THE FACTORS IMPACT ON EMPLOYEE RETENTION IN SEMICONDUCTOR INDUSTRY

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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 other university, or other institutes of learning.

(3) Equal contribution has been made by each group member in completing the research project.

(4) The word count of this research report is 19,688.

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LIST OF ABBREVIATIONS

A   Agree

APA   American Psychological Association

ANOVA   Analysis of Variance

CBR   Compensation, Benefits Management and Reward System

e.g.   exempli gratia (for example)

D   Disagree

DV   Dependent Variable

ER   Employee Retention

Etc   et cetera

Exp.   Example

HRM   Human Resource Management

i.e.   id est (that is)

IT   Information Technology

IV   Independent Variable

LS   Leadership Style

N   Neutral

OC   Organizational Culture

SA   Strongly Agree

SD   Strongly Disagree

Sig   Significant

Stand. Dev.   Standard Deviation

TD   Training and Development

UTAR   Universiti Tunku Abdul Rahman

LIST OF APPENDICES

Preface

This research study is constructed based on a compulsory subject for all final year students, namely UBMZ 3016 Research Project.

According to Bush Bersin, 2013, the costs of replacing employee are within tens of thousand dollars to 1.5times until 2 times such as cost of recruit, training and lost productivity. Hence, employee retention is an important issue. Due to heating economy and movement in demographic which cause the company aggressively grab talents from its competitor.

Since that there is a report have shown quite high turnover in manufacturing industry, we used semiconductor to represent the other sectors of manufacturing industry as the semiconductor industry predict to have a steady in 2014 and 2015. When the semiconductor company retain its employee, they able to maintain and develop strong employee productivity in all levels.

In conclusion, we seek to examine the factors that affect employee retention in Semiconductor industry of Malaysia which are compensation benefits management and reward system, training and development, organizational culture and leadership.

Abstract

Employee retention is a critical issue for companies to maintain existed and capable of competitive in market. The past literatures have evidenced that there are numbers of common researches being conducted in industry such as hotel industry and fast food industry but less specify in semiconductor industry.

Based on the latest industry report, there are tendency of employee shortage in semiconductor industry in Malaysia. In view of the lack of research study in semiconductor industry, this research is being conducted to investigate the factors that influence the retention of semiconductor's employees. This research is vital because the circumstance of semiconductor industry in Malaysia is optimistic and well-developed as revenue generator for Malaysia's economy growth.

This research involved semiconductor companies located in the state of Penang and Selangor. There are total of 384 questionnaires being distributed by using the method of paper survey and online survey. All the usable survey data were analysed using Pearson's correlation and multiple regression analysis. All these analysis are conducted by using SAS Emteprise Guide 5.1 to investigate the relationship of independent variables (Compensation, benefits management and reward system, Training and development, Organisational Culture and Leadership Style) and dependent variable (Employee Retention).

For theoretical and practical implications were discussed based on the study findings and recommendations for future research were presented in this paper.

CHAPTER 1: INTRODUCTION

1.0   Introduction

We will describe the research background which comprises the factors of (compensation, benefits management and reward system, training and development, organizational culture and leadership style), problem statement, objective and research questions and significance of the study in this chapter.

1.1   Research background

1.1.1 Background of Semiconductor in Malaysia

In manufacturing sector, it had a growth manufacturing sector growth of 6.8 per cent fuelled by an increase of 12.6 per cent in Electrical & Electronic. In addition, Transport Equipment & Other Manufactures maintain strong at 11.2 per cent. Petroleum, Chemical, Rubber & Plastic products also escalated to 3.1 per cent. Following a strong trend in Construction, the Non-metallic Mineral, Basic Metal & Fabricated Metal products extended to 3.4 per cent. (Department and Statistic Malaysia, 2014)

Semiconductor industry grow broaden all the way due to its relationship with our daily life, which now we are more rely on high technology equipment such as tablet, smart phone, high definition LCD television, and smart clothing washing machine. The high demand of the high technology equipment has caused the increasing usage of components as well, for example, diodes, microprocessor, transistor and computer chip.

According to Department statistic of Malaysia (2014), semiconductor industry is the main sub-industry from manufacturing industry. Semiconductor industry becomes our target industry research due to its tendency as economy trigger in Malaysia, which contribute the sales value of RM 5,562.1 million out from total sales value of manufacturing industry, which is RM 56.1 billion and manufacturing industry has score the second highest of number employees being hired, which total amount of 2,183,600 person out of whole Malaysia labor of 13,016,700 person, in the period of January to June 2013. Until January 2014, there are 90,224 person employed under semiconductor industry.

1.1.2 Trend of Employee Retention

Employee retention always becomes the issue where every industry will hire employees and face its consequences brought during the operation of companies. Employee retention is also explained as the willingness of employee to stay in current working companies. There are mainly two reasons that employees will refuse to stay, which are personal factor and company factor. (Jin & Radhakrishnan, 2012).

Companies will try to increase the employee retention and reduce the financial loss of companies, which the companies have invested a lot on the employees such as training and development. (Jin & Radhakrishnan, 2012). If the employees keep move out from companies, companies have to spend money and time to re-hire and re-train the new coming employees again and again, which it brings negative effects to companies in long term period. (Coetzee & Pauw, 2013).

If a business shortfall of talented employees such as the employee skills, experience and "corporate memory" will losses at the same time. The effect of these losses is an important management problem which influences productivity, profitability, and product and service quality.

From workers perspective, high attrition rates could adversely impact on occupation relationships, morale and workplace safety. It involve high cost when replacing the existing workers , the problems related with seeking and training new employees quite huge, in addition, the employee take away the skill and knowledge with them if they leave the firm.

Semiconductor industry such as Malaysia Asia Pacific Bhd (MPI) and Unisem (M) Bhd will have a stable growth of E&E in Malaysia after 2013 as the demand is increasing for memory and logic products, content in high end automobiles and smartphones. (MIDA, 2014)

1.2   Problem Statement

Symptoms

Manufacturing industry is essential to Malaysia which could generate high investment opportunity as well as it has an extraordinary growth since 1980. (Sun Daily, 2013) According to the Tower Watson high staff turnover were mainly in manufacturing, conglomerates, and financial service industry. Manufacturing industry had 24% rate of turnover, conglomerates at 14%, business process outsourcing at 19%, and lastly financial services at 13.3%. Among the mentioned industry, manufacturing were the high turnover rate. In addition, manufacturing growth in 2014 April 10 shows 6.7% but decline in 2014 May 12 it just shows 4.2% sources taken from trading economic websites.

Problems

The highest turnover rate in manufacturing industry from employee point of view is due to uncertain global climate. Towers Watson's 2012 Global Workforce Study exposed that 51% of Malaysian employee to change to another company is that they want to advance in their career and achieve higher job level. Besides that, 83%

of employees are willing to do this. According to Dr. John Sullivan, an HR advisor Fortune 500 and Silicon Valley firms, new job opportunity is getting a lot and it is more convenience to apply for the job through online only.

We had chosen semi-conductor sectors from manufacturing industry as the semiconductor manufacturing industry faces employee shortage since mids-1980.The high attrition rates is in basic and fabricated metallic products is 23.9%,

1.3   Research Objectives

1.3.1 General Objectives

The main objective of this research is to identify the factors that impact on employee retention in semiconductor industry

1.3.2 Specific Objectives

To examine the impact and relationship of factors which are the compensation benefits management, and reward system, training and development, organizational culture and leadership style towards employee retention.

1.4   Research Questions

Problem statement that identified the problems leads to invent of the objectives of this research. In order to implement this research, researchers have established few questions such as:

1. Does the compensation, benefits management and reward system significantly effect on employee retention?
2. Does the training development effect on employee retention?
3. Does the organizational culture significantly effect on employee retention?
4. Does the leadership style significantly effect on employee retention?
5. Does the independent variable significantly effect on dependant variables?

1.5   Hypotheses of the Study

Independent and dependent variables of this research are being developed based on research questions are being developed which contribute to hypotheses of the study.

H1: There is significant relationship between compensation, benefits management, and reward system and employee retention.

H2: There is significant relationship between training and development and employee retention.

H3: There is significant relationship between organizational culture and employee retention.

H4: There is significant relationship between leadership style and employee retention.

H5: There is a significant relationship between the independent variables and dependant variables.

1.6   Significance of Study

The purpose of this study is to understand what the main factor that may have impact on employee retention in semiconductor industry. In this research, we will evaluate how the employee retention will be affected by several factors. Hence, this research able to increase the awareness and knowledge about employee

retention issue. Contribution of this research is able to enhance the knowledge to higher education institution and serve as additional source for the corporate researcher.

By understanding the impact of these factors on employee retention, the organization can make some improvements on it in order to increase the probability of attracting talented employee and reduce organization turnover rate as well. The management able to understand what is the requirement to retain labor, and put more effort on these factors. Indirectly, it will also help to increase the reputation of the particular organization.

By conducting this research, it enables the government to pay more attention on those factors that need support from government. Government can use this research as a guideline to amend the policy if there is necessary to do so. For instance, government can increase the minimum basic salary of workers, who worked in manufacturing industry, thus able to satisfy the employees.

1.7   Chapter Layout

Chapter 1: Introduction
This chapter begins with the background of research, problem statement, research problem statement, research question and research objectives, hypotheses, next is significant of the study. It is a synopsis and summarizes the essential of this research.

Chapter 2: Literature Review
This chapter consist of literature reviews that discuss and appraise other research studies which are related with the present research title. It acts as a base to measure the hypothesis. The research questions and some secondary questions are being studied. It also imparts the base for construct a theoretical framework to continue with details research and hypothesis testing.

Chapter 3: Research Method

This chapter is a research methodology. It will discuss the method of the research such as research design, data collection method, sampling design and many more. For an instance, sampling design involves the method, procedures; select an appropriate sample to determine the population of whole characteristic. In addition, to test the reliability of the research is by using SAS System.

Chapter 4: Research Result

This chapter presents the present research result and the findings as well as the direction of the outcome will be presented in the form of table and chart by applying the information in SAS System which includes descriptive and influential analysis.

Chapter 5: Discussion and Conclusion

This project summarizes the whole project which consist discussion and analyses of the research result. It also covers the limitations of the research and provides suggestions for future research.

1.8   Conclusion

This chapter provides background of the study, problem statements, research questions and objectives, hypothesis of study and significance of study. The subsequent chapter will discuss on literature review to have a better understanding the factor affecting employee retention. Besides that, this chapter also will develop proposed research framework in the following chapter. The final part will discuss on the hypothesis that have been produced to be examined on this research.

CHAPTER 2: LITERATURE REVIEWS

2.0 Introduction

This chapter starts with the explanation the concept of employee and dimension of compensation, benefits management and reward system, training and development, leadership style and organizational culture. The second sections will explains the relevant theoretical models and proceeds to the proposed theoretical models. Then, it will proceed with hypothesis development. The last section is conclusion.

2.1 Review of Literature

2.1.1 Employee Retention

Retention begins at the top. It is the responsibility of employee in sourcing, hiring and retaining motivated employee. Retention is an important management outcome in order to obtain and keep good employee demands focused. According to Lockwood (2006), retention is more common method to talent management which is regard as critical element of organizations as it is the execution of amalgamated tactics or systems created to improve work productivity through processes to entice, developing, and maintaining and leverage employee with the required skills and capacity to fulfil current and future business need.

Kehr (2004) argues that spontaneous, expressive and favourable behaviour explains the retention. Employee retention is categorized into three categories which are power, accomplishment and affiliation. Power and social control is referring to power. Personal standards of excellence are

able to met is referring to achievement. A social relationship which is build and intensified is referring to affiliation.

Frank et al. (2004) define employee retention as "the effort of the employer to keep desirable workers in order to meet business goals and objectives". Retention is an intentional shift to an organization to invent an environment which encourages their employees to remain in the organization for a longer time (Chaminade, 2007). The primary aim of retention is to avoid the loss of skilled & knowledgeable employees from go away against the company which this can affect the productivity and profitability of an organization (Samuel and Chipunza, 2009).

Nowadays, a lot of problems are facing by organization and difficulty in keeping employee retention. It is important for an employer to recruit experienced and educated people in the organization. But retention is eventually important than hiring (Griffeth and Hom, 2001). Because there is huge amount in spending to replace workers, the problems of discover and coach new comers can be sizeable, and the specific workplace-acquired skills and knowledge people leave which can take years to replace. Research founds that s it is twice of the employee's annual salary if replacing of old employees with new one. Once employee leave the job, organization will lost potential employees as well as their customers & clients who are loyal with employee (Josephson 2014). Therefore, employee retention is advantageous for the organization as well as for the employee themselves.

For talented employee there is no end in opportunities, it is because many of company would like to recruit such employee (Fombrun & Shanley, 1990 as cited in Ghansah, 2011). Employee will shift to other company if he or she is not satisfied with job he or she is doing. In today's environment it becomes very vital for company to keep their employees. Higher turnover is a bad sign and expensive which also leads to tarnish company reputation and employee productivity is low. Maintain employee

who perform outstanding that beyond management expectation as the recruiting makes cost to company

According to Mr. Sullivan, most of the company initiatives to retention are not successful due to the goals of the retention too specific. For an instance, the definition of the goal is just to "maintain good people". This statement unable to identify what kind of measured can be taken. Hence, it is important to have a broad set of carefully planned criteria to make a strong retention program. In addition, Drake Advice Corporation's philosophies are giving careful considerations for the retention of top performers which mitigate the requirement for recruitment, time and money wastage.

Company who appreciate their employees and they manage to attach the employee to stay with the firm normally are referring to top organizations. The organization core competencies are referring to its best people as the best people is important for the company "going forward business people". According to Rappaport, Bancroft and Okum (2003), organizations that unable to keep high performer will be left with shortage of staff, low quality workforce that eventually will undermines their ability to remain competitive.

In order to understand the balance of people maintain with the firm is determined through the comparison the "deal" offered by own company they work for and by other companies such the pay, career growth and development, leadership people, the company itself and the interest, creative work which are categorized as total rewards. (Steel et al., 2002) Blanket retention policy is a drawback to company if they apply to all employees in spites of their level of performance.

2.1.2 Compensation, Benefits Management and Reward System

2.1.2.1 Compensation

Compensation is a major criteria used by organizations to entice and maintain the most precious and valuable asset. The attractive compensation give to match the financial and plentiful wants and also regard as a way set up social networks through employee ranks and give power in organizations (Pfeffer, 1998; Woodruffe, 1999 as cited in Fatima, 2011).

Company which practice compensation strategies always have a competitive advantage by improving their capabilities to entice and keep employees. Complex of compensation system in term of scope and administrative is continuously improved and the employee attention in benefit cost constraint. (Bergmann, and Grhn, 1994 as cited in Fatima, 2011). According to Lawrer (1990), company who provide high compensation packages than the other company would attract many of applicants to applied for the job and have lower turnover rates. Besides that, culture of excellence could be created as a result the high compensation packages.

According to Lockwood (2006), claim that low salary tactics might be suitable if the job is uncomplicated and tedious and need less training. These difference are too common in characteristic and do not need to give a clear laws of usage to real company. Company may discover that they should to give highly comparable rates by comparing to a number of industry or geographic standards for each of their job types, although for semi-skilled or unskilled positions.

According to Wills (2000), compensation is regard as a more vital factor to attract and retain the talent. According to Parker and Wright (2001),

impartial salary is the key factor of the implicit and predetermined ties between employers and employees. The core assumption that financial incentives can change behaviour and hence company always propose high wage packages such as stock options, specific pay, retention pay, gain share pay, performance based pay, bonuses and so on

According to Muchinsky (1977),the cost of recruiting old employees with new one is valuable to memorize that building "affective commitment", contains much more than good pay, and it is based on retention on the values of, "compensation based commitment" for certain is vulnerable to any variations in compensation within the company. Employers that used "compensation based commitment" will often be weak to the chances that their rivals will be manage to give more salary and hence to induce their employees.

Performance based compensation or pay for performance is a details form of compensation that are pay for employees or group of employees who achieve convinced objective essential to a company business tactics. This form of compensation is getting use by many organizations (Collins, 2007).

2.1.2.2 Benefits Management

Employee benefits for Japanese organizations have been the main ideology since the 1960s (Tsuda, 1993 as cited in Yamamoto, 2011). According to Armstrong (2007) stated that benefits such as pensions, sick pay, many categories of loans, insurance, company cars and annual vacation. According to Beardwell and Holden (1997), benefits like company cars for work matters and special clothes are compulsory for workers in doing their routine work.

In 1980s, "family friendliness" concepts were first existed in Europe and USA. In order to meet their family situations, this concept support the

requirement to be flexible and changing the styles of doing job. The common definition of this ideology is to find the balance one work, and employee personal life. Quite a number of human resource practices this kind of concept such as the capacity to take child or family care leave at any time. The duration of workings time is shorten to let employee take care child or family care. Family friendly and work life balance methods such as giving information regarding local childcare service and the guarantee of full time re-employment for childbirth and child rearing working hours is adjustable, a flex time system, and deductions for the fee of child day care (Grover and Crooker, 1995).

2.1.2.3 Rewards System

Reward it is something that company give to employees based on their performance and contributions which employee will hope for it (Argawal, 1998). Employees give services to organization, in return, they might receive pay, benefit and equivalents. It can be categorized into intrinsic or extrinsic. In business conditions reward are such as extra cash, award, free travel, and free product and so on but in term of employee contribution to enhance their motivation in their job and generate favourable behaviour in the forthcoming.

Reward is very essential as it has eternal notion on employees and advocates the sensitivity of employee that they are appreciated (Silbert, 2005).For those companies who make an investment to their workers in contrast to other in similar industry are the organizations that are more committed to their employees in the form of gradual human resource practices such as education, training and development, and compensation packages. (Arthur, 1994; Huselid, 1995).

Employee work in response to reward and what they felt on work and rewards matter. It also shows that also advocates that underlying

supposition that talent management that implement well and wider reward practice to assist talent retention and management. (Watson Wyatt, 1999; Tower Perrin, 2003; Mercer, 2003)

2.1.3 Training and development

According to Tangthong, Trimetsoontorn and Rojniruntikul (2014), training and development refer to the expanding of knowledge, skills and attitudes which are needed by employees to carry out equally on a task or job systematically. This is considered as the most common human resource practice. Employee will have a sense of emotional attachment and commitment to the organizations when they feel that training is provided from time to time. in that particular organization, therefore they are less likely to leave their jobs.

Furthermore, employee development can be created and employee engagement can be driven when managers provide opportunities for training and support regarding career development. In order to develop employee's skills and perform better at work, hence need to provide training and development for them. Outstanding knowledge, skills, abilities, and behavior of employees can be lead by using training and development, thus enhancing superb performance either financial or non-financial of the particular company.

According to Gomez et al, (1995), the deficiencies of employee performance can be rectify through training as training provides particular technique and skills to employee, whereas development provide skills and abilities to employee for their future use in the company. Development of skills includes of improving interpersonal communication, technological knowledge, ability to deal with problem, basic literacy and others. Development regarded as obtaining advanced capabilities and obtains

advantageous of various miscellaneous system of learning that able to bring benefits to employees and company. (Simonsen, 1997).

Ratna and Chawla (2012) point out that the importance of training is due to it gives employee the knowledge about the plans, which they have to sell, and it also assist them in connecting to their company. Besides that, it also aided them in solving the problems they face, which they have about the documentation as the same is covered during the training sessions conducted. Employees able to understand the importance of teamwork as well if the special training is given to make them more understand about the importance of team working.

Furthermore, Hassan, Razi, Qamar, Jaffir and Suhail (2013) highlighted that distinct kinds of training is established for the purpose of retention and developments given to employees, such as practical training, vocational training, ordinary and concrete training, thus among various HRM practices, training considered as an important part. The company should conduct the analysis and evaluation first to see whether the training is needed or not. This performance is necessary because it will give an idea to the particular company to determines if the training is needed or otherwise and which areas that should be trained.

Besides that, Patricia K. Zingheim, Jay R. Schuster, and Marvin G. (2009) said that especially for expertise or people work in technology jobs, training and development are important to them. To assure companies have endless competitive advantage and to retain key talent employees are the objective. If the organizations are investing in employees through training and development programmers, it might deliver vital messages to them that their organizations regard them as valuable resources (Kraimer *et al.*, 2011). Ghansah (2011) stated that a power signal that the employer cherishes the employee and wish to retain the employees with the company can be in interpreted through investing in training.

Based on study done by Irshad and Afridi (2007) stated that training able to enhance the employee's skills, hence invest on employee training and career development is regarded as significant determines in employee retention. Therefore, when employees are recruited to boost the skill then the organization should initiates training program (Goldstein, 1991). Regard to Kaur and High (2012) stated that projects that able to enhance their career, knowledge asset and future earning power is the projects that skilled workers want to work on. Moreover, Koster, De Grip and Fouarge (2011) recommended that the market value of employees can be contributed and hence induces turnover through investing in employee development.

2.1.4 Organizational Culture

It is difficult to define organizational culture accurately (Hofstede, Neuijen, Ohayv, and Sanders, 1990). Organizational culture is "a group of people holds the set of shared, taken for granted implicit assumptions and determines how it recognizes, thinks about, and responds to its various workplace environments" (Schein, 1992). According to Ouchi (1981), organizational culture can also be described as a set of symbols, ceremonies, and myths that embedded a forms of organizational behaviour that shared values, norms, beliefs which define an organization or employees who they are and how they doing things. Organizational culture can be key factor which related to the employee retention, performance and their adaptability. It also can help to reduce the complexity and uncertainty.

Mullins (1999) states that organizational culture recognized as a powerful organizational tool which it helps to clarify why different groups of people perceive and perform different things in their own way and totally different from each other. People in a group perceive differently because each person has their own unique perspective which can be considered as a

function of their personality and preferences (Bellou 2009; Johnson and Johnson 2002; Palthe and Kossek 2003).

Besides, Schein (1999) also recommends that organizational culture is more important in nowadays. It becomes more important because it can maximize the employee's value as intellectual assets. Organizational culture also helps to support of teamwork and various workforce developments and to promote their knowledgeable involvement and facilitates individual and organizational learning culture, creation of knowledge and the willingness of individuals to share ideas and knowledge among each other. Therefore the organizations culture is very important and cannot be overemphasized.

Organizational Culture may influences the way of people thinks, decisions making, and the way how they perceive, sense and action (Lok and Crawford, 2004). Deshpande and Webster (1989) suggest that the beliefs, values, and symbols of an organization help individuals to understand how organizational function and thus provide those terms of behaviour in the organization and shape the organization culture. Besides it is also significant for management to understand that culture is an essential part of their business and improvement must made on it.

Homer and Kahle (1988) termed a "hierarchy" between values, beliefs, attitudes and behaviours are the values which were associated most strongly with attitudes and correlated between values and behaviours. Attitudes itself had a very significant effect on behaviours. This is because behaviours are clearly quantifiable and may be perceived as reflecting the attitudes. Attitudes also are strongly affected by values and are also quite measurable.

Values considered as the basis of organizational culture. It could affect an organization and provide employees direction in their daily life and the behaviour (Deal and Kennedy, 1982), it also function as the entire organization system (Reilly and Ehlinger, 2007). Values are the heart of

organization culture, and it is desirable factors that guide the organization to accomplish the goals and the objectives (Sagiv and Schwartz, 2000)

As Hofstede (1998) states that all surveys of the employee in the organization cover attitudes and the information about attitudes are relatively easy to translate into theoretical conclusion. From this perspective, behaviour and attitudes are not only valuable indicators but it directly build value-informed dimensions of organizational cultures: people orientation, task orientation, self-actualization and self-preservation through fulfilment of lower order security needs (Cooke and Szumal 2000).

Employee behaviour can be influence by providing them with a sense of identity, loyalty encouragement, establishing a recognition and accepted for each of the employee decision making, and defining limitations for their acceptable and unacceptable behaviour (Attwood, 1990; Jenkins et al, 2008).

In the nutshell, strongly suggest the concept of people who stay together with their employers for a long period if the culture of commitment in an organization is strong. However, it indicates that individuals who is more likely to stay in the organization if they perceived organizational culture is a good fit and can be adapt with the employee's interests, orientation ,attitudes and behaviour (DiPietro and Milman, 2004).

2.1.5 Leadership Style

According to Gonos and Gallo (2013), management is kind of decision-making, planning, controlling, organizing, coordinating and offering jobs to people that capable, or driven them to act better at work. These functions of management cannot be performed well, if the manager insufficient of the ability to lead people and cannot understand which human factors affect the achievement of the wanted results. Leadership is

specifically a process to influence people or impact on other members with the aim to achieve the goals of the group (Gonos and Gallo, 2013).

Not only that, leadership also involved in management which may useful in raising the efficiency of organizational. Leadership also define as weapon: tools to meet and an objectives, and even attitude (Limsila and Ogunlana, 2007).

Whereas, style is a person habit in doing the job .Regarding Hersey and Blanchard (1982), leadership is one pattern of behavior that people tend to do the duties and jobs in the similar direction and same problem solving method is used. Hence, the conclusion is that, leadership style is a method that a leader can used it to impact the subordinates not whether in positive or negative ways of mindset in order to meet the vision and mission (Irshad & Afridi, 2007).

Leadership style also can be defined as the manner in which a leader chose to influence her or his subordinates (Giritli & Oraz, 2004).

2.2   Review of Relevant Theoretical Models

2.2.1 Model 1: Compensation, Benefits Management and Reward System and Training and Development and Employee Retention

Figure 2.1: HRM Practices and Employee Retention in Thailand – A Literature Review
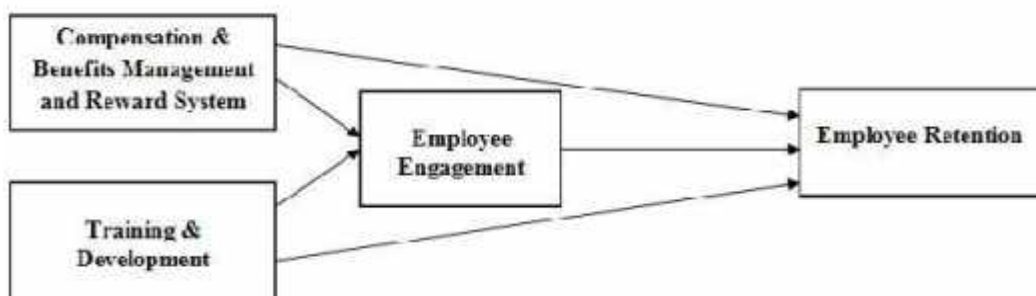
Adopted from: Tangthong, S., Trimetsoontorn, J., & Rojniruntikul, N. (2014). HRM Practices and Employee Retention in Thailand – A Literature Review. *International Journal of Trade, Economics and Finance, 5(2)*, 162-166.

This purpose of this study is being proposed by the researchers to study the impacts of the way of HRM improve on employee retention in Thailand's FDI manufacturing industry. The HRM practices are compensation, benefits management, and reward system as well as training and development which are shows in the aforementioned figure, the employee engagement serve as a mediator of the independent and dependent variable. The dependant variable is employee retention.

HRM practices are vital for firm performance. Firm have applied human resource practices to accomplish their performance especially in employee retention. There are many policies and practices in human resource management which are applied by management to hire, choose, to work

out, leverage, reward, and leverage the talent of human resources in company.

The two independent variables are being chosen among the other human resources input as they have the most impact on the firm performance. The first independent variable is the compensation and benefits management and reward system which required by organizations for financial earnings and welfare of their employees. The compensation is selected for employee positions in society, satisfaction, loyalty, and productivity. Training and development need to provide by management to robust employee skills and they do better at work. Valuable knowledge, competent, abilities, attitudes and behaviour of employee is form based on training and development. Indirectly improve financial and non-financial performance of the company.

Benefits and training is positively associated to retention as they encourage employee and "lock" employee to their job as well as for compensation and reward system. However, there is limitation in human resource practices. For an instance, even though it can improves retention but it cannot indicate that too much of caseloads and promotional opportunity factor lead to retention. Hence, training need to come together with other human resource practices such as compensation, benefits management and reward system which are perceived being more effective in maintaining employee. Meanwhile compensation is a return and benefits which they render service to their organizations as well as display their achievements.

The mediating factor of engagement is selected by these researchers as to have a better understanding of the context and the effect that employee engagement has on compensation, benefits management and rewards as well as training and development. The finding of the research showing that compensation, benefits management have the more impact on employee retention.

2.2.2 Model 2: Organizational Culture and Employee Retention

Figure 2.2: To Stay or Not to Stay: Can Organizational Culture Provide the Staying Power? Evidence from the Ghanaian Banking Sector
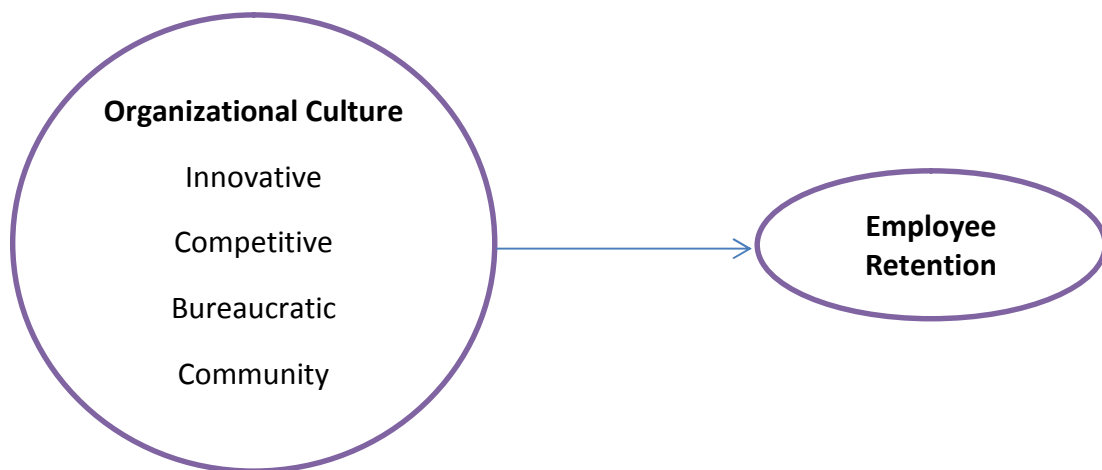
Adopted from: Delle, E. (2013). To Stay or Not to Stay: Can Organizational Culture Provide the Staying Power? Evidence from the Ghanaian Banking Sector. *Research on Humanities and Social Sciences, 3(19)*, 46-52.

Organizational culture reflects the value system, shared meaning and beliefs which holds the employee together and their direct behavior in the organization Ngo and Loi (2008). Organizations desire that they keep all their potential employees because the success of the organization now and in the future is built around the human resource. However, employees who do not just stay in an organization, but something must make to ensure them want to stay.

This study focused on organizational culture because through the organizational culture, organizations can create the working environment more comfortable and feels homely, therefore this capable will make employees feel that their workplace is their second home. So that organizational culture is an important solution for those employees who

might have any negative intentions. Delle (2013) indicates that when there is high intention to leave, it means that there is low probability that the employee will stay in the organization while low intention to leave will be result as the probability of the employee staying in the organization is high.

The researchers determine the extent to which organizational culture and its four dimensions predicted employee retention. Ogbonna and Harris (2000) state four dimensions of organization which are innovative, community, competitive and bureaucratic cultures. It measure organizational culture as a whole. Organizational culture is providing the social and mental glue which facilitates the development of affection for one's organization and the people who work with on daily basis. Organizational cultures encourage risk-taking, employee's creativity, spirit of entrepreneur, and autonomy in all of the facets of the organization. Similarly, the creation of workplace environment reflective of the national culture of countries is a major reinforce of positive workplace behaviors such as intention to stay.

As the conclusion when employees stay longer with an organization, it will enhance the image and reputation of the organization. On the other hand when employees intend to leave, it will affect the image of the organization and organization need to spend money to recruit new employees. It may costly for the organization. Organizational culture was found have significantly influence employee retention in organizations. Organizational cultures as the binding glue for interconnected the gaps between the employee and the organization. It will make employees feel that their organization is their second home and likely to being part of the organization for life.

2.2.3 Model 3: Leadership Style and Employee Retention

Figure 2.3: Influence of leadership style on academic staff retention in public universities in Kenya

```
┌─────────────────────────┐          ┌─────────────────────────┐
│     Leadership Style     │  ──────► │    Employee Retention    │
└─────────────────────────┘          └─────────────────────────┘
```
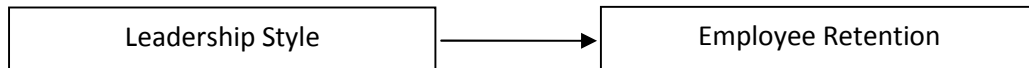
Adopted from: Ng'ete, J., Namusonge, G., & Iravo, M. (2012). Influence of leadership style on academic staff retention in public universities in Kenya. *International journal of business and social science*, *3*(21), 297-305.

The major objective of the learning is to determine the impact of leadership style on the involved employee retention in Kenya public universities. From the study, we can conclude that employee retention is dependent variable while leadership style is independent variable.

Leadership can give a lot of meanings which is from a person to impact another person of behaviors. Management basically focused on planning, implement a goals and controlling the resources in order to align people to the expected goals (Gwayuya, 2011). Leader may use their influencing factor to implement the development of the company. The factor involved is the leader itself of action when doing of specific decision. Basically, subordinate will mimic leaders action which help in leading goals into success (Mat, 2008).

To determine the relationship between leadership style and staff retention, author has using descriptive analysis to collect data from the respective respondents. The public universities Inspection Committees Report (GOK, 2006) concluded that most of the staff is leaving to upgrade their study and there is no guarantee they will permanently work for the firm. This indirectly influences the result in Kenya because insufficient and inappropriate interaction in making decision.

Dependent variable in this journal is staff retention. Prior to early 1980's, most people tend to stayed with a company for a lengthy time. But, problem start to happen when voluntary job changes is increasing continually until employee retention turn to develop as a matching management tool (Mckeown, 2002).

In conclusion, the interaction between leadership style and intention to leave is opposite. Intention to leave will increase if leadership is unfavorable and vice-versa. It also shown that the interaction among academic staffs were lacking and do not consistently involved in decision making. For an instance, that staff issues is not addressed accurately.

2.3   Proposed Theoretical / Conceptual Framework

Figure 2.4: Factors Impact on Employee Retention

Independent Variables   **Dependent Variable**
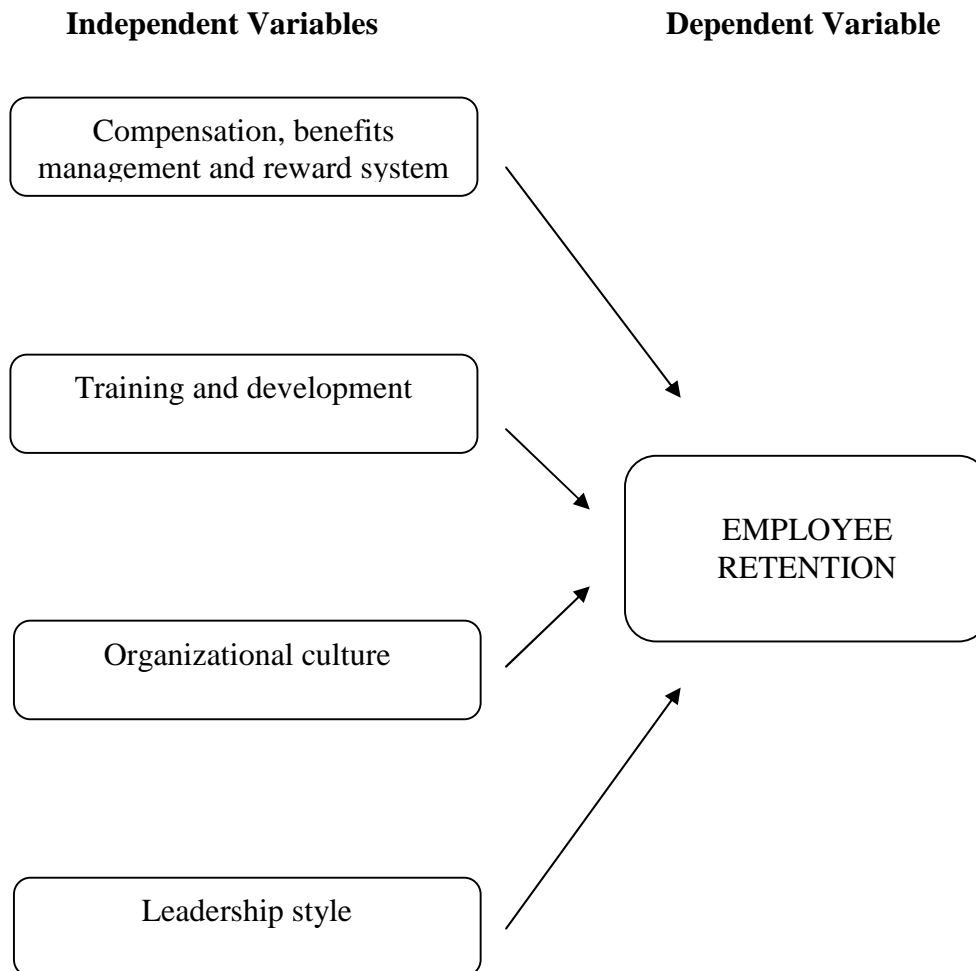
Source: Developed for research

The theoretical framework assists the researcher to spot clearly the relationship of the variables in this study which are compensation benefits management and reward system, training development, organizational culture and leadership style towards employee retention. It also provides an ordinary framework for data analysis and vital in presenting the research proposal for the usage of descriptive method.

2.4   Hypotheses Development

In this part, researchers will explain on the literature that has been discussed before to create four testable hypotheses of the employee retention and its factor. Like previous researchers perceived that the compensation, benefits management, and rewards, training and development, organizational culture and management or leadership styles have an impact on employee retention. The argument of this literature will be strengthening that the four factors is important when discussing employee retention.

2.4.1 Compensation, Benefits Management, and Reward System and Employee Retention

Compensation, benefits management and reward system are known to entice employee to remain with the organization with many studies to support it. (Tangthong, Trimetsoontorn, and Rojnirutikul, 2014; Wills, 2000). Compensation is the main criteria that applied by company to attract employee. According to Lockwood (2006), compensation packages will leads to retention. Compensation packages can bring a strong dedication on the side of the company as well as for employee too. Meanwhile, it also leads to employee retention. Besides that Competitive compensation will impact on both voluntary and involuntary turnover; it will assist to keep employees regardless of the quality of their involvement to the company. According to Parker and Wright (2001), however, there is a growing agreement that competitive or plenty compensation wills not certainly secured that an organization will manage to retain t its most valuable employee.

Human resource policy model (Morisha, 1996) in strategic human resource models. Introduction of practice such as build employee benefit management is being asserted which leads to retention if the practice

matches well with the family friendly policy strategy in higher level concept. Benefits can display to employees showing that an organization is caring and equitable, and there is attest to recommend that regular perks are dominant reasons employees select to work with their company or to work for other company is their main concern (Aquino et al. as cited in Ghansah, 2011). Some research indicates flexible working hours and subsidies for the fee of child day care show a negative relationship with employee retention. (Grover and Crooker, 1995) Nevertheless, it is valuable to notice merely family friendly practices on retention were discovered. (Sakazume, 2002).

Each of individual has their own perception regarding the essential of monetary incentives for employee retention as displayed by numerous researchers (Pfeffer, 1998; Woodruffe, 1999 cited in Fatima, 2011). In addition, the employee will want to stay in a firm if the company meet their expectations (Becker, 1960 cited in Foongming, 2008).

Hypothesis 1:

H_0: There is no significant relationship between Compensation, benefits management and reward system and employees retention

H_1: There is significant relationship between Compensation, benefits management and reward system and employees retention.

2.4.2 Training and Development and Employee Retention

Villegas (2006) stated that there is a direct relationship between training and employee retention. For organization, increasing employee retention and decreasing employee turnover able to aid by training. Employee will have the feeling that the organization is fascinated in them and willing to improve their career when they participate in the process of training.

Employees will sense that the employer is investing on them because considers them as important and capable. Hence, this can leads to employee retention.

Research study found that, usually there are more probably of retain company's talent in huge companies, established higher performance and those company which spend more on physical resources (Black and Lynch, 1996). Based on the employee's perception, training has the tendency make the company to produce mass production if the company able to utilize the employee by sending them to training.

Frazis et al. (1998) found out that the company which spent 59% of time only conventional training out of the total training period will have low turnover rate, as compared to the company which just spent for 18% will have higher turnover rate. From this, we can see that the relationship of employee turnover rate is negatively related with training, it can be said that the higher the turnover rate, the lower the amount of training.

From the study done by Duxbury and Higgins, which cited in Beauregard and Fitzgerald (2000), point out that there are over 40% of small business employees who are discontented with the volume of training they received. The study also discovers that there is a strong correlation between the employee's intention to leave and the dissatisfaction of lack of chances to develop skills.

Besides that, the proof would like to ensure that the relationship between retention and training is very strong for those highly skilled workers (Kaiser and Hawk, 2001; Pare et al, 2000). In fact, training able to aided to lower down the turnover rate and assumed as significant factor in employee retention (Wetland, 2003). It has been recommended that training and development are considered to be the primary tools for "retention" due to the training and development is so essential to the operation of a business.

Hypothesis 2:

H$_0$: There is no significant relationship between training and development and employee retention.

H$_1$: There is significant relationship between training and development and employee retention.

2.4.3 Organizational Culture and Employee Retention

Organizational culture has a strong linkage with the organization's uniqueness, its values, vision and mission, aims, goals, objective and the ways of building shared values (Cameron & Quinn, 2011). Organizational culture also represents a system of intangible and unquestionable beliefs that explain how the organizations behave. Many researches explained that organization culture plays an important part in employee retention which it can influence the employee retention in the organization. Organizational culture is composed of the assumptions, beliefs, values and behavioral norms shared within organizations.

Porter (1974) suggested that organizational culture can be categorized by: (1) a strong confident and commitment of the organization's goals and values; (2) an employee voluntary to put their effort for the organization; and (3) a strong need to retain the employee of the organization. The commitment of organizational culture is more than the sum of particular Human Resource policies or initiatives of employee retention. It represents and relate to the entire of the culture in the organization. As extract from the literature review, Cole (2000) expressed that, the employee's loyalty levels will increase when they feel that they are valued. They have sense of self- importance and opportunity to work with their full potential in the organization. That is about how organizational culture interconnects with its employee about the organization values and the way employees in the

organization perceive (Hunter & Hunter, 1984). Because organizational culture depends mostly on employee's cognition and the feeling being together.

Researchers have also reported that there is a relationship between organizational culture and employee retention in different settings. According to Lok and Crawford (2004) there is a positive effect of organizational culture on employee retention. Zhao, Wayne, Glibkowski & Bravo (2007) suggest that culture in the organization rather than compensation and reward, will also attracting employee and keeping them comfortable and thus they will decide to remain with the organization depends on how they adapt in the organization, how the organization treats them and how employee relate themselves to one another in the work. Van Knippenberg (2000) indicated that when the employees feel that they are a part of a family in the organization they will become more loyal to the organization and tend to stay longer in their current organization

Besides, employees will retain in the organization for a long period because the organizational culture are vary from one organization to one organization.

Besides, Schein (1999) suggests that employee who retain in their organization can have a support of teamwork, have a various workforce development, and the organizational can promote their intellectual involvement and can keep learning new thing in the existing organization. Therefore, the relationship between organizational cultures with employee retention has a significant relationship with employee retention.

Hypothesis 3:

H_0: There is no significant relationship between organizational culture and employees' retention

H_1: There is significant relationship between organizational culture and employees' retention.

2.4.4 Leadership Style and Employee Retention

In Taylor (2004) view, organizations should not over relay on HR Department to solve retention problems. The responsibility to maintain the professional in a company requires manager to walk outside the bottom line and deep into the hands of leaders. Therefore, it will be a useful defense against non-preferred turnover. Due to that, leader is the ultimate instrument for attracting valuable talent for longer work life. The greater the relationship between an employee and their manager, the greater is the opportunities for them to remain in a company (Ferreira, 2007 as cited in Michael, 2008).

Gwayuya (2011) having the results which shows that a high competency of leadership will form a weak performance for employee, low pressure, high job satisfaction and even high turnover rate. Besides that, the survey conducted in South Africa concluded that management style is the major factor for employee retention (Netswera, 2005).

According to Taunton, Boyle, Woods, Hansen and Bott (1997) survey, they recognized that manager relationship between staff will make influence for the retention rate. Others surveys also show that managers which like to make contribution for their staff and empower employee to make decision will provide an opportunities to increase employee retention (Boyle, Bott, Hansen, Woods & Taunton, 1999).

Snyder and Lopez saying that leader in a company are important in creating work environment that encourage the potential workers to remain in company. Leadership style contain a huge impact for the relationship between organizational benefits in obtaining work engagement and

employee retention (Chen and Silverthome, 2005).Person who participate should create better awareness in the organizational context and work with others to enhance performances that benefit the organization (Devi, 2009).

Brundage and Koziel (2010) and Doh et al. (2011) determine the role of organizational leaders in meeting retention success. Research shows that organizational success is largely depend on its managers and their leadership capability (Tsai, Tsai, & Wang, 2011). Leaders are have the duties to instill an organizational culture that demonstrates commitment and also people's that bring business strategy that addresses the development of its talent and its retention (Doh et al, 2011).

Therefore, it is important for managers to understand what is needed in a business environment so they can perform their roles as leaders adequately (Gentry &Sparks, 2012) in creating, developing and retaining talented staff. Leaders' emotional intelligence has been recognized by research as an important competency for achieving organizational success (Ensley, Carland, Ensley, & Carland, 2011; Palmer, Jansen, & Coetzee, 2006; Sy, Tram, & O'Hara, 2006; Trehan & Shrivastav, 2012). From the research of Carmeli (year), he stated that there is a relationship between intention to leave and emotional intelligence, thus describing that a manager role of intelligence may give a big impact to the staff in a company whether to stay or leave (Martins and Coetzee, 2007).

Managers act as an important tool in making a greater workforce and create more intention in addressing the employee (Gayathri et al, 2012). Improving the management in term of commitment among employee might cause the falling number to turnover. (Lambert & Paoline, 2010). For an instances, when there is a powerful relationship between managers and the respective employee, rate of turnover can reduced and vice versa (Welding, 2011).

Hypothesis 4:

H_0: There is no significant relationship between management and leadership styles towards employee retention.

H_1: There is a significant relationship between management and leadership styles towards employee retention

2.5 Conclusion

This chapter advocates many past research on relevant areas give enough insights on the study variables. Insights are used as a reference or guidance. Besides that, the study had developed theoretical framework and prove through the reviewed of study in literature and journals. Initial hypothesis had been provided by previous researchers to be applied in chapter 3. Chapter 3 will discuss the method of collecting analyzing the data to investigate research problems and hypothesis developed.

CHAPTER 3 RESEARCH METHODOLOGY

3.0 Introduction

Chapter 3, researchers will describe the research methodology that will be used to implement our research. Research methodology is well organized and sequence way which based on the gathering and experiment of data so that information can be acquired. This chapter is including research design, data collection method, sampling design, research instrument, and construct measurement, data processing, and data analysis.

3.1 Research Design

3.1.1 Descriptive Research

Descriptive research is used to explain the features of a population or phenomenon. Attitude, opinions, behaviours are used to define based on observation, gauge in certain circumstances in a large samples. Descriptive research is used to settle business problems even though such resources unable to explain why it is occurred.

Our research is based on descriptive as it handles with factors those impacts on employee retention. The study is more on closed ended questions only. The behind reason using this kind of research as the previous researcher have the knowledge regarding the issue which could be get through journals.

3.1.2 Quantitative Research

Quantitative research is used to test hypothesis or specific research questions. The approach taken are measure and test and the data collection method with the given structured response categories. It requires large samples and frequent applied with descriptive and causal research designs.

Our group has used quantitative research as we used questionnaires to know factors that impact on employee retention. Quantitative data is an effective instrument in our research to gauge our outcomes of independent variable towards the dependant variables and other related data.

3.2   Data Collection Method

There is various ways in getting data. Primary and secondary data are the two categories of data. According to Sekaran (2003), by combining both primary and secondary data, researchers believed the best information can be obtained. In addition, it can help to seek out the appropriate information which all the variables are significant to employee retention.

3.2.1 Primary Data

Primary data is the data gathered to produce origin research, which the data is collected by *first hand*. According to Cooper and Schindler (2011), primary data is being used because it is high proximity to the fact and high ability of controlling the inaccuracy error and mistakes. There are some methods to collect primary data such as focus group, videoconferencing, and interview and questionnairesurvey. We decided to use questionnaire survey to collect the first hand information to complete our investigation of the research. We design the questionnaire by referring to other journals'

questionnaire and modify them to make sure that all of our questionnaire questions are designed in high validity. To collecting principal data, this is an effective and save time.

3.2.2 Secondary Data

According to Sekaran and Bougie (2009), it is the done research information which the previous researchers had come out with their own result in their published journals and articles. We take their results as our investigation information and research guidelines. There are many sources of secondary data that we used such as reference books, economic indicators which published by government, media, and annual report of companies. We also get the literature and journals from online sources such as Google Scholar and UTAR library databases (ProQuest, ScienceDirect and Ebsco host).

3.3   Sampling Design

3.3.1 Target Population

Target population is the target respondents that we aimed to investigate in our research work. In this research, any employees in semiconductor industry will be our target respondents to investigate their intention to stay in their current companies. There are no limitations of certain age or job position status that we selected as long as they work in that industry

3.3.2 Sampling Frame and Sampling Location

Bryman and Bell (2007) commented on the sampling frame, which it is defined as the area that sample will be selected in that population with all the units is listed. It is also called working population because the respondents will offer other people to join in the analysis like themselves (Zikmund, Babin, Carr and Griffin, 2013), sound will be like the existed respondents will invite other valid people to join in the analysis and become respondents as well.

We target the semiconductor companies in Penang and Selangor as our sampling location. It is because Penang is the symbolic area of semiconductor industry in Malaysia, and there are a lot of semiconductor companies due to the industrial free tax zone, thus it will make us easier to collect efficient data.

3.3.3 Sampling Element

The questionnaires are giving out to the employees of Malaysia Semiconductor Company in Penang and Selangor. In addition, questionnaires are given based on various ranges of their age, gender, education level, income levels and races. Hence, it can produce different point of view among the respondents in order to gain precise and reliable results.

3.3.4 Sampling Technique

Sampling techniques are probability sampling and non-probability sampling. According to Zikmund, Babin, Carr and Griffin (2013), probability sampling defined as the method of sampling where each person in the population is known and it is fair as any people have the

possibility to be selected. Non-probability sampling is the sampling method which the elements in the population have no probability to be chosen due to personal judgment and convenience.

In our research, among the four types of probability technique, we have used probability sampling technique as our research. Through this method, we are trying to obtain the respondent that is voluntary to fill in our questionnaires. The questions are provided with bilingual language in order to make anyone to understand and easy for us to collect back in a short time.

3.3.5 Sampling Size

From Sekaran and Bougie (2009), there is a table show the sample size suggested for each population range. In our range, there are 88,754 of semiconductor employee in Malaysia; hence our sample size is 384 respondents are requiring as a representative result. The survey was conducted from June to July.

3.4   Research Instrument

We use two research instruments to undergo this data collection, which are distribution of paper survey questionnaires and online survey questionnaires. We will divided the number of sample size into half, which half amount of the respondents from the sample size will fill up the paper questionnaires, while the other half part of respondents will fill up the online questionnaires. The purpose we want to distribute both paper and online questionnaires is we want to get a more understanding on the condition of the semiconductor by contact with the respondents physically. The 30 number of respondents in pilot test is not enough for us to have complete understanding. And for online survey, it is more convenience for us to collect the rest of data because there is no physical location

limited. We design a blog exclusively for the distribution of online questionnaires so the respondents will easier to figure out that it is our questionnaires. It is time efficiency for both parties.

3.4.1 Questionnaire Survey

Questionnaire survey is the core implement in our research. We set and arrange the questions carefully to avoid the mistakes such as grammar mistakes, leading questions, and burdensome questions. Respondents may get the wrong meaning of the questions from the improper design of questions that leads to bias of result (Zikmund, Babin, Carr and Griffin, 2013).In addition, it is essential in collecting primary data as well as it is cheap, faster, and efficient

3.4.2 Questionnaire Design

We design the questionnaire straightforwardly and clear-cut layout so respondents will have nothing problem on understanding it in short period of time. We also set the questions in Section A and Section B into bilingual language for a better understanding of the questions being asked. This questionnaire is designed into three parts: Section A, B and C.

Section A comprises four independent variables (compensation, benefits management, and rewards, training and development, organizational culture and leadership styles) that will influence the dependent variable, which is the employee retention. Each of the variables will have 5 questions respectively to be answered by respondents.

Section B asks about the perceptions of respondents on employee retention based of 7 questions provided.

In Section C, there is a set of demographic questions that requires respondents to answer them by ticking or filling up their personal data accordingly. There are totally twelve (12) questions under this section.

The purpose we design the questionnaire by arranging the demographic information to the last part is, to avoid the bias result. Some respondents may not be so willing to bring their privacy into other's knowledge, and they maybe answer it emotionally on the following core questions. It will definitely affect the accuracy of the result and caused bias result in our research as well. Therefore, we set the demographic data to the last part to make sure that the respondent can answer the core part without emotionally affected from the demographic part.

3.4.3 Pilot Test

Pilot test is defined as a test drive, which it is a small data collecting from respondents who are similar with the complete data collecting from actual sample size (Zikmund, Babin, Carr and Griffin, 2013).There are totally thirty sets of questionnaires being distributed to employees of semiconductor industry in Perak area, which we set the questionnaire in easy understanding way for them. Besides, we found some grammar mistakes on the questionnaires that caused respondents to misunderstanding on it. We have altered the error part after being pointed out the mistaken area. Below table is the result that manipulated from the data of thirty respondents.

Table 3.1 Reliability of variables (Pilot test)

Variables	Cronbach's alpha	Total item
Compensation, benefit management and reward system	0.8996	5
Training and development	0.8763	5
Organizational culture	0.7513	5
Leadership style	0.6567	5
Employee retention	0.8115	7

Source: Developed for the research.

3.5   Construct Measurement

Scale is defined as anything in chains are in order by referring to its value or magnitude. Some scale measurement that will impact on the accuracy of data such as nominal scale, ordinal scale, interval scale and ratio scale. Under this section, we will discuss on how we design and arrange the questions in questionnaires accordingly. There are four type of measurement can be used to set the questionnaires, which are nominal, ordinal, interval (Likert) and ratio scale. In our research, we select nominal, ordinal and interval (Likert) scale to design the survey form.

3.5.1 Nominal Scale

Cooper and Schindler (2011) explain nominal scale as the scale measurement that does not arrange the data accordingly but still group it into categories. The data does not have any connection with each other

(Sekaran & Bougie, 2009). In our questionnaire, there are 4 questions set in nominal scale under demographic profile (Section C), for example:

Source: Developed for the research

3.5.2 Ordinal Scale

The question design of ordinal scale is same with the nominal scale except with the accordingly sequences arrangement in ordinal scale (Cooper and Schindler, 2011). According to Zikmund, Babin, Carr and Griffin (2013), ordinal scale is a ranking scale. There are 4 questions set in ordinal scale under demographic profile (Section C), for example:

Source: Developed for the research

3.5.3 Interval Scale

Interval scale can refer as Likert scale. Questions in Section A and Section B are set in Likert scale, which state the relationship between the four independent variables (Compensation, benefits managements and reward

system, Training and development, Organizational culture and Leadership style) and dependent variable (Employee retention). Respondents circle up their answer to the five outcomes in the range of:

1- Strongly disagree

2- Disagree

3- Neutral

4- Agree

5- Strongly agree

A1	Compensation, benefits managements and reward system	SD	D	N	A	SA
RC1	I am satisfying with the salaries paid by my organization. *Saya amat berpuas hati dengan pembayaran upah dari organisasi saya.*	1	2	3	4	5

Source: Developed for the research

3.6   Data Processing

After collect the complete data from respondents, the following up step will be process the data before the data are sent for analyzing. This section is mainly focus on and concentrate in organizing the data due to its huge and messy amount. There are some steps when undergo data processing, which are data checking, data editing, data coding and data transcribing.

3.6.1 Data Checking

First of all, the questionnaire is checked to ensure there are no error occurred, the questions are well constructed, and every section is well arranged with clear-cut layout and simple understanding languages. The

questionnaire then distributed to undergo pilot test and pay attention on it in case there is any problem occurred. Besides, pilot test also give a measurement on the validity and accuracy of the questionnaires so it can be distributed to following targeted respondents.

3.6.2 Data Editing

This step is used to examine the incompleteness of data collected from respondents. We have to check for those mistakes and errors in case some respondents do not answer the questionnaires completely, answer it wrongly, or left some questions blank and unanswered.

3.6.3 Data Coding

After collecting data, well arrange it, checking and editing the error, then proceed to the next step: data coding, and it is a process that allocate numbers to each answers from respondents so the data can be key in to database. (Sekaran and Bougie, 2009). Through data coding, the result is transformed into s sets of code numbers and it conveniences us to key in all the data collected to SAS software system in shortest time.

For example, the gender question under demographic section, and there are two answers which Female will be set as code number "1" and Male will be set as code number "2". Then all we have to do is to key in the code "1" and "2" only regarding to this question. Next, for the answer choices of independent variables' question under Section A, they are coded as below: code number "1" is for strongly disagree, "2" is for disagree, "3" is for neutral, "4" is for agree and "5" is for strongly agree.

3.6.4 Data Transcribing

Proceed by the data transcribing, which it is a process of transferring the collected data into software by key in to computer system and standby for the following step: analyze the data.

3.7   Data Analysis

Zikmund, Babin, Carr and Griffin (2013) defined data analysis is an analysis system that arrange and interpret the collected data from questionnaires into useful information. After the data being collected and recorded into computer system software, next we use the SAS system to analyze the data. The collected data will be examined to make sure all the hypothesis are good enough to support the research. There are three statistic measurement techniques under this section, which are descriptive analysis, scale measurement and inferential analysis.

3.7.1 Descriptive Analysis

Descriptive analysis is the fundamental method of data analysis which figuring out the basic result such as distribution, central tendency and variability (Zikmund, Babin, Carr and Griffin, 2013). For nominal and ordinal scale measurement, we will convert the data collected into percentage mode and bar chart. While for interval scale measurement, we will convert the data collected into statistic such as mean and standard deviation, and histogram. The result from descriptive analysis will be arranged into charts and tables to show clear-cut information of percentages and frequencies' results. The result from descriptive analysis will be presented in the form of pie chart and table so it will make researchers and reader easier to understand the content and amounts. There are some types of personal data collected from respondents through this

analysis, which they are gender, age, ethnicity and marital status for an instance.

3.7.2 Scale Measurement (Reliability Analysis)

Reliability gauge the degree of impartial and assure consistency of evaluation across period and variable items in the mechanism (Sekaran et al., 2010). Reliability and consistency of both independent and dependent variables could be measured by Cronbach's Alpha. The coefficient of reliability test differs from 0 to 1.

According to Sekaran (2003), lower than 0.6 of a reliability analysis is the weakest value of Cronbach Alpha Value which more than 0.7 assumed adequate and greater than 0.8 is good. Hence, it was calculated to gauge the internal consistency reliability of the four independent variables (compensation, benefits management, training and development, organizational culture, and leadership styles).

Through the scale measurement of reliability, we able to understand that the data that we found are consistence and constant enough to avoid errors. (Sekaran and Bouegie, 2009). Below here we attached with the interpretation of Cronbach's alpha table:

Table 3.2: Interpretation of Cronbach's alpha

Level of reliability	Cronbach's alpha ranges
Poor reliability	Less than 0.60
Fair reliability	$0.60 < \ < 0.70$
Good reliability	$0.70 < \ < 0.80$
Very good reliability	$0.80 < \ < 0.95$

Source: Sekaran, U. &Bougie, R (2009), *Research Methods for Business: A Skill Building Approach* (5th edition). Chichester, West Sussex: John Wiley & Sons, Inc, (*page325*).

3.7.3 Inferential Analysis

Zikmund, Babin, Carr and Griffin, 2013, discuss on the inferential analysis which they obtained result from sample size is representing the characteristic of population as well. It helps in building relationship and concluding between variables. Pearson's Correlation analysis and Multiple Regression Analysis are the two analyses we used under this section.

3.7.3.1 Pearson's Correlation Analysis

The function of Pearson's correlation analysis is to specify direction, significance and strength of the relationship of two variables (Sekaran and Bougie, 2009). Normally, this method is used to measure interval and ratio variables. Hypothetically, Pearson's correlation analysis may come into result such as perfect positive (+1) or perfect negative (-1) correlation, which both show perfect relationship between each other. If the result come out is 0, it means there is no relationship between both variables.

When the result of coefficient is high, there is higher strength of relationship between two variables.

Table 3.3: Correlation Coefficient Size

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
±0.01 to ±0.20	Slight, almost negligible

Source: Hair, Jr., Money, A. H., Samouel, P., and Page, M. (2007). *Research Methods for Business.* West Sussex: John Wiley Sons.

This analysis is tested with significance level of 5% or 1%. If the significance value (p) is less than 0.05 and 0.01 as below, null hypothesis Ho will be rejected and hypothesis H_1 will be accepted.

If $p < 0.05$, reject H_0.

OR

If $p < 0.05$, accept H_1.

If $p < 0.01$, reject H_0.

OR

If $p < 0.01$, accept H_1

Source: Developed for the research.

3.7.3.2 Multiple Regression Analysis

Zikmund, Babin, Carr and Griffin (2013) describe this analysis as "the extension of simple regression", the measurement of relationship between two or more independent variables on one dependent variable is included. Researchers tend to discover out the relationship between independent variables and dependent variable by undergoing multiple regression

analysis. The prediction of the result in the research is more accurate if the result of correlation is higher.

Hence, it to determine the influence of the four independent variables on the dependent variable of employee retention is by using multiple regression analysis.

3.8   Conclusion

In a conclusion, we explain the overall detail on the managing of our research methodology. We discuss from how we will design the research, collect data, category the result until the demonstration of the result.

We collect the primary data from respondents and secondary data from other researches. After aim to the target population, we select the sampling frame, sampling location, and sampling techniques. Nominal scale, ordinal scale and interval scale are being explained during the process of designing questionnaires. Next we process and analyse the data.

The function of methodology while doing research is to collect, analyse and apply the data into workable investigation. The following chapter will explain detail on the result that we get and arranged from respondents' data.

CHAPTER 4 RESEARCH RESULTS

4.0   Introduction

The data have been gathered from questionnaires were analysed, examined and interpret in order match with the objectives in our research.

The questionnaires are distributed to the semiconductor employee in Penang and Selangor to gauge the factors towards the impact on employee retention. After we obtained the result, we change data from pool of respondents and key in data to SAS with coding each question with Likert scale in sequence as in the questionnaires.

In this chapter, descriptive analysis will be analysed and the graph and table will represent the particulars of the respondents, which comprise the gender, age, marital status, ethnic, education, monthly income, job designation, and working period of the respondents. It is then proceeds by Internal Reliability Test, Pearson Correlation Analysis and Multiple Linear Regressions (MLR).

4.1 Description Analysis

4.1.1 Respondent Demographic Profile

4.1.1.1 Gender

Table 4.1: Gender of Respondents

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	225	58.6	58.6	58.6
	Male	159	41.4	41.4	100.0
	Total	384	100.0	100.0	

Source: Developed from SAS version 5.1

Figure 4.1: Gender of Respondents
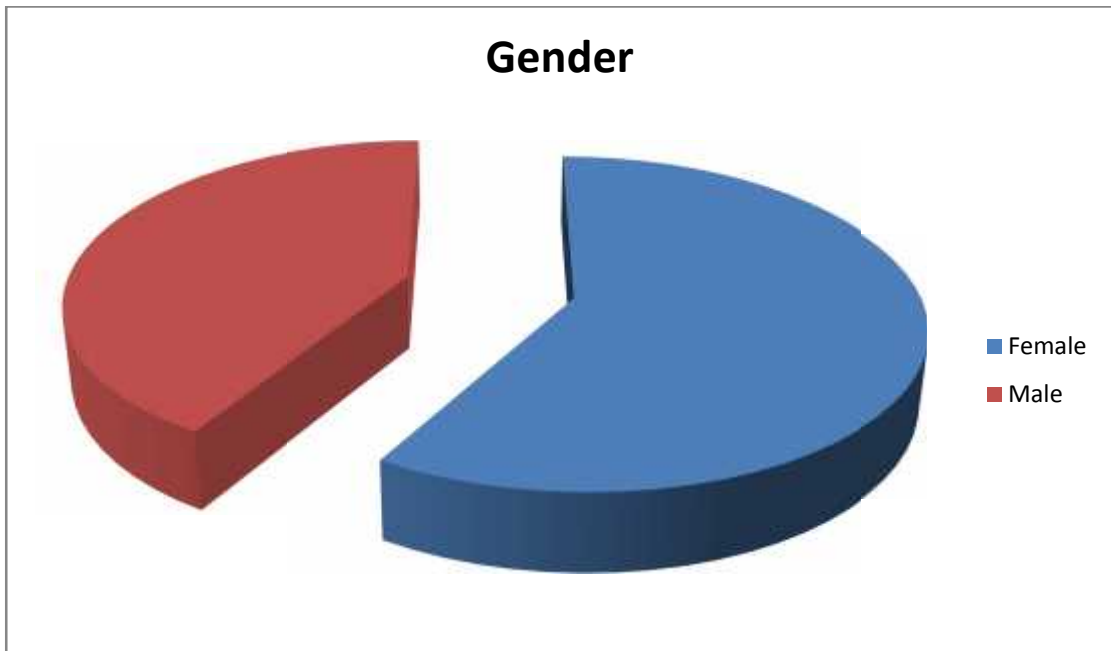
Source: Developed for the research

Both of the Table 4.1 and Figure 4.1 represent the percentage breakdown of female and male, most of the respondents are female with 58.6% while 41.4% of the respondents are male. Hence, from the 384 respondents, 225 of them are female and 159 of them are male.

4.1.1.2 Age

Table 4.2: Age of Respondents

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 years old and below	54	14.1	14.1	14.1
	21-30 years old	212	55.2	55.2	69.3
	31-40 years old	68	17.7	17.7	87.0
	41-50 years old	32	8.3	8.3	95.3
	51 years old and above	18	4.7	4.7	100.0
	Total	384	100.0	100.0	

Source: Developed from SAS version 5.1

Figure 4.2: Age of Respondents
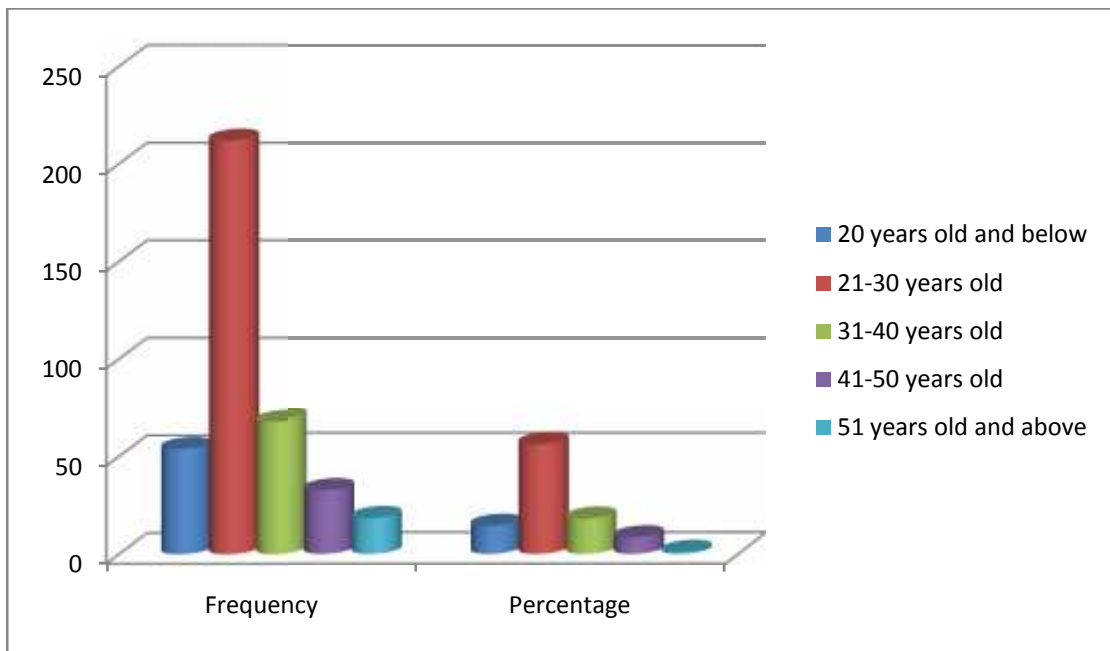
Table 4.2 and Figure 4.2 show the age of respondents. The highest age frequency are come from the respondents between21 to 30 years old with 212 respondents or 55.2 % whereas the second highest frequency age group of respondents are between 31 to 40 years old with 68 respondents or 17.7 %.The third highest age frequency is followed by 20 years old and below with 54 respondents or 14.1 %.Proceed by age group of respondents between 41 to 50 years old with 32 respondents and the least age frequency is 50 years old and above with18 respondents only.

4.1.1.3 Marital Status

Table 4.3: Marital Status of Respondents

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	263	68.5	68.5	68.5
	Married	120	31.2	31.2	99.7
	Divorced	0	0.0	0.0	99.7
	Others	1	0.3	0.3	100.0
	Total	384	100.0	100.0	

Source: Developed from SAS version 5.1

Figure 4.3: Marital Status of Respondents
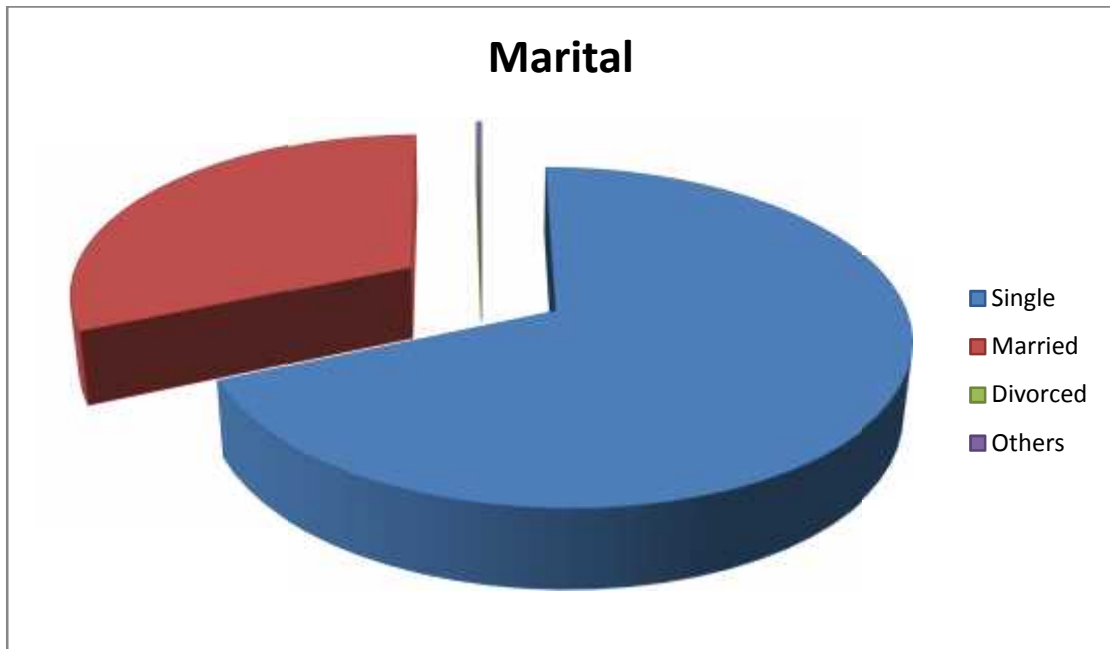
Source: Developed for the research

Table 4.3 and Figure 4.3 show that the marital status of the respondents. Most of the single respondents have the highest marital status frequency with 263 respondents or 68.5% followed by married respondents with 120 respondents or 31.2 %,and lastly respondents that have other marital status just represent 1 respondents or 0.3%.there will no respondents under divorced marital status.

4.1.1.4 Ethnicity

Table 4.4: Ethnicity of Respondents

Ethnic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	116	30.2	30.2	30.2
	Chinese	229	59.6	59.6	89.8
	Indian	39	10.2	10.2	100.0
	Others	0	0	0	100.0
	Total	384	100.0	100.0	

Source: Developed from SAS version 5.1

Figure 4.4: Ethnicity of Respondents
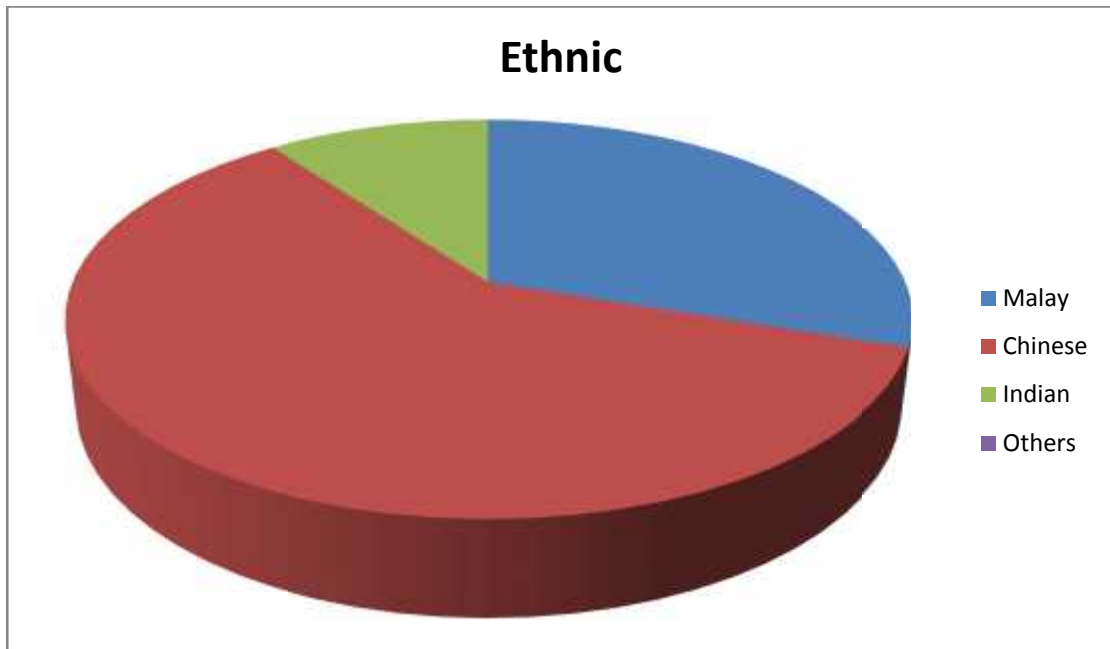
Source: Developed for the research

Table 4.4 and Figure 4.4 show the ethnicity of respondents. The greatest number of respondents is Chinese with 229 respondents or 59.6 %, while Malay respondents are the second highest with 116 respondents or 30.2%.The least number is the Indian ethnic with 39 respondents or 10.2 %.There will no respondents under others ethnic groups.

4.1.1.5 Education Level

Table 4.5: Education Level of Respondents

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	112	29.2	29.2	29.2
	STPM	15	3.9	3.9	33.1
	Diploma / Advanced Diploma	40	10.4	10.4	43.5
	Bachelor Degree	204	53.1	53.1	96.6
	Postgraduate (Master/PhD)	13	3.4	3.4	100.0
	Total	384	100.0	100.0	

Source: Developed from SAS version 5.1

Figure 4.5: Education Level of Respondents
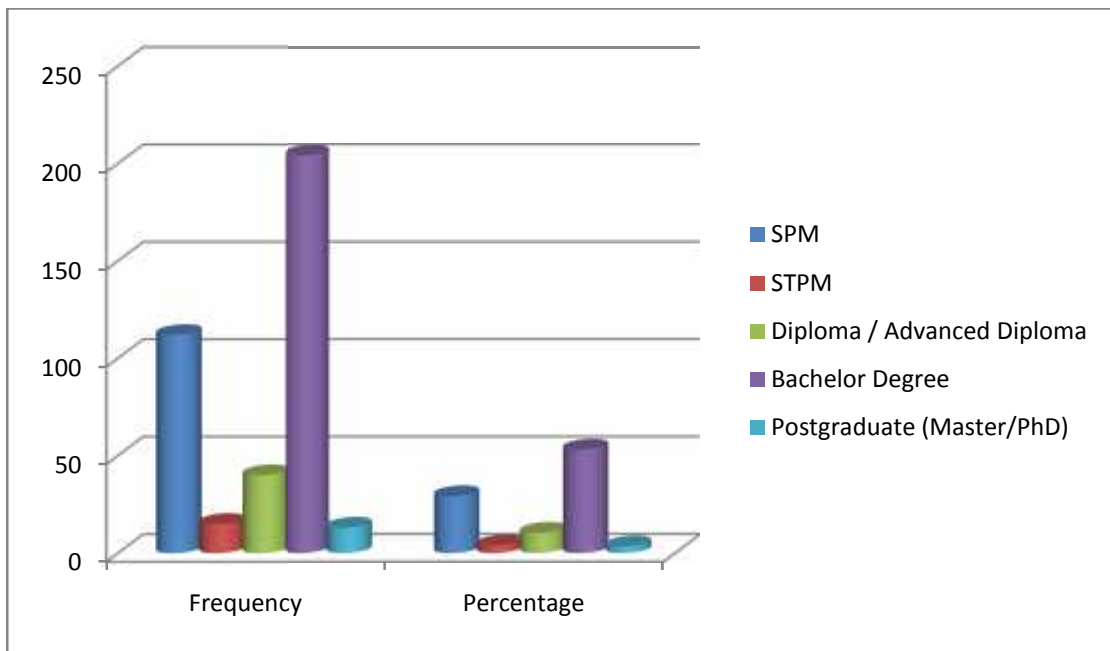
Source: Developed for the research

Table 4.5 and Figure 4.5 show the education level of respondents. For the highest education levels of respondents come under Bachelor Degree with 204 respondents or 53.1 %.The other educational levels such as SPM gain the second highest respondents with 112 respondents or 29.9 % followed by Diploma/Advanced Diploma with 40 respondents or 10.4 %.Respondents under STPM contain 15 respondents or 3.9 %.The lowest population among the education level was the Master degree respondents which only contain of 13 respondents or 3.4%.

4.1.1.6 Monthly Income Level

Table 4.6: Monthly Income Level of Respondents

Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM1,000 and below	73	19.0	19.0	19.0
	RM1,001-RM2,000	83	21.6	21.6	40.6
	RM2,001-RM3,000	124	32.3	32.3	72.9
	RM3,001-RM4,000	35	9.1	9.1	82.0
	RM4,001-RM5,000	21	5.5	5.5	87.5
	RM5,001 and above	48	12.5	12.5	100.0
	Total	384	100.0	100.0	

Source: Developed from SAS version 5.1

Figure 4.6: Monthly Income Level of Respondents
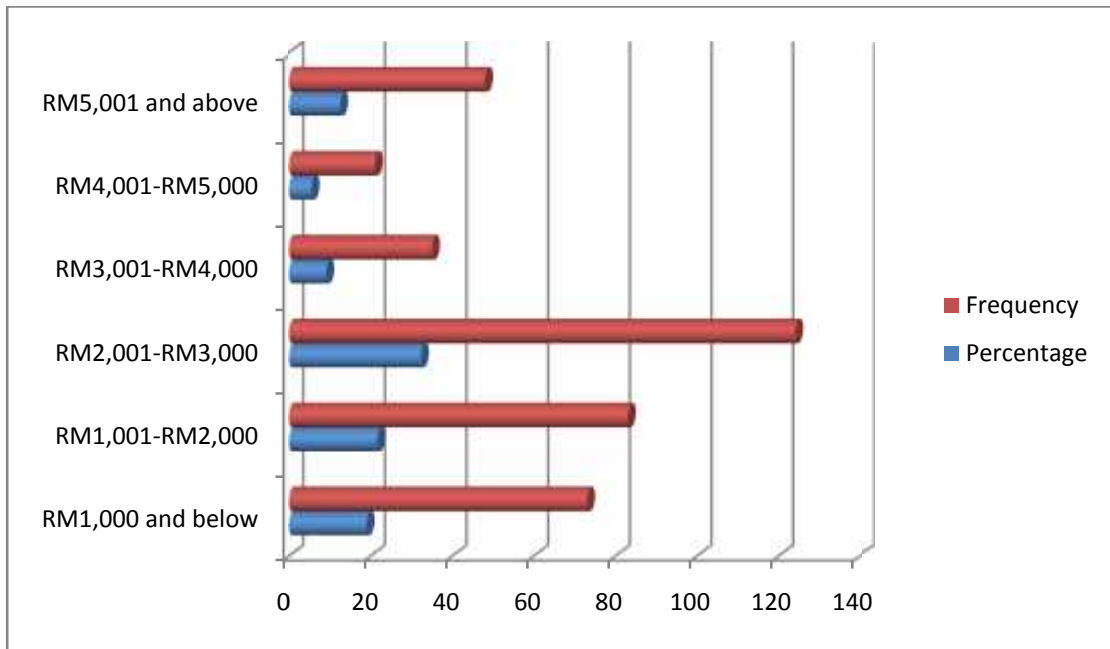
Source: Developed for the research

Table 4.6 and Figure 4.6 show monthly income levels of respondents. Based on the statistic, it shows that most of the income levels of the respondents come from the range RM2,001 to RM3,000 with 124 respondents or 32.3%.It has been followed by income level in the range of RM 1,001 to RM2,000 with 83 respondents or 21.6 %.The income level in the range of RM1,000 and below contains 73 respondents or 19.0 %.The income levels in the range of RM 5,001 and above consists of 48 respondents or 12.5%.Followed by RM3,001-RM4,000 with 35 respondents and the least monthly income groups are between RM4,001-RM5,000 with 21 respondents only.

4.1.1.7 Job Designation

Table 4.7: Job Designation of Respondents

Job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Engineer / Assistant Engineer	98	25.5	25.5	25.5
	Analyst	37	9.6	9.6	35.1
	Accountant	97	25.3	25.3	60.4
	Administrator	109	28.4	28.4	88.8
	Technician	41	10.7	10.7	99.5
	Others	2	0.5	0.5	100.0
	Total	384	100.0	100.0	

Source: Developed from SAS version 5.1

Figure 4.7: Job Designation of Respondents
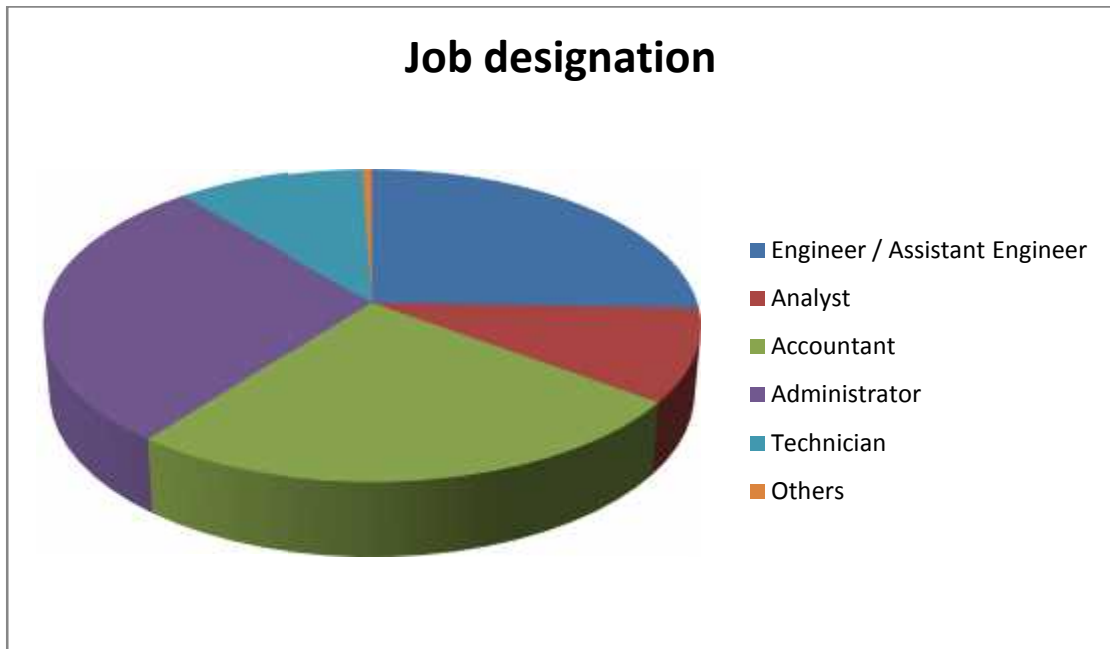
Table 4.7 and Figure 4.7 show the job of respondents. The greatest number of respondents is administrator with 109 respondents or 28.4 %, followed by engineer and assistant engineer with 98 respondents or 25.5 %. Next, the job is followed by accountant and technician with 97 respondents and 41 respondents or 25.3% and 10.7 % respectively. There are 37 respondents or 9.6% under analyst job. While the others job just have 2 respondents or 0.5 % only.

4.1.1.8 Working Period

Table 4.8: Working Period of Respondents

Working Period

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 1 year	185	48.2	48.2	48.2
	2-3 years	78	20.3	20.3	68.5
	4-5 years	39	10.2	10.2	78.8
	6-10 years	22	5.7	5.7	84.4
	Above 10 years	60	15.6	15.6	100.0
	Total	384	100.0	100.0	

Source: Developed from SAS version 5.1

Figure 4.8: Working Period of Respondents
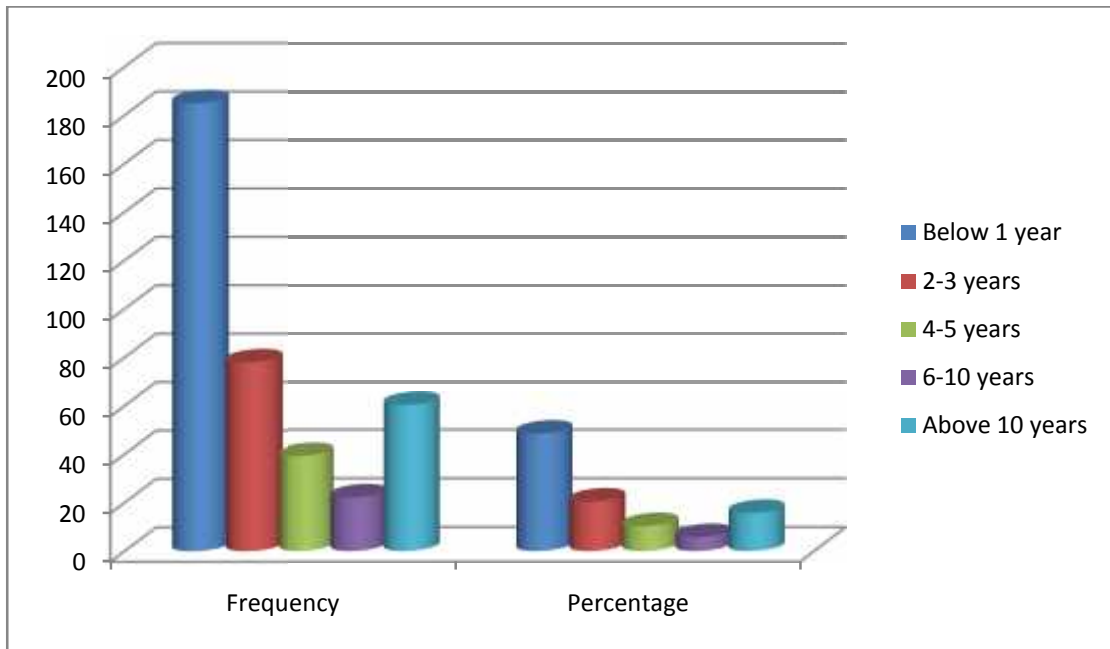
Source: Developed for the research

Table 4.8 and Figure 4.8 show that the service length of respondents in their respective company. Throughout the data collected, it shows that 48.2 % with 185 respondents have been work only for less than 1 year. Followed by the respondents that work for 2-3 years with 78 respondents or 20.3 %.Next, there it is 60 respondents or 15.6% that experienced working duration for above 10 years, proceed by 4-5 years working duration with 39 respondents or 10.2 %.Nevertheless, the least working duration experienced by the respondents 6-10 years with 22 respondents or 5.7% only.

4.1.2 Central Tendencies Measurement of Constructs

Measurement of central tendencies is used to discover the mean scores and standard deviation for the eight interval-scaled constructs. A total of 30 items (questions) with particular mean score were obtained through SAS Enterprise Guide 5.1 output. All the items are asked using the 5-point of Likert scale with 1 indicating "strong disagree", 2 indicating "disagree", 3 indicating "neutral", 4 indicating "agree" and 5 indicating "strongly agree".

Table 4.9: Central Tendencies Measurement of Constructs: *Compensation, Benefits, Management and Reward System*

Statements	Percentage (%)					Mean	Stand.	Rank
	SD	D	N	A	SA		Dev.	
1.I receive adequate rewards for a job if I do well.	1.04	10.16	15.10	38.54	35.16	3.966	1.002	1
2. My organization offers competitive benefits.	2.08	5.73	31.25	47.66	13.28	3.643	0.858	2
3. My organization offers competitive salary.	2.86	7.29	35.68	38.80	15.36	3.565	0.934	4

4. The benefits I received are practical and address my needs.	1.04	9.11	33.33	47.14	9.38	3.547	0.826	5
5. I believe that my salary is fair to my professional role.	3.91	7.03	30.21	44.27	14.58	3.586	0.955	3

Source: Developed for the research

There are five components consisted in the table above. The statement of *"I receive adequate rewards for a job if I do well"* is ranked with the highest mean score of 3.966. Most of the respondents agree with this, which score 38.54%, proceed by 35.16% of respondents are strongly agree and 15.10% are feeling neutral on this statement. There are 10.16% of respondents are disagree and 1.04% of respondents are strongly disagree with this statement.

The second highest ranking of statement is "*My organization offers competitive benefits*" which gain the mean score of 3.643. Most of 47.66% among the respondents are agree with it, followed by 31.25% which are feeling neutral and 13.28% are strongly agree with this. There are 5.73% among respondents are disagree and 2.08% of respondents are strongly disagree on this statement.

The third highest ranking of statement is "*I believe that my salary is fair to my professional role*" and it gains 3.586 of mean score. Most of 44.27% are agree, and 30.21% are feeling neutral on it. There are 14.58% are

strongly agree among respondents. It is followed by 7.03% of respondents are disagree and 3.91% of respondents are strongly disagree on this statement.

The fourth highest ranking of mean score falls to statement of "*My organization offers competitive salary*" which scores the mean of 3.565. Majority of 38.80% among respondents are agree with this statement, and 35.68% of respondents are feeling neutral. 15.36% of respondents are strongly agree, followed by 7.29% of respondents are disagree and 2.86% of respondents are strongly disagree on this statement.

The last ranking of statement is "*The benefits I received are practical and address my needs*" The mean of this statement is being scored as 3.547. Most of the respondents, which are 47.14%, are agree with this statement, while 33.33% of respondents are feeling neutral with this statement. Followed by 9.38% of respondents are strongly agree, 9.11% of respondents are disagree, and 1.04% of respondents are strongly disagree regarding to the statement.

Under the standard deviation, the statement of "*I receive adequate rewards for a job if I do well*" scores the highest value which is 1.002.Next is proceed to the statement of "*I believe that my salary is fair to my professional role*" is the second highest ranking of standard deviation which the value is 0.995. The third highest ranking of standard deviation is belongs to the statement of "*My organization offers competitive salary*", with the value of 0.934. The statement of "*My organization offers competitive benefits*" ranked in forth with the value of 0.858. Lastly, the lowest standard deviation is being scored by the statement of "*The benefits I received are practical and address my needs*", which scores 0.826.

Table 4.10: Central Tendencies Measurement of Constructs: *Training and Development*

Statements	Percentage (%)					Mean	Stand. Dev.	Rank
	SD	D	N	A	SA			
1. My organization is providing me job related training.	1.82	2.08	19.17	47.14	29.79	3.997	0.860	1
2. I can apply what I learnt from training at my job.	1.04	6.51	19.79	53.39	19.27	3.833	0.848	5
3. My organization provides sufficient development opportunities my career advancement.	1.04	5.73	16.67	47.92	28.65	3.974	0.882	2
4. My organizations allocated sufficient time for training activities.	1.04	7.29	18.75	51.04	21.88	3.854	0.879	4

5. I have the opportunity to be involved in activities that affect my professional development.	1.04	8.33	17.71	44.27	28.65	3.911	0.941	3

There are five components consisted in the table above. The statement of *"My organization is providing me job related training"* is ranked with the highest mean score of 3.997. Most of the respondents agree with this, which score 47.14%, followed by 29.79% of respondents is strongly agree and 19.17% are feeling neutral on this statement. There are 2.08% of respondents are disagree and 1.82% of respondents are strongly disagree with this statement.

The second highest ranking of statement is "*My organization provides sufficient development opportunities my career advancement*" which gain the mean score of 3.974. Many of 47.92% among respondents are agree with this, followed by 28.65% which are strongly agree and 16.67% are feeling neutral with this. There are 5.73% among the respondents are disagree and 1.04% of respondents are strongly disagree on this statement.

The third highest ranking of statement is "*I have the opportunity to be involved in activities that affect my professional development*" and it gains 3.911 of mean score. Many of 44.27% among respondents are agree with this and 28.65% are strongly agree on it. There are 17.71% are feeling neutral among respondents. It is followed by 8.33% of respondents are disagree and 1.04% of respondents are strongly disagree on this statement.

The fourth highest ranking of mean score falls to statement of "*My organizations allocated sufficient time for training activities*" which scores the mean of 3.854. Majority of 51.04% among respondents are agree with this statement, and 21.88% of respondents are strongly agree for this statement. 18.75% of respondents are feeling neutral, followed by 7.29% of respondents are disagree and 1.04% of respondents are strongly disagree on this statement.

The last ranking of statement is "*I can apply what I learnt from training at my job*" The mean of this statement is being scored as 3.833. Majority of respondents, which are 53.39% are agree with this statement, while 19.79% of respondents are feeling neutral with this statement. Followed by 19.27% of respondents are strongly agree, 6.51% of respondents are disagree, and 1.04% of respondents are strongly disagree regarding to the statement.

Under the standard deviation, the statement of "*I have the opportunity to be involved in activities that affect my professional development*" scores the highest value which is 0.941. Followed by the statement of "*My organization provides sufficient development opportunities my career advancement*" is the second highest ranking of standard deviation which the value is 0.882. The third highest ranking of standard deviation is belongs to the statement of "*My organizations allocated sufficient time for training activities*", with the value of 0.879. The statement of "*My organization is providing me job related training*" ranked in forth with the value of 0.860. Lastly, the lowest standard deviation is being scored by the statement of "*I can apply what I learnt from training at my job*", which scores 0.848.

Table 4.11: Central Tendencies Measurement of Constructs: *Organizational Culture*

Statements	Percentage (%)					Mean	Stand. Dev.	Rank
	SD	D	N	A	SA			
1. I am treated with fair and respect in my workplace.	1.82	10.16	23.70	53.13	11.20	3.617	0.880	5
2. My organization has a unique culture and values diversity in workplace.	1.04	6.77	30.73	47.14	14.32	3.669	0.841	4
3. My organization welcomes any new and creative ideas that improve work performance.	0.00	4.95	25.52	54.17	15.36	3.799	0.754	3
4. I have to be honest in any situation and always tell the truth to the organization.	0.78	5.99	14.32	40.89	38.02	4.094	0.909	1

5. I understand my organization's vision, mission and goals.	0.00	2.86	18.75	53.65	24.74	4.003	0.742	2

Source: Developed for the research

There are five components consisted in the table above. The statement of "I have to be honest in any situation and always tell the truth to the organization" is ranked with the highest mean score of 4.094. Majority of respondents agree with this, which score 40.89%, followed by 38.02% of respondents is strongly agree and 14.32% are feeling neutral on this statement. There are 5.99% of respondents are disagree and 0.78% of respondents are strongly disagree with it.

The second highest ranking of statement is "*I understand my organization's vision, mission and goals*" which gains the mean score of 4.003. Majority of 53.65% among respondents are agree with this, followed by 24.74% which are strongly agree and 18.75% are feeling neutral with this. There are 2.86% among the respondents are disagree and 0.00% of respondents are strongly disagree on this statement.

The third highest ranking of statement is "*My organization welcomes any new and creative ideas that improve work performance*" and it gains 3.799 of mean score. Majority of 54.17% are agree, and 25.52% are feeling neutral on it. There are 15.36% are strongly agree among respondents. It is followed by 4.95% of respondents are disagree and 0.00% of respondents are strongly disagree on this statement.

The fourth highest ranking of mean score falls to statement of "*My organization has a unique culture and values diversity in workplace*" which scores the mean of 3.669. Majority of 47.14% among respondents are agree with this statement, and 30.73% of respondents are feeling neutral. 14.32% of respondents are strongly agree, followed by 6.77% of respondents are disagree and 1.04% of respondents are strongly disagree on this statement.

The last ranking of statement is "*I am treated with fair and respect in my workplace*" The mean of this statement is being scored as 3.617. Majority of respondents, which are 53.13% are agree with this statement, while 23.70% of respondents are feeling neutral with this statement. Followed by 11.20% of respondents are strongly agree, 10.16% of respondents are disagree, and 1.82% of respondents are strongly disagree regarding to the statement.

Under the standard deviation, the statement of "*I have to be honest in any situation and always tell the truth to the organization*" scores the highest value which is 0.909. Proceed by the statement of "*I am treated with fair and respect in my workplace*" is the second highest ranking of standard deviation which the value is 0.880. The third highest ranking of standard deviation is belongs to the statement of "*My organization has a unique culture and values diversity in workplace*", with the value of 0.841. The statement of "*My organization welcomes any new and creative ideas that improve work performance*" ranked in forth with the value of 0.754. Lastly, the lowest standard deviation is being scored by the statement of "*I understand my organization's vision, mission and goals*", which scores 0.742.

Table 4.12: Central Tendencies Measurement of Constructs: *Leadership Style*

Statements	Percentage (%)					Mean	Stand. Dev.	Rank
	SD	D	N	A	SA			
1. I need close supervision to perform my work.	1.82	23.70	23.70	38.28	12.50	3.359	1.033	5
2. I believe that guidance without pressure is the key to being a good leader.	1.56	2.08	25.00	42.45	28.91	3.951	0.873	1
3. I believe effective leadership should delegate responsibility to subordinates to perform their work.	2.08	4.43	15.89	55.73	21.88	3.909	0.858	2
4. I have frequent feedback and support from my superior.	0.00	4.69	20.31	56.77	18.23	3.885	0.749	3

5. I have complete freedom to solve work related problems.	0.00	3.91	39.32	39.58	17.19	3.701	0.796	4

Source: Developed for the research

There are five components consisted in the table above. The statement of *"I believe that guidance without pressure is the key to being a good leader"* is ranked with the highest mean score of 3.951. Majority of the respondents agree with this, which score 42.45%, followed by 28.91% of respondents strongly agree and 25.00% are feeling neutral on this statement. There are 2.08% of respondents are disagree and 1.56% of respondents are strongly disagree with this statement.

The second highest ranking of statement is *"I believe effective leadership should delegate responsibility to subordinates to perform their work"* which gains the mean score of 3.909. Majority of 55.73% among respondents are agree with this, followed by 21.88% which are strongly agree and 15.89% are feeling neutral with this. There are 4.43% among the respondents are disagree and 2.08% of respondents are strongly disagree on this statement.

The third highest ranking of statement is *"I have frequent feedback and support from my superior"* and it gains 3.885 of mean score. Majority of 56.77% are agree, and 20.31% are feeling neutral on it. There are 18.23% are strongly agree among respondents. It is followed by 4.69% of respondents are disagree and 0.00% of respondents are strongly disagree on this statement.

The fourth highest ranking of mean score falls to statement of *"I have complete freedom to solve work related problems"* which scores the mean

of 3.701. Majority of 39.58% among respondents are agree with this statement, and 39.32% of respondents are feeling neutral. 17.19% of respondents are strongly agree, followed by 3.91% of respondents are disagree and 0.00% of respondents are strongly disagree on this statement.

The last ranking of statement is "*I need close supervision to perform my work*" The mean of this statement is being scored as 3.359. Majority of respondents, which are 38.28% are agree with this statement. Respondents who feel neutral and disagree are sharing the same percentage, which score 23.70% for each. Followed by 12.50% of respondents are strongly agree and 1.82% of respondents are strongly disagree regarding to the statement.

Under the standard deviation, the statement of "*I need close supervision to perform my work*" scores the highest value which is 1.033. Followed by the statement of "*I believe that guidance without pressure is the key to being a good leader*" is the second highest ranking of standard deviation which the value is 0.873. The third highest ranking of standard deviation is belongs to the statement of "*I believe effective leadership should delegate responsibility to subordinates to perform their work*", with the value of 0.858. The statement of "*I have complete freedom to solve work related problems*" ranked in forth with the value of 0.796. Lastly, the lowest standard deviation is being scored by the statement of "*I have frequent feedback and support from my superior*", which scores 0.749.

Table 4.13: Central Tendencies Measurement of Constructs: *Employee Retention*

Statements	Percentage (%)					Mean	Stand. Dev.	Rank
	SD	D	N	A	SA			
1. I have a planning to work for another organization within a period of three years.	7.03	15.10	44.53	28.13	5.21	3.094	0.957	6
2. My work gives me satisfaction in this organization.	1.04	5.99	36.72	40.89	15.36	3.635	0.850	3
3. I think that job security is very important to me.	0.00	3.91	22.14	50.26	23.70	3.938	0.782	1
4. I will definitely be working for this organization for the next five years.	2.08	5.99	51.04	32.55	8.33	3.391	0.807	4

5. If I could start over again, I would choose to work for another organization.	3.13	16.93	49.74	22.92	7.29	3.143	0.893	5
6. If I received an attractive job offer from another organization, I would take the job.	10.16	34.90	41.93	11.98	1.04	2.589	0.866	7
7. I love working for this organization.	1.04	3.13	41.67	37.50	16.67	3.656	0.828	2

Source: Developed for the research

There are seven components consisted in the table above. In this table, there are three questions being recorded in reverse scoring statement, which they are "*I have a planning to work for another organization within a period of three years*", "*If I could start over again, I would choose to work for another organization*" and "*If I received an attractive job offer from another organization, I would take the job*".

The statement of "*I think that job security is very important to me*" is ranked with the highest mean score of 3.938. Majority of the respondents are agree with this, which score 50.26%, followed by 23.70% of

respondents strongly agree and 22.14% are feeling neutral on this statement. There are 3.91% of respondents are disagree and 0.00% of respondents are strongly disagree with this statement.

The second highest ranking of statement is "*I love working for this organization*" which gain the mean score of 3.656. Majority of 41.67% among respondents are feeling neutral with this, followed by 37.50% which are agree and 16.67% are strongly agree with this. There are 3.13% among the respondents are disagree and 1.04% of respondents are strongly disagree on this statement.

The third highest ranking of statement is "*My work gives me satisfaction in this organization*" and it gains 3.635 of mean score. Majority of 40.89% are agree, and 36.72% are feeling neutral on it. There are 15.36% are strongly agree among respondents. It is followed by 5.99% of respondents are disagree and 1.04% of respondents are strongly disagree on this statement.

The forth highest ranking of mean score falls to statement of "*I will definitely be working for this organization for the next five years*" which scores the mean of 3.391. Majority of 51.04% among respondents are feeling neutral with this statement, and 32.55% of respondents are strongly agree. 8.33% of respondents are strongly agree, followed by 5.99% of respondents are disagree and 2.08% of respondents are strongly disagree on this statement.

"*If I could start over again, I would choose to work for another organization*" get the mean score of 3.143. There are 49.74% of respondents feeling neutral and 22.92% of respondents are agree with this statement. Followed by 16.93% of respondents disagree and 7.29% of respondents strongly agree. 3.13% of respondents strongly disagree with this statement.

The sixth highest ranking means score falls to the statement of "*I have a planning to work for another organization within a period of three years*". The mean score is 3.094. Majority of respondents that feel neutral is 44.53%, followed by the percentage of agree is 28.13%, and 15.10% are disagree. 7.03% of respondents are strongly disagree and 5.21% of respondents are strongly agree for this statement.

The last ranking of statement is "*If I received an attractive job offer from another organization, I would take the job*" The mean of this statement is being scored as 2.589. Majority of respondents, which are 41.93% feel neutral with this statement, while 34.90% of respondents are disagree with this statement. Followed by 11.98% of respondents are strongly disagree, 10.16% of respondents are strongly disagree, and 1.04% of respondents are strongly agree regarding to the statement.

Under the standard deviation, the statement of "*I have a planning to work for another organization within a period of three years*" scores the highest value which is 0.957. Followed by the statement of "*If I could start over again, I would choose to work for another organization*" is the second highest ranking of standard deviation which the value is 0.893. The third highest ranking of standard deviation is belongs to the statement of "*If I received an attractive job offer from another organization, I would take the job*", with the value of 0.866. The statement *of "My work gives me satisfaction in this organization*" ranked in forth with the value of 0.850. Followed by fifth rank of "*I love working for this organization*" scored the standard deviation of 0.828. And sixth rank of statement falls to the statement of "*I will definitely be working for this organization for the next five years*" with the standard deviation of 0.807. Lastly, the lowest standard deviation is being scored by the statement of "*I think that job security is very important to me*", which scores 0.782.

4.2   Scale Measurement (Reliability Analysis)

According to Zikmund (2003), reliability is the extent to which the results do not have any errors and hence generate consistent result. The reliability analysis is being used by SAS Enterprise Guide 5.1 is to evaluate the independent variable of compensation, benefits management and reward system, training and development, leadership style, organizational culture, and employee retention. In our research, the reliability analysis is tested with of 384 respondents.

Table 4.14: Reliability Statistic

No.	Dimensions	Cronbach's Alpha	Number of Items
1	Compensation, Benefits Management and Reward System	0.941	5
2	Training and Development	0.792	5
3	Organizational Culture	0.875	5
4	Leadership Style	0.750	5
5	Employee Retention	0.704	7

Source: Developed for the research

Table 4.14 shows the result of reliability analysis. Basically, the four independent variables showed a fair, good and strong reliability. Among the variables, Compensation, Benefits Management and Reward System scored the highest value of Cronbach's alpha which is 0.941, indicates a strong reliability. Training and Development contain a Cronbach's alpha of 0.792, followed by Organizational Culture (0.875). Lastly, Leadership Style score the Cronbach's alpha at 0.750. All the variables showed Cronbach's alpha above 0.60 so it can be regarded that the overall reliability of questionnaire used in this survey is assumed to be good enough.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Analysis

The analysis of Pearson Correlation is measures on the relationship of each variable. The variables will be measured by the direction, significance and strength. The result outcome of Pearson Correlation is called correlation coefficient, which between -1 and 1. If the result is in positive value, then it is positive relationship between the variables. If the result is in negative value, then it is negative relationship between the variables.

4.3.1.1 Compensation, Benefits Management and Reward System and Employee Retention

Hypothesis 1

H_0: There is no significant relationship between compensation, benefits management and rewards system and employee retention in semiconductor industry.

H_1: There is significant relationship between compensation, benefits management and rewards system and employee retention in semiconductor industry.

Table 4.15: Correlation between *Compensation, Benefits Management and Reward System* and *Employee Retention*

Correlations

		Compensation, Benefits Management and Reward System	Employee Retention
Compensation, Benefits Management and Reward System	Pearson Correlation	1	.602**
	Sig. (2-tailed)		<.0001
	N	384	384
Employee Retention	Pearson Correlation	.602**	1
	Sig. (2-tailed)	<.0001	
	N	384	384

Source: Developed from SAS 5.1

Direction of relationship

Based on table 4.15, there is positive relationship between compensation, benefits management, and reward system and employee retention. This result is showed in positive value, which the variable of compensation, benefits management, and reward system has 0.602 correlation with the variable of employee retention. Therefore, when compensation, benefits management and reward system is high, employee retention is high.

Strength of relationship

The value of correlation coefficient is +0.602, which it is fall between the coefficients ranges of ±0.41 to ± 0.70. Hence, the relationship between compensation, benefits management, and reward system and employee retention is moderate.

Significance of relationship

There is significant relationship between compensation, benefits management and reward system and employee retention. It is due to the p-value is less than 0.0001. Therefore, null hypothesis H_0 is being rejected and alternative hypothesis (H_1) is accepted.

4.3.1.2 Training and Development and Employee Retention

<u>**Hypothesis 2**</u>

H_0: There is no significant relationship between training and development and employee retention in semiconductor industry.

H_1: There is significant relationship between training and development and employee retention in semiconductor industry.

<u>Table 4.16: Correlation between *Training and Development* and *Employee Retention*</u>

Correlations

		Training and Development	Employee Retention
Training and Development	Pearson Correlation	1	.182**
	Sig. (2-tailed)		<.0001
	N	384	384
Employee Retention	Pearson Correlation	.182**	1
	Sig. (2-tailed)	<.0001	
	N	384	384

<u>Source</u>: Developed from SAS 5.1

Direction of relationship

Based on table 4.16, there is positive relationship between training and development and employee retention. This result is showed in positive value, which the variable of training and development has 0.182 correlation with the variable of employee retention. Therefore, when training and development is high, employee retention is high.

Strength of relationship

The value of correlation coefficient is +0.182, which it is fall between the coefficients ranges of 0 to ± 0.20. Therefore, the relationship between training and development and employee retention is slight and almost negligible.

Significance of relationship

There is significant relationship between training and development and employee retention. It is due to the p-value is less than 0.0001. Therefore, null hypothesis H_0 is being rejected and alternative hypothesis (H_1) is accepted.

4.3.1.3 Organizational Culture and Employee Retention

Hypothesis 3

H_0: There is no significant relationship between organizational culture and employee retention in semiconductor industry.

H_1: There is significant relationship between organizational culture and employee retention in semiconductor industry.

Table 4.17: Correlation between *Organizational Culture* and *Employee Retention*

Correlations

		Organizational Culture	Employee Retention
Organizational Culture	Pearson Correlation	1	.631**
	Sig. (2-tailed)		<.0001
	N	384	384
Employee Retention	Pearson Correlation	.631**	1
	Sig. (2-tailed)	<.0001	
	N	384	384

Source: Developed from SAS 5.1

Direction of relationship

Based on table 4.17, there is positive relationship between organizational culture and employee retention. This result is showed in positive value, which the variable of organizational culture has 0.631 correlation with the variable of employee retention. Therefore, when organizational culture is high, employee retention is high.

Strength of relationship

The value of correlation coefficient is +0.631, which it is fall between the coefficient range of ± 0.41 to ± 0.70. Therefore, the relationship between organizational culture and employee retention is moderate.

Significance of relationship

There is significant relationship between organizational culture and employee retention. It is due to the p-value is less than 0.0001. Therefore, null hypothesis H_0 is being rejected and alternative hypothesis (H_1) is accepted.

4.3.1.4 Leadership Style and Employee Retention

Hypothesis 4

H_0: There is no significant relationship between leadership and employee retention in semiconductor industry.

H_1: There is significant relationship between leadership and employee retention in semiconductor industry.

Table 4.18: Correlation between *Leadership Style* and *Employee Retention*

Correlations

		Leadership Style	Employee Retention
Leadership Style	Pearson Correlation	1	.415**
	Sig. (2-tailed)		<.0001
	N	384	384
Employee Retention	Pearson Correlation	.415**	1
	Sig. (2-tailed)	<.0001	
	N	384	384

Source: Developed from SAS 5.1

Direction of relationship

Based on table 4.18, there is positive relationship between leadership style and employee retention. This result is showed in positive value, which the variable of leadership style has 0.415 correlation with the variable of employee retention. Therefore, when leadership style is high, employee retention is high.

Strength of relationship

The value of correlation coefficient is +0.415, which it is fall between the coefficient ranges of ± 0.41 to ± 0.70. Therefore, the relationship between leadership style and employee retention is moderate.

Significance of relationship

There is significant relationship between leadership style and employee retention. It is due to the p-value is less than 0.0001. Therefore, null hypothesis H_0 is being rejected and alternative hypothesis (H_1) is accepted.

4.3.2 Multiple Linear Regression Analysis

Multiple regression is an extension of simple linear regression. It is used to determine the value of a variable based on the value of two or more other variables. The variable that needs to make assumption is called the dependent variable. The variables we are using to predict the value of the dependent variable are called the independent or predictor as well (Lund research Ltd, 2013)

Hypothesis 5

H_0
There is no significant relationship between compensation, benefit management and reward system, training and development, organizational development, leadership style with employee retention.

H_1
There is significant relationship between compensation, benefit management and reward system, training and development, organizational development, leadership style with employee retention.

Table 4.19: Analysis of Variance

Source	DF	Sum of Square	Mean Square	F value	Pr > F
Model	4	46.68216	12.17054	88.03	<0.0001
Error	379	52.39644	0.13825		
Corrected Total	383	101.07860			

Source: Developed from SAS version 5.1

From table 4.19, the p-value is less than 0.0001 (< 0.0001) which it is less than the alpha of 0.05. The independent variable (compensation, benefit management and reward system, training and development, organizational culture and leadership style) are proved by data that they have significant relationship with dependent variable (employee retention).

Table 4.20: Model Summary of R-Square

Root MSE	0.37182	R-Square	0.4816
Dependent Mean	3.34933	Adjusted R-Square	0.4762
Coefficient Variance	11.10129		

Source: Developed from SAS version 5.1

The R square are use to comment on the relationship between independent variables and independent variables. From table 4.20, we can said that the independent variables (compensation, benefit management and reward system, training and development, leadership style, organizational culture) able to show that contain 48.16% of the variations in dependent variables (employee retention). But, it still obtains 51.84% that are unproven in this survey. On the other say, there are some more other variables that are factors in employee retention which is not been considered in this research.

Table 4.21: Parameter Estimate

Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > [t]
Intercept	1	1.18065	0.18946	6.23	<.0001
CBR	1	0.18602	0.04034	4.61	<.0001
TD	1	0.13106	0.03093	4.24	<.0001
OC	1	0.44042	0.05731	7.68	<.0001
ML	1	-0.19013	0.05600	-3.40	0.0008

Source: Developed from SAS version 5.1

Compensation, benefit management and reward system is significant to estimate the dependent variable which is employee retention for this survey. Due to the p-value for compensation, benefit management and reward system (<0.0001)is less than the alpha value 0.05.

Training and development is significant to forecast the dependent variable which is employee retention for this survey. Due to the p-value for training and development (<0.0001) is less than the alpha value 0.05.

Organizational culture is significant to forecast the dependent variable which is employee retention for this survey. Due to the p-value for organizational culture (<0.0001) is less than the alpha value 0.05.

Leadership style is significant to forecast the dependent variable which is employee retention for this survey. Due to the p-value for leadership style (0.0008) is less than the alpha value 0.05.

Regression Equation:

$$Y = a + b1 (x1) + b2 (x2) + b3 (x3) + b4 (x4)$$

Employee Retention = 1.18065 + 0.18602 (compensation, benefits management and reward system) + 0.13106 (training and development) + 0.44042 (organizational culture) – 0.19013 (leadership style)

From the table 4.21, the parameter estimate shows the contribution of each variable to constructed variable. Organizational culture is the most powerful variable impact on employee retention due to the value of parameter estimate is 0.44042. Followed by compensation benefits management and reward system with 0.18602, training and development with 0.13106 and leadership style with - 0.19013.

Organizational culture has the highest contribution towards employee retention. Hence, the company should use organizational culture to increase their employee retention.

4.4   Conclusion

In a nutshell, this whole chapter provides the overall of the three analyses which is the descriptive, reliability and inferential analysis. The result had shown that there are significant relationship between dependent variable (employee retention) and the independent variables (organizational culture, compensation benefits management and reward, training and development style).In the next chapter, the survey will only concentrate on the discussion and summary of this research with the suggestions for the future research.

Chapter 5: DISCUSSION AND CONCLUSION

5.0 Introduction

The result of analysed collected data had been presented in the previous chapter. In chapter 5, it explains the interpretation of the research result and identify whether the hypotheses were advocated by the data .Summary of statistical analysis, discussion of major findings, discussion and implications of study, limitations of study and recommendation for future research are being discussed in this chapter. Lastly, the conclusion of the study in pace with research objectives will be provided.

5.1 Summary of Statistical Analysis

5.1.1 Descriptive Analyses

5.1.1.1 Respondent Demographic Profile

From the result of questionnaire, we can understand the demographic profile of respondents in this research. The first category we classified is gender, there are 58.6% of our respondents are female and 41.4% are male respondents. The majority age of the respondents are aged between 21 and 30 years old which consist of 55.2 % and the minority of respondents are aged 51 years old and above which just consist of 4.7%.

Furthermore, for the marital status, the result shown that there are 68.5% of respondents who are still single whereas 31.2% of respondents already

married. Moreover, the races who participated in our research are Chinese, Malay and Indian as well. Majority of our respondents are Chinese which carry 59.6%, and 30.2% are Malay and 10.2% are Indian.

Moreover, Majority of the respondents are degree holders which consist of 53.1% and 29.2% of respondents are holding SPM certificate which considered as the second largest group. 32.3% of the respondents are receiving the salary between RM 2001 to RM 3000, which are the highest percentage. There are very least of respondents which are 5.5% of respondents who receiving the salary between RM 4001 to RM 5000.

In addition, we observed that the respondents who participated mostly work as administrator which consists of 28.4%, engineer or assistant engineer which consist of 25.5% and accountant which consist 25.3%. For duration or work, majority of the respondents are worked below one year which carry 48.2% and there are very rare of respondents who worked 6 to 10 years which just carry 5.7%.

5.1.1.2 Central Tendencies Measurement of Construct

The frequency analysis is used to analyse five independent construct and one independent construct in our research which are compensation benefits management and reward system, training and development, organizational culture and leadership style and employee retention. The most vital statement among others is determined by the highest mean of variable.

In our research, from the compensation, benefits management, and reward system questions, the question "I receive adequate rewards for a job if I do well" has the highest ranking in mean with 3.966 which indicates that this variable is the most vital determinant impact on the employee retention.

One of the statements in the training and development question is "My organization is providing me job related training" has the highest ranking

in the mean with 3.997 which indicates that this variable is the most vital determinant impact on the employee retention.

In organizational culture questions, the statements of "I have to be honest in any situation and always tell the truth to the organization." which has the highest mean with 4.094 which indicates that this variables is the most vital determinant impact on employee retention.

Follow by leadership style questions, the statement, and the statement of "I believe that guidance without pressure is the key to being a good leader."Has the highest ranking in the mean with 3.951 which indicates that this variable has the most vital determinant impact on employee retention.

Lastly, for the employee retention questions, the statement of "I think that job security is very important to me." has the highest ranking in mean with 3.938 which indicates that this variable has the most vital factor determinant on employee retention.

5.1.1.3 Scale Measurement

The scale measurement is the measurement based on the reliability test. Reliability test and Cronbach's alpha were applied to observe the 27 items and 5 constructs in order to determine the reliability of the study. The 5 constructs include compensation, benefits management and reward system, training and development, organizational culture, leadership styles and employee retention.

Among 5 constructs, compensation, benefits management and reward system has the highest score of Cronbach's Alpha of 0.941, follow by training and development which is 0.792 organizational culture 0.875, leadership styles 0.750, and lastly employee retention is 0.704.

From Internal Reliability Test, it portrays that all the variables are stability and reliability as the coefficient alpha values of the variables fall between 0.70 and 0.95. Hence, all the constructs show a Cronbach's Alpha value of more than 0.6 means that all the variables imply consistencies and stabilities of the measurement in this research.

5.1.2 Inferential Analyses

5.1.2.1 Pearson Correlation Analysis

Based on the Pearson Correlation Analysis, we able to examine the relationship between employee retention and the four independent variables which are consist in this research.

The result showed that the four independent variables are found to have positive significant relationship with employee retention. From the result, the highest correlation coefficient is the relationship between employee retention and organizational culture which is 0.631, whereas the second highest correlation coefficient is the relationship between employee retention and compensation, benefits management and reward system which is 0.602. The correlation coefficient of the relationship between employee retention towards training and development as well as the leadership style was found to be 0.182 and 0.415 respectively at P value < 0.05.

5.1.2.2 Multiple Linear Regressions

Multiple linear regression analysis is used to determine the relationship between factors and employee retention in Malaysia semiconductor industry. Referring to table 4.21, the result shows that the independent variables are significant to forecast the employee retention in our research.

In addition, the p-value for three independent variable with alpha value which less than the <0.05.

The result we obtain showing that the highest regression coefficient is (=1.18065) for employee retention followed by the second highest variable which is organizational culture (= 0.44042), compensation benefits management and reward system (=0.18602), training and development (=0.13106), and the lowest was leadership style (= -0.19013).

Besides that, the R-square with the value of 0.482 which mean 48.20% indicated that the independent variables (Compensation benefits management and reward system, training and development organizational culture and leadership style) have been significantly impact on the employee retention.

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

Regression equation:

Employee Retention = 1.18065 + 0.44042 (OC) + 0.18602 (CBR) + 0.13106 (TD) - 0.19013(LS)

Whereby,
* = Significant at 0.05 level
OC = Organizational culture
CBR = Compensation benefits management and reward system
TD = Training and development
LS = Leadership Styles

5.2   Discussion of Major Findings

Table 5.1: Summary of Hypothesis Testing Results

Hypothesis	Result	Not supported
H_1: There is a significant relationship between *compensation benefits management and reward system* and *employee retention*	Supported = 0.602 p-value <.0001	
H_2: There is at significant relationship between *training and development* and *employee retention*	Supported = 0.182 p-value <.0001	
H_3: There is a significant relationship between *organizational culture* and *employee retention*	Supported =0.631 p-value <.0001	
H_4: There is significant relationship between *leadership style* and *employee retention*	Supported = 0.415 p-value <.0001	

The table afore mentioned shows that the four hypotheses were applied to test the variables in our research. The Multiple Regressions Analysis being used to determine whether the hypothesis is significant or not significant or also known as the level of confidence. The results obtained are not 100% precise, nevertheless, it is essential that the results must be claimed to be 95% true hence there should not be more than 5%error. In addition, the p-value < 0.05 is means hypothesis is significant.

5.2.1 Relationship between Compensation Benefits Management, and Reward System and Employee Retention

H1: There is a significant relationship between compensation benefits management and reward system and employee retention

The hypothesis 1 (H1) determined the relationship between compensation, benefits management and reward system. The table as aforementioned, the p-values is <.0001 lower than alpha value 0.05 indicated that 'There is a significant relationship between compensation benefits management and reward system and employee retention' is a significant relationship while Pearson Correlation Coefficients is .602 for the independent variables is significant impact on employee retention.

Compensation is a precious instrument to avoid employee from leaving a job (Zobal, 1998; Moncarzet al.,2009; Chiu et al., 2002). Compensation used to entice the candidates as applicants will pay attention to it when applying for job (Kuhun, 2009; Boyd, 2000; Zobal, 1998; Chiu et al., 2002; Moncarzetal., 2009; Lawler, 1994). In addition, company that practices a high-wage system will able to attract the retention of employees as compared to others. If an employee received good reward, they will stay until their self-interest is being satisfied (Moncarz et al., 2009; Shaw et al., 1998) Organization reward system had an impact on the performance of employees and their intention to continue work with their existing firms (Bamberger & Meshoulam, 2000, MacDuffie, 1995 cited in Madiha et al., 2009).

Personal life is the main concern for each employee as for them the family is important for them. If the work place is flexible and if organizations gives them adequate opportunity to balance their working life and personal life, the employees will want to stay longer (Moncarz e al., 2009; Richman et al., 2008) benefits are important towards important towards employee retention. (Green et al., 1985 cited in Beardwell and Holden, 1997).

5.2.2 Relationship between Training and Development and Employee Retention

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

Based on the result shown on the table, the hypothesis at above is been proven. We can see that there is significant positive relationship between employee retention and training and development, as the p-value for this is less than 0.0001 which is lower than the alpha value 0.05. This relationship also been proven by the correlation coefficient with the positive value of 0.182. This result is consistent with the result of the several researches that has been conducted by the researchers.

According to Clark, Smith and Uota (2013) has stated that longer retention is associated by having access to training for more than twice a year. From the research of Allen et al (2003), point out that lack of growth opportunities to employees will affect their attitudes and behavior towards their organization negatively; it will bring impact on intention to leave and leads to turnover as well.

Based on the study done by Joao (2010) has found that to keep professionally qualified employees, training and development are the vital factors. Govaerts et al (2011) shown that employees tend to stay at their organization if they experience appreciative learning climates. If the employees have the feelings that there is no advancement in their career, then they will start to search for external job opportunities (Rodriguez, 2008). From the study of Echols (2007), highlighted that the process of the organization mix the learning and development with specific promotion and salary decisions, it enables to become a strong retention factor.

5.2.3 Relationship between Organizational Culture and Employee Retention

H3: There is significant relationship between organizational culture and employee retention.

From the hypotheses testing, it shows that there is significantly positive relationship between independent variable organizational culture and dependent variable employee retention. The value of 0.631 indicates compensation is positively correlated to retention and its p-value is less than 0.0001 (p< 0.05). Hence, H3 is supported.

Specifically, culture has a significant effect on employee intention to stay longer with their organization. Thus, it is essential for organization to develop organization's culture that has the tendency to glue employees to their organization and make sure those employees have develop positive social and mental feelings toward their organization (Delle, 2013).Besides, organization's culture means that the employees in the organization not just treated as cogs in a machine, they would prefer to be valued within their organization. Therefore, employees will feel that they are parts of the company,

As Sambasivan and Johari (2003) states that whatever the circumstances, employee is the only one who willing to stay with the organization and shares the company's objectives and goals. If people do not just stay in an organization, employers must do something to make them want to stay. Thus, having organization's culture would be an advantage to an organization. This could retain the talent employee in the organization in various perspectives.

Employee retention is a main element of their talent management strategy and organizational development process that made by good organization.

In an organization those fail to ensure that employee retention is a priority are at a risk of losing their top talented employee to the competitive.

5.2.4 Relationship between Leadership Style and Employee Retention

H4: There is a significant relationship between leadership style and the employee retention

The hypothesis 4 (H4) determined the relationship between leadership style and employee retention. The table above mention that, the p-values is <.0001 indicated that 'There is a significant relationship between leadership style and employee retention' is a significant relationship while Pearson Correlation Coefficients is .415 for the independent variables is significant impact on employee retention.

A potential leader supply guideline for the organization and bring subordinates towards the desired objective. Thus, employees with high job satisfaction in leader are more preferable by the organizational interests. An organization that concentrates on high employee job satisfaction is also high opportunities of retaining and attracting employees with the talents and knowledge that it needs (Rad &Yarmohammadian, 2006).

Interpreting personal employees' needs and senses can give foresight into effective leadership and a full management style may be determined. Hersey, Blanchard, and Johnson (2000) comment that managers must use distinct leadership styles depending on the condition faced as well as have a good understanding of the needs and perceptions of not alike employees which may different every time. Considering that managers are qualified to demonstrate several of roles, management style may be said to be a perfect method of leadership styles. Supervisors and the non-supervisors have high

correlation relationship of contract in the issues of management styles which leads to the high retention. (Jerome & Joseph ,2007)

5.3 Implications of the Study

5.3.1 Theoretical Implication

These researches are constructed with a model which integrates the variables that will impact on employee retention in the semiconductor industry. In this study, employee retention is evaluated by compensation, benefits management and reward system, training and development, leadership styles and organizational culture.

The findings identified that compensation, benefits management and reward system, training and development, leadership styles and organizational culture have a significant positive relationship towards employee retention.

In addition, this research shown that compensation, benefits management and reward system is the independent variable which contribute the most to employee retention in contrast to others. This mentioned that organizations which desire to improve their employee retention should concentration more on compensation strategy and reward system.

5.3.2 Managerial Implications

Through the finding, this research will provide useful information for organization or management to understand more on the strategies to improve their employee retention strategy. This research discovers on how

employees in the organization perceive the importance of compensation, benefits management and reward system, training and development, leadership style and organizational culture factors when they choose to remained and work longer with the company. These determinants can be considered as strategy that can be utilized by the organization nowadays to retain their employees in the organization.

Companies tend to retain their employee in the organization because manufacturing industry has a highest turnover rate due to the uncertain global climate. So, manager must be concern about employee's need in learning new capabilities & the level of understanding, maximize, employee's value desire compensation package, flexible working hour or reward, and the need of employee in performing leadership duties. Therefore management must actively improve employee turnover in order to retain top talent employee. If the organization match with the employees need and want in all facets, organization will have a higher possibility retention rate.

5.4   Limitations of the Study

5.4.1 Participation of Respondents

During the research process, there are a few limitations of the study being identified. Most of the respondents refuse to fill in the questionnaires form as the duration time to fill in the questionnaires form takes time and in semiconductor industry, employee working time are according to the work shift. Even though the researchers deals with the difficulty in collecting back the 384 sets of questionnaires, the respondents had attempt to cooperates with researchers by returned back the questionnaires form on time.

5.4.2 Time and Cost Constraint

The duration of time to determine research title, seeking for information, creating of questionnaires, distribution of questionnaire and key in data by using SAS System and interpret the result are too long. Moreover, all the five researchers are full time undergraduates the time requires to settle the project is limited to 6 months only. Since the research do get any sponsorship from outsider or the university, the expenses for printing, transportation and other administrative expenses had to be handled on our own.

5.4.3 Sampling Size and Location

The scope of survey was narrow as the research was handled by five members. This is due to the questionnaires were only distributed to Penang and Selangor. The few states as mentioned represent as a limiting factor in semiconductor industry in Malaysia. In addition, the sample size with 384 respondents is not sufficient to obtain more precise and valid result.

5.5   Recommendations for Future Research

The recommendations for future research are by implementing the research with open-ended interviews to gauge employee retention in semi-conductor industry. This method may assist the managers to have better ideas about the factors of employee retention in their organization. Hence, managers are able to construct effective retention strategies.

We also suggested that respondents from large geographical locations such as all the states in Peninsular Malaysia, Sabah and Sarawak will generates more reliability result. Future research also can emphasize on non-manufacturing sectors that deals with the same problems of low employee retention. For an

instance, financial service sector and real estate industry has a quite high turnover rate in Malaysia or do research on other manufacturing sectors such as manufacture of diodes, transistors ,manufacture of electrical capacitors and resistors as well as manufacture of passenger cars industry. Hence, the future researchers able to identify the most significant factors impact on employee retention.

Lastly, others independent variables or push or pull factors also can be included in the future research purpose to forecast and identify the actual factors of employee retention in semiconductor industry add on more variables such person job fit, effective communication from management to employee and a clear vision and mission may have impact on employee retention. Besides that, the moderator or mediating factor such as employee engagement which have positive relationship with the independent variables (compensation benefits management and reward system, training and development, organizational culture and leadership style) and employee retention.

5.6   Conclusion

In our research, Managers will have a more knowledge regarding the factors impact on employee retention in semiconductor industry. From the findings, the five factors identified are compensation benefits management and reward system, training and development, organizational culture and leadership style may impact employee retention in semiconductor companies which display that there is a significant relationship between are compensation benefits management and reward system, training and development, organizational culture and leadership style from the semiconductor industry.

Thus, we summarize that the companies in semiconductor industry applying the dimensions of employee retention to improve employee retention. Firstly, the company must certain that that they offer competitive compensation which can reduce the cost of hiring new employees and especially the resignation of

employees, company also should offer attract benefits packages to secure employee will not leave the firm in the future and given rewards to those employees who had perform outstanding. Secondly, the company should engage employee in personal developments to increase their retention. Thirdly, company should have a good organizational culture to make employee felt they are being cherished and thought their contributions are significant. Lastly, company should practice good leadership styles to increase the motivation of employee which indirectly will improve employee retention.

Malaysia employee turnover problem still unsolved. Hence, this research can be used as fundamental future research of interest in factors that impact on employee retention in semiconductor industry.

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Appendix A: Questionnaire Survey Permission Letter

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

17th June 2014

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:

Name of Student	Student ID
CHIA SIN LING	11ABB07479
LEE YEE VON	12ABB07183
OOI GEOK SIM	11ABB00160
TAN CEA DY	12ABB00341
TAN SIEW POH	11ABB06900

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

Thank you.

Yours sincerely

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

....
Mr Peter Tan Sin Howe
Supervisor,
Faculty of Business and Finance
Email: shtan@utar.edu.my

Address: No.9, Jalan Bersatu 13/4, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia
Postal Address: P O Box 11384, 50744 Kuala Lumpur, Malaysia.
Tel: (603) 7958 2628   **Fax:** (603) 7956 1923   **Homepage:** http://www.utar.edu.my

Appendix B: Questionnaire Survey

UNIVERSITI TUNKU ABDUL RAHMAN
Faculty of Business and Finance

TITLE OF TOPIC:
The Factors Impact on Employee Retention in Semiconductor Industry

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 study on the factors that affect the retention of employees in semiconductor industry. This research will give a clear understanding to the interested parties on the factor affecting employee retention in semiconductor industry of Malaysia.

Thank you for your participation.

Instructions:

1) There are **THREE** (3) sections in this questionnaire. Please answer ALL questions in ALL sections.
2) Completion of this form will take you approximately 20 to 25 minutes.
3) Please feel free to share your comment in the space provided. The contents of this questionnaire will be kept **strictly confidential**.
4) Please be informed that in accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, Universiti Tunku Abdul Rahman ("UTAR") is hereby bound to make notice and require consent in relation to **collection, recording, storage, usage and retention of personal information.**

Acknowledgment of Notice

[   ] I have been notified by you and that I hereby understood, consented and agreed per UTAR notice (refer to Appendix I).

[   ] I disagree, my personal data will not be processed.

Contact Information:

Name	Email Address	Mobile Phone Number
CHIA SIN LING	chiasl6@1utar.my	012-7213970
LEE YEE VON	leeyeevon@1utar.my	012-5885738
OOI GEOK SIM	yixin92@1utar.my	017-5081388
TAN CEA DY	sheirytan@1utar.my	013-8714816
TAN SIEW POH	tansp20@1utar.my	016-5360815

Section A: Evaluate on the factors that affect your decision to stay in organization

This section evaluate on the factors that influence your intention to stay in current organization and job. The number 1 to 5 represents a continuum with being strong disagreement and 5 being strong agreement. Based on your experience as an employee, please circle the number that best reflect your opinion regarding the statements. The description of 5-point Likert Scale is as follow:

1, Strongly Disagree; 2, Disagree; 3, Neutral; 4, Agree; 5, Strongly Agree

A1	Compensation, benefits management and reward system	SD	D	N	A	SA
CBR1	I receive adequate rewards for a job if I do well. *Saya mendapat ganjran yang setimpal apabila saya telah melaksannkan tugasan dengan baik.*	1	2	3	4	5
CBR2	My organization offers competitive benefits. *Organisasi saya menawarkan faedah yang berdaya saing.*	1	2	3	4	5
CBR3	My organization offers competitive salary. *Organisasi saya menawarkan gaji yang berdaya saing.*	1	2	3	4	5
CBR4	The benefits I received are practical and address my needs. *Faedah yang saya terima adalah praktikal dan memenuhi keperluan saya.*	1	2	3	4	5
CBR5	I believe that my salary is fair to my professional role *Saya rasa gaji saya seiring dengan peranan profesional saya.*	1	2	3	4	5
B1	Training and development					
TD1	My organization is providing me job related training. *Organisasi saya membekalkan latihan yang sesuai dengan pekerjaan saya.*	1	2	3	4	5
TD2	I can apply what I learnt from training at my	1	2	3	4	5

	job. *Saya dapat mengaplikasikan apa yang telah saya pelajari daripada latihan dalam pekerjaan saya.*					
TD3	My organization provides sufficient development opportunities in my career advancement. *Organisasi saya member peluang perkembangan yang mengcukupi dalam kerjaya saya.*	1	2	3	4	5
TD4	My organizations allocated sufficient time for training. *Organisasi saya teleh memberikan masa yang mengcukupi untuk menyertai latihan.*	1	2	3	4	5
TD5	I have the opportunity to be involved in activities that affect my professional development. *Saya mempunyai peluang untuk menyertai aktiviti-aktiviti yang boleh memberi impak ke atasperkembangan professional saya.*	1	2	3	4	5
C1	**Organizational culture**					
OC1	I am treated with fairness and respect in my workplace. *Saya dilayan dengan adil dan dihormat dalam tenpat kerja saya.*	1	2	3	4	5
OC2	My organization has a unique culture and values diversity in workplace. *Organisasi saya mempunyai budaya yang unik dan mengiktiraf kepelbagaian di tempat kerja.*	1	2	3	4	5
OC3	My organization welcomes any new and creative ideas that improves work performance. *Organisasi saya menerima idea-idea baru dan kreatif yangdapat mempertingkatkan prestasi pekerja.*	1	2	3	4	5
OC4	I have to be honest in any situation and always tell the truth to the organization. *Saya perlu bersifat jujur dalam apa jua*	1	2	3	4	5

	keadaan dan sentiasa bercakap benar dalam organisasi ini.					
OC5	I understand my organization's vision mission and goals. *Saya memahami visi, misi dan matlamat organisasi saya*	1	2	3	4	5
D1	**Management or leadership style**					
ML1	I need close supervision to perform my work. *Saya perlu penyeliaan rapat untuk melaksanakan tugas saya.*	1	2	3	4	5
ML2	I believe that guidance without pressure is the key to being a good leader. *Saya percaya dengan memberi panduan tanpa tekanan adalah kunci untuk menjadi pemimpin yang baik.*	1	2	3	4	5
ML3	I believe effective leadership should delegate responsibility to subordinates to perform their work. *Saya percaya kepimpinan yang efektif perlu mengakihkan tanggungjawab kepada anak buahnya apabila mereka melakukan tugas.*	1	2	3	4	5
ML4	I have frequent feedback and support from my superior.. *Saya dapat maklum balas yang kerap dan sokongan daripada ketua saya.*	1	2	3	4	5
ML5	I have complete freedom to solve work related problems. *Saya mempunyai kebebasan sepenuhnya untuk menyelesaikan masalah yang berkaitan dengan kerja saya.*	1	2	3	4	5

Section B: Employee Retention

F1	Employee Retention					
ER1	I have planning to work for another organization within a period of three years. *Saya ada perancangan untuk bekerja dengan organisasi lain dalam tempoh masa tiga tahun.*	1	2	3	4	5
ER2	My work gives me satisfaction in this organization. *Saya mendapat kepuasan daripada pekerjaan saya di organisasi ini.*	1	2	3	4	5
ER3	I think that job security is very important to me. *Saya berpendapat jaminan pekerjaan adalah amat penting kepada saya.*	1	2	3	4	5
ER4	I will definitely be working for this organization for the next five years. *Saya pasti akan bekerja untuk organisasi ini untuk lima tahun yang akan datang.*	1	2	3	4	5
ER5	If I could start over again, I would choose to work for another organization. *Jika saya diberi peluang untuk mengulanginya sekali lagi, saya akan memilih untuk bekerja dengan organisasi lain.*	1	2	3	4	5
ER6	If I received an attractive job offer from another organization, I would take the job. *Jika saya menerima tawaran kerja yang menarik daripada organisasi lain, saya akan terima tawaran kerja itu.*	1	2	3	4	5
ER7	I love working for this organization. *Saya suka bekerja untuk organisasi ini.*	1	2	3	4	5

Section C: Demographic Profile

In this section, we are interested in your background in brief.
Please tick (✓) your answer and your answer will be kept strictly confidential.

1. Gender

    ☐   Female   ☐   Male

2. Age

    ☐   20 years old and below   ☐   21 to 30 years old

    ☐   31 to 40 years old   ☐   41 to 50 years old

    ☐   51 years old and above

3. Marital status

    ☐   Single   ☐   Married

    ☐   Divorced   ☐   Others, please specify:

                                      _____

4. Ethnic group

    ☐   Malay

    ☐   Chinese

    ☐   India

    ☐   Others, please specify: _____

5. Education level

    ☐   SPM   ☐   STPM

    ☐   Diploma / Advanced Diploma   ☐   Bachelor Degree

    ☐   Postgraduate (Master / PhD)

6. Monthly income

☐ RM1, 000 and below   ☐ RM 1, 001 – RM 2, 000

☐ RM 2, 001 – RM 3, 000   ☐ RM 3, 001 – RM 4, 000

☐ RM 4, 001 – RM 5, 000   ☐ RM 5, 001 and above

7. Job Designation

☐ Engineer / Assistant Engineer   ☐ Analyst

☐ Accountant   ☐ Administrator

☐ Technician   ☐ Others, please specify:

_____

8. How long you have been worked for the company?

☐ Below 1 year   ☐ 2 – 3 years

☐ 4 – 5 years   ☐ 6 – 10 years

☐ Above 10 years

<u>**PERSONAL DATA PROTECTION STATEMENT**</u>

Please be informed that in accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013,   Universiti Tunku Abdul Rahman ("UTAR") is hereby bound to make notice and require consent in relation to **collection, recording, storage, usage and retention of personal information.**

<u>**Notice:**</u>

1. The purposes for which your personal data may be used are inclusive but not limited to:-
    *   *For assessment of any application to UTAR*
    *   *For processing any benefits and services*
    *   *For communication purposes*
    *   *For advertorial and news*
    *   *For general administration and record purposes*
    *   *For enhancing the value of education*
    *   *For educational and related purposes consequential to UTAR*
    *   *For the purpose of our corporate governance*
    *   *For consideration as a guarantor for UTAR staff/ student applying for his/her scholarship/ study loan*

2. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

4. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

<u>**Consent:**</u>
1. By submitting this form you hereby authorise and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.

2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

3. You may access and update your personal data by writing to us at [***chiasl6@1utar.my***].

Appendix C: Respondent Demographic Profile

Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	225	58.6	58.6	58.6
	Male	159	41.4	41.4	100.0
	Total	384	100.0	100.0	

Age

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 years old and below	54	14.1	14.1	14.1
	21-30 years old	212	55.2	55.2	69.3
	31-40 years old	68	17.7	17.7	87.0
	41-50 years old	32	8.3	8.3	95.3
	51 years old and above	18	4.7	4.7	100.0
	Total	384	100.0	100.0	

Marital Status

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	263	68.5	68.5	68.5
	Married	120	31.2	31.2	99.7
	Divorced	0	0.0	0.0	99.7
	Others	1	0.3	0.3	100.0
	Total	384	100.0	100.0	
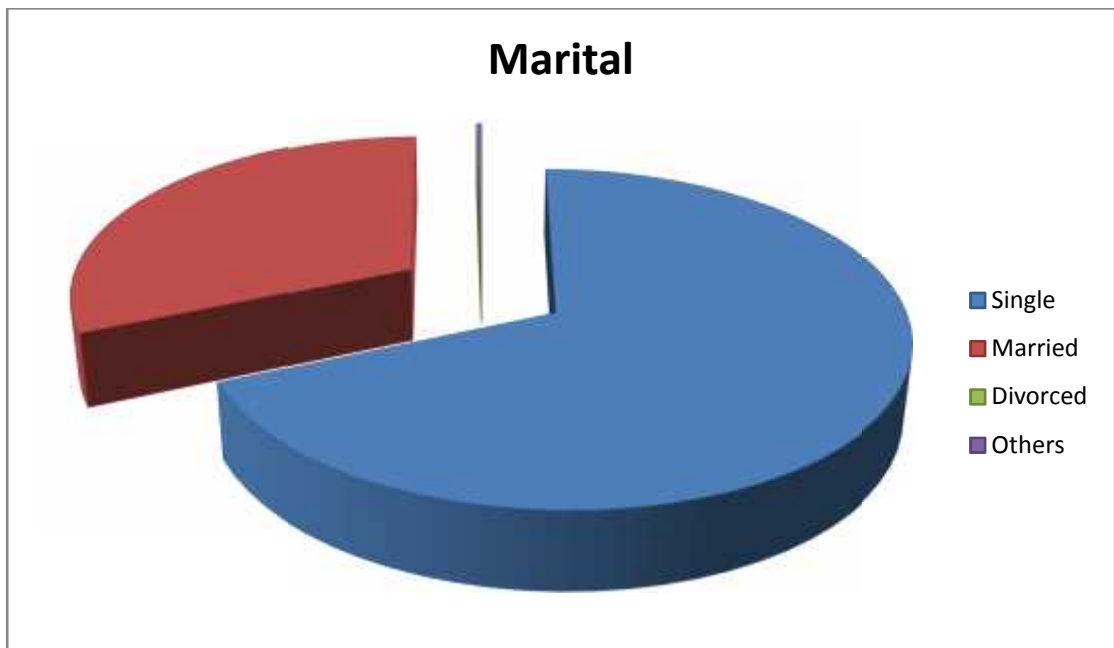
Ethnic

Ethnic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	116	30.2	30.2	30.2
	Chinese	229	59.6	59.6	89.8
	Indian	39	10.2	10.2	100.0
	Others	0	0	0	100.0
	Total	384	100.0	100.0	
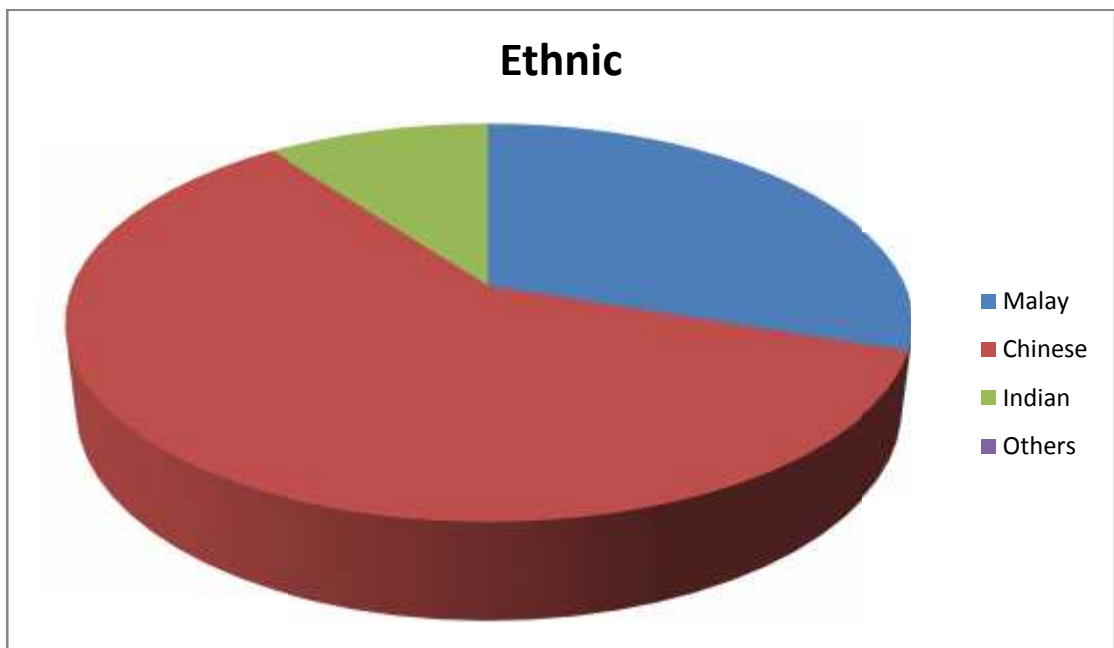
Education

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Education

</div>

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	112	29.2	29.2	29.2
	STPM	15	3.9	3.9	33.1
	Diploma / Advanced Diploma	40	10.4	10.4	43.5
	Bachelor Degree	204	53.1	53.1	96.6
	Postgraduate (Master/PhD)	13	3.4	3.4	100.0
	Total	384	100.0	100.0	

Monthly Income

Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM1,000 and below	73	19.0	19.0	19.0
	RM1,001-RM2,000	83	21.6	21.6	40.6
	RM2,001-RM3,000	124	32.3	32.3	72.9
	RM3,001-RM4,000	35	9.1	9.1	82.0
	RM4,001-RM5,000	21	5.5	5.5	87.5
	RM5,001 and above	48	12.5	12.5	100.0
	Total	384	100.0	100.0	

Job Designation

Job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Engineer / Assistant Engineer	98	25.5	25.5	25.5
	Analyst	37	9.6	9.6	35.1
	Accountant	97	25.3	25.3	60.4
	Administrator	109	28.4	28.4	88.8
	Technician	41	10.7	10.7	99.5
	Others	2	0.5	0.5	100.0
	Total	384	100.0	100.0	

Working Period

Working Period

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 1 year	185	48.2	48.2	48.2
	2-3 years	78	20.3	20.3	68.5
	4-5 years	39	10.2	10.2	78.8
	6-10 years	22	5.7	5.7	84.4
	Above 10 years	60	15.6	15.6	100.0
	Total	384	100.0	100.0	

Appendix D: Central Tendencies Measurement of Constructs:

Compensation, Benefits, Management and Reward System

Statements	Percentage (%)					Mean	Stand. Dev.	Rank
	SD	D	N	A	SA			
1.I receive adequate rewards for a job if I do well.	1.04	10.16	15.10	38.54	35.16	3.966	1.002	1
2. My organization offers competitive benefits.	2.08	5.73	31.25	47.66	13.28	3.643	0.858	2
3. My organization offers competitive salary.	2.86	7.29	35.68	38.80	15.36	3.565	0.934	4
4. The benefits I received are practical and address my needs.	1.04	9.11	33.33	47.14	9.38	3.547	0.826	5
5. I believe that my salary is fair to my professional	3.91	7.03	30.21	44.27	14.58	3.586	0.955	3

role.								

Training and Development

Statements	Percentage (%)					Mean	Stand. Dev.	Rank
	SD	D	N	A	SA			
1. My organization is providing me job related training.	1.82	2.08	19.17	47.14	29.79	3.997	0.860	1
2. I can apply what I learnt from training at my job.	1.04	6.51	19.79	53.39	19.27	3.833	0.848	5
3. My organization provides sufficient development opportunities my career advancement.	1.04	5.73	16.67	47.92	28.65	3.974	0.882	2

4. My organizations allocated sufficient time for training activities.	1.04	7.29	18.75	51.04	21.88	3.854	0.879	4
5. I have the opportunity to be involved in activities that affect my professional development.	1.04	8.33	17.71	44.27	28.65	3.911	0.941	3

Organizational Culture

Statements	Percentage (%)					Mean	Stand. Dev.	Rank
	SD	D	N	A	SA			
1. I am treated with fair and respect in my workplace.	1.82	10.16	23.70	53.13	11.20	3.617	0.880	5
2. My organization has a unique culture and values	1.04	6.77	30.73	47.14	14.32	3.669	0.841	4

diversity in workplace.							
3. My organization welcomes any new and creative ideas that improve work performance.	0.00	4.95	25.52	54.17	15.36	3.799	0.754	3
4. I have to be honest in any situation and always tell the truth to the organization.	0.78	5.99	14.32	40.89	38.02	4.094	0.909	1
5. I understand my organization's vision, mission and goals.	0.00	2.86	18.75	53.65	24.74	4.003	0.742	2

Leadership Style

Statements	Percentage (%)					Mean	Stand. Dev.	Rank
	SD	D	N	A	SA			
1. I need close supervision to perform my work.	1.82	23.70	23.70	38.28	12.50	3.359	1.033	5
2. I believe that guidance without pressure is the key to being a good leader.	1.56	2.08	25.00	42.45	28.91	3.951	0.873	1
3. I believe effective leadership should delegate responsibility to subordinates to perform their work.	2.08	4.43	15.89	55.73	21.88	3.909	0.858	2
4. I have frequent feedback and support from my superior.	0.00	4.69	20.31	56.77	18.23	3.885	0.749	3

| 5. I have complete freedom to solve work related problems. | 0.00 | 3.91 | 39.32 | 39.58 | 17.19 | 3.701 | 0.796 | 4 |

Employee Retention

Statements	Percentage (%)					Mean	Stand. Dev.	Rank
	SD	D	N	A	SA			
1. I have a planning to work for another organization within a period of three years.	7.03	15.10	44.53	28.13	5.21	3.094	0.957	6
2. My work gives me satisfaction in this organization.	1.04	5.99	36.72	40.89	15.36	3.635	0.850	3
3. I think that job security is very important to me.	0.00	3.91	22.14	50.26	23.70	3.938	0.782	1

4. I will definitely be working for this organization for the next five years.	2.08	5.99	51.04	32.55	8.33	3.391	0.807	4
5. If I could start over again, I would choose to work for another organization.	3.13	16.93	49.74	22.92	7.29	3.143	0.893	5
6. If I received an attractive job offer from another organization, I would take the job.	10.16	34.90	41.93	11.98	1.04	2.589	0.866	7
7. I love working for this organization.	1.04	3.13	41.67	37.50	16.67	3.656	0.828	2

Appendix E: Reliability Test - Pilot Test

Variables	Cronbach's alpha	Total item
Compensation, benefit management and reward system	0.8996	5
Training and development	0.8763	5
Organizational culture	0.7513	5
Leadership style	0.6567	5
Employee retention	0.8115	7

Appendix F: Reliability Test - Real Test

Variables	Cronbach's alpha	Total item
Compensation, benefit management and reward system	0.941	5
Training and development	0.792	5
Organizational culture	0.875	5
Leadership style	0.750	5
Employee retention	0.704	7

Appendix G: Pearson Correlation Analysis

1. Compensation, Benefits Management and Reward System

Correlations

		Compensation, Benefits Management and Reward System	Employee Retention
Compensation, Benefits Management and Reward System	Pearson Correlation	1	.602**
	Sig. (2-tailed)		<.0001
	N	384	384
Employee Retention	Pearson Correlation	.602**	1
	Sig. (2-tailed)	<.0001	
	N	384	384

2. Training and Development

Correlations

		Training and Development	Employee Retention
Training and Development	Pearson Correlation	1	.182**
	Sig. (2-tailed)		<.0001
	N	384	384
Employee Retention	Pearson Correlation	.182**	1
	Sig. (2-tailed)	<.0001	
	N	384	384

3. Organizational Culture

Correlations

		Organizational Culture	Employee Retention
Organizational Culture	Pearson Correlation	1	.631**
	Sig. (2-tailed)		<.0001
	N	384	384
Employee Retention	Pearson Correlation	.631**	1
	Sig. (2-tailed)	<.0001	
	N	384	384

4. Leadership Style

Correlations

		Leadership Style	Employee Retention
Leadership Style	Pearson Correlation	1	.415**
	Sig. (2-tailed)		<.0001
	N	384	384
Employee Retention	Pearson Correlation	.415**	1
	Sig. (2-tailed)	<.0001	
	N	384	384

Appendix H: Multiple Regression Analysis

Analysis of Variance

Source	DF	Sum of Square	Mean Square	F value	Pr > F
Model	4	46.68216	12.17054	88.03	<0.0001
Error	379	52.39644	0.13825		
Corrected Total	383	101.07860			

Model Summary of R-Square

Root MSE	0.37182	R-Square	0.4816
Dependent Mean	3.34933	Adjusted R-Square	0.4762
Coefficient Variance	11.10129		

Parameter Estimate

Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > [t]
Intercept	1	1.18065	0.18946	6.23	<.0001
CBR	1	0.18602	0.04034	4.61	<.0001
TD	1	0.13106	0.03093	4.24	<.0001
OC	1	0.44042	0.05731	7.68	<.0001
ML	1	-0.19013	0.05600	-3.40	0.0008

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