

THE RELATIONSHIP BETWEEN RETENTION FACTORS AND CAREER COMMITMENT

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fulfillment of the requirements for the degree Master of Human Resource Management

Universiti Utara Malaysia

By

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ABSTRAK

Objektif utama kajian ini adalah untuk melihat hubungan antara faktor pengekaln dengan kerjaya komitmen pekerja. Terdapat lima faktor yang mengukur pengekaln pekerja iaitu pampasan, latihan dan pembangunan, sokongan penyelia, dan kenaikan pangkat.

Data dikumpul melalui soal selidik yang diedarkan kepada pekerja Asian Composite Manufacturing (ACM) Sdn. Bhd. (n=253). Analisis korelasi dan regresi dilakukan untuk menguji perhubungan antara pampasan, latihan dan pembangunan, sifat tugas, sokongan penyelia, dan kenaikan pangkat. Dapatan kajian menunjukkan pampasan, latihan dan pembangunan, sokongan penyelia, dan kenaikan pangkat mempunyai hubungan positif dengan kerjaya komitmen pekerja. Selain itu, keputusan regresi menunjukkan pampasan adalah faktor yang paling penting yang mempengaruhi kerjaya komitmen. Perbincangan tentang dapatan kajian dan saranan untuk kajian yang akan datang juga diberikan.

ABSTRACT

The main objective of this study is to examine the relationship between retention factors and career commitment. The five factors that measured retention were compensation, training and development, job characteristic, supervisor support and promotion.

Data were gathered through questionnaire survey of employee at ACM Sdn. Bhd. (n=253). Correlation and regression analysis were used of examine the relationship between retention factors and career commitment. The results indicated that compensation, training and development, job characteristic, supervisor support and promotion were positively correlated with career commitment. The multiple regression results suggest that compensation were the most important factors in influencing career commitment. The findings were discussed and recommendations for further research were also addressed.

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LIST OF ABBREVIATIONS

Abbreviation	Description of Abbreviation
ACM	Asian Composite Manufacturing
SPSS	Statistical Package for Social Science
KMO	Kaiser-Mayer Olkin
VARIMAX	Varian Maximum

CHAPTER 1

INTRODUCTION

1.1 Introduction

A question several researchers and those managers and supervisors in organizations may ask is “why should retention of employees be important?” Employee retention and why employees turnover are two most important topics in organizational research. When retention rates are low, extra time and money are spent on recruiting, selecting, and training new employees that could have been spent on other activities like performance improvement or career development of employees (Abbasi and Hollman, 2000; Arkin, 1997; Muchinsky, 1997; Sigtler and Adams, 1999). Additionally, with low retention levels organizations may experience a decrease in performance, efficiency, and morale, and an increase in the disorder of social networks, group cohesion, and communication (Sigtler and Adams, 1999). As Day (2000) argued, if companies cannot retain their employees, “the economic results could be devastating for an organization. A substantial amount of value could potentially end up employed by a competitor, or . . . become the competition”.

Furthermore, for organizations, the high cost of recruitment and selection (Pfeffer, 1998), the lag and productivity loss during the assimilation period (Davies, 2001), the likely loss of business opportunity (McCallum, 1988; Walker, 2001), poor customer relationship (Clarke, 2001; Messmer, 2000), and hidden cost of loss productivity (Das, 2002) have

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