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**THE IMPACT FOR LEADERSHIP, TRAINING AND
DEVELOPMENT AND JOB SECURITY FACTORS ON
EMPLOYEE RETENTION AT AVIATION MRO COMPANY**



**Thesis Submitted to
College of Business
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Resource Management**



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

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ABSTRACT

At an aviation MRO company located in Subang Airport, this study assesses the influence of leadership, training & development, and job security on employee retention. A quantitative methodology is implemented in the investigation, which relies on employee surveys to accumulate data. A correlation and regression analysis were conducted on the data using SPSS version 29. According to the findings, employee retention is significantly and positively influenced by leadership. However, there is a negligible negative correlation between training & development and employee retention, while job security exhibits a faint positive correlation. Therefore, leadership is more critical in retaining employees than the other two factors. The results of this investigation indicate that organizations ought to prioritize effective leadership in order to enhance employee retention. These discoveries can assist aviation industry HR and management in making more informed decisions regarding employee retention.

Keywords: employee retention, leadership, training & development and job security.

ABSTRAK

Di sebuah syarikat penyelenggaraan, pembaikan dan baik pulih pesawat (MRO) yang terletak di Lapangan Terbang Subang, kajian ini menilai pengaruh jaminan pekerjaan, latihan dan pembangunan, serta kepimpinan terhadap pengekalan pekerja. Kajian ini menggunakan kaedah kuantitatif dengan mengumpul data melalui soal selidik yang diedarkan kepada para pekerja. Analisis korelasi dan regresi telah dijalankan menggunakan perisian SPSS versi 29. Hasil kajian menunjukkan bahawa kepimpinan memberi kesan yang signifikan dan positif terhadap pengekalan pekerja. Walau bagaimanapun, terdapat hubungan negatif yang sangat lemah antara latihan dan pembangunan dengan pengekalan pekerja, manakala jaminan pekerjaan menunjukkan hubungan positif yang lemah. Oleh itu, kepimpinan didapati sebagai faktor yang lebih penting dalam mengekalkan pekerja berbanding dua faktor lain. Hasil kajian ini mencadangkan bahawa organisasi perlu mengutamakan kepimpinan yang berkesan bagi meningkatkan pengekalan pekerja. Penemuan ini boleh membantu pihak sumber manusia dan pengurusan dalam industri penerbangan untuk membuat keputusan yang lebih baik berkaitan pengekalan pekerja.

Kata kunci: pengekalan pekerja, kepimpinan, latihan & pembangunan dan jaminan pekerja.

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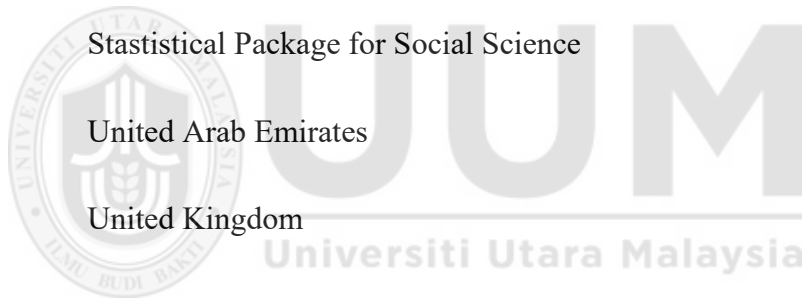
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List of Abbreviations

ATO	Approved Training Organization
CAAM	Civil Aviation Authority of Malaysia
HRM	Human Resources Management
LAME	Licensed Aircraft Maintenance Engineer
MQA	Malaysian Qualification Agency
MIDA	Malaysian Investment Development Authority
MRO	Maintenance, Repair and Overhaul
SET	Social Exchange Theory
SPSS	Statistical Package for Social Science
UAE	United Arab Emirates
UK	United Kingdom



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee retention is the capability of an organization to maintain its workforce, thereby guaranteeing its continuity and sustainability. The competition among companies is becoming more intense, as they strive to establish stable and high-quality employment relationships and increase employee retention (Tang, 2023). In the present competitive and dynamic business environment, employee retention is a critical component of organizational success. Organizational achievement is primarily determined by employee retention (Khalid & Nawab, 2018).

An essential component of Malaysia's ambition to become a developed country is the aviation sector. This company is significantly for Maintenance, Repair, and Overhaul (MRO) sector and strategically positioned at Sultan Abdul Aziz Shah in Subang Airport. Most of the MRO companies are strategically positioned with key hubs at Sultan Abdul Aziz Shah in Subang Airport and Kuala Lumpur International Airport 1 and Kuala Lumpur International Airport 2. MRO industry encompasses a range of services such as component, engine, airframe, fiberglass, painting, sheet metal, and other specialized MRO services.

Figure 1.1. *Malaysia MRO Industry Value Chain.*



Source: Selangor Investment Berhad (2023)

It is possible to define employee retention as the act of motivating employees to remain with the organization for an extended period. According to Ali et al. (2024), the significance of four main HRM practices in the retention of Gen Z employees, one of which is training and development. An 'intracorporate welfare system' is a collection of measures that organizations provide to their employees and their families in order to enhance employee benefit (Yamamoto, 2011). Investing in the welfare of employees is crucial for their retention, as it is consistent with their values of job satisfaction and holistic well-being, thereby fostering a long-term commitment to the organization.

To emphasizes the mutual process of employee retention between current employers and their workforce (Zainal et al., 2022) which shows how important the leadership role in the organization. Sustainability is regarded as a critical component that can produce a sustainable competitive advantage, as evidenced by an improvement in both financial and business performance (Cachón-Rodríguez et al., 2021). Employee retention is substantially increased by prioritising work-life balance and a positive work environment, while sustainability is essential for achieving a sustainable competitive advantage and improving financial and business performance.

Organizations are perpetually in pursuit of innovative and effective strategies to enhance their competitiveness, as a result of globalisation, technological advancements, and demographic shifts (Junça Silva & Dias, 2022). Modern organizations, which are characterised by ambiguity and obscurity, have mandated that businesses establish and maintain a qualified workforce (Amarakoon & Colley, 2023).

The foundational components that are essential for the success of any organization are human assets. Organizations are substantially affected by human resources due to their marketable contributions (Al-Adamat et al., 2020). In all organizational endeavours, employees are essential because organizations are engaged in providing benefits to their end-users through a variety of practices, including the establishment of stronger relationships with their clients and the improvement of the efficacy of their services. Consequently, it is imperative for businesses to prioritise the well-being, engagement, and gratification of their employees (Al-Adamat et al., 2020).

Majority of organizations have incorporated human resource management practices which mainly focus on leadership; training and development; and job security into their policies to guarantee that employees are capable of working effectively in order to attain the organization's objectives, values, vision, and mission. Organizations endeavour to protect assets that facilitate the establishment and maintenance of competitive advantages and efficiency (Y. Lee & Kim, 2017).

Leadership is someone who can motivate, inspire and persuade people or their team members to achieve the same goals and the objectives in the organization. This is typically accomplished by establishing a clear vision, giving a clear guidance, and create a positive atmosphere that promotes teamwork and motivation. The most crucial

component to making sure every strategy worked out well is leadership ability (Zamzuri et al., 2024).

A leader possesses the ability and strength to guide their team towards achieving the objectives of their organization. It is crucial for everyone to select the leader who would enable them to live better futures (Zamzuri et al., 2024). Strategic leadership is the set of functions that are executed by individuals at the top levels of an organization with the intention of generating strategic outcomes for the organization (Samimi et al., 2022).

Leadership needs to provide a path to success, motivate followers to take it, and provide the tools and support needed to achieve shared objectives. It blends strategic thinking, effective communication, emotional intelligence, and the ability to inspire and empower others. Effective team and group performance is facilitated by good leadership, and thus improves the incumbents' well-being (Hogan & Kaiser, 2005).

Many businesses are eager to invest more in human capital through a range of staff training initiatives (Ahn & Huang, 2020). Large sums of money are allocated to training and development by both private and public organizations, and nearly every working adult will allocate hours of their lives to engaging in educational experiences (Bell et al., 2017). In the present day, technology is constantly evolving. In order to ensure that the company is in alignment with the latest information, the company must invest in the training and development of its employees, which will benefit them with the new information they receive.

Employee perceptions of learning chances showed strong positive relationships with their intention to stay and strong negative associations with their intention to quit the company (Steil et al., 2020). The present growth of the business organization is

facilitated by the training and development of employees, which may contribute to their career advancement in the future (Fletcher et al., 2018). In order to guarantee the well-being of industry workers, companies must ascertain which training their staff members should receive and how to enhance it in a way that advances their careers.

Job insecurity is the way that workers feel about their current working environment (Yin et al., 2022). And according to Yau, et al. (2024), encouraging meaningful work as a potentially effective long-term care workforce development initiative. Additionally, in order to effectively perform their duties, employees must be at ease and free from anxiety or distress. This will enable them to concentrate and feel confident about their work.

Consequently, this study emphasise three critical components that impact employee retention at an aviation MRO company: leadership; training and development; and job security. This research study aims to gain a more comprehensive understanding of the potential predictability of these factors on employee retention at an aviation MRO company, specifically in relation to leadership; training and development; and job security.

1.2 Problem Statement

Employee retention stands out as a significant concern for businesses across industries in the modern global business world. Keeping talent on a global scale is complicated by number of interrelated reasons. According to Ghani et al. (2022), employee retention is the process of continuing to employ employees or motivating them to remain with the organization for an extended period.

In Malaysia, the aviation industry, which is primarily comprised of MRO companies, is confronted with a shortage of technical personnel. Talent mobility poses a significant challenge for organizations that are seeking to retain their most talented employees, as skilled professionals frequently pursue employment opportunities and career advancements outside of their native countries, particularly in the Middle East and Africa or the United Arab Emirates (UAE). According to ATAG (2024), 11.3 million jobs were directly employed by airlines, air navigation service providers, and airports, while the civil aerospace sector, which produces aircraft systems, structures, and engines within 2019. Plus, based on explained by ATAG (2024), 18.1 million jobs indirect, 13.5 million induced jobs and 44.8 million for tourism jobs. It is evident that there are numerous requirements for aviation occupations, including aircraft technicians, airworthiness management, and personnel.

The individual who currently occupies the leadership role within the organization has been in that capacity for an excessively extended period. It indicates that these leaders have entered their comfort zone. Additionally, these leaders occasionally permit employees to depart the organization, despite the fact that they are making every effort to enhance the Standard Operating Procedure (SOP) and the system within the organization. However, the absence of any support from the leader resulted in their exhaustion, which ultimately led to their departure from the company, as there were no adjustments that could be implemented. And according to Shao et al. (2017), in order to motivate and inspire other managers and employees, resolve conflicts and rebalance powers, and reward desirable conducts at various stages of the system life-cycle (adoption, implementation, assimilation, and extension), top management must demonstrate specific leadership behaviour.

It is necessary to enrol in an Approved Training Organization (ATO) or be sponsored by a non-governmental organization (NGO) to become an apprentice Licensed Aircraft Engineer at any airline or company. The cost of training for one individual within a five-year period is approximately RM225,000.00.

The following is the total expenditure for an individual participating in the Apprenticeship Program.

Table 1.1 Table Cost of Apprenticeship Program

ITEM	APPRENTICESHIP PROGRAM (RM)
PROGRAM DURATION	5 YEARS
Outsource for Basic License Training	45,000.00
Type Course Training	25,000.00
On-Job-Training (OJT) (RM800/month)	28,800.00
Uniform (Boots x 1, Shirts x 3, Pants x 3)	435.00
Tools/Tablets	600.00
Airport pass (RM2/day)	1,584.00
Agreement stamping (0.5%)	1,125.00
Accommodation (RM300/month)	18,000.00
Utilities (RM50/month)	3,000.00
Insurance	400.00
Initial application for Aircraft Maintenance License (AML) to CAAM	200.00
Type License Initial Endorsement to CAAM	125.00
Administration and examination cose	20,146.20
TOTAL PER YEAR	100,731.00
TOTAL FOR 5 YEARS	225,000.00

Source: Report Technical Training Department

Most of employees in aviation industry in Malaysia, they want to be a Licensed Aircraft Maintenance Engineer (LAME) B1 or B2 which shows that it is another level and they have been acknowledged by the organizations and has fulfilled the requirement by the aviation authorities which they have an opportunity to work abroad or international airlines. But most of the employees need to start from below in the industry such as to be an Apprenticeship or to be Technician B1 or B2 and need to collect their five years of hands-on practical maintenance experience on operating aircraft (CAAM, 2024).

Even they have a diploma or degree in aircraft avionics or mechanical engineering, they only able to fulfilled the requirement of Malaysian Qualification Agency (MQA) but they unable to fulfilled the requirement of Civil Aviation Authority of Malaysia (CAAM). Plus, to be a Licensed Aircraft Maintenance Engineer in Malaysia, they must acquire an Aircraft Maintenance Licence (AML) under CAAM Part-66 (CAAM, 2024). In the aviation industry, individuals who are employed to work with the aircraft are required to complete an initial mandatory course, which is only required once. Their courses must be recurrent every two years (CAAM, 2022).

This is the initial mandatory course, as indicated below.

Table 1.2 Total Training Cost for Initial Mandatory Course

TYPE OF TRAINING	PRICE PER PERSON
Electrical Wiring Interconnecting System (EWIS) Initial	1,728.00
Human Factors (HF) Initial	1,566.00
Fuel Tank Safety (FTS) Level & Critical Design Configuration Control Limitations (CDCCL) Initial	864.00
Safety Management System (SMS) Initial	1,566.00
TOTAL PER YEAR	5,724.00

Source: Report Technical Training Department

For recurrent mandatory course.

Table 1.3 Total Training Cost for Recurrent Mandatory Course

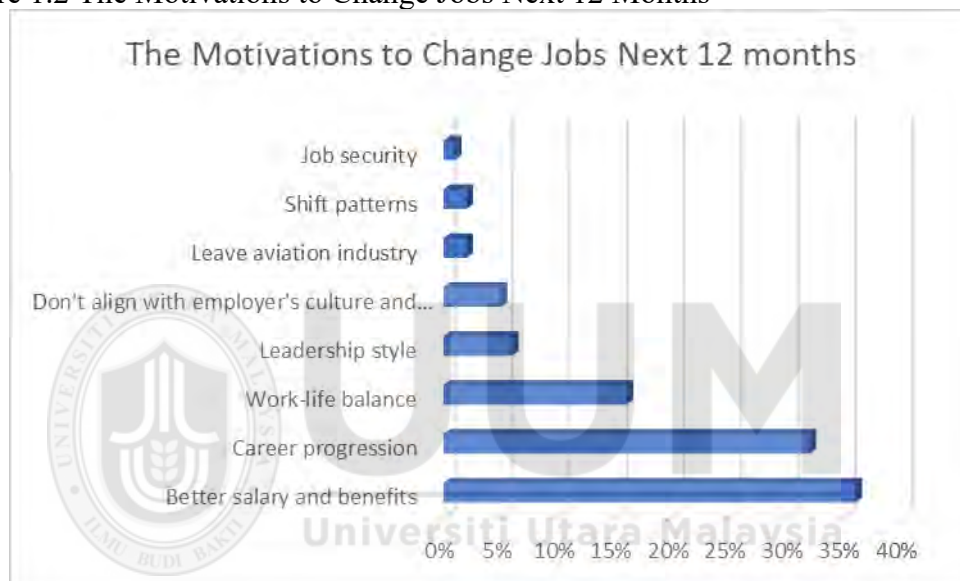
TYPE OF TRAINING	PRICE PER PERSON
Electrical Wiring Interconnecting System (EWIS) Recurrent	864.00
Human Factors (HF) Recurrent	783.00
Fuel Tank Safety (FTS) Level & Critical Design Configuration Control Limitations (CDCCL) Recurrent	432.00
Safety Management System (SMS) Recurrent	783.00
TOTAL PER YEAR	2,862.00

Source: Report Technical Training Department

According to MIDA (2021), Malaysian aerospace industry has experienced substantial growth, resulting in the creation of over 27,500 employment, primarily in the aero-

manufacturing and MRO subsectors. It is now the second-largest in Southeast Asia. According to Goose Recruitment (2023), the main reason employees move are because of better salary and benefits which are 36%; career progression 32%; followed by work-life balance 16%; leadership style 6%; do not align with employer's culture and values 5%; leave the aviation industry and shift patterns are 2%; and lastly job security which is 1% based on Figure 1.

Figure 1.2 The Motivations to Change Jobs Next 12 Months



Source: Goose Recruitment (2023)

Organizations must continue to retain competent staff members. Maintaining a profitable, motivated, and productive team depends on employee retention in addition to being cost-effective. In the end, it promotes organizational culture, fosters a healthy work environment, and increases the success and expansion of the organization.

At this company, approved headcount are 210 headcount, but every month the total headcount of employees kept decreasing.

Table 1.4 Total Headcount of Employees at MRO Company in Subang Airport

MONTH ON 2024	TYPE OF CONTRACT		TOTAL EMPLOYEES FOR A MONTH
	PERMANENT	FIXED TERM CONTRACT	
JANUARY	113	77	190
FEBRUARY	112	78	190
MARCH	108	77	185
APRIL	107	77	184
MAY	106	70	176
JUNE	105	67	172
JULY	107	60	167
AUGUST	109	59	168
SEPTEMBER	107	57	164
OCTOBER	104	54	158
NOVEMBER	105	56	161
DECEMBER	106	50	156

Source: Human Resource Department

The number of fixed-term contract employees continued to decrease on a monthly basis, as indicated by the table. The total number of contract employees is 77 as of January 2024, but it will decrease to 50 by December 2024. The majority of the contract employees at this organization are employed for a period of three to five years. Subsequently, the organization will transition their contracts from fixed-term to permanent. The company must determine whether to maintain the laborer under a fixed-term contract or to provide her with an open-ended contract (Aparicio-Fenoll, 2015). The contracts of contract employees will be renewed annually. Additionally, the majority of the contract employees who are employed with the Operations Division. They will experience a degree of insecurity regarding their contract position and will continue to pursue employment opportunities that will guarantee them a permanent position at any organization.

1.3 Research Questions

The following research questions indicate the issues that are most prominently addressed in this study:

1. Is there any relationship between leadership and employee retention of MRO Company at Subang Airport?
2. Is there any relationship between training and development and employee retention of MRO Company at Subang Airport?
3. Is there any relationship between job security and employee retention of MRO Company at Subang Airport?

1.4 Research Objectives

The following are the research objectives of the study, as indicated by the problem statement:

4. To identify the relationship between leadership and employee retention of MRO Company at Subang Airport.
1. To determine the relationship between training and development and employee retention of MRO Company at Subang Airport.
2. To examine the relationship between job security and employee retention of MRO Company at Subang Airport.

1.5 Significance of the Study

This study is to know either the three factors that have been select will be influenced employee retention among one of the aviation MRO Company in Subang. The study's conclusions will provide light on employee retention and offer one MRO company in Subang useful information for planning and strategizing retention based on Social

Exchange Theory (SET). More specifically, the findings of this study improve our knowledge of and confirmation that the effects on leadership, training & development and job security factors and employee retention at one MRO company in Subang also occur at other aviation MRO companies.

Particularly in the niche sector of aviation MRO, which is relatively under-researched, this research contributes to the expanding body of knowledge on employee retention. It also advocates for the creation of frameworks that incorporate varieties factors on leadership, training, and job security in the Malaysian context, providing a model that can be implemented by other industries or researchers.

In the development of strategic frameworks and targeted policies, an in-depth comprehension of human resource dynamics within critical industries such as aviation MRO industry that can be of significant assistance. These policies have the potential to be developed to not only address the current workforce challenges, but also to encourage sustainable employment practices, career growth opportunities, and skills development initiatives. To guarantee workforce stability and continuity in strategic sectors such as aviation MRO, where the demand for skilled technical professionals is high and turnover can disrupt operational efficiency, such frameworks are essential. Additionally, policymakers can utilize the findings of this investigation to develop retention incentives, training subsidies, and supportive labor regulations that are consistent with the long-term objectives of both the national and industry talent development agendas.

By emphasizing the significance of job security, continuous learning, and supportive leadership, the investigation also promotes enhanced employee welfare. This has the

potential to foster a positive workplace culture by developing a workforce that is more loyal and motivated.

1.6 Scope of the Study

This research investigates the influence of employment security, training and development, and leadership on employee retention in the context of an aviation Maintenance, Repair, and Overhaul (MRO) company situated at Subang Airport, Malaysia. One MRO organization that operates within this location, which is a critical centre for aviation activity in the country, is the specific focus of the research. The research endeavours to offer a comprehensive comprehension of the internal factors that contribute to the retention of skilled employees in the highly regulated and technical aviation MRO industry by focusing on a specific organization.

The scope of this research is limited to employees who are employed in a variety of divisions, such as Operations, Integrity and Governance, Quality Assurance, Business Development & Marketing, Product Support, Finance, and Corporate Services. The study consisted exclusively of employees who had been with the organization for a minimum of six months. This was done to ensure that they had a comprehensive comprehension of the company's leadership style, job security environment, and training and development opportunities.

The study examines three independent variables: leadership, training & development, and job security. The dependent variable, employee retention, is examined in relation to these factors. The study does not investigate additional potential influences, such as compensation, organizational culture, or external labor market dynamics, in order to preserve a focused and unambiguous scope.

In general, the objective of this investigation is to provide HR practitioners, industry executives, and policymakers in the aviation MRO sector with pertinent insights. However, it is acknowledged that its results may not be directly applicable to other industries or geographical regions beyond Subang Airport.

1.7 Definition of Key Terms

1.7.1 Employee Retention

Organizations must take a proactive approach to enhancing employee retention in light of these new realities, as the loss of employees would result in the loss of a source of long-term competitive advantage (Ahmad et al., 2018).

1.7.2 Leadership

Top management shared leadership is characterized by the promotion of collective decision-making in order to generate strategic alternatives and collaborate to resolve any paradoxes, if present, in order to foster the development of new ideas and creativity, thereby enhancing the performance of the firm (Singh et al., 2019).

1.7.3 Training and development

Formal learning is the term for organised training and development initiatives implemented by the company to raise employee knowledge and proficiency (Johnson et al., 2018).

1.7.4 Job Security

According to Staufenbiel and König (2010), workers' job security reduced the associations between supervisor assessments of work performance and perceptions of threat and benefit.

1.8 The Organization of the Study

Chapter one is the introductory chapter describes the background of the study, problem statement, research questions, research objectives, significance of the study, scope of the study and the definition of terms that used in the present study.

Chapter two covers earlier studies discussing the variables and independent variables used, such as: leadership; training and development; and job security. It also outlines the study's design, the process by which the hypotheses were formed, and the theory that was chosen to lend support to the investigation.

Chapter Three provides the methodology of this study. The current study is adopting quantitative approach. The explanation begins with the research design and process. The discussion continues with study design, sampling procedure and data collection procedure. It ends with the data analysis techniques and statistical packages are being used in this study.

Chapter Four presents the data analysis of the survey using SPSS approach. The data analysis and hypotheses testing results are presented in this chapter in conjunction.

Chapter Five discusses the results, interpretation and discussions. Theoretical and practical contributions are presented. The research limitations, potential future research directions, and the significance of the results in this study are also discussed and summarised in this final chapter.

CHAPTER TWO

LITERATURE REVIEW

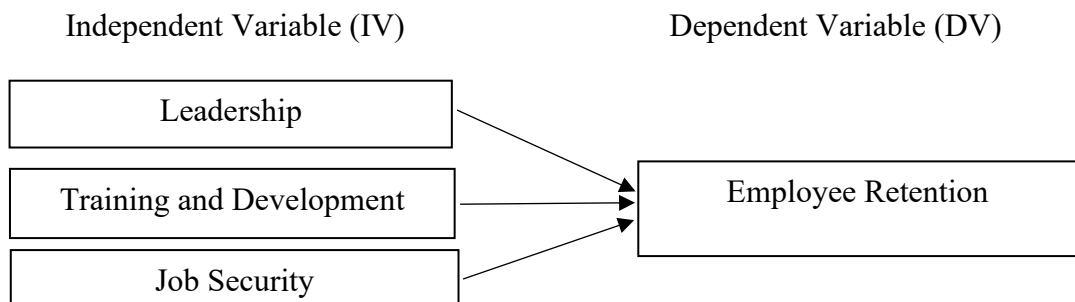
2.1 Introduction

This chapter elaborates on the numerous studies that have been conducted in order to provide readers with a more comprehensive understanding of the subject. The study recommended that employee retention be regarded as the dependent variable, with leadership; training and development; and job security as an independent variable.

2.2 Research Framework

The conceptual framework has been completed to examine the relationship between the leadership, training & development and job security factors for independent variable (leadership; training & development; and job security) on the dependent variable (employee retention) among employee at an aviation MRO Company in Subang Airport. The following conceptual framework were established in Figure 2 below

Figure 2.1 Research Framework



2.3 Employee Retention

Employee retention can be referred to as a process in which resources are motivated and encouraged to remain in an organization for an extended period of time in order to ensure the organization's sustainability (Gorde, 2019). In order for organizations to remain in the business, employee wellness must be prioritised, which in this study the researcher is focus on leadership, training & development and job security factors.

Using strategies to encourage staff members to remain with the company for a set amount of time—until retirement or the completion of a specific project—is all included in employee retention. The systematic endeavour of human resources is to establish and enhance an environment that fosters employee engagement by advocating for policies and procedures that cater to their diverse requirements. (Ghani et al., 2022) An organization will want to nurture that individual and keep their best talent for a long time, retaining their expertise within the company (Cattermole, 2019).

According to Urme (2023), promoting collaboration, optimising compensation, succession planning, and investing in training and development are all components of talent retention strategies. Additionally, cultivating a culture that is family-oriented, open-access, and friendly is another important factor. And it was agreed by Hassanein et al. (2024), for selection and recruitment, training, performance, incentives, and participation all work together to reduce employee intention to leave, which improves employee retention for the benefit of the organizations.

According to Hossain et al. (2024), the immediate superior must understand that their informal leadership philosophies have an impact on staff satisfaction and performance as well as the organisational atmosphere.. Employee retention is likely to be low in an organization where there is minimal empowerment (Frye et al., 2020). By giving the

employees more flexibility and lenient towards the employees, it will ensure helps to contribute towards employee retention.

In summary, numerous researchers have conducted countless studies and discovered that a variety of factors influence employee retention. Employee dissatisfaction with the company will also affect retention. If an employee not received proper treatment, they will leave the company. When top management prioritizes their employees, they foster a great work environment and job satisfaction, which will enhance employee retention and help the company achieve its objectives, including obtaining a competitive edge and increasing profits (Cloutier et al., 2015).

2.4 Leadership

Leadership involved the process of interactive influence that takes place when a group of individuals accepts a leader in order to attain shared objectives within a specific context (Silva, 2016). Numerous management, psychology, and sociology books highlight the role of a leader in promoting social and economic well-being (Zamzuri et al., 2024). A more flattened hierarchy that promotes employee engagement and organizational development is advocated by reevaluating leadership approaches to better recognise and respect followership (Alanazi et al., 2024).

And according to Thusini et al. (2023), to retaining the quality improvement-return on investment approach as a whole was made possible by strong health and social care values and flexible expectations in leadership. In order to implement strategies and meet high performance goals, a leader therefore, create adaptable overall corporate strategies, assist the organization in becoming a self-learning organism, and, in the meantime, implement knowledge management in the workplace to digitise the process of creating, storing, and expanding knowledge inside the company and create a strong corporate

culture (H. Tang, 2017). As a leader, they will face lots of challenges and they need to be have their rhythm or their own flexibility to achieve their goals.

Realising high-quality human resources is possible if the organization's management can offer the necessary backing (Manoppo, 2020). And according to Reyhanoglu and Akin (2022), employees will suffer from a lack of experience and personal skills if a leader lacks support from organizational policies or has poor relationships with upper management. In the event that an organization prioritises its workforce, its members will not only accomplish organizational objectives but also look out for the business.

According to Iqbal et al. (2015), ability to directly appeal to the minds and emotions of followers and is responsible for the results that surpass ordinary leadership. The efficacy of the team is significantly influenced by the leadership style, which motivates the team to emulate the leader's actions, thereby ensuring the success of the project (Fareed et al., 2023). The organization will be able to advance and generate more profit by providing employees with adequate support from the top management.

2.4.1 Relationship Between Employee Retention and Leadership

According to Carter, et al. (2019), other factors that could affect an employee's decision to stay on their job are unrelated to the top management leadership style is necessary to determine the causal effects of that top management style on employee retention. Based on the same study, excellent leadership by immediate supervisors raises retention rates by 2.7 percentage points, and excellent leadership by senior supervisors raises retention rates by 2.1 percentage points. Employees who are valued and developed by a servant leader are better equipped to fulfil both personal and organizational objectives (Amah & Oyetuunde, 2020). And the results of this study, turnover intention is inversely correlated with servant leadership style, which explains 36% of the variation in turnover

intention. Employers can achieve high job retention rates and inspire employees to work towards the organization's goals and objectives by implementing strong leadership practices in their workplace.

Given that hiring new employees is more expensive than keeping existing ones, it is critical to assess how toxic leadership affects organizational justice in order to operate more economically (Reyhanoglu & Akin, 2022). And according to Potipiroon and Chumphong (2022), the phenomena of voluntary turnover may be noticed at the organizational level of analysis when employees' unpleasant experiences as a result of their exposure to authoritarian leaders are sufficiently shared. Ensure to avoid the toxic leadership to the company will ensure that the employees to work at the company for a long-term. The employee may get disengaged from work and maybe quit the company as a result of the toxic management techniques, which could cost the company the trained worker (Reyhanoglu & Akin, 2022).

Additionally, the impact of leadership on employee retention in the workplace will be tempered by the employees' generation, with transformational leadership having a stronger positive correlation with the workplace retention of younger employees (C. C. Lee et al., 2022). The result of this research would highlight the crucial part that leadership plays in keeping workers, no matter what generation they are. According to Yasin et al. (2021), when human resource managers are aware of the indicators of intended turnover, it is easier to address employee concerns and control actual staff turnover, which lowers costs and enhances customer experience. And the study shows that employees are drawn to leaders and organizations because of the relational character of responsible leadership, which heightens their sense of belonging.

2.5 Training and Development

Offering employees online training courses, conferences, seminars, and workshops, as well as career progression possibilities, is only one aspect of training and development, which is a crucial aspect of employer branding (Bharadwaj, 2023). It is more crucial for the company to engage in knowledge management exercises where staff members talk about how individual knowledge gaps affect employee turnover (Zhuo & Yuan, 2022). Employees today understand the value of training for their careers; in order to be effective in their jobs, they must possess thorough understanding of all tasks assigned to them.

According to Bharadwaj (2023), employee demotivation can arise when they believe that certain workplace practices (including information sharing, rewards, training, and empowerment) are unfair or unequal. If one group is excluded from training, the control group may experience increased motivation or resentment, which could result in distorted results, whether positive or negative (Raheja, 2015). Employees believe that their employers value them as staff members and are encouraging them to further their careers by providing training. In the interim, they will give back to the business by using what they have learnt.

Workers who were absorbed into the public sector stated that they chose to work there because they thought there would always be possibilities for in-service training, such as seminars and workshops (Zakumumpa et al., 2023). It is believed that general education and on-the-job training can halt the deterioration of general skills (Voßemer, 2019). Every position matters because it may guarantee that the work they do will be completed more successfully and efficiently. This includes having the technical and soft skills necessary for the specific task at hand.

2.5.1 Relationship Between Employee Retention and Training & Development

Conducting knowledge management activities for employees to discuss the influence of knowledge distance between individuals on turnover is of greater importance to the organization, especially for the younger generation that values knowledge (Zhuo & Yuan, 2022). The youthful generation frequently exhibits a high level of retention when companies allocate significant resources to training and development (Nguyen & Duong, 2021). The results of these studies indicate that the younger generation is inclined to work for organizations that facilitate their personal and mutual development. It enables them to improve their knowledge and remain more pertinent to any modifications that are consistent with the most recent policies, laws, and knowledge.

Employee perceptions of organizational environments that foster knowledge transfer and acquisition can be interpreted as supporting their learning orientation, which in turn lowers the likelihood of employee intentions to leave the organization (AlMazrouei et al., 2024). Due to social norms and sentiments of obligation, employees are more inclined to reciprocate when they believe they are receiving valuable resources from the organization (Fletcher et al., 2018). In order to optimize the organization's growth, it is imperative that the organization be aware of its competitive advantages, as indicated by this investigation. According to these studies, employees are more inclined to remain with the organization for an extended period of time when training is provided to them, which enhances their career development.

The necessity of having skilled workers in jobs requiring lifelong learning and the value these professionals provide to organizations (Steil et al., 2020). HRM practices can be strategically employed to enhance the employee-organization value alignment, thereby reducing the likelihood of employee turnover (Akther & Tariq, 2020). Organization

nowadays must ensure they can identify the members of their team who genuinely require additional training in addition to concentrating on increasing profits for the business. which in the end will increase the business's future effectiveness and efficiency.

2.6 Job Security

Every researcher has their own finding and opinion regarding the job security. According to Zakumumpa et al. (2023), the health employees' sector selected job security as the primary motivator for choosing to stay employed in the public sector. And for some reason by working in public sector, started off as a privilege for a tiny part of workers and expanded to include the majority of federal employees as well as a sizable portion of state, municipal, and special district employees through the actions of state legislatures and city councils (Hur & Perry, 2016). Nowadays, on these researchers that had been found that most people gain more security and confidence for the future by working in the public sector based on this research

The idea that job security is a conventional kind of protection for employees has dominated employment relations up until recently (Zekic, 2016). Increased employment protection is believed to discourage hiring as well as firing, lowering the permeability of the barrier between unemployed and the workforce, with an overall unclear impact on the unemployment rate (Clark & Postel-Vinay, 2009). In order to know their rights and to feel secure in their employment, the majority of employees must be aware of the appropriate policies that their employers have put in place.

One source of motivation and fulfilment that enables workers to advance consistently and fearlessly is job security (Aman-Ullah et al., 2022). In private sector, most of the employees want to have the job satisfaction and motivation towards their work which

they able to do their job without any concern or any fear for which might happen to employees.

2.6.1 Relationship Between Employee Retention and Job Security

Coping strategies and employee retention results are influenced by a dynamic interplay between organizational context elements and individual-level characteristics (Zakumumpa et al., 2023). According to the researcher's interview results, the majority of the respondents expressed satisfaction with their ability to go from non-governmental organization (NGO) to public sector, citing favourable chances for employment in the latter. According to Hur and Perry (2016), at-will policies are bad ideas, and opposition to maintaining established procedures is bolstered by legislative, executive, and popular discontent with public employment security arrangements. And the result for this study, public organizations could simultaneously find ways to relax property rights laws by attaching longer probationary periods to contracts for short- to medium-term employment (e.g., five to fifteen years). However, they should also address the effects of employees' affective and cognitive job insecurity by providing better career counselling and outplacement services.

According to Zekic (2016), in the context of job security, it is important to note the widely recognised differentiation between open-ended or permanent contracts (also known as contracts with indefinite length) and flexible contracts. Based on the researchers' observation, it still appears to be focused on job security, or at least employment stability, the latter prescribe employment security.

According to Clark and Postel-Vinay (2009), the generosity of Unemployment Insurance Benefits across all countries is positively connected with job security in both permanent private and temporary occupations. Based on the result of this study, we see

that there is a positive and substantial association with unemployment insurance benefits and employment protection legislation, but a negative and significant correlation with job security.

2.7 Hypotheses of The Study

There are three (3) hypotheses of the study

2.7.1 Leadership and Employee Retention

Leadership is the factor that ensure that employee to retain within the organization. Good leadership will lead to high retention of employee. Most employees nowadays will stay within the company if the leader are very supportive and willing to help their employees. They said that the principles of leadership never changed (C. C. Lee et al., 2022). Based on the statement above, the following hypotheses is proposed

H₁: *There is a relationship between leadership and employee retention.*

Therefore, the principles of leadership, though evolving with new management theories and practices, fundamentally remain centred on understanding and addressing employee needs, promoting their growth, and ensuring their well-being. Supportive leaders who invest in their employees' development and create a sense of belonging can significantly impact retention rates. This connection between leadership and employee retention highlights the importance of leadership styles and practices in shaping organizational culture and employee satisfaction.

2.7.2 Training and Development and Employee Retention

Employees want to grown within their company and to ensure that they able to contribute more while to be an expertise in their field. By get more training in their

organization, it helps them to have be enhance in their career. Based on the statement above, the following hypotheses is proposed

H₂: There is a relationship between training & development and employee retention

2.7.3 Job Security and Employee Retention

Every employees are looking forward to have a stable career to ensure that they doesn't have any concern and any issue in future. If the company have any problem, most of employees will look for a better opportunity to ensure that they able to survive in their field. Based on the statement above, the following hypotheses is proposed

H₃: There is a relationship between job security and employee retention job security & development and employee retention

2.8 Underpinning Theory

Social Exchange Theory (SET) establishes a theoretical framework for comprehending the dynamic between organizations and employees, which includes the representation of how two parties exchange behaviours (Blau, 1964). The theory suggests that individuals participate in a social exchange in which they exchange time, skills, and endeavours for a variety of organizational benefits in the context of employee retention. In the event that employers demonstrate positive leadership behaviour and a positive work environment, employees will demonstrate a stronger sense of affiliation with their organization and will have fewer intentions to depart (Amah & Oyetuunde, 2020). As a result of the trade relationships between employers and employees, turnover rates are reduced. By investing in comprehensive training and development programs, organizations foster an environment in which employees perceive a dedication to their professional development, thereby increasing both commitment and retention.

According to Jayathilake et al. (2021), the author suggests that HRM practices enhance employee development, resulting in improved organizational performance and employee retention. Furthermore, the provision of employment security fosters a sense of trust and commitment among employees, which in turn influences their decision to remain, thereby contributing to a stable and positive social exchange. The SET indicates that job security improves employees' attitudes towards their jobs (Sousa Sabbagha et al., 2018).

It may increase employee motivation and satisfaction, potentially leading to increased retention. Essentially, leadership, training & development and job security factors are essential in the development of positive social interactions, which in turn contribute to the retention of employees within organizations.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a detailed explanation of the methodology employed in the current investigation. In the initial chapter, the researcher will provide an explanation of the questionnaire design and research technique. The variable and instrument will be measured in the subsequent subchapter.

3.2 Research Design

Research design is a critical plan that provides a guiding framework for the execution of the research endeavour. The respondents were distributed questionnaires by google form and construct the questionnaire to collect the data from the respondent to gather the evidence for the research and to obtain reliable data in this study, which employed a quantitative method. The reason quantitative data have been used is because it is easier to do an interview session.

A research design is the method and strategy used to carry out a study while meeting the requirements for gathering and analysing data. Quantitative research is characterised by its experimental or descriptive nature and its participation in data analysis (Harimu & Tumewu, 2016). The purpose of this study is to investigate, within the selected population, the relationship between independent and dependent variables.

Because each person at one of the aviation MRO Companies in Subang will be treated as a distinct data source, the study uses the individual as the unit of analysis. After reading the questions and analysing the predictions, respondents will register their answers in a questionnaire. In addition, the questionnaire approach has many benefits,

one of which is its ability to obtain large amounts of data quickly from a large number of respondents.

This study begins by identifying the issues present in the research context. Based on these issues, research questions and objectives will be formulated. For this study, literature from relevant past studies is collected as a reference. Subsequently, the appropriate research methodology for this study is determined. After that, survey questions are formulated. A permission to distributed the questionnaire and be review by the management of the company to get an approval. Then the final survey questionnaire will be distributed, and the study findings will be analysed. The analysis will focus on examining respondents' perceptions of leadership; training and development; and job security as the leadership, training & development and job security factors on employee retention. Conclusion and suggestions for further research will be develop, and finally, the research questions will be answered, accompanied by a discussion applicable to future researchers.

3.3 Questionnaire Design

The questionnaire consisted of fifty-one items and was divided into five sections. Section A contains information related demographic background of the respondent. Section B contains questions related to a dependent variable of employee retention. Sections C, D and E consist of independent variables such as leadership, job security and training & development.

The instruments are written in both, English and Malay. The instruments of the study were evaluated using a six-point Likert except Section A. To complete the questionnaire, the respondent must select their answers based on a six-point scale. The Likert scale measured individuals' opinions, attitudes, and behaviours. The scale is

from one indicating a 1 (strongly disagree), 2 (disagree), 3 (slightly disagree), 4 (slightly agree), 5 (agree) and 6 (strongly agree) was used.

Additional, description of five sections is presented in Table 3.1

Table 3.1 The Questionnaire Design

Questionnaire Part	Description	Total Item
Section A	Demographic profile of respondent regarding gender, age, marital status, highest level of education, position, employment status, and years of services.	7
Section B	Consists of questions measuring dependent variable of employee retention	11
Section C	Consists of questions measuring independent variable of leadership	22
Section D	Consists of questions measuring independent variable of job security	6
Section E	Consists of questions measuring independent variable of training & development	5

3.4 Data Collection Procedure

An instrument for data collection is a questionnaire. The data collection method employed in this research is a questionnaire, which consists of a series of queries that participants are required to respond to. The sample size of the study is 154, as suggested by Krejcie and Morgan (1970). The researcher prepared approximately 130 sets of questionnaires for distribution. By hand, the questionnaire was distributed through Google Forms.

In this method, the researchers requested that specific individuals satisfactorily complete questionnaires independently and submit the results. The survey will be available for respondents to complete within three weeks of its distribution. Research

analysis will be conducted by the researcher subsequent to the completion of the questionnaire, and the entire data collection procedure will involve an additional two weeks. Approximately six weeks were necessary to finalize this entire process. A process was used to select respondents to answer queries, as illustrated in the table below.

Table 3.2 A process was used to select respondents to answer queries

Date	Procedures	No. of questionnaires
17.02.2025	Respondents were provided with the queries, with a three-week timeframe.	130
03.03.2025	Respondents complete the questionnaire	110

3.4.1 Study population

According to Sekaran and Bougie (2016), the term "population" represents the comprehensive group of individuals or entities that the researcher intends to investigate and to whom pertinent information regarding the research situation is applied. Population in the study include those who are hold a various position from directors to the technicians' level. Table 3.2 shows the total of employees at MRO aviation company in Subang Airport.

Table 3.3 Total of employees Aviation MRO Company at Subang Airport

Position	Population
Technician	65
Support Group/Officer/Senior Officer	14
Licensed Aircraft Engineer/Foreman/Superintendent	34
Executive/Senior Executive	23
Manager/Senior Manager	12
Director/C-Suite	6
Total	154

3.4.2 Sample Size and Technique

In order to reduce sampling mistakes and obtain a representative sample size, Krejcie and Morgan (1970) developed a comprehensive table and procedure to help identify a population that is acceptable for sample size. In order to guarantee that the 110 responses are received within two weeks, the researcher has resolved to distribute a minimum of 130 questionnaires to employees of the MRO Company at Subang Airport across all levels, from management to operation employees. The stratified sampling technique was implemented to identify respondents who were targeted to complete the questionnaires. It is to ensure that to reduce bias that might be occur over or underpresented. In this study, to determine the appropriate sample, the guideline developed by Krejcie and Morgan (1970), as shown in Table 3.3.

Table 3.4 The Determination of Sample Size according to population by Krejcie & Morgan (1970)

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

At this aviation MRO Company in Subang, there are 154 population, a recommended sample size of 110 respondents were determined.

3.5 Measurement of Variables

The operational definitions of the major terms used in the study are given in this section.

The operational component seeks to facilitate the connection between the theoretical ideas being studied and analyse the characteristics of all variables.

3.5.1 Employee Retention

The dependent variable is the employee retention in this study. There are two types of turnover: voluntary and involuntary. An employee's decision to sever ties with their employer is known as voluntary turnover. When an employee decides to quit the company, this takes place. In such a situation, the company loses a key employee, and it must find someone to replace his abilities and capabilities. When an employee leaves the company without their consent, it's known as involuntary turnover. For any business with a highly trained labor force, the most essential area of concern is lowering staff turnover through efficient retention measures (Azeez, 2017).

The participant was asked to indicate their degree of agreement using six-point Likert scale. The scale is from one indicating a strongly disagree to six indicating strongly agree. All the questions on the questionnaire are shown in the table 3.4

Table 3.5 Employee Retention Items

Variables	Measurement of Definition	Items	Source
Employee Retention	The degree to which employees decide to remain with an organization over time, which is influenced by both personal and organizational factors. Assessed through survey responses regarding employees' commitment, employment satisfaction, and intention to remain.	1. I am planning on working for another organization within a period of three years. 2. Within this organization my work gives me satisfaction. 3. If I wanted to do another job or function, I would look first at the possibilities within this organization. 4. It does not matter if I'm working for this organization or another, as long as I have work 5. If it were up to me, I will definitely be working for this organization for the next five years. 6. If I could start over again, I would choose to work for another organization. 7. If I received an attractive job offer from another organization, I would take the job. 8. The work I'm doing is very important to me. 9. I love working for this organization. 10. I see a future for myself within this organization. 11. I have checked out a job in another organization previously.	Adopted from Kyndt et al. (2009)

3.5.2 Leadership

Every leadership style interest varies periodically based on appropriateness (Zamzuri et al., 2024). The problem of construct proliferation has been symbolised by the concept of leadership as more and more authors have introduced several constructs such as transformative leadership, toxic leadership, sustainable leadership, and servant leadership.

Twenty-two items were used to measure leadership style for employees. The participant was asked to indicate their degree of agreement using six-point Likert scale. The scale is from one indicating a strongly disagree to six indicating strongly agree. All the questions on the questionnaire are shown in the table 3.5.



Table 3.6 Leadership Items

Variables	Operation Definition	Items	Source
Leadership	A leadership style that cultivates a shared vision, intellectual stimulation, individualised consideration, and charisma in order to inspire and motivate employees to surpass expectations. Assessed through leadership training outcomes and self-reported assessments of leadership behaviours.	1. My manager spends his/her time for teaching and coaching. 2. My manager helps me to develop my strength. 3. My manager treats me as an individual rather than just a group member. 4. My manager seek different perspective when solving problems. 5. My manager explained specific vision for the future. 6. My manager re-examine assumptions to questions whether they are appropriate. 7. My manager provides me with assistance in exchange for my effort. 8. My manager keeps tracks of all mistakes. 9. My manager talks optimistically about the future. 10. My manager emphasizes the importance of having a collective sense of mission. 11. My manager instils prides in me for being associated with him/her. 12. My manager acts in ways that build my respect. 13. My manager suggests new ways of looking at how to complete assignment.	Adopted from Bass & Avolio (1990)

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14. My manager fails to interfere until problems become serious
 15. My manager makes clear what one can expect to receive when performance goals are achieved.
 16. My manager considers the moral and ethical consequences of decisions.
 17. My manager talks enthusiastically about what needs to be done.
 18. My manager concentrates his/her full attention on dealing with mistakes, complaints and failure.
 19. My manager directs my attention towards failure to meet standard.
 20. My manager shows that he/she is a firm believer in "if it ain't broke, don't fix it".
 21. My manager demonstrate that problems must become chronic before any action taken.
 22. My manager expresses satisfaction when I meet expectations.
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3.5.3 Training & Development

Organizations can adapt, compete, excel, innovate, produce, be safe, enhance service, and accomplish goals with the help of training & development activities (Salas et al., 2012). The organizations aware that investing in training keeps their employees knowledgeable and helps them stay competitive. The organizations know that making investments in their employees produces better outcomes and achieve the goals that has been set by the company.

Five items were used to measure training & development for employees. The participant was asked to indicate their degree of agreement using six-point Likert scale. The scale is from one, indicating a strongly disagree to six indicating strongly agree. All the questions on the questionnaire are shown in the table 3.6.

Table 3.7 Training & Development Items

Variables	Operation Definition	Items	Source
Training & Development	A systematic process aimed at improving employee competencies, knowledge, and skills through structured learning interventions. Measured by training effectiveness, skill acquisition, and application of learned behaviours at work.	1. The organization has a clear plan to develop the skills I need to successfully complete my job duties (e.g., training, conferences, etc.). 2. The organization has an investment-based plan towards professional and educational development to promote individual development plans on a large scale (e.g., plans for subjects of learning programs, specialized and behavioral training courses, etc.). 3. The organization has a scientific system based on developing and managing knowledge and tracking the return on investment resulting from training and development programs. 4. The organization has a scientific approach based on studying training needs periodically and within a specific time frame. 5. I can pass on the knowledge and behaviors I gained from the development programs I learned on the job.	Adopted from Borges-Andrade (2006)

3.5.4 Job Security

The perception that one's entire career is in danger, or that one's job is in danger (Kwabiah et al., 2016). A danger to one's entire employment, for example, could take the form of being temporarily laid off, being transferred to a job at the same level within the company, or being relocated into a lower position.

Six items were used to measure job security for employees. The participant was asked to indicate their degree of agreement using six-point Likert scale. The scale is from one indicating a strongly disagree to six indicating strongly agree. All the questions on the questionnaire are shown in the table 3.7.

Table 3.8 Job Security Items

Variables	Operation Definition	Items	Source
Job Security	Employees' perception of the stability of their job and the likelihood of continued employment. Measured through self-reported survey items assessing fear of job loss and perceived organizational stability.	1. I am confident that I will be able to work for my organization as long as I wish. 2. My job will be there as long as I want it. 3. If my job were eliminated, I would be offered another job in my current organization. 4. Regardless of economic conditions, I will have a job at my current organization. 5. I am secure in my job. 6. My current organization would transfer me to another job if I were laid off from my present job.	Adopted from Kraimer et al. (2005)

3.6 Data Collection Process

The data were analysed using SPSS version 29 in this study. A study was conducted to ensure that the researcher could obtain knowledge and data from previous research. A survey was administered to the respondents with the objective of obtaining more accurate data and a more comprehensive understanding within the sample of 110 respondents. The respondent results were used to compile quantitative data. Quantitative data were analysed, and the results were presented. Based on the data, the researcher will draw a conclusion and finalise the research outcome. Quantitatively, the study's sample size comprises 110 employees. Researchers have taken into account the necessity of ensuring that the sample size is adequate to accurately represent the populations.

3.6.1 Pre Test

A preliminary test was conducted to ensure that the respondents comprehend the questions and that no technical difficulties arise during the data collection process. Immediate amendments may be implemented to resolve any errors. The pilot test procedure will be initiated from the pre-test.

3.6.2 Pilot Test

A pilot study is conducted to verify the research's viability by replicating every step of the main study, assessing the participant's inclusion and exclusion criteria, preparing the medication and intervention, storing and testing the study's measurement equipment, and training research assistants and studies (In, 2017).

The internal consistency reliability of the pilot study, as determined by Cronbach's Alpha, is illustrated in the subsequent table. The pilot phase of this study was conducted

in the middle of January and involved 20 employees. For table 3.8 shown the reliability analysis pilot test of 20 employees. These variables are employee retention (0.739), leadership (0.871), training & development (0.893) and job security (0.739). The results of this investigation are acceptable and reasonable.



Table 3.9 Reliability Analysis Pilot Test

Variables	Number of Items	Alpha value (n=20)
Employee Retention	11	0.739
Leadership	22	0.871
Training & Development	5	0.893
Job Security	6	0.739

3.6.3 Correlation Analysis

According to Sekaran and Bougie (2016), the Pearson correlation coefficient is a tool that can be employed to illustrate the direction of the connections between all variables that were measured at an interval or ratio. A correlation analysis was conducted to ascertain the extent to which the two categories of variables were interconnected.

The correlation coefficient offers insight into two aspects of the relationship between two variables: the direction in which the relationship is orientated and the relationship itself. The correlation coefficient, represented by the letter r , has a value that can vary from minus one hundred to plus one hundred (Sekaran and Bougie, 2016). According to Bryman and Bell (2015), the relationship is classified as stronger when the coefficient is nearer to 1, and weakened when it is nearer to 0. If Pearson's r correlation is 1, it means that the values of the other variables increase by the same amount when the value of one variable increases. A value of -1 suggests that the other variable will decrease as a consequence of an increase in one variable. The correlation method was employed by the researcher to ascertain the relationship and the degree of correlation between the independent variables and dependent variables. This enabled the researcher to ascertain the extent to which the independent variables are associated with work engagement.

Table 3.10 Value of Correlation and Its Relationship Strength

Value of Correlation, r	Strength of Relationship
± 0.90 to 1.00	Very high relationship
± 0.70 to 0.89	High relationship
± 0.40 to 0.69	Moderate relationship
± 0.20 to 0.39	Weak relationship
± 0.01 to 0.19	Very weak relationship
0.00	No correlation

3.6.4 Multiple Regression Analysis

According to Sekaran and Bougie (2016), the model as a whole and the extent to which each variable contributes could be determined through multiple regression. Multiple regressions were implemented in this investigation to ascertain the significance of each variable comprising the model (employee retention, leadership, training and leadership, and work engagement).

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter discusses the findings of the study. The discussion is divided into five sections. The discussion is divided into five sections. To characterise the demographics of the respondents to this survey, the initial section employs frequency. The subsequent section addresses descriptive statistics for the variables examined in this investigation. This chapter also addresses reliability analysis using Cronbach Alpha. After that, this chapter delves into the inferential analysis, which encompasses Pearson correlation and multiple regression to evaluate the primary hypothesis of the study. Discussion of the chapter's conclusion is conducted in the concluding section.

4.2 Total Number of Respondents

110 respondents in total have answered the research's questionnaires. Every respondent that currently works at this MRO organization. It takes around ten fifteen minutes to answer all of the questionnaires. It is sufficient for the sample size for the data analysis.

Table 4.1 Total Number of Respondents

Items	No
Total Number of Respondents	110

4.3 Data Screening

Descriptive analysis, reliability analysis, correlation analysis, and multiple regression analysis will be employed to analyse 110 responses. These analyses will produce results that will confirm the relationship between the independent and dependent variables, and either hypothesis will be accepted.

4.4 Descriptive Analysis

The descriptive analysis was conducted on 110 responses to examine the respondent profile. The data that was collected was entered into SPSS in order to finalise the analysis process. The demographic of the respondent was described using frequency and percentage values. The respondent was asked seven questions regarding their background, including their gender, marital status, highest level of education, position, employment status and years of services,

As shown in Table 4.2, it shows the demographic profile,

Table 4.2 Demographic Background

Demographic Background	Frequency	Percentage (%)
Gender		
Male	88	80
Female	22	20
Age		
21-30	45	40.91
31-40	27	24.55
41-50	14	12.73
51-60	17	15.45
61 and above	7	6.36
Marital Status		
Single	43	39.09
Married	66	60.00
Widowed/Widower	1	0.91

Highest Level of Education		
SPM	5	4.55
STPM	0	0.00
Diploma	34	30.90
Profesional Certificate	39	35.45
Bachelor Degree	16	14.55
Master Degree	16	14.55
Position in Organization		
Technician	43	39.10
Support Group	5	4.55
Licensed Aircraft Engineer/Foreman/Superintendent	23	20.90
Executive/Senior Executive	22	20.00
Manager/Senior Manager	11	10.00
Director/C-Suite	6	5.45
Employment Status		
Current Employee	110	100
Former Employee	0	0
Year of Services		
Less than one year	26	23.64
One to three years	44	40.00
Three to seven years	16	14.55
Seven years and above	24	21.81

4.5 Reliability Analysis

The descriptive analysis was conducted on 110 responses to examine the respondent profile. The data that was to develop measurement scales and variables, to support the current scale, and to gauge the reliability value. All variables are regarded accurate as long as the Cronbach Alpha values exceed 0.60 (Taherdoost, 2016).

Table 4.3 Reliability Analysis

Variables	Number of Items	Alpha Values
Employee Retention	11	0.713
Leadership	22	0.924
Training & Development	5	0.785
Job Security	6	0.668

The results shows that the Cronbach's Alpha value, which falls 0.660 and 0.924, achieved a high reliability coefficient as of Table 4.3. Divided scores into four categories: Scores are allocated into four categories: scores below 0.6 are considered poor, scores between 0.60 and 0.70 are acceptable and satisfactory, scores between 0.70 and 0.90 are good, and scores above 0.90 are considered outstanding (Taherdoost, 2016).

4.6 Correlation Analysis

The Pearson coefficient is a correlation coefficient that indicates the relationship between two variables that have the same interval or ratio scale. The Pearson coefficient indicates the degree of correlation between two continuous variables. The Pearson correlation coefficient is employed to investigate the relationship between the independent, mediating, and dependent variables of the study. The Pearson correlation

coefficient is employed to determine the relationship between the variables in the study, including the independent, mediating, and dependent variables.

Table 4.4 Correlation Analysis (n=110)

		MEAN ER	MEAN LR	MEAN JS	MEAN TD
MEAN EMPLOYEE RETENTION	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	110			
MEAN LEADERSHIP	Pearson Correlation	.360**	1		
	Sig. (2-tailed)	<.001			
	N	110	110		
MEAN JOB SECURITY	Pearson Correlation	.155	.088	1	
	Sig. (2-tailed)	.106	.363		
	N	110	110	110	
MEAN TRAINING & DEVELOPMENT	Pearson Correlation	-.090	.042	.343**	1
	Sig. (2-tailed)	.352	.660	<.001	
	N	110	110	110	110

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

4.7 Multiple Regression Analysis

The analysis entails the execution of regression analysis on the three independent variables: job security, leadership, and training & development. The analysis conducted to ascertain whether there is a substantial correlation with the dependent variable, employee retention. The result shown in Table 4.5

Table 4.5 Multiple Regression

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std	Beta		
Constant	3.219	.467		6.894	<.001
MEAN LEADERSHIP	.303	.077	.351	3.953	<.001
MEAN TRAINING & DEVELOPMENT	-.144	-.081	-.167	-.1771	-0.080
MEAN JOB SECURITY	.154	.080	.182	1.923	.057

Dependent Variable: MEAN EMPLOYEE RETENTION

Table 4.6 Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.42 ^a	.170	.146		.55199

a. Predictors: (Constant), MEAN TRAINING, MEAN LEADERSHIP, MEAN JOB SECURITY

b. Dependent Variable: MEAN EMPLOYEE RETENTION

According to the model summary in Table 4.6, the R-value, is 0.42, R-square value of 0.170, Adjusted R square take the value of 0.146. The independent variable's combined influence on the independent variables is 17%, as indicated by the R-value of 0.170. The implication is that 83% of the variability in employee retention is influenced by factors that are not examined in this study.



CHAPTER FIVE

DISCUSSION, RECOMMENDATIONS AND CONCLUSIONS.

5.1 Introduction

The purpose of this study conducted is to investigate potential relationship between leadership, training & development, job security, and employee retention in MRO Company at Subang Airport. The investigation involves three independent variables and one dependent variable, which function as key predictors for understanding employee retention.

5.2 Summary of Study

The objective of this investigation was to determine whether leadership, training and development, and job security would influence in-person employee retention. The regression model that was previously proposed in this study was used to establish the relationship between employee retention and three independent variables: job security, training & development, and leadership.

The Pearson Correlation data suggests that there is a positive correlation coefficient between employee retention and leadership and job security. Nevertheless, it also demonstrates a negative correlation coefficient between employee retention and training and development. It demonstrates that there is a correlation between employee retention and leadership, as well as between job security and employee retention at Subang Airport's MRO Company. However, there is no correlation between employee retention and training and development at Subang Airport.

The results of the study, as determined by multiple regression analysis, indicate that employee retention is significantly influenced by two of the three independent

variables: job security and leadership. As a result, employee retention has not been significantly influenced by training and development.

5.3 Discussion

The objective of this study is to examine the potential correlation between employee retention, job security, training and development, and leadership in an MRO company located at Subang Airport. The study encompasses three independent variables and one dependent variable, which serve as critical predictors for comprehending employee retention.

The dependent variable is employee retention, while the independent variables are job security, leadership, training & development, and employee retention. Participants were reminded to complete the questionnaires promptly, and the Google Form of the questionnaires was distributed over a three-week period for data collection. The respondent submitted 51 questionnaires, resulting in a 100% response rate. The sample size was 110. The SPSS system was employed to analyse the data, and a reliability test was conducted. The results were subsequently recorded. Pearson Additionally, SPSS correlation tests were implemented to investigate the correlation between variables, which demonstrated a substantial correlation between the independent and dependent variables. To validate the research questions that were established in the initial sections of the paper, multiple regression analysis was employed in the testing of research hypotheses.

5.3.1 Objective 1: Relationship between Leadership and Employee Retention

The initial objective of the study, which was to establish a correlation coefficient of 0.360 between employee retention and leadership, was successfully accomplished.

However, the relationship between the two was found to be feeble and positive. The correlation coefficient is classified as weak when it lies within the range of 0.20 to 0.39. Although the impact may not be particularly significant or direct, this suggests a positive correlation between employee retention and leadership.

From the findings of Carter et al. (2019), it is evident that there is a positive correlation between employee retention and leadership, which suggests a significant and positive relationship. This discovery further substantiates the hypothesis that there is a positive and substantial correlation between employee empowerment and employee retention. The researchers also observed that employee retention is positively correlated with high levels of leadership, while lesser levels of leadership are associated with lower levels of employee retention. That is, an effective leader is associated with a high level of employee retention.

A potential explanation for the feeble relationship's outcome is that the majority of respondents are employed as technicians. This suggested that in order to effectively manage the department and the organization, it is necessary to have a strong leader who is capable of performing both day and night shifts for a full 24 hours a day. They could have established themselves in their roles and developed a comfortable regimen. It is possible that the current leadership's modifications to work dynamics could be interpreted as a potential threat to this stability. An additional explanation for the moderate correlation may suggest that, despite the fact that leadership is a factor in employee retention, other factors, such as work-life balance, job satisfaction, compensation, and organizational environment, may also affect that outcome. These factors have the potential to moderate the overall influence of leadership on employee retention.

The preferences and responses of various individuals to leadership are diverse. Even though certain employees flourish in environments where they possess a significant amount of decision-making authority, others may prefer more structure and guidance. This preference diversity has the potential to moderate the relationship as a whole.

The specific context of the organization can influence the efficacy of leadership in improving employee retention. How employees perceive and adopt leadership styles can be influenced by factors such as the industry, company culture, and overall organizational structure. Job safety, compensation, career advancement, and work-life balance are among the numerous factors that can impact employee retention. Despite the fact that leadership is a substantial factor, the relationship's moderate nature is a result of the interaction between it and these other elements. The effectiveness of leadership styles is contingent upon their implementation. Leadership styles may not have the desired positive effect on employee retention if they are introduced without adequate support and communication. The relationship can be moderated by implementation challenges. A critical factor in determining the efficacy of empowerment is the organizational culture and managerial practices. A moderate relationship between leadership and employee retention may be attributed to the absence of effective leadership styles from the immediate superior to the employees or if the organizational culture does not support leadership. According to Carter et al. (2019), employees are more inclined to remain with the organization when their leaders exhibit effective leadership qualities. There should be an opportunity for employees to propose ideas that promote fairness and a culture of sharing. When employees perceive that their opinions are valued and taken into account in the formulation of business policies or strategies, they will be more committed and loyal to the organization, which will result in employee retention.

5.3.2 Objective 2: Relationship between Training & Development and Employee Retention

Training and development, on the other hand, exhibit a negative correlation coefficient of -0.090, indicating a significant but weak relationship. The correlation coefficient is classified as a very weak relationship, as it lies within the range of 0.01 to 0.19. The implication is that there is a negative correlation between employee retention and training and development; however, the effect may be negligible.

Training and development appears to have a substantial effect on employee retention, as per Zhuo and Yuan (2022). According to the same study, employees' intention to depart the organization for their own advantage is demonstrated by their increased knowledge and the training they receive. Salary and an improved work environment are also factors that contribute to this position.

Various factors that affect employees' attitudes and opportunities may be responsible for the feeble correlation between training and development and employee retention. Perceived career advancement opportunities are one critical factor. The employee may perceive each mandatory training offered by the company as an opportunity for professional development; however, their work may not immediately produce tangible results or enhancements in their daily work experiences. There is a possibility that this perceived impact could result in a weaker relationship between employee retention and training and development.

Each course and training they complete provides them with an improved opportunity to secure employment in a more beneficial industry. And some of the employees who received this training may need to increase their workload and the tension they experience from their job, necessitating the completion of additional tasks without any

salary increases or promotions. Additionally, it is possible that they are frustrated with the dearth of career advancement following the training, as they anticipate receiving a significant promotion or raise in relation to the training they received and the potential workload.

Also, the relationship between training and performance and employee retention is significantly impacted by a lack of recognition. If employees perceive that their accomplishments and efforts are not sufficiently recognised or compensated, the appraisal's motivational influence on their loyalty to the organization may diminish. In the absence of recognition, the relationship between performance appraisal and employee retention may be more moderate, as it functions as a powerful motivator.

In summary, the perceived superior employment opportunity and the absence of recognition are the determining factors in the weak relationship between training and performance and employee retention.

5.3.3 Relationship between Job Security and Employee Retention

The third objective is to investigate the correlation between employee retention and job security. This study determined that the correlation coefficient is 0.155, indicating a very faint and positive relationship. The relationship is classified as very weak, as the correlation coefficient lies within the range of 0.01 to 0.19. This indicates that there is a positive correlation between job security and employee retention, despite the relative insignificance of the effect.

The employee's confidence in their own ability to maintain their position without fear of any abrupt downsizing activities or termination is demonstrated by job security.

Zekic (2016) conducted a study that revealed a substantial correlation between employee retention and job security.

The tension and productivity motivator are the driving forces behind the relationship between job security and employee retention. Retaining one's employment is significantly influenced by job security. In terms of permanent employment, employees are less concerned about losing their positions and feel more secure, as well as enjoying their work and organizational commitment, according to Zekic (2016). In comparison to permanent employees, temporary or contract employees are more likely to experience feelings of insecurity (Clark & Postel-Vinay, 2009). By offering a permanent position or role, employees will experience a greater sense of employment security.

Job security is a tangible representation of the importance that an organization places on its employees. A system that is well-organised and reduces insecurities may serve as a signal to employees that their skills, efforts, and dedication are acknowledged and valued. This acknowledgement fosters a sense of commitment and gratification among employees, which in turn motivates them to remain with the organization. Furthermore, employees remain because they are satisfied with the non-monetary incentives that are offered to them. It is clear that the employment security factor can influence an employee's decision to remain with the organization. It is more probable that employees will remain loyal to the organization when they are offered a favourable compensation contract.

Additionally, the competitive labour market and current economic inflation may affect the relationship. In the aviation sector, where the demand for skilled and licensed professionals is high, organizations that provide competitive compensation are more

likely to retain their best talent. This is especially important because talented individuals frequently have access to a variety of employment opportunities, and competitive compensation is a significant factor in their decision to remain with a particular employer. Furthermore, the job's security is a factor in the overall well-being of an employee. In addition to satisfying fundamental needs, adequate compensation enables employees to strategise for their future, thereby reducing employee stress and enhancing job productivity, thereby fostering loyalty and retention within the organization.

In conclusion, the robust correlation between job security and employee retention can be attributed to the recognition of employee value, the competitive job market, the fulfilment security of the job, and the overall impact of well-being on job satisfaction. These factors collectively contribute to the impact of compensation on the retention of contented and committed employees.

5.4 Implications

The objective of this investigation is to improve comprehension of job satisfaction among aviation employees. The management of the organization and the Human Resource Department must exercise additional caution in order to prevent a general decrease in employee retention, as numerous previous studies have demonstrated. Job satisfaction is a significant factor in this regard. Consequently, this research will establish the foundation for future investigations that are more rigorous and comprehensive.

In addition, the organization must also take into account effective leadership styles in order to accommodate its employees. The results of the study indicate that 110 respondents are in search of a leader who is capable of leading the department and the

organization without being influenced by office politics. This could serve as a benchmark for the organization regarding the extent to which employees are seeking a leader who is capable of leading them and the extent to which the organization's management is capable of identifying a leader who is capable of leading the company to greater success. For instance, the effective execution of policies regarding job security and the training and development process can enable employees to enhance their skills and ensure their continued service with the organization.

Therefore, the findings of the investigation could serve as a guide for the Human Resource Department's management to establish a more effective organization in order to enhance the quality of leadership, job security, and training and development for aviation employees.

5.5 Limitations of Study

The study is constrained in a variety of ways in order to be completed successfully. Initially, the time frame that is allocated for the determination of the relationship between the variables in this study is exceedingly brief. This occurred as a result of the researcher's inability to commit to the project within the allotted time frame due to prior work commitments and work precedents. Secondly, the absence of a controlled environment and the use of surveys for data collection may result in response bias. Cross-sectional data cannot be used to derive causal inferences. Therefore, in order to ascertain causal effects, researchers may conduct a longitudinal study in the future to accumulate data over a two- to three-year period. The third limitation is a result of the shift period. The respondents find it challenging to complete the questionnaire, despite the fact that it was presented in the form of Google Forms. Additionally, some of them do not provide their entire cooperation. The fourth limitation is that this company is a

Government-Linked Company (GLC). Additionally, the researcher must obtain sanction from the organization's management and the company's group. Nevertheless, the researcher stated that the information pertaining to the organization would be kept confidential and solely used for educational purposes.

Consequently, the study's data could serve as a highly dependable resource for organizations to identify and address the factors that contribute to employee job satisfaction in the future.

5.6 Suggestion for Future Study

There are some topics that can be further investigated in subsequent studies. The problems that people face at work, such as salaries, ego conflicts, poor sleep and furious customers. In-depth research and analysis can be conducted to determine the root causes of these problems, and appropriate solutions can be proposed to address them and prevent them from happening again in the future.

It is essential to monitor the satisfaction level in general, particularly for industries that necessitate meticulous attention, such as the aviation sector (Kalvakolanu et al., 2022). For researchers who wish to expand their research, there are additional areas to investigate at the aviation MRO company located at Subang Airport. Finally, qualitative research is also a recommended method of research that should be investigated in the future to delve into the intricacies of aviation workers.

5.7 Conclusions

The primary objective of this research is to analyse the influence of leadership, training & development, and job security factors on employee retention at an aviation MRO

company located at Subang Airport. The results indicate that there is a positive correlation between employee retention and job security in the context of leadership.

The investigation of leadership, training & development, job security, and employee retention among the employees of an MRO company in Subang Airport is anticipated to provide a more comprehensive understanding of the influence of these aspects.



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APPENDICES

Appendix 1: Set of Questionnaire

Dear Respondent,

I am Zulhilmi Masrur Bin A Zaini (832781) a final year student Master of Human Resource Management (MHRM) program at Universiti Utara Malaysia Kuala Lumpur.

You are invited to complete this survey as part of final year Research Paper (BPMZ 61992).

This survey will help to identify the effect of leadership, job security, and training & development on employee retention in your organization. This survey will take approximately 5-10 minutes of your time to be completed.

We would be very grateful if you could spend some time answering the questions below by giving honest and accurate answers. Your feedback is confidential and to be used solely for academic purposes. Your cooperation and engagement in responding to this questionnaire are highly appreciated.

Responden yang dihormati,

Saya Zulhilmi Masrur Bin A Zaini (832781), pelajar tahun akhir program Sarjana Pengurusan Sumber Manusia (MHRM) di Universiti Utara Malaysia Kuala Lumpur.

Anda dijemput untuk melengkapkan kaji selidik ini sebagai sebahagian daripada Kertas Penyelidikan Tahun Akhir (BPMZ 61992).

Kajian ini bertujuan untuk mengenal pasti kesan kepimpinan, keselamatan pekerjaan, serta latihan & pembangunan terhadap pengekalan pekerja dalam organisasi anda. Kajian ini akan mengambil masa kira-kira 5-10 minit untuk dilengkapkan.

Kami amat berterima kasih sekiranya anda dapat meluangkan masa untuk menjawab soalan-soalan di bawah dengan jawapan yang jujur dan tepat. Maklum balas anda adalah sulit dan hanya akan digunakan untuk tujuan akademik. Kerjasama dan penglibatan anda dalam menjawab soal selidik ini amat dihargai.

Terima kasih.

Section A: SOCIO-DEMOGRAPHY

1. Gender // *Jantina*

A. MALE // LELAKI

B. FEMALE // PEREMPUAN

2. Age // *Umur*

_____ YEARS OLD

3. Marital Status // *Status Perkahwinan*

- A. SINGLE // BUJANG
- B. MARRIED // BERKAHWIN
- C. LAIN-LAIN // OTHERS

4. Highest Level of Education // *Tahap pendidikan tertinggi*

- A. SPM
- B. STPM
- C. DIPLOMA
- D. PROFESSIONAL CERTIFICATE // SIJIL PROFESIONAL
- E. BACHELOR DEGREE // IJAZAH SARJANA MUDA
- F. MASTER DEGREE // IJAZAH SARJANA
- G. OTHERS // LAIN-LAIN

5. Position in Organization // *Jawatan Dalam Organisasi*

- A. TECHNICIAN // JURUTEKNIK
- B. SUPPORT GROUP/OFFICER/SENIOR OFFICER // KUMPULAN SOKONGAN/PEGAWAI/PEGAWAI KANAN
- C. LICENSED AIRCRAFT ENGINEER/FOREMAN/SUPERINTENDENT // JURUTERA PESAWAT/PENYELIA/PENYELIA KANAN
- D. EXECUTIVE/SENIOR EXECUTIVE // EKSEKUTIF/EKSEKUTIF KANAN
- E. MANAGER/SENIOR MANAGER // PENGURUS/PENGURUS KANAN
- F. DIRECTOR/C-SUITE // PENGARAH/JAWATAN EKSEKUTIF TERTINGGI
- G. OTHERS // LAIN-LAIN

7. I have been employed in my current company for how many years? // *Saya telah bekerja di syarikat saya sekarang selama berapa tahun?*

- A. LESS THAN ONE YEAR // KURANG DARI SATU TAHUN
- B. ONE TO THREE YEARS // SATU HINGGA TIGA TAHUN
- C. THREE TO SIX YEARS // TIGA HINGGA ENAM TAHUN
- D. SIX YEARS AND ABOVE // ENAM TAHUN DAN KE ATAS

Section B: EMPLOYEE RETENTION

INSTRUCTION:

Please indicate the extent of your agreement or disagreement with each statement by selecting a number from 1 (Strongly Disagree), 2 (Disagree), 3 (Slightly Disagree), 4 (Slightly Agree), 5 (Agree) or 6 (Strongly Agree).
ARAHAN:

Sila nyatakan tahap persetujuan atau ketidaksetujuan anda dengan setiap pernyataan dengan memilih nombor dari 1 (Sangat Tidak Setuju), 2 (Tidak Setuju), 3 (Sedikit Tidak Setuju), 4 (Sedikit Setuju), 5 (Setuju) atau 6 (Sangat Setuju).

1. I am planning on working for another organization within a period of three years. // *Saya merancang untuk bekerja di organisasi lain dalam tempoh tiga tahun.*

1	2	3	4	5	6
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2. Within this organization my work gives me satisfaction. // *Di dalam organisasi ini, pekerjaan saya memberikan kepuasan kepada saya.*

1	2	3	4	5	6
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3. If I wanted to do another job or function, I would look first at the possibilities within this organization. // *Sekiranya saya ingin melakukan pekerjaan atau fungsi lain, saya akan melihat terlebih dahulu peluang yang ada dalam organisasi ini..*

1	2	3	4	5	6
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4. It does not matter if I'm working for this organization or another, as long as I have work. // *Tidak penting sama ada saya bekerja untuk organisasi ini atau organisasi lain, asalkan saya mempunyai pekerjaan.*

1	2	3	4	5	6
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5. If it were up to me, I will definitely be working for this organization for the next five years. // *Sekiranya ia bergantung kepada saya, saya pasti akan bekerja untuk organisasi ini dalam tempoh lima tahun akan datang.*

1	2	3	4	5	6
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6. If I could start over again, I would choose to work for another organization. // *Sekiranya saya boleh bermula semula, saya akan memilih untuk bekerja di organisasi lain.*

1	2	3	4	5	6
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7. If I received an attractive job offer from another organization, I would take the job. // *Sekiranya saya menerima tawaran pekerjaan yang menarik dari organisasi lain, saya akan menerima pekerjaan tersebut*

1	2	3	4	5	6
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8. The work I'm doing is very important to me. // *Pekerjaan yang saya lakukan sangat penting bagi saya.*

1	2	3	4	5	6
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9. I love working for this organization. // *Saya suka bekerja untuk organisasi ini.*

1	2	3	4	5	6
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10. I see a future for myself within this organization. // *Saya melihat masa depan untuk diri saya dalam organisasi ini.*

1	2	3	4	5	6
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11. I have checked out a job in another organization previously. // Saya pernah menyemak pekerjaan di organisasi lain sebelum ini.

1	2	3	4	5	6
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Section C: LEADERSHIP

INSTRUCTION:

Please indicate the extent of your agreement or disagreement with each statement by selecting a number from 1 (Strongly Disagree), 2 (Disagree), 3 (Slightly Disagree), 4 (Slightly Agree), 5 (Agree) or 6 (Strongly Agree).

ARAHAN:

Sila nyatakan tahap persetujuan atau ketidaksetujuan anda dengan setiap pernyataan dengan memilih nombor dari 1 (Sangat Tidak Setuju), 2 (Tidak Setuju), 3 (Sedikit Tidak Setuju), 4 (Sedikit Setuju), 5 (Setuju) atau 6 (Sangat Setuju).

1. My manager spends his/her time for teaching and coaching // *Pengurus saya meluangkan masanya untuk mengajar dan membimbing.*

1	2	3	4	5	6
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2. My manager helps me to develop my strength. // *Pengurus saya membantu saya untuk mengembangkan kekuatan saya.*

1	2	3	4	5	6
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3. My manager treats me as an individual rather than just a group member. // *Pengurus saya melayan saya sebagai seorang individu dan bukannya sekadar ahli kumpulan.*

1	2	3	4	5	6
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4. My manager seek different perspective when solving problems. // *Pengurus saya mencari perspektif yang berbeza ketika menyelesaikan masalah.*

1	2	3	4	5	6
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5. My manager explained specific vision for the future. // *Pengurus saya menjelaskan visi khusus untuk masa depan.*

1	2	3	4	5	6
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6. My manager re-examine assumptions to questions whether they are appropriate. // *Pengurus saya mengkaji semula andaian untuk menilai sama ada ia sesuai.*

1	2	3	4	5	6
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7. My manager provides me with assistance in exchange for my effort// *Pengurus saya memberikan bantuan kepada saya sebagai pertukaran untuk usaha saya.*

1	2	3	4	5	6
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8. My manager keeps tracks of all mistakes. // *Pengurus saya sentiasa memantau semua kesilapan.*

1	2	3	4	5	6
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9. My manager talks optimistically about the future. // *Pengurus saya bercakap secara optimis tentang masa depan.*

1	2	3	4	5	6
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10. My manager emphasizes the importance of having a collective sense of mission. // *Pengurus saya menekankan kepentingan mempunyai rasa misi yang kolektif.*

1	2	3	4	5	6
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11. My manager instils prides in me for being associated with him/her. // *Pengurus saya menanam rasa bangga dalam diri saya kerana dikaitkan dengannya.*

1	2	3	4	5	6
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12. My manager acts in ways that build my respect. // *Pengurus saya bertindak dengan cara yang membina rasa hormat saya.*

1	2	3	4	5	6
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13. My manager suggests new ways of looking at how to complete assignment. // *Pengurus saya mencadangkan cara baharu untuk melihat bagaimana menyelesaikan tugas.*

1	2	3	4	5	6
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14. My manager fails to interfere until problems become serious // *Pengurus saya gagal campur tangan sehingga masalah menjadi serius.*

1	2	3	4	5	6
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15. My manager makes clear what one can expect to receive when performance goals are achieved. // *Pengurus saya menjelaskan apa yang boleh dijangka diterima apabila matlamat prestasi tercapai.*

1	2	3	4	5	6
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16. My manager considers the moral and ethical consequences of decisions. // *Pengurus saya mempertimbangkan akibat moral dan etika dalam membuat keputusan.*

1	2	3	4	5	6
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17. My manager talks enthusiastically about what needs to be done. // *Pengurus saya bercakap dengan bersemangat tentang apa yang perlu dilakukan.*

1	2	3	4	5	6
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18. My manager concentrates his/her full attention on dealing with mistakes, complaints and failure // *Pengurus saya menumpukan sepenuh perhatian kepada menangani kesilapan, aduan dan kegagalan.*

1	2	3	4	5	6
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19. My manager directs my attention towards failure to meet standard. // *Pengurus saya mengarahkan perhatian saya kepada kegagalan memenuhi standard.*

1	2	3	4	5	6
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20. My manager shows that he/she is a firm believer in "if it ain't broke, don't fix it". // *Pengurus saya menunjukkan bahawa beliau benar-benar percaya pada prinsip "jika tiada yang rosak, jangan perbaiki."*

1	2	3	4	5	6
---	---	---	---	---	---

21. My manager demonstrate that problems must become chronic before any action taken. // *Pengurus saya menunjukkan bahawa masalah perlu menjadi kronik sebelum sebarang tindakan diambil.*

1	2	3	4	5	6
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22. My manager expresses satisfaction when I meet expectations. // *Pengurus saya meluahkan kepuasan apabila saya memenuhi jangkaan.*

1	2	3	4	5	6
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Section D: JOB SECURITY

INSTRUCTION:

Please indicate the extent of your agreement or disagreement with each statement by selecting a number from 1 (Strongly Disagree), 2 (Disagree), 3 (Slightly Disagree), 4 (Slightly Agree), 5 (Agree) or 6 (Strongly Agree).

ARAHAN:

Sila nyatakan tahap persetujuan atau ketidaksetujuan anda dengan setiap pernyataan dengan memilih nombor dari 1 (Sangat Tidak Setuju), 2 (Tidak Setuju), 3 (Sedikit Tidak Setuju), 4 (Sedikit Setuju), 5 (Setuju) atau 6 (Sangat Setuju).

1. I am confident that I will be able to work for my organization as long as I wish. // *Saya yakin bahawa saya akan dapat bekerja untuk organisasi saya selagi yang saya inginkan.*

1	2	3	4	5	6
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2. My job will be there as long as I want it. // *Pekerjaan saya akan ada selagi saya menginginkannya.*

1	2	3	4	5	6
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3. If my job were eliminated, I would be offered another job in my current organization. // *Sekiranya pekerjaan saya dibuang, saya akan ditawarkan pekerjaan lain di organisasi semasa saya.*

1	2	3	4	5	6
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4. Regardless of economic conditions, I will have a job at my current organization. // *Tanpa mengira keadaan ekonomi, saya akan mempunyai pekerjaan di organisasi semasa saya*

1	2	3	4	5	6
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5. I am secure in my job. // *Saya merasa selamat dalam pekerjaan saya*

1	2	3	4	5	6
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6. My current organization would transfer me to another job if I were laid off from my present job. // *Organisasi semasa saya akan memindahkan saya ke pekerjaan lain sekiranya saya diberhentikan dari pekerjaan saya sekarang.*

1	2	3	4	5	6
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Section E: TRAINING & DEVELOPMENT

INSTRUCTION:

Please indicate the extent of your agreement or disagreement with each statement by selecting a number from 1 (Strongly Disagree), 2 (Disagree), 3 (Slightly Disagree), 4 (Slightly Agree), 5 (Agree) or 6 (Strongly Agree).

ARAHAN:

Sila nyatakan tahap persetujuan atau ketidaksetujuan anda dengan setiap pernyataan dengan memilih nombor dari 1 (Sangat Tidak Setuju), 2 (Tidak Setuju), 3 (Sedikit Tidak Setuju), 4 (Sedikit Setuju), 5 (Setuju) atau 6 (Sangat Setuju).

1. The organization has a clear plan to develop the skills I need to successfully complete my job duties (e.g., training, conferences, etc.). // *Organisasi mempunyai rancangan yang jelas untuk membangunkan kemahiran yang saya perlukan bagi menyelesaikan tugas kerja saya dengan jayanya (contohnya, latihan, persidangan, dan lain-lain).*

1	2	3	4	5	6
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2. The organization has an investment-based plan towards professional and educational development to promote individual development plans on a large scale (e.g., plans for subjects of learning programs, specialized and behavioral training courses, etc.). // *Organisasi mempunyai rancangan berasaskan pelaburan untuk pembangunan profesional dan pendidikan bagi mempromosikan rancangan pembangunan individu secara besar-besaran (contohnya, rancangan untuk subjek program pembelajaran, kursus latihan khusus dan tingkah laku, dan lain-lain).*

1	2	3	4	5	6
---	---	---	---	---	---

3. The organization has a scientific system based on developing and managing knowledge and tracking the return on investment resulting from training and development programs. // *Organisasi mempunyai sistem saintifik yang berasaskan pembangunan dan pengurusan pengetahuan serta menjejaki pulangan pelaburan yang terhasil daripada program latihan dan pembangunan.*

1	2	3	4	5	6
---	---	---	---	---	---

4. The organization has a scientific approach based on studying training needs periodically and within a specific time frame. // *Organisasi mempunyai pendekatan saintifik yang berasaskan kajian keperluan latihan secara berkala dan dalam tempoh masa tertentu.*

1	2	3	4	5	6
---	---	---	---	---	---

5. I can pass on the knowledge and behaviors I gained from the development programs I learned on the job. // *Saya dapat menyampaikan pengetahuan dan tingkah laku yang saya peroleh daripada program pembangunan yang saya pelajari semasa bekerja.*

1	2	3	4	5	6
---	---	---	---	---	---

Thank you for participating in the survey // Terima kasih kerana mengambil bahagian dalam kaji selidik ini.



Appendix 2: Reliability Analysis for Pilot Test

1. Employee Retention

Case Processing Summary			
		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

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

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.739	.776	11

2. Leadership

Case Processing Summary			
		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

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

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.871	.882	22

3. Job Security

Case Processing Summary			
		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

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

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.739	.751	6

4. Training & Development

Case Processing Summary			
		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

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

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.893	.879	5

Appendix 3: Analysis

1. Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	88	80.0	80.0	80.0
	FEMALE	22	20.0	20.0	100.0
	Total	110	100.0	100.0	

2. Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	45	40.9	40.9	40.9
	31-40	27	24.5	24.5	65.5
	41-50	14	12.7	12.7	78.2
	50-60	17	15.5	15.5	93.6
	60-70	7	6.4	6.4	100.0
	Total	110	100.0	100.0	

3. Marital Status

		Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	43	39.1	39.1	39.1
	MARRIED	66	60.0	60.0	99.1
	WIDOWED	1	.9	.9	100.0
	Total	110	100.0	100.0	

4. Highest level of Education

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	5	4.5	4.5	4.5
	DIPLOMA	34	30.9	30.9	35.5
	PROFESSIONAL CERTIFICATE	38	34.5	34.5	70.0
	BACHELOR DEGREE	33	30.0	30.0	100.0
	Total	110	100.0	100.0	

5. Position in Organization

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TECHNICIAN	43	39.1	39.1	39.1
	SUPPORT GROUP/OFFICER/SENIOR OFFICER	5	4.5	4.5	43.6
	LICENSED AIRCRAFT ENGINEER/FOREMAN/SU PERINTENDENT	23	20.9	20.9	64.5
	EXECUTIVE/SENIOR EXECUTIVE	22	20.0	20.0	84.5
	MANAGER/SENIOR MANAGER	11	10.0	10.0	94.5
	DIRECTOR/C-SUITE	6	5.5	5.5	100.0
	Total	110	100.0	100.0	

6. Year of Service in the Organization

		Service			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LESS THAN ONE YEAR	26	23.6	23.6	23.6
	ONE TO THREE YEARS	44	40.0	40.0	63.6
	THREE TO SIX YEARS	16	14.5	14.5	78.2
	SIX YEARS AND ABOVE	24	21.8	21.8	100.0
	Total	110	100.0	100.0	

7. Employee Retention

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.713	11

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
49.28	43.177	6.571	11

8. Leadership

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.924	22

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
86.00	232.697	15.254	22

9. Training & Development

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.785	5

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.83	11.942	3.456	5

10. Job Security

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.668	6

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
25.30	17.863	4.227	6

11. Pearson Correlation

		Correlations			
		RETENTION	LEADERSHIP	SECURITY	TRAINING
RETENTION	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	110			
LEADERSHIP	Pearson Correlation	.360**	1		
	Sig. (2-tailed)	<.001			
	N	110	110		
SECURITY	Pearson Correlation	.155	.088	1	
	Sig. (2-tailed)	.106	.363		
	N	110	110	110	
TRAINING	Pearson Correlation	-.090	.042	.343**	1
	Sig. (2-tailed)	.352	.660	<.001	
	N	110	110	110	110

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

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.412 ^a	.170	.146	.55199	.170	7.217	3	106	<.001
a. Predictors: (Constant), TRAINING, LEADERSHIP, SECURITY									
b. Dependent Variable: RETENTION									

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	3.219	.467		6.894	<.001		
	LEADERSHIP	.303	.077	.351	3.953	<.001	.992	1.008
	SECURITY	.154	.080	.182	1.923	.057	.877	1.141
	TRAINING	-.144	.081	-.167	-1.771	.080	.882	1.134
a. Dependent Variable: RETENTION								