

**THE EFFECT OF HUMAN RESOURCE PRACTICES ON EMPLOYEE
RETENTION AT INTEL**

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**UNIVERSITI UTARA MALAYSIA
2011**

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I declare that this thesis has not been accepted for any degree and is concurrently submitted in candidature of any other degree.

I hereby declare that any valuable contributions and all resources have been used as an acknowledgement to this thesis research.

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ABSTRAK

Objektif kajian ini adalah untuk meneliti hubungan antara empat faktor amalan HR iaitu latihan dan pembangunan, penilaian prestasi, kewangan / faedah kesihatan, pemilihan dan pengambilan, dan pengekalan pekerja dalam Intel Technology Sdn. Bhd. Alat penyelidikan yang digunakan untuk memperoleh data ialah soal selidik. Sejumlah 186 soal selidik telah diedarkan secara rawak kepada pekerja-pekerja dalam Shared Services Center & jabatan Kewangan Intel Technology (M) Sdn. Bhd. Bagaimanapun, hanya 152 responden mengembalikan soal selidik yang telah siap. Data telah dianalisis dengan menggunakan "Pakej Statistik untuk Sains Sosial" (SPSS Window) Versi 12.0. Analisis korelasi digunakan bagi menguji korelasi antara faktor amalan HR. Keputusan menunjukkan ada korelasi antara empat amalan HR iaitu latihan dan pembangunan, penilaian prestasi, kewangan / faedah kesihatan dan pemilihan dan pengambilan dengan pengekalan pekerja dalam pertubuhan itu. Bagaimanapun, bagi analisis regresi berganda, terdapat kaitan antara amalan HR (latihan dan pembangunan, penilaian prestasi, dan kewangan / faedah kesihatan) dengan pengekalan pekerja. Penilaian prestasi menunjukkan peramal terkuat pengekalan pekerja, diikuti oleh latihan dan pembangunan, dan kewangan/kelebihan kesihatan. Keputusan kajian ini menunjukkan bahawa keempat-empat faktor yang berkaitan sepatutnya perlu diberi perhatian untuk mengekalkan pekerja-pekerja dalam organisasi. Beberapa cadangan telah diberikan untuk organisasi dan untuk penyelidikan masa depan.

ABSTRACT

The objective of this study was to examine the relationship between four factors of HR practices which are training and development, performance appraisal, financial/health benefit, selection and recruitment, and employee retention in Intel Technology Sdn. Bhd. The research instrument used to obtain data was questionnaire. A total of 186 questionnaires were randomly distributed to employees in Shared Services Center & Finance department of Intel Technology (M) Sdn. Bhd. However, only 152 respondents returned the completed questionnaires. Data was analysed by "Statistical Package for Social Science" (SPSS Window) Version 12.0. Correlation analysis was used to test the inter-correlation between the variables. Correlation result shows that all four variables of HR practices i.e training and development, performance appraisal, financial/health benefit and selection and recruitment were correlated with employee retention in the organization. However, in the multiple regression analysis, it was found that HR practices (training and development, performance appraisal, and financial/health benefit) were related to employee retention. Performance appraisal was the strongest predictor of employee retention, followed by training and development, and financial/health benefit. These findings show that the related factors should be given attention to retain employees in the organisation. Some suggestions have been offered for the organization and for future research.

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TABLE OF CONTENTS

	Page
DECLARATION OF THESIS.....	ii
PERMISSION TO USE	iii
DISCLAIMER	iv
ABSTRAK	v
ABSTRACT.....	vi
ACKNOWLEDGEMENTS	vii
TABLE OF CONTENTS.....	viii
LIST OF FIGURES	xi
LIST OF TABLES.....	xii
CHAPTER 1.....	1
INTRODUCTION	1
1.1 Introduction to the Study	1
1.2 Background of the Problem	4
1.3 Problem Statement	6
1.4 Research Questions	9
1.5 Research Objectives.....	10
1.6 Significance of the Study	11
1.7 Definition of Key Terms.....	12
1.8 Organization of Remaining Chapters.....	14
CHAPTER 2.....	16
LITERATURE REVIEW.....	16
2.1 Introduction	16
2.2 Review of Related Literatures.....	16
2.2.1 Employee Retention	16
2.2.2 Organizational HRM practices.....	17
2.2.3 Training and development opportunities	19
2.2.4 Performance Appraisal.....	21

2.2.5	Financial/Health Benefits.....	22
2.2.6	Selection and Recruitment	25
2.2.7	Organizational HRM Practices and Employee Retention	26
2.3	Theoretical Framework	29
2.4	Definition of Terms.....	30
2.4.1	Conceptual Definitions	30
2.4.2	Operational Definitions.....	34
2.4.2.1	Training and Development Opportunity.....	34
2.4.2.2	Performance appraisal	34
2.4.2.3	Financial/Health Benefits.....	34
2.4.2.4	Selection and Recruitment	35
2.4.2.5	Employee Retention	35
2.5	Hypotheses Development.....	35
	The following hypotheses are developed to test the relationship between training and development, performance appraisal, financial/health benefit, selection and recruitment and employee retention.	35
2.6	Summary of Chapter.....	38
CHAPTER 3.....		39
METHODOLOGY.....		39
3.1	Introduction	39
3.2	Research Design	39
3.2.1	Type of Study	39
3.2.2	Sources of Data.....	40
3.2.3	Unit of Analysis.....	40
3.2.4	Population Frame.....	40
3.2.5	Sample and Sampling Technique.....	40
3.3	Measurement.....	41
3.3.1	HR practices measures	41
3.3.2	Retention measure	42
3.4	Data Collection Procedures	43
3.5	Data Analysis Techniques	44
3.6	Summary of Chapter.....	45

CHAPTER 4.....	46
FINDINGS.....	46
4.1 Introduction.....	46
4.2 Demographic Characteristic.....	46
4.3 Statistical Analysis	51
4.3.1 Reliability Test.....	51
4.3.2 Hypothesis Test - Relationship between Training and Development Opportunity, Performance Appraisal, Financial/Health Benefits, Selection and Recruitment and Employee Retention	53
4.3.3 Multiple Regression.....	55
4.4 Summary of Chapter.....	57
CHAPTER 5.....	58
DISCUSSION AND CONCLUSION	58
5.1 Introduction.....	58
5.2 Discussion	58
5.3 Limitation of Research	61
5.4 Recommendation for Future Research.....	61
5.5 Conclusion.....	62
REFERENCES	64
APPENDIX 'B' : SPSS RESULT	81

LIST OF FIGURES

		Page
Figure 1	Theoretical framework of HRM practices and employee retention	27
Figure 2	Maslow's hierarchy of need theory	30

LIST OF TABLES

	Page
Table 4.1 Frequency Distribution by Gender	44
Table 4.2 Frequency Distribution by Age	45
Table 4.3 Frequency Distribution by Marital Status	45
Table 4.4 Frequency Distribution by Department	46
Table 4.5 Frequency Distribution by Education	46
Table 4.6 Frequency Distribution by Job	47
Table 4.7 Frequency Distribution by Experience in Similar Department	48
Table 4.8 Frequency Distribution by Years of Service in the organization	49
Table 4.9 Reliability Test on Instruments	50
Table 4.10 Correlations	51
Table 4.11 Results of Regression Analysis	54

CHAPTER 1

INTRODUCTION

1.1 Introduction to the Study

During economic downturn organizations will look for opportunities to cut cost and one of the famous resolutions is retrenching employees. However, when the economy recovers the organizations will recruit employees to replace the positions left by the retrenched employees. This is the normal phenomenon happening in most organizations. Due to retrenchment, many organizations lost their talented/skillful employees. The talented employees are the assets of a company. However, some organizations are really looking into practices in retaining their employees.

Successful organizations realize that an effective employee retention strategy will help them sustain their leadership and growth in the marketplace. Good organizations make employee retention a core element of their talent management and organizational development strategy. Those that fail to make employee retention a priority are at risk of losing their top talented people to the competition.

It appears that organizations are concerned with retention and the need for new approaches to reducing employee intentions to quit. In the latest Workplace Forecast (Society for Human Resource Management 2006(a),

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