

TALENT ENGAGEMENT: A STUDY ON NEW
GENERATION IN MALAYSIA'S WORKPLACE

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DECLARATION

We hereby declare that:

- (1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the research project.
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LIST OF ABBRIEVIATIONS

Gen Ys	Generation Y
SAS	Statistical Analysis Software
CD	Career development
WLB	Work-life Balance
PB	Pay and benefits
PJF	Person-job fit

PREFACE

In order to successfully complete our course of Bachelor Degree of Business Administration (Hons), it is compulsory for us to conduct a research project. The topic for our research is **“A study on new generation in Malaysia's workplace”**. One of the reason that we select this topic for our research project is because it is compatible to our course of study since Business Administration is related to the management in an organization. Therefore, we are come into a consensus in selecting this title as our research topic.

In the organizational context, employees especially those Gen Ys talented employees play an important role in helping organization to gain competitive advantages over the rivals. As we know that, different employee has different expectation towards their organization. Employees choose to leave the organization if the organization is unable to fulfill their interest and needs. Therefore, it is important for every organization to concern about the effective way on how to retain their employees in the workplace. If the organization is able to retain their talented employees, this may subsequently help the organization to sustain in the competitive market since employees are the most valuable assets in the organization.

In short, the overall research project will help to provide a thorough understanding about the factors (career development, work-life balance, pay and benefit and person-job fit) that affecting the talent enegagement in Malaysia's workplace.

ABSTRACT

The main objective of this study is designed to investigate the impact of talent engagement of Gen Ys in Malaysia's workplace. The factors (career development, work-life balance, pay and benefit and person-job fit) that affecting talent engagement will be discussed in this research. Therefore, previous studies that done by other researchers will be adopted in developing the hypothesis in this research project.

The survey was conducted in Northern area of Malaysia (Perlis, Kedah, Pulau Pinang and Perak). Printed questionnaires will be used by the researchers as a research instrument in the research methodology by distributing a total of 500 copies of questionnaires across those states. The data collected will be tested and analyzed by using SAS Enterprise Guide in order to conduct the new findings such as reliability analysis, frequency analysis, Pearson correlation coefficient analysis and Multi-linear Regression analysis.

Throughout the research, the result shown that there is a positive significant relationship between the independent variable (career development, work-life balance, pay and benefit and person-job fit) and dependent variable (talent engagement). This result will be further supported by previous studies and several suggested recommendation has also been discussed by the researchers. Last but not least, the overall project will be ended up by given future study and conclusion.

Keywords: Talent engagement, career development, work-life balance, pay and benefit, person-job fit.

CHAPTER 1: INTRODUCTION

1.0 Introduction

The topic of this study concerns about Talent Engagement of Generation Y (Gen Ys) in Malaysia's Workplace. The main purpose of this research is to determine which independence variables will affect the talent engagement among the Gen Ys in the workplace. This chapter explains the chapter outlines that are related to the study. It will begins with the research background, followed by the problem statement, research objective and research question, then continued by the hypothesis and significance of study, chapter layout and the conclusion. In this research, four independent variables were selected as the hypothesis to investigate and to obtain a clearer picture of talent engagement among the Gen Ys in workplace Malaysia.

1.1 Research Background

Nowadays, we cannot deny that in this business world, more people are getting to retired soon and especially the older generations. In order to sustain the balance of the workforce, the business firms are now taking in more fresh blood into their workplaces. The purpose of this study is to find out the current situations of the engagement among the talented Gen Ys in Malaysia workplace. Together with the four independence variables such as career development, work-life balance, pay and

benefits, and person-job fit which were selected to study on affecting talent engagement of Gen Ys.

According to Uba (2012), Gen Ys was a special generation as compared to other generation, because they grown up in the ease of modern technology era. Armour (2005) claimed that Gen Ys are young, wise, and rash in decision making and does not favor work as their main priorities. Besides, Pybaraud (2010) said that Gen Ys is high in maintenance, risk, achievement and high education qualification has made their talents high in demand. Pybaraud (2010) also mentioned that Gen Ys are techno-savvy which affects the culture, habits and manners in the way they act, communicate and engage in their environment, people and management. In the other hand, Eisner (2005) Gen Ys has high morality, patriotic, sociable and prioritizes towards their family, as well as possess a high expectation on the rewards such as income paid and increment (Treuren & Anderson, 2010). Furthermore, Gen Ys tends to be live in balance between work and play, and try to look for the career which able to offer them flexibility and balance in work and life (Myers, 2010). According to Saxena & Jain (2012), Gen Ys is engaged when they have caring supervisor, good organization policies, equitable work-life balance and reasonable pay.

In this study, the main respondent was focused on Gen Ys. There is the person who born at specific time period and there was no clear defined in the range of time. Below was the table shows the time periods to determine the Gen Ys by different researches.

Table 1.1 Different Time Range of Gen Ys by Different Researchers

Author/Authors	Year	Journal/Research Title	Time range
Howe & Strauss	1991	Generations: The history of America's future, 1584-2069.	1982-2001
Herbig et.al.	1993	Marketing to the Baby Bust Generation.	1977-1994
Kavitha	2011	A study on factors influencing Generation Y's food preferences with special reference to Kuala Lumpur, Malaysia.	1977-1994
Suleman & Nelson	2011	Motivating the millennials: tapping into the potential of the youngest generation.	1977-1993
Hewitt & Ukpere	2012	Leadership challenges associated with the management of Generation Y employees: A proposed theoretical model	1980-1995
Saxena & Jain	2012	Managing career aspirations of Generation Y at work place.	1980-1995

For this study, the time range of 1980-1995 was adopted to determine as the time period of the Gen Ys. The reasons behind in this time range was selected is because of the characteristic of this group of people (from age 18 until age 33) is more likely to be well described in previous contexts. The context was mentioned by Uba (2012), they are born in modern technology era and they do easily to adapting well in the fast changing of information technology. Besides that, this group of people who born in between year 1980-1995, they have been attended the higher education level compare to Generation X, who born in between 1960-1980 (Hewitt & Ukpere, 2012). As emphasize of this study, the person's age started from 18 to 33 was said as in the group of Gen Ys.

In this study, the targeted respondents are the Gen Ys in Malaysia, the number of populations must be determined clearly. According to Malaysia Labour Force Statistics 2011, the total numbers of labour workforce in Malaysia was 12.3 million people. Meanwhile, the total number of Gen Ys from the age group of 18 to 33 was made up by 4.4 million people or 36% of total number of labour workforce. This shows that the Gen Ys was occupied a vast portion in the total labour workforce.

In Malaysia current workforce, the productivity of Malaysia workforce shows positive results and have potential to growth further (Zaleha, 2011). But currently, Malaysia workforce is at a critical situation in achieving high economic growth due to the increase in competitive global economy (Suriyani, 2012). As a large number and well educated group in the labour workforce, Gen Ys was said to be the successful key factors for the future economy growth. According to the research conducted by Bryan (2007), organizational firms are required to keep up with the generational changes in the current workforce, by taking in the Gen Ys into their organization.

Moreover, organizational firms requires Gen Ys to participate as a new workforce in order to cope with today competitive world. Hence, talent engagement is one of the key factors which current employers need to take into consideration. Akmal et al., (2011) mentioned that the capability of the organization in the aspects of attracting and retaining the talented Gen Ys has become more challenging in today's business world. According to Pfeffer (2001), the "Talent" in an organization carries the meaning of a person stars among the employees.

In this highly competitive era, talent acquisition is important for the organization to improve the productivity as a better talent acquisition would maximize the employee engagement, motivation, and retention (Ronn, 2007). A research conducted by Akmal et al. (2011) shows that when employees are engaged, they will prioritize their

relationship with their co-worker and remain focused on their roles and missions. This produces an excellent work and stay longer in an organization. In other words, if an employer fails to give support to their employees, job turnover or low productivity job are more likely to occur.

1.2 Problem Statement

Recently, the former Human Resources Minister Datuk Seri Dr S. Subramaniam said that youths nowadays were unwilling to stay on their jobs for a longer period (Sittamparam, 2012). Malaysia organizations are incurring higher attrition rates. In another word, Malaysia organizations are suffered from higher employee turnover rate. According to Goh (2012), the attrition rates in Malaysia shows an unsteady trend from 2009 to 2011 whereby there is an increase of 6% in the attrition rate in 2009 of 10% have risen to 16% in 2010 which then experienced a slight decrease to 15.9% and has ranked at sixth in Asia Pacific for employee turnover rate in 2011. As Awamleh (2009) and Frank et al. (2004) claimed that higher employee turnover usually caused by lower engagement and thus the organization that able to have high workforce engagement will have lower employee turnover. Hence, the organizations should pay more attention on the means that able to create a high workforce engagement in order to reduce employee turnover.

Past researchers also found that the principal factor that leads to the unstable trend of turnover rate was Gen Ys employees who are not always just looking at money but also beyond than that (Van Rooy, 2010; Shaul, 2007). According to the marketing director of Kelly Services for Singapore and Malaysia, Jeannie Khoo denoted that Gen Ys employees tend to find meaning in their work and they are looking for work-

life balance. In order to have a higher employee engagement, organizations nowadays are focus on training, succession plans and career development. Although these are costly to the organization, but when the employees able to work in a healthy and happy condition, there will be less medical leave from employees and the productivity might also increase (Goh, 2012; Weyland, 2011; Angeline, 2011).

On the other hand, many organizations in Malaysia are facing highly competitive and ever changing environment such as customer demand, advance technology, direct labour market and so on. Therefore, it is important for organizations to focus on the capabilities of their workforce (Nasurdin, Hemdi, & Guat, 2008). According to Golshan & Omar (2011), the war of talent is considered as a critical human resource issue in the future and they found that many organizations tend to retain their talent as well as knowledge in their organizations. Therefore, organizations play an important role in understanding all the features and characteristic of Gen Ys workforce in order to engage those talented employees (Weyland, 2011). This is because the characteristics and capabilities of Gen Ys employees are different from other generation workforce that will be able to provide competitive advantage over their competitors (Golshan & Omar, 2011).

According to Bhattachaya & Mukherjee (2009), money is one of the motivating factors for every employee in conducting their work better. For instance, throughout the research of Aguenza & Ahmad (2012) show that employee chooses to leave the organization because of dissatisfaction towards their current pay system. One of the surveys titled "Employee Job Satisfaction in Malaysia," indicated that the majority of Malaysians are unhappy at the workplace. There are almost 17% of the 1145 respondents are unhappy with their current salary. The major reason upon the dissatisfaction is due to the rising cost of living in Malaysia ("Business Times," 2012). Besides that, Nelson Global Online Survey show that the inclination of price of items cause consumers more cautions with their disposal income whereby they have to

change their spending pattern or properly plan with their household expenses (Teoh, 2011). Therefore, most of the employees nowadays seek for pay rise rather than the level of pay so that they will be able to cover with their increasing highly expenditure (Aguenza & Ahmad, 2012).

On the other, there are also a research argue that salary is not a major factor that influencing the dissatisfaction of an employee at the workplace. According to the survey titled "JobsCentral Work Happiness Survey," employees are dissatisfy with their advancement opportunity when they are asked to rate their degree of satisfaction in their workplace. The survey result shows advancement opportunity with a ranking of 5.60 on scale of 10 (most satisfied) to 1 (least satisfied) as compared to current salaries with the ranking of 5.81. This means that the employees having higher degree of dissatisfaction towards advancement opportunity as compared to current salaries ("HR Matters," 2013).

The reason of employees' dissatisfaction towards advancement opportunity is due to the characteristic, attitude and behavior of Gen Ys employees. Normally they have been defined as a quick learner with higher confidence who will be motivated by recognition and prompt praises well. They tend to look for flexible work timetable without following the stringent policies or procedure that set by organization which they perceived that it would control them. Gen Ys employees will stay longer in organization if the job is interesting, challenging and entertaining to them. Moreover, if they perceived the career development, reward packages and work environment that provided by employers are not up to their expectation, then the disappointment will be aroused in them (Angeline, 2011; Hill, & Stephens, 2003). When their contributions and opinions were respected, they will be more optimistic, confident and enthusiastic in learning. All of these elements will affect the Gen Ys employees' motivation and will have indirect effect on talent engagement. However, some employers still perceived that Gen Ys employees are demanding (Goh, 2012).

In overall, the purpose of this study is to identify the current problems that happening in Malaysia workplace which may affect the employees' engagement. Besides that, some corrective measures are attempted to find out in order to deal with these problems by conducting a research of determining the factors that influence the engagement of Gen Ys talent in Malaysia workplace.

1.3 Research Objective

1.3.1 General Objective

The primary objective of this study is to identify the factors affecting talent engagement of Gen Ys in workplace Malaysia.

1.3.2 Specific Objective

1. To determine how career development affect talent engagement of Gen Ys in workplace Malaysia.
2. To determine how work-life balance affect talent engagement of Gen Ys in workplace Malaysia.

3. To determine how pay and benefits affect talent engagement of Gen Ys in workplace Malaysia.
4. To determine how person-job fit affect talent engagement of Gen Ys in workplace Malaysia.

1.4 Research Question

1. Does career development have a significant effect on talent engagement?
2. Does work-life balance have a significant effect on talent engagement?
3. Does pay and benefits have a significant effect on talent engagement?
4. Does person-job fit have a significant effect on talent engagement?

1.5 Hypothesis of the Study

H₁: There is a significant relationship between career development and talent engagement.

H₂: There is a significant relationship between work-life balance and talent engagement

H₃: There is a significant relationship between pay and benefits and talent engagement.

H₄: There is a significant relationship between person-job fit and talent engagement.

H₅: There is a significant relationship between career development, work-life balance, pay and benefits, and person-job fit with talent engagement.

1.6 Significance of Study

The major objective of this research project is to provide a better understanding regarding the factors that affect the talent engagement in workplace Malaysia. Based on the research done by Khulida, Site, & Johanim (2012), talent engagement is important for every organization since it will help the organization to achieve its' mission, execute the business strategy as well as generate the excellent outcomes. If the employees are successfully being engaged, they are more willing to commit and contribute to the organization.

Based on the Malaysian Employers Federation figures, the employees turnover rate in Malaysia have aroused since 2005 (SME Blogs) and this problem still cannot be solved until now as there are many surveys still keep showing that employees are unhappy with their current working condition ("Business Times," 2012). Nevertheless, talent engagement towards Gen Ys employees might be able to help in improving this problem. Several researchers found that the characteristic of Gen Ys are totally different from previous generation (McGuire, Todnem, & Hutchings, 2012). They have their distinct advantage in helping organization to compete with other competitors (Weyland, 2011). Hence, this is our intention to conduct a research on talent engagement in Gen Ys.

Previous studies are less concern about the talent engagement of Gen Ys. This is because most of the researchers are more focus on the relationship between work engagement with the leadership aspects (Mendes & Stander, 2011; Mauno, Kinnunen, & Ruokolainen, 2007; Meng & Wu, 2012; Kim, Shin, & Swanger, 2009; Karatepe & Olugbade, 2009). Other than that, the behavior, attitude, demographic factors and job stress of employees toward the talent engagement in a specific sector such as hotel sectors, SME sectors, private sectors and others also have been concerned by other researchers (Wong & Tay, 2010; Chan, Yeoh, Lim, & Osman, 2010; Ooi, Safa, & Arumugam, 2006; Hemdi & Rahim, 2011). Therefore, we wish to investigate the factors that will affect the talent engagement of Gen Ys employees in Malaysia workplace rather than just focusing on a specific industry in order to improve Malaysia turnover rate in this study. These factors can be in term of pay and benefits, work-life balance, career development and person-job fit.

In short, this study will provide a variety of useful information and can be act as a way for an organization in engaging their talented employees in the workplace. This is because these factors (pay and benefits, work-life balance, career development and person-job fit) will normally tend to influence the employees' behavioral outcomes such as motivating them to work hard in getting the promotion and finally being engaged in the organization.

1.7 Chapter Layout

Chapter 1

In this chapter, an overview of the study framework and justified on the problem of the research will be presented. We will develop the research objectives that tend to be

achieved at the end and, answer the research question by using the result that developed through the study, and testing on the hypothesis. The importance and contribution of the study will be sketch out in the significant of the study.

Chapter 2

By reviewing on the published or unpublished available information that related to our topic study, a clear and reasonable summary of the research context will be presented which is consistent and aligned with our topic. Furthermore, we will also shows the relevant theoretical model that associated with our research which has been done by others researchers, developed our own conceptual framework that shows the relationship between the independent variable and dependent variable based on the research questions and research objectives.

Chapter 3

In this chapter, we will cover the process of data gathering procedure by design on the methods of carry out the research, data collection methods, sampling design, operational definitions of construct, and methods of data analysis.

Chapter 4

In this chapter, we will use the Statistical Analysis Software (SAS) to generate the results by using that collected from the targeted respondents. The results will helps in answering the hypothesis that has been developed in previous chapter.

Chapter 5

Last but not least, the result that generated in previous chapter will be further discussed in this chapter. Here also will provide the major findings, the implication and recommendation of the study will be done before the conclusion the whole chapter.

1.8 Conclusion

In conclusion, the purpose and the flow of conduct this research should be making it very clear in this introductory chapter. We have discussed the background and the problem of the research, generating result, and conduct a discussion in the conclusion. In this case, reader will tend to more understand and have an idea regarding the whole topic. Then, this chapter will link to the next chapter as it helps to carry out the literature review by referring to the journals and articles.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

Literature review is the study on the collection of information which includes substantial findings, theoretical and methodological contribution. In this chapter, a proposed conceptual framework regarding the relationship between career development, pay and benefits, work life balance, person-job fit which affects talent engagement. The literature review is developed from the secondary data consisting of journals, articles, newsletters, internet and other secondary resources. In conducting this chapter, we rely mostly on journals, articles and internet source to support our statements. By using these resources, we are able to obtain a clearer picture by linking our independent variable to the dependent variable.

2.1 Review of the Literature

2.1.1 Dependent Variable: Talent Engagement

Talent is a person who has a combination of tactical mind, leadership and communication skills, emotional stability and the ability to attract and influence other people which results in achieving goals (Michaels et al., 2001).

Goffee & Jones (2007) defined talent as employees with ideas, knowledge and skills that allow them to produce efficient work with the available resources. Talent is the overall experience knowledge, skills and behavior which is brought by an employee to work. In a workplace, the human resource managers play the role of hiring talented human resource into their workplace. Therefore, it is vital to describe the human resource which an organization seeks to acquire, retain and develop in achieving business goals. Talented people are more favorable in terms of gaining success compared to other ordinary people. In other words, it is an ability that arises within a talent which allows them to surpass others' ability. This was supported by Collins (1992) which stated that talent surpasses average ability. However, Thorn & Pellant (2006) propose that talented individuals have the advantage over other. Hence, in a professional job view, top achievers have the capabilities to contribute added value to their organization ten times as much as compared to their colleagues.

Many people might be confused between talent engagement and talent management. Talent management is defined by Uren (2007) that it is an environment that engages employees to outperform and remain dedicated to the firm. In the other hand, talent engagement is the human resource involved in a workplace whereby talent management plays the role of managing these talents. Talent engagement consists of several definitions. According to Bakker & Demerouti (2008), engaged employees are defined as diligent, highly motivated and are fully immersed in their jobs. Engagement is also viewed by Bakker et al. (2007) as a positive and motivating tool whereby engagement is characterized by drive, commitment and level of engrossment in employees. In this case, a talent who is highly driven by their jobs is said to be highly engaged in his or her workplace. These engaged employees define and express themselves during individual work performance in a physical, emotional and cognitive way (Kahn, 1990). Besides that, Saks & Rotman

(2006) proposed that talent engagement is the level of attentiveness in individuals who are dedicated to their jobs. As conclusion, Albrecht (2010) stated that engagement occurs whereby employees are willing to contribute their effort which drives them towards attaining organizational goals. Based on these definitions, talent engagement plays a vital role in the workplace. In this case, the physical presence of employees in meeting the organization's needs and standard can be obtained based on the listed requirements.

According to Schaufeli, Salanova, Gonzalez-Roma, & Bakker (2002), engagement is known as a favorable, fulfilling and job-related state of mind which consists of vigor, dedication and absorption characteristic. Firstly, vigor represents the high level work energy of an employee to conduct their work in a mental and physical state. High energy level employees that are eager to learn are often fully immersed in their works as a pass time (May et al., 2004). They are also willing to contribute their effort in their work and are persistence in facing problems. Dedication in the other hand is explained to be a sense of significance, excitement, motivation and challenge in the workplace. Lastly, the feeling of an employee of being happy, fully committed and concentrated in their jobs are the measure of absorption in an employees' engagement. One is too engrossed in their work whereby they are unaware that the time passed. As for other employees, they are characterized as high absorption in their work when they are reluctant to leave their work.

Based on Macey & Schneider (2008); Saks & Rotman (2006); Van Rooy, Whitman, Hart, & Caelo (2011), talent engagement appears as a popular theory among most organizational practitioners. There are several advantages of talent engagement in an organization workplace. Employees' well-being and job engagement in the workplace creates competitive advantages in organizations (Bakker et al., 2008; Bakker & Schaufeli, 2008). This is further

supported by Macey & Schneider (2008); Wildermuth & Pauken (2008); Macey et al. (2009) which stated that organizations have been observing the engagement in the workplace as a source of performance advantage. Employees that are highly engaged in their jobs tend to work harder compared to others which increase the productivity of the organization.

In addition, Bates (2004); Baumruk (2004); Harter et al. (2002); Richman (2006) stated that talent engagement affects employees' performance, firm's achievement and financial level of a firm. Several studies show that the increased in employee productivity, lower turnover and greater shareholder's return are benefited by companies consisting of highly engaged employees. For example, Ellis & Sorensen (2007) stated that employees that are highly engaged contribute in productivity more than 75% of their time. Hence, engaged employees are able to contribute in materializing the organization's achievement and competitiveness (Griman & Saks, 2011). Moreover, employees that are highly engaged appear to be more loyal and remain longer in an organization (Smola & Sutton, 2002) with high perception of justice relating to performance (Alan, 2006).

In Malaysia, talent engagement among Gen Ys is low as Gen Ys constantly job hop. Human resource managers had placed Gen Ys as their major concern as they form the largest group of new job recruitment in the workforce market. Hence, it is vital to engage Gen Ys in the current workplace. In order to retain Gen Ys in the workplace, an employer is required to understand Gen Ys employees. According to Pybaraud (2010), Gen Ys is high in maintenance, risk, achievement and their high education made their talents high in demand. Besides that, Shahril (2010) studied on talent engagement in Malaysia's education and concluded that communication, career development and reward and recognition are the factors that result in the increase of talent engagement.

Furthermore, the research conducted by Bryan (2007) shows that organizations are required to keep up with the generational changes in the current workforce. Hence, employers have to increase their job flexibilities such as providing flexible work timetable, telecommuting, full tuition remuneration and online mentoring tool to attract and retain young generations (Armour, 2005).

Talent engagement can be found and created within Gen Ys employees in the workplace. In order to create talent engagement among Gen Ys, leaders and managers should lead in a people-oriented manner. Managers should coach them in achieving targets and support their development. The report of GMP Group and TEMASEK Polytechnic (2009) proposed that Gen Ys leaders should be caring, influential and competent towards the Gen Ys employees. In addition, talent engagement can be achieved among Gen Ys by rewarding high pay and bonuses to employees and providing a better work-life balance. Gen Ys do not want to follow their parents' footsteps in working tirelessly in pursuing high salaries and promotions (Berry, 2008).

Moreover, managers should frequently engage Gen Ys with social network and to work with social environment with others to increase talent engagement. Gen Ys have lived with internet and mobile communications throughout their life (Puybaraud, 2010). Hence, they seek highly for social environment in their workplace. Kelan, Gratton, Mah, & Walker (2009) also stated that Gen Ys seeks strongly to manage their work themselves. Hence, Gen Ys in the workplace seek challenges in their career paths. Employers should dedicate challenging jobs to Gen Ys employees in order to enhance their interest in the job to increase the productivity of the organization.

2.1.2 Independent Variable: Career Development

According to Lindstrom (2008), career development is a continuous process of developing and refining the career goals. Besides that, some of the expertise agreed on career development which will occur throughout the lifespan to support an individual in learning and excelling in their career (Hirschi, Niles & Akos, 2011) since the activities of career development will help to enhance an individual's career exploration, establishment, success and fulfillment (Dessler, 2008). In addition, career development consists of three components which are assessment, direction and development. Assessment involves both self-assessment and organizational assessment. While for direction, it may includes socializations, career workshops, individual career counseling, and career information service. Next, development comprises mentoring, job enrichment, coaching, training program, job rotation and tuition assistance program (Donald, Thomas & Andrew, 2006).

From organizational development perspective, the study of career development is concern about the ability of an individual in managing their career as well as how effective an organization structure their employees' career progress either within or between the organizations (Sharma et al., 2012). This can be determined through how frequent the organization provides opportunities to their employees in order to enhance their skills, abilities, knowledge as well as their potential (Bhatla, 2011). As for personal development perspective, career development is look into the total combination of psychological, behavioral, educational and chances factors which may affect the perception of an individual towards the nature as well as the importance of the work in the total lifespan (Sharma et al., 2012).

Based on Charles, Ruth, Lesley, Leigh & Jackie (2008), many organizations are more focus on their key talent employees. Therefore, it is important for every organization to understand about the interest, needs as well as work culture of their employees so that they are more willing to engage with their organization (Wentling & Thomas, 2009). However, the management today is facing a variety of challenges upon the entrance of new generation of employees, Gen Ys (Solnet & Kralj, 2010). In addition, several researchers claimed that the work-related of interest, needs and work culture of Gen Ys are totally different as compared to the previous generations who entering the workforce. (McGuire, Todnem, & Hutchings, 2007). This can be further supported by Lim (2012) whereby the entry of this new generation create challenges to the organizations in term of the understanding of their work motivations, attitude and strengths.

Moreover, some of the researchers found that Gen Ys employees are concerning about the opportunity for training, development and work variety (Gursoy et al, 2008; Terjesen et al, 2007). They tend to seek for new skills (Islam, Teh, Yusuf, & Desa, 2011) from career development programs that provided by the organizations in order achieve their personal interest and goals (Schultz & Schwepker, 2012). In addition, Kelan, Gratton, Mah & Walker (2009) stated that most of the Gen Ys employees in Malaysia workplace nowadays not only prefer those jobs that can allow them to grow with challenges but also self improvement. For this approach, they may need encouragement and support from the organization. Therefore, an effective career development in the workplace should be taken into consideration by the organizations as it may help to improve the motivation of an employee especially those talented employees (Niazi, 2011) as well as engaging them in the workplace (Bhatla, 2011).

According to Horvathova (2011), every organization is strongly encouraged to provide career development opportunities and appropriate training programs to their employees. This is because the career development programs may lead to career satisfaction of the employees (Linstrom, Doren, & Miesch, 2011) since they have an opportunity to enhance their performance through a learning process such as development of skills, knowledge and potential (Ahmad & Din 2009). This may subsequently help to reduce the employees' work stress in their work environment as they now become clearer as well as having more power to handle their job (AlBattat & Som, 2013). With this, the percentages of career satisfaction among talent employees in workplace tend to increase and finally being engaged with the organization. In other words, career dissatisfaction among the employees may appear if there is lack of career development support in the workplace (Coleman & Russel, 2009; Horvathova & Durdova, 2011).

Moreover, employees may face difficulty in excelling their work if there is insufficient education, training and experience (Mordi, Adedoyin, & Ajonbadi, 2011). This may cause an employee lose their interest and no longer committed with the organization and eventually disengaged since the organizations are fail to provide career advancement and career progression (Rashid, Asad, & Ashraf, 2011). To deal with this problem, sufficient availability of resources in performing the job and effective communication in articulating the organization's vision is required. This can be done through work-information sharing, power sharing and provide proper training to the employees especially Gen Ys talent in workplace (Rashid et al., 2011).

Based on the research done by Niazi (2011), training and career development are beneficial to both employers and employees. This is because it may help to increase the productivity and quality of work of a talent employee while

reducing the rate of turnover and absenteeism. Some researchers shown that, Gen Ys talent in Malaysia workplace are concern about the intellectual challenges, strive to make a difference from others as well as measures their own success. This will enable them to perform well compared to the earlier generation especially when its abilities are identified and matched with the challenging works (Islam, Teh, Yusuf, & Desa, 2011). Therefore, continuous challenging tasks and responsibilities should always be given by an organization towards their Gen Ys talent in order to engage with them through career development programs (Golshan & Omar, 2011).

Apart from that, some of the researches proven that most of the organizations nowadays tend to provide those training programs that involving brain thinking, enhance skills, logical reasoning and problem solving to their employees (Rashid, Asad, & Ashraf, 2011) as it may help to improve the service performance of an organization as well as employee engagement (Niazi, 2011). The employees' satisfaction and motivation tend to increase if the organization is able to engage their employees by providing a variety of training and career development programs (Ahmad & Din, 2009). This may subsequently lead to increase the performance as well as profitability of an organization (Rashid et al., 2011) since the employees are having more skills, knowledge and capabilities in carrying out their jobs (Bhatla, 2011). Therefore, it is particularly important for Human Resource Management especially in engaging their talented employees (Andrew, 2008).

2.1.3 Independent Variable: Work-life Balance

According to Jyothi & Jyothi (2012), the concept of work-life balance (WLB) is used to describe the practices carried out by Human Resource strategies in achieving a balance between employees' personal lifestyle and work lives or another meaning as obtaining a balanced life between work and non-work schedule (Harish & Sudeep, 2013). Nowadays, organization and workforce are more concerned on achieving and maintaining a balance between an individual's job and personal lifestyles due to the changes of the technology, renewed interest in personal lifestyles and values, aging workforce, global competitiveness (Gunavathy, 2011; Hama, 2013) and the advancement of the technological that has integrated the personal life and work life into a single whole (Dash, Anand, & Gangadharan, 2012).

The expectation and perception in obtaining the desired WLB policy depends on a personal point of view. Dash et al. (2012); Chimote & Srivastava (2013) highlighted that the perspective of WLB from organizational are in terms of attracting more talented workforce, increase employee's motivation and productivity, as well as and reducing turnover. In addition, Jayanthi & Vanniarajam (2012) found that imbalanced work-life may become the factor of work-family conflict. It can be further explained as most of the employees do not have the authority on controlling their own work lives than personal lives. Hence, the major concern of work-family conflict may be defined as the employee's role conflict which are mostly caused by the problems of role participation and emotional intelligence (Jyothi & Jyothi, 2012).

Apart from the employees point of view, they believe that WLB strategies are able to assist them to balance their work and non-work lifestyles (McGrew &

Heidtman, 2009) in terms of job satisfaction, autonomy, stress reduction, health (Chimote & Srivastava, 2013) and so on. This idea was further supported by Rupashree & Shivganesh (2010) whereby employee perception towards the WLB are positively related to job satisfaction and affective commitment by getting the support from their supervisor and healthy work-family culture. Jayanthi & Vanniarajan (2012) stated that employees who have the authority in planning, scheduling and allocating the work resources may also have more flexibility in managing and taking good care of the work stuff, which may reduce the work-family conflicts.

Different author has different views towards the component which constitutes to a successful WLB policy in different study. In order to develop a successful WLB policy in an organization, it is required to fulfill certain criterias in order to maximize the employees' satisfaction and minimize the turnover (Gilbreath & Montesino, 2006; McGraw & Heidtman, 2009; Jyanthi & Vanniarajan, 2012; Chimote & Srivastava, 2011). For instance, it included flexitime, telecommuting, working hours, autonomy, leave, and job sharing (Gunavathy, 2011; Chimote & Srivastava, 2013). All of these components was further categorized and supported by Amita (2010) and have been categorized into 4 major types of category such as (1) leave arrangement, (2) parenting related policies, (3) flexible work arrangement, and (4) additional work provision.

According to Amita (2010), leave arrangement includes the career, cultural and religious leaves that is given to each employee by following the company's policy or government regulations; while parenting related policies are more focused on the spouses and married people (men) whereby there are given adequate paid paternity leave and pre-natal leave for them to accompany his wife and enjoy the moment with their new born baby. In addition, flexible work arrangement is referred to job sharing, flexi time,

working location, and telecommuting (McGrew & Heidtman, 2009) while the additional work provision are mainly indicated to the benefits that organization offered to their employees which includes counseling services, health programs, child care, information services and so on (Rupashree & Shivganesh, 2010). Besides, Jyothi & Jyothi (2012) also highlighted that WLB should not only schedule an equal working hours for each employees as well as personal activities, but, a positive WLB should include the enjoyment through life and achievement through work (Harish & Sudeep, 2013).

WLB policy have been view as one of the most important workplace qualities in the organization in terms of increasing of positive sign (the level of employee's job satisfaction, commitment and morale) while minimizing the negative impacts (turnover, absenteeism, stress) in order to improve and achieve organizational efficiency and effectiveness (Harish & Sudeep, 2013). In addition, McGrew & Heidtman (2009) found that employer who are practicing this WLB in an organization, are able to attract and retain talented workforce in this competitive labour market (Hama, 2013; Amita, 2010; McGrew & Heidtman, 2009). However, if the organization are unable or fail to develop these practices may result in reducing employee's job performance, low morale in terms of personal, family, and organization, as well as creating job dissatisfaction and job stress (Amita, 2010).

Cinamon & Rich (2002) and Nina (2010) found that conflict between work and life may be transformed as a person which has gone through different stages of life, role changing, maturity of mindset, evolvement of lifestyle and so on. This was further indicated by Ilies, Wilson, & Wagner (2009) whereby employees' role integration between work and family has significant relationship between each other. These employees possess low role integration

in the work and family and are able to separate and differentiate their role playing in work and family.

In this era of globalization, WLB policy practices has become one of the major predetermined factors when people are entering the workplace in nowadays (Amita, 2010; Harish & Sudeep, 2013). As mentioned by Tay (2011), some of the organization involves few cohorts of generation that works for them which include Silent generation, Baby boomers, Generation X and Generation Y. The characteristics of Gen Ys includes young, creative, optimistic, fast-learning, more adaptable to technology, and higher demand in WLB (Altimier, 2006; Gursoy, 2008; Maier & Chi, 2008) whereby it plays an important role for the organization to determine the working structure in order to retain talented employees.

In today's business world, the number of Gen Ys increase gradually as well as the involvement of young working mothers (Tay, 2011; Geetha & Doris, 2010; Gunavathy, 2011; Dash et al., 2013). Therefore, it has successfully attract the attention of the organization' sites by setting a flexi work routine to help the Gen Ys to execute their responsibility on the famiy site without affecting their job performance for the coming period. Besides that, by using telecommuting (work from home) it can help employees to save the time of travelling from home to office, and encourage eco-friendly activity by using electronic gadgets with lesser printing on papers. This helps in carrying out the efficiency and productivity of the organization performance and outputs (Rupashree & Shivganesh, 2010).

In addition, the relationship between WLB and talent engagement can be considered as a positives relationship. The better the balancing between work-

life, the higher the chances of the employees engaged with his current job (Gunavathy, 2011; Chimote & Srivastava, 2013). If the organization adopting the flexible working time, employees may take the opportunities of loitering around during working hours to seek for inspiration in order to achieve better decision in conducting their task. Hence, employees are able to carry out his responsibilities without affecting the interest of another. This may benefit the employees who works as a designer and developer (Amita, 2010).

As the world is changing rapidly, employees and organizations have to keep their pace with the changes in order to survive in today's business environment (Bhatla, 2011). Hence, employees and employers must always update and improve their knowledge, skills, and ability which will eventually leads to job stress and psychologically unbalance (Gilbreath & Montesino, 2006). Therefore, employees need a set of relaxing activities or program to decompress and adjust the mood and state of mind. Employees may relax their mind during their off-duty periods whereby they can travel, rest at home and hanging out with their peers. Employees will be fully energized and contribute more effort for their commitment towards the organization (Chimote & Srivastava, 2013).

2.1.4 Independent Variable: Pay and Benefits

Mtazu (2009) and Shields (2007) stated that the word of 'pay' was the synonym for remuneration and both of the terms can be used alternately. The meaning of 'to pay' is to provide money in order to barter for certain services or commodities which considered as an equal value. In contrast, employees get their salary or wage as a pay for their labor exchanged. Salary is known as

a type of fixed pay. The remuneration system can be used to motivate the employees in order to have a better performance and development in the organization (Pazy & Ganzach, 2009) and at the same time, helps to direct the behavior of employees to fulfill the expectation of manager and director (Franzoni, 2010).

Generally, the pay such as base wages (essential income), fixed wages, competency based pay, individual accomplishment based pay, and time-based or piece-rated pay are provided by the organization (Mtazu, 2009; Yeh, Cheng & Chen, 2009). Some other researchers also indicates that pay structure were complex and it includes a mix of salary, periodic bonuses, various allowances, overtime payments and other forms of remuneration (McCoy et al., 2008; Schiavo-Campo, de Tommaso, & Mukherjee, 1997; Heller & Tait, 1984; Dräger, Dal Poz, & Evans, 2006). In the research conducted by Mtazu (2009), it has postulated that base pay or traditional pay system that provided to employees are based on their job specification, fairness standard of pay for all the employees within an organization and necessitate of competitive pay salaries. Base pay will be provided based on jobs while skills and competency based pay provided based on the employee's market value.

Meanwhile, individual accomplishment based pay is determined based on their performance in returned on received the sales commission and bonuses (Lawler, 1990). Furthermore, sales commission and bonuses also considered as a type of pay which intent to attain and reinforce profit-oriented goals of organization without held to a fixed amount (Mtazu, 2009). Excellence-based bonus systems and piece-rate incentive plans or commission are the examples of variable pay. Piece-rated or time-based pay were paid without any basic salary (Yeh, Cheng, & Chen, 2009; Pazy & Ganzach, 2009).

Apart from these, benefits defined as the compensation which excludes salary or wage (Martocchio, 2008; Nor, 2011; Mtazu, 2009). Benefits are the indirect compensation that provided by employers to employees for labor exchanged to increase employees' economic security (Dulebohn, Molloy, Pichler, & Murray, 2009). Example of benefits that legally required to be provided by employers to employees includes employees as well as their family claimant, unemployment claimant and medical leave. Other supplementary benefits such as retirement schemes, sick leave pay, share options and insurances were also voluntary provided by the organizations (Rashid, Asad, & Ashraf, 2011; Nor, 2011).

According to Mtazu (2009), benefits program which the employees received indirectly, consists of financial and non-financial rewards. Rashid, Asad, & Ashraf (2011) suggested that pay combination, bonuses, and others allowance were categorized under the financial rewards in which the employees will be paid in monetary form. Conversely, Aktar, Sachu & Ali (2012) claimed that non-financial rewards is referred to non monetary which also can be considered as social recognition. This may include certificates, acknowledgement and genuine appreciation. In addition, Nienaber, Bussin & Henn (2011) denoted that quality of work environment, performance and career management, and work or home integration can be viewed as the non-financial rewards or additional rewards. Other researchers also indicates that empowerment, professional growth, promotion opportunities, job challenge, working condition, collaboration, training and development and others as the non-financial rewards to provide to the employees (Kamau, 2013; Van Rooy, 2010). Eventually, Rashid, Asad, & Ashraf (2011) claimed that rewards provided to employees which may let them left impressed with delivery.

Our research aim to focus on Gen Ys where there are more prefer variable pay such as bonuses, cash incentives who willing to get it according to the level of risk-taking (Van Rooy, 2010). Weyland (2011) claimed that Gen Ys wishes to be respected and employers should not take advantage on them by paying them below market as underpaying might cause the estrangement in between. However, cash is not certainly as the primary motivator for them but they are also looking for a new mix of reward as a return for their hard work. The employers should redesign the incentives in order to motivate and inspire Gen Y employees (Solnet, Kralj, & Kandampully, 2012). On the other hand, if the reward packages offered by the organization are up to their expectation or even exceed their expectation, they will feel very happy and more committed, creative and productive on their work (Angeline, 2011).

Employee engagement is closely related to the retention. Pay and benefits considered as crucial in attract and retain employees (Carragher, 2011). Al-Awamleh (2009) and Herman (2005) stated that retention plan can prevent from losing of human and intellectual capital, reducing employee turnover cost, improving workforce stability and engagement. Pay and benefits may improve employee engagement as Hughes & Rog (2008) claimed that competitive base pay and benefits is considered as one of the factor that associated with the successfulness of retention. Bhattachaya & Mukherjee (2009) indicated that the key to employees' engagement is the motivation of employees towards the commitment and work in their organization and rewards act as motivator in engagement. Nor (2011) also claimed that benefits may influence employees commitment towards the organization. Past researchers postulated that the degree of employee engage into the organization can be observed by the motivational level of employees in organizational achievement (Rashid, Asad, & Ashraf, 2011; Baumruk, 2004). Bhatla (2011) claimed that proper pay and benefits system should deliver to employees and thus employees will be motivated while working in

organization as well as to boost their engagement levels. Therefore, pay and benefits having positive relationship with talent engagement.

2.1.5 Independent Variable: Person-job Fit

The concept of person-job fit defined as matching between attributes of a person and the characteristics of the jobs (Kristof, 2005; Hassan, 2012). A research conducted by Senyuva (2011), person-job fit means that the person's Knowledge, Skills, Abilities (KSAs) of the individual are consistent with the organization job's specifications. According to Cable & DeRue (2002), the overall concept of person-job fit was divided into two types. The first type is Demand-Abilities fit (D-A fit) and second was the Need-Supply fit (N-S fit). Demand-abilities fit were referred as compatibility between a person's knowledge, skills and abilities with the job requirements. Whereas, the second type is need-supply fit referred as degree of person's need and preference was matched by the job perform with the rewards provided (Cable & DeRue, 2002). According to Cable & Judge (1996) demands-ability fit emphasized on the match between employees' personal skills and the demands of the job. Including the training that given to the employees to learn new KSAs, so that they can fit with the job requirements. Whereas the needs-supply fit is focus on the fit between the employees' perceptions toward the job. For example, the perceptions of fit between job offers and what does employees were searching for, and does by holding this job will provide the employees what they want, such as pay and benefits (Cable & Judge, 1996).

According to Tiffany (2008) person-job fit was the sub-elements of the person-environment fit. For instance, the person-environment fit consists of

three elements such as person-job fit, person-organization fit and person-supervisor fit. Meanwhile, according to Hassan (2012) person-environment fit were included person-organization fit, person-vocation fit, person-group fit and person-job fit. The definition for person-environment fit was the degree of suit between a person and situational elements to create important selected results (Sekiguchi, 2004). Person-organization fit was defined as a person's tolerance and positive thought toward of his or her current organization (Wei, 2012).

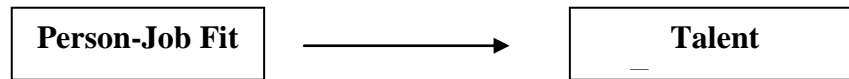
High level of person-job fit together with the high level of person-organization fit cause the improvement of organizational outcomes (Behery, 2009). Besides that, the person-job fit will be enhanced when the corporate culture provide an environment that suits with personal goals and values, and also when the job utilizes person's Knowledge, Skills and Abilities (KSAs) (Dawley, 2010). Moreover, most for the researchers such as Indartono (2010) and Hassan (2012) suggest that when jobs are matching with the employee's abilities, interest and values, they would be more success in their current jobs.

The researchers in Malaysia, Anitha (2012) and Wahiza (2011) have some explanations towards the person-job fit. According to Anitha (2012), a person wish to achieve higher level of person-job fit, he or she will search for a specific organization's dimensions of attractiveness which are nearly suits to the person's personality. Besides that, according to Wahiza (2012) a person with high level of person-job fit was perceived to have more successful in the career, or vice versa.

Next, person-job fit has relationships toward the talent engagement. A research conducted by Roy (2013), when a talented employee thought that his

or her employer was wanted to help them to achieving his or her personal goals and values, that employee will tend to be more engaged and loyal. Furthermore, talented employee will more engaged when the employer recruits the current talented employee for more desirable career positions and this also will causing the increase of person-job fit (Roy, 2013). A research conducted by Gatenby (2009), the right jobs assign to the employees will enhance employees' engagement; besides that, employees were engaged when matching of their skill with the jobs assigned; furthermore, the higher the degree of person-job fit will cause higher job variety, when employees have more job variety they are tended to be more engaged. Person-job fit related to job security, when the employees were fit into the jobs, they will feel more secure to the jobs; hence, they are more engaged (Gatenby, 2009).

Figure 2.1 Person-Job Fit Approach to Talent Engagement

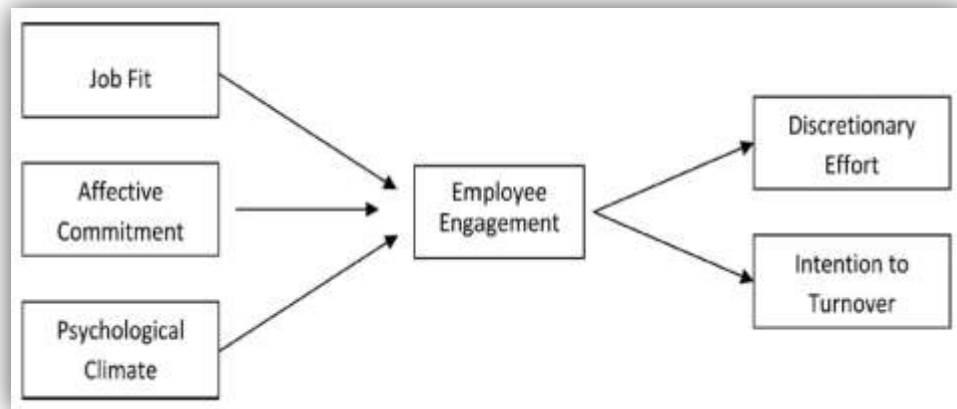


When the person-job fit was poor, it reduces the productivity and employee satisfaction and the level of turnover increased (Kristoff, 2005). However, when the person-job fit was good, the employees tend to develop a more meaningful work and they will feels emotionally and psychologically safe (Khan, 1990; May et al, 2004) and this is related to the development of talent engagement (Khan, 1990). In conclusion, the hypothesis suggests that person-job fit can be positively relationship to talent engagement.

2.2 Review of Relevant Theoretical Models

2.2.1 Conceptual Model of Employee Engagement.

Figure 2.2 Conceptual Model of Employee Engagement.



Source: Shuck B., Reio T. G. & Rocco T. S. (2011, September). Employee engagement: an examination of antecedent and outcome variables. *Human Resource Development International*. Vol. 14(4), 427-445.

The diagram above shows the relationship between job fit, affective commitment, and psychological climate with employee engagement which will result in two possible organizational outcomes which is discretionary effort and intention turnover.

According to Shuck, Reio, & Rocco (2011), they believe that every employee works according to their own personal interests and values in the job. In this study, job fit is defined as a person's knowledge, experience, interests and values towards their current job; affective commitment refers to a person's sense of sentiment and belongingness with his or her job and organization; and psychological climate is defined as a comfortable working environment, which will increase talent engagement when the degree of job fit, affective commitment, and psychological climate is high. Hence, this can help to reduce the feeling of intention to turnover and increase the discretionary effort.

2.2.2 Proposed Path Analysis

Figure 2.3 Proposed Path Analysis



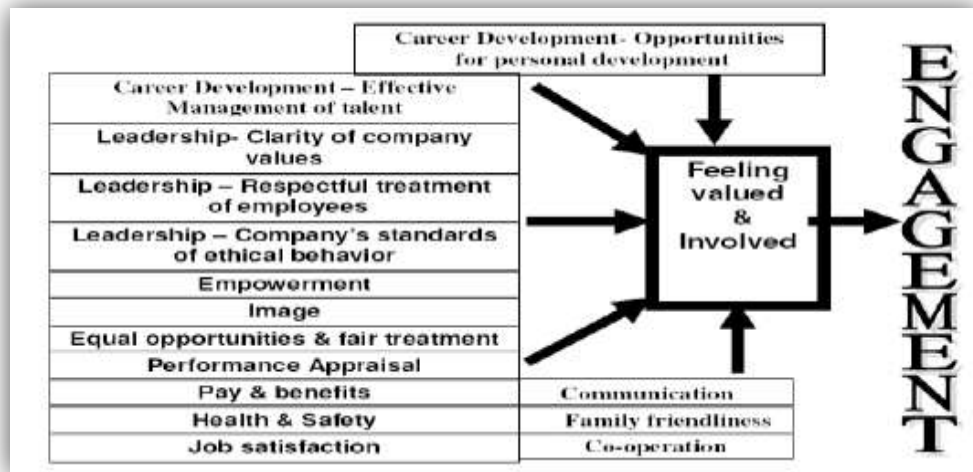
Source: Crutchfield, N. R. (2010). *The Relationship of Work Engagement, Work-life Balance, and Occupational Commitment on the Decisions of Agricultural Educators to Remain in the Teaching Profession*. Texas A&M University.

A potential proposed path analysis had been developed by Nina (2010) based on the result of her study in order to define the regression model on how work-life balance influence the job engagement which affect the degree of employee's occupational commitment.

In this model, there are three components which are perceived balance, work interfering with family and family interfering with work has been used in composing the work-life balance variable. This variable will affect the level of employee's job engagement in terms of their vigor, absorption and dedication. Hence, this influences the degree of the employee's occupational commitment either they will become stayers or leavers.

2.2.3 Model of the Drivers of Employee Engagement.

Figure 2.4 Model of the Drivers of Employee Engagement.



Source: Bhatla N. (2011, August). To study the employee engagement practices and its effect on employee performance with special reference to ICICI and HDFC Bank in Lucknow. *International Journal of Scientific & Engineering Research*. Vol.2 (8), 1-7.

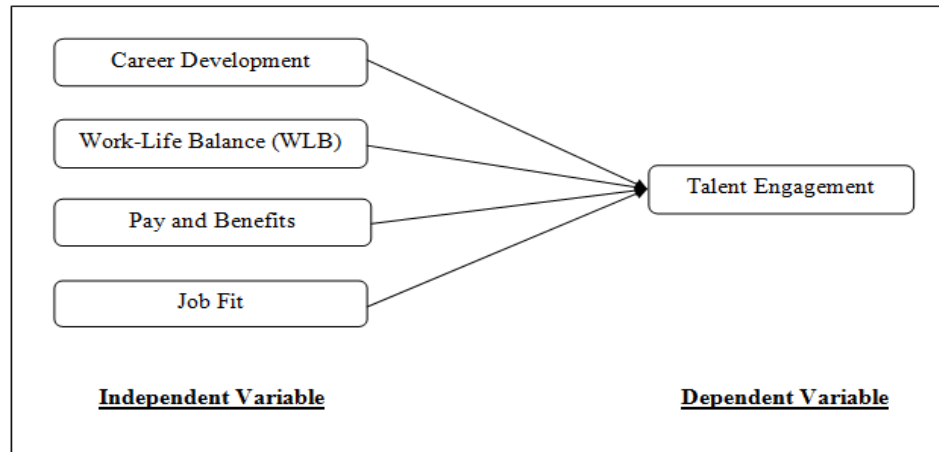
The model above shows some factors which result in a significant impact on determining the talent engagement by affecting their emotional feeling and psychological thinking. These factors include career development, leadership, empowerment, pay and benefits, job satisfaction and so on.

Therefore, we had chosen some elements to be carried out and to be used in our own study. The elements are pay and benefits and career development. According to Bhatla (2011), effective pay and compensation systems motivates and boost the employees' morale which will remain talented workforce by giving a better offer and promotion.

Besides that, career development is a vital tool in maintaining high level of employee engagement. Organization will provide training opportunities to those potential employees in order to help them in acquiring new knowledge, learning new skills and increasing their ability (Bhatla, 2011) to become value-added employees. In this case, pay and benefits may evolve as the person's knowledge and experience changes.

2.3 Proposed Theoretical / Conceptual Framework

Figure 2.5 Relationship between Dependent and Independent Variables



Theoretical Framework is a collective idea on how certain phenomena are linked to each other which provides an insight on each variable that are associated with each other. According to Braudy (1961) and Varelas (1996), the definition of theoretical framework is a set of ideas which are connected together logically in a situation. A theoretical framework plays a vital role in structuring a research which consists of research question, literature review, methods and data analysis. According to (Jeffries, 1996), in order to obtain an analytical value, key variables should be specified in a model to develop and evaluate possible action plans. A theoretical or conceptual framework promotes the foundation to continue the research project and classify the network of relationship between the variables.

Based on the research model above, there are four independent variables which are career development, work life balance, pay and benefit and person-job fit. These independent variables are the key factors that play an important role in influencing talent engagement.

Career development plays an important factor in talent engagement. Organizations with no career development would result in the resignation of employees. Beecher & Woodward (2009) claimed that employers believe that employees are independent and are responsible for their actions in improving their skills of knowledge and career development. In this generation, employees tend to seek for multiple careers with a short run period of involvement. This is supported by Baruch (2006) whereby the career form which employees remain with their employers has changed.

WLB policy practices has become one of the major predetermined factors when people are entering the workplace in nowadays (Amita, 2010; Harish & Sudeep, 2013). According to Deery (2008), family commitments, family-related wants and non-work responsibilities of employees are vital components for staff turnover. For example, a newly-wed female who bears the responsibilities of their family especially babysitting their child requires work-life balance. ILO (2008) claimed that an approximate amount of 1.6 to 1.9 million jobs was dominated by females globally in the year 2006 to 2007. Hence, it is recommended that employers should show sensitivity to work-life balance for higher productivity.

Job satisfaction in an employee is determined by the satisfaction of the pay. When an employee is satisfied, engagement in the workplace increases. Hence, pay and benefits is one of the main drivers to talent engagement. Rice et al. (1989) had used the discrepancy theory to measure employee's satisfaction as a function of their perception on commitment, job requirements and pay and benefits Chelladurai (1999). Employees are likely to be satisfied if they receive pay and benefits that is equal to the amount of effort and time contributed.

Job fit represents the psychological process which involves daily experiences of job applicants, employees and employers. Cultures determine the feeling of comfort in an

employee that fits in an organization. In an organization, employees are introduced to the flow of the organization, meeting new colleagues, brief on safety regulations and other important matters. Job satisfaction is linked to person-job fit (Kristof, 1996) and it is a factor of productivity (Katzell et al., 1992). Wheeler et al. (2005) assumed that poor person-job fit would result in low job satisfaction. When employees fail to fit in their workplace, hence, their motivation would decrease. Hence, this causes talent engagement to decrease with person-job fit.

2.4 Hypothesis Development

H₀: There is no significant relationship between career development and talent engagement.

H₁: There is a significant relationship between career development and talent engagement.

H₀: There is no significant relationship between work-life balance and talent engagement.

H₂: There is a significant relationship between work-life balance and talent engagement.

H₀: There is no significant relationship between pay and benefits and talent engagement.

H₃: There is a significant relationship between pay and benefits and talent engagement.

H₀: There is no significant relationship between person-job fit and talent engagement.

H₄: There is a significant relationship between person-job fit and talent engagement.

H₀: There is no significant relationship between career development, work-life balance, pay and benefits, and person-job fit with talent engagement.

H₅: There is a significant relationship between career development, work-life balance, pay and benefits, and person-job fit with talent engagement.

2.5 Conclusion

This chapter provides literature support on the dependent variable which is employee engagement and independent variable which consists of career development, work-life balance, pay and benefits and job fit. According to the foundation in the literature review, we had developed the theoretical framework and had carried forward to the hypothesis testing. In the following chapter, we will state and further explain the research methodology on conducting the research designs, techniques of collecting data and methods of data analysis.

CHAPTER 3: RESEARCH METHDODOLOGY

3.0 Introduction

Research methodology defined as the analysis of specific method which adopted in the research (Jankowicz, 2005). It explains the ways that operated to conduct the research which consist of design of research, techniques to collect data, design of sampling, instrument of research, scales of measurement, steps of processed the data and techniques of analysis.

3.1 Research Design

Research design is the overall plan which indicates the procedures and methods used to collect and analyze the information required (Zikmund, Babin Carr & Griffin, 2010). There are two types of research designs which are qualitative research and quantitative research. Qualitative research conducts the research with an in-depth analysis on one or a small number of observations and comprise of unstructured questions or observation of respondents in which the study cannot be significantly quantified (Duane & Cosenza, 1993). While quantitative research method was used to conduct the research in which the data information is gathered through the questionnaires that distributed to the respondents purposely to execute numerical analysis with the intention of testing the hypothesis for this study.

The reason of carry out this analysis is to ascertain the relationship among independent variables towards dependent variables which is the factors that affecting Gen Ys' engagement in this study. Quantitative research method quantifying data and make use of statistical analysis in order to explain the observation by the classification of the features, counting them and form the statistical models. This approach enables the researchers to gain the results that are objective as the data gathered through structured response questionnaire. Therefore, accurate measurement will be attained.

Apart from this, descriptive research design and causal design were adopted in this study. Descriptive research designed to describe the population or phenomenon of the research. It is likely to picture a certain situation and give the answer about what is happening and the ways as well as the causes that lead to it happen. The reason of adopted descriptive research in this study is because the knowledge in advance has been possessed regarding to the problem situation by look for the journals and other sources that related to the dependent variable (Sittamparam, 2012; "Business Times," 2012; Awamleh, 2009; Frank et al., 2004). The questionnaires for this study also involved with closed question that is structured and fixed. Causal research intended to ascertain the cause-and-effect relationship of independent variables towards dependent variables. This design identify on how each of the independent variable which is career development, work-life balance, pay and benefits, and person-job fit toward the dependent variable which is talent engagement.

3.2 Data Collection Methods

The data collection method is used to collect data from the respondents and other useful sources that are relevant to our research. Both primary data and secondary data were collected to conduct our research.

3.2.1 Primary Data

Zikmund (2003) stated that the primary data is considered as the data which is assembled and gathered specifically for the research project. The primary data brings many benefits as it is fast, efficient, consistent, accurate and low in cost of gathering the data information. The data collection method consists of observation, experimental research and survey which are used to collect the related information for our research. We had decided to use the questionnaire survey to gather the data for our study. According to Sekaran & Bougie (2010), questionnaire is a set of questions which are reformulated in a written form that requires for the respondents' answer instead of defining the alternatives intently.

Survey is a technique which enables the collection of information by interviewing or sending out questionnaires. Survey is a very common and beneficial tool in gathering the data as the information collected would be more precise as the information provided by the respondents are clearly stated regarding a particular issue.

3.2.2 Secondary Data

Apart from this, we had also used the secondary data such as journals, articles, reports, magazine, internet and reference books which is relevant to our study. Secondary data is the data collected from the sources that had been existed (Sekaran & Bougie, 2010). Zikmund et al. (2010) also stated that the secondary data is likely to have been assembled in the past and does not have to access to the respondents or any subjects. The secondary data is more convenient in collecting the information needed as compared to the primary data due to its availability. In our study, the secondary data is useful to develop the model from the literature review. This would also help us to have a deeper understanding on the problem statements for our study.

Several databases have been used to access the online journals for such as Emerald, ProQuest, JSTOR, Springer, Wiley Online Library, ScienceDirect, Google Scholar and so on. Besides that, we had also referred to the textbook provided by our University Library. According to our study, the secondary data had been used extensively to obtain useful information. We also focus on the validity of the data while conducting our research whereby the data collected has to be from the year of 2007 and above.

3.3 Sampling Design

3.3.1 Target Population

According to Sekaran & Bougie (2010), population is referred to the total group of individuals, events or things whereby the researcher is considered when carrying out the investigation. In addition, it can act as a finite or infinite set of unit analysis which can be included in the study (Davis & Cosenza, 1993). On the other hand, Hair et al., (2007) stated that the definition of target population is an absolute group of objects or components that are applicable to the research study. Therefore, the target population for this research focuses on Gen Ys in northern areas of Malaysia who are currently working in several selected industry. The reasons of selecting Gen Ys as our target population is due to the number and the participation of Gen Ys are constantly increasing in Malaysia's workplace. In other words, Gen Ys will be the future dominated group in Malaysia's workplace. This evidence is supported by the data extracted from Malaysia Statistic Department whereby there are more than 50% of Gen Ys will be occupied in Malaysia's workplace by 2015 ("Business Circle," 2012).

3.3.2 Sampling Frame & Sampling Location

Sampling frame is a complete set of ingredient from which the sample can be chosen from the target population (Sekaran & Bougie, 2010) and it is

important to the development of the final study of the sample (Davis & Cosenza, 1993). According to Zikmund (2003), sampling frame provides a major list of elements for conducting the research called as working population. In this research, the sampling frame/ target respondents are Gen Ys. As for the sampling location, we focus on the northern states of Malaysia which included Perlis, Kedah, Penang and Perak. The reason of selecting these states as our sampling location is due to our convenience in conducting our research as it is located at a nearer distance to our current location which is Kampar, Perak. This aids in reducing our cost and time while conducting our research study such as the transportation cost can be saved. Therefore, it is important for us to select the appropriate location as our sampling location for conducting our research as we may face some financial problem.

3.3.3 Sampling Element

Cosenza & Davis (1993) stated that sample refers to a subset of unit analysis and the selection of the finalized sample of the procedure whereby the sample is chosen. For our research project, the sampling element/ respondent consists of Gen Ys from certain selected industries in the northern states (Perlis, Kedah, Penang and Perak). This includes all levels (from top management to lower level) of Gen Ys who are currently working in these states. Moreover, the questionnaires are given out to various types of respondents founded on gender, age, races, status, educational level, occupation and income level. The selection of respondents is essential in order to achieve our research objectives.

3.3.4 Sampling Technique

Sampling technique can act as a way of taking a sample (Zikmund, 2003). It can be divided into two major types which are probability sampling and non-probability sampling. Probability sampling is a method in which every individual has the same chances of being chosen from the sample (Sekaran & Bougie, 2010). In other words, there is a non-zero probability of selection for every element in the population (Zikmund, 2003). There are five types of probability samplings such as simple random sampling, stratified sampling, cluster sampling, systematic sampling and multistage area sampling (Sekaran & Bougie, 2010).

On the other hand, non-probability sampling is a technique whereby the units of the samples that selected are derived from researcher's biased judgment or convenience of an unknown particular member in the population (Sekaran & Bougie, 2010). There are 4 types of sampling that falls under non-probability sampling technique which is judgment sampling, quota sampling, convenience sampling and snowball sampling (Zikmund, 2003).

Non-probability sampling is adopted in our research study whereby convenience sampling is used to select quantified respondents. According to Sekaran & Bougie (2010), convenient sampling is a method in which the data that being collected are from those group of people who are most conveniently accessible to the researchers. For our research, the data is obtained by conducting a survey on people that are most convenient to us. The reason of using convenient sampling in this study is because we believed that it is the best way for us to obtain basic information quickly and efficiently. This evidence can be shown when Zikmund (2003) proved that convenience

sampling is a sampling technique whereby many researchers prefer to use in obtaining a large number of completed questionnaires quickly and economically.

3.3.5 Sampling Size

Table 3.1 Number of Labour (Gen Ys) in Northern Area

State	Age Group (Gen Ys) – 2011 ('000)				
	15 - 19	20 - 24	25 - 29	30 - 34	Total
Perlis	4.8	14.5	13.7	10.0	43.0
Kedah	30.4	109.3	124.3	99.1	363.1
Penang	22.7	103.9	138.2	120.5	385.3
Perak	39.0	134.6	140.1	119.2	432.90

Sources : Department of Statistics Malaysia, Official Portal – Labour Force Survey Time Series Data, 1982-2011 (2013, June 07). Retrieved Jun 08, 2013, from http://www.statistics.gov.my/portal/index.php?option=com_content&view=article&id=1251&Itemid=109&lang=en

From the table above, the number of labour forces of Gen Ys shown in 2011 for Perlis, Kedah, Penang, and Perak are approximately 43 000, 363 100, 385 300, and 432 900 respectively.

Sample size is defined as the size of sample (Zikmund, 2003). In order to achieve the efficiency of the research project, an appropriate sample size should be used before data collection process which it can be drawn from either large (infinite) or small (finite) population (Davis & Cosenza, 1993).

Table 3.2 – Determining Sample Size from a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379

80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: 'N' is population size

'S' is sample size.

Source: Krejcie, Robert V., Morgan, Daryle W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*.

In short, larger sample size can generate higher accuracy. Therefore, a total of 500 questionnaires are distributed across Perlis, Kedah, Penang and Perak states by using personal distribution method and e-mail to the respective industries among these states. For this research, there are 50 copies of questionnaires which are distributed to Perlis state, 100 for Kedah state, 150 for Penang state and 200 for Perak state. More copies of questionnaire are distributed in Perak because it is more convenient for us to conduct the survey as it is located nearest to our campus followed by Penang, Kedah and Perlis.

The personal distribution method is conducted by distributing our questionnaires face-to-face to the the respondents who are passed by as well as through their friends in order to increase the number of relevant set of questionnaires feedback. By using this method, the number of questionnaires being collected is 208 out of 250 copies. This shows that there are

approximately 83.2% of questionnaires which are collected back from our target respondents. After conducting this survey, 127 out of 250 copies of questionnaires are collected through e-mail distribution method with the percentage of 50.8%. The e-mail distribution method is conducted by sending our questionnaires to our peers or relatives and also to the friends of our friend whose age group range which falls under Gen Ys in the selected states.

Besides that, we also used another medium such as Google Docs to create the online survey in our study. Hence, it is an advantage to us by using the Google Docs to create our own questionnaire and deliver to the targeted respondents through social networks (Facebook and Blog). The duration for us to conduct the online survey consume about 2 weeks time. After collecting the data from the online survey, there are only 57 copies of questionnaires which are answered by our respondents whereby the feedback will be presented in the Google's spreadsheet. By using e-mail and online survey, we can conduct our work with fewer burdens and increase the speed of the process when collecting the feedback from the respondents.

However, we found that the percentage of respondents' feedbacks is different for each method. For personally distributed method, the rate of feedback is the highest among the methods. This is because by using this method, respondents are allowed to question us when they do not understand the contents of our questionnaires. While for e-mail distribution method, the number of questionnaires' feedbacks are lower as compared to personally distributed method. This may be due to some of the respondents are fail to reply or submit the questionnaires copy as they may be lazy, annoyed or are not available to fill up the questionnaires due to the time constraints. Last but not least, we realized that the number of respondents' feedback for online survey are the lowest. This is because most of the respondents are not willing to fill

up the questionnaires because of their poor understanding since they are not highly educated and may not understand the purpose as well as the contents of our survey. Therefore, this may affect the rate of feedback collection from the targeted respondents.

Apart from this, we also found some errors occurred after collecting the questionnaires. A total of 18 out of 392 copies of questionnaires collected contain error which is then categorized as invalid questionnaires. After revising the questionnaires, we found out that some of the respondents did not complete part of the questionnaires while some of them had provided two answers in one question. It may be a good idea to leave out the questionnaires if there are more than 25% of items in the questionnaires had been left unanswered (Sekaran & Bougie, 2010). Hence, these errors should be filtered out from our data analysis. In conclusion, there are only a total of 374 copies of questionnaires to be used in conducting our further research after filtering out the invalid questionnaires.

3.4 Research Instrument

For the measuring instrument of this research project, our primary data was collected by using the questionnaire method. The questionnaire method was selected as it is inexpensive, time-saving and it can reach to a great number of respondents. For the questionnaire design, we will use the fixed-alternative questions. Inside the fixed-alternative questions, we will provide suggested answers for our respondents to select their answers which are most suitable for them. This could also help in saving the respondent's time in answering the questionnaire.

Besides that, the fixed-alternative questions are easier to be conducted as less interview skills would be required for conducting the questionnaire. Moreover, fixed-alternative questionnaire can be compared easily as most of the respondents can select the answers provided inside the questionnaire. In addition, this eases researchers in keying-in the data to compute the results.

The questionnaire consist of section A and section B. Section A includes the personal information and demographic of the respondents. In section A, the questions asked would be on the respondent's age, gender, ethnic group, level of education and level of income. As for section B, the questions are asked according to this topic's independent variables and dependent variable. The design used for these questions is the five Likert scale rating in order to measure the level of agreement among the respondents. In these five Likert scales rating, the respondents can select from a range of strongly agree, agree, neutral, disagree and strongly disagree base on their perception.

According to Zikmund (2003), pilot test is the data collection from the respondents that will be used as a guide for the research study. The aim of the pilot study is to check the accuracy, reliability and validity of the questionnaires before it is sent to the targeted respondents. The table below shows the scales of coefficient alpha with the level of reliabilities.

Table 3.3 Rule of Thumbs About Cronbrach's Alpha Coefficient Size

Coefficient alpha (α)	Reliability
0.80 to 0.95	Very Good
0.70 to 0.80	Good
0.60 to 0.70	Fair
<0.60	Poor

Source: Hair, J. F., Jr., Babin, B., Money, A. H., & Samouel, P. (2003). *Essential of Business Research methods*. West Sussex: John Wiley & Sons.

In this study, a total of 30 sets of questionnaires were used for pilot testing by using the Statistical Analysis System (SAS) software. All the 30 sets of questionnaires were randomly distributed to the respondents who work in different kinds of industries in Perak. The reason for us to choose the respondents in Perak is because it is convenient and able to help us save the cost and time as the targeted area is near to UTAR Campus, Perak. After the 30 sets of questionnaires were collected back, the pilot test has been conducted by using the SAS software.

3.5 Construct Measurement

The definition of a scale is a range of values used to grade and measure any series of an object. Sekaran & Bougie (2010) stated that a scale is any series of objects arranged progressively depending on the degree of sophistication. A scale is divided into four basic types which are nominal, ordinal, interval and ratio.

Nominal scale is believed by Sekaran & Bougie (2010) that it is the simplest type of scale whereby subjects are assigned to each category or group.

Figure 3.1 Example of Nominal Scale

Example:	1. what is your gender? <input type="checkbox"/> Male <input type="checkbox"/> Female
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Ordinal scale categorize variable which shows differences among various categories. These categories are ranked from low to high (de Vaus, 2007).

Figure 3.2 Example of Ordinal Scale

Example:	5. highest educational level
<input type="checkbox"/>	Upper secondary (SPM)
<input type="checkbox"/>	Post- secondary (E.g. Pre- U)
<input type="checkbox"/>	Tertiary (certificate)
<input type="checkbox"/>	Tertiary (diploma)
<input type="checkbox"/>	Tertiary (degree)
<input type="checkbox"/>	Tertiary (master)
<input type="checkbox"/>	Tertiary (PhD)
<input type="checkbox"/>	Tertiary (professional)

As for the interval scale, mathematical calculations can be performed on the data collected (Sekaran & Bougie, 2010). Lastly, de Vaus (2007) claimed that the ratio scale is the highest level of measurement as it contains the properties of nominal, ordinal and interval scale.

Based on this study, the questionnaire is divided into three sections which are part A, part B and part C. Part A consists of mainly demographic information on the respondent's personal data. The personal information collected is gender, age, race, average income, marital status and education level. These information are sensitive towards the respondent and must be handled private and confidentially. In obtaining demographic data of respondents, nominal and ordinal scale has been used to measure the questions in part A. Nominal scale is the most elementary level of measurement and identification of an object by an assigned value. The value may appear in the form of qualitative or quantitative and are mutually exclusive within all possibilities.

For example, 'What is your gender?' In the other hand, ordinal scale is the ranking of scale which may contain nominal scale properties. However, ordinal scale does not have a value of interval between rankings. For example, 'What is your education level?'

In reference of our questionnaire, part B and part C uses interval scale to measure the information collected from the respondents. Interval scale is one of the scales that contain both nominal and ordinal properties whereby the differences in quantities of an item are captured. Interval scale can also be identified as five Likert scale. Five Likert scale scale is developed by RensisLikert to measure the attitudes and perception of respondents in the level of agreement that ranges from positive to negative of a concept (Zikmund, 2003). The data is collected in the form of distances between observations which have arbitrage origin. However, it may not represent the exact phenomenon. This scale is widely used in many surveys which are referred as a summated scale. Respondents are required to select from a range of 1 to 5 representing their perception. For example, 1 – strongly agree, 2 – agree, 3 – neutral, 4 – disagree, 5 – strongly disagree.

Table 3.4 Example of Ordinal Scale

	Talent Engagement	SD	D	N	A	SA
1	I feel highly motivated when conducting my work in current organization.	1	2	3	4	5
2	I able to resume my work for a longer period in current organization.	1	2	3	4	5
3	I have the feeling of enthusiasm towards my job.	1	2	3	4	5
4	An employees' job in an organization inspires and influences them.	1	2	3	4	5
5	In an organization, time passes quickly according to	1	2	3	4	5

	employees' perception.					
6	I'm fully immersed during the working hours.	1	2	3	4	5

Our questionnaire are developed by adopting the questionnaire of the researchers, table below is showing the origin of construct in the research.

Table 3.5 The Origin of Construct in the Research

Construct	Adopted from
Career Development	Bertolino, M., Truxillo, D. M., & Fraccaroli, F. (2011). Age as moderator of the relationship of proactive personality with training motivation, perceived career development from training, and training behavioral intentions. <i>Journal of Organizational Behavior</i> , 32(2), 248-263.
	Chang, P. L., Chou, Y. C., & Cheng, F. C. (2007). Career needs, career development programmes, organizational commitment and turnover intention of nurses in Taiwan. <i>Journal of Nursing Management</i> , 15(8), 801-810.
	Cox, C. A. (2004). <i>Women's Career Development: Self-report of Experiences, Developmental Alliances and Level of Career Commitment</i> (Doctoral dissertation, Temple University).
Work-life Balance	Chimote, N. K., & Srivastava, V. N. (2013). Work-life balance benefits: from the perspective of organizations and employees. <i>The IUP Journal of Management Research</i> . Vol. 12(1), 62-73.
	Bal, A. (2010). A study on the perception of work-life balance

	<p>policies among software professionals. <i>The IUP Journal of Management Research</i>, 9(2), 51-79.</p>
<p>Pay and Benefits</p>	<p>Kamau, M. H., & Nyaribo, W. M. The Impact of Reward System on Employee Motivation: A Survey of Commercial Banks in Kenya.</p> <p>Mtazu, P. S. (2009). Evaluating remuneration and reward systems.</p> <p>Van Rooy, D. J. (2010). <i>Total rewards strategy for a multi-generational workforce</i> (Doctoral dissertation, University of Pretoria).</p>
<p>Person-job Fit</p>	<p>Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. <i>Journal of applied psychology</i>, 87(5), 875.</p>
<p>Talent Engagement</p>	<p>Salanova, M., Agut, S., & Peiro, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: the mediation of service climate. <i>Journal of applied Psychology</i>, 90(6), 1217.</p>

3.6 Data Processing

After collecting all the questionnaires, the data processing which includes data editing, data coding and data entering will be implemented (Sekaran & bougie, 2003). The questionnaires were distributed all over the northern area of Malaysia. The steps for

conducting the data processing consist of data checking, data editing, data omission, data coding and data transcribing.

The checking process is to assure that all the questionnaires are relevant to the study and the entire questionnaire which had been distributed to the respondents are collected back. The process starts when the first set of questionnaire is collected back from the respondents. This process helps to determine if there is any problem and immediate correction can be made before conducting the real survey. Checking on the questionnaires can disclose the problems in pilot tests and the real survey can be carried out after the amendments of mistakes or errors had been conducted (Malhotra & Peterson, 2006).

Hair, Bush, & Ortinau (2006) claimed that the data editing process is carried out to identify errors which are made by the respondents or the interviewers during the data collection period. This process will be conducted after the checking process. In this process, the respondents' answers will be altered if inconsistent responses are provided. Besides that, the incomplete answers or unanswered questions also will be eliminated in the database. This aim of this process is to increase the accuracy of the data collected.

The following step is the data coding process in which the code will be assigned to the possible responses for each question. The questionnaires of this study consist of three parts whereby different questions have been assigned with different codes. The information is recorded by using numerical value corresponding to the answers that are given by the respondents. A code with a particular numerical value is assigned to each particular question for the survey instrument (Hair, Bush & Ortinau, 2006). For example, the question in section A regarding to the demographic profile of respondents is to reveal the gender which is coded as '1' for male and '2' for female.

As for section B and C, five-point Likert-type scale is used and the code will be assigned from 1 to 5 followed by the responses of the respondents or their agreement level where '1' is coded for strongly disagree and '5' for strongly agree.

Lastly, Malhotra & Peterson (2006) stated that data transcribing will be conducted by converting the data into computer via keypunching. This study uses the Statistical Analysis System (SAS) for computing the data obtained from the questionnaires to analyze the data and conduct the reliability test. The system is used to obtain the accurate results for the analysis.

3.7 Data Analysis

3.7.1 Descriptive Analysis

Descriptive analysis refers to the conversion of primary data that are collected from respondents in a form that is convenient and easy for them to understand and interpret (Zikmund, 2003). In this study, descriptive research is useful as it helps the researcher to describe the characteristics of a population or phenomena (Hair, Money, Samouel, & Page, 2007), and have an overview on the demographic statistic.

In this study, a questionnaire survey form will be distributed to the respondents and the data collected from section A in the questionnaire survey

will be keyed in into the Statistical Analysis System (SAS). By using the SAS software. All the data will be summarized, analyzed and presented in a tabular and graphic form.

From the questionnaire, all the personal details stated in the section A (refer to appendix B) will be analyzed by using SAS software. Furthermore, a non-metric scale (nominal and ordinal) will be used to measure the section A. Thus, the result can be displayed in various form such as bar chart, histogram, pie chart, table and so on. In this case, the presented result will help researchers in ensuring that the right target population is chosen.

Moreover, the frequency distribution will be presented in a table form which consist of frequency percentage, relative frequency, and cumulative frequency which shows the respondents' demographic details such as gender, age, races, marital status, educational status, occupational, as well as monthly income. From the result, researchers are able to identify the personal details of the respondents. Hence, this would lighten their job in conducting the test for the research.

3.7.2 Scale Measurement (Reliability Test)

Reliability refers to the stability of measurement (Ghauri & Gronhaug, 2010) whereby the measurements are free from mistake and error which would generate a consistent result (Zikmund, 2003). According to Hair et al., (2007), researchers are obligated to make sure that indicators or variables are well represented and measured with the concept in order to achieve an accurate and

consistent result before using the data from any conception for analysis. This is because the reliability is related with the uniformity of research findings.

Precision is coupled with the validity whereas the consistency is allied with the dependability. All the negative results and imperfect wording that will affect the score during the measurement process should be corrected as it will misleading or misinterpret to the respondents (Zikmund, 2003; Hair et al., 2007). There are three types of reliability test which are alternative forms reliability, test-retest reliability, and internal consistency reliability (Hair et al., 2007). In this study, we will use the internal consistency reliability to test on our result's reliability.

In addition, Cronbach's Alpha also known as Coefficient Alpha is used in this study as it helps researcher to measure the inter-correlations between the various variables (Ghauri & Gronhaug, 2010) with the assumptions that the various variables are positively correlated. To attain coefficient alpha, the average of the coefficient from all potential split halves should be computed and the coefficient alpha is ranged from 0 to 1. Researcher will consider 0.6 as the minimum alpha for the coefficient size (Ghauri & Gronhaug, 2010). The alpha that are below 0.6, is considered as poor reliability whereas the alpha that are highly closer to 1 have a higher internal consistency reliability. Next, researchers will compare the result with the Cronbach's Alpha rules of thumb that is shown in the table to interpret the values. Besides that, reliability test is adopted for pilot test in order to ensure the questionnaire is reliable in this research.

Table 3.6 - Rule of Thumb About Cronbach-Alpha Coefficient Size

Alpha Coefficient Range	Strength of Association
<0.6	Poor
0.6 to <0.7	Moderate
0.7 to <0.8	Good
0.8 to <0.9	Very Good
≥ 0.9	Excellent

Source: Hair J. F., Money A. H., Samouel P., & Page M. (2007). Research methods for business. Chichester, England: John Wiley & Sons.

3.7.3 Validity Test

Validity test determines whether the term measure is proportion to what it claims to measure (PTI, 2006). In other words, the higher the validity of the test, the better the link of the independent variables to the dependent variable. Without validity test, the final result after interpreting and revising the data would be invalid. The evidence collected on the validity of a study is one of the major arguments in supporting the purpose of a study. In the case of our research study, this test aids in supporting our research study by testing the validity of our variables.

3.7.4 Pilot Test

Pilot test is a test distributed through survey questionnaires to our targeted respondents in order to obtain useful information to support our research study. According to Zikmund (2003), pilot case study refers to a collective term which explains the research techniques. This study supports researchers in the development of theories and approaches for the data collection process and also to briefly check the data collection processes before conducting the main study (Yin, 2003). Based on our case study, we had distributed the questionnaires for our pilot study before the actual surveys are conducted. The main purpose is to identify the errors consisting of major and minor errors which had been neglected. Besides that, the pilot test is also used to determine the validity, reliability and accuracy of the questionnaire.

Table 3.7 Pilot test result

Variables	Cronbach's Alpha Value	Alpha Coefficient Range	Strength of Association
Career Development	0.8606	> 0.8	Good
Work-Life Balance	0.6944	> 0.6	Moderate
Pay and Benefits	0.7665	> 0.7	Good
Person-Job Fit	0.7793	> 0.7	Good
Talent Engagement	0.6685	> 0.6	Moderate

The table above shown the results of the pilot , it show the Cronbach's Alpha value of the variable 'Career Development' is 0.8606 and is the highest in among the others. The Cronbach's Alpha value of 'Work-Life Balance', 'Pay and Benefits', 'Person-Job Fit' and 'Talent Engagement' are 0.6944, 0.7665,

0.7793 and 0.6685 respectively. The results of the variables indicate that the reliability measure of the pilot test was considered to be acceptable, since all the results of the variables exceeded 0.6 that indicated fair reliability, while some in the range of good (0.7 – 0.80) and very good (0.8 – 0.95)of reliability.

3.7.5 Inferential Analysis

Inferential analysis is the formation of judgments from samples of population. The judgments of dependency on the probability between different groups or a single group that happened by chance are also known as inferential analysis. Inferential analysis conduct statistical techniques and ways in confirmatory data collected from a sample. In other words, inferential analysis is used to present a phenomenon or determining the validity of a claim. In conducting this research, the Pearson's Correlation Coefficient and Multiple Regression Analysis were used to determine the relationship between the talent engagement and the independent variables which is career development, job fit, work life balance and pay and benefits.

3.7.5.1 Pearson Correlation Coefficient

The test used to determine the direction, strength and the importance of the corresponding variables (Sekaran & Bougie, 2010; Field, 2005; de Vaus, 2007; Saunders et al., 2003). Sorano-Daniela & Lorentz (2006) also defined the Pearson Correlation Coefficient as how the direction and strength between the

correlated variables are measured and linked together. Therefore, the Pearson Correlation Coefficient Test is used to measure the strength of the linear relationship among the variables of our study. However, in conducting this test, the independent variable and dependent variable is required to use a metric scale such as five Likert scale.

In the Pearson Correlation Coefficient test, all independent variables are measured in terms of direction, strength and significance of the linear relationship. The positive correlation value implies that there is a positive association. In other words, large value variables of dependent and independent are associated with each other while small value variables of dependent and independent are linked together. As for negative values, it shows a negative association.

Based on our study, we use this test to determine the relationship between pay and benefits and talent engagement, the relationship between career development and talent engagement, the relationship between work-life balance and talent engagement and the relationship between job fit and talent engagement.

The results measured from the Pearson Correlation Coefficient test consist from a range of -1 to +1. The value +1 indicates that the variables are strongly linear related with an increasing relationship. In the other hand, the variables will be perfectly linear related with a decreasing relationship when the value of outcome is -1. If the result processes a 0 value, the variables are considered as not linear related. A strong correlation occurs when the value exceeds 0.8, whereas, a coefficient value that is less than 0.5 shows a weak correlation.

Table 3.8 Rules of Thumb About Pearson Correlation Coefficient

Coefficient Range	Strength of Association
± 0.91 to ± 1.00	Very Strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.00 to ± 0.20	Slight, almost negligible

Source: Hair, J., Money, A., Samouel, P., & Page, M. (2007). Research methods for business. New York: John Wiley & Sons, Inc.

3.7.5.2 Multiple Linear Regression

Multiple Regression Analysis is a method whereby each effect is estimated when separate multiple factors enter the analysis. This method is vital for quantifying several independent variables and forecasting a single dependent variable. According to Hair et al. (1995), Multiple Regression are the most suitable method which single metric dependent variable is considered and related to a single or several metric independent variables when conducting a research problem. The main objective is to forecast the change in the dependent variable to the change in several independent variables.

In general, Multiple Regression models are formulated as below:

$$y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \dots + \beta_kx_k + \varepsilon$$

X_k = independent variable

β_0 = intercept

β_1 = parameter related to x_1

β_2 = parameter related to x_2

ε = an error term, normally distributed about a mean of 0 (for purpose of computation, the ε is assumed to be 0)

Based on our study, the Multiple Regression Analysis is more suitable to be used to determine the independent variables (career development, work-life balance, pay and benefits, job fit) which is normally distributed with a mean of 0 (the ε is assumed to be '0' for the purpose of computation) affecting the dependent variable (talent engagement) as both are metric scales. The Multiple Regression Analysis used for our study is as below:

$\text{Talent engagement} = \beta_0 + \beta_1 * \text{career development} + \beta_2 * \text{work-life balance} + \beta_3 * \text{pay and benefit} + \beta_4 * \text{job fit} + \varepsilon$

3.8 Conclusion

In conclusion, this chapter summarizes on the research design for framework, data collection, sampling design, research instrument, measurement scales which are used in our research group questionnaire. Besides that, we also conduct data processing on how the data collected was processed. Lastly, we also briefly described the analysis methods such as descriptive analysis, scale measurement and inferential analysis that were used to analyze the collected data in this research project.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

This chapter contains the transformation of the raw data which is collected in the previous stages and transformed into useful information and analysis of results. The content of this chapter consists of the descriptive analysis, scale measurement, inferential analysis and conclusion. The descriptive analysis includes the respondents' demographic profile which constructs the central tendencies measurement. The scale measurement was used to measure the reliability analysis of the variable and the inferential analysis was used to determine the relationship between the variables to generate the conclusion.

4.1 Descriptive Analysis

4.1.1 Respondent Demographic Analysis

Table 4.1 – Statistics for Demographic Data

N	States	Gender	Age	Ethnic
Valid	374	374	374	374
Missing	0	0	0	0

N	Status	Educational	Occupational	Salary
Valid	374	374	374	374
Missing	0	0	0	0

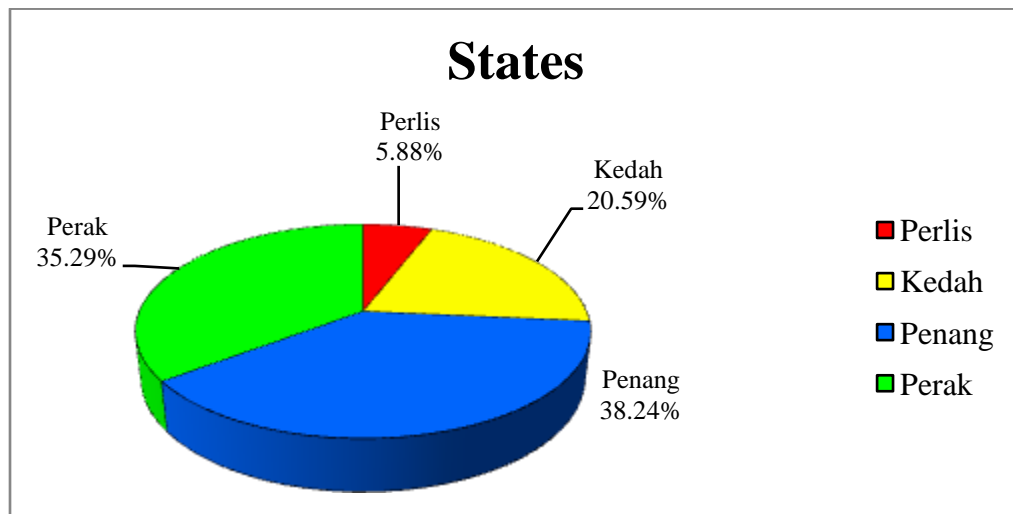
In this study, a total of 8 questions that related to the respondent's demographic profile were explored in section A of the questionnaire. Those questions include a range of questions like states, gender, age, ethnic, status, educational status, occupational, and salary. From the table above, all the data collected from the respondents are valid for all the variables.

4.1.1.1 States

Table 4.2 Descriptive analysis for states

States	Frequency	Percentage	Cumulative frequency	Cumulative percent
Perlis	22	5.88	22	5.88
Kedah	77	20.59	99	26.47
Penang	143	38.24	242	61.74
Perak	132	35.29	374	100.00

Figure 4.1 Descriptive Analysis for States



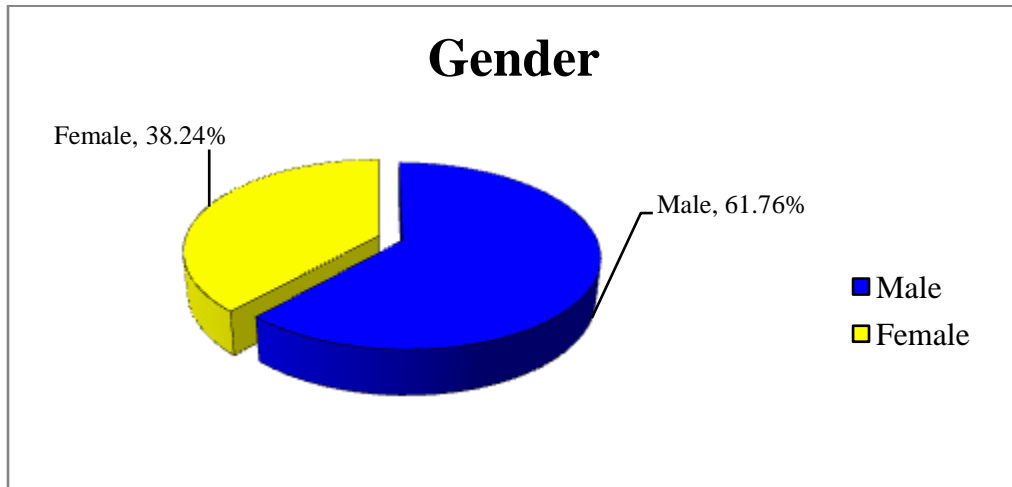
By referring to the cumulative frequency in table 4.2, there are a total of 374 respondents which are involved in this study. The pie chart above (figure 4.1.1.1) shows the percentages of the respondents located at different targeted area which is 5.88% from Perlis, 20.59% from Kedah, 38.24% from Penang and 35.29% from Perak.

4.1.1.2 Gender

Table 4.3 Descriptive analysis for gender

Gender	Frequency	Percentage	Cumulative frequency	Cumulative percent
Male	231	61.76	231	61.76
Female	143	38.24	374	100.00

Figure 4.2 Descriptive Analysis for Gender



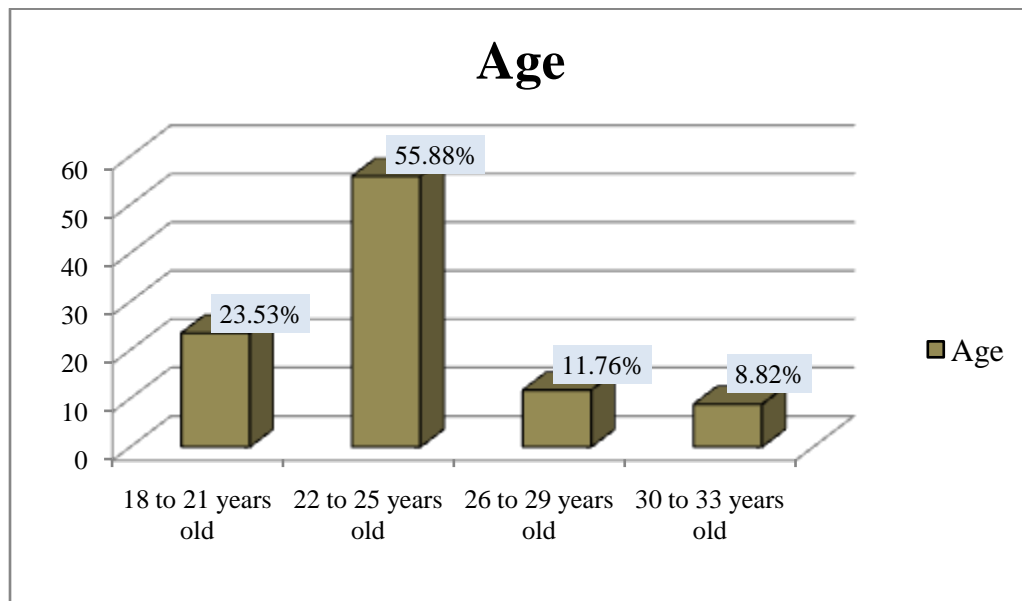
The table 4.3 and figure 4.2 above shows the difference in gender which had participated in our study. According to the total number of 374 respondents, 231 (61.76%) were male while 143 (38.24%) were female.

4.1.1.3 Age

Table 4.4 Descriptive Analysis for Age

Age	Frequency	Percentage	Cumulative frequency	Cumulative percent
18 to 21	88	23.53	88	23.53
22 to 25	209	55.88	297	79.41
26 to 29	44	11.76	341	91.18
30 to 33	33	8.82	374	100.00

Figure 4.3 Descriptive Analysis for Age



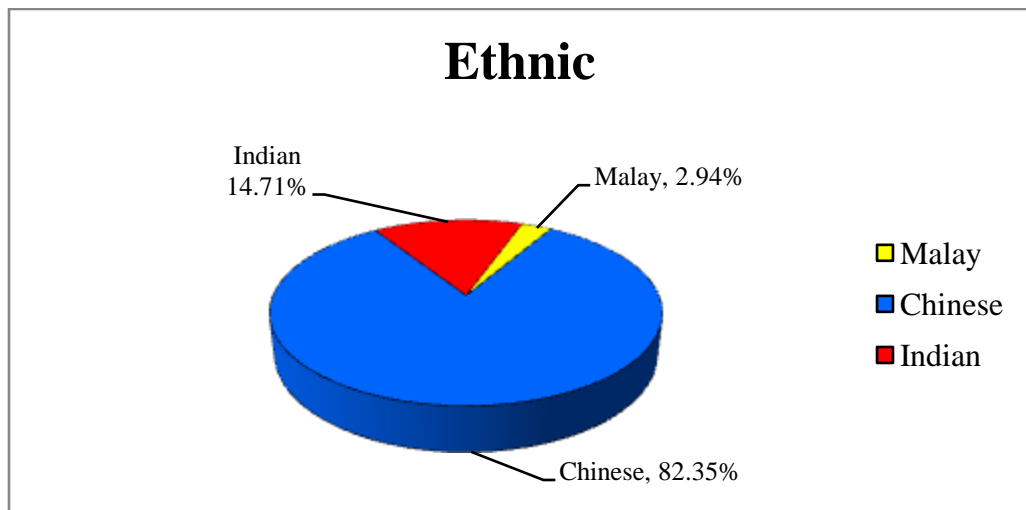
Based on the table above, the highest age range of the respondents falls in between 22 to 25 years old (55.88 %), followed by second highest of the age range which is from 18 to 21 years old (23.53%), age range from 26 to 29 years old (11.76%), and the lowest range is 30 to 33 years old (8.82%).

4.1.1.4 Ethnic

Table 4.5 Descriptive Analysis for Ethnic

Ethnic	Frequency	Percentage	Cumulative frequency	Cumulative percent
Malay	11	2.94	11	2.94
Chinese	308	82.35	319	85.29
Indian	55	14.71	374	100.00

Figure 4.4 Descriptive Analysis for Ethnic



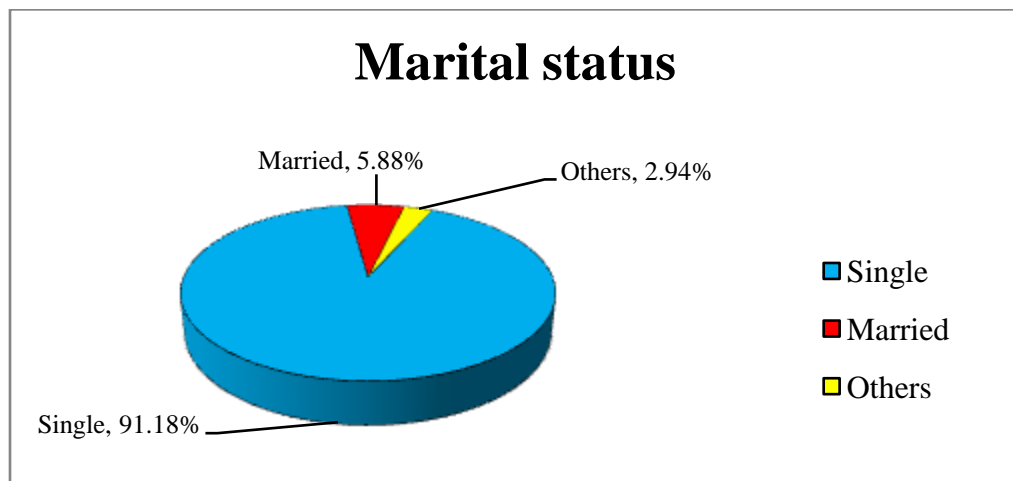
From the diagram above, the Chinese race consists of the largest group from the ethnic of respondents who had participated in our study which is around 82.35% (308 of people), followed by Indian at a percentage of 14.71% (55 of people). As for the number of Malay races, there are only 2.94% (11 of people) who contributed in this research.

4.1.1.5 Marital Status

Table 4.6 Descriptive Analysis for Marital Status

Status	Frequency	Percentage	Cumulative frequency	Cumulative percent
Single	341	91.18	341	91.18
Married	22	5.88	363	97.06
Others	11	2.94	374	100.00

Figure 4.5 Descriptive Analysis for Marital Status



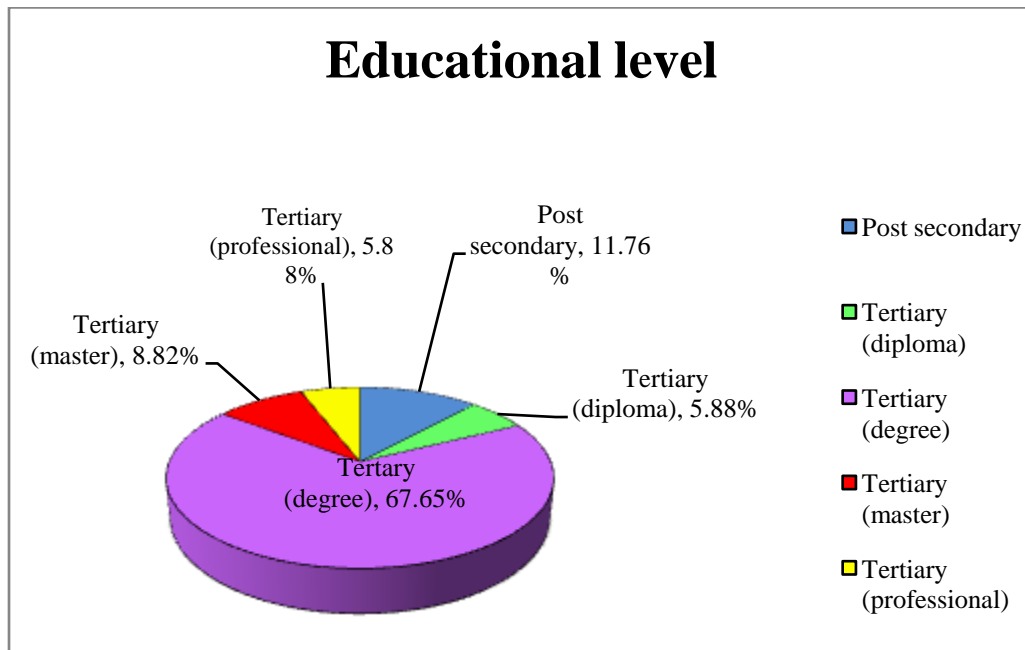
Out of 374 numbers of respondents, a total of 341 (91.18%) respondents are single, 22 (5.88%) of them are married, while the 2.94% (11 of people) has categorized in 'others' status. The 'others' might refer to divorce status.

4.1.1.6 Educational Level

Table 4.7 Descriptive Analysis for Educational Level

Educational level	Frequency	Percentage	Cumulative frequency	Cumulative percent
Post secondary	44	11.76	44	11.76
Tertiary (diploma)	22	5.88	66	17.65
Tertiary (Degree)	253	67.65	319	85.29
Tertiary (master)	33	8.82	352	94.12
Tertiary (professional)	22	5.88	374	100.00

Figure 4.6 Descriptive Analysis for Educational Level



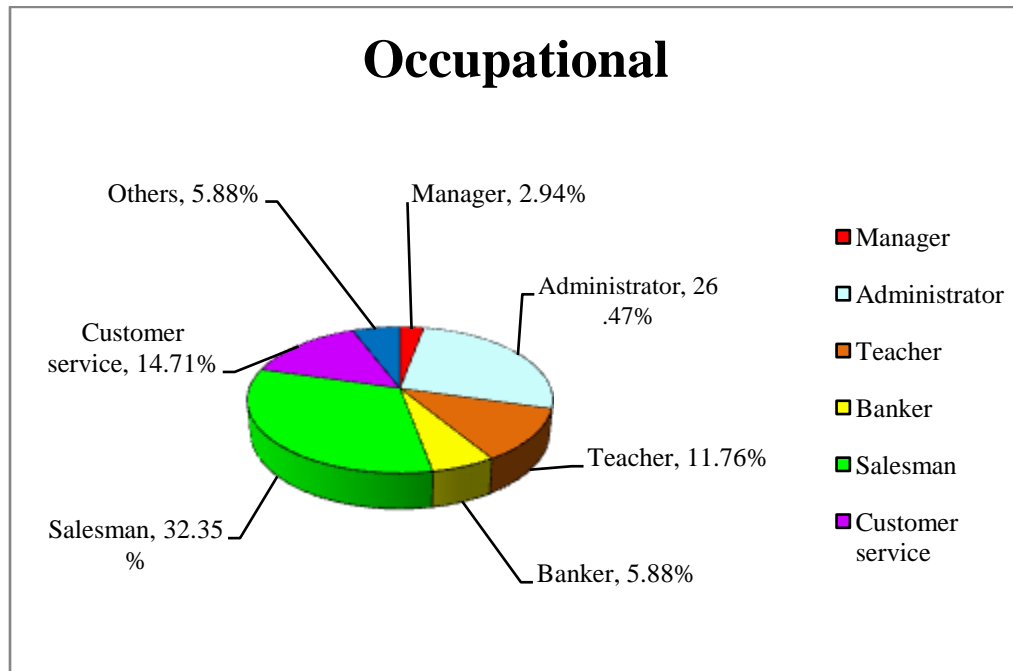
Among the data collected from the respondents, tertiary (degree) level dominated the highest percentage of the respondents' educational level which has accounted around 67.65% (253 of people), followed by post-secondary level at 11.76% (44 of people), tertiary (master) level at 8.82% (33 of people), while the tertiary (professional) and tertiary (diploma) have the same proportion of percentage which is around 5.88% (22 of people).

4.1.1.7 Occupational

Table 4.8 Descriptive Analysis for Occupational

Occupational	Frequency	Percentage	Cumulative frequency	Cumulative percent
Manager	11	2.94	11	2.94
Administrator	99	26.47	110	29.41
Teacher	44	11.76	154	41.18
Banker	22	5.88	176	47.06
Salesman	121	32.35	294	79.41
Customer service	55	14.71	352	94.12
Others	22	5.88	374	100.00

Figure 4.7 Descriptive Analysis for Occupational



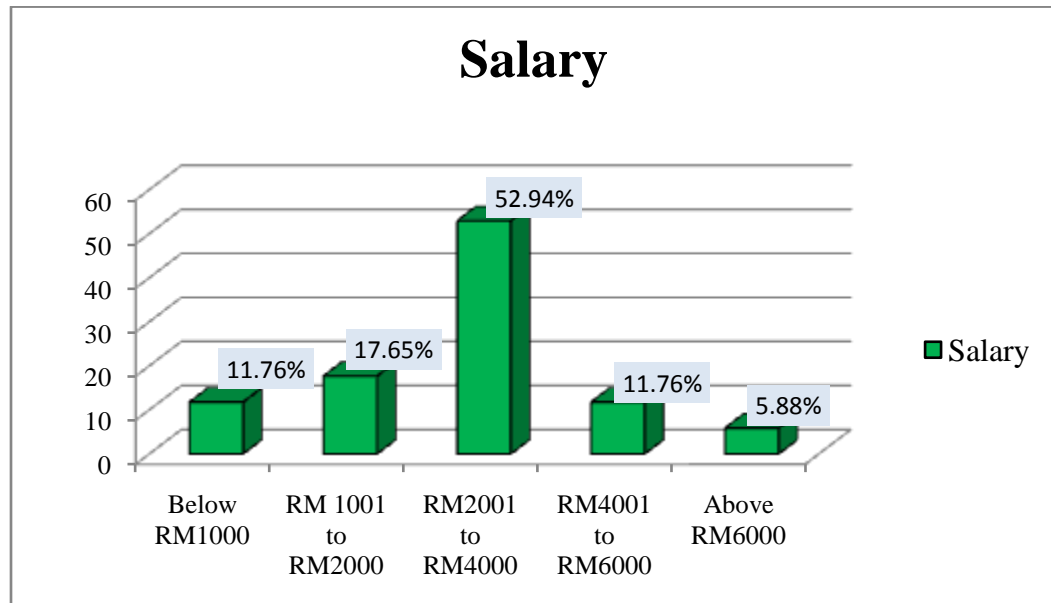
From the table 4.8 and figure 4.7 above, salesman has the highest percentage among all the others jobs which is around 32.35% or 121 people. Second largest group of occupational was occupied by administrators (26.47% or 99 people), followed by teachers (11.76% or 44 people), customer services (14.71% or 55 people), and bankers and others (5.88% or 22 people). Last but not least, managers are the occupation that was reported the least amount of people in this study which is only around 2.94 % or 11 people).

4.1.1.8 Salary

Table 4.9 Descriptive Analysis for Occupational Salary

Salary	Frequency	Percentage	Cumulative frequency	Cumulative percent
Below RM1000	44	11.76	44	11.76
RM 1001 to RM2000	66	17.65	110	29.74
RM2001 to RM4000	198	52.94	308	82.35
RM4001 to RM6000	44	11.76	352	94.12
Above RM6000	22	5.88	374	100.00

Figure 4.8 Descriptive Analysis for Occupational Salary



By referring to the table or figure above, most of the respondents received their salary at a range of RM2001 to RM4000 (52.94%). Next, followed by the range of RM1001 to RM2000 which is around 17.65%, the salary below RM1000 and RM4001 to RM6000 has the equal percentage of 11.76% while the lowest percentage of salary is under the category of above RM6000 which is around 5.88%.

4.1.2 Central Tendencies Measurement of Constructs

The measurement of central tendency is determined the mean score of five interval scaled constructs. A total of 31 items are being measured by using the SAS system. Besides that, five Likert-scale is adopted when all the constructs are being asked whereby 1= strongly disagree (SD), 2= disagree (D), 3= neutral (N), 4= agree (A) and 5=strongly agree (SA).

4.1.2.1 Career Development

Table 4.10 Central Tendencies Measurement of Constructs:
Career Development

Career Development	Percentage (%)					Mean	Ranking
	SD	D	N	A	SA		
The organization helps employees to complete self-assessment.	0	20.59	23.53	41.18	14.71	3.50	4
The organization provides performance evaluation criteria for each position.	0	17.65	20.59	44.12	17.65	3.62	1
Each employee is frequently informed about how the internal and external conditions affect the organization.	0	20.59	23.53	38.24	17.65	3.53	3
The organization encourages an employee to share his/her problems.	0	17.65	44.12	26.47	11.76	3.32	6

Organization provides training activities which will positively affect employee's work performance.	0	17.65	41.18	20.59	20.59	3.44	5
The training programs help an employee to improve his/her current level of discretion and responsibility.	0	20.59	26.47	29.41	23.53	3.56	2

The highest ranked statement for this variable is “The organization provides performance evaluation criteria for each position” whereby the mean score is 3.62. The majority of 44.12% respondents had agreed with the statement, while 20.59% of respondents were neutral. However, the scale of disagree and strongly agree showed the same rate of percentage that is 17.65%.

The second ranked statement is “The training programs help an employee to improve his/her current level of discretion and responsibility” with the mean score of 3.56. In this statement, most of the respondents had selected agree with the percentage of 29.41%. This is followed by neutral, strongly agree and disagree whereby the percentage showed 26.47%, 23.53% and 20.59% respectively.

The mean score for the third ranked statement “Each employee is frequently informed about how the internal and external conditions affect the

organization” for this variable is 3.53. Agree scale showed the highest percentage rating among the five Likert-scales that is 38.24%, followed by 23.53% of respondents were neutral, 20.59% of respondents disagree and 17.65% of respondents had strongly agreed.

The fourth ranked statement is “The organization helps employees to complete self-assessment” with the mean score of 3.50. A total number of 41.18% respondents had agreed with the statement, followed by 23.53% of respondents who selected neutral, 20.59% of respondents who selected disagree and 14.71% of respondents had strongly agree.

The mean score for the last two ranked statements is 3.44. In this statement “Organization provides training activities which will positively affect employee’s work performance”, most of the respondents were neutral with a percentage of 41.18%, while agree scale and strongly agree scale showed the same percentage, which is 20.59%. For the least percentage rate for this statement is disagree whereby the percentage is 17.65%.

The last ranked statement is referring to “The organization encourages an employee to share his/her problems” with a mean score of 3.32. The highest percentage rating scale for this statement is neutral with the total of 44.12%. This is followed by agree, disagree and strongly agree whereby the percentage is 26.47%, 17.65% and 11.76% respectively.

4.1.2.2 Work-life Balance (WLB)

Table 4.11 Central Tendencies Measurement of Constructs:

Work-life Balance (WLB)

Work-life Balance	Percentage (%)					Mean	Ranking
	SD	D	N	A	SA		
I feel that the career's leave provided by the organization allows me to take time off for personal issues.	0	5.88	20.59	50.00	23.53	3.91	2
I feel that the pre-natal leave provided by the organization allows me and my partner to attend the medical appointment during working hours.	0	8.82	17.65	55.88	17.65	3.82	4
I feel that by using telecommuting, I am able to work from home or outside of my central work place.	0	2.94	32.35	41.18	23.53	3.85	3
Job sharing between two or	0	5.88	38.24	44.12	11.76	3.62	5

more people in a full time job is important in an organization.							
I can use the referral services which are provided by the organization for my personal matters.	0	14.71	29.41	41.18	14.71	3.56	6
I feel that counselling services provided by the organization can help me to reduce work pressures.	0	8.82	20.59	35.29	35.29	3.97	1

The highest ranked statement in this variable is “I feel that counselling services provided by the organization can help me to reduce work pressures” where the mean score is 3.97. There are 35.29% of respondents chose agree and strongly agree, 20.59% of respondents neutral, 8.82% of respondents disagree, and none of the respondent selected strongly disagree.

The second ranked statement is “I feel that the career’s leave provided by the organization allows me to take time off for personal issues” with a mean score of 3.91. In this statement, there are 50.00% of respondents showed agree, 23.53% of respondents chose strongly agree, 20.59% of respondents selected neutral, while only 5.88% of respondents were disagree.

“I feel that by using telecommuting, I am able to work from home or outside of my central work place” is the third highest mean score where the mean score stated 3.85. In this statement, most of the respondents selected agree with the percentage of 41.18%. This is followed by neutral, strongly agree and disagree whereby the percentage was showed 32.35%, 23.53% and 2.94% respectively.

The statement “I feel that the pre-natal leave provided by the organization allows me and my partner to attend the medical appointment during working hours” is in the ranking number four out of the six statements in which the mean score is 3.82. In this statement, most of the respondents selected agree with the percentage of 55.88%. Besides that, both neutral and strongly agree scale were showed the same percentage that is 17.65% while only 8.82% of respondents were disagree with the statement.

The last second last statement is “Job sharing between two or more people in a full time job is important in an organization” with a mean score of 3.62. In this statement, 44.12% of the respondents had agreed as it is the highest percentage among the scale is. This is followed by neutral, strongly agree and disagree whereby the percentages were showed with 38.24%, 11.76% and 5.88% respectively.

For this variable, 3.56 are the lowest mean score for statement “I can use the referral services which are provided by the organization for my personal matters”. Among the scale, agree showed the highest percentage that is 41.18%. This is followed by 29.41%, in which the respondents were neutral towards the statement while 14.71% of respondents selected disagree and strongly agree scale.

4.1.2.3 Pay and Benefits

Table 4.12 Central Tendencies Measurement of Constructs:
Pay and Benefits

Pay and Benefits	Percentage (%)					Mean	Ranking
	SD	D	N	A	SA		
I am satisfied with my pay.	29.41	44.12	23.53	2.94	0	2.00	6
The amount of income I received is what I deserve.	17.65	35.29	38.24	5.88	2.94	2.41	5
I feel that my pay will rise if I perform well in my job.	11.76	44.12	38.24	0	5.88	2.44	4
I am satisfied with the financial reward system provided by the organization (e.g. ESOP, Gain Sharing, and Profit Sharing).	20.59	35.29	26.47	11.76	5.88	2.47	3
I am satisfied with the company's benefit packages (pension, medical aid, leave).	14.71	17.65	52.94	11.76	2.94	2.71	1

I am satisfied with the contribution made to SOCSO by my employer.	23.53	26.47	29.41	11.76	8.82	2.56	2
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The highest ranked statement in this variable is “I am satisfied with the company’s benefit packages (pension, medical aid, leave)” where the mean score is 2.71. There are 52.94% of respondents chose neutral, 17.65% of respondents disagree, 14.71% of respondents strongly disagree, 11.76% of respondents agree and 2.94% of respondents were strongly agree..

The second ranked statement is “I am satisfied with the contribution made to SOCSO by my employer” with a mean score of 2.56. In this statement, there are 29.41% of respondents showed neutral, 26.47% of respondents chose disagree, 23.53% of respondents selected strongly disagree, 11.76% of respondents were agree while only 8.82% of respondents were strongly agree.

“I am satisfied with the financial reward system provided by the organization (e.g. ESOP, Gain Sharing, and Profit Sharing)” is the third highest mean score where the mean score stated 2.47. In this statement, most of the respondents selected disagree with the percentage of 35.29%. This is followed by neutral, strongly disagree, agree and strongly agree whereby the percentage was showed 26.47%, 20.59%, 11.76% and 5.88% respectively.

The statement “I feel that my pay will rise if I perform well in my job” is in the ranking number four out of the six statements. The mean score is 2.44 where majority of 44.12% respondents were chose disagree with the statement,

38.24% of the respondents neutral, 11.76% were strongly disagree while only 5.88% of the respondents were showed strongly agree.

The last second last statement is “The amount of income I received is what I deserve” with a mean score of 2.41. In this statement, 38.24% of the respondents were neutral as it is the highest percentage among the scale is. This is followed by disagree, strongly disagree, agree and strongly agree whereby the percentages were showed with 35.29%, 17.65%, 5.88% and 2.94% respectively.

For this variable, 2.00 are the lowest mean score for statement “I am satisfied with my pay”. Among the scale, disagree showed the highest percentage that is 44.12%. This is followed by 29.41%, 23.53% and 2.94% in which the respondents strongly disagree, neutral and agree respectively. However, there were no respondents who select the strongly agree scale.

4.1.2.4 Person-Job Fit

Table 4.13 Central Tendencies Measurement of Constructs:

Person-Job Fit

Person-Job Fit	Percentage (%)					Mean	Ranking
	SD	D	N	A	SA		
I feel that my job is a good match with my personal skills.	0	17.65	23.53	44.12	14.71	3.56	2
My abilities and training provided fits the requirement of my job.	8.82	5.88	26.47	38.24	20.59	3.56	2
My abilities and education level determine the job that place on me.	5.88	38.24	14.71	29.41	11.76	3.03	5
My expectation towards my job matches with the job offered by my employer.	17.65	29.41	26.47	14.71	11.76	2.74	6
The attributes that I look for in a job are fulfilled by my present job.	0	8.82	26.47	55.88	8.82	3.65	1

The job that I am currently holding gives me what I desire from a job.	0	32.35	32.35	32.35	2.94	3.06	4
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The highest mean score for the statements of “The attributes that I look for in a job are fulfilled by my present job” has a value of 3.65. Most of the respondents had agreed with this statement with the percentage of 55.88% while 26.47% of the respondents were neutral. However, disagree and strongly agree were showed with the same percentage toward the statement which is 8.82%.

In the other hand, there are two statements that are ranked at second place in this variable which is “I feel that my job is a good match with my personal skills” and “My abilities and training provided fits the requirement of my job” which is 3.56.

The majority respondents for the statement of “I feel that my job is a good match with my personal skills” had selected agree with the percentage of 44.12%, followed by neutral, disagree and strongly agree whereby the percentages are 23.53%, 17.65% and 14.71% respectively. There are 38.24% of respondents who had agreed with the statement “My abilities and training provided fits the requirement of my job”, 26.47% of respondents who are neutral, 20.59% of respondents who had strongly agreed, 8.82% of respondents showed strongly disagree and followed by 5.88% of respondents chose disagree.

“The job that I am currently holding gives me what I desire from a job” is the fourth ranked statement for this variable where the mean score showed 3.06. In this variable, the respondents had showed the same percentage for disagree, neutral and agree scale that is 32.35%. However, there are only 2.94% of respondents who strongly agreed toward the statement and none of the respondents chose strongly disagrees.

The next ranked statement is referred to “My abilities and education level determine the job that place on me” whereby the mean score is 3.03. In this statement, the highest rating percentage scale had disagreed that is 38.24%. This is followed by agree, neutral, strongly agree and strongly disagree in which the percentage rate is 29.41%, 14.71%, 11.76% and 5.88% respectively.

The mean score for the last ranked statement “My expectation towards my job matches with the job offered by my employer” for this variable is 2.74. An amount of 29.41% of the respondents disagreed with this statement while 26.47% chose neutral. This is followed by 17.65%, 14.71% and 11.76% whereby the respondents selected strongly disagree, agree and strongly agree respectively.

4.1.2.5 Talent Engagement

Table 4.14 Central Tendencies Measurement of Constructs:
Talent Engagement

Talent Engagement	Percentage (%)					Mean	Ranking
	SD	D	N	A	SA		
I feel highly motivated when conducting my work in current organization.	0	11.76	50.00	35.29	2.94	3.29	6
I able to resume my work for a longer period in current organization.	0	11.76	32.35	47.06	8.82	3.53	4
I have the feeling of enthusiasm towards my job.	0	5.88	29.41	58.82	5.88	3.65	2
My job inspires and influences my performance in the workplace.	0	0	35.29	55.88	8.82	3.74	1
During working hours, I feel that time passes quickly.	0	26.47	11.76	52.94	8.82	3.44	5

I'm fully immersed during the working hours.	0	8.82	32.35	47.06	11.76	3.62	3
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The statement “My job inspires and influences my performance in the workplace” has the highest mean score of 3.74, whereby 55.88% of the respondents agreed with this statement, 35.29% of respondents selected neutral, and 8.82% of the respondents who strongly agreed.

“I have the feeling of enthusiasm towards my job” is the second highest ranked statement with the mean score of 3.65. Most of the respondents had agreed towards this statement with the percentage of 58.82%. This is followed by 29.41% of respondents who selected neutral, while 5.88% of the respondents selected disagree and strongly agree.

The third ranked statement for this variable is “I am fully immersed during the working hours” with the mean score of 3.62. The highest percentage of the respondents agreed with the statement which is 47.06%. This is followed by neutral, strongly agree and disagree whereby the percentages were 32.35%, 11.76% and 8.82% respectively.

Followed by the highest ranked statement is the statement of “I able to resume my work for a longer period in current organization” with the mean score of 3.53. An amount of 47.06% of the respondents had selected agree, 32.35% of respondents selected neutral, 11.76% of respondents disagreed and 8.82% of the respondents strongly agreed.

“During working hours, I feel that time passes quickly” is the second last ranked statement with a mean score of 3.44. There are 52.94% of respondents agreed with this statement, followed by 26.47% of the respondents who disagree, 11.76% of the respondents which are neutral, and 8.82% of the respondents which strongly agrees.

Lastly, the statement “I feel highly motivated when conducting my work in current organization” is the last ranked statement with a mean score of 3.29. A majority number of respondents consisting 50% selected neutral. This is followed by 35.29% of the respondents who agreed, 11.76% who disagreed and 2.94% of the respondents which strongly agreed.

4.2 Scale Measurement

Scale measurement is a frequently used tool by the researchers in assessing the scale reliability. Currently, the most popular reliability statistic used is known as the Cronbach's Alpha which was created by Cronbach (1951). The use of Cronbach's Alpha is to determine the average correlations and consistencies of the items when measuring the reliability of the survey instrument. In this scale measurement, the study will focus on the reliability analysis of the four Independent variables and one dependent variable. The table below shows the level of the reliability in different range of Coefficient Alpha.

Table 4.15 Rule of Thumb about Cronbach's Alpha Coefficient Size

Coefficient Alpha (α)	Reliability
0.80 to 0.95	Very Good
0.70 to 0.80	Good
0.60 to 0.70	Fair
<0.60	Poor

Source: Hair, J. F., Jr., Babin, B., Money, A. H., & Samouel, P. (2003). *Essential of Business Research methods*. West Sussex: John Wiley & Sons.

4.2.1 Reliability Analysis

The table below shows the reliability analysis of each variable in this study. As the results shown in the table, the both of the dependent and independent variables are more than 0.60. The Talent Engagement shown the Cronbach's Alpha of 0.6769, it means that the level of reliability of this dependent variable can be accepted. Besides that, the highest level of reliability in the independent variables is the Work- Life Balance which is 0.7951. In contrast, the lowest level of reliability in all the variables is Person-Job Fit which is 0.6003 only. In conclusion, all the variables used in this study are reliable and acceptable because all the Cronbach's Alpha values of the variables are more than 0.60.

Table 4.16 Reliability Test Result

Variables	Cronbach's Alpha
Career Development	0.756574
Work- Life Balance	0.795096
Pay and Benefits	0.629532
Person-Job Fit	0.600321
Talent Engagement	0.676910

4.3 Inferential Analysis

Pearson Correlation Coefficient was used to measure the strength of the linear relationship between two variables and it also depicts the strength, direction and the significant relationship between all variables (Hair et al., 2007).

4.3.1 Pearson Correlation Coefficient

Table 4.17 Pearson's Correlation

Pearson Correlation Coefficients, N=374				
Prob > r under H0: Rho=0				
	CD	WLB	PB	PJF
TE	0.50209	0.14108	0.17471	0.61655
TE	<.0001	0.0063	0.0007	<.0001

Hypothesis 1

H₀: There is no relationship between career development and talent engagement.

H₁: There is a significant relationship between career development and talent engagement.

Based on table 4.17, we can see that there is a positive relationship between career development and talent engagement according to the value of correlation coefficient. The variable of career development has 0.5021 correlations with the variable of talent engagement. This statement is proven that when the career development is high, talent engagement appears to be high. The value of this correlation coefficient (0.502) falls under the coefficient range of ± 0.41 to ± 0.70 . Thus, the relationship between career development and talent engagement is moderate.

The relationship between career development and talent engagement is significant as the p-value (< 0.0001) is less than the alpha value (0.05). The hypothesis alternative of 'There is a significant relationship between career development and talent engagement' was accepted whereas hypothesis null of 'There is no relationship between career development and talent engagement' was rejected.

Hypothesis 2

H₀: There is no relationship between work-life balance and talent engagement.

H₂: There is a significant relationship between work-life balance and talent engagement.

Based on table 4.17, we can see that there is a positive relationship between work-life balance and talent engagement. The variable of work-life balance has 0.1411 correlations with the variable of talent engagement. This shows that when work-life balance is high, talent engagement also would be high. The value of this correlation coefficient (0.1411) falls under the coefficient ranging from 0.00 to ± 0.20 . Thus, the relationship between work-life balance and talent engagement is almost negligible.

The relationship between work-life balance and talent engagement is significant as the p-value (0.0063) is less than the alpha value of 0.05. The hypothesis alternative of 'There is a significant relationship between work-life balance and talent engagement' was accepted while hypothesis null of 'There is no relationship between work-life balance and talent engagement' was rejected.

Hypothesis 3

H₀: There is no relationship between pay and benefits and talent engagement.

H₃: There is a significant relationship between pay and benefits and talent engagement.

Based on table 4.17, we can see that there is a positive relationship between pay and benefits and talent engagement according to the value of correlation coefficient. The variable of pay and benefits has 0.1747 correlations with the variable of talent engagement. When pay and benefits is high, talent engagement would eventually be high. The value of this correlation coefficient (0.1747) ranges from 0.00 to ± 0.20 . Thus, the relationship between pay and benefits and talent engagement is almost negligible.

The relationship between pay and benefits and talent engagement is significant as the p-value (0.0007) is less than the alpha value of 0.05. The hypothesis alternative of 'There is a significant relationship between pay and benefits and talent engagement' was accepted while hypothesis null of 'There is no relationship between pay and benefits and talent engagement' was rejected.

Hypothesis 4

H₀: There is no relationship between person-job fit and talent engagement.

H₄: There is a significant relationship between person-job fit and talent engagement.

Based on table 4.17, we can see that there is a positive relationship between person-job fit and talent engagement as the value of correlation coefficient. The variable of the person-job fit has 0.6166 correlations with the variable of talent engagement. This means that when person-job fit is high, talent engagement would also be high. The value of this correlation coefficient (0.6166) falls under coefficient range of ± 0.41 to ± 0.70 . Thus, the relationship between person-job fit and talent engagement is moderate.

The relationship between person-job fit and talent engagement is significant as the p-value (< 0.0001) is less than the alpha value of 0.05. The hypothesis alternative of 'There is a significant relationship between person-job fit and talent engagement' was accepted while hypothesis null of 'There is no relationship between person-job fit and talent engagement' was rejected.

4.3.2 Multiple Linear Regression

Hair et al., (2003) elucidated that Multiple Regressions Analysis will execute some independent variables into same type of regression equation and anticipate a single dependent variable.

Table 4.18 Multiple Linear Regression

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	45.05952	11.26488	102.17	<.0001
Error	369	40.68476	0.11026		
Corrected Total	373	85.74428			

Root MSE	0.33205	R-Square	0.5255
Dependent Mean	3.54412	Adj R-Sq	0.5204
Coefficient Variance	9.36903		

H₀: The four independent variables (career development, work-life balance, pay and benefit, and person-job fit) are not significant in explaining the variance in talent engagement.

H₅: The four independent variables (career development, work-life balance, pay and benefits, and person-job fit) are significant in explaining the variance in talent engagement.

Table 4.18 showed that p-value ($<.0001$) is less than the alpha value 0.05. Hence, the F-statistic is significant. The model for this study is a good descriptor of the relationship between the dependent and predictor variables. Hence, the independent variables (career development, work-life balance, pay and benefits, and person-job fit) are significant in explaining the variance in talent engagement and the alternate hypothesis was supported by data.

The R square on the table above has shown the extent of the independent variables which able to explain the variations in the dependent variables. In this study, independent variables (career development, work-life balance, pay and benefits, and person-job fit) manage to explain 52.55% of the variations in dependent variable (talent engagement). However, it is still leaves 47.45% unexplained in this study. In other words, there are other additional variables that are important in talent engagement which have not been considered in this study.

Table 4.19 Multiple Linear Regression: Parameter Estimates

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > t
Intercept	1	0.78588	0.16568	4.74	<.0001
CD	1	0.24595	0.02740	8.98	<.0001
WLB	1	0.06290	0.02903	2.17	0.0309
PB	1	0.13776	0.02902	4.75	<.0001
PJF	1	0.40596	0.03008	13.50	<.0001

Career development is significant to predict the dependent variable which is talent engagement for this study. This is because p-value for **career development** (<.0001) is less than the alpha value 0.05.

Work-life balance is significant to predict the dependent variable which is talent engagement for this study. This is because the p-value for **work-life balance** is 0.0309 which is less than alpha value 0.05.

Pay and benefits is significant to predict the dependent variable, talent engagement for this study. This is due to the p-value for **pay and benefits** which is <.0001 that is less than alpha value 0.05.

Person-job fit is significant to predict the dependent variable which is talent engagement for this study. This is because p-value for **person-job fit** is <.0001 which is less than the alpha value 0.05.

Regression equation:

$$\text{Talent engagement} = 0.78588 + 0.24595 (\text{career development}) + 0.06290 (\text{work-life balance}) + 0.13776 (\text{pay and benefits}) + 0.40596 (\text{person- job fit})$$

Person-job fit act as a predictor variable that contributes the highest to the variation of the dependent variable (talent engagement) due the value of 'Parameter Estimate' (under table 4.3.2.3) for this predictor variable is the highest (0.40596) as compared to the other independent variables.

Career development is the predictor variable that contributes the second highest to the variation of the dependent variable (talent engagement) because the value of 'Parameter Estimate' (under table 4.3.2.3) for this predictor variable is the second highest (0.24595) as compared to the other independent variables.

Pay and benefits is the predictor variable that contributes to the third highest to the variation of the dependent variable (talent engagement) due to the value of 'Parameter Estimate' (under table 4.3.2.3) for this predictor variable is the third highest (0.13776) as compared to other independent variables.

Work-life balance is the predictor variable that contributes to the lowest variation of the dependent variable (talent engagement) because the value of 'Parameter Estimate' (under table 4.3.2.3) for this predictor variable is the lowest (0.06290) as compared to the other independent variables.

Person-job fit have the highest contribution towards talent engagement. Thus, the organizations of Malaysia are strongly recommended to focus on person-job fit in order to increase talent engagement of employees in the organization.

4.4 Conclusion

In a nutshell, this whole chapter provides the overall of the three analyses consisting of descriptive, reliability and inferential analysis. The result of this study had shown

that there are significant relationships between the dependent variable (talent engagement) and the independent variables (career development, work-life balance, pay and benefits, person-job fit).

In next chapter, the study will focus on the discussion and summary of this research as well as the recommendations for the future research.

CHAPTER 5 DISCUSSIONS AND CONCLUSIONS

5.0 Introduction

In the previous chapter, the main concern focuses on the analyses and results that are related to the hypothesis and questions. Currently, the main focus of this chapter is related to the summaries and conclusions of this research. The topics for this chapter start with the summary of statistical analyses. The summary of statistical analyses describes and summarizes on the inferential analysis and descriptive test in the previous chapter. This is followed by the discussions of major findings whereby discussions on the major finding in supporting the hypothesis and research objective are conducted. Next is the managerial implication which provides the practical implications to the practitioners and policy makers. In this chapter, the limitation of the study provides the discussions and the limitation during the research in progress. Last but not least, the recommendations for the future research provide the reference to the topic and methodology for future researchers.

5.1 Summary of Statistical Analysis

5.1.1 Descriptive Analysis

5.1.1.1 Respondent Demographic Profile

Based on the demographic profile, the highest target population that responded to our survey questionnaire is those from Penang area (38.24%) as compare to Perlis (5.88%), Kedah (20.59%), and Perak (35.29%). This is because most of the industrial estate are placed in the Penang as compare to others areas, thus, the feedback that obtained from Penang is the highest.

While for the gender, male respondents (61.76%) have greater contribution than female (38.24%). According to the Department of Statistics Malaysia (1982-2011), the number of male workforce in year 2011 is merely 79.7% while there is only 47.9% for female. Therefore, the number of male respondents will be higher as compare to female.

Among the age group, the largest group of the respondents is from the range of 22 to 25 years old which is 55.88% followed by 23.53% in the range of 18 to 21 years old, 11.76% in 26 to 29 years old, while the minority respondents' age range is falls on 30 to 33 years old which is only 8.82%. Besides using the randomly distribution method for our questionnaire, our study also adopted

the online survey method whereby we distribute the questionnaire to our peer group which is also Gen Ys. In this case, the range of age 22 to 25 years old group of people will have high percentage proportion.

In addition, the majority races that participated in our survey is Chinese 82.35%, second is Indian 14.71% while Malay is only 2.94%. As we have mentioned earlier, most of the respondents are came from Penang industrial estate. This was further supported by Chik, Selvadurai & Er (2013), whereby Penang has the most Chinese races work in Penang estate. Thus, it will resulted the ratio for Chinese ethnic that answered our questionnaire become highest.

From the results, we observed that most of the respondents are still in single status which has occupied 91.18%, as it significantly higher than those married status (5.88%) and others' marital status (2.94%). Many researchers have mentioned in their study that the mean for the younger generation to get married is declining nowadays (Hajnal, 1953; Glick & Landau, 1950) especially for Gen Ys. Hence, most of the respondents are in the single status.

Moreover, there are 67.65% of respondents has received their education at degree level, followed by 11.76% are from post-secondary educational level, master level has a bit lower which has occupied 8.82%, while the diploma and professional level have equivalent proportion which is 5.88%. In the mindset of Gen Ys, they might believe that with the degree qualification level, it is able to aid them out sprint in their career path. This was further supported by the statistics that acquired from the Department of Statistics Malaysia (1982-2011).

Furthermore, the result has shown that most of the respondents are worked as salesman (32.35%), administrator have 26.47%, customer services officer taken 14.71%, teacher hold 11.76%, banker and others occupied same ratio as 5.88%, and the least proportion is falls under manager field which is only 2.94%. Based on the literature review that we had done earlier, the characteristic of Gen Ys are more towards on take challenges, risk seekers, and also high expectation on their income. Therefore, sales person that participated in our study is the higher percentage among others occupation.

By observing the result, the highest section of salary received by the respondents goes to the range of RM 2001 to RM 4000 (52.94%), second is from RM 1001 to RM 2000 which is around 17.65%. Then, the range between RM 4001 to RM 6000 and below RM 1000 has the corresponding percentage which is 11.76%. Last but not least, there is only 5.88% of the respondents received the salary the above RM 6000. The salary range in between RM 2001 to RM 4000 might be the market price for the fresh graduated, unskilled workforce as well as the less experiences employees.

5.1.2 Central Tendencies Measurement of Construct

For the construct of **career development**, the statement of “The organization provides performance evaluation criteria for each position” provides the highest mean among the six statements which is 3.62, followed by “The training programs help an employee to improve his/her current level of discretion and responsibility” with the mean of 3.56. The third highest mean is 3.53 which is the item “Each employee is frequently informed about how the internal and external conditions affect the organization”. The fourth highest mean is the item “The organization helps employees to complete self-

assessment” at 3.50 while “Organization provides training activities which will positively affect employee’s work performance” is the fifth highest mean that is 3.44. The statement “The organization encourages an employee to share his/her problems” has the lowest mean among others that is 3.32.

For the **Work-life Balance** construct, the statement of “I feel that counselling services provided by the organization can help me to reduce work pressures” is the item with the highest mean that is 3.97. This is followed by the statements of “I feel that the career’s leave provided by the organization allows me to take time off for personal issues” and “I feel that by using telecommuting, I am able to work from home or outside of my central work place” in which the mean is 3.91 and 3.85 respectively. The fourth highest mean score is fall under the statement of “I feel that the pre-natal leave provided by the organization allows me and my partner to attend the medical appointment during working hours” that is 3.82. The statement for “Job sharing between two or more people in a full time job is important in an organization” is allocated at ranking number five where the mean score is 3.62. While for the lowest mean score is 3.56 which under the statement of “I can use the referral services which are provided by the organization for my personal matters”.

In the aspect of **Pay and Benefits**, “I am satisfied with the company’s benefit packages (pension, medical aid, leave)” is the item with the highest mean that is 2.71, followed by “I am satisfied with the contribution made to SOCSO by my employer” with the mean of 2.56. For the third highest mean is the statement of “I am satisfied with the financial reward system provided by the organization (e.g. ESOP, Gain Sharing, and Profit Sharing)” whereby the mean value is 2.47. “I feel that my pay will rise if I perform well in my job” is the fourth highest mean score at 2.44, followed by 2.41 for the statement of

“The amount of income I received is what I deserve”. While the lowest mean for this construct is fall under statement “I am satisfied with my pay” with the value of 2.00.

In the construct of **Person-Job Fit**, the highest mean score is 3.65 which is fall under the statement of “The attributes that I look for in a job are fulfilled by my present job”. Second highest mean score is 3.56 for the statements “I feel that my job is a good match with my personal skills” and “My abilities and training provided fits the requirement of my job”. Third highest mean score is 3.06 for the statement “The job that I am currently holding gives me what I desire from a job”, followed by 3.03 for the statement “My abilities and education level determine the job that place on me”. While the lowest mean score for this construct is 2.74 under the statement “My expectation towards my job matches with the job offered by my employer”.

For the aspect of **Talent Engagement**, “My job inspires and influences my performance in the workplace” is the highest mean score that is 3.74. While the second highest mean score is 3.65 for the statement of “I have the feeling of enthusiasm towards my job”. This is followed by the statements “I’m fully immersed during the working hours” and “I able to resume my work for a longer period in current organization” whereby the means score are 3.62 and 3.53 respectively. The last second highest mean score is 3.44 is for the statement “During working hours, I feel that time passes quickly”, followed by the lowest statement that is “I feel highly motivated when conducting my work in current organization” with the mean score of 3.29.

5.1.3 Scale Measurement

By observing the reliability test results shown that in the Cronbach's Alpha table, the reliability test results for the independent variables which are career development (0.7565), work-life balance (0.7951), pay and benefits (0.6295), and person-job fit (0.6003). On the other hand, the reliability test result for the dependent variable talent engagement is 0.6769. According to the results, it's indicated that the overall scales measurement and the questionnaire questions used are reliable.

5.1.4 Inferential Analysis

5.1.4.1 Pearson's Correlation

The purpose of the use of Pearson's Correlation Analysis is to examine the relationships between the four independent variables of this study, career development, work-life balance, pay and benefits, and person job fit with the dependent variable, talent engagement. Result showed that the relationship between person-job fit and talent engagement has the highest correlation coefficient value in this study with the value of 0.6166. In the other hand, the relationship between work-life balance and talent engagement has the lowest correlation with the value of 0.1411 in this study. The correlation coefficient between career development and talent engagement as well as pay and benefits and talent engagement were 0.5021 and 0.1747 correspondingly.

5.1.4.2 Multiple Regression Analysis

The application of Multiple Regression Analysis is to analyze the relationship between the independent variables (career development, work-life balance, pay and benefits, and person-job fit) and dependent variable (talent engagement). Results showed that all the four independent variables were significant to predict the dependent variable in this study whereby the p-value of these four independent variables appeared less than the alpha value of 0.05.

Based on our result, the highest regression coefficient was falls under talent engagement ($\beta = 0.78588$), followed by second highest variable which is person-job fit ($\beta = 0.40596$), career development ($\beta = 0.24595$), pay and benefits ($\beta = 0.13776$) and the lowest was work-life balance ($\beta = 0.06290$).

In addition, the R-square with the value of 0.5255 indicated that the independent variables (career development, work-life balance, pay and benefits, and person-job fit) have the ability to explain 52.55% of the variations in the dependent variable (talent engagement).

In conclusion, based on the table coefficients, the estimated regression coefficient is as followed:

Regression equation:

$$\text{Talent engagement} = 0.78588 + 0.24595 (\text{CD}) + 0.06290 (\text{WLB}) + 0.13776 (\text{PB}) + 0.40596 (\text{PJF})$$

Whereby,

*= Significant at 0.05 level

CD = Career development

WLB = Work-life balance

PB = Pay and benefits

PJF = Person-job fit

5.2 Discussions of Major Findings

Table 5.1 Summary of Major Findings

Hypothesis	Result	Conclusion
H1: There is a significant relationship between career development and talent engagement .	$\beta = 0.50209$ p-value < 0.001	Significant
H2: There is a significant relationship between work-life balance and talent engagement .	$\beta = 0.1418$ p-value= 0.0063	Significant
H3: There is a significant relationship between pay and benefits and talent engagement .	$\beta = 0.17471$ p-value= 0.0007	Significant
H4: There is a significant relationship between person-job fit and talent engagement .	$\beta = 0.61655$ p-value < 0.001	Significant

The table above shows that the four hypothesis were used to test the variables of this research. The Multiple Regressions Analysis were used to examine whether the hypothesis is significant or not significant which is also known as the level of confidence. As the results are not exactly 100% true, however, it is vital that the results obtained must be claimed to be 95% true whereby there is not more than 5% chances of error. The p-value < 0.05 is showing that the hypothesis is significant.

5.2.1 Relationship between Career Development and Talent Engagement

H₂: There is a significant relationship between career development and talent engagement

The Hypothesis 1 (H₁) examined the relationship between the career development and talent engagement. Based on the table above, the p-value is < 0.0001 while Pearson Correlation Coefficient is 0.50209. The p-value of < 0.0001 which is less than alpha value of 0.05 proves that the hypothesis of 'There is a significant relationship between career development and talent engagement' was supported, which means the career development is significantly related to talent engagement. The positive value of Pearson Correlation Coefficient 0.50209 for career development positively influences talent engagement.

Based on the research done by Chang, Chou & Cheng (2007), the rate of employee turnover tend to increase if there is lack of career development opportunity that being provided to the employees in the workplace. This is

because most of the employees nowadays tend to improve themselves by acquiring a variety of new skills from the organization (Islam, Teh, Yusuf & Desa, 2011) which may ultimately help to attain their personal goals and interest (Schultz & Schwepker, 2012). This can be supported by Monis & Sreedhara (2011) as they claimed that the higher the opportunity for career development being offered, the more likely the employees are willing to stay in the organization.

Furthermore, the research reviewed that employees seek for different career needs at different stages (Adekola, 2011). This may be true as every employee has various abilities, skills and knowledge, whereby but not all are relevant or compatible to the organization needs (Olaniyan & Ojo, 2008) since the needs and expectation of an individual or organization are constantly changing throughout the career stages (Tadic, 2005). Therefore, the effectiveness of career development practices should be enhanced in order to increase the employees' productivity and commitment while reducing the absenteeism rate (Monis & Sreedhara, 2011). If the organizations are able to fulfill the career needs of the employees, high retention may arise as the employees' satisfaction towards their overall job tasks increases (Jackson & Sirianni, 2009) or the jobs are match with their career choices (Adekola, 2011). This may subsequently affect the overall performance and competencies of the employees because the employees' satisfaction may influence the motivation as well as the commitment among each other in the workplace (Nadarajah et al., 2012).

Moreover, the new skills, abilities, knowledge and techniques that obtained from the career development program is required to ensure the adaptability of employees into different job tasks or career stages (Niles, Yoon, Bahn, & Amundson, 2010). This adaptability tend to enhance the capabilities of the

employees to deal with a variety of problems that being faced when excelling those challenging work assignment (Mordi, Adedoyin & Ajonbadi, 2011). This is because the career development programs help employees to increase their productivity by providing a variety of new learning opportunities such as training programs. Therefore, this may eventually affect the talent engagement in the workplace since career development will enhance the perceptions of an employee toward commitment in which they are being supported by the organization (Bambacas & Bordia, 2009). In short, based on the previous studies, the positive relationship between career development and talent engagement was convincing.

5.2.2 Relationship between Work-life balance (WLB) and Talent Engagement

H₂: There is a significant relationship between work-life balance (WLB) and talent engagement.

The Hypothesis 2 (H₂) examined the relationship between the work-life balance (WLB) and talent engagement. Based on the result, the value of Pearson Correlation Coefficient is 0.14108 with the p-value 0.0063. The p-value for this hypothesis is 0.0063 which is less than the significant alpha value 0.05 proves that this hypothesis 'There is a significant relationship between work-life balance and talent engagement' was supported.

In this study, the result shows that work-life balance and talent engagement has slightly relationship and positively bond with each other. The value of

Pearson Correlation Coefficient is 0.14108 which is falls under the range of 0.00 to ± 0.20 , has indicated that work-life balance plays a minor role in engaging the talent workforce.

In the research done by Subramaniam, Ali, & Overton (2010), demographic factors and socio-economic factors will affect the employees in the aspect of engaging with their work. Furthermore, their findings also indicated that the rate of female participation in the workplace nowadays is remained stagnant over the past two decades at 47% but declined in 2008 to the rate of 45.5% (Wye & Ismail, 2012). Although Ministry of Women, Family, and Community Development Malaysia is always encourage the female actively participate in paid work so that they are able to become contributors and beneficiaries parties of the country, but somehow there are some reason causes the declining of the female workforce in today workplace (Ariffin, Jamilah, & Sedlacek, 1996). For instance, the company lack focuses on providing the onsite childcare services, rigid working hours practices, discrimination on gender, women received less educational or low educational qualification and others (Saw, 2007; Wye & Ismail, 2012).

Besides, O' Brian (2012) denoted that marital status is playing a conclusive role in determine between the variable of work-life balance and talent engagement. In details of that, employees tend to seek a balance between family and work conflict. However, in our study, the marital status for Gen Ys are more in the single status category which has causes the variable of work-life balance less impact on engaging themselves in the workplace as Gen Ys nowadays are no burden or responsibility on their own household. For instance, the benefits such as parental leave and paternity leave are ineffective in attracting and retaining those Gen Ys in workplace nowadays (Hegewisch, 2009).

In addition, the tendency of the work-life balance practices in a country as well as in an organization has become a prior determinant feature in talent engagement currently (Hegewisch, 2009). In his study, WLB practices are prevailing in most of the western country yet in France and Germany as well as in Malaysia. Malaysia is a multi-race country with various types of ethnic cultures and norms which may be an obstacle for the domestic government and organization in fulfilling the expectation of the employees in practicing the WLB policies Chimote & Srivastava (2013) as the requirement on WLB is very personal.

Although the result in our study shows that correlation coefficient value is 0.14108, and the relationship between WLB and talent engagement is slightly and almost negligible, the relationship will remain as significant in supporting as its p-value 0.0063 is less than alpha value 0.05.

5.2.3 Relationship between Pay and Benefits and Talent Engagement

H₃: There is a significant relationship between pay and benefits and talent engagement.

The Hypothesis 3 (H₃) examined the relationship between the pay and benefits and talent engagement. Based on the table above, the p-value is 0.0007 while Pearson Correlation Coefficient is 0.17471. The p-value of 0.0007 which is less than alpha value of 0.05 proves that the hypothesis of 'There is a significant relationship between pay and benefits and talent engagement' was

supported, which means the pay and benefits is significantly related to talent engagement. The positive value of beta coefficient 0.17471 pay and benefits positively influences talent engagement.

This statement was supported by several researchers. Bhattachaya & Mukherjee (2009) stated that pay and benefits is crucial to talent engagement as it can be used as a tool to increase the motivation of the employees and thus it will cause the engagement of employees to be increased. Besides that, Bhatla (2011) also claimed that if the employees compensated with proper rewards, the engagement level of employees towards their job might be stimulated. In another words, if the organization able provide employees with acceptable range or appropriate level of pay and benefits to the employees, the talent engagement in the organization will be increased. While Hughes & Rog (2008) claimed that a favorable pay and benefits provided to the employees might improve employee engagement in the organization and thus the organization able to retain the talents remain staying in the organization.

Previous researchers indicated that pay and benefits also give a positive effect on talent engagement and there is a significant relationship between the pay and benefits and talent engagement. Therefore, evidences had proven that the results generated are consistent with previous researchers' results.

5.2.4 Relationship between Person-job Fit and Talent Engagement

H₄: There is a significant relationship between person-job fit and talent engagement.

The Hypothesis 4 (H₄) examined the relationship between the person-job fit and talent engagement. Based on the table above, the p-value is less than 0.0001 while Pearson Correlation Coefficient is 0.61655. The p-value of less than 0.0001 which is the alpha value proves that the hypothesis of 'There is a significant relationship between person-job fit and talent engagement' was supported, which means the person-job fit is significantly related to talent engagement. The positive value of beta coefficient 0.61655 person-job fit positively influences talent engagement.

This statement had been supported by few researchers. According to Roy (2013) the employee tend to be engaged and are loyal to the employer when the employer is willing to help in achieving an employee's goals, values and providing career positions. This shows that the employee will feel more secure and are more suitable for that job. Besides that, another researcher Gatenby (2009) also mentioned that when the right job is assigned to the employees, they tend to be more engaged as compared to employees who are assigned with undesirable job. In the research of Khan (2009) and May et al (2004), when a person is well fitted into the job, he will develop a meaningful work while feeling emotionally and psychologically safe. Hence, these relates to talent engagement.

Previous researchers indicated that person-job fit also give a positive effect on talent engagement and there is a significant relationship between the person-job fit and talent engagement. Therefore, evidences were given have proven that the results that we have generated are consistent with previous researchers' results.

5.3 Implication of Study

5.3.1 Managerial Implication

This research examines the relationship between career development, work life balance, pay and benefits and person-job fit which affects talent engagement among Gen Ys in the work place. By understanding how these independent variables affect talent engagement among Gen Ys, companies and researcher can increase their knowledge in retaining their talents in the workplace and have a deeper understanding of Gen Ys' perceptions. After the test had been conducted, we found that the independent variables (career development, work life balance, pay and benefits and person-job fit) are positively related to the dependent variable (talent engagement).

Based on this study, human resource practitioners, future researchers as well as business students are able to obtain several implications. The study provides an insight on talent engagement among Gen Ys in the workplace.

The four factors which affect talent engagement are career development, work life balance, pay and benefits and person-job fit.

In this study, career development is vital for engaging talents in the workplace as Gen Ys concerns on enhancing their career and improving their abilities with training and development. With career development, talents would have a clearer defined career path (Gibbons, 2006). Talented Gen Ys in this era of globalization seeks for a balance in their personal life. These talents prefer to have a balance in their work and play time. In the other hand, pay and benefits are one of the main attraction for engaging talents as Gen Ys are concern of their pay and benefits in return of their jobs. When an employee receives more pay and attention, they would automatically exert more effort in their jobs (Markos, Sridevi, 2010). Lastly, person-job fit plays an important role in engaging Gen Ys talents in a workplace. Gen Ys are highly motivated in doing things their desire including their career. Hence, they would like to have a career which they enjoy working on with their specialized skills. These independent variables are vital for practitioners to obtain further understanding on how to engage talented Gen Ys.

From a management perspective, the contribution of this research may be useful for Human Resource practitioners in a firm in maintaining talented employees of a firm and reducing employee turnover. According to Morton (2005), a firm is required to create and refine the value proposition in scarce talents in order to effectively recruit and retain them. Hence, practitioners would consider these factors in engaging talents among the younger generations. Besides that, this research enhances HR practitioners on the understanding of talented employees in Gen Ys based on the degree of expectations, needs and wants. Thus, a firm can take immediate corrective actions in order to satisfy and engage talents of younger generations in the

workforce. As Vance (2006) claims that employee engagement and employer practices are proportionally related, HR practitioners should consider the factors in our study in effectively managing talents of their firms. This would drive talented Gen Ys employees to feel valued and be engaged in their work.

Moreover, this study contributes to future researcher as a reference and additional information to enhance their understanding on talent engagement among Gen Ys. Based on our research, the independent variable of work life balance and person job fit are less common among other researchers who research on talent engagement. Hence, future researchers are able come out with a better research by referring to our research study for better understanding. This also aids future researchers to enhance and further improve on our study and provide larger evidence on how talent engagement is affected by career development, work life balance, pay and benefits and person job fit. Aside from the four factors which had been considered in this study, future researchers can determine other relating factors which affects talent engagement among Gen Ys in Malaysia's workplace. This would further enhance the insight of the research on talent engagement among Gen Ys.

As most business students do not have a working-life experience, this study contributes to them in terms of an insight of a working environment. This provides them with a better understanding of the requirement of expectation from their future career. The factors of career development, work life balance, pay and benefits, person-job fit are taken into consideration before entering the working life. Business students are able to realize and pursue their needs and wants from a job in their future career paths. Not only that, this research also helps business students in their studies on relating subjects. Students are able to derive a better insight certain subjects like Human Resource

Management. Therefore, this research is useful for business students who seek for better understanding.

5.4 Limitations of the Research

One of the limitations is the time frame given in completion of this research project. The time which we were endowed with is approximately 6 months in conducting this study. Hence, this limits our range of conducting our research. The designation and the distribution of the questionnaires may also be time consuming as we have to ensure the questionnaires that being set forth are relevant as well as understandable by the respondents. We also require time in ensuring the keyed-in data are accurate before analyzing it as well as explain the results with supporting facts after running the SAS test. Eventually, within a short period of time given, there might be some other useful information that has not been able to be collected by us due to time constraint.

Besides that, the location of our study is also one of the limitations to our research project. The sampling location for our research project is focused on the northern states of Malaysia which are Perlis, Kedah, Penang and Perak. Hence, we are limited to only distribute our questionnaires to the northern states in Malaysia instead of whole Malaysia. As the degree of talent engagement from other states in Malaysia may have a slight difference with the northern states, hence, this affects the overall outcome for this study. Due to the research which had conducted only in the northern states, the result assumes the overall result of talent engagement in Malaysia

As we are not focusing on any specific industry or position of the employees in this study, we might attain different values in the outcome of the survey that we have collected. This is because different level of positions in the workplace would be filled by workers with different level of education. Workers with lower education level such as operation workers may have different perception with other workers with higher education level such as managers. Therefore, they might have different values and opinions in response of the questions in the survey. This would lead to the difference in value of the results in the questionnaires which might bring biasness in data collection.

5.5 Recommendations for Future Research

Due to time constraint, we have difficulties in obtaining sufficient data and information for our research project. Hence, time should be taken into consideration in allowing future researchers to complete the research project successfully on time. Sufficient time given is very important as longer time is needed in collecting the relevant information in discussing the current issues in the research. With sufficient time, other researchers can extend their research reliability by reviewing more articles and journal concerning with the research title. Not only that, more questionnaires and survey can be distributed in collection of data and information from respondents.

Besides that, the sampling locations which we had studied on only consist of the northern states of Malaysia. By distributing the questionnaires to other states aside from Perlis, Kedah, Penang and Perak, future researchers can achieve higher accuracy and reliability on the overall talent engagement in Malaysia. The outcome of the survey will be more accurate if the research is conducted across every state in

Malaysia rather than merely focusing on the northern states of Malaysia. Hence, this would avoid future researchers from making assumptions on talent engagement in Malaysia based on only these four states.

In addition, future researchers should specify and narrow down the study in a specific industry or position of employees in a company. In order to increase the accuracy of the research, researchers should include a specification of industry or position in their research study. The perception of respondents would be consistent if the survey conducted in a similar industry or among certain position of employees. The result obtained from this research would be more accurate if there is no biasness in industries or positions of employees.

5.6 Conclusion

Talent engagement among Gen Ys is important to all companies in every industry. In this era of globalization, talented Gen Ys employees are seen to be job hopping in the different workplace. Hence, employers should understand their employees in engaging them in their workplace to achieve better efficiency. By considering the independent variables of our study which is career development, work life balance, person-job fit and pay and benefits, employers can engage their Gen Ys employees.

The purpose of this research is to determine the relationship of career development, work life balance, person job fit and pay and benefits which affects talent engagement among Gen Ys in the workplace. We had derived five objectives from this study which is to determine the relationship of talent engagement and career development,

to determine the relationship between talent engagement and work life balance, to identify the relationship among talent engagement and pay and benefits and lastly to study the relationship between talent engagement and person-job fit.

After conducting this research, we had identified several limitations which may help future researchers to conduct their study with better improved results and decision making. Besides that, there are several recommendations which had been proposed in our research as a solution to the limitations of the study. This study had enhanced our knowledge on engaging talent engagement among Gen Ys employees in Malaysia's workplace.

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APPENDIX A: APPLICATION LETTER FOR PERMISSION TO CONDUCT SURVEY



UNIVERSITI TUNKU ABDUL RAHMAN
Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

1st July 2013

To Whom It May Concern

Dear Sir/Madam

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

The students are as follows:


<u>Name of Student</u>	<u>Student ID</u>
ANG LI LI	11ABB00336
HOW BAO HUEY	11ABB00992
ONG SZE AIK	11ABB00669
SUZANNE TEOH HUI YEN	10ABB01050
YU AI KIN	11ABB00462

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely

.....
Mr Kuek Thiam Yong
Head of Department,
Faculty of Business and Finance
Email: kuekty@utar.edu.my


.....
Mr Tee Chee Wee
Supervisor,
Faculty of Business and Finance
Email: teecw@utar.edu.my

APPENDIX B: QUESTIONNAIRE



**Universiti Tunku Abdul Rahman
Faculty of Business and Finance
BACHELOR OF BUSINESS ADMINISTRATION (HONS)**

FINAL YEAR PROJECT

**TALENT ENGAGEMENT: A STUDY ON NEW GENERATION IN
MALAYSIA'S WORKPLACE**

Survey Questionnaire

Dear respondent,

We are final year undergraduate student of Bachelor of Business Administration, from Universiti Tunku Abdul Rahman (UTAR). The purpose of this survey is to identify the factors affecting talent engagement of Gen Ys in Malaysia.

Thank you for your participation.

Instructions:

There are **TWO** (2) sections in this questionnaire. Please answer **All** question in **EACH** sections. Completion of this form will take approximately 10 to 15 minutes. Please feel free to share your comments in the space provided. The contents of this questionnaire will be kept strictly confidential.

For any inquiry, please contact:

Yu Ai Kin

aikin0203@hotmail.com

Ang Li Li

pisces_lili@hotmail.com

How Bao Huey

bao_huey_starz@hotmail.com

Ong Sze Aik

szeaik@yahoo.com

Suzanne Teoh Hui Yen

suzanne_teoh@hotmail.com

Questionnaire

Part A: Personal Details.

Please place a(√)in the appropriate answer.

1. Currently staying in

- Perlis
- Kedah
- Penang
- Perak
- Others (Please Specify) _____

2. What is your gender?

- Male
- Female

3. What is your age?

- 18 to 21
- 22 to 25
- 26 to 29
- 30 to 33
- Others (Please Specify) _____

4. Ethic group (Races)

- Malay
- Chinese
- Indian
- Others (Please Specify) _____

5. Status

- Single
- Married

Others (Please Specify) _____

6. Highest educational level

- Upper secondary (SPM)
- Post- secondary (E.g. Pre- U)
- Tertiary (certificate)
- Tertiary (diploma)
- Tertiary (degree)
- Tertiary (master)
- Tertiary (PhD)
- Tertiary (professional)

7. What is your occupation?

- Manager
- Administrator
- Teacher
- Salesman
- Customer services
- Others

8. What is your basic salary per month?

- Below RM1000
- RM1001-RM2000
- RM2001-RM4000
- RM 4001-RM6000
- Above RM6000

Part B: Factors Affecting Talent Engagement of Gen Ys in Malaysia.

The following set of statement relates to the factors that affect talent engagement of Generation Y in Malaysia. The number 1 to 5 represents a continuum with 1 being

strongly disagree and 5 being strongly agree. Based on your opinion as a Gen Ys, please **CIRCLE** the number that best reflects your opinion about the statement.

SD = Strongly Disagree; D = Disagree; N = Neutral; A = Agree; SA = Strongly Agree

	Career Development	SD	D	N	A	SA
1	The organization helps employees to complete self-assessment.	1	2	3	4	5
2	The organization provides performance evaluation criteria for each position.	1	2	3	4	5
3	Each employee is frequently informed about how the internal and external conditions affect the organization.	1	2	3	4	5
4	The organization encourages an employee to share his/her problems.	1	2	3	4	5
5	Organization provides training activities which will positively affect employee's work performance.	1	2	3	4	5
6	The training programs help an employee to improve his/her current level of discretion and responsibility.	1	2	3	4	5

	Work-life Balance (WLB)	SD	D	N	A	SA
1	I feel that the career's leave provided by the organization allows me to take time off for personal issues.	1	2	3	4	5
2	I feel that the pre-natal leave provided by the organization allows me and my partner to attend the medical appointment during working hours.	1	2	3	4	5
3	I feel that by using telecommuting, I am able to work from home or outside of my central work place.	1	2	3	4	5
4	Job sharing between two or more people in a full time job is important in an organization.	1	2	3	4	5

5	I can use the referral services which are provided by the organization for my personal matters.	1	2	3	4	5
6	I feel that counselling services provided by the organization can help me to reduce work pressures.	1	2	3	4	5

	Pay and Benefits	SD	D	N	A	SA
1	I am satisfied with my pay.	1	2	3	4	5
2	The amount of income I received is what I deserve.	1	2	3	4	5
3	I feel that my pay will rise if I perform well in my job.	1	2	3	4	5
4	I am satisfied with the financial reward system provided by the organization (e.g. ESOP, Gain Sharing, and Profit Sharing).	1	2	3	4	5
5	I am satisfied with the company's benefit packages (pension, medical aid, leave).	1	2	3	4	5
6	I am satisfied with the contribution made to SOCSO by my employer.	1	2	3	4	5

	Person-job Fit	SD	D	N	A	SA
1	I feel that my job is a good match with my personal skills.	1	2	3	4	5
2	My abilities and training provided fits the requirement of my job.	1	2	3	4	5
3	My abilities and education level determine the job that place on me.	1	2	3	4	5
4	My expectation towards my job matches with the job offered by my employer.	1	2	3	4	5
5	The attributes that I look for in a job are fulfilled by my present job.	1	2	3	4	5
6	The job that I am currently holding gives me what I desire from a job.	1	2	3	4	5

Part C: General Information of Gen Ys' Talent Engagement in Organization.

Please **CIRCLE** the number that best reflects your opinions about the statement.

SD = Strongly Disagree; D = Disagree; N = Neutral; A = Agree; SA = Strongly Agree

		SD	D	N	A	SA
1	I feel highly motivated when conducting my work in current organization.	1	2	3	4	5
2	I able to resume my work for a longer period in current organization.	1	2	3	4	5
3	I have the feeling of enthusiasm towards my job.	1	2	3	4	5
4	My job inspires and influences my performance in the workplace	1	2	3	4	5
5	During working hours, I feel that time passes quickly.	1	2	3	4	5
6	I'm fully immersed during the working hours.	1	2	3	4	5

Please leave your comments here.

Thank you very much for your participation.

Your time and opinion are greatly appreciated.

APPENDIX C: RELIABILITY TEST (PILOT TEST)

Career Development

Correlation Analysis
The CORR Procedure

6 Variables: CD1 CD2 CD3 CD4 CD5 CD6

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
CD1	30	3.60000	1.00344	108.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
CD2	30	3.60000	1.00344	108.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
CD3	30	3.40000	1.00344	102.00000	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
CD4	30	3.20000	1.29721	96.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
CD5	30	3.93333	1.14269	118.00000	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
CD6	30	3.63333	1.18855	109.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.860590
Standardized	0.863615

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
CD1	0.747847	0.822035	0.760686	0.821696	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
CD2	0.674478	0.834277	0.688448	0.835010	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
CD3	0.493698	0.863054	0.501197	0.867755	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
CD4	0.587737	0.853100	0.583487	0.853675	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
CD5	0.684176	0.831182	0.670265	0.838301	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
CD6	0.760646	0.815954	0.749855	0.823717	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree

Work-life Balance

Correlation Analysis
The CORR Procedure

7 Variables: WLB1 WLB2 WLB3 WLB4 WLB5 WLB6 WLB7

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
WLB1	30	3.36667	1.12903	101.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
WLB2	30	3.26667	1.25762	98.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
WLB3	30	3.26667	1.11211	98.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
WLB4	30	3.23333	1.10433	97.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
WLB5	30	3.43333	0.97143	103.00000	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
WLB6	30	3.13333	1.16658	94.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
WLB7	30	3.03333	1.21721	91.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.694416
Standardized	0.688935

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
WLB1	0.451626	0.647671	0.453188	0.639519	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
WLB2	0.620335	0.593696	0.625074	0.589843	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
WLB3	0.402239	0.660851	0.398259	0.654575	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
WLB4	0.349759	0.674209	0.344469	0.668946	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
WLB5	0.259229	0.693486	0.257616	0.691387	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
WLB6	0.387442	0.664865	0.379572	0.659609	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
WLB7	0.347814	0.676437	0.339923	0.670144	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree

Pay and Benefits

Correlation Analysis
The CORR Procedure

6 Variables: PB1 PB2 PB3 PB4 PB5 PB6

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
PB1	30	3.10000	1.24152	93.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PB2	30	2.93333	1.11211	88.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PB3	30	2.96667	1.18855	89.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PB4	30	2.96667	1.21721	89.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PB5	30	3.20000	1.06350	96.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PB6	30	3.36667	1.06620	101.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.766534
Standardized	0.767387

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
PB1	0.686963	0.680591	0.680069	0.687422	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PB2	0.492796	0.736475	0.502912	0.735118	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PB3	0.409938	0.758431	0.400985	0.760819	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PB4	0.432614	0.753306	0.434511	0.752502	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PB5	0.604638	0.709489	0.604195	0.708329	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PB6	0.449711	0.746855	0.453075	0.747839	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree

Person-job Fit

Correlation Analysis
The CORR Procedure

6 Variables: PJF1 PJF2 PJF3 PJF4 PJF5 PJF6

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
PJF1	30	3.53333	1.00801	106.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PJF2	30	3.73333	0.63968	112.00000	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PJF3	30	3.70000	1.08755	111.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PJF4	30	3.26667	0.82768	98.00000	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PJF5	30	3.63333	0.80872	109.00000	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PJF6	30	3.13333	0.81931	94.00000	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.779267
Standardized	0.797747

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
PJF1	0.573154	0.734811	0.583761	0.759152	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PJF2	0.664952	0.727216	0.661088	0.740551	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PJF3	0.401921	0.789247	0.400638	0.800705	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PJF4	0.521107	0.747710	0.530362	0.771627	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PJF5	0.625869	0.723532	0.642807	0.745006	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
PJF6	0.486681	0.755700	0.502294	0.778065	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree

Talent Engagement

Correlation Analysis

The CORR Procedure

6 Variables: TE1 TE2 TE3 TE4 TE5 TE6

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
TE1	30	3.30000	0.79438	99.00000	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
TE2	30	3.33333	0.88409	100.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
TE3	30	3.46667	0.86037	104.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
TE4	30	3.46667	0.77608	104.00000	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
TE5	30	3.53333	0.97320	106.00000	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
TE6	30	3.56667	0.85836	107.00000	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.668532
Standardized	0.678264

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
TE1	0.352224	0.641798	0.367246	0.650664	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
TE2	0.142653	0.712500	0.148883	0.719357	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
TE3	0.670007	0.524441	0.689753	0.533687	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
TE4	0.651547	0.543276	0.655232	0.547144	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
TE5	0.339404	0.651403	0.338544	0.660158	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree
TE6	0.321836	0.652722	0.307568	0.670243	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree

APPENDIX D: RELIABILITY TEST

Career Development

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
CD1	374	3.50000	0.97900	1309	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
CD2	374	3.61765	0.97189	1353	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
CD3	374	3.52941	1.00825	1320	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
CD4	374	3.32353	0.89959	1243	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
CD5	374	3.44118	1.00695	1287	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
CD6	374	3.55882	1.06392	1331	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.756475
Standardized	0.754063

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
CD1	0.598265	0.693528	0.602953	0.688141	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
CD2	0.534690	0.711089	0.531414	0.708214	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
CD3	0.531833	0.711484	0.534081	0.707478	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
CD4	0.346425	0.757289	0.346513	0.757026	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
CD5	0.349801	0.760003	0.342329	0.758081	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
CD6	0.627566	0.682498	0.621488	0.682829	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data

Work-life Balance

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
WLB1	374	3.91176	0.81883	1463	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
WLB2	374	3.82353	0.82253	1430	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
WLB3	374	3.85294	0.81031	1441	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
WLB4	374	3.61765	0.76856	1353	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
WLB5	374	3.55882	0.91488	1331	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
WLB6	374	3.97059	0.95569	1485	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.795096
Standardized	0.798364

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
WLB1	0.770763	0.711014	0.754662	0.718196	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
WLB2	0.450417	0.785520	0.444980	0.791784	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
WLB3	0.379835	0.800186	0.391175	0.803554	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
WLB4	0.664996	0.739237	0.670491	0.739210	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
WLB5	0.530190	0.768755	0.537431	0.770874	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
WLB6	0.535144	0.768594	0.539041	0.770502	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data

Pay and Benefits

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
PB1	374	2.00000	0.80548	748.00000	1.00000	4.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PB2	374	2.41176	0.94428	902.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PB3	374	2.44118	0.91488	913.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PB4	374	2.47059	1.11914	924.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PB5	374	2.70588	0.95705	1012	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PB6	374	2.55882	1.21894	957.00000	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.629532
Standardized	0.638753

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
PB1	0.392987	0.579400	0.393688	0.586015	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PB2	0.269567	0.618392	0.274266	0.630358	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PB3	0.404382	0.570975	0.404480	0.581863	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PB4	0.341175	0.595544	0.353109	0.601411	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PB5	0.433961	0.558396	0.431533	0.571347	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PB6	0.357561	0.592310	0.356962	0.599963	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data

Person-job Fit

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
PJF1	374	3.55882	0.94657	1331	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PJF2	374	3.55882	1.14406	1331	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PJF3	374	3.02941	1.17694	1133	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PJF4	374	2.73529	1.24568	1023	1.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PJF5	374	3.64706	0.76346	1364	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PJF6	374	3.05882	0.87366	1144	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.600321
Standardized	0.617284

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
PJF1	0.508649	0.487799	0.543778	0.491044	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PJF2	0.361262	0.544075	0.348226	0.573521	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PJF3	0.279021	0.583235	0.223152	0.621748	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PJF4	0.365836	0.543780	0.353829	0.571279	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PJF5	0.478018	0.517894	0.526859	0.498534	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data
PJF6	0.088265	0.637982	0.135951	0.653391	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree,99=missing data

Talent Engagement

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
TE1	374	3.29412	0.70928	1232	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=missing data
TE2	374	3.52941	0.81405	1320	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=missing data
TE3	374	3.64706	0.68184	1364	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=missing data
TE4	374	3.73529	0.61000	1397	3.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=missing data
TE5	374	3.44118	0.97723	1287	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=missing data
TE6	374	3.61765	0.80602	1353	2.00000	5.00000	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=missing data

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.676910
Standardized	0.699396

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
TE1	0.382888	0.643554	0.408839	0.666273	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=missing data
TE2	0.498025	0.602000	0.526240	0.627902	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=missing data
TE3	0.661782	0.556364	0.678295	0.574726	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=missing data
TE4	0.408963	0.639085	0.438351	0.656842	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=missing data
TE5	0.265724	0.701421	0.257770	0.712360	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=missing data
TE6	0.326593	0.663525	0.300113	0.699806	1=Strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=missing data

APPENDIX E: PEARSON CORRELATION COEFFICIENT

Correlation Analysis

The CORR Procedure

1 With Variables:	te
4 Variables:	cd wlb pb pjf

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
te	374	3.54412	0.47946	1326	2.50000	4.83333	te
cd	374	3.49510	0.66447	1307	2.33333	4.50000	cd
wlb	374	3.78922	0.59806	1417	2.16667	5.00000	wlb
pb	374	2.43137	0.59367	909.33333	1.66667	4.16667	pb
pjf	374	3.26471	0.60053	1221	2.33333	4.66667	pjf

Pearson Correlation Coefficients, N = 374 Prob > r under H0: Rho=0				
	cd	wlb	pb	pjf
te	0.50209	0.14108	0.17471	0.61655
te	<.0001	0.0063	0.0007	<.0001

APPENDIX F: RESULT OF MULTIPLE REGRESSION**Linear Regression Results**

The REG Procedure

Model: Linear_Regression_Model

Dependent Variable: te te

Number of Observations Read	374
Number of Observations Used	374

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	45.05952	11.26488	102.17	<.0001
Error	369	40.68476	0.11026		
Corrected Total	373	85.74428			

Root MSE	0.33205	R-Square	0.5255
Dependent Mean	3.54412	Adj R-Sq	0.5204
Coeff Var	9.36903		

Parameter Estimates						
Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr > t
Intercept	Intercept	1	0.78588	0.16568	4.74	<.0001
cd	cd	1	0.24595	0.02740	8.98	<.0001
wlb	wlb	1	0.06290	0.02903	2.17	0.0309
pb	pb	1	0.13776	0.02902	4.75	<.0001
pjf	pjf	1	0.40596	0.03008	13.50	<.0001

APPENDIX G: MULTIPLE LINEAR REGRESSION MODEL

