF	EE
ER1rs	<b>0.916</b>	0.270	0.243	-0.009	0.005	0.027	0.040	0.228	0.302
ER2rs	<b>0.916</b>	0.276	0.250	-0.002	0.008	0.032	0.041	0.234	0.305
ER3	<b>0.956</b>	0.281	0.250	0.039	0.036	0.088	0.075	0.228	0.314
ER4	<b>0.959</b>	0.281	0.249	0.039	0.035	0.088	0.072	0.227	0.312
ER5	<b>0.958</b>	0.280	0.247	0.038	0.035	0.086	0.073	0.227	0.308
PAY1	0.291	<b>0.973</b>	0.837	0.363	0.346	0.339	0.217	0.265	0.549
PAY2	0.288	<b>0.976</b>	0.837	0.358	0.339	0.326	0.214	0.273	0.550
PAY3	0.281	<b>0.975</b>	0.851	0.347	0.328	0.312	0.209	0.281	0.545
PAY4	0.285	<b>0.975</b>	0.827	0.360	0.335	0.329	0.217	0.271	0.536
PAY5	0.291	<b>0.981</b>	0.842	0.359	0.339	0.324	0.209	0.290	0.556
PAY6	0.285	<b>0.977</b>	0.854	0.357	0.334	0.310	0.228	0.276	0.555
PAY7	0.295	<b>0.981</b>	0.868	0.370	0.345	0.316	0.226	0.293	0.567
PAY8	0.295	<b>0.986</b>	0.872	0.373	0.346	0.330	0.223	0.293	0.575
BNF1	0.260	0.861	<b>0.994</b>	0.372	0.347	0.311	0.241	0.291	0.533
BNF2	0.266	0.863	<b>0.995</b>	0.365	0.345	0.306	0.249	0.293	0.529
BNF3	0.262	0.864	<b>0.994</b>	0.367	0.341	0.303	0.246	0.294	0.529
BNF4	0.260	0.863	<b>0.994</b>	0.370	0.346	0.312	0.247	0.287	0.535
TD1	0.028	0.373	0.371	<b>0.992</b>	0.843	0.604	0.236	0.399	0.481
TD2	0.016	0.363	0.366	<b>0.990</b>	0.838	0.593	0.237	0.386	0.472
TD3	0.012	0.358	0.364	<b>0.992</b>	0.843	0.594	0.229	0.380	0.468
TD4	0.029	0.371	0.370	<b>0.995</b>	0.850	0.610	0.231	0.400	0.481
CD1	0.022	0.348	0.349	0.845	<b>0.985</b>	0.544	0.187	0.482	0.456
CD2	0.033	0.333	0.330	0.814	<b>0.961</b>	0.554	0.170	0.466	0.453
CD3	0.022	0.334	0.340	0.839	<b>0.990</b>	0.545	0.169	0.470	0.446
CD4	0.020	0.345	0.344	0.840	<b>0.992</b>	0.552	0.176	0.485	0.454
PA1	0.062	0.321	0.302	0.600	0.567	<b>0.984</b>	0.199	0.437	0.457
PA2	0.067	0.334	0.317	0.581	0.546	<b>0.984</b>	0.205	0.439	0.457
PA3	0.071	0.333	0.308	0.598	0.552	<b>0.986</b>	0.211	0.442	0.448
PA4	0.067	0.326	0.306	0.599	0.554	<b>0.991</b>	0.208	0.428	0.450
PA5	0.073	0.324	0.307	0.601	0.549	<b>0.991</b>	0.201	0.438	0.455
PA6	0.057	0.324	0.301	0.596	0.551	<b>0.989</b>	0.200	0.426	0.447
PA7	0.067	0.325	0.303	0.604	0.547	<b>0.990</b>	0.204	0.436	0.455
PA8	0.067	0.325	0.305	0.602	0.548	<b>0.991</b>	0.208	0.439	0.456
WLB1	0.053	0.224	0.251	0.248	0.191	0.219	<b>0.986</b>	0.165	0.258

<b>WLB2</b>	0.069	0.218	0.244	0.229	0.174	0.199	<b>0.983</b>	0.159	0.243
<b>WLB3</b>	0.060	0.220	0.240	0.236	0.182	0.204	<b>0.986</b>	0.159	0.241
<b>WLB4</b>	0.071	0.223	0.247	0.229	0.172	0.203	<b>0.989</b>	0.159	0.244
<b>WLB5</b>	0.061	0.218	0.239	0.224	0.169	0.196	<b>0.988</b>	0.161	0.243
<b>WLB6</b>	0.065	0.217	0.244	0.227	0.170	0.203	<b>0.993</b>	0.160	0.244
<b>PJF1</b>	0.247	0.293	0.300	0.389	0.479	0.440	0.167	<b>0.993</b>	0.604
<b>PJF2</b>	0.249	0.288	0.295	0.391	0.479	0.441	0.163	<b>0.996</b>	0.603
<b>PJF3</b>	0.230	0.274	0.277	0.394	0.486	0.433	0.155	<b>0.991</b>	0.589
<b>PJF4</b>	0.238	0.280	0.287	0.402	0.489	0.441	0.156	<b>0.995</b>	0.598
<b>PJF5</b>	0.238	0.287	0.290	0.392	0.484	0.440	0.161	<b>0.993</b>	0.596
<b>PJF6</b>	0.235	0.286	0.291	0.387	0.483	0.436	0.164	<b>0.994</b>	0.597
<b>EE1</b>	0.321	0.564	0.530	0.478	0.464	0.457	0.248	0.599	<b>0.994</b>
<b>EE2</b>	0.328	0.564	0.530	0.469	0.454	0.455	0.253	0.598	<b>0.994</b>
<b>EE3</b>	0.325	0.558	0.525	0.478	0.454	0.449	0.248	0.599	<b>0.991</b>
<b>EE4</b>	0.323	0.563	0.532	0.476	0.463	0.462	0.241	0.591	<b>0.991</b>
<b>EE5</b>	0.327	0.559	0.533	0.474	0.449	0.450	0.241	0.591	<b>0.988</b>
<b>EE6</b>	0.322	0.544	0.508	0.450	0.432	0.425	0.242	0.587	<b>0.992</b>
<b>EE7</b>	0.317	0.547	0.507	0.462	0.446	0.433	0.248	0.599	<b>0.993</b>
<b>EE8</b>	0.323	0.553	0.515	0.448	0.441	0.430	0.245	0.591	<b>0.993</b>
<b>EE9</b>	0.319	0.551	0.515	0.459	0.441	0.434	0.343	0.588	<b>0.990</b>
<b>EE10</b>	0.328	0.543	0.505	0.451	0.436	0.438	0.237	0.593	<b>0.992</b>
<b>EE11</b>	0.325	0.549	0.507	0.455	0.446	0.434	0.254	0.597	<b>0.994</b>
<b>EE12</b>	0.328	0.553	0.515	0.452	0.439	0.429	0.250	0.590	<b>0.993</b>
<b>EE13</b>	0.322	0.540	0.504	0.448	0.431	0.424	0.240	0.589	<b>0.994</b>
<b>EE14</b>	0.322	0.543	0.505	0.443	0.436	0.434	0.240	0.590	<b>0.990</b>
<b>EE15</b>	0.328	0.543	0.505	0.450	0.436	0.444	0.238	0.589	<b>0.990</b>
<b>EE16</b>	0.322	0.555	0.518	0.455	0.441	0.429	0.255	0.588	<b>0.991</b>
<b>EE17</b>	0.322	0.544	0.504	0.450	0.441	0.430	0.238	0.590	<b>0.991</b>



## **Appendix E**

### **Normality Results for Indicators**

Table 1: Normality Test for each Indicators of Employee Retention (ER)

Indicators	Skewness	Kurtosis
ER1rs	-.461	-.833
ER2rs	-.463	-.842
ER3	-.741	0.02
ER4	-.723	-.016
ER5	-.731	0.07

Table 2: Normality Test for each Indicators of Employee Job Engagement (EE)

Indicators	Skewness	Kurtosis
EE1	-.214	.611
EE2	-.250	.651
EE3	-.251	.686
EE4	-.267	.620
EE5	-.270	.563
EE6	-.250	.566
EE7	-.270	.631
EE8	-.308	.733
EE9	-.242	.564
EE10	-.303	.634
EE11	-.282	.681
EE12	-.281	.639
EE13	-.279	.584
EE14	-.301	.621
EE15	-.327	.681
EE16	-.279	.676
EE17	-.283	.636

Table 3: Normality Test for each Indicators of Compensation (COMP)

Indicators	Skewness	Kurtosis
PAY1	-.056	.211
PAY2	-.156	.165
PAY3	-.221	.370
PAY4	-.168	.361
PAY5	-.142	.234
PAY6	-.192	.352
PAY7	-.205	.352
PAY8	-.146	.214
BNF1	-.208	.475
BNF2	-.213	.581
BNF3	-.192	.471
BNF4	-.214	.499

Table 4: Normality Test for each Indicators of Work-life Balance (WLB)

Indicators	Skewness	Kurtosis
WLB1	-.822	.602
WLB2	-.769	.446
WLB3	-.830	.519
WLB4	-.884	.707
WLB5	-.888	.705
WLB6	-.905	.705

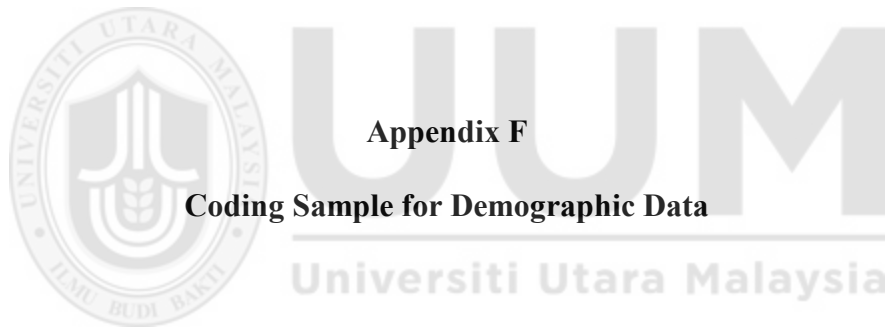
Table 5: Normality Test for each Indicators of Human Resource Development (HRD)

Indicators	Skewness	Kurtosis
TD1	-.194	-.129
TD2	-.244	-.128
TD3	-.217	-.110
TD4	-.196	-.123
CD1	-.284	-.050
CD2	-.375	.018
CD3	-.330	.054
CD4	-.267	-.057
PA1	-.374	-.098
PA2	-.393	-.037
PA3	-.398	-.163
PA4	-.407	-.095
PA5	-.380	-.079
PA6	-.381	-.171
PA7	-.380	-.174
PA8	-.377	-.153

Table 6: Normality Test for each Indicators of Person-job Fit (PJF)

Indicators	Skewness	Kurtosis
PJF1	-.315	.616
PJF2	-.340	.609
PJF3	-.359	.699
PJF1	-.378	.621
PJF2	-.353	.615
PJF3	-.332	.638





## **Appendix F**

### **Coding Sample for Demographic Data**

No.	Variable Names	Measure		Value and Label
1	State	Nominal	Selangor	1
			Johor	2
			Penang	3
2	Gender	Nominal	Male	1
			Female	2
3	Age	Ordinal	Below 25 years old	1
			25-29 years old	2
			30-34 years old	3
			Above 34 years old	4
4	Marital Status	Nominal	Single	1
			Married	2
			Divorced / Separated	3
5	Ethnic	Nominal	Malay	1
			Chinese	2
			Indian	3
			Others	4
6	Highest Education Achievement	Ordinal	High School	1
			Certificate	2
			Diploma	3
			Bachelor Degree	4
			Master Degree	5
			PhD Degree	6
7	Employment	Nominal	Full Time	1
			Part Time	2
			Contract Employee	3
8	Service Year for Current Employer	Ordinal	Less than 1 year	1
			1 – 5 years	2
			6 – 10 years	3
			More than 10 years	4
9	Job you Change until Today	Ordinal	1 - 2 jobs	1
			3 – 5 jobs	2
			6 – 7 jobs	3
			More than 7 jobs	4

10	Monthly Income	Ordinal	Below RM 2000	1
			RM 2001 – RM 4000	2
			RM 4001 – RM 6000	3
			RM 6001 – RM 8000	4
			RM 8001 – RM 10000	5
			Above RM 10000	6
11	Company Categorize	Ordinal	Chemicals & Chemical Products	1
	(Sub-sector)		Palm Oil	2
			Redefined Petroleum	3
			Electrical & Electronics	4
			Textiles	5
			Wearing Apparel	6
			Wood & Wood Products	7
			Rubber & Plastic Products	8
			Paper & Paper Products	9
			Basic Metals	10
			Machinery & Equipment	11
			Transport Equipment	12
			Food Products	13
			Other Non-Metallic Mineral Products	14
			Fabricated Metal Products	15
			Beverages	16
12	Number of Children	Ordinal	None	1
			1	2
			2	3
			3	4
			4	5
			More than 4	6