TALENT RETENTION: A STUDY IN MALAYSIA MANUFACTURING 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 27,775.

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TABLE OF CONTENTS

PAGE

LIST OF TABLES

LIST OF FIGURES

LIST OF APPENDICES

LIST OF ABBREVIATIONS

C	Compensation
DV	Dependent Variable
H_0	Null Hypothesis
H_1	Alternative Hypothesis
IV	Independent Variable
SAS	Statistical Analysis System
TD	Training and Development
UTAR	Universiti Tunku Abdul Rahman
WE	Work Environment
WLB	Work-life Balance

PREFACE

This research paper is basically part of the study of final year students of Bachelor of Business Administration (HONS). This research falls under the subject of UBMZ 3016 Research Project. It is part of the compulsory subject for every student before they are graduating from university. This research project is conducted around half of a year to complete it.

In this research paper, we had chosen "Talent Retention: A Study in Malaysia Manufacturing Industry" as our topic. The main reason we choose for this topic is because the talent retention is still a new concept in Malaysia content. The purpose of this research is to investigate the relationship between some variable and talent retention. This research aims to identify how factors can affect the talent retention.

We outline the 4 important variables that affect the talent retention. The variables are training and development, compensation, work environment and work-life balance. These four variable plays important roles in determining the possible factors that might influence the talent retention.

ABSTRACT

Nowadays, the manufacturing industry in Malaysia is very worthy for research as it is an important sector which plays an important role in increasingly productivity and economy country. However, if retention rate of manufacturing industry is decreasing, which means that the manufacturing industry did not implement their human resource strategy as well. Therefore, the manufacturing industry wants to enhance the quality and performance of their employees, it is important to determine and understand in depth about the factors influencing the low retention rate in manufacturing industry in Malaysia. There are several independent variables influencing the retention rate of the organization, such as training and development, compensation, work environment and work life balance.

This research is basically about the four factors which influence the retention rate of the talented employees. According to the past study, researchers had shown that there are significant relationships between the four independent variables and retention intention. Based on the evidence from the past study, the manufacturing industry should focus on these four variables to improve the performance of the industry and increase the retention rate.

In this research, questionnaires were distributed to the respondents who are currently working in manufacturing industry in Malaysia which includes the employees. The results and feedback from the respondents were recorded and analyzed through SAS system. There are also some recommendations proposed to the manufacturing industry at the end of the study. Lastly, this study is important to the manufacturing sector so that performance of the manufacturing industry in Malaysia could help to improve employee's satisfaction and increase the retention rate of the industry

Chapter 1: Introduction

1.0 Introduction

In our study concerns about talent retention in Malaysia's manufacturing industry. Thus, the purpose of the study is aimed to examine which factors will affect talent retention in manufacturing industry. In depth, this chapter will be presents research background and then followed by the problem statement. The research objective is set by the researcher and there are some research questions bring out in order to form hypotheses of the research. In the research, there are 4 independent variables were chosen by the researchers as hypothesis to investigate in this study. Furthermore, the research will be explained the significance of the study in 1.6, which are stated the importance of research and what are the contribution of research. Lastly, followed by a simple chapter layout and a conclusion will provide a brief summary of chapter 1.

1.1 Research Background

Talents describe an individual who have the specific skills, knowledge, capability and experience to fulfill the current and oncoming demands of companies (Bhatnagar, 2007). Talent is essential for survival of an organization (Beheshtifar, Nasab, & Moghadam, 2012). According to Acharya and Neswankar (n.d.) "no organization can survive if all the

top performers quit". However, many considerations of employee retention as relating to the efforts by which employers placing employee's in the most appropriate position and retaining it as long as possible in their workforce. Moreover, in the 1970s and later, a phenomenon of job mobility and voluntary job changes began to increase dramatically; employees face this new phenomenon to call – "Employee Turnover". Employee turnover is an issue that has not been resolved. Therefore, management began to be developed - "Employee Retention" to retain its valuable employees (Samal, 2014). In 1997s, McKinsey study disclose the term "war for talent" as a strategic business challenge and a critical driver of corporate performance. In such scenario, strategies talent management has emerged as a central aspect of many Human Resource strategies and is based on a belief that managing valuable talent in delivering organizations goals and target (Vrontis & Thrassou, 2013).

Besides that, every organization should have a plan in operation to retain the top performers in order to ensure company sustained in a competitive environment (Holland, Sheehan, & De Cieri, 2007). However, overlooking higher rates of employee turnover will be causing a high cost toward organization; in additionally it will lead to decrease internal morale attitude and affect an organization's reputation. Thus, employee retention is necessary for the organization (Spencer, 2015).

Since 2005, the manufacturing industry has contributed to GDP by additional 75% from RM110 billion to RM193 million in 2013. Malaysia also fall under the ranking range as the manufacturing location in world's top in new suitability index by Cushman and Wakefield whereas the EMEA (Europe, Middle East and Africa) region dominates the rankings overall for 9 of the upper 20 places ("High-value manufacturing –Malaysia,"). Manufacturing sector, presently, produces in the global was continue increasing around 2.7 percent per years in previous economies and 7.4 percent in developing economies. China, India, even Indonesia those countries economically have gone up into the top

ranks of global manufacturing and step into the world's 15 largest manufacturing economies, which the country was contributed from 10 percent to 33 percent of value added (Morrison, 2013).

Nevertheless, manufacturing industries in Malaysia are quickly developed compare to previous few years. Under Malaysia manufacturing industries, was contributes nearly to 80% of country's overall export and Malaysia also has been known as the 17th largest exporting country out of the world ("The important and," 2014.). Malaysia's manufacturing industry has been demonstrating outstanding growth since the early 1980s, when the country has been transformed from being a predominantly agricultural economy country into industrial-based economy (The Malaysia Government's Official Portal, 2015). Upon the realization of not being too depend on its own import as well as its technology-based sector, a huge thrust to change the economy was undertaken to warrant the nation success in term of economy.

On the other hand, small and middle enterprises (SMEs) are one of the important to the world economies as well as assemble more than 90% economies of the manufacturing industry in Malaysia's (Mun, 2007).The most of the elements and the large part of the world economy are the combine by the SMEs. That's why SMEs create a critical role in the economy for any country (Yew Wong & Aspinwall, 2004). Furthermore, in many countries, SMEs firm sector has growth increased and significant concentration of policy makers. According to SME International Malaysia (2013), it shows that in the advanced economies will be succeeded due to SMEs contribute a strong foundation of the economies, which comprise over 98% of total establishments and promote over 65% of employment and more than 50% to the GDP. Lastly, SMEs have the capability to contribute economy for the Malaysia's future development and consistently give a strong fundamental to the improvement of new industries better than strengthening in the current ("SME Corp program"2015).

Last but not least, The Economic Report 2014-2015 state that, enhance external demand and restructure internal economic activity would consolidate the developing concerns and the global economic improvement.“On the supply aspect, all economic industries look forward to create a positive growth in 2015, include the services and manufacturing sectors which they hope to remaining it as the major contributors,” it said (“Economic Report 2014-15,” 2014). Moreover, the Malaysian economy has a positive growth of 6.4% in the 2nd quarter in 2014 compared to first quarter with 6.2%. While in the manufacturing industries was create a strong improvement of 7.3% in the second quarter which the first quarter is 6.8% (Bank Negara Malaysia, 2014).

From the beginning, the research purpose is aimed to find out which are the reason will impact the talent retention in manufacturing industry. There are four independent variables such as compensation, training and development, work environment and work-life balance, which were selected by the researchers to study on how affect talent retention in the manufacturing industry.

1.2 Problem Statement

A global research from 32 countries, 266 industries, and 506 occupation in the world show that, labor shortage risks in an important issue that every country will be focus in the future (Ward, 2014). In the other hand, in the global employment consultancy report show that, more that one of three talent around the world are difficulty find a job and 38 percent of the managers could not find a suitable talent (Graham, 2015).

The serious employee shortage in the world will make an unparalleled challenge for all business leader and policy maker over the next fifteen year and beyond (Freeman, 2006). From the Global view, the survey has indicated that 35% out of 38,000 employers are facing hardness in filling jobs because of shortage of talent availability . This represents a thrust in slightly compared to 2012 survey and became the highest proportion of employers' concern about talent shortages started from 2007 (Talent Shortage Survey, 2013).

In the Asia, following the talent shortage surveys for the employers, more than half (51%) of them express that skills gaps posits obstacles in process of hiring especially is Japanese, 85% of the employer are facing the most serious talent shortage and the next is India, and Hong Kong (Talent Shortage Survey, 2013). While in Malaysia employee turnover rate was increased from 0.9% from 12.3% in 2012 to 13.2% in 2013 which manufacturing, business group and financial industry were suffering a high staff turnover ("Salary to increase", 2013).

According the largest manufacturing association in the US, the National Association of Manufacturers (NAM) Manufacturing Institute 2011 Skills Gap study show that 82% of manufacturers have a medium or critical labor shortage of skilled employees, and 5% of all manufacturing jobs are empty due to lack of qualified talent. Furthermore, 2.7 million of the manufacturing employees are over or 55 years of age and they are willing to exit the labor market over the next 10 years in the worldwide (Phillips, 2014).

The Productivity Report 2013/2014 had stated that there have the similar major challenge facing by the manufacturing sector in Malaysia is finding and retaining talent. In the manufacturing sector, they are not only competing with the foreign competitor, they also face sub-sector in domestic pursue for talent worker (Siew-Yean, 2001). As the result,

skill worker often joins other industry due to seeking for better wages and job security. In the other hand, some emerging local industries such as aerospace are too small to provide worker for entire local talent pool, so skilled worker is beginning move to established industry such as oil and gas (Fisher, Agarwal, & Green, 2012).

According to Ware and Fern (1997), the reason of Malaysian switching their jobs drive up are not only their concern on the careers, the decision leave also includes 55% employee are feeling they are getting uncompetitive salary in the current workplace. Following the 2013/2014 Randstad World of Work Report, the results show that it is important to know what motivates of their employee wanted and how they engage with these motivations. From the Shamsuzzha and Shumon (2007) in their research, lack of training is one of the reason cause the employee leaves. An employee maybe fall behind in their level of performance due to organization lack of providing training programs and cause them to leave an organization and then affect the productivity.

A high turnover rate can affect the productivity and increase cost of an organization. (Butali, Wesang'ula, & Mamuli, 2014). Beer (1981) investigate that, high turnover will bring a negative impact to organizations such as loss of productivity, and profitability. Utter (1982) also agree that, productivity could be dropped in slump when there is replacement to employees by new hires. Besides from the unproductive performance portrayed by new hires in contrast to veteran workers, productivity in trainer side will drop as well in the training periods.

Nowadays, a talent is more focus on compensation, health benefit and work-life balance when they are seeking in a job (Casserly, 2013). Talent is seeking for work-life balance is not talking about they don't want to work so much, is they hope flexiblilty to done their work in time while also can adjust their time to able relax, but in reality, this is still lacking in each industry for the worker (Chaserly, 2013).

According to Johari, Yean, Adnan, Yahya and Ahmad (2012), 36% of talent leave their organization's reason is because dissatisfaction with compensation or other competitor provide higher compensation than current. On the other hand, according the Job Market (2013), 78% of the employee are unhappy with the current job while 17% of them are dissatisfaction of their salary and 81% of the employee job hopping is due to require more reward and compensation.

However, the researchers identify that there are limits of studies on factors infleuencing talent retention in Malaysia's manufacturing industry. It is therefore shows the gap and it is convincing for researchers to carry out the study in examining the factor of compensation, training, work life balance and work environment toward talent retention in the manufacturing industry. The research is able to provides readers with a new insight into the related research area.

1.3 Research Objective

Research objective is important for a research and the objective of the research is tend to investigate and identify the relationship between training and development, compensation, work environment and work life balance toward talent retention in manufacturing industry.

1.3.1 General Objective

The primary objective of our research is to investigate which factors will affect on talent retention in the manufacturing industry.

1.3.2 Specific Objectives

The research objectives are shown as below:

1. To investigate the impact of training and talent retention in manufacturing industry.

2. To investigate the impact of compensation and talent retention in manufacturing industry.

3. To investigate the impact of work environment and talent retention in manufacturing industry.

4. To investigate the impact of work life balance and talent retention in manufacturing industry.

5. To investigate the impact of training, compensation, work environment and work life balance towards talent retention in manufacturing industry.

6. To investigate the independent variable (training and development, compensation, work environment and work life balance) has a greater influence on talent retention in manufacturing industry.

1.4 Research Questions

The research questions as listed at below:

1. How does the training and development will influence on talent retention?

2. How does the compensation will influence on talent retention?

3. How makes the work environment will influence on talent retention?

4. How does the work-life balance will influence on talent retention?

5. Are the training and development, compensation, work environment and work-life balance will influence on talent retention?

1.5 Hypothesis of the Study

The hypothesis are developed by researchers tend to test and investigate the significance of the relationship between the independent variables and dependent variables. The hypotheses are developed as below:

Hypothesis 1- (Training and Development and Talent Retention)

H_0 = There is no significant relationship between training and development and talent retention in manufacturing industry.

H_{1a} = There is a significant relationship between training and development and talent retention in manufacturing industry.

Hypothesis 2- (Compensation and Talent Retention)

H_0 = There is no significant relationship between compensation and talent retention in manufacturing industry.

H_{1b} = There is a significant relationship between compensation and talent retention in manufacturing industry.

Hypothesis 3 - (Work Environment and Talent Retention)

H_0 = There is no significant relationship between work environment and talent retention in manufacturing industry.

H_{1c} = There is a significant relationship between work environment and talent retention in manufacturing industry.

Hypothesis 4 - (Work-life Balance and Talent Retention)

H_0 = There is no significant relationship between work-life balance and talent retention in manufacturing industry.

H_{1d} = There is a significant relationship between work-life balance and talent retention in manufacturing industry.

Hypothesis 5 - (four independent variable and Talent Retention)

H_0 = There is no significant relationship between four independent variables (training and development, compensation, work environment and work-life balance) and talent retention in manufacturing industry.

H_{1e} = There is a significant relationship between four independent variables (training and development, compensation, work environment and work-life balance) and talent retention in manufacturing industry.

1.6 Significance of Study

Nowadays, the current study is necessary for employers in order to know more about what factors will influence talent retention. First of all, the employer needs to motivate their top employees and keep retaining on them. Thus, the research had identified on factors that can affect talent retention in the manufacturing industry and this is useful for the parties that involved in a related area and this research can act as a guideline either to improve talent retention or for research purposes.

Besides, it will also be beneficial to the lecturers and students in the related course, like human resource management and talent management. This is because the data and the example state in this research is suitable for them to use and apply. From this, they can get a different idea or a new idea, but related to the factors that influence talent retention. Thus, it can help to enhance understanding and get some of the concepts that will influence on talent retention.

Moreover, this research will be helpful to all top management that have hired the potential employees or top employees and they can retain employees in their industry. It can serve as a reference to advise or inform the employer about which are the factors that actually influence on talent retention. So, they can identify factors and they can take action to retain their talent. For instance: employer increase compensation of employee, provide more training and development, a better work environment and some work-life balance practice toward employee.

The results of this research will provide some information and insights to serve as a future reference for researches on the factors affecting talent retention. Researchers may find the finding from this research and the finding might useful as a resource to help them in preparing and conduct their study or thesis. Thus, the importance of this research will be educated on whether an organization or industry that is intent to retain their top employees and the employees can help them to run business efficiency and earn a higher profit.

By understanding this research, it can serve as a basic in the study of the relationship of training and development, compensation, work environment and work-life balance to retain talent in the industry. This research will contribute to helping to employer to identify better on how factors affect talent retention and this research also will narrow the research gap.

1.7 Chapter Layout

In the brief of chapter layout, it is consists of five chapters.

Chapter 1: Introduction

In chapter 1, this chapter will bring out a brief introduction to this research and how is an idea coming from in conducting such study. Firstly, the research background will be explained, followed by problem statement, which states about where the gap is being identified and discussed on it. Thus, the research objectives had identified by the researchers and set research questions about the research and several hypotheses are set for the study. Lastly, the significance of the study will show the importance of this study and contribution in carrying out this study.

Chapter 2: Literature Review

This chapter 2 will construes the literature review of the previous study regard of this research. Date sources have been identified from different published journal and articles to review as the essential on developing hypotheses for this research study. There will be included more previous studies and discussions of journal articles by many researchers. Besides that, chapter 2 includes the literature review in 2.1, review of the related theories in 2.2, review of relevant theoretical models in 2.3, proposed theoretical or conceptual framework in 2.4, hypotheses development in 2.5 and a conclusion.

Chapter 3: Research Methodology

In this chapter, researchers will describes on the research methodology and how the procedures to collect this data in order to examine and investigate how independent variable related to dependent variable. Thus, the research methodology includes research design in 3.1, the data collection method in 3.2, sampling design in 3.3, research instrument in 3.4, construct measurement in 3.5, data processing in 3.6, and data analysis method in 3.7. Moreover, Statistical Analysis System (SAS) will be used to conduct data analysis and determine how reliability for each variable in the study. So, the study can have a better understanding which factors are significant relationship with talent retention after concluding up all the research results.

Chapter 4: Research Result

In chapter 4, this chapter describes the questionnaires that can be used to present the result. Thus, the researchers conduct this research by Statistical Analysis System (SAS) in order to analyze the result by collected from the target respondents. Then, the overall results that are generated by SAS system will help researchers in order to answer the hypotheses that have been developed by the researchers in previous chapters.

Chapter 5: Discussion and conclusion

From discussion, the researchers provide a major finding of the research and the major findings will discuss in 5.2. Next, the implication of the study is necessary for a research and implication of the study will provide in 5.3. Lastly, the limitations and recommendations of the study will be provided.

1.8 Conclusion

In summary of Chapter 1, this can only provide a summary of the research. It is the introduction about a few independent variables that identify by the researcher and whether these variables will affect the talent retention in manufacturing industry. Thus, this study can help the researcher more understanding about how the IV related to DV in manufacturing industry. Then, in proceeding to Chapter 2, readers could have a better view in the discussion and understanding of the studies which factors will affecting talent retention in manufacturing industry.

Chapter 2: Literature review

2.0 Introduction

In this chapter, the review of the literature had conducted by researchers through reading, analyze and summarize many types of secondary source such as journal article for the chosen topic. The researchers had acknowledged few factors that affecting the talent retention in the manufacturing industry in several information gathering process. Next, the researchers also studied relevant theoretical model and theoretical theory. The theoretical theory is the motivation theory and expectancy theory and will be explained in the chapter 2.2. Lastly, hypotheses development had made by the researcher to identify how the IV related to the DV.

2.1 Review of the Literature

2.1.1 Dependent Variable – Talent Retention

Talent retention is a worldwide controversial issue. Employing and retaining talented employees is the main concern for employers today. Managers anxious about their company capability to site, attract, employ, expand and reserve the qualified employees to operate the business. Organizations endeavor to attract and reserve talented employees to guarantee effective leadership in the future (Cliffe, 1998; Menefee & Murphy, 2004). Talented employee is hard to find and recruitment cost is high. A main challenge for an organization is holding on to proficient labors once the labors are working. Talented employees are easier to look for a better place of their career or change jobs easily. Good administrator relationship and open communications are vital elements in maintaining talented employees. Organizations that invest more in high performance work systems (HPWS) programs will have more proficient employees, more participation and devoted to achieving organizational goals in accordance with the literature. Labor retention is important to the organizations as the human capital is the main significance (Guthrie, 2001; Shih, Chiang, & Hsu, 2005).

According to the Oxford Dictionary interprets “talent” as an unusual native talent or genius which is inherent in an individual. Talents mention the people who have the distinctive skills, knowledge, capability and experience to fulfill the present and oncoming demands of companies (Bhatnagar, 2007). Berk’s study (as cited in Samal, 2014) stated that talent has the capability to guide people, emotions understanding, group spirit and high interpersonal skill. The main challenge for most of the businesses is to obtain the appropriate talent, putting it at the most suitable status and reserving the talent

for a long time (Samal, 2014). Talent result in outstanding achievements and talented individual has always been esteemed and precious. It is vital for companies to reserve skilled and talented labors so as to maintain the competitive advantage (Fishman, 1998).

In the 1990s, the word “talent retention” start to emerge frequently in the business. During 1950s and 1960s, it was not specially for the individual who get in to the job market to remain with the same employer for a long duration of time, occasionally for the permanent of the whole work life (Farley, 2005). Talent retention indicates the capability of an organization to avoid helpful and gifted employees from resigning their jobs. Efficacious talent retention is an orderliness achievement by employers to initiate and nurture the environment which cheer on present employees to continue hiring by having practiced and strategies that fulfill their different requirements. It is a strive of an organization to restrain and grab its talented employees as closely as possible. However, an organization needs to remind that talent retention is reserving the competitive sustainability of an organization and it is not reserving few talented employees (Samal, 2014).

According to Frank and Taylor (2004), insufficient number of talents has occurred in the workplace during the last decade. Leaders will face difficulties of ways to retain the talented employees and supersede about 70 million Baby Boomers who will go for retirement (Frank, Finnegan, & Taylor, 2004). Retaining and attracting a gifted labor force keeps numerous vice presidents in human resources considering chances and possibilities (Kaliprasad, 2006). Retention is reformed after employees have sustainable work civilization, employees are provided benefits and allowances and employees can balance their work and life activities (Messmer, 2006). Efficacious retention implementation because of good employment practices. Eligible and enthusiasm employees will stay permanently. Employee employment, leadership development and organizational civilization have a vital influence on talent retention (Frank & Taylor,

2004). Employee's ability and knowledge are the key factor for organizations become competitive because reserving skilled labor plays a vital role in the procedure (Hiltrop, 1999). Thus, it is vital that employers give a chance to employees to study and develop (Arnold, 2005; Bernsen et al., 2009; Herman, 2005).

Employers may carry out practices to ascertain, choose, develop and reserve talented employees on purpose to make sure that the skilled labors who can guarantee the quantity and quality of the commodities and services and uphold their competitive vantage (Dries & Pepermans, 2008; Pepermans et al., 2003). Organizations need to enhance the efforts so that they can reserve their skilled labors. Forfeit in investment in the particular labor and company have to recruit and train new employees if company losing their skilled employees. When skilled labors resign from their job, the organization is facing some challenges of losing secret information to the competitors because skilled labors know the operation of the organization well (Frank et al., 2004; Walker, 2001).

According to Clarke (2001), other researchers point out that employees will stay with the company if they have a good relationship with the personnel that they are working around with. Companies are proposed to furnish teambuilding chances where council and interaction may accomplish after the working hours, but not only within the working hours (Johns et al., 2001). Nowadays, managers have to concern for their labors individual emotion toward the satisfaction degrees from the working situations and the job, colleagues and superiors due to these are the key factor to guarantee employee retention. The benefits of employee retention are organization conduct less training for new employees, save cost of recruitment, increase the performance of employees, increase productivity and increase profits and thus meet the organizational objectives and goals (Oladapo, 2014).

2.1.2 1st Independent variable: Training and Development

An organization has a prosperous future and become successful depends on its well experienced, skilled and knowledgeable employees. To successfully accomplish the organizational objectives and goals, training is an essential and effective tool. Training can help employees improve their resourcefully, thus it also gives the employees have the opportunity to understand their work. Through the training, employees will more competent hence directly improving the organization productivity (Nadeem, 2010). According to Ng'ethe, Iravo, and Namusonge (2012) mentioned that the objective of providing training is to develop the employees' ability to meet the organization's current and future human needs.

From the study of Obisi (2011) stated that training can divided into two types which is on the job training and off the job training. According to Alo (1999) stated that on the job training is normally handled by supervisors and managers to help employees to make better for their job and suit them related skills with relevant job. According to Ejiogu (2000) stated that off the job training would include case study, seminar, vestibule role playing, training, discussion and simulation.

Next, employee development is the process for future work (Anis, Nasir, & Safwan, 2011). Thus, Jehanzeb and Bashir (2012) describe that employee development program includes a variety of teaching methods, schedule, and help in the learning environment to ensure that employees to improve their skills and later apply to their own work. This program is for employees to improve their skills to the changing work and ensure that it

adding value to their organization's growth. Moreover, Ng'ethe et al. (2012) found the employee development is necessary for the organization in the future.

Jehanzeb and Bashir (2012) stated that employees will perceive the organization's concern about them, if the organization providing training and development opportunities for their employees. According to Devi and Shaik (2012), the authors found that training and development practices have a positive impact, in order to train them to work more effectively, improve their technical skills, interpersonal skills, teamwork, confidence and motivation to work.

Vemić (2007) had stated employee training and development does not just mean access to new knowledge, abilities and skills, but also may promote entrepreneurship, introduce of changes in the employees, encouraging them to change attitudes, the introduce of employees important to business decisions, and actively participate of employees in the decision-making process.

In order to maintain the employees respective organization, training and development are considered to be an important driver. Therefore, the organization is encouraged to establish more training and development programs that suit the employee's career development needs. This can effectively enhance their job skills and at the same times increase tenure in the organization (Fauzi, Ahmad, & Gelaidan, 2013).

According to Tahir, Yousafzai, Jan and Hashim (2014), training and development not only can provide benefit to the organization itself but also to the individual employees. The organization is willing to spend money on their employees training and development will give value for this organization and it can reduce employee turnover and achieve a

high level of employee satisfaction (Jehanzeb & Bashir, 2012). Thus, Khan, Khan, and Khan (2011) also state that employee performance is the vital factor and the building block which increases the performance of the entire organization. So, training and development is a vital activity to increase the performance of the health sector organization.

At last, the training and development also been seen as an incentive to increase employee retention, particularly for those who have aspiration to seek career advancement in their job (Chen, 2014). Thus, Wright, McMahan, and McWilliams (1994) found that the organization without providing the training and development which will lead to lower work performance, change in behaviour and lower motivation to learn.

2.1.3 2nd independent variable: Compensation

Employee compensation is the one of main motivation for every employee performs in their work. It is an important factor that people looking for a job expect the job suit their creativity and ability (Odunlade, 2012).

Compensation is an employer provided monetary or non-monetary for their employee as a reward based on the requirement for the work performance (Patnaik & Padhi, 2012). The monetary compensation includes profit sharing, year end bonuses, overtime pay and commission of sales. The non-monetary compensation includes company-paid car, stock options in certain instances, company-paid housing and so on (Ballentine, McKenzie, Wysocki, & Kepner, 2003).

According to Osibanjo, Adeniji, Falolaand Heirsmac (2014), compensation is one of the methods that human resource management using different type of reward received from the employee based on their performing organizational task. It is a double input-output exchange between the worker and hirer**.**

Compensation can be a useful and powerful tool that affects everyone in an organization because every employee are expected to earn more from the work. In the most common strategic theory used to explain how compensation motivates to his employee is expectancy theory (Osibanjo et al., 2014). Expectancy theory concerns on motivation's cognitive process where employee strong belief that the skill and time they put at the work, and the performance they achieve from that effort will help them to get the desired reward they want (Lunenburg, 2011).

Expectancy theory argues that, employee satisfaction will affect by the compensation due to the relationship between incentive and job satisfaction has the significant positive connection (Igalens & Roussel, 1999). According to Gregory (2011), there are three elements that are important to satisfy and retain the employees. First is the rewards should have a higher net value, second is the compensation should fulfill the employee expectation and the last is management should set the outcome equitable to employee's effort.

The compensation tool has the capability to fulfill employee satisfaction and employee retention through its financial and non-financial rewards that get the motivation and satisfaction from its employee. It can also maintain the employee working performance and increase the competitive advantage of the organization (Osibanjo et al., 2014). A

compensation program includes three elements that are 1) direct financial compensation, 2) indirect compensation and 3) nonfinancial compensation.

First is direct compensation. Direct compensation is the employees get the money directly as the exchange for their labor which includes wages, salaries, bonuses or commission based on performances, over time work, holiday premium. Indirect compensation is the employee received an interest given by employer that has financial value, but it is not a direct monetary payment (Farrell, Friesen, & Hersch, 2008). It usually consists of non-cash benefit. Sometimes, these non-cash benefits may be more valuable to an employee than a high salary or wage such as medical benefits, housing allowance, retirement plans, incentive bonus, contribution plan, hospitalization expenses, out of station allowance, annual leave, stock options and profit sharing programs and others (Osibanjo et al., 2014).

Second is indirect compensation. Indirect compensation is more diversity which employee gets the benefit not from the salary and paid where employees can get the benefit to fulfill their need such as retirement plans, health and safety insurance, annual leave or maternity leaves (Fogleman& McCorkle, 1999).Employee Provident Fund, Safety and Health Compensation, Paid Holidays, Paid Vacations are the common indirect compensation for employee seeking and those benefit are attractive and it should be considered by organization to retain the employees (Byars & Rue, 2008).

Third is the nonfinancial compensation. An effective compensation can affect a person's behavior and approach in the workplace which employee come into a positive change in the environment and also improve employee performance (Bari, Arif & Shoaib, 2013). From the result by Velnampy (2006), he discovers that different level of employee position has a different perception with the compensation. For an example, lower level

employee need more for monetary reward while higher level employee seek more for non-monetary reward such as work-life balance, or achievement in the workplace.

The purpose of compensation is to attract employee to work with motivation and has good performance (Gerhart, Minkoff, & Olsen, 1995). According to Armstrong and Murlis (1998), compensation is also an important element for an employee stay in an organization because an attractive financial or non-financial benefit will increase the performance of the employee. According to Hammed, Ramzan, and Zubair (2014), they stated that an employee is more willing to stay when the benefits they received is equal to their effort. A good organization will design their compensation package better than other organization to attract skilled and qualified employee. If the employee feel that the salary is unfair to them, it will creates the higher dissatisfaction among employees. The dissatisfied employee will increase the turnover rate (Mitchell, Holtom, & Lee, 2001).

A suggestion suggested by Allen (2008) is organization should do benchmarking in order to collect useful information for developing retention strategy. Scott (2012) stated that different companies provide different compensation for retaining employee. Employee will also compare the benefit they received with other companies to provide a competitive compensation is essential. Benest (2008) suggests that organization should specific the employee as the key element when setting the compensation package such as provide development opportunities, learning plan or work-life balance initiative.

According to Scott (2012) research result of the reason of talent leave their organization, the first reason is talent realizes they have more chances to earn more in other organization. This will become the first reason because money normally is the first choice for employee consider when finding a job (Fogleman, 2001). After that, lack of promotion chance and feeling the salary level is lower than other relative organization are

the second and third reason. This significant result shows that direct compensation is one of the important considerations for talent retention (Berry, 2010)

Nowadays, most of the organization is facing a challenge with searching a balance with compensation and employee retention. How to develop a base pay structure for retaining employee is an issue for most organizations (Farndale, Scullion & Sparrow, 2010). According to Hall and Jones (1999), they stated that structures could consist of job level and salary ranges, which are assigned to each of the levels. If employees feel they are suitable levels, they will believe that they are being treated equitably so it will increases the employee stay in the organization (Idemobi, Onyeizugbe&Akpunonu, 2011).

2.1.5 3th Independent variable: Work Environment

An awareness need to consider the employee's welfare as a crucial factor in enhancing productivity constitutes a primary aspect of the relationship between employers and employees (Mercy, n.d.). An organization with practicing a good employee relations program will provides that fair and positive treatment to all employees, as consequence they will increase their commitment toward the jobs and sustain employee's loyalty to the organization. Thus, the work environment is identified as important factors that affecting worker and workplace outcomes.

Many jobs are potentially hazardous and a threat to worker safe and healthy. According to Occupational Safety and Health Act (OSHA), employer should give workers the right to a job that is free from danger or responsibility to make sure that the safety and health at workplace lies with those who work with the risk and those create the risk (Lawrence &

Weber, 2014). Markey, Ravenswood, and Webber (2012) had provided another definition; employees feeling appreciated by management and not feeling threatened at work when there is low levels of stress at a good workplace. The researcher in their study found that the work environment is commonly discussed as industrial viewpoint and consist of variety factors which introduce new dimensions to cause work accidents, exposure to hazards and diseases and injuries.

Research conducted by Normann (1986) states that the interesting part of work environment is; work environment characteristics vary in services sector as compare to production sector, because services sector directly interact with the clients. According to Shoaib et al. (2009) reported that "interaction depends on kind of job or and kind of business, it may be more or less frequent". On the other hand, in manufacturing companies, employees interpret those values and translate in them into day-to-day work which include operation of machines, plant and equipment, use of hand tools or and many other operation should be given serious attention from relevant authorities, regulatory bodies to insist safety and health management programs and it is a right for employees and it is the laws governing the industry. Therefore, Zeytinoglu and Denton (2006) explained that the work environment is also a superior predictor of employee's retention in the organization.

Furthermore, numbers of employees have intention to leave the organization because of work environment issues. According to Wells and Thelen (2002) reported that people who enjoy work in those organizations that provide favorable or harmonious work environment condition, by providing appropriately job designed or level of privacy and proper control on workspace which enhance the motivation intensity or pulling employees to move the organization forward for the long term. In the major study, Noah and Steven (2012) identifies that the quality of comfort derivable from work environment

which determines the levels of job satisfaction, satisfied with their work situation and more productive.

In additionally, most organizations do not fully utilize their physical work environment or does not provide the minimum requirement of work environment in order to increase innovation, collaboration among the employees and improve effectiveness at work (Noah & Steven, 2012). Consequently, the issue arises where failure to follow management practices, designated inadequate safety systems, unsafe staffing and education, unsafe work and unnecessarily of poor workplace design and punitive cultures hindering reporting and error prevention.

However, workers productivity cannot produce in optimal situation, if the work environment conditions are consider unfavorable The work environment was found to be well-facilitated, thereby leading to some negative behavior's on the part of the worker such as "poor communication, abusive behavior, disrespect, resistance to change, lack of vision or leadership, no trust, conflict with values, mission and vision and loss of understanding of core business" (Heath, Johanson, & Blake, 2004).

According to Fatima (2011) labelled that employers shall actively and promote work towards creating and maintaining a safe and secure working environment in which employees feel satisfied, valued and can develop a sense of belonging to the job itself and to the organization, in other words work towards retaining that top talent or employee retention. Thus, employee's need is extremely critical step to build loyal employees in the organizations.

Besides that, a company that creates right culture will have advantage to create competitiveness, changing employee behavior and attitude: to improve employee's performances, get them act persistently with the firm's objective or desired corporate culture and with the company's humane, thereby attracting and keeping employee retention (Moncarz et al., 2009). Employees want a culture of openness and work for someone who is willing to share information, honesty, attitude, respect, teamwork, ethics and values foundation upon the organization.

Lastly, by creating a systematic work environment and have a good safety policy in order avoided the time being wasted during accident and ignorant the cost spent on health care, in order to create a satisfactory and safe working environment. Thus, organizations should provide better professions with great work environment in order to retain employees (Levi, 2002).

2.1.5 4th Independent variable: Work-life Balance

Work-life balance (WLB) was express and became the 1st applied in the middle of 1970s and WLB had described as a person balance between their work and their personal life (Bal, 2010). Kanter (1977) had thought about the myth of separate worlds and called attention to the reality that home and work are inescapably linked in 30 years ago. According to Russel and Bowman (2000), there are representatives are increasing interest in WLB such as management, employee and government representatives in scholarly journals and the popular press in the past 15 years. Thus, the part driven by concern on unbalanced work-life relationship will be an increase in interest by everyone and the unbalanced work-life relationship may cause the result might have reduced a low

performance outcomes and reduced health for individuals, organizations and families (Bal, 2010).

Work-Life Balance (WLB) had defined by many authors and the term WLB has been widely adopted. Then, Greenhaus, Collins, and Shaw (2003) had provided a definition on WLB that refer to the continuum on the engagement of one individual toward their job as well as the satisfaction on their work role and family role that comprises of 3 components of time balance, work family balance, satisfaction balance and involvement balance. Thus, Kirchmeyer (2000) had provided another definition on WLB to which an individual attaining their satisfying experience in every of life domains and these are done through personal resources, for instance, time, energy as well as commitment that is to be distributed spreading across domains. Moreover, Kalliath and Brough (2008) had provided another term on WLB and defined as the perception of individual in which there us compatibility on both work as well as non-work activities and encourage growth according to the life priorities of an individual currently.

In the 21st century, the WLB is a critical issue and become very important (Downes & Koekemoer, 2011). Nevertheless, the WLB business issue had seen by human resource practitioners and the WLB has several benefits for employers and employees (Clutterbuck, 2003; Downes & Koekemoer, 2011). According to Downes and Koekemoer (2011), the authors found that the benefits of WLB are substantial and the benefit is for organizations. There are many researcher states and support that benefit of WLB had highlighted a positive and indirectly influence on organizational profit (Downes & Koekemoer, 2011; Michie & Williams, 2003; Morgan, 2009).

In fact, the employees and organizations are increasing awareness and more concerns on the potential benefits of WLB (Downes & Koekemoer, 2011). Therefore, according to

Downers and Koekemoer (2011), the authors stated that many researchers had support for the benefit that include employee satisfaction and well-being (Mayberry, 2006), customer satisfaction successful recruitment and high retention (Morgan, 2009); increased productivity, reduced absenteeism and lower turnover (White et al., 2003). Thus, Mayberry (2006) had stated organizations that more invest in WLB and the report will in result with a lower employee turnover. Consequently, employees are very concerned about WLB in nowadays (Blazovich, Smith & Smith, 2013; Clutterbuck, 2003).

WLB policies and practices had suggested by many researchers and there is a different view on WLB. One of WLB policies and practices suggest by Chimote and Srivastava (2011) which are (1) job sharing, (2) part time work, (3) compressed work week, (4) telecommuting and (5) flextime. For a simple explanation, flextime is providing a flexibility that enables an employee to decide their working time. Job sharing means that a work can be jointly shared by two employees. Part-time work has enabled who tend to earn more and work for their living, especially for people with health issues and students. Compressed work week has enabled an employee reduction in the number of working days, but working for increased hours in other working days. Telecommuting is an employee enable used tool or the help of telecommunications and working from home.

Flexible working schedule is an alternative on flextime (Downes & Koekemoer, 2011). All of employers may offer to employees a choice about on the end and the start of their working hours. From this, all of them have to work or fulfill a specific number of hours that required by employers either the number of hours per month or week. But, the employees have to change their working hours within the control by employers (Dolcos Daley, 2009). According to Robbins, Ordendaal, and Roodt (2004), the authors provide an explanation on flexibility band in flexitime. A flexibility band refers to a core of six hours each working day in flexitime and the employees may exercise their option in flexitime. Therefore, Lewis and Cooper (2005) had provided an example such as one

employee may have an option work between 7am and 3pm whereas other employee may have an option choose to work on working hours between 8am and 4pm. So, the employee's core hours of working are between 9am and 3pm.

On the other hand, according to Horwitz, Allan, Brosnan and Walsh (2000), the authors state that flexitime is an umbrella approach or an umbrella concept. From this, an organization needs varying degrees to offer flexibility by different ways. Thus, according to Lewis and Cooper (2005) had provided some policy and the variations of the policy are mostly include the length of the compressed workweeks, the timing and length of lunch breaks and the working day, different finishing and starting times for each day. Robbins et al. (2004) provide an explanation and an example that a compressed workweek enables for an employee can change their length of days in a week. For example: employee might work and choose for only 3 working days in a week, but they need to work for a requirement of working hours that required by the employer and fulfill the required hours in a week.

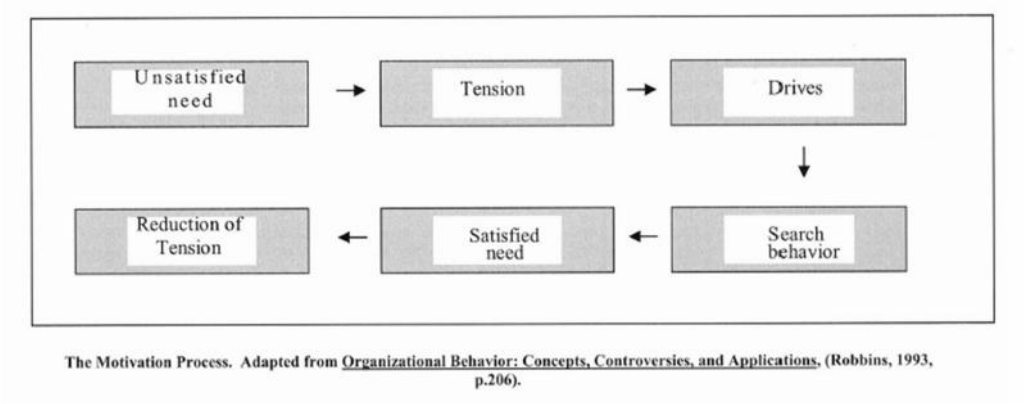
Fineman (1999) had found that there is a core value in the organization when the new social contract comprises work/life initiatives and diversity in today. Thus, a balance of the diverse workforce needs to be sought in order to achieve a win-win situation and it enable to improve productivity, promotes employee commitment, reduce employee conflicts, unethical business practices and employee turnover (Khan & Agha, 2013). According to Blazovich et al. (2013), they stated that many organizations are being more provide WLB and be worker-friendly. Lastly, these organizations provides WLB are generally recognized as employee-friendly.

2.2 Review of Relevant Theoretical Theory

2.2.1 Motivation theory

Kretiner and Kinicki (1998) had provided and give the origin of motivation and the word is originated from the Latin “movere”, it also means to move. Thus, another author also defined and the motivation is referred to “those psychological process that cause the arousal, direction, and persistence of voluntary actions that are goal oriented” (Mitchell, 1982, p.81). Thus, other definition provided by Robbins (1993) on the term of motivation as the “willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual needs.” Therefore, Ramlall (2004) state that the need in the content had referred to an internal state by an individual that will make certain performance appear attractive and the unsatisfied need by individual will create tension to individual that stimulates drives within the individual. According to Robbins (1993), the author stated that these drives had generated a search behavior to find certain goals and if achieve a goal set by the individual, this will satisfy the need of individual and lead an individual to reduce their tension. Thus, Ramlall (2004) had mentioned and simplifies the concept that the greater on the tension, then there will be a higher on the effort level.

Figure 2.1 The Motivation Process



The Motivation Process. Adapted from Organizational Behavior: Concepts, Controversies, and Applications, (Robbins, 1993, p.206).

Adapted from: Ramlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *The journal of American academy of business*, *9*, 21-26.

Therefore, according to Ramlall (2004), the authors state that there are many motivational theorists are stated and made other explanation on where the energy is the origin of an individual and this will based on their demand in order to attempt to fulfill, but many theorists agree and strongly support that the motivation is requires "a desire to act, an ability to act, and having an objective". Thus, there are five methods of explaining behavior which are 1) job characteristics, 2) cognition, 3) reinforcement, 4) needs, and 5) feelings or emotions (Kretiner & Kinicki, 1998). Thus, according to Ramlall (2004), there are several motivation theories were selected which are 1) need theories, 2) job design model, 3) equity theory and 4) expectancy theory that reported a significant on employee retention. But, this study is choosing the expectancy theory to review and the expectancy theory is more suitable and relevant for this study. The reason is a Vroom's expectancy theory had stated that an individual will expect their outcome and tend to put more effort toward the job in order to achieve a good reward.

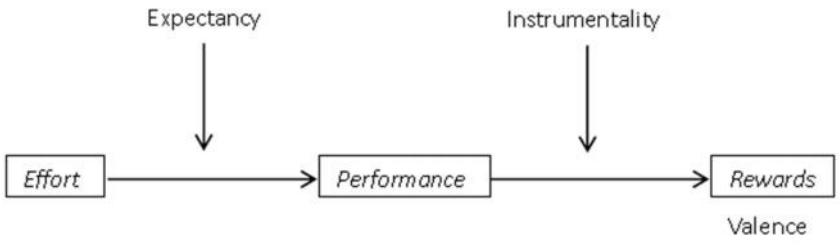
2.3.1.1 Expectancy theory

"Expectancy theory holds that people are motivated to behave in ways that produce desired combinations of expected outcome" (Kreitner & Kinicki, 1998, p. 227). According to Lunenburg (2011), an individual will be motivated if he or she believes that a strong effort by an individual will lead the individual to a better performance and the performance of individual will also lead to his or her desire rewards. Pinder (1987) had stated that the theory was developed by Victor Vroom (1964) and Vroom are first to create the theory with an explanation of the direct application are related to the work settings, then the expectancy theory was later expanded and the theory also refined by other authors such as Porter and Lawler (1964) and others.

According to Vroom (1964), there are four assumptions had made in Vroom's expectancy theory. The first assumption had made by Vroom (1964) is that an individual will join an organization with expectations about their needs, past experiences and motivations. This will affect how individuals respond to their organization. The second assumption had made by Vroom (1964) is that an individual's behavior will prove and justify the result upon conscious choice. That indicate that an individual is unrestrained to behave by their decision or choices based on their own expectancy calculations. The third assumption had made by Vroom (1964) is that an individual wants different things from their organization and Vroom had provided some example, such as job security, advancement, good salary and challenge. The last assumption had made by Vroom (1964) is that an individual will choose among the best alternatives in order to enhance consequences for them personally.

The theory created by Vroom (1964) is based on three core elements that are instigating an individual and direct behavior (Ramlall, 2004). The three core elements are referred as Valence, Instrumentality and Expectancy (Ramlall, 2004; Lunenburg, 2011). Lunenburg (2011) had stated that the three factors are the reason why expectancy also as know as VIE theory. The following model is a simplified model of expectancy theory.

Figure 2.2: Basic Expectancy Model.



Adapted from: Lunenburg, F. C. (2011). Expectancy theory of motivation: motivating by altering expectations. *International Journal of management, business, and administration*, *15*(1), 1-6.

The term of expectancy had defined by Vroom (1964) as a person's belief that job-related effort will have a good result whether an outcome is possible. Thus, the term of instrumentality had defined by Vroom (1964) as an individual's belief that probability linking with outcomes. In addition, the term of valence had defined by Vroom (1964) as the strength an individual's preference for a good outcome and a particular reward. Vroom (1964) had suggested an equation on motivation that related by expectancy, instrumentality and valence.

Figure 2.3: Equation of Motivation

Motivation = Expectancy x Instrumentality x Valence.

Adapted from: Lunenburg, F. C. (2011). Expectancy theory of motivation: motivating by altering expectations. *International Journal of management, business, and administration*, *15*(1), 1-6.

Lunenburg (2011) state that many authors (Greenberg, 2011; Hellriegel & Slocum, 2011; McShane & Von Glinow, 2011; Nadler & Lawler, 1983) support the expectancy theory had some important implication for motivating a particular person such as employees. The simplified model of expectancy are provides guidelines for improving the employee motivation by change the individual's effort-to-performance expectancy, the valences of reward and performance-to-reward expectancy.

The implications in effort-to-performance expectancy had suggested by many authors that employers should try to increase their belief that their employees have ability to performing their job successfully (Lunenburg, 2011). Employers can provide the required training to employees. Thus, the implications in performance-to-reward expectancy had suggested by (Greenberg, 2011) that employers need to try increase their belief that the good performance of employees will have an outcome in valued rewards. Compensation mechanisms are provided by an employer can be a powerful incentive in order to link the employee's performance to a reward (Berger, 2009).

Therefore, the implications in valences of rewards suggested by (Greenberg, 2011; Hellriegel & Slocum, 2011; McShane & Von Glinow, 2011; Nadler & Lawler, 1983) that employers should try to increase the expected value of rewards by employees and should have a good outcome form desired performance by employees.Then, altering the person's effort-to-performance expectancy, performance-to-reward expectancy and reward valences can be motivating employees.

From overall implications that discover by researchers, the research will apply to implications in effort-to-performance expectancy (Lunenberg, 2011) that employers should try to increase their belief that their employees have ability to performing their job successfully. Employers can provide the required training to employees. Thus, Ng'ethe et al. (2012) had stated that employee development is an effort to provide employees with the abilities the organization will need in the future. Then, training and development practices have a positive impact, in order to train them to work more effectively, improve their technical skills, interpersonal skills, teamwork, confidence and motivation to work (Devi & Shaik, 2012). Thus, the expectancy theory is linked with training and development and a person will expect more training and developed received from employer.

Next, the research also applied to implications in performance-to-reward expectancy (Lunenberg, 2011) that employers should try to increase their belief that the good performance of employees will have an outcome in valued rewards. Compensation mechanisms are provided by an employer can be a powerful incentive in order to link the employee's performance to a reward. Employee compensation is the one of main motivation for every employee performs in their work. That's a reason and important factor that people looking for a job expect the job suit their creativity and ability (Odunlade, 2012).

Moreover, compensation also is an important element of an employee stay and increase performance of the employee (Armstrong & Murlis, 1994). Thus, the implications in valences of rewards had suggested by Lunenburg (2011) that employers should try to increase expected rewards to employees and there will have a good outcome form desired performance by employees. When an employee receives a salary in their expectation and they will more motivate then they will tend to stay with the organization. The expectancy theory is linked with compensation and a person will expect more compensation received from organizations.

Next, there is no conclusive empirical study showing the link from expectancy theory to attain work environment. But, this study found that there is a link from expectancy theory with work environment. The expectancy theory of motivation should apply to work environment. A person will expect a good work environment when he or she work with the organization. For example: if a good work environment provided for him or her, the employee will be more motivated and put more effort on their job because they will tend to stay with the organization when they feel comfortable in a good work environment. Consequently, the relationship between expectancy theory with work environment is only provided for the current study.

According to Blazovich et al. (2013), the authors had stated many researchers had proof and explain some theoretical motivation theory that can help to explain a people's effort to attain the WLB and the motivation theory are included the McCleland's motivational needs theory and Maslow's hierarchy theory. Thus, Maslow's is a well-known and popular theory of motivation and the major principle is satisfied the needs do not influence individual's behavior but unsatisfied needs will influence individual's behavior. The authors also state that an individual concern on work alone would be lacking to achieve complete a satisfaction with life. So, a healthy of WLB is needed in the workplace.

However, there is no conclusive empirical study showing the link from expectancy theory to attain WLB. But, this study found that there is a link from expectancy theory with WLB. The expectancy theory of motivation should apply with WLB. A person will expect the WLB will be provided by employer to him or her. Thus, a person will be put more effort to achieved task performance and tend to expect more on WLB provide by employer to him or her. For example: if an employee believes that WLB will be provided for him or her, the employee will be more motivated and put more effort on their job because him or her are expected more on WLB. Consequently, the relationship between expectancy theory with WLB is only provided for the current study.

2.3 Review of Relevant Theoretical Models

2.3.1 Model 1

Figure 2.4: Model of Employee Training, Employee Empowerment, Appraisal System and Employee Compensation on Employee Retention

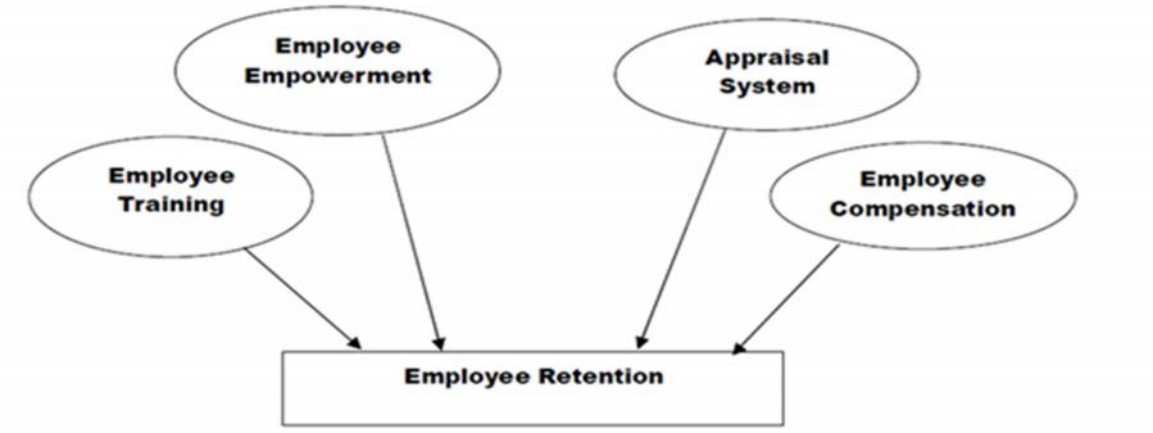


FIGURE 1: Proposed Framework Model

Adapted from: Hong, E. N. C., Hao, L. Z., Kumar, R., Ramendran, C., & Kadiresan, V. (2012). An effectiveness of human resource management practices on employee retention in institute of higher learning: A regression analysis. International journal of business research and management, 3(2), 60-79.

According to Hong et al. (2012)'s framework, they proof that training and development has a significant relationship with the employee retention. Training and development are considered to be positively related to the retention because it can lock the employees in their work and motivate their employees (Tangthong, Trimetsoontorn, & Rojniruntikul, 2014). In today's challenging environment, one of the most important determinant of organizational success is the human capital. It can be an in estimate resource that can integrate with the information and technical to establish a valuable morality. Training and

retaining employees are two major parts in the domain of human resources administration (Chen, 2014).

Following this conceptual framework, it also states that the employee compensation has a significant relationship with the employee retention. According to Terra and Ngirande (2014)'s research result, there is more employee has been rewarded and that cause they are more willing to stay in the same organization. This also shows that most employees stay in the same agency for a long time because of the economic gains they get from that institution. For those organizations which have a high-pay structure, they have better recruitment and retention ability than other organization. Even wages and salaries are not all the factor, an efficiency pay system could influence the employee to stay longer due to they can get the better reward and received self-interest fulfilled in the organization (Das & Baruah, 2013). In a research by Moncraz et al. (2009), it was figured out that although compensation was not the top factors that affecting employee turnover, but compensation can as an important factor in reducing employee turnover and enhance commitment.

2.3.2 Model 2

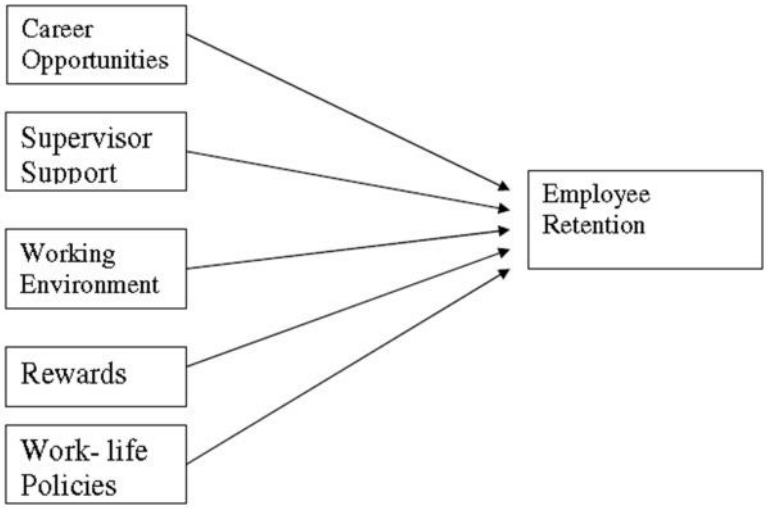
Figure 2.5: Model of Organizational Inititatives on Employee Turnover and Retention.

Source: Moncarz, E., Zhao, J.,& Kay, C. (2009),"An exploratory study of US lodging properties' organizational practices on employee turnover and retention", International Journal of Contemporary Hospitality Management, Vol. 21 Iss 4 pp.437 – 458.

Based on the research conducted by Moncarz, Zhao, and Kay (2009), the model was developed. The influence of a working model of organizational initiatives associated with employee turnover and retention that was being tested by the researchers. The work environment is vital for predicting the employee retention as according to Brenner (2004), the ability to share knowledge throughout organizations depends on how the work environment is designed to enhance organizations to utilize work environment. Work environment and employees are interrelated that exists within the employees and between the employees and the environment in which the employees work. The improved condition of the work environment will enable employee productivity (Taiwo, 2010). Work environment contributes as a major factor that affect the employee's decision to stay with the organization (Zeytinoglu & Denton, 2006).

2.3.3 Model 3

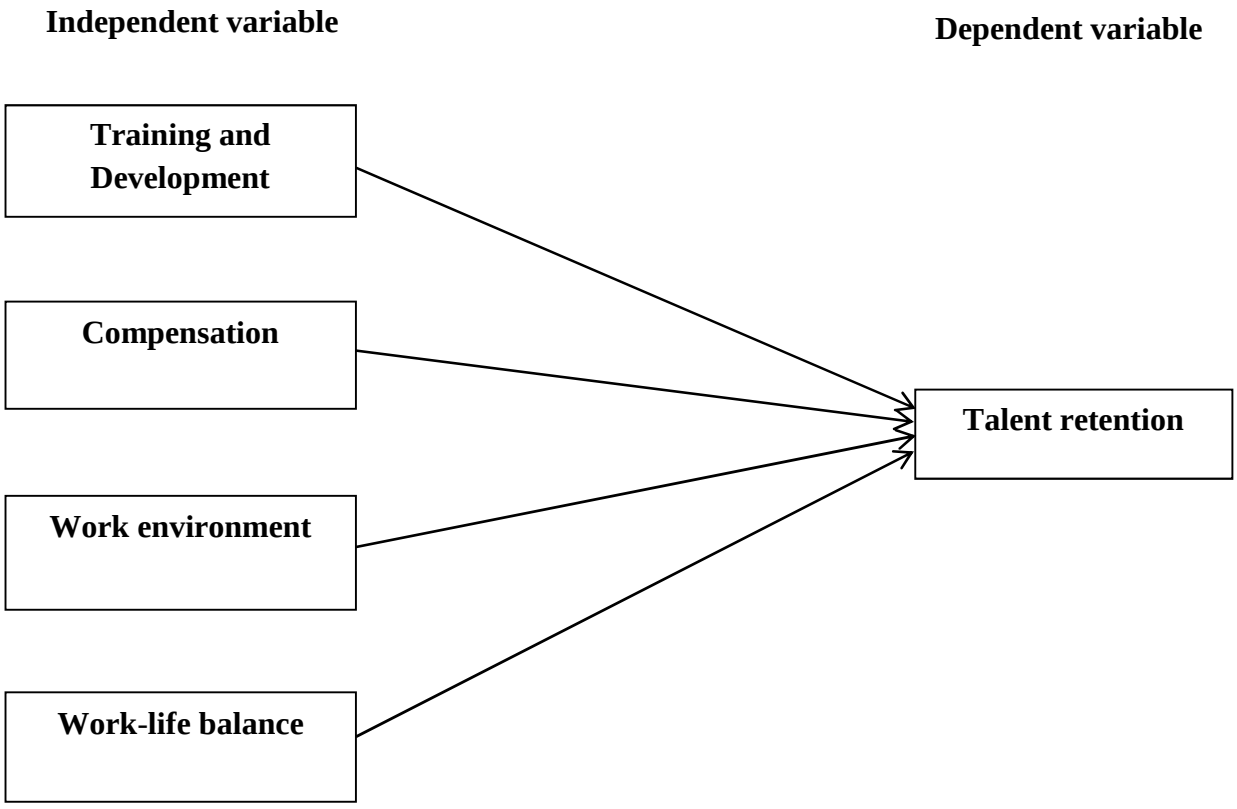
Figure 2.6: Model of Career Opportunities, Supervisor Support, Working Environment, Rewards and Work-life Policies on Employee Retention.



Source: Shoaib, M., Noor, A., Tirmizi, S. R., & Bashir, S. (2009). Determinants of employee retention in telecom sector of Pakistan. *Proceedings of the 2nd CBRC, Lahore, Pakistan, 14*.

According to the research conducted by Shoaib, Noor and Bashir (2009), the work-life policies were used to determine the impact on employee retention. From Shoaib et al.(2009)'s result, the authors provided an evidence that proof that the work-life policies positively correlate with the employee retention. Therefore, the study had proof that an organization provide more on work-life policies, the employees will more loyalty and they will have a higher level of retention in their organization (Dubie, 2000). Finally, the result of the research had provided the evidence where the researcher had proof work-life policies have positive impact on the employee retention.

2.4 Proposed Theoretical/ Conceptual Framework



Source: Developed for the research

Based on the research, the researchers had proposed that training and development, compensation, work environment and work-life balance are the major factors to influence talent retention. Thus, there are 3 relevant theoretical models had reviewed by the researcher in previous part. The model 1 purposed by Hong et al. (2012) are covered in training and compensation. Then, the model 2 purposed by Moncarz et al. (2009) are

covered in work environment and training. Besides that, the model 3 purposed by Shoaib et al. (2009) are covered in working environment and work-life policies.

From all models, the proposed theoretical framework of this research is able to cover all variable (training and development, compensation, work environment and work-life balance) are the major factors to influence on talent retention. Since there are many researchers are covered in relevant models, the proposed theoretical framework purpose of this research is more valid and able examine how independent variable possible related to dependent variable.

2.5 Hypotheses Development

2.5.1 Hypotheses about Training and Development

From the research of Jehanzeb and Bashir (2012), the researcher mention that training and development applications are designed educational content and specific method or sharing the organizational culture, which transfer one job technic to understand workplace skills, develop leadership, innovative idea and problem settle. Training and development is a positive correlation with the employee retention. It is supposed that the organization launched a training program to provide the knowledge of work related new technical to the employees will increase the level of retention of employees (Hussain & Rehman, 2013).

Elnaga and Imran (2013) found that training and development can help employees build more favorable learning environment and train the employees to cope the challenges. Therefore, training and development is one of the most important factors in retaining

employees in the organization. Besides, Hassan et al. (2013) mentioned training and development helps organizations to improve retention and reduce turnover. Training and development will increase employee commitment and let the employees feel that they are being given importance to the organization. Training and development opportunities must exist in order to improve employees' capabilities and value to attract and retain their productive results (Gul, Akbar, & Jan, 2012). Lastly, Jehanzeb and Bashir (2013) confirmed that there is a strong relationship between employee training and development and retention among employees.

Based on the previous research evidences, the following hypothesis was proposed:

Null hypothesis

H_0: There is no significant relationship between training and development and talent retention.

Alternate hypothesis

H_{1a}: There is a significant relationship between training and development and talent retention.

2.5.2 Hypotheses about Compensation

The compensation plays a vital role in an organization for providing an employee pay system to enhance the commitment of employees to keep them stay in company. According to Terera and Ngirande (2014), compensation is one of the important pattern for organization attracting and keeping talent in organizations. The money wil be assume as one of the factor that can affect employee behavior through establishing their attitudes. Therefore, wages influence the attraction and retention are also become a powerful strategy in the workplace..

According to the Ramlall (2003), the study of Managing Employee Retention as a Strategy for Increasing Organizational Competitiveness results show that, the first reason why employee jon hopping to another company due to the organization offer's compensation. Williams and Dreher (1992) also express wage is the key element affect the employee's attraction and retention, and play a major part in the recruitment process. Organizations should provide giving an high pay compensation, such as stock options, special pay, retention pay, gain share pay, performance base pay and bonus, and so on for attraction and retention of talented employees to the organization (Irshad & Afridi, 2007).

An attractive compensation package of an organization creates a positive culture (Lawler, 1990). The purpose of an organization offering the compensation is to help them to retention employees with their skill and contribute to the organization. In this competitive environment, other organization's compensation offer also affect the turnover (Sanjeevkumar, 2012). When other organization offered a better compensation package, the employee is more willing to leave the organization and join to the competitor to get better return (Medina, 2012).

Based on the previous research evidences, the following hypothesis was proposed:

Null hypothesis

H_0: There is no significant relationship between compensation and talent retention.

Alternate hypothesis

H_{1b}: There is a significant relationship between compensation and talent retention.

2.5.3 Hypotheses about Work Environment

From this study, it has indicated that work environment dimensions has positive relationship correlation with talent retention of the employees in the industry. Moreover, providing a comfortable work environment that could achieve organizational goals and employees' goal that involves motivating employees towards higher productivity and work environment with quality of work life. In addition, Wells and Thelen (2002) identify that work environment designed to fulfill employee satisfaction and free flow of exchange of ideas is a better medium to enhance the motivation levels of employees to commit to the organization for achieving long term goals.

Taiwo (2010) reported that an effective work environment management will make the work environment in the condition like attractive, creative, comfortable, satisfactory and motivating to employees so as to give employees feel like a sense of pride and pulling together to move the organization forward and in the same direction. By providing a prolific, comfortable and dynamic work environment and results shows the importance of work environment in retaining and attracting valuable employees. Retaining the employees is the most important critical asset for the organization because sometimes the high salary or the designation is not important for the employee to stay within the organization, thus work environment is important determinants of employee retention organization (Shoaib et al., 2009). Without retaining valuable employees or increasing employee turnover, a business cannot generate revenue and prosper.

The following hypothesis was proposed:

Null hypothesis

H_0: There is no significant relationship between work environment and talent retention.

Alternate hypothesis

H_{1c}: There is a significant relationship between work environment and talent retention.

2.5.4 Hypotheses about Work-life Balance

One of the researches that have been done by Shoaib, Tirmizi and Bashir (2009) had proposed a model of work-life policies to explain a possible explanation on how the employees will expect and their behavior when they tend to get more WLB and retention in the organization is the best option made by employees. Besides, an organization will improve their ability and respond when organizations apply work-life course of actions toward employees (Manfredi & Holiday, 2004). The research had made by Shaoaib et al. (2009) had proof that WLB correlate with employee retention because the result had shown the correlation value is 0.580 and the WLB has a direct impact on the employee retention. From the correlation value is 0.580, there are a positive relationship and linkage.

From the linkage, it also can proof that the WLB is significant related to talent retention as WLB can help employers attract and retain a more talented workforce (McGrew & Heidtman, 2013). Thus, Baral and Bhargava (2010) state that most organizations more concern on WLB of the employee and the WLB practices can directly reduce the work-family conflict of the employee through job satisfaction. Tee (2013) supports that job satisfaction of employee increase, young talent become fully committed and tend to retain their current job position. Therefore, the employees will show more loyalty toward

organization and they also will have a higher level of retention in their organization when they received more WLB (Shoaib et al., 2009). This will solve the issue between family activities and family member and there will cause an employee have an intention to stay in the organization or the workforce (Shoaib, et al., 2009).

The following hypothesis was proposed:

Null hypothesis

H_0: There is no significant relationship between work-life balance and talent retention.

Alternate hypothesis

H_{1d}: There is a significant relationship between work-life balance and talent retention.

2.6 Conclusion

In chapter 2, the researcher had identified which factors and those factors had reviewed through journal articles. Thus, the researcher had reviewed on talent retention and define a talent based on previous evidence. Besides that, theoretical theory had justify factors are related to motivation theory by previous study. It provides more understanding on expectancy theory and linkage between retention. Futhermore, the researcher had developed a proposed theoretical model based on previous research evidences. Lastly, hypothesis formulation had carried out to identify the impact of independent variable towards dependent variable before proceeding to next chapter.

Chapter 3: Research Methodology

3.0 Introduction

A specify procedures and specify way will be used to gather appropriate and precise information in this chapter. Besides that, research design also carried out in this research and discuss in 3.1. The data collection methods (primary data and secondary data) will discuss in 3.2. In the meantime, sampling design, research instrument and construct measurement determined in the report. Thus, the data processing and data analysis is vital for researchers to carry on the research. In overall, chapter 3 shown that the method of collection data and method of analyze to interpret into some result of the study.

3.1 Research Design

This section describes the study design of talent retention in manufacturing industry. The research design is an orderliness and rational method in planning and directing a piece of study (Zikmund, Babin, Carr & Griffin, 2010). It shows an ordinary project on how the researcher plans to implement their projects in practice. It is also a framework to guide researchers in the gathering and study of the data (Saunders, Lweis, & Thornhill, 2012).

The research method refers to how, where, when and which realistic methods that the researcher desires to collect and analyze data. According to Zikmund et al. (2010), there are 2 main types of research design in a research, which are quantitative research and qualitative research. Then, the qualitative method is a way to collect, analyze and interpret the data and to observe the accomplishments of individuals via participant observation, content analysis and narrative analysis, semi-structured or unstructured interviews while the quantitative method used to compute and measure of things that contain rating scales, structured observation and structured questionnaires (Zikmund et al., 2010).

Quantitative method will be carried out by the researchers in the study. Quantitative method is a collection way to assemble data that will produce numerical data (Saunders et al., 2012). Quantitative method is more appropriate and efficacious to test hypotheses because it enclosed widespread population. According to Sekaran and Bougie (2013) stated that there are dissimilar types of method to collecting data for a survey. Furthermore, questionnaires in this research were gauged in numeric rating scales. Distribution of questionnaires used to collect the information for the pilot study. From pilot study, data collected can be identify either that data are reliability nor unreliable.

Causal research defined as the cause-and-effect relationship between variables (Zikmund et al., 2010). Causal research was chosen in this research because the causal research uses to identify the effect on how the independent variables affect the dependent variable. Thus, the causal research is more suitable in this research since researchers had identified and determine the relationship between independent variables (training and development, compensation, work environment, work-life balance) and dependent variable (talent retention) in the

manufacturing industry. Then, a positive relationship means that a variable decrease or drop, then the other variable also will follow up and decrease since there are a positive relationship and vice versa (Zikmund et al., 2010).

3.2 Data Collection Methods

Data act an important role in a research because the data applied by the researcher would interpret the raw data into meaningful information. Thus, according to Zikmund et al. (2010), data collection methods include two forms of data, which are secondary data and primary data. It is very important to use the appropriate method to obtain accurate data when conducting a research because inappropriate method will cause inappropriate outcome. Hence, the researchers are using a questionnaire for collecting the primary data, meanwhile the researchers also applied to secondary data from many types of database via online to obtain information to increase the accuracy of the research.

3.2.1 Primary Data

According the Saunders et al. (2012), data obtain from first hand is the primary data (Saunders et al., 2012). Primary data are more credible, objective and reliable because have not published, hence, it is more valid compared to secondary data (Sekaran & Bougie, 2010). The researchers had applied questionnaires to collect the relevant information needed in this research. Thus, the questionnaire for this research was adopted and revised from several relevant research journals. This can ensure that a higher accuracy of the questions when distributes to targeted respondents rather than a fabricated own questionnaire.

3.2.2 Secondary Data

It is faster, easy and less expensive to collect the data than primary data (Zikmund et al., 2010). Some questions from the secondary data perhaps been answered by other researchers. The researchers used the Internet database to search the articles and journals to interpret the results. Internet resources refer to online database system such as ProQuest and ScienceDirect are used to obtain articles and journals. This online database system is available in the UTAR online database (OPAC). In addition, the researchers also had searched for the books which are related to the research topic in the library. However, the questionnaire is important for the research due to there might be insufficient of experiential data to support in the research (Saunders et al., 2012).

3.3 Sampling Design

The sampling defined as choosing a sample from a population. There are 5 steps in sampling design. The first step identifies a population. Then, the second step is determining a sampling frame. The third step is selecting a sampling technique. The fourth step is determines of sample size and last step is executes sampling process. Through these steps, it can help the researchers identify the qualified target respondents in order to estimate how many participate should be in the survey (Zikmund et al., 2010).

3.3.1 Target Population

The target population can refer as the total of respondents who meet qualification that set of level (Zikmund et al., 2010). The target population in the survey is targeted on employees working in manufacturing industry in order to conduct surveys. Thus, the target population is important for researchers in order to determine with the correct respondents so that the researchers can gather information from respondents. The location that chooses by the researchers which are Johor, Selangor, Penang and Perak. This is because the researchers easy distribute the questionnaires and gather the data and information from respondents.

According to the latest update information from Malaysia Government statistic in 2013, the total population of employees for manufacturing industry in Malaysia is 22,279,000 employees. Then, the population of 4 states was estimated 1,348,000 employees in the manufacturing sector, which are 535,200 employees in Selangor, 404,000 employees in Johor, 242,100 employees in Penang and 166,300 employees in Perak.

3.3.2 Sampling Frame and Sampling Location

The sampling frame is to offer a method for choosing a specific member of the target population who will be interviewed in the survey. A major consideration inconclusive upon the suitable frame is the relationship between the target

population and the department of selection (Zikmund et al., 2010). The researchers had distributed the questionnaires to all level manufacturing companies, such as Hong Tat trading Co, GPA Holding Berhad, Euden Full month specialty shop and other companies.

The main reason of researchers distributed in Johor, Penang, Selangor and Perak due to the four states holds almost 60% of the total manufacturing employee in Malaysia. Firstly, the researchers choose Perak as the target location because Perak is located at the north of Peninsular Malaysia. Perak appreciate a link with major economic centres around with the states such as Selangor and Penang, as well as key ASEAN markets in Thailand and Indonesia. On the other hand, Perak also focuses on the development of knowledge based and high tech industries.

Secondly, the researchers choose in Penang because the initial success of manufacturing and it is famous as “The Silicon Valley of the East”. Penang is quickly moving to another level of success in the shared services outsourcing (SSO) industry. The government in Penang State is forecasting the outstanding potential of the SSO industry launched the Business Process Outsourcing-Information Technology Outsourcing (BPO-ITO) Hub in Bayan Lepas to allure worldwide leaders in the SSO Industry situated in Penang. The IT-BPO Hub in Bayan Lepas is the first to be set up in Malaysia and it is a milestone accomplishment for Penang. Penang aspires to heighten its international and intelligent city status by leveraging on its highly innovative and sophisticated manufacturing and services sectors and will benchmark to global standards.

Thirdly, the researchers choose Selangor because the infrastructure in Selangor provides basic facilities to manufacturing industries and a high degree of

connectivity with Port Klang. Port Klang is the largest port in Malaysia and it is 12th busiest port internationally. Selangor's central was located in the flourishing Klang Valley and it is convenient to access to another state in Malaysia. Therefore, Klang Valley provides outstanding facilities, approachability and incentives to attract investors in order to make Selangor as their first destination. Investors can assure to get the top class facilities and a good investment environment. The Government of Selangor via the Invest Selangor Berhad which formerly known as "SSIC Berhad" plans to be a regional high-tech centre, hiring the latest and the most sophisticated technology for a more efficient and convenient business climate in the state. At the same time, the Government of Selangor provides the best support for all the investors to achieve maximum return on investments in Selangor.

Lastly, the researchers choose Johor because manufacturing industry in Johor was creating a RM25 billion foreign direct investment in the first quarter of 2015. Johor also has a good shipping and air freight services to attract investment to make Johor as a preferred terminate for investment. This reason shows that manufacturing industry is one of the vital state to contribute for Malaysia and how manufacturer worker is important for an industry.

3.3.3 Sampling Elements

Employees in the manufacturing industry are target as the major respondents in this research. Thus, respondents who participate in the research might come from different background. These respondents will provide their experience and knowledge to this research. Besides that, the questionnaires had distributed by the researchers to different ranges of respondents which are respondent’s age, gender, ethnic group, marital status, education levels, work job period and income levels.

With that, this will help the research to generate a different perspective from different backgrounds of respondents so that can help the researchers achieve more exactly and become more reliable results.

3.3.4 Sampling Technique

According to Zikmund et al. (2010), there are two main categories of sampling techniques for investigating a whole population include non-probability and probability. Then, the probability sampling is choose from the population is known while the non-probability sampling is choose from the population is unknown (Saunders et al., 2012). Thus, the probability sampling have 4 types of sampling, which are cluster sampling, systematic sampling, stratified sampling and simple random sampling. Therefore, according to Saunders et al. (2012), the non-probability have 4 types of sampling, which are snowball, quota, judgment and convenience.

Thus, non-probability sampling technique will choose for research. The convenience sampling will be used in this research. This is because the population is too large and hard to do research for everyone. So, the convenience sampling is more suitable for this research. Thus, convenience sampling will be applied for because researcher more easily to obtain for the sample (Saunders et al., 2012). Therefore, this convenience sampling is easy access to employees at all levels of manufacturing companies since there are many types of manufacturing companies in Malaysia. Different types of manufacturing companies can be easily targeted and the researchers are easy to access in order to get data from respondents in manufacturing companies.

3.3.5 Sampling Size

The sample size is a subset of the population use for doing a research. According to Sekaran and Bougie (2010), sample size refers to the actual number of samples that chosen from the population in a research. Although the sample size identify by researchers is the minimum requirement of 384 but the researchers distribute a total of 500 questionnaires to employees in the manufacturing industry that located in Johor, Selangor, Penang and Perak.

Table 3.1: Determining Sample Size

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	175	2000	322
55	48	320	181	2200	327
60	52	340	191	2400	331
65	56	360	196	2600	335
70	59	380	205	2800	338
75	63	400	210	3000	341
80	66	420	217	3500	346
85	70	440	226	4000	351
90	73	460	242	4500	354
95	76	480	248	5000	357
100	80	500	260	6000	361
110	86	550	265	7000	364
120	92	600	274	8000	367
130	97	650	278	9000	368
140	103	700	169	10 000	370
150	108	750	186	15 000	375
160	113	800	201	20 000	377
170	118	850	214	30 000	379
180	123	900	234	40 000	380
190	127	950	254	50 000	381
200	132	1000	269	75 000	382
210	136	1100	285	1 000 000	384

Source: Sekaran, U., & Bougie, R. (2010). Research methods for business: A skill building approach. Wiley.

3.4 Research Instrument

The research instrument is one way to collect information and data in this research. Thus, research instrument is used by the researchers is self-administered questionnaire from many types of journal articles. The researchers applied self-administered questionnaire in the research for the purpose to collect primary data from respondents. By using this questionnaire method, the questionnaire can get a direct response from respondents in short period time, more cheaper and it is a most convenient way. Lastly, the ways of distributed a questionnaire by the researchers is through is paper questionnaire.

3.4.1 Questionnaire Survey

By using this self-administered, we enable benefit from the complete absences of an interviewer from the process (Bourque & Fielder, 2003). The main function of the questionnaire is to capture the true through and feeling about a different issue or object (Hair et al., 2003). Besides that, questionnaire method is more effective than a face to face interview. It is chosen to be complete to the researcher because it is helping to remove the potential bias in the response and make the respondent to be honest with sensitive questionnaire. Self-administered questionnaire method is more inexpensive, more convenient to conduct in anywhere and anytime. It is required a careful planning of the instruction and question. Then, the clear instruction is an important and necessary to guide the respondents to answer the

questionnaire since respondents are the main roles of responsible for answer questionnaire.

3.4.2 Questionnaire Design

The process of design questionnaire becomes more vital in order to achieve the relevancy and accuracy information from target respondents. Thus, questionnaire consists of two type question, which are fixed-alternative questions (or close-ended question) and open-ended question. Therefore, fixed-alternative questions are applied by the researchers in this survey. From that, fixed-alternative questions enable the respondents to select the one of the best answer to respondent's viewpoint by giving them more specific, limited alternative response (Zikmund et al., 2010). In fact, it provides respondents by multiple-choice answer and reducing the amount of time in answering questions at the same time.

In addition, fixed-alternative question enable to distribute questionnaire to the large population of respondents in a short time period. The interviewer has the opportunity to guide the way respondent to answer the questionnaire with the format questions. The simple English conduct in questionnaire as it is the international language. It is reducing the respondents misunderstanding and uncertainly on the question by respondents. There are consist 25 questions and the 25 question are divided into 2 major parts. The 2 part is part A (independent variable) and Part B (dependent variable). Lastly, 5 question will be include in part C (demographic information).

Therefore, the five-point Likert scale had applied in this questionnaire where the respondents are given pre-determined responses, which are the question rated from 1-5, representing strongly disagree until strongly agree. In part A, there are 20 questions to measure the independent variables. Each variable independent involve 5 questions which are training and development, compensation, work environment, and work-life balance. In part B, there are involved 5 questions about general information on talent retention in manufacturing industry. In part C, the questions are designed to obtain the respondent's demographic profile. It consist 5 questions to required respondents to finish their personal information, which are marital status, job period, age, educational level, monthly income and gender.

3.4.3 Pilot Studies

Pilot test is necessary to conduct before a research need to use the questionnaire to collect data in the actual survey. The pilot test can refine and ensure that the questionnaire will have no problem and respondents able understand and answering the questions. Therefore, the assessment of question's validity and reliability can be obtained after conduct pilot test (Saunders et al., 2012). From the pilot test, the researchers can check the validity and the reliability of the questionnaires.

Therefore, the researchers had printed out the questionnaires and distribute to 40 respondents. The respondents who are currently participating in the manufacturing industry and their information will conduct to the pilot test. But, there are only 30 set questionnaires will choose for the pilot test. It takes 1 month processing to collect the questionnaire from respondents. The researchers need to

send application letter in order to get approved from manufacturing companies. After the approved, the researchers deliver the questionnaires to the manufacturing companies.

Moreover, the questionnaire had collected back from respondents and the researcher had applied Statistical Analysis System Enterprise Guide 5.1 software to conduct the reliability test in the pilot study. Based on the Rule of Thumb of Cronbach's Alpha by Sekaran and Bougie (2010), the rule is proposed that range between 0.70 and 0.80 had considered as good reliability. Then, Sekaran and Bougie state that the range between 0.80 and 0.90 had considered as very good reliability. From the result shown in Table 3.3, all items are indicated as a good strength of association when the Cronbach's Alpha value has exceeded 0.70. The SAS helps to assess the each measure on reliability by applying the coefficient alpha as shown in table below.

Table 3.2: Rules of Thumb for Cronbach's Alpha Coefficient Value

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

Source: Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). Business research methods (8th ed.). New York : South-Western/Cengage Learning.

Table 3.3: Cronbach's Alpha Reliability Analysis of Pilot Test

Variables	**Number of Items**	**Cronbach's Alpha**
Training and Development	5	0.861652
Compensation	5	0.882561
Work Environment	5	0.861444
Work-life Balance	5	0.753592
Talent Retention	5	0.774162

Source: Developed for the research

From the result that shown in Table 3.3, the reliability test for training and development shows that the alpha value is 0.861652. This value of 0.861652 is falling within the range 0.80 to 0.90 and there is a very good reliability of the 5 items which measuring on training and development.

Next, the reliability test for compensation shows that the alpha value is 0.882561. This value of 0.882561 is falling within the range 0.80 to 0.90 and there is a very good reliability of the 5 items which measuring on compensation.

In addition, the reliability test for work environment shows the alpha value is 0.861444. This value of 0.861444 is falling within the range 0.80 to 0.90 and there is a very good reliability of the 5 items which measuring on work environment.

Therefore, the reliability test for work-life balance shows that the alpha value is 0.753592. This value of 0.753592 is falling within the range 0.70 to 0.80 and there is a good reliability of the 5 items which measuring on work-life balance.

Furthermore, the reliability test shows the alpha value is 0.774162. This value of 0.774162 is falling within the range 0.70 to 0.80 and there is a good reliability of the 5 items which measuring on talent retention.

By referring the table 3.3, all variants have an own alpha value and α value are within the range between 0.70 and 0.90. Thus, the overall results of between four independent variables and one dependent variable show good reliability and very good reliability. Finally, the pilot test had conducted for all variables (Training and Development, Compensation, Work Environment, Work-life Balance and Talent Retention) are good reliable in the result.

3.5 Construct Measurement

3.5.1 Origin of Measure of Construct

In this study, a questionnaire is designed by adopting or adaption on the questionnaire from other researchers.

3.5.1.1 Talent retention

The questionnaire on employee retention was constructed based on previous researches (Kyndt, Dochy, Michielsen, & Moeyaert, 2009), used a method of analysis in order to perform is called Kaiser-Meyer-Olkin (KMO). Results came out for this analysis showed that measurement of KMO sampling adequacy of 0.90. Besides, the Bartlett's test of sphericity with a significant of p=0.000. This category uses 5 items and select form the 11 item to measure the employee retention, the variance in these items is (**α=.91)**. Form this journal, state that there is a high level of either type of commitment is positively related to employee retention. In the stepwise regression, age was excluded from the model because of its high correlation with seniority (ρ=.78), p<.001). Lastly, level of education also had a significant influence on employee retention (t=-2.436, p<.05, β=-.110).

3.5.1.2 Training and development

After reviewing previous studies (Dysvik & Kuvaas, 2008) had found out a structural equation modeling (SEM) to test the full measurement model. SPSS 15.0 and LISREL 8.80 have been performed an exploratory principal component analysis with varimax rotation. The perceived training opportunities were positively related to intrinsic motivation, (b=0.37, p< 0.001). Moreover, it shows that perceived training opportunities were significantly related to the dependent variables before intrinsic motivation was included. It is using 5-point Likert response scales ranging from (1) strongly disagree to (5) strongly agree with a neutral point of (3) unsure. There are 10 items in Task Performance, which from the item 1 until item 5 was negative effect question. This

category uses 5 items to measure and from the item 5 until item 10, the variance in these items is 4.66 percent.

3.5.1.3 Compensation

Consistent with previous studies such as (Rowden & Ahmad, 1999), there are 7 items which included items measuring feelings about pay, benefit, and promotion. The Job Satisfaction Survey (JSS) developed by Spector, used to evaluate nine separate aspects of job satisfaction related to overall satisfaction. From the hypotheses result, the testing shows that there is significant positive relationship between compensation and retention. A correlation value of 0.608 and p-value is 0.00 ($p < 0.01$) indicates compensation is positively related to retention. Employee may feel that they are appreciated or valued by the organization; thereby it increased the level of employee retention.

3.5.1.4 Work environment

From previous study had found out a comparative fit index (CFI) used as it is one of the best fit indices. Besides, the data were subjected to Confirmatory factor analysis (CFA) using version 5.1 of the EQS (structural equation) program. It can be seen that all the alphas reported are in the range 0.53 through 0.84, thus is an accepted level for this statistic. It is using 5-point Likert response scales ranging from (1) strongly disagree to (5) strongly agree with a neutral point of (3) unsure. This study produce on Cronbach's alpha is 0.779 and significant at the 0.05 level. On the other hand, if employees are working in a safe environment then it will add considerable positive impact on employee retention.

3.5.1.5 Work-life balance

In the line with previous researches (Singh, 2010), use SPSS 17.0 to test the hypotheses. It is using 5 point Likert type scale, response option range from (1) strongly disagree to (5) strongly agree with neutral point of (3) unsure. A p-value of 0.05 is frequently used to determine significance. Moreover, the researchers have discovered that the statements used to measure the work life balance from the employees' talent retention from different journal are quite similar with each other. In order to made them clear, specific, as well as easy to understand when respondent answering the questionnaire.

For instance, the researchers have adopted 5 questions from this journal, and the researchers also make some modification on the question itself. Carer's leave this question makes some changes to become i feel that the organization allow me to take time off for personal issues. This study produced a p-value of significance at 5% level and with a Z-Score of 2.820 and standard error of 0.00736.

I feel that the job sharing between two or more people on a full time job is important in an organization instead of use Job sharing (two or more people share one full-time job). Besides, I feel that by using telecommuting, I am able to work from home or outside of my central workplace that most suitable compared to use the telecommuting (e.g. where an employee can work from home or outside of the central work place using his or her own or the . Therefore, modifications have been made to combine and improve the statement usually to make something work better.

Furthermore, for i can use the referral services which are provided by the organization for my personal matter instead of use referral services for employees' personal needs (the organization provides a referral service-a telephone service that you can use for assistance with personal matters) which show ($p_{1=}$90.3%, $p_{2=}$100% and Z-score=2.545).

Last, i feel that the organization treat all employees in the same way when using "work-life balance" policies other than all employees are treated the same way when using this organization's work-life balance' policies. The result show that, significant at <5% level of significance.

3.5.2 Scale Measurement

According to Zikmund et al. (2010), scale measurement consists of 4 basic types. The 4 types are nominal scale, ordinary scale, interval scale and ratio scale (Sekaran & Bougie, 2010; Zimund et al., 2010). Thus, the questionnaire has to design carefully and enable respondents easy to understand on the questions which are relevant to the topic of the study to get more accurate information. In addition, researchers had applied nominal, ordinal, interval scales and ratio scale as a measurement (i.e. Likert Scale). Variable measurement is for ordinal scale and nominal scale are non-metric, whereas variable measurement for interval scale and ratio scale are metric (Sekaran & Bougie, 2010).

3.5.2.1 Nominal Scale

A researcher able applied nominal scale to assign a value on particular group or categories (Sekaran & Bougie, 2010). The purpose of value assigns is for identification or classification. Nominal scales can categorize an object or individuals into collectively exhaustive and mutually exclusive groups. In this research, the question under part C (demographic part) which are gender of respondents grouped into 2 categories (male and female). For examples:

Gender:

- ☐ Male
- ☐ Female

Source: Tnay, E., Othman, A. E. A., Siong, H. C., & Lim, S. L. O. (2013). The Influences of Job Satisfaction and Organizational Commitment on Turnover Intention. *Procedia-Social and Behavioral Sciences*, *97*, 201-208

3.5.2.2 Ordinal Scale

It is use to ranking scale but it is does not mention the value of the interval between the rankings (Sekaran & Bougie, 2010). In simple words, the ordinal scale can also represent as ranking scale. Thus, a researcher is able applied to the term rank order by used to describe an ordinal scale (Zikmund et al., 2010). In addition, the ordinal scale had applied by researchers and there are a few questions is under part c (demographic part). One of the examples is following:

Education Level:

- ☐ SPM
- ☐ STPM
- ☐ Bachelor Degree
- ☐ Master Degree
- ☐ Others

Source: Tnay, E., Othman, A. E. A., Siong, H. C., & Lim, S. L. O. (2013). The Influences of Job Satisfaction and Organizational Commitment on Turnover Intention. *Procedia-Social and Behavioral Sciences*, *97*, 201-208

3.5.2.3 Interval Scale

In general, Interval Scale also called Likert scale which combine both of ordinal and nominal scale (Zikmund et al., 2010). Thus, a researcher is allowed to perform arithmetical operations on information or data collected by using this interval scale. Then, the interval scale measures the magnitude of the differences in the preferences among the individuals (Sekaran & Bougie, 2010). Then, the questions in part A (independent variable) and part B (dependent variable) were designed by using an interval scale which involved offering a response by respondents that required to indicate form strongly disagrees to strongly agree. For instance:

Strongly Disagree (SD)	– 1
Disagree (D)	– 2
Neither Agree nor Disagree (N)	– 3
Agree (A)	– 4
Strongly Agree (SA)	– 5

B	Talent Retention	SD	D	N	A	SA
TR 1	Within this company my work gives me satisfaction.	1	2	3	4	5

Source: Kyndt, E., Dochy, F., Michielsen, M., & Moeyaert, B. (2009). Employee retention: Organisational and personal perspectives. *Vocations and Learning*, *2*(3), 195-215.

3.5.2.4 Ratio Scale

The ratio scales is most powerful of the 4 scales because ratio scale involves a unique zero origin (Sekaran & Bougie, 2010). Zero has meaning which is it can represent the absence of certain concepts (Zikmund et al., 2010). Ordinal scale had applied by the researcher to a few questions and the few question is under part C (demographic part). One of the examples is following:

Age:

- ☐ 21 to 34 years old
- ☐ 35 to 44 years old
- ☐ 45 to 54 years old
- ☐ More than 55 years old

Source: Abeysekera, R. (2007). The impact of human resource management practices on marketing executive turnover of leasing companies in Sri Lanka.*Contemporary Management Research*, *3*(3).

3.6 Data Processing

When the researchers had collected data from respondents, there are some steps need to be implement in order to make sure the consistency and quality of the data. Thus, the steps are necessary when conduct research and there are very important steps in data processing and the researchers will explain further which are data checking, data editing, data coding and data transcribing.

3.6.1 Data checking

The process of data checking in very significant step due to questionnaires that collected must be accurate and complete (Zikmund et al., 2010). The data checking can help us to eliminate and detect errors such as unacceptable and incomplete questionnaires have to be removed in order to avoid the reliability issues arise in subsequent tests.

3.6.2 Data Editing

It is the procedure of checking and editing the data for consistency, overlooking and legibility (Zikmund et al., 2010). When the questionnaires discover a problem or error, the researchers enable adjust the data collected in order to make the data more readable, consistent or more complete.

3.6.3 Data Coding

It is about a data procedure that allocating a number to the participants' responses and simplify the data collect in order to make the data more easily convert into the database (Sekaran & Bougie, 2010). Thus, data types are recorded and coding by applying the numerical codes and the purpose of recorded is make the data able quickly key in the SAS and less error occur (Saunders et al., 2012). Thus, the researcher had coded accordingly entered into SAS software and this can make further analysis before the descriptive data. For example, "TR" had been decoded as representing the dependent variable "Talent Retention" before the process of data transcribing into SAS. The code range for the analysis is between minimum 1 and maximum 5. Therefore, the following table 3.4 and 3.5 represent as the codebook for this research.

Table 3.4 Labels and Coding for Compensation, Training and Development, Compensation, Work Environment, Work-life Balance and Talent Retention

Question No.	**Label**	**Coding**
Part A 20 Questions	Four Independent Variables	1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

Part B 5 Questions	Talent Retention	1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

Source: Developed for the research

Table 3.5: Labels and Coding for Personal Details

Part C		
Q1	Gender	1= Male 2= Female
Q2	Age	1= 21 to 34 years old 2= 35 to 44 years old 3= 45 to 54 years old 4= More than 55 years old
Q3	Ethnic Group	1= Malay 2= Chinese 3=Indian 4= Others
Q4	Marital Status	1=Single 2= Married
Q5	Educational Level	1= SPM 2= STPM 3= Bachelor Degree 4= Master Degree

		5= Others
Q6	Job Period	1= 1 to 3 years 2= 4 to 6 years 3= More than 6 years
Q7	Income Level	1= Less than 2000 2= 2001 to 3000 3= 3001 to 4000 4= 4001 to 5000 5= 5001 to 6000 6= More than 6000

Source: Developed for the research

3.6.4 Data transcribing

After all the preparation process of checking data, editing data, coding data and the last step will be data transcribing. The coded data had coded by researcher then the coded data have to transcribe into Statistical Analysis System Enterprise Guide 5.1 (SAS).

3.7 Data Analysis Method

After finish the preparation process, the data collected and coded are analyzed by SAS Enterprise Guide software. Following analysis is done with this research:

3.7.1 Descriptive Analysis

It is used to make user easier to understand when transformation of raw data into a form (Zikmund et al., 2010). Descriptive analysis also representing a method of organizing, summarizing, and presenting data in an informative way. For that, it is used to calculate average, frequency distribution and percentage distribution of the demographic information provided by respondents in part. Then, two sets of descriptive measure will be measured, which are measures of central tendency and measure of variability. The measure of central tendency is applied to report a single piece of information. Lastly, the measures of variability is used to reveal the typical difference between the values in a set of value.

3.7.2 Scale Measurement

3.7.2.1 Reliability Test

SAS version 5.3 software had applied by the researchers in order to conduct the reliability test in the research. Thus, Zikmund et al. (2010) provide a rule for the reliability test based on the alpha coefficient range in the research. This is shown that a reliability coefficient how reliability on the items (Sekaran & Bougie, 2010). After that, SAS had shown the coefficient alpha and assessed all reliability of each measure as shown in Table 3.6 and a summary of reliability test in following table 3.7.

Table 3.6: Rules of Thumb for Cronbach's Alpha Coefficient Value

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
< 0.90	Excellent

Source: Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). Business research methods (8th ed.). New York : South-Western/Cengage Learning.

Table 3.7: Summary of Reliability Test

Variables	Cronbach's Alpha	Strength of Association
Training and Development	0.861652	Very Good
Compensation	0.882561	Very Good
Work Environment	0.861444	Very Good
Work-life Balance	0.753592	Good
Talent Retention	0.774162	Good

Source: Developed for the research

3.7.3 Inferential Analysis

The questionnaires in this research include 4 independent variables and a dependent variable. Thus, two techniques had applied in the research, which are the Multiple Regression Analysis and the Pearson Correlation in order to determine the relationship between independent variable (Training and Development, Compensation, Work Environment and Work-life Balance) and dependent variable (Talent Retention).

3.7.3.1 Pearson's Correlation Coefficient Analysis

The Pearson's correlation measure the linear association between 2 metric variables (Saunders et al., 2012). Thus, the strength of relationships between variables will be analyzed by the researchers in order to get to know higher whether there is a negative relationship, positive relationship, or no correlation between IV and DV.

The r value of +1 can represent a positive correlation and it is a positive relationship between two variables. It means that when a value of an independent variable is increased, then the value of the dependent variable will be followed up and the value is increased. By contract, the r value of -1 can represent negative correlation and it is a negative relationship between two variables. From that, it means that when a value of the independent variable is increased, then the value of the dependent variable will be decreased (Saunders et al., 2012).

The researchers had applied the Pearson Correlation Analysis and this analysis helps to understand the relationship of IV and DV. Researchers use this technique to test the training and development, compensation, work environment, work-life balance towards talent retention in the manufacturing industry. Lastly, the Rule of Thumb about Correlation Coefficient Size as a guideline for determining the result shown in following table 3.8.

Table 3.8: Rules of Thumb about Correlation Coefficient Size

Coefficient range	**Strength of association**
± 0.91 to ± 1.00	Very strong
± 0.71 to ± 0.90	Strong
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
0.00 to ± 0.20	Slight, almost negligible

Source: Hair, J.F.Jr, Money, A.H., Samouel, P., & Page, M, (2007). *Research method for business.* Chichester, West Sussex: John Wiley & Sons, Inc.

3.7.3.2 Multiple Regression Analysis

This analysis is the only one of extension of the simple regression analysis and the multiple independent variables are able predicted on a metric dependent variable. Thus, the independent variable able explained on the dependent variable (Zikmund et al., 2010). The equation of multiple regression as below:

$$Y=a + b(X1) + c(X2) + d(X3) + e(X4) + f$$

Table 3.9: Multiple Regression

Y	Talent Retention
A	Constant Value, equal to the value of Y when the value of X1, X2, X3, X4=0
b, c, d, e	Slope of Regression Line
X1	The Value of Training and Development
X2	The Value of Compensation
X3	The Value of Work Environment
X4	The Value of Work-life Balance

Source: Developed for the research

3.8 Conclusion

As conclusion of chapter 3, the researcher had explained some method of how the study was conducted and being out such as the research and sampling design, the methods for researchers collect back the data, the data processing and analysis. Thus, the research methods that used by the researchers are collecting data, analyzing data, and interpreting data. Thus, the SAS software was used to support in doing the analysis and interpreting data. Pilot test and reliability test have been carrying out by researchers in order to get a reliable result. Thus, the inferential analyze that consist of the Pearson correlation coefficient and one of importance analysis, which are multiple regression analysis had discussed in 3.7.3.2. Lastly, the research result will interpret in the next chapter.

Chapter 4: Research Results

4.0 Introduction

As an introduction of chapter 4, there are a further analysis and explanation of the research. The data obtained from 410 questionnaires are analyzed by the researchers and further interpreted in details by using SAS software as a main analytical tool in this study. The SAS is important and help the researchers to conduct a descriptive analysis. Thus, descriptive analysis will be explained through respondent demographic profile and other general information from respondents. Frequency analysis is used by researchers and this analysis is important used during central tendencies measurement of constructs. The analysis displays in a form of charts and tables. By this, scale measurement will carry out some results in this research. Then, the Pearson's correlation analysis are analyze by SAS in order to get know the relationship between variable. Next, the multiple linear regression analysis will carry out some outcomes in the research. Lastly, a summary will be provided by the researcher in order to conclude this chapter.

4.1 Descriptive Analysis

There are seven questions related to the demographic profile of respondents in questionnaires. The collected data displayed in the form of table and chart to make understand easily.

4.1.1 Respondent Demographic Profile

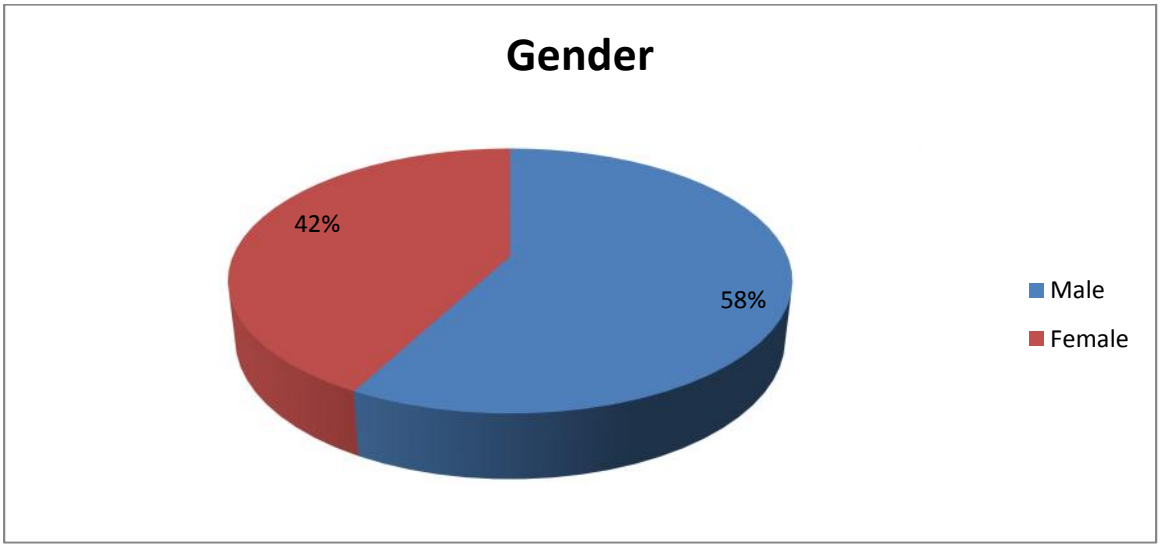
4.1.1.1 Gender

Table 4.1: Statistics of Respondents's Gender

Gender	Frequency	Percentage (%)
Male	237	57.80
Female	173	42.20
Total	410	100

Source: Developed for the research

Figure 4.1: Statistics of Respondents's Gender



Source: Developed for the research

According to the result that shown in the table 4.1 and the figure 4.1, the male respondents are are 57.80% whilst there are 42.20% respondents who are female. In the total number of 384 set collected from respondents, there are 237 male respondents, whereas there are also 173 female respondents who involved in the research. From the data above, the number of male respondents is 237 and this number are slightly higher than the number of female respondents.

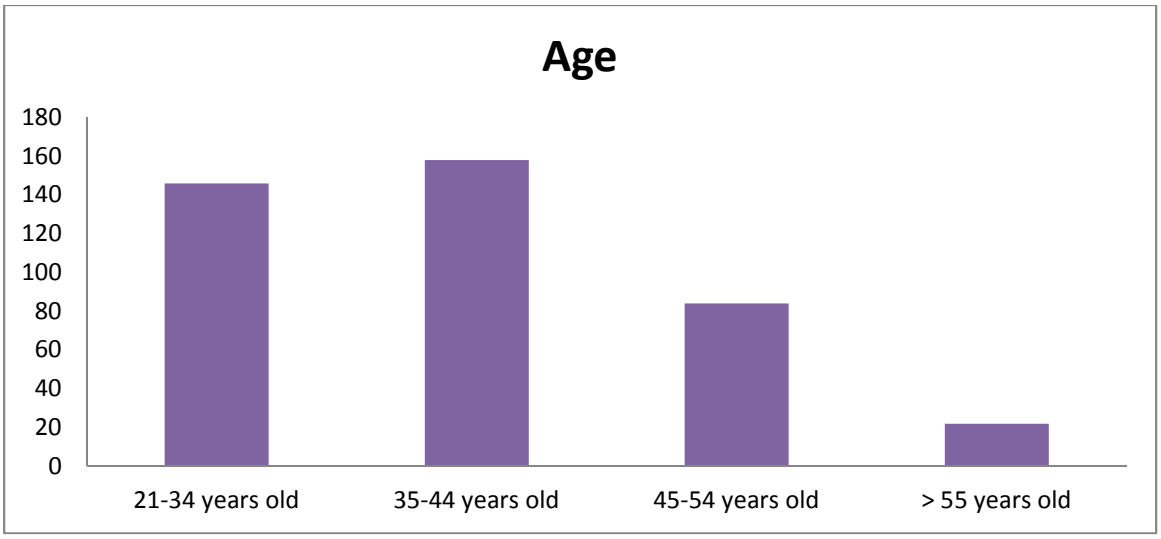
4.1.1.2 Age

Table 4.2: Statistics of Respondents's Age

Age	**Frequency**	**Percentage (%)**
21 to 34 years old	146	35.61
35 to 44 years old	158	38.54
45 to 54 years old	84	20.49
More than 55 years old	22	5.37
Total	410	100

Source: Developed for the research

Figure 4.2: Statistics of Respondents's Age



Source: Developed for the research

From the result that shown in the Table 4.2 and the Figure 4.2, the researchers had found that there are few age groups of respondents who had been involved in the survey. The category of 35-44 years old are the largest group of respondents which contributes 38.54 % and consists of 158 respondents. The age group of 21-34 years old is second largest that contributing 35.61% which included 146 respondents. Then, the category of 45-54 years old have a number of 84 respondents and contributes 20.49% in the survey. Lastly, the age group that which are more than 55 years old is the smallest group in the survey, which consists of 22 respondents and contributes 5.37% for this category.

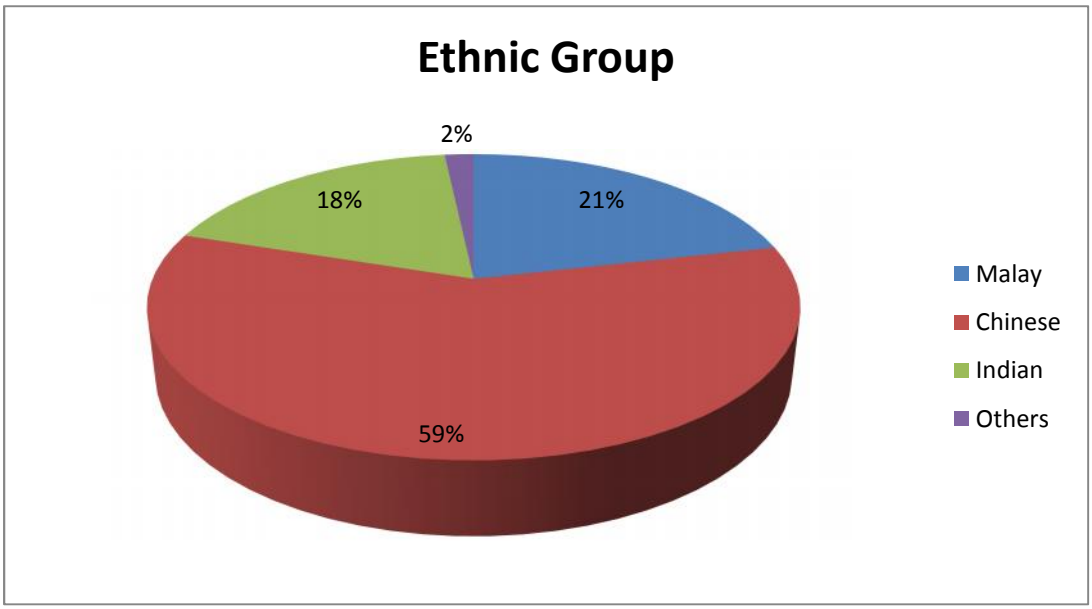
4.1.1.3 Ethnic Group

Table 4.3: Statistics of Respondents's Ethnic Group

Ethnic Group	Frequency	Percentage (%)
Malay	88	21.46
Chinese	240	58.54
Indian	75	18.29
Others	7	1.71
Total	410	100

Source: Developed for the research

Figure 4.3: Statistics of Respondents's Ethnic Group



Source: Developed for the research

According to the result that shown in the Table 4.3 and the Figure 4.3, there are four types of ethnic group, which are Chinese, Malay, Indian and others. From the result, the Chinese respondents are the largest group and there are a number of 240 respondents and contribute 58.54% in the survey. Next, the second large group is Malay respondents are a number of 88 respondents and contribute 21.46%. At the same time, there are 75 Indian respondents which contribute 18.29% in the survey. There are 7 respondents from other ethnic group and only consists of 1.71% in the survey.

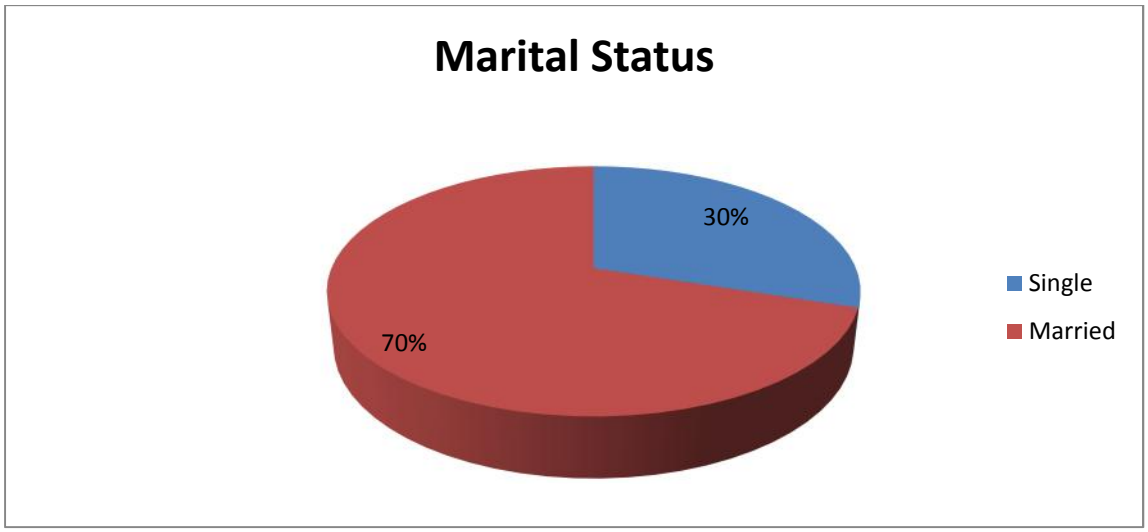
4.1.1.4 Marital Status

Table 4.4: Statistics of Respondents's Marital Status

Marital Status	Frequency	Percentage (%)
Single	123	30
Married	287	70
Total	410	100

Source: Developed for the research

Figure 4.4: Statistics of Respondents's Marital Status



Source: Developed for the research

According to the result that shown in the table 4.4 and the figure 4.4, there are 287 respondents are married and contribute 70% while 123 respondents are still single and contribute 30%.

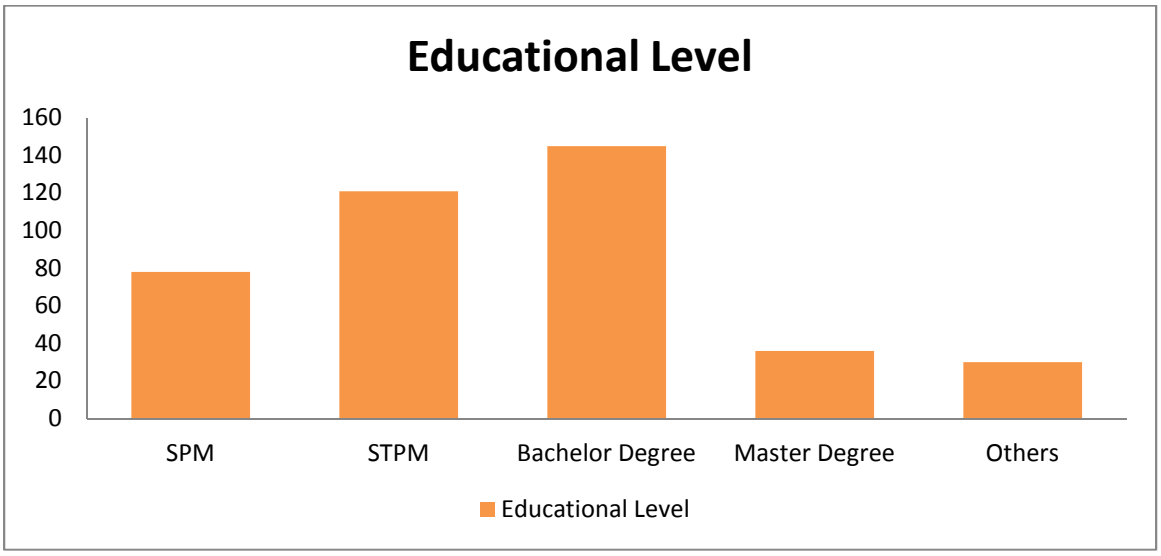
4.1.1.5 Educational Level

Table 4.5: Statistics of Respondents's Educational Level

Educational Level	Frequency	Percentage (%)
SPM	78	19.02
STPM	121	29.51
Bachelor Degree	145	35.37
Master Degree	36	8.78
Others	30	7.32
Total	410	100

Source: Developed for the research

Figure 4.5: Statistics of Respondents's Educational Level



Source: Developed for the research

From the result that shown in the Table 4.5 and the Figure 4.5, most respondents had a bachelor degree educational level who accounted for 145 respondents which contribute 35.37%. Then, 121 respondents owned STPM educational level, which contribute 29.51%. Next, 78 respondents were having SPM educational level, which contributes 35.37%. Then, there are 36 respondents having a Master Degree educational level, which contributes 8.78%. Lastly, 30 respondents are other educational level that contributes 7.32%.

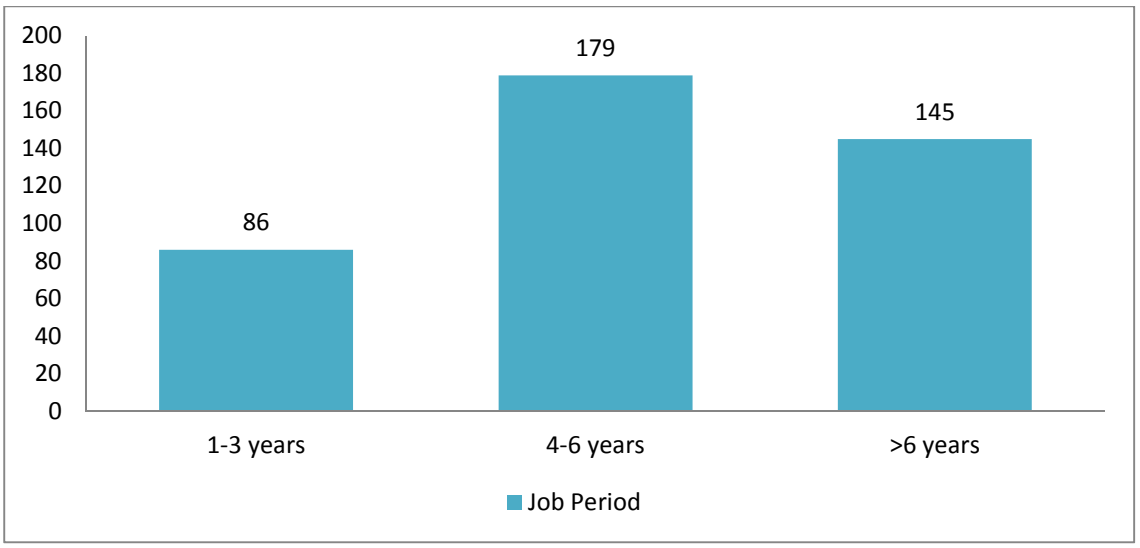
4.1.1.6 Job Period

Table 4.6: Statistics of Respondents's Job Period

Job Period	Frequency	Percentage (%)
1- 3 years	86	20.98
4 – 6 years	179	43.66
>6 years	145	35.37
Total	410	100

Source: Developed for the research

Figure 4.6: Statistics of Respondents's Job Period



Source: Developed for the research

From the result that shown in the Table 4.6 and the Figure 4.6, there are 179 respondents which are 43.66% has worked 4-6 years in the organization. Thus, 145 respondents which are 35.37% have worked for more than 6 years. Lastly, there are remains of 86 respondents which are 15.89% have worked 1-3 years in the organization.

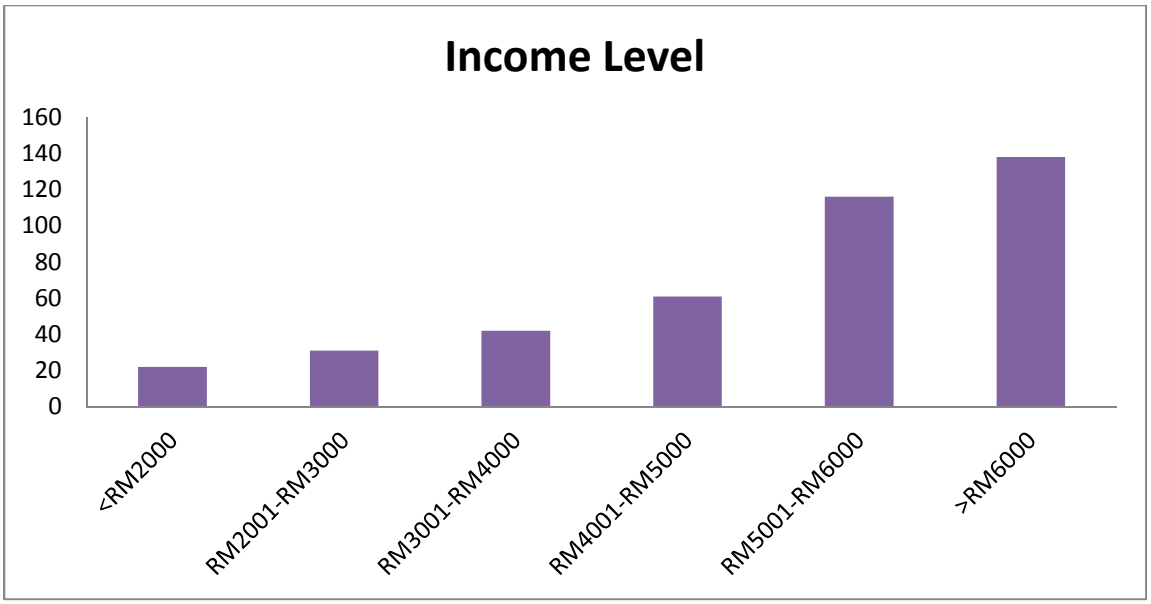
4.1.1.7 Income Level

Table 4.7: Statistics of Respondents's Income Level

Income Level	Frequency	Percentage (%)
<RM 2000	22	5.37
RM2001 – RM 3000	31	7.56
RM3001 – RM 4000	42	10.24
RM4001 – RM 5000	61	14.88
RM5001 – RM 6000	116	28.29
>RM 6000	138	33.66
Total	410	100

Source: Developed for the research

Figure 4.7: Statistics of Respondents' Income Level



Source: Developed for the research

According to the result that shown in the table 4.7 and the figure 4.7, there are 22 respondents which are 5.37% had received their income less than RM2000. Then, there are 31 respondents which are 7.56% had received their income between RM2001-RM3000. Besides that, there are 42 respondents which are 10.42% had received income between RM3001-RM4000 while 61 respondents which are 14.88% had received income between RM4001-RM5000. Next, there are also 116 respondents which are 28.29% had received their income between RM5001-RM6000. Lastly, there are remains of 138 respondents which are 33.66% had received more than RM6000.

4.1.2 Central Tendencies Measurement of Constructs

It's shown that the mean score of five interval scale constructs in this section. The researcher had identified and set total 25 items are being measured by using 5 points Likert scales within the range from strongly disagree to strongly agree. Then, researchers conducted the measurement by SAS software.

4.1.2.1 Training and Development

Table 4.8: Descriptive Statistic of Training and Development

Statement	Mean	Standard Deviation	Mean Ranking	SD Ranking
My organization invests extensively in improving the levels of competency among the employees.	3.2390244	0.7141182	2	5
It is my impression that my organization is better than its competitors to provide training and development.	3.1975610	0.7833811	5	4
It is important for my organization that its employees have received the necessary training and development.	3.2317073	0.8635343	3	3
I feel certain that I will get necessary training and development to solve any new tasks I may be given in the future.	3.2487805	0.9621497	1	1
I am satisfied with the training and development.	3.2146341	0.8693535	4	2

Source: Developed for the research

From the result generate and analyze by SAS that shown in the Table 4.8, it's shown that how the respondents will respond on training and development. From the result, the statement of “I feel certain that I will get necessary training and development to solve any new tasks I may be given in the future.” had highest mean value was 3.2487805. However, the lowest mean value of training and development that conducted in this research was 3.1975610 for the statement of “It is my impression that my organization is better than its competitors to provide training and development” .

Thus, the highest value of standard deviation was 0.9621497 with the statement of "I feel certain that I will get necessary training and development to solve any new tasks I may be given in the future". In contrast, the lowest value of standard deviation was 0.7141182 for the statement "My organization invests extensively in improving the levels of competency among the employees".

4.1.2.2 Compensation

Table 4.9: Descriptive Statistic of Compensation

Statement	Mean	Standard Deviation	Mean Ranking	SD Ranking
I feel I am being paid a fair amount for the work I do.	3.2000000	0.7780610	4	4
I feel satisfied with my chances for salary increases.	3.2073171	0.7936518	3	3
I feel satisfied with the benefits I receive.	3.3756098	0.8036532	1	2
The benefits we receive are as good as most other organizations offer.	3.1926829	0.8121601	5	1
The benefit package we have is equitable.	3.2902439	0.6930690	2	5

Source: Developed for the research

From the result generate and analyze by SAS that shown in the Table 4.9, it's shown that how the respondents will respond on compensation. From the result, the statement of "I feel satisfied with the benefits I receive" had highest mean value was 3.3756098. However, the lowest mean value in compensation that conducted in this research was 3.1926829 for the statement of "The benefits we receive are as good as most other organizations offer"

Then, the highest value of standard deviation was 0.8121601 with one statement of "The benefits we receive are as good as most other organizations offer". In contrast, the lowest value of standard deviation in compensation that conducted in this research was 0.6930690 for the statement "The benefit package we have is equitable"

4.1.2.3 Work Environment

Table 4.10: Descriptive Statistic of Work Environment

Statement	Mean	Standard Deviation	Mean Ranking	SD Ranking
My workplace should provide an undisturbed environment so that I can concentrate on my work.	3.2097561	0.8761454	3	1
I am aware of the risks and hazards of my work environment.	3.0487805	0.7483060	5	4
I should be able to control the social contact with others around me.	3.3195122	0.7804831	1	3

The quality of my equipment is more than sufficient to work effectively.	3.2317073	0.7957525	2	2
This is a safer place to work than other companies I have worked for.	3.1487805	0.7299469	4	5

Source: Developed for the research

From the result generate and analyze by SAS that shown in the Table 4.10, it's shown on how the respondents will respond to work environment. From the result, the statement of "I should be able to control the social contact with others around me" had highest mean value was 3.3195122. However, the lowest mean value of work environment that conducted in this research was 3.0487805 for one statement of "I am aware of the risks and hazards of my work environment".

Thus, the highest value of standard deviation was 0.8761454 with the statement of "My workplace should provide an undisturbed environment so that I can concentrate on my work". In contrast, the lowest value of standard deviation was 0.7299469 for the statement "This is a safer place to work than other companies I have worked for".

4.1.2.4 Work-life Balance

Table 4.11: Descriptive Statistic of Work-life Balance

Statement	Mean	Standard Deviation	Mean Ranking	SD Ranking
I feel that the organization allows me to take time off for personal issues.	3.3219512	0.8921040	2	2
I feel that the job sharing between two or more people on a full time job is important in an organization.	3.3853659	0.8260907	1	4
I feel that by using telecommuting, I am able to work from home or outside of my central workplace.	3.2951220	0.9188201	3	1
I can use the referral services which are provided by the organization for my personal matter.	3.0658537	0.8581865	5	3
I feel that the organization treat all employees in the same way when using “work-life balance” policies.	3.1024390	0.7428511	4	5

Source: Developed for the research

From the result generate and analyze by SAS that shown in the Table 4.11, it's shown that how the respondents will respond to work-life balance. According to the result, the statement of “I feel that the job sharing between two or more people on a full time job is important in an organization” had highest mean value was 3.3853659. However, the lowest mean value of work-life balance that conducted in this research was 3.0658537 for

the statement of "I can use the referral services which are provided by the organization for my personal matter".

Next, the highest value of standard deviation was 0.9188201 with the statement of "I feel that by using telecommuting, I am able to work from home or outside of my central workplace". In contrast, the lowest value of standard deviation was 0.7428511 for the statement "I feel that the organization treat all employees in the same way when using "work-life balance" policies".

4.1.2.5 Talent Retention

Table 4.12: Descriptive Statistic of Talent Retention

Statement	Mean	Standard Deviation	Mean Ranking	SD Ranking
Within this company my work gives me satisfaction.	3.1317073	0.7844522	2	5
I see a future for myself within this company	3.0658537	0.8022309	3	4
The work I'm doing is very important to me.	3.1390244	0.8230714	1	2
If it were up to me, I will definitely be working for this company for the next five years.	2.9682927	0.8193679	5	3
I love working for this company.	2.9902439	0.8243853	4	1

Source: Developed for the research

From the result generate and analyze by SAS that shown in the Table 4.12, it's shown that how the respondents will respond on talent retention. From the result, the statement of "The work I'm doing is very important to me" had highest mean value was 3.1390244. However, the lowest mean value in talent retention that conducted in this research was 2.9682927 for the statement of "If it were up to me, I will definitely be working for this company for the next five years..".

Thus, the highest value of standard deviation was 0.8243853 with the statement of "I love working for this company.". In contrast, the lowest value of standard deviation was 0.7844522 for the statement "Within this company my work gives me satisfaction.".

4.2 Scale Measurement

4.2.1 Reliability Analysis

Table 4.13: Reliability Analysis's Result

Variables	**Cronbach's Alpha**
Training and Development	0.896738
Compensation	0.925470
Work Environment	0.873590
Work-life Balance	0.813797
Talent Retention	0.902567

Source: Developed for the research

The reliability analysis on actual full study's result shown in the table 4.13. According to the result, it shows Alpha value in of this research are more than 0.70. Talent retention (dependent variable) which constructed with 5 items and the Alpha value is 0.902567. From that, there are 90.25% of the questions which measure on the talent retention are reliable. Thus, Cronbach's Alpha value of 0.902567 had more than the range of 0.80 to 0.90, there is an excellent reliability of the 5 items which measuring on talent retention.

Firstly, training and development which constructed with 5 items and the Cronbach's Alpha value is 0.896738. From that, there are 89.67% of the questions which measure on the training and development are reliable. Thus, Cronbach's Alpha value of 0.896738 had fallen the range of 0.80 to 0.90 and there is a very good reliability of the 5 items which measuring on training and development.

Secondly, compensation which constructed with 5 items and the Alpha value is 0.925470. From that, there are 92.54% of the questions which measure on the compensation are reliable. Thus, Cronbach's Alpha value of 0.925470 had more than the range of 0.90, there is an excellent reliability of the 5 items which measuring on compensation.

Thirdly, work environment which constructed with 5 items and the Cronbach's Alpha value is 0.873590. There are 87.35% of the questions which measure on the work environment are reliable. Thus, Cronbach's Alpha value of 0.873590 had fallen the range of 0.80 to 0.90, the result is a very good reliability of the 5 items which measuring on work environment.

Fourthly, work-life balance which constructed with 5 items and the Cronbach's Alpha value is 0.813797. There are 81.37% of the questions which express the dependent

variable are reliable. Thus, Alpha value of 0.813797 had fallen the range of 0.80 to 0.90, there is a very good reliability of the 5 items which measuring on work-life balance.

Finally, the general reliability had conducted for all variables (Training and Development, Compensation, Work Environment, Work-life Balance and Talent Retention) is acceptable due to all variable have more than 0.70 Cronbach's coefficient alpha.

4.3 Inferential Analysis

Inferential analyses involve analyzing and interpreting the collected data from respondents. Relationship among various independent variables and dependant variable were tested using the chosen statistical techniques of Pearson Correlation Coefficient and Multiple Regression.

4.3.1 Pearson Correlations Coefficient

Table 4.14: Rules about Pearson Correlation Coefficient Alpha

Coefficient range	**Strength of association**
± 0.91 to ± 1.00	Very strong
± 0.71 to ± 0.90	Strong
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
0.00 to ± 0.20	Slight, almost negligible

Source: Hair, J.F.Jr, Money, A.H., Samouel, P., & Page, M, (2007). *Research method for business.* Chichester, West Sussex: John Wiley & Sons, Inc.

4.3.1.1 Hypothesis 1: Relationship between Training and Development and Talent Retention.

H_0 (Null hypothesis) : There is no significant relationship between training and development and talent retention.

H_{1a} (Alternate hypothesis): There is a significant relationship between training and development and talent retention.

Table 4.15: Correlation between Training and Development and Talent Retention.

		Training and development (TD)	**Talent Retention (TR)**
Training and development (TD)	Pearson Correlation	1	0.80094
	Significant (P-Value)		< 0.0001
	N	410	410
Talent Retention (TR)	Pearson Correlation	0.80094	1
	Significant (P-Value)	< 0.0001	
	N	410	410

Source: Developed for the research

Direction of relationship

Following to the result of Table 4.15, it's shown that a correlation value of 0.80094. The positive value 0.80094 for the correlation coefficient proof that positive significant relationship between training and development (independent variable) and talent retention (dependent variable). Thus, the training and development has a 0.80094 correlation with the talent retention. In this relationship, when the training and development is increased, then the talent retention will also increase.

Strength of relationship

From the result of Table 4.15, the correlation coefficient value of 0.80094 is falling within the coefficient range from ± 0.71 to ± 0.90. Thus, the value of 0.80094 proofs that there is a good relationship between training and development and talent retention.

Significance of relationship

From the result of Table 4.15, the result proof that there is a significant relationship between training and development (independent variable) and talent retention (dependent variable) as p-value <.0001 lower than alpha value 0.01. Thus, the null hypothesis (H_0) is rejected by researchers, whereas the alternative hypothesis (H_{1a}) are accepted by concluding training and development is positively correlated to talent retention.

4.3.1.2 Hypothesis 2: Relationship between Compensation and Talent Retention.

H_0 (Null hypothesis) : There is no significant relationship between compensation and talent retention.

H_{1b} (Alternate hypothesis): There is a significant relationship between compensation and talent retention.

Table 4.16: Correlation between Compensation and Talent Retention.

		Compensation (C)	**Talent Retention (TR)**
Compensation (C)	Pearson Correlation	1	0.82686
	Significant (P-Value)		< 0.0001
	N	410	410
Talent Retention (TR)	Pearson Correlation	0.82686	1
	Significant (P-Value)	< 0.0001	
	N	410	410

Source: Developed for the research

Direction of relationship

According to result of table 4.16, the correlation value of 0.82686 justify that positive value for correlation coefficient and a positive significant relationship between compensation (independent variable) and talent retention (dependent variable). Thus, the compensation has a 0.82686 correlation with the talent retention. In this relationship, when the compensation increase, then the talent retention will also increase.

Strength of relationship

From the result of Table 4.16, the correlation coefficient value of 0.82686 is falling within the coefficient range from ± 0.71 to ± 0.90. Thus, the value of 0.82686 proofs that there is a good relationship between compensation and talent retention.

Significance of relationship

From the result of Table 4.16, the result proof that there is a significant relationship between compensation (independent variable) and talent retention (dependent variable) as p-value <.0001 lower than α=0.01. Thus, the H_0 is rejected, whereas the H_{1b} are accepted by concluding compensation is positively correlated to talent retention.

4.3.1.3 Hypothesis 3: Relationship between Work Environment and Talent Retention.

H_0 (Null hypothesis) : There is no significant relationship between work environment and talent retention.

H_{1c} (Alternate hypothesis): There is a significant relationship between work environment and talent retention.

Table 4.17: Correlation between Work Environment and Talent Retention.

		Work Environment (WE)	**Talent Retention (TR)**
Work Environment (WE)	Pearson Correlation	1	0.78725
	Significant (P-Value)		<0.0001
	N	410	410
Talent Retention (TR)	Pearson Correlation	0.78725	1
	Significant (P-Value)	<0.0001	
	N	410	410

Source: Developed for the research

Direction of relationship

According to results of table 4.17, the correlation value of work environment is 0.78725. The positive value 0.78725 for the correlation coefficient proof that positive significant relationship between work environment (independent variable) and talent retention (dependent variable). Thus, the work environment has a 0.78725 correlation with the talent retention. In this relationship, when the good work environment increase, then the talent retention will also increase.

Strength of relationship

From the result of Table 4.17, the correlation coefficient value of 0.78725 is falling within the coefficient range from ± 0.71 to ± 0.90. Thus, the value of 0.78725 proofs that there is a good relationship between work environment and talent retention.

Significance of relationship

From the result of Table 4.17, the result proof that there is a significant relationship between work environment (independent variable) and talent retention (dependent variable) as p-value <.0001 lower than alpha value 0.01. Thus, the null hypothesis (H_0) is rejected by researchers, whereas the alternative hypothesis (H_{1c}) are accepted by concluding work environment is positively correlated to talent retention.

4.3.1.4 Hypothesis 4: Relationship between Work-life Balance and Talent Retention.

H_0 (Null hypothesis) : There is no significant relationship between Work-life Balance and talent retention.

H_{1d} (Alternate hypothesis): There is a significant relationship between Work-life balance and talent retention.

Table 4.18: Correlation between Work-life Balance and Talent Retention.

		Work-life Balance (WLB)	**Talent Retention (TR)**
Work-life Balance (WLB)	Pearson Correlation	1	0.66884
	Significant (P-Value)		<0.0001
	N	410	410
Talent Retention (TR)	Pearson Correlation	0.66884	1
	Significant (P-Value)	<0.0001	
	N	410	410

Source: Developed for the research

Direction of relationship

According to result of Table 4.18, the correlation value of WLB is 0.66884.The positive value 0.66884 for the correlation coefficient proof that positive significant relationship between work-life balance (independent variable) and talent retention (dependent variable). Thus, the work-life balance has a 0.66884 correlation with the talent retention. In this relationship, when the work-life balance increase, then the talent retention will also increase.

Strength of relationship

From the result of Table 4.18, the correlation coefficient value of 0.66884 is falling within the coefficient range from ± 0.41 to ± 0.70. Thus, the value of 0.6684 proofs that there is a moderate relationship between work-life balance (independent variable) and talent retention (dependent variable).

Significance of relationship

From the result of Table 4.15, the result proof that there is a significant relationship between work-life balance (independent variable) and talent retention (dependent variable) as p-value <.0001 lower than alpha value 0.01. Thus, the null hypothesis (H_0) is rejected by researchers, whereas the alternative hypothesis (H_{1d}) are accepted by concluding work-life balance is positively correlated to talent retention.

4.3.2 Multiple Regression Analysis

In this section, the talent retention will be explained using more than one independent variable (training and development, Compensation, work environment and work-life balance).

Table 4.19: Multiple Linear Regression: Analysis of Variance

Source	**DF**	**Sum of squares**	**Mean Square**	**F Value**	**Pr > F**
Model	4	154.71491	38.67873	393.42	<. 0001
Error	405	39.81670	0.09831		
Corrected Total	409	194.53161			

Source: Developed for the research

a. Predictors: Training and Development, Compensation, Work Environment, Work-life Balance

b. Dependent Variable (DV): Talent Retention

H_0 (Null hypothesis) : There is no significant relationship between four independent variables (training and development, compensation, working environment and work-life balance) are significant explain the variance in talent retention.

H_{1e} (Alternate hypothesis): There four independent variables (training and development, compensation, working environment and work-life balance) are significant explain the variance in talent retention.

From the result of Table 4.19, the p-value is <.0001 which is less than the alpha value of 0.01. The F value is 393.42 which are significant and the model can present a good descriptor between predictors and a dependent variable. Hence, the four independent variables is significant and the variables are able explain the variance in talent retention. So, the null hypothesis (H_0) is rejected by researchers, whereas the alternative hypothesis (H_{1e}) are accepted by concluding with the four independent variable are positively correlated to talent retention.

Table 4.20: Multiple Linear Regression: Model Summary

Root MSE	**Dependent Mean**	**Coefficient Variance**	**R-Square**	**Adjusted R-Square**
0.31355	3.05902	10.24996	0.7953	0.7933

Source: Developed for the research

According to the Table 4.20, the R-Square value is 0.7953 which is 79.53%. This value indicates that the independent variables can explain 79.53% of the variations in the dependent variable. But there is still lack of 20.47% is unexplained the variations in this research which means there are still some additional variables are do not consider in the research.

Table 4.21: Multiple Linear Regression: Parameter Estimates

Variable	Parameter Estimate	Standard Error	T value	Sig.
Intercept	-0.23077	0.08850	-2.61	0.0095
Training and development	0.25543	0.03843	6.65	<. 0001
Compensation	0.41642	0.03645	11.42	<. 0001
Work Environment	0.25471	0.04112	6.19	<. 0001
Work-life Balance	0.09216	0.03393	2.72	0.0069

Source: Developed for the research

According to the result of Table 4.21, it's shown that the four independent variable (training and development, compensation, work environment and work-life balance) are significant to predict the dependent variable (talent retention). Their p values are less than the Alpha value of 0.01.

Multiple regression equation:

Talent Retention = -0.23077 + 0.25543 (Training and Development) + 0.41642 (Compensation) + 0.25471 (Work Environment) + 0.09216 (Work-life Balance)

From the multiple regression equation above, when the value of training and development increase by 1 unit, the value of talent retention will increase 0.25543. The value of talent retention will increase 0.41642 when the value of compensation has increased by 1 unit. Thus, the increase in 1 unit of work environment will also increase 0.25471 for the value of talent retention. Next, when the value of work-life balance increases by 1 unit, the value of talent retention will increase 0.09216.

Highest Contribution

Compensation is the most contributes to the talent retention's variation as the value of the parameter estimate of this variable is 0.41642, which is the largest as compared to others predictor variable in this research. It indicates that compensation is strongest in explaining the variance in variable of talent retention.

Second Highest Contribution

Training and development is the variable which contributes the second most to the talent retention's variation as the value of the parameter estimate of this variable is 0.25543, which is the second largest as compared to others predictor variable in this research. It indicates that training and development is second strongest in explaining the variance in variable of talent retention.

Third Highest

Work environment is third contributes to the talent retention's variation as the value of the parameter estimate of this variable is 0.25471, which is the third largest as compared to others predictor variable in this research. It indicates that work environment is third strongest in explaining the variance in variable of talent retention.

Lowest Contribution

Work-life balance is the variable which contributes the lowest to the talent retention's variation as the value of the parameter estimate of this variable is 0.09216, which is the lowest as compared to others predictor variable in this research. It indicates that work-life balance is strongest in explaining the variance in variable of talent retention.

4.4 Conclusion

As a conclusion of Chapter 4, all the independent variables (training and development, compensation, work environment and work-life balance) and dependent variable (talent retention) was analyzed, interpreted and summarized after the process of running data by using SAS software. All results provided are being interpreted and discussed under the descriptive analysis. The scale measurement will discuss and follow from the inferential analysis. In addition, research question set by the researchers had determined the relationship between the variable. Furthermore, there will be discussions of findings and recommendation in the next chapter.

Chapter 5: Discussion and Conclusion

5.0 Introduction

As an introduction of chapter 5, this chapter consists summary of descriptive analysis, discussion, implications, limitations and recommendations in the research. Firstly, the chapter will begin to summarize the statistical analyses for this study, which have included descriptive and inferential analyses. Then, the researcher will make a discussion on the finding of this research. Next, the limitation of this research will also discuss and some recommendations will be provided to future researchers. Lastly, the researchers will be make a conclude for the whole research.

5.1 Summary of Descriptive Analysis

There are a summary of the demographic profile of respondents, central tendencies measurement of construct, reliability test, Pearson's Correlation Analysis and Multiple Linear Regression Analysis.

5.1.1 Respondents' Demographic Profile

From the demographic analysis, there are 410 respondents participated in this questionnaire. The total and percentages for the male respondents are 237 respondents which are 57.80% and the total and percentages of the female respondents are 173 respondents which are 42.20%.

Next, the age of our respondents shows the most of the respondents are from the age range of 35-44 years old which is 38.54% of the overall 410 respondents. Thus, there are 35.61% of the age range of 21-34 years old, 20.49% of the age range of 45-54 years old and the lowest age range above 55 years old that is 5.37% respondents participated in the questionnaire.

Furthermore, the respondent's ethnic group is 58.54% of Chinese, 21.46% of Malay, 18.29% of India and 1.71% of others. From the marital status result showed that the respondents which had married are 70% significantly higher than single 30%.

In additional, the educational level that owned by the respondents have been divided into five groups and the majority of the respondents who are graduating with bachelor degree which is 145 respondents at 35.37%. At the same time, there are many of the respondents have completed their STPM at 29.51 % and SPM at 19.02%. There are only a few respondents who completed the master degree at 8.78%. Lastly, the remains of 7.32% respondents are other educational level.

There are 179 respondents who have tenure in this organization for 4-6 years, which cover 43.66% of the total respondents. Meanwhile, the lowest group of respondents who worked 1-3 years with the company are 86 respondents at 20.98% in the survey. Lastly, most of the respondents receive their income in the range of more than RM6000 at 33.66%, followed by 28.29 with income level of RM5001-6000. The lowest income range is less than RM2000 at 5.37%.

5.1.2 Central Tendencies Measurement of Construct

From outcome above, the most of respondents are concurred that the relationship between independent variable and dependent variable is positive. From the result in chapter 4, the highest mean that contributed from training and development is by TD4 (“I feel certain that I will get necessary training and development to solve any new tasks I may be given in the future.”) which is 3.2487805. The highest mean for compensation is by C3 (“I feel satisfied with the benefits I receive.”) and the mean is 3.3756098. Thus, the highest mean for work environment is by WE3 (“I should be able to control the social contact with others around me.”) which is 3.3195122. Next, the highest mean for work-life balance is falling under WLB2 (“I feel that the job sharing between two or more people on a full time job is important in an organization.”) which is 3.3853659. Lastly, the highest mean for talent retention is by TR3 (“The work I’m doing is very important to me.”) which is 3.1390244.

5.1.3 Reliability Test

Reliability test was applied to examine the 25 items which used to measure the internal consistencies of the five constructs in the questionnaire which are the training and development, compensation, work environment, work-life balance and talent retention. From the result, the highest alpha coefficient is compensation with the value of 0.925470, followed by talent retention with 0.902567, training and development with 0.896738, work environment with 0.873590 and the lowest alpha coefficient under work-life balance and the value are 0.813797. Hence, the actual result of Cronbach's Alpha value which is more than 0.7 that represents consistencies and stabilities of the measurement.

5.1.4 Inferential Analysis (Pearson Correlation Analysis)

From the research, the compensation has the most significant value of 0.82686, and followed by training and development, work environment and work-life balance, which are the significant value of 0.80094, 0.78725, and 0.66884. Compensation, training and development and work environment are good relationship because they are falling under the range of ± 0.71 to ± 0.90. Thus, work-life balance shown a moderate relationship with talent retention because it has 0.66884 which fall under the range of ± 0.41 to ± 0.70. From overall, there is a significant positive relationship between the independent variables with the dependent variable.

5.1.5 Inferential Analysis (Multiple Linear Regression Analysis)

Table 5.1: Results of Pearson Correlation Coefficient

Number of Hypothesis	Hypothesis Statement	Result
Hypothesis 1	H_0 = There is no significant relationship between training and development and talent retention in manufacturing industry.	Reject
	H_{1a} = There is a significant relationship between training and development and talent retention in manufacturing industry.	Accept
Hypothesis 2	H_0 = There is no significant relationship between compensation and talent retention in manufacturing industry.	Reject
	H_{1b} = There is a significant relationship between compensation and talent retention in manufacturing industry.	Accept
Hypothesis 3	H_0 = There is no significant relationship between work environment and talent retention in manufacturing industry.	Reject
	H_{1c} = There is a significant relationship between work environment and talent retention in manufacturing industry.	Accept

Hypothesis 4	H_0 = There is no significant relationship between work-life balance and talent retention in manufacturing industry.	Reject
	H_{1d} = There is a significant relationship between work-life balance and talent retention in manufacturing industry.	Accept

Source: Developed for the research

From Table 5.1, the relationship that showed by all the independent variables are significant with the dependent variable because all the variables have significant value which less than 0.01. Thus, the all null hypothesis (H_0) have been rejected and the alternative hypothesis (H_{1e}) have been accepted.

From the result that analyze in chapter four, there are significant relationship between all the independent variables and the dependent variable because the Pr > F value in the multiple regression analysis is less than 0.0001. In this research, R square value of 0.7953 has been used to identify the variance and there is 79.53% of the variance in the dependent variable is explained by the four independent variables. The remaining value of 20.47% can be explained by other variables which have a relationship with the talent retention.

Multiple regression equation:

Talent Retention = -0.23077 + 0.25543 (Training and Development) + 0.41642 (Compensation) + 0.25471 (Work Environment) + 0.09216 (Work-life Balance)

Based on the multiple regression equation above, the compensation has the highest parameter estimation of 0.41642 and compensation was the highest contribution to the variation of the talent retention (dependent variable). The second highest contribution to the variation of the talent retention is training and development which has the parameter estimation of 0.25543. Next, work environment has the parameter estimation of 0.25471 and work environment is the rank third in the contribution to the variation of the talent retention. Lastly, the lowest contribution to the variation of the talent retention is work-life balance with the lowest parameter estimation of 0.09216.

5.2 Discussion of Major Findings

Table 5.2: Summary of the Result of Hypothesis Testing

No. of Hypothesis	Hypothesis Statement	Result	Supported
Hypothesis 1	H_0 = There is no significant relationship between training and development and talent retention in manufacturing industry.	r= 0.80094 p = <.0001 (p < 0.01)	Rejected H_0 and accepted H_{1a} (Support H_{1a})
	H_{1a} = There is a significant relationship between training and development and talent retention in manufacturing industry.		
Hypothesis 2	H_0 = There is no significant relationship between compensation and talent retention in manufacturing industry.	r= 0.82686 p = <.0001 (p < 0.01)	Rejected H_0 and accepted H_{1b} (Support H_{1b})
	H_{1b} = There is a significant relationship between compensation and talent retention in manufacturing industry.		
Hypothesis 3	H_0 = There is no significant relationship between work environment and talent retention in manufacturing industry.	r= 0.78725 p = <.0001 (p < 0.01)	Rejected H_0 and accepted H_{1c} (Support H_{1c})
	H_{1c} = There is a significant relationship between work environment and talent retention in manufacturing industry.		

Hypothesis 4	H_0 = There is no significant relationship between work-life balance and talent retention in manufacturing industry.	r= 0.66884 p = 0.0069	Rejected H_0 and accepted H_{1d}
	H_{1d} = There is a significant relationship between work-life balance and talent retention in manufacturing industry.	(p < 0.01)	(Support H_{1d})
Hypothesis 5	H_0 = There is no significant relationship between four independent variables (training and development, compensation, work environment and work-life balance) and talent retention in manufacturing industry.	R^2=0.7953 p = <.0001	Rejected H_0 and accepted H_{1e}
	H_{1e} = There is a significant relationship between four independent variables (training and development, compensation, work environment and work-life balance) and talent retention in manufacturing industry.	(p < 0.01)	(Support H_{1e})

Source: Developed for the research

5.2.1 Relationship between training and development and talent retention

Hypothesis 1

H_{1a} = There is a significant relationship between training and development and talent retention in manufacturing industry.

Based on the Table 5.2, H_{1a} is supported by the result as the p-value <.0001 which is less than the alpha value of 0.01. Based on this result, it shows that the relationship between training and development and talent retention had a significant relationship.

According to the results that analyze in chapter 4, the researcher finds out the relationship between training and development and talent retention has positive correlation coeffficient. The value of the correlation coefficient of these two variables is 0.80094. The value justifies there is a good relationship due to the result fall under the range of ± 0.71 to ± 0.90.

The research result is also proven by Hong et al. (2012). From their research, they were examining the correlation of training and development and employee retention. As stated in result of Hong et al. (2012), the correlation value of 0.485 had proof that there is a connection of training and development and employee retention are significant. In today's economy, employees training and development is recognized as a vital aspect of human resource practice of organization and should emphasize as well. Besides, Wood and Menezes (1998) stated that training and development can improve employees in specific job skills and provides the employees with the ability the organization in the future needs.

Through the training and development, it can interpret as the organization care and concern to their employees. Then, employees will feel they are owed to the organization, so in return, this is a way to maintaining the employees to stay longer in the organization (Brum, 2007). Van Dyk, Coetzee and Takawira (2014) found that training and development opportunities can lead to the commitment and it may result in a higher chance of employee retention. So, it has confirmed that there is a strong relationship between employee training and development and retention among employees (Jehanzeb & Bashir, 2013).

5.2.2 Relationship between compensation and talent retention

Hypothesis 2

H_{1b} = There is a significant relationship between compensation and talent retention in manufacturing industry.

Based on the table 5.2, H_{1b} is supported by the result as the p-value <.0001 which is less than the alpha value of 0.01. Based on this result, it shows that the relationship between compensation and talent retention had a significant relationship.

According to the results that analyze in chapter 4, the researcher finds out the relationship between compensation and talent retention have a positive correlation coefficient. The value of the correlation coefficient of these two variables is 0.82686. The value justifies there is a good relationship due to the result fall under the range of ± 0.71 to ± 0.90.

According Hong et al. (2012) in their research project of testing the relationship between talent retention and compensation results show that, this two element has a relationship which they get a correlation value of r = 0.608. This result proof that there are significant connection between compensation and talent retention. While Oladapo (2014) also support that compensation is one of the elements on the impact of the talent retention. Retention could improve when talent was getting a better compensation and benefit. Phonsanam (2010), conclude that, talent show their loyalty to the company when they satisfied with their compensation components and they are more willing to stay with their company. Hence, talent perhaps their effort and contribution can be agreed with the company and get the equal return (Davies, 2001). From the overall, it can be proven that compensation is a significant relationship with the talent retention. When compensation increases, talent retention also will increase.

5.2.3 Relationship between work environment and talent retention

Hypothesis 3

H_{1c} = There is a significant relationship between working environment and talent retention in manufacturing industry.

Based on the table 5.2, H_{1c} is supported by the result as the p-value <.0001 which is less than the alpha value of 0.01. Based on this result, it shows that the relationship between work environment and talent retention had a significant relationship.

Following the results computed in chapter 4, the researcher finds out the relationship between work environment and talent retention have positive correlation coefficient. The value of the correlation coefficient of these two variables is 0.78725. The value justifies there is a good relationship due to the result fall under the range of ± 0.71 to ± 0.90.

Additionally, this research has been proven by Moncarz, Zhao and Kay (2009). Work environment treated as influencing elements that have greater impact on the talent retention. In manufacturing, employees those who work with the machines and exercised equipment require strict safety guidelines and protocols. The research proofs that correlation between work environment and employee retention. Additionally, the study indicates that, when workplace filled with healthy, balanced and fulfilled employees that retains its employees (Barling & Kelloway, 1996). However, when having an unfavorable work environment condition was associated with low productivity. In overall, current research was to examine that work environment is a significant relationship toward talent retention.

5.2.4 Relationship between work-life balance and talent retention

Hypothesis 4

H_{1D} = There is a significant relationship between work-life balance and talent retention in manufacturing industry.

Based on the table 5.2, H_{1D} is supported by the result as the p-value 0.0069 which is less than the alpha value of 0.05. Based on this result, it shows that the relationship between work-life balance and talent retention had a significant relationship.

Based on the results computed in chapter 4, the researcher finds out work-life balance and talent retention have a positive correlation coefficient. The value of the correlation coefficient of these two variables is 0.66884. The value justifies there is a moderate relationship due to the result fall under the range of ± 0.41 to ± 0.70. Hence, when work-life balance is high, talent retention will be high too.

Moreover, the research result is also proven by Shoaib et al. (2009). From their research, they were examining the correlation of work-life balance and employee retention. As stated in result of Shoaib et al. (2009), the correlation value of 0.580 had proof that there is a connection of work-life balance and employee retention are significant. Today, most organizations are more concern about employees since there are many changes in technology and employee have their personal value and the re-organize working structure by setting and provide more flexible work-routine schedule. From that, employees are more authority to handle their work through planning, scheduling and allocating their work resources (Gunavathy, 2011). Thus, McGrew and Heidtman (2013) had stated that WLB can help employers attract and retain a more talented workforce. From overall, it can prove that WLB is significance relationship toward talent retention. When WLB is increased, then talent retention also will increase.

5.2.5 Relationship between four independent variable and talent retention

Hypothesis 5

H_{1e} = There is a significant relationship between four independent variables (training and development, compensation, work environment and work-life balance) and talent retention in manufacturing industry.

The coefficient of determination (R2) is 0.793 which is 79.53% of the variation in employees have been significantly explained by the four independent variables. Thus, according to Table 4.21 shown that the four independent variable (training and development, compensation, work environment and work-life balance) are significant to predict the dependent variable (talent retention). Their p values are <. 0001 which is less than the Alpha value of 0.01.

Based on the results shown, the four independent variable have a positive relationship with talent retention. The relationship between independent variable (training and development, compensation, work environment and work-life balance) and dependent variable (talent retention) are explain and proof by many authors in previous part, which are Brum(2007); Hong et al.(2012); Van Dyk, Coetzee and Takawira (2014) proof that the training and development has a significance relationship toward employee retention; Armstrong and Murlis (1994) and Hong et al.(2012) proof that the compensation has a significance relationship toward employee retention; Barling and Kelloway(1996) and Moncarz et al. (2009) proof that the work environment has a significance relationship toward employee retention; Shoaib et al. (2009) and Tee (2013) had proof that the work-life balance has a significant relationship toward talent retention. From previous discussion, it can prove that the four independent variable (training and development,

compensation, work environment and work-life balance) have a relationship with the dependent variable (talent retention).

5.3 Implications of the study

5.3.1 Managerial Implications

Compensation

The result of the study indicates that the relationship between compensation and talent retention is positive and significant. Compensation is the main motivation for every employee to perform in their work. It is an important factor that people looking for a job which expect the job suit to their creativity and ability (Odunlade, 2012). Compensation can be a powerful and useful tool which affects everyone in an organization because every employee are expected to earn more from their work. According to Gregory (2011), there are three elements that are important to satisfy and retain employees. First element is reward should have a higher net value, second is the compensation should fulfill the employee expectation and the last element is management should set the outcome equitable to employee's effort. Compensation has the capability to fulfill employee satisfaction and employee retention through its financial and non-financial rewards that get the motivation and satisfaction from its employees. It can also maintain the employee working performance and increase the competitive advantage of the organization (Osibanjo et al., 2014). The organization should do benchmarking in order to collect useful information for developing a retention strategy.

Training and Development

This research showed that training and development has positive relationship towards the talent retention in manufacturing industry. By using multiple regression analysis, there is a significant relationship between training and development, compensation, work environment and work-life balance are tested together towards talent retention by using multiple regression analysis throughout this research. The meaning of training and development had furthered elaborate that this variable has an impact on talent retention in manufacturing industry (Lynn, 1996). Training and development is a critical factor in every organization (Dorestani, 2009). This is because it helps organization to retain talent.

According to Ralph (1986), training and development is a fundamental tool for an organization to take a step in order to success and expand their business. Training and development is planned activities which organized by organization to improve the employee abilities in order to suit with the organization objectives and goals (Kazi & Ghulam, 2011). In addition, an organization uses this factor to build a life-long relationship with employees (Phyllis, 2001). There is susceptible when come to investigation on the return of invest on training and development programs for their employees, whether the training and development program bring improvement and advantage to the actual environment (Adesola, Oyeniyi, & Adeyemi, 2013).

In the abstract, training and development is vital for the organization to attract and retain talented employee because it enhances employee's ability, employability, knowledge and skills (Auluck, 2007). Besides that, it also provides future career development to the employees (Maureen, 1993). This is the reason for employees focus on training and development as a factor when they decide whether stay or leave in an organization (Granston, 2004).

Furthermore, training and development serve as an important quality for an organization to retain employees in real corporate world (Park, 2008). Employer should provide more training programs for their employees to show appreciation for their working efforts because training and development is able to help employees improve their skills and knowledges. It will effectively help an organization to attract and retain talented and skilled employees (Jehanzeb & Rasheed, 2013).

Work Environment

The third independent variable is work environment and also significantly associated with talent retention. From the result have generated, the result shown that there is a direct relationship between work environment with the talent retention. Work environment is an important factor that can affect employee's decision to stay with the existing organization (Zeytinoglu & Denton, 2005). When an organization practicing a good employee relations program to all employees, they will increase their commitment towards their jobs and sustain loyalty to the organization. An organization can provide an adequate workplace precaution in order to prevent injury and ill health in the workplace. The employee will satisfy and enjoy the work environment since there is a change in the workplace. The employee will prefer work in a harmonious work place and enjoy more in those organization. Therefore, they will intend to stay long term since they are satisfied and motivated. The work environment will directly affect the employee's decision either the employee will tend to stay or leave the job. The organization should provide a better and more favorable work environment to their employees and make the employees stay within the organization (Levi, 2002).

Work-life Balance

Work-life balance has been viewed as a vital workplace quality in retaining employees. This involved compressed work week, flexible working time and telecommuting (Grandi, 2012). This indicates that whenever company offer work-life balance programs, it can retain the talented employees (Wheatley, 2012). Cost can be reduced and minimized, the saved cost reflected the profit to the organization by implementing work life balance (Moore, 2007). Both employers and employees gained advantage because reputation of employer will increase for being a responsible employer and retain their talented employees at the same time. Employees can work happily under the comfortable working environment (Baral & Bhargava, 2010).

In the 21st century, the work life balance is a critical issue and become very important (Downes & Koekemoer, 2011). So, an organization should provide more work life balance practices to employees in order to retain them. Job sharing is one of the practices that suggested by Chimote and Srivastava (2011). Job sharing able applies in an organization with some condition. The job is very challenging that need to be shared by two or more employees. The job sharing is able to reduce their workload since the job is shared by other employees. Therefore, flextime is also one of alternative practices that can provide to employees. Employees are able to adjust their time for their job, but the flextime is less apply by many organizations in Malaysia. The organization should apply work-life balance policies and provide it to employees. Through this, a balance of the diverse workforce able to achieve a win-win situation (Khan & Agha, 2013). Lastly, it enables to improve employee's productivity, promotes employee commitment, reduce employee turnover and increase retention.

5.3.2 Theoretical Implications

There are limited of researches studied about talent retention on manufacturing industry. This study is able to contribute to the gap by providing the real findings' results onto manufacturing industry regarding retain talents. The insights provided from this study could be added into the study area of talent retention that specifically targets to manufacturing industry. Hence, this enables the researchers to fill the gap and constitutes as an underlying foundation to future researchers who are undertaking relevant researches in manufacturing industry. For example: the result of R-square are 79.53% found in this research and there is still lack of 20.47% are not yet explain on talent retention. Future researchers may investigate the other variable since there is still have 20.47% can be explained on talent retention.

Thus, this research has found that the four independent variable that identified by the researchers which are training and development, compensation, work environment and work-life balance shown significant relationship towards the dependent variable (talent retention). From current research, the variable of compensation is the most significant affecting talent retention, which means that increase of compensation will increase the talent retention compared with other variables. Hence, this research is very useful for future researchers take consideration in structure their framework of their study relevant to talent retention.

5.4 Limitation of Study

Certain limitation has been discovered by the researchers in this research.

5.4.1 Sampling location

The collection of questionnaire data in this research project covered only in 4 states which are Penang, Perak, Johor and Selangor. The results may not represent all employees in Malaysia manufacturing industry. Thus, this may also affect the results insufficient reflecting on the employee's perception toward talent retention. Therefore, other industry may be added in order to improve the generalizability of talent retention. Since the researchers are only distributed to the 4 states in Malaysia, this could be one of limiting factors in representing the entire manufacturing industry in Malaysia.

5.4.2 Insufficient of secondary data

During doing the research project, the insufficiency of secondary data of UTAR becomes a problem for the researcher in finding the journal. Thus, the researcher will face difficulty to obtain the valuable study of information to support the research project. Therefore, the researcher needs to go through any pipelines to find the information. To ensure getting the valuable information, researcher only can request the help from their friend in other university to share the secondary database for them in accomplishing the research project.

5.4.3 Lack of supporting resources

Lack of supporting resources can consider as one of the limitation found in this research and it can be the problem such as restricted in money. This is because all the researchers are still the undergraduate students and they have not enough sufficient money to concentrate on the research. The problem is the researcher need to spend money went to the 4 states to distribute and collect the data. Thus, all of the spending need to undertake by themselves and some of the researchers facing the financial problem.

5.4.4 Non-response to answering the questionnaire

During the questionnaire distribution process, the researchers will face some problems. They ignored by some respondents that refuse to answer the questionnaire. This is because employees do not have time to answer the questionnaire due to their high workload. Besides, some of the questionnaire received can found that the respondents are randomly answering and it will make the result not more accurate. Furthermore, the questionnaire distribution is time consuming because to find the manufacturing industry which is willing to let their employees conduct the questionnaire. At last, the quantity of the questionnaires received will show disparity if compared with the quantity of the questionnaire that distributed.

5.5 Recommendation for future study

Several recommendations had identified by the researchers. The researchers suggest for the future researchers who would like to conduct their research in related topic and also can make some improvement in this research.

Firstly, future researchers should conduct a research from a wider geographical location in order to get more respondents such as target on the state in Peninsular Malaysia. By this, the results are more sufficient and more accurate when collected from different respondents and reflecting on their perception toward talent retention.

Secondly, the future researchers are recommended to conduct a study on other sectors and not only focus on the manufacturing industry. Other sectors that can investigate by future researchers, which are include financial industry, information technology industry and others industry. Therefore, future researchers may more interested in other industry compared with the manufacturing industry and the future researchers could investigate on their relevant field.

Thirdly, the future researchers can choose other questionnaire method to collect the research data. The researchers can collect the data through telephone interview, face-to-face interview, mail or observation method. Through face-to-face interview and personal interview will help the researcher getting higher response rates from the respondent and get the accurate data easily. By using the mail and observation method, it can reduces the cost spending although it has the low response rate. Furthermore, all of these methods can directly solve the problem of researchers who have lack of supporting resources.

At last, secondary database is very important to all the researchers in finding the information. Therefore, UTAR must always update and ensure the adequate data should be available in the secondary database to help the researchers easier to obtain the valuable information.

5.6 Conclusion

In the conclusion, the hypotheses are all supported in this research. The study indicates that there is a significant relationship between four independent variables (training and development, compensation, working environment and work-life balance) and dependent variable (talent retention) in the manufacturing industry. Thus, further study should be carried out to retain their top employees in order to help organizations run efficiently.

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Appendix

Appendix A: Permission Letter for Permission to conduct Survey

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

10th April 2015

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
Lim Ee Zheng	13ABB00429
Phang Zhen Bin	13ABB01011
Foong Mui Leng	13ABB00465
Joy S'Ng Hwei Mum	13ABB00242
Tiong Xin Yi	13ABB00302

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

Thank you.

Yours sincerely,

.....

Mr Choong Yuen Onn
Head of Department,
Faculty of Business and Finance
Email: choongyo@utar.edu.my

.....

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

Address: 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

Universiti Tunku Abdul Rahman (UTAR)

Survey Questionnaire

Dear respondents,

We are students of Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR). We are currently doing our UBMZ3016 Final Year Research with title "**Factors that affecting talent retention in manufacturing industry**" in order to complete our research. The purpose of this research is to identify which factors will affecting talent retention. This research will help to improve employer to know more about factors to retention employee.

This questionnaire consists of 3 parts. Part A is related factors affecting talent retention, part B is about talent retention and part C is about personal details. Part A consists of 20 questions and you should answer the appropriate question. Part B consists of 5 questions and part C consists of 7 questions. Part C is about personal demographic background, but your name does not appeal anywhere on the questionnaire form.

Finally, please read the instructions carefully before answer question. Thank you for your cooperation and willingness to answer the questionnaires. Your response will be kept strictly confidential and will be only accessible to analysts for the academic purpose.

Name of Student	**Student ID**	**Email**
1. Foong Mui Leng	13ABB00465	lengz92@1utar.my
2. Joy S'ng Hwei Mum	13ABB00242	joy0406@1utar.my
3. Lim Ee Zheng	13ABB00429	limeezheng@1utar.my
4. Phang Zhen Bin	13ABB01011	zhenbin0709@1utar.my
5. Tiong Xin Yi	13ABB00302	tiongxinyi@1utar.my

Questionnaire

Part A: Factors that affecting talent retention

The following set of statement is related factors that affecting talent retention. Using the following scale, please circle only one answer that best reflects your opinion about the statement.

Strongly Disagree (SD) – 1
Disagree (D) – 2
Neither Agree nor Disagree (N) – 3
Agree (A) – 4
Strongly Agree (SA) – 5

A1	Training and Development	SD	D	N	A	SA
TD1	My organization invests extensively in improving the levels of competency among the employees.	1	2	3	4	5
TD2	It is my impression that my organization is better than its competitors to provide training and development.	1	2	3	4	5
TD3	It is important for my organization that its employees have received the necessary training and development.	1	2	3	4	5
TD4	I feel certain that I will get necessary training and development to solve any new tasks I may be given in the future.	1	2	3	4	5
TD5	I am satisfied with the training and development.	1	2	3	4	5

A2	Compensation	SD	D	N	A	SA
C1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5
C2	I feel satisfied with my chances for salary increases.	1	2	3	4	5

C3	I feel satisfied with the benefits I receive.	1	2	3	4	5
C4	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5
C5	The benefit package we have is equitable.	1	2	3	4	5

A3	Work Environment	SD	D	N	A	SA
WE1	My workplace should provide an undisturbed environment so that I can concentrate on my work.	1	2	3	4	5
WE2	I am aware of the risks and hazards of my work environment.	1	2	3	4	5
WE3	I should be able to control the social contact with others around me.	1	2	3	4	5
WE4	The quality of my equipment is more than sufficient to work effectively.	1	2	3	4	5
WE5	This is a safer place to work than other companies I have worked for.	1	2	3	4	5

A4	Work-life Balance	SD	D	N	A	SA
WLB1	I feel that the organization allows me to take time off for personal issues.	1	2	3	4	5
WLB2	I feel that the job sharing between two or more people on a full time job is important in an organization.	1	2	3	4	5
WLB3	I feel that by using telecommuting, I am able to work from home or outside of my central workplace.	1	2	3	4	5
WLB4	I can use the referral services which are provided by the organization for my personal matter.	1	2	3	4	5
WLB5	I feel that the organization treat all employees in the same way when using “work-life balance” policies.	1	2	3	4	5

Part B: Dependent Variable

Please circle only one answer that best reflects your opinion on talent retention in manufacturing industry.

B	Talent Retention	SD	D	N	A	SA
TR1	Within this company my work gives me satisfaction.	1	2	3	4	5
TR2	I see a future for myself within this company	1	2	3	4	5
TR3	The work I'm doing is very important to me.	1	2	3	4	5
TR4	If it were up to me, I will definitely be working for this company for the next five years	1	2	3	4	5
TR5	I love working for this company.	1	2	3	4	5

Part C: Demographic Information

Please complete the following details and place (√) in the appropriate answer.

1. Gender :

- ☐ Male
- ☐ Female

2. Age :

- ☐ 21 to 34 years old
- ☐ 35 to 44 years old
- ☐ 45 to 54 years old
- ☐ More than 55 years old

3. Ethnic group :

- ☐ Malay
- ☐ Chinese
- ☐ Indian

☐ Others, please specify: _____

4. Marital status :

☐ Single
☐ Married

5. Educational Level:

☐ SPM
☐ STPM
☐ Bachelor Degree
☐ Master Degree
☐ Others

6. How long have you worked for your job?

☐ 1 to 3 years
☐ 4 to 6 years
☐ More than 6 years

7. Level of income:

☐ Less than 2000
☐ 2001 to 3000
☐ 3001 to 4000
☐ 4001 to 5000
☐ 5001 to 6000
☐ More than 6000

Comment: _____

_____

_____

Thank you again for your participation.

Your time and opinions are greatly appreciated!

Appendix C: Pilot Test- Reliability

Training and Development

The Reliability Test for Training and Development

The CORR Procedure

5 Variables:	TD1	TD2	TD3	TD4	TD5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
TD1	30	3.43333	0.72793	103.00000	1.00000	4.00000	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD2	30	3.43333	0.85836	103.00000	1.00000	5.00000	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD3	30	3.73333	0.82768	112.00000	1.00000	5.00000	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD4	30	3.86667	0.81931	116.00000	1.00000	5.00000	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD5	30	3.60000	0.89443	108.00000	1.00000	5.00000	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.841652
Standardized	0.845081

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
TD1	0.787574	0.776690	0.783795	0.776768	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD2	0.678102	0.800593	0.678522	0.806245	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD3	0.495623	0.849187	0.504708	0.851803	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD4	0.630336	0.813802	0.630663	0.819170	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD5	0.669182	0.803621	0.671414	0.808183	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	TD1	TD2	TD3	TD4	TD5
TD1	1.00000	0.73767	0.48457	0.50495	0.69910
Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)		<.0001	0.0067	0.0044	<.0001
TD2	0.73767	1.00000	0.31387	0.37919	0.72762
Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001		0.0912	0.0388	<.0001
TD3	0.48457	0.31387	1.00000	0.65766	0.22358
Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)	0.0067	0.0912		<.0001	0.2350
TD4	0.50495	0.37919	0.65766	1.00000	0.48938
Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)	0.0044	0.0388	<.0001		0.0061
TD5	0.69910	0.72762	0.22358	0.48938	1.00000
Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	<.0001	0.2350	0.0061	

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Compensation

The Reliability Test for Compensation

The CORR Procedure

5 Variables: C1 C2 C3 C4 C5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
C1	30	3.50000	0.86103	105.00000	1.00000	5.00000	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
C2	30	3.50000	0.86103	105.00000	1.00000	5.00000	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
C3	30	3.60000	0.77013	108.00000	2.00000	5.00000	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
C4	30	3.33333	0.80230	100.00000	1.00000	5.00000	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
C5	30	3.43333	0.62606	103.00000	2.00000	4.00000	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.882561
Standardized	0.886937

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
C1	0.771818	0.844476	0.754821	0.855836	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
C2	0.732541	0.854689	0.712759	0.865550	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
C3	0.814240	0.834897	0.820736	0.840246	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
C4	0.578832	0.889440	0.606127	0.889371	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
C5	0.734127	0.859375	0.741156	0.859012	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	C1	C2	C3	C4	C5
C1	1.00000	0.95349	0.67602	0.34942	0.54373
Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)		<.0001	<.0001	0.0584	0.0019
C2	0.95349	1.00000	0.62402	0.34942	0.47976
Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001		0.0002	0.0584	0.0073
C3	0.67602	0.62402	1.00000	0.66971	0.72949
Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	0.0002		<.0001	<.0001
C4	0.34942	0.34942	0.66971	1.00000	0.73228
Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)	0.0584	0.0584	<.0001		<.0001
C5	0.54373	0.47976	0.72949	0.73228	1.00000
Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)	0.0019	0.0073	<.0001	<.0001	

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Work Environment

The Reliability Test for Work Environment

The CORR Procedure

5 Variables: WE1 WE2 WE3 WE4 WE5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
WE1	30	3.56667	0.93526	107.00000	1.00000	5.00000	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE2	30	3.30000	0.79438	99.00000	1.00000	4.00000	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE3	30	3.70000	0.79438	111.00000	1.00000	5.00000	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE4	30	3.63333	0.76489	109.00000	1.00000	5.00000	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE5	30	3.23333	0.72793	97.00000	1.00000	4.00000	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.861444
Standardized	0.862991

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
WE1	0.730179	0.821199	0.728293	0.822602	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE2	0.749059	0.814916	0.736499	0.820481	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE3	0.550501	0.863908	0.549634	0.866832	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE4	0.733270	0.819832	0.743284	0.818721	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE5	0.657525	0.838764	0.659900	0.839970	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	WE1	WE2	WE3	WE4	WE5
WE1	1.00000	0.78439	0.46877	0.54148	0.55884
Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)		<.0001	0.0090	0.0020	0.0013
WE2	0.78439	1.00000	0.47541	0.58454	0.53073
Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001		0.0079	0.0007	0.0026
WE3	0.46877	0.47541	1.00000	0.55049	0.36376
Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)	0.0090	0.0079		0.0016	0.0482
WE4	0.54148	0.58454	0.55049	1.00000	0.71634
Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)	0.0020	0.0007	0.0016		<.0001
WE5	0.55884	0.53073	0.36376	0.71634	1.00000
Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)	0.0013	0.0026	0.0482	<.0001	

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Work-life Balance

The Reliability Test for Work-life Balance

The CORR Procedure

5 Variables: WLB1 WLB2 WLB3 WLB4 WLB5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
WLB1	30	3.53333	1.00801	106.00000	1.00000	5.00000	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)
WLB2	30	3.60000	0.85501	108.00000	1.00000	5.00000	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)
WLB3	30	3.43333	1.07265	103.00000	1.00000	5.00000	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)
WLB4	30	3.23333	1.00630	97.00000	1.00000	5.00000	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)
WLB5	30	3.20000	0.92476	96.00000	1.00000	5.00000	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.753592
Standardized	0.759298

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
WLB1	0.662376	0.654174	0.676201	0.660677	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)
WLB2	0.598532	0.686567	0.591455	0.692616	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)
WLB3	0.357755	0.772802	0.366787	0.770651	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)
WLB4	0.543835	0.700673	0.533692	0.713585	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)
WLB5	0.473578	0.725616	0.480566	0.732310	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	WLB1	WLB2	WLB3	WLB4	WLB5
WLB1	1.00000	0.53613	0.19348	0.55298	0.62147
Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)		0.0023	0.3056	0.0015	0.0002
WLB2	0.53613	1.00000	0.57150	0.23245	0.36634
Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)	0.0023		0.0010	0.2164	0.0465
WLB3	0.19348	0.57150	1.00000	0.35034	0.01391
Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)	0.3056	0.0010		0.0577	0.9419
WLB4	0.55298	0.23245	0.35034	1.00000	0.42984
Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)	0.0015	0.2164	0.0577		0.0178
WLB5	0.62147	0.36634	0.01391	0.42984	1.00000
Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)	0.0002	0.0465	0.9419	0.0178	

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Talent Retention

The Reliability Test for Talent Retention

The CORR Procedure

5 Variables:	TR1	TR2	TR3	TR4	TR5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
TR1	30	3.90000	0.88474	117.00000	1.00000	5.00000	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
TR2	30	3.73333	0.90719	112.00000	1.00000	5.00000	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
TR3	30	3.96667	0.80872	119.00000	2.00000	5.00000	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
TR4	30	3.86667	0.73030	116.00000	2.00000	5.00000	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
TR5	30	3.86667	0.77608	116.00000	2.00000	5.00000	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.774162
Standardized	0.776934

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
TR1	0.461763	0.763766	0.463358	0.764403	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
TR2	0.674738	0.684073	0.673863	0.692574	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
TR3	0.386243	0.784016	0.371473	0.793348	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
TR4	0.582630	0.723488	0.590621	0.721919	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
TR5	0.659240	0.696040	0.670851	0.693658	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	TR1	TR2	TR3	TR4	TR5
TR1	1.00000	0.39526	0.23615	0.40560	0.38168
Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)		0.0306	0.2090	0.0262	0.0374
TR2	0.39526	1.00000	0.55148	0.41292	0.58447
Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)	0.0306		0.0016	0.0233	0.0007
TR3	0.23615	0.55148	1.00000	0.16737	0.21244
Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)	0.2090	0.0016		0.3767	0.2597
TR4	0.40560	0.41292	0.16737	1.00000	0.75848
Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)	0.0262	0.0233	0.3767		<.0001
TR5	0.38168	0.58447	0.21244	0.75848	1.00000
Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)	0.0374	0.0007	0.2597	<.0001	

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Appendix D: Actual Test-Reliability

Training and Development

The Reliability Test for Training and Development

The CORR Procedure

5 Variables: TD1 TD2 TD3 TD4 TD5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
TD1	410	3.23902	0.71412	1328	1.00000	4.00000	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD2	410	3.19756	0.78338	1311	1.00000	5.00000	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD3	410	3.23171	0.86353	1325	1.00000	5.00000	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD4	410	3.24878	0.96215	1332	1.00000	5.00000	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD5	410	3.21463	0.86935	1318	1.00000	5.00000	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.896738
Standardized	0.899704

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
TD1	0.746327	0.876663	0.751968	0.877423	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD2	0.744720	0.874807	0.750019	0.877849	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD3	0.725044	0.878715	0.720332	0.884289	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD4	0.763674	0.872190	0.756964	0.876330	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD5	0.772523	0.867940	0.774690	0.872432	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)

Pearson Correlation Coefficients, N = 410
Prob > |r| under H0: Rho=0

	TD1	TD2	TD3	TD4	TD5
TD1	1.00000	0.70208	0.59589	0.55733	0.71664
Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)		<.0001	<.0001	<.0001	<.0001
TD2	0.70208	1.00000	0.60081	0.62233	0.64125
Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001		<.0001	<.0001	<.0001
TD3	0.59589	0.60081	1.00000	0.70734	0.57845
Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	<.0001		<.0001	<.0001
TD4	0.55733	0.62233	0.70734	1.00000	0.69892
Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	<.0001	<.0001		<.0001
TD5	0.71664	0.64125	0.57845	0.69892	1.00000
Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	<.0001	<.0001	<.0001	

Compensation

The Reliability Test for Compensation

The CORR Procedure

5 Variables: C1 C2 C3 C4 C5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
C1	410	3.20000	0.77806	1312	1.00000	5.00000	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
C2	410	3.20732	0.79635	1315	1.00000	5.00000	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
C3	410	3.37561	0.80365	1384	1.00000	5.00000	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
C4	410	3.19268	0.81216	1309	1.00000	5.00000	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
C5	410	3.29024	0.69307	1349	1.00000	4.00000	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.925470
Standardized	0.926164

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
C1	0.764284	0.916397	0.762437	0.917854	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
C2	0.815657	0.906438	0.816838	0.907331	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
C3	0.856188	0.898190	0.854580	0.899890	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
C4	0.798681	0.910036	0.801204	0.910380	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
C5	0.798938	0.910940	0.797815	0.911038	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)

Pearson Correlation Coefficients, N = 410
Prob > |r| under H0: Rho=0

	C1	C2	C3	C4	C5
C1	1.00000	0.85628	0.68897	0.57342	0.61300
Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)		<.0001	<.0001	<.0001	<.0001
C2	0.85628	1.00000	0.71086	0.62611	0.69696
Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001		<.0001	<.0001	<.0001
C3	0.68897	0.71086	1.00000	0.85906	0.73879
Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	<.0001		<.0001	<.0001
C4	0.57342	0.62611	0.85906	1.00000	0.78651
Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	<.0001	<.0001		<.0001
C5	0.61300	0.69696	0.73879	0.78651	1.00000
Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	<.0001	<.0001	<.0001	

Work Environment

The Reliability Test for Work Environment

The CORR Procedure

5 Variables: WE1 WE2 WE3 WE4 WE5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
WE1	410	3.20976	0.87615	1316	1.00000	5.00000	Work Enviroment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE2	410	3.04878	0.74831	1250	1.00000	4.00000	Work Enviroment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE3	410	3.31951	0.78048	1361	1.00000	5.00000	Work Enviroment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE4	410	3.23171	0.79575	1325	1.00000	5.00000	Work Enviroment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE5	410	3.14878	0.72995	1291	1.00000	4.00000	Work Enviroment(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.873590
Standardized	0.874213

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
WE1	0.745327	0.836502	0.747994	0.836337	Work Enviroment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE2	0.757035	0.834104	0.753208	0.835048	Work Enviroment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE3	0.659866	0.856619	0.658218	0.858069	Work Enviroment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE4	0.695846	0.848093	0.698281	0.848481	Work Enviroment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE5	0.657544	0.857148	0.655149	0.858797	Work Enviroment(1=SD, 2=D, 3=N, 4=A, 5=SA)

Pearson Correlation Coefficients, N = 410
Prob > |r| under H0: Rho=0

	WE1	WE2	WE3	WE4	WE5
WE1	1.00000	0.72648	0.55607	0.54383	0.62394
Work Enviroment(1=SD, 2=D, 3=N, 4=A, 5=SA)		<.0001	<.0001	<.0001	<.0001
WE2	0.72648	1.00000	0.57189	0.59277	0.57306
Work Enviroment(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001		<.0001	<.0001	<.0001
WE3	0.55607	0.57189	1.00000	0.62848	0.44852
Work Enviroment(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	<.0001		<.0001	<.0001
WE4	0.54383	0.59277	0.62848	1.00000	0.55085
Work Enviroment(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	<.0001	<.0001		<.0001
WE5	0.62394	0.57306	0.44852	0.55085	1.00000
Work Enviroment(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	<.0001	<.0001	<.0001	

Work-life Balance

The Reliability Test for Work-life Balance

The CORR Procedure

5 Variables:	WLB1	WLB2	WLB3	WLB4	WLB5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
WLB1	410	3.32195	0.89210	1362	1.00000	5.00000	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)
WLB2	410	3.38537	0.82609	1388	1.00000	5.00000	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)
WLB3	410	3.29512	0.91882	1351	1.00000	5.00000	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)
WLB4	410	3.06585	0.85819	1257	1.00000	5.00000	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)
WLB5	410	3.10244	0.74285	1272	1.00000	5.00000	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.813797
Standardized	0.815662

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
WLB1	0.696154	0.747558	0.704306	0.749358	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)
WLB2	0.639102	0.766861	0.634828	0.770770	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)
WLB3	0.504399	0.809594	0.500037	0.810268	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)
WLB4	0.620585	0.772017	0.619755	0.775319	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)
WLB5	0.569314	0.788196	0.572985	0.789222	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)

Pearson Correlation Coefficients, N = 410
Prob > |r| under H0: Rho=0

	WLB1	WLB2	WLB3	WLB4	WLB5
WLB1	1.00000	0.53790	0.35509	0.63970	0.59576
Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)		<.0001	<.0001	<.0001	<.0001
WLB2	0.53790	1.00000	0.60678	0.33659	0.47339
Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001		<.0001	<.0001	<.0001
WLB3	0.35509	0.60678	1.00000	0.42490	0.20993
Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	<.0001		<.0001	<.0001
WLB4	0.63970	0.33659	0.42490	1.00000	0.51482
Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	<.0001	<.0001		<.0001
WLB5	0.59576	0.47339	0.20993	0.51482	1.00000
Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	<.0001	<.0001	<.0001	

Talent Retention

The Reliability Test for Talent Retention

The CORR Procedure

5 Variables:	TR1	TR2	TR3	TR4	TR5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
TR1	410	3.13171	0.79560	1284	1.00000	5.00000	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
TR2	410	3.06585	0.80223	1257	1.00000	5.00000	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
TR3	410	3.13902	0.82307	1287	1.00000	5.00000	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
TR4	410	2.96829	0.81937	1217	1.00000	5.00000	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
TR5	410	2.99024	0.82439	1226	1.00000	4.00000	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.902567
Standardized	0.902649

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
TR1	0.722500	0.888280	0.723979	0.888197	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
TR2	0.797285	0.872360	0.799103	0.871954	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
TR3	0.807162	0.869920	0.806305	0.870369	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
TR4	0.781278	0.875685	0.779766	0.876185	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
TR5	0.677962	0.898020	0.677175	0.898051	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)

Pearson Correlation Coefficients, N = 410
Prob > |r| under H0: Rho=0

	TR1	TR2	TR3	TR4	TR5
TR1	1.00000	0.81765	0.61417	0.55776	0.51640
Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)		<.0001	<.0001	<.0001	<.0001
TR2	0.81765	1.00000	0.67854	0.65040	0.57031
Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001		<.0001	<.0001	<.0001
TR3	0.61417	0.67854	1.00000	0.80777	0.63620
Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	<.0001		<.0001	<.0001
TR4	0.55776	0.65040	0.80777	1.00000	0.64746
Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	<.0001	<.0001		<.0001
TR5	0.51640	0.57031	0.63620	0.64746	1.00000
Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	<.0001	<.0001	<.0001	

Appendix E: Pearson Correlation Coefficient

Correlation Analysis

The CORR Procedure

1 With Variables:	Talent Retention
4 Variables:	Training and Development Compensation Work Environment Work-life Balance

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Talent Retention	410	3.05902	0.68966	1254	1.00000	4.40000	Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
Training and Development	410	3.22634	0.70893	1323	1.00000	4.40000	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
Compensation	410	3.25317	0.68273	1334	1.00000	4.40000	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
Work Environment	410	3.19171	0.64199	1309	1.00000	4.40000	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
Work-life Balance	410	3.23415	0.64334	1326	1.00000	4.80000	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)

Pearson Correlation Coefficients, N = 410
Prob > |r| under H0: Rho=0

	Training and Development	Compensation	Work Environment	Work-life Balance
Talent Retention	0.80094	0.82686	0.78725	0.66884
Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)	<.0001	<.0001	<.0001	<.0001

Appendix F: Result of Multiple Regression

Linear Regression Results

The REG Procedure
Model: Linear_Regression_Model
Dependent Variable: Talent Retention Talent Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)

Number of Observations Read	410
Number of Observations Used	410

Analysis of Variance

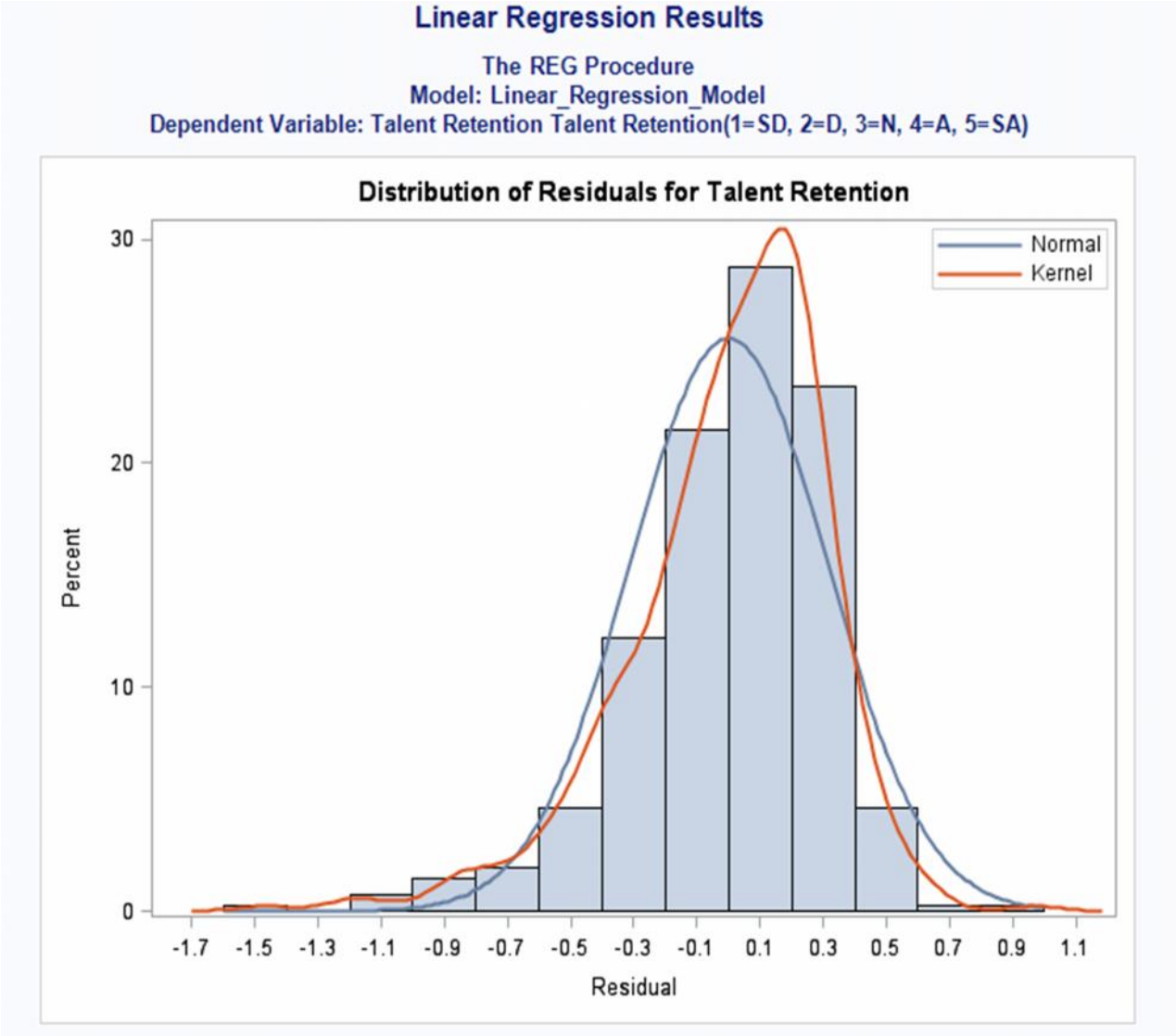
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	154.71491	38.67873	393.42	<.0001
Error	405	39.81670	0.09831		
Corrected Total	409	194.53161			

Root MSE	0.31355	R-Square	0.7953
Dependent Mean	3.05902	Adj R-Sq	0.7933
Coeff Var	10.24996		

Parameter Estimates

Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr > |t|
Intercept	Intercept	1	-0.23077	0.08850	-2.61	0.0095
Training and Development	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)	1	0.25543	0.03843	6.65	<.0001
Compensation	Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)	1	0.41642	0.03645	11.42	<.0001
Work Environment	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)	1	0.25471	0.04112	6.19	<.0001
Work-life Balance	Work-life Balance(1=SD, 2=D, 3=N, 4=A, 5=SA)	1	0.09216	0.03393	2.72	0.0069

Appendix G: Multiple Linear Regression Model



Appendix H: Demographic Profile's Frequencies

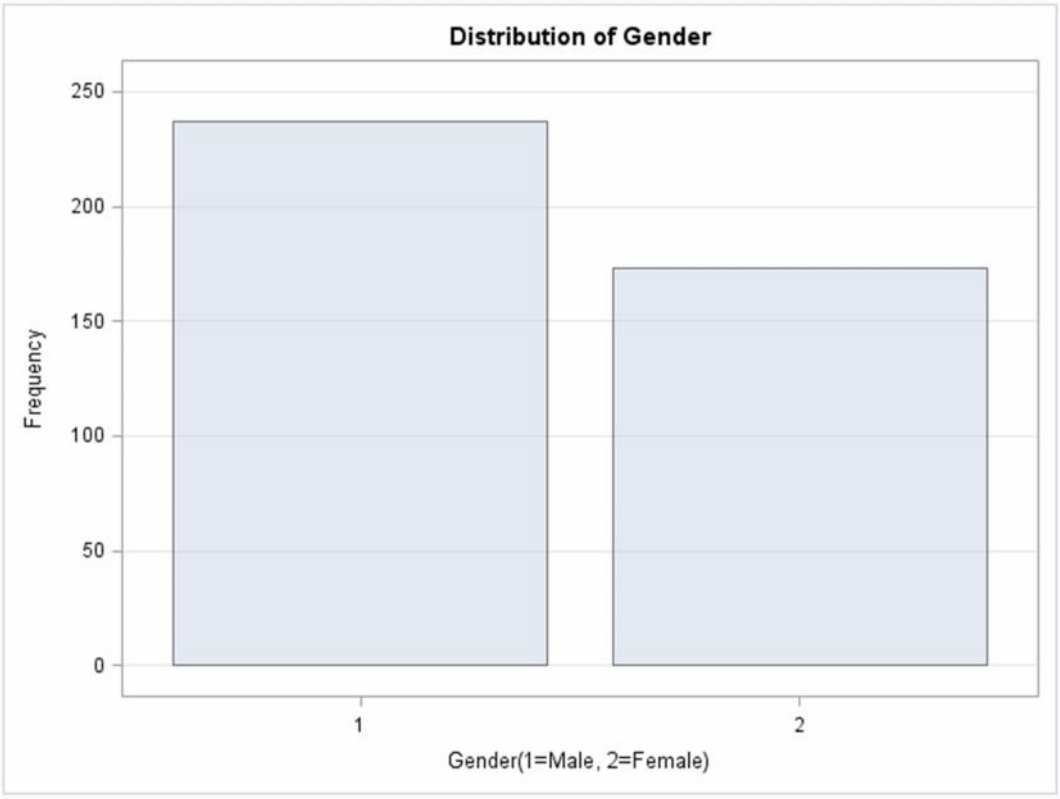
Gender Frequency

One-Way Frequencies

Results

The FREQ Procedure

Gender(1=Male, 2=Female)				
Gender	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	237	57.80	237	57.80
2	173	42.20	410	100.00



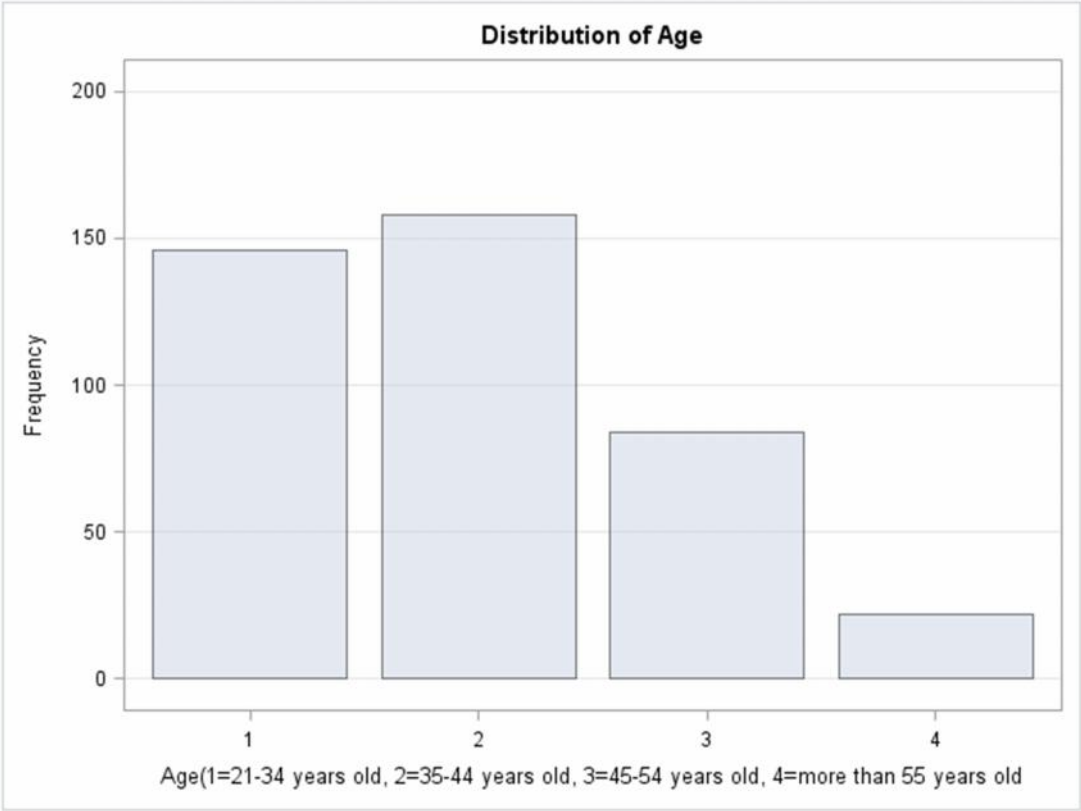
Age

One-Way Frequencies

Results

The FREQ Procedure

Age(1=21-34 years old, 2=35-44 years old, 3=45-54 years old, 4=more than 55 years old				
Age	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	146	35.61	146	35.61
2	158	38.54	304	74.15
3	84	20.49	388	94.63
4	22	5.37	410	100.00



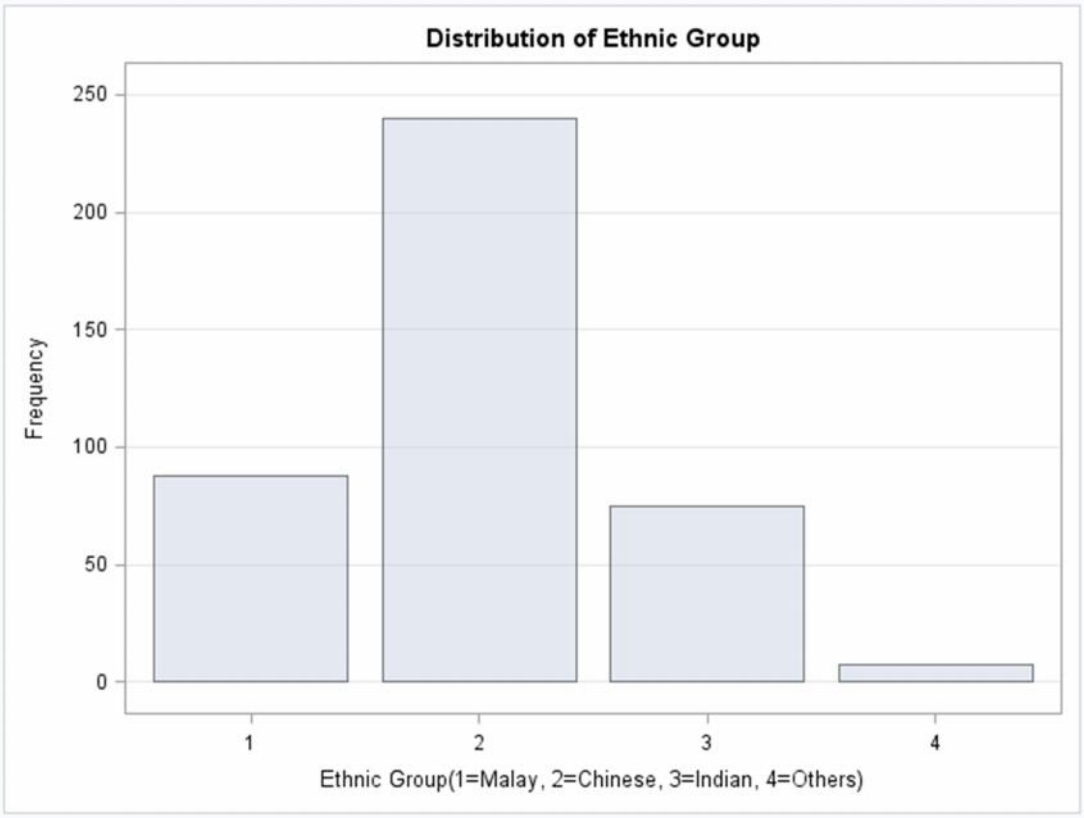
Ethnic group

One-Way Frequencies

Results

The FREQ Procedure

Ethnic Group(1=Malay, 2=Chinese, 3=Indian, 4=Others)				
Ethnic Group	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	88	21.46	88	21.46
2	240	58.54	328	80.00
3	75	18.29	403	98.29
4	7	1.71	410	100.00



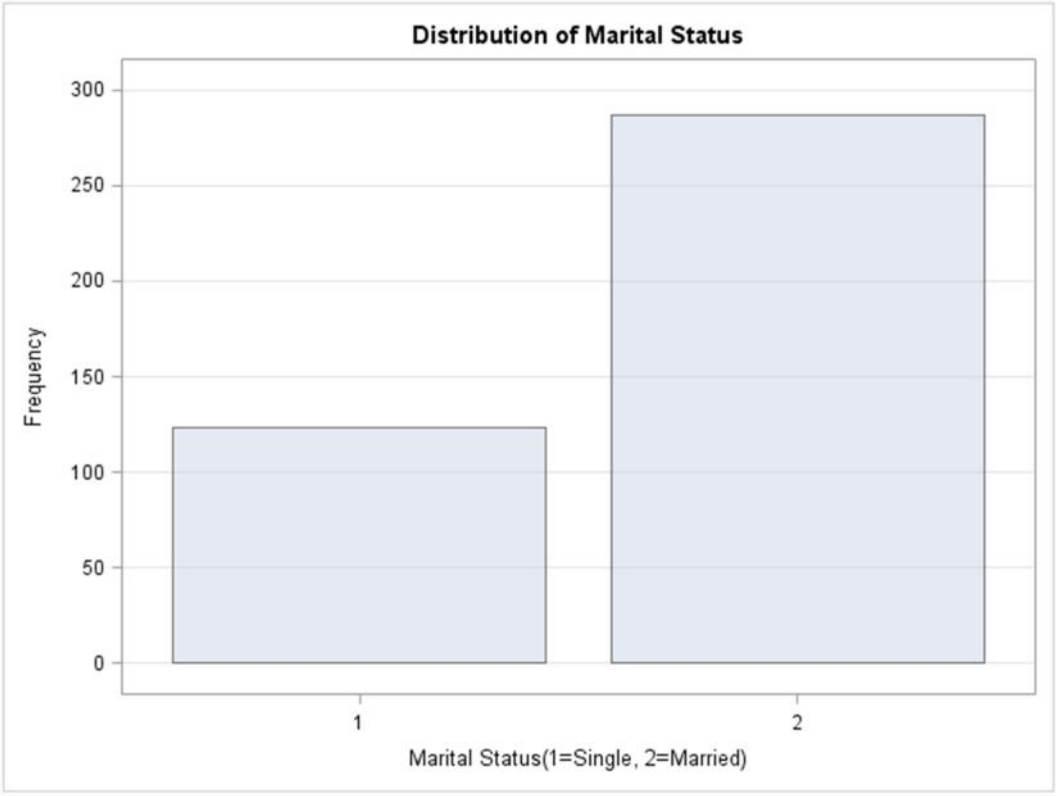
Marital Status

One-Way Frequencies

Results

The FREQ Procedure

Marital Status(1=Single, 2=Married)				
Marital Status	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	123	30.00	123	30.00
2	287	70.00	410	100.00



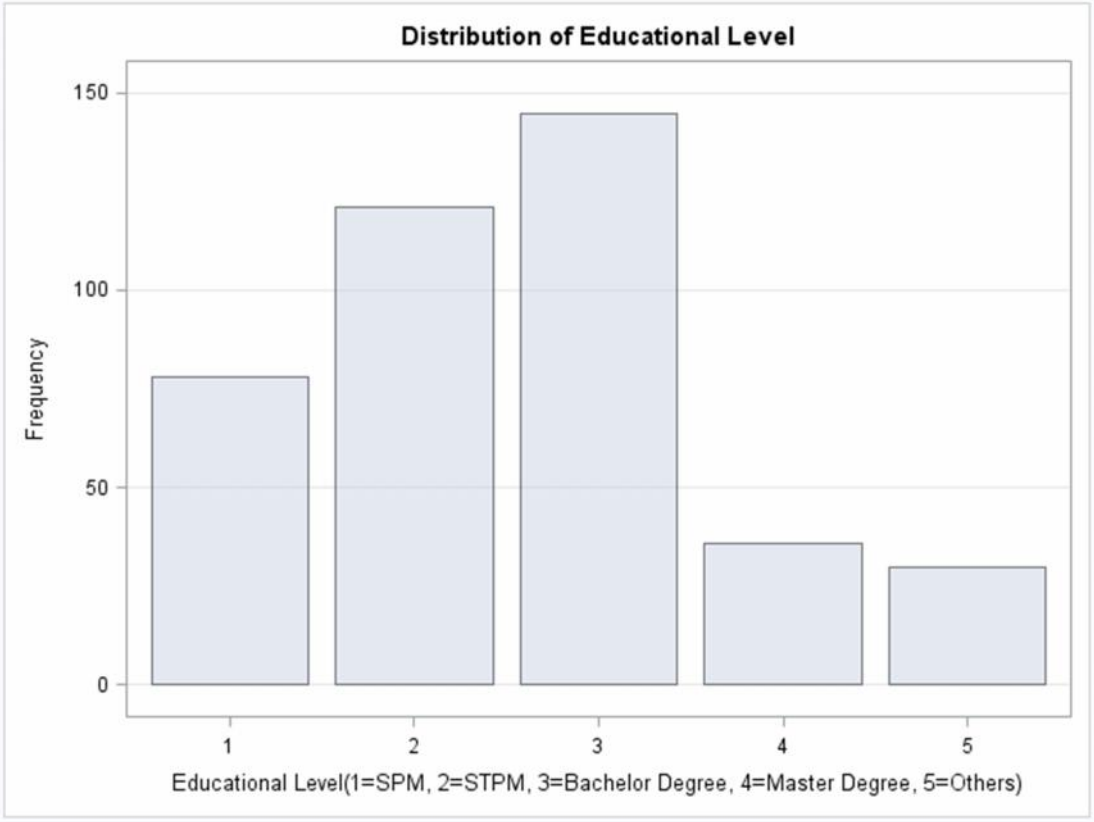
Educational Level

One-Way Frequencies

Results

The FREQ Procedure

Educational Level(1=SPM, 2=STPM, 3=Bachelor Degree, 4=Master Degree, 5=Others)				
Educational Level	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	78	19.02	78	19.02
2	121	29.51	199	48.54
3	145	35.37	344	83.90
4	36	8.78	380	92.68
5	30	7.32	410	100.00



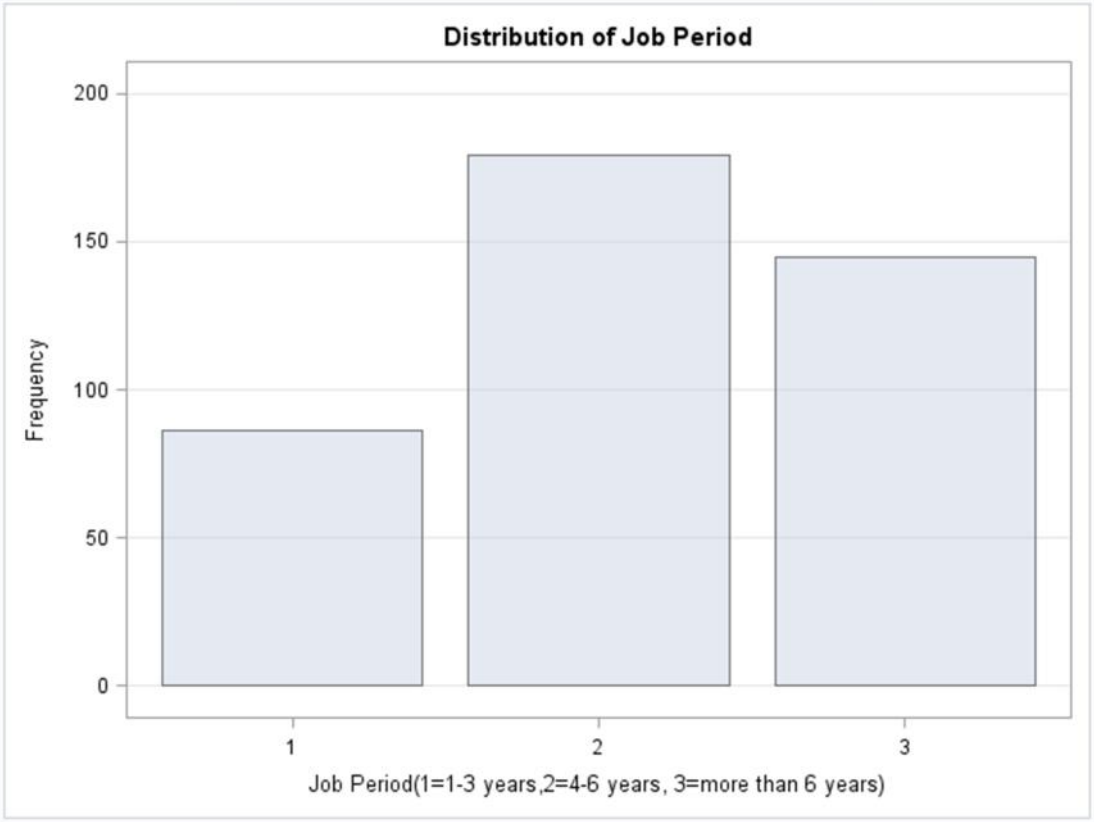
Job Period

One-Way Frequencies

Results

The FREQ Procedure

Job Period(1=1-3 years,2=4-6 years, 3=more than 6 years)				
Job Period	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	86	20.98	86	20.98
2	179	43.66	265	64.63
3	145	35.37	410	100.00



Income level

One-Way Frequencies

Results

The FREQ Procedure

Income Level(1=less than 2000, 2=2001-3000, 3=3001-4000, 4=4001-5000, 5=5001-6000, 6=more than 6000				
Income Level	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	22	5.37	22	5.37
2	31	7.56	53	12.93
3	42	10.24	95	23.17
4	61	14.88	156	38.05
5	116	28.29	272	66.34
6	138	33.66	410	100.00