

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE INFLUENCE OF MONETARY AND NON-MONETARY REWARD
TOWARDS EMPLOYEE RETENTION AT
AEROSPACE COMPOSITES MALAYSIA BERHAD**



**Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia,
In Partial Fulfillment of the Requirement for the
Master of Human Resource Management**



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(*Certification of Research Paper*)

Saya, mengaku bertandatangan, memperakukan bahawa
(*I, the undersigned, certified that*)

SUMAIYAH BINTI SENAWI (822973)

Calon untuk Ijazah Sarjana
(*Candidate for the degree of*)

MASTER OF HUMAN RESOURCE MANAGEMENT

telah mengemukakan kertas penyelidikan yang bertajuk
(*has presented his/her research paper of the following title*)

**THE INFLUENCE OF MONETARY AND NON-MONETARY REWARD TOWARDS EMPLOYEE
RETENTION AT AEROSPACE COMPOSITES MALAYSIA BERHAD**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(*as it appears on the title page and front cover of the research paper*)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(*that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper.*)

Nama Penyelia
(*Name of Supervisor*)

: **PROF. MADYA DR. FADZLI SHAH BIN ABD AZIZ**

Tandatangan
(*Signature*)

Tarikh
(*Date*)

: **22 DISEMBER 2020**

PERMISSION TO USE

In presenting this dissertation/project paper in partial fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my project paper. It is understood that any copying or publication or use of this project paper or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation/project paper.

Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah
Graduate School of Business Universiti Utara Malaysia
06010 UUM Sintok Kedah Darul Aman

ABSTRACT

The objective of this study was to investigate whether there were any influences between organization compensation in Aerospace Composites Malaysia (ACM) on employee retention. Compensation and benefits are consisting of monetary and non-monetary reward. Thus, the independent variables while the dependent variable was employee retention. This study also investigates the level of employee retention at ACM. A total of 275 employees participated in this study by answering survey questionnaire. Data was collected through 29 items questionnaires on a five-point Likert and another 6 items were demographic questions. Data were analyzed using descriptive statistics (mean and standard deviation) and inferential statistics (correlation and multiple regressions). The finding from this study showed that monetary and non-monetary reward have a significant influence with employee retention. The study also revealed that the mean for employee retention was at high level 3.715 in one to five scale. Meanwhile, 73.9 percent of independence variance were influencing the ACM employee retentions. This study would like to highlight to human resource and policymakers that total reward should be seen as according to employee performance not their entitlement.

Keywords: monetary reward, non-monetary reward, employee retention

ABSTRAK

Tujuan kajian ini adalah untuk menyiasat sama ada terdapat pengaruh pampasan dan faedah di organisasi Aerospace Composites Malaysia Sdn Bhd (ACM) terhadap pengekalan kerja. Pampasan dan faedah boleh di klasifikasikan dalam bentuk ganjaran kewangan dan bukan kewangan yang mana ianya akan dijadikan sebagai pembolehubah bebas manakala pembolehubah bergantung adalah pengekalan pekerja. Kajian ini juga menyiasat tahap pengekalan pekerja di ACM. Sebanyak 275 pekerja mengambil bahagian dalam kajian ini dengan menjawab soal selidik. Data dikumpul melalui 29 item soal selidik pada 5 skala Likert dan 6 item adalah soalan demografi. Data dianalisis menggunakan statistik deskriptif (min dan sisihan piawai) dan statistik inferential (korelasi dan regresi berganda). Hasil daripada kajian ini menunjukkan bahawa ganjaran kewangan dan ganjaran bukan kewangan adalah mempunyai hubungan yang signifikan dengan pengekalan kerja. Kajian ini juga menunjukkan bahawa nilai min bagi pengekalan pekerja adalah pada tahap yang tinggi iaitu 3.715 bagi sekala 1 hingga 5. Manakala, 73.9 peratus dari pembolehubah bebas adalah mempengaruhi pengekalan pekerja di ACM. Kajian ini juga ingin menekankan kepada pengurus sumber manusia dan pembuat polisi bahawa ganjaran secara keseluruhannya sepatutnya di lihat sebagai prestasi pekerja dan bukan sebagai kelayakan pekerja.

Kata kunci: ganjaran kewangan, ganjaran bukan wang, pengekalan pekerja

ACKNOWLEDGEMENT

First and foremost, praises and thanks to Allah the Almighty, for His showers of blessings throughout my research work to complete the research successfully. Secondly my deepest gratitude and sincere thanks to Assoc. Prof. Dr. Fadzli Shah bin Abd Aziz who had agreed to be my supervisor and advisor. His knowledge and guidance have greatly helped me at all steps in the process of preparing and would not have been completed successfully. Thirdly, thanks for Aerospace Composites Malaysia that allowing me to done my study at the company. For HR team that helping me in distributing the survey questions to the ACM employee.

A special thanks goes to my husband, my mother and my daughter, Abd Muzil bin Noor Azizan, Siti Zubaidah binti Omar and Dhofwatul Aisy Hafiyah for their endless patience, greatest support and understanding while I go through this challenging and difficult journey. My sincere gratitude also goes to my friends Ms Qutreen Nadia, Ms Asmaa' Zulaikha, Mrs Mariya, Mrs Mahanim, Ms Amalina, and Ms Puteri Noraini who have given me motivation, advice and support in preparing and submitting this research paper.

Finally, I would like to express my sincere and utmost appreciation to my other lecturers and UUM staffs whom have inputted me valuable knowledge during my studies and also not forgetting to all those involved in making this paper a reality.

TABLE OF CONTENTS

PERMISSION TO USE	i
ABSTRACT	ii
ABSTRAK	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	vi
CHAPTER 1: INTRODUCTION	1
1.0 Introduction	1
1.1 Background of the Study	1
1.2 Background of Aerospace Composites Malaysia Sdn Bhd (ACM).....	3
1.3 Problem Statement	4
1.4 Research Questions	6
1.5 Research Objectives	7
1.6 Significance of the Study	7
1.7 Scope of the Study	8
1.8 Definition of Variables and Terms	8
1.8.1 Compensation and Benefits Package	8
1.8.2 Monetary Reward.....	8
1.8.3 Non-monetary Reward	8
1.8.4 Employee Retention	9
1.9 Organization of Thesis	9

CHAPTER 2: LITERATURE REVIEW	10
2.0 Introduction	10
2.1 Employee Retention	10
2.2 Compensation and Benefits	11
2.3 Reward.....	12
2.3.1 Monetary Reward.....	12
2.3.2 Non-monetary Reward	13
2.4 Expectancy Theory	13
2.5 Summary.....	14
CHAPTER 3: METHODOLOGY	15
3.0 Introduction	15
3.1 Research Framework.....	15
3.2 Hypotheses of Study	16
3.2.1 Hypothesis 1 – Monetary Reward.....	16
3.2.2 Hypothesis 2 – Non-monetary Reward	16
3.3 Research Design.....	16
3.4 Measurement of Variables/Instrumentation	17
3.4.1 Monetary Reward.....	17
3.4.2 Non-Monetary Reward.....	18
3.5 Data Collection	18
3.6 Population and Sampling.....	20
3.7 Pilot Test.....	23
3.8 Data Collector Procedure	24
3.8.1 Data Analysis Techniques	24
3.8.2 Inference Statistic Analysis	25

3.8.2.1 Correlation Analysis.....	25
3.8.2.2 Regression Analysis	25
3.9 Summary.....	26
CHAPTER 4: RESEARCH FINDING	27
4.0 Introduction	27
4.1 Overview of Collected Data	27
4.1.1 Data Screening.....	28
4.1.2 Normality Test	28
4.1.3 Linearity Test.....	31
4.1.4 Multicollinearity Test.....	32
4.2 Reliability Test.....	32
4.3 Response Demographic	33
4.3.1 Response Demographic Analysis.....	33
4.4 Inference Statistic Analysis	35
4.4.1 Correlation Analysis.....	35
4.4.2 Regression Analysis	37
4.5 Summary.....	38
CHAPTER 5: DISCUSSION AND CONCLUSION	39
5.0 Introduction	39
5.1 Discuss the findings	39
5.1.1 The level of employee retention	40
5.1.2 The connection between monetary reward with employee retention.....	41
5.1.3 The effect of non-monetary reward on employee retention.	42
5.2 Practical Implication	44

5.3 Limitation of the study	45
5.4 Recommendations for future research	45
5.5 Recommendation for the organization	46
5.6 Conclusion	46
REFERENCES	47
Appendix A: Questionnaire Set.....	51
Questionnaire	
Appendix B: Reliability Analysis	54
Appendix C: Mean and Standard Deviation for all variables.....	58
Appendix D: Correlation Analysis	59
Appendix E: Multiple Regression Analysis.....	60



LIST OF TABLES

Table 1.1	: Number of employees at ACM
Table 3.1	: Monetary Reward Instrument
Table 3.2	: Non-monetary Reward Instrument
Table 3.3	: Non-monetary Reward Instrument
Table 3.4	: Krejcie and Morgan table for Determining Sample Size from a Given Population
Table 3.5	: Random Table Number
Table 3.6	: Reliability test result
Table 3.7	: Mean value and standard deviations
Table 3.8	: r value for correlation test
Table 4.1	: Summary of respondent feedback
Table 4.2	: Descriptive variable analysis
Table 4.3	: Normality test Kolmogorov-Smirnov
Table 4.4	: Tolerance Value and Variance Inflated Factor (VIF)
Table 4.5	: Internal consistency measurement
Table 4.6	: Reliability test result
Table 4.7	: Table of respondent (n=275)
Table 4.8	: Regression analysis of independent variable with employee retention

LIST OF FIGURES

Figure 1: Research Framework

Figure 2: Histogram of Non-monetary Reward

Figure 3: Histogram of Monetary Reward

Figure 4: Histogram of Employee Retention

Figure 5: Normal P-P Plot



CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter was discussed the background of the study, problem statement, research questions, research objectives, the significance of the study, the scope of the study, and the definition of variables and terms. At the end of this chapter, the organization of the thesis was also presented.

1.1 Background of the Study

Previous studies revealed that the employees are their vital resource because it represents as their long-term investment where the investment are inclusive of recruiting, training, healthcare, bonuses, etc. (Fulmer & Ployhart, 2014). Every organization had creatively developed their benefits packages, performance appraisal, training programs, and work systems based on its organization policies. An employee were become more valuable to the organization based on their years in the job in the organization and the organization policies created beside as a guide to the employee it was also aiming to develop employee's loyalty. To maintain employee loyalty, the organization needs to provide a competitive package appropriate to their job performance and organizational productivity. Thus, this had made the employee feels secure to work with the organization. This because organization and employees have parallel responsibility and mutual commitments to define their influence to achieve the organization's goals (Peter et al, 2009).

Retaining employees was important in all types of organizations, and the cost of losing an employee was normally exceeding 100% of the annual compensation for the

REFERENCES

- Ahlich, N.S. (2000). *Competing for Talent*. Key recruitment and retention strategies for becoming an employer of choice: Palo Alto, CA: DaviesBlack Publishing.
- Armstrong, M & Murlis, H 2007, *Reward Management: a handbook of remuneration strategy and practice*, 5th edn, Kogan Page, London.
- Arnolds CA, Venter DJ (2007). *The Strategic Importance of Motivational Rewards*. Port Elizabeth: Nelson Mandela Metropolitan University,
- Ballentine, A., McKenzie, N., Wysocki, A., & Kepner, K. (2003). *The role of monetary and non-monetary incentives in the workplace as influenced by career stage*.
- Bari, N., Arif, U., & Shoaib, A. (2013). *Impact of Non-Financial Rewards on Employee Attitude & Performance in the Workplace. A Case Study of Business Institutes of Karachi*. International Journal of Scientific & Engineering Research, 4(7), 2554-2559.
- Bidisha L. D., Dr. Mukulesh B. (2013). Employee Retention: A Literature Review. IOSR Journal of Business and Management (IOSR-JBM). Volume 14, Issue 2
- Bryant, P. C., & Allen, D. G. (2013). *Compensation, Benefits and Employee Turnover: HR Strategies for Retaining Top Talent*. *Compensation & Benefits Review*, 45(3), 171–175. <https://doi.org/10.1177/0886368713494342>
- Bulmer, M. (1979). *Concepts in the Analysis of Qualitative Data*. The Sociological Review, 27(4), 651–677. <https://doi.org/10.1111/j.1467-954X.1979.tb00354.x>
- Chiekezie, O. M., Emejulu, G., & Nwanneka, A. (2017). *Compensation Management and Employee Retention of Selected Commercial Banks in Anambra State, Nigeria*. Archives of Business Research, 5(3), 115-127
- Cooper, D. R., & Schindler, P. S. (2003). *Business Research Methods (8th edition)*. USA: McGraw-Hill.
- Cooper, D. R., & Schindler, P. S. (2006). *Business Research Methods (9th edition)*. USA: McGraw-Hill
- Creswell, J. W. (2005). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research*. Upper Saddle River, New Jersey: Pearson Education, Inc.
- Dr. Saravanan M., Sruthi T. T. (2017). *A study on employee retention strategies* National Journal of Multidisciplinary Research and Development Volume 2; Issue 3; September 2017; Page No. 283-285
- Farrell, K. A., Friesen, G. C., & Hersch, P. L. (2008). *How Do Firms Adjust Director Compensation?* Journal of Corporate Finance, 14(2), 153-162.

- Feldman, D. (2000). *The Dilbert syndrome: How employee Cynicism About Ineffective Management is Changing the Nature of Careers in Organizations*. *American Behavioral Scientist*, 43, 1286-1301.
- Field, A. (2009) *Discovering Statistics Using SPSS*. 3rd Edition, Sage Publications Ltd., London.
- Frank, F.D., Finnegan, R.P. & Taylor, C.R. (2004). *The race for talent: retaining and engaging*. *Human Resource Planning*, 27(3), 12-25.
- Fulmer, I. S., & Ployhart, R. E. (2014). "Our Most Important Asset": A Multidisciplinary/Multilevel Review of Human Capital Valuation for Research and Practice. *Journal of Management*, 40(1), 161–192. <https://doi.org/10.1177/0149206313511271>
- Gerhart, B. A., Minkoff, H. B., & Olsen, R. N. (1995). *Employee compensation: Theory, practice, and evidence*.
- Gregory, K. (2011). *The importance of employee satisfaction*. *The Journal of the Division of Business & Information Management*.
- Hameed, A., Ramzan, M., & Zubair, H. M. K. (2014). *Impact of Compensation on Employee Performance (Empirical Evidence from Banking Sector of Pakistan)*. *International Journal of Business and Social Science*, 5(2).
- 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 (IJBRM)*, 3(2).
- Krejcie, R. V., & Morgan, D. W. (1970). *Determining sample size for research activities*. *Educ Psychol Meas*.
- Kreitner, R. & Kinicki, A. (1998). *Organizational behavior (4 ed.)*. Boston:Irwin McGraw-Hill
- Kyi, K. M. (2011) *Factor affecting employee retention in non-profit organizations: Dissertation*. Adventist International institute of Advance studies. Philippine.
- Lockwood, T. & Walton, W. (2008). *Developing an Innovative Organization*. Allworth Press, New York.
- Lunenburg, F. C. (2011). *Expectancy theory of motivation: motivating by altering expectations*. *International Journal of management, business, and administration*, 15(1), 1-6.
- Hayes L., J., O'Brien-Pallas L., Duffield C., Shamian J., Buchan J., Hughes F., Laschinger H., K., S., North N., Stone P., W., 2006. *Nurse turnover: A literature review*. *International Journal of Nursing Studies* 43 (2006) 237–263.
- Martha H., & Herbert K., (2013). *The Impact of Monetary and Non-Monetary*

Rewards on Level Employees in Selected Retail Shops, Academic Journal, Vol. 7(38), pp. 3929-3935

Muthén, B., & Kaplan, D. (1985). *A comparison of some methodologies for the factor analysis of non-normal Likert variables*. *British Journal of Mathematical and Statistical Psychology*, 38(2), 171–189.

MichealPage, 2017. *2017 Malaysia Salary & Employment Outlook 2017*, www.michaelpage.com.my

Narang, U. (2013). *HRM Practices - Its Impact on Employee Retention*. *International Journal of Multidisciplinary Research in Social & Management Sciences*, 1(4), 48-51.

Odunlade, R.O. (2012). *Managing Employee Compensation and Benefits for Job Satisfaction in Libraries and Information Centres in Nigeria*. *Library Philosophy and Practice* 2012, 2-3.

Omotayo Adewale., Adenike Anthonia., Hezekiah Olubusayo., & Princess Thelma, (2014). *Compensation packages: a strategic tool for employees' performance and Retention*, *Leonardo Journal of Sciences*, p. 65-84

Osibanjo, A. O., Adeniji, A. A., Falola, H. O., & Heirsmac, P. T. (2014). *Compensation packages: a strategic tool for employees' performance and retention*. *Leonardo Journal of Sciences*, (25), 65-84

Pallant, J. (2007). *SPSS survival manual—A step by step guide to data analysis using SPSS for windows (3rd ed.)*. Maidenhead: Open University Press.

Pallant, J. (2016). *SPSS Survival Manual: A Step By Step Guide to Data Analysis Using SPSS Program (6th ed.)*. London, UK: McGraw-Hill Education.

Patnaik, D. & Padhi, P. C. (2012). *Compensation Management: A Theoretical Preview*

Ramlall, S. (2003). *Organizational Application Managing Employee Retention as a Strategy for Increasing Organizational Competitiveness*. *Applied HRM Research*, 8(2), 63-72.

Rappaport, A., Bancroft, E., & Okum, L. (2003). *The aging workforce raises new talent management issues for employers*. *Journal of Organizational Excellence*, 23, 55-66.

Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research methods for business students (6th ed.)*. Harlow, Essex: Pearson Education Limited.

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

- Teijlingen van, E., Rennie, A.M., Hundley, V., Graham, W. (2001), *The importance of conducting and reporting pilot studies: the example of the Scottish Births Survey*, *Journal of Advanced Nursing* 34: 289-295
- Velnamby, T. (2006). *A Study on Incentives and work motivation of public sector organizations in Sri Lanka*. *Journal of Annamalai Business Review*.
- Vroom, V. H. (1964). *Work and motivation*. 1964. NY: John Wiley & sons, 47-51.
- Noor, W. S. (2012). *Reward Program Influences: Employees' Perceptions in Malaysian Private Organizations* . Curtin University of Technology .
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). *Business research methods (8th ed.)*. New York: South-Western/Cengage Learning
- Rosli r., & Mohamed Z., 2014. *Development of A Structural Model with Multicollinearity and Outliers Problems*. *DUCATUM - Journal of Science, Mathematics and Technology* Vol. 1 No.1 (2014) 38 - 52



Appendix A: Questionnaire Set

SURVEY QUESTIONNAIRE



**SCHOOL OF BUSINESS MANAGEMENT
COLLEGE OF BUSINESS
UNIVERSITI UTARA MALAYSIA**

Dear Sir / Madam:

I am pleased to inform you that I am currently conducting a survey entitled **The Influence Of Monetary And Non-Monetary Reward Towards Employee Retention At Aerospace Composites Malaysia Berhad**. The study intends to explore the identify the influence between monetary and non-monetary reward towards employee retention. In endeavouring to conduct this research, the data will be collected from Aerospace Composites Malaysia.

The survey is being conducted to collect feedback from employees on their views about monetary and non-monetary reward and their intention to retention in the organization.

Hence, I would be very grateful if you could answer all of the questions in the survey. The survey should take about 10 to 20 minutes to complete. Please answer all questions and return the completed questionnaires promptly.

Please note that your response is private and confidential. Individual respondents will not be identified in any data or reports. If you have any enquires about the survey, kindly contact or SMS me at 0175890387 or email to sumaiyah_senawi@oyagsb.uum.edu.my.

Thank you very much for considering your involvement, time and cooperation in this survey.

Yours sincerely,

Sumaiyah Senawi
Master in Human Resource Management
Universiti Utara Malaysia

Questionnaire Set

Section A

Please tick (✓) the related box.

1. In what age group are you?

< 20 yrs old 20 - 40 yrs old 41 - 60 yrs old > 60 yrs old

2. What is your Gender

Male Female

3. What is your highest education?

SPM or equivalence Master
 Certificate / Diploma PHD
 Degree

4. In terms of your current occupation, how would you characterize yourself?

Non-Executive (Operational) Managerial
 Non-Executive (Administration)
 Executive level

5. How long you have been working with the company?

Less than 1 year 10 – 15 years
 1 - 5 years More than 15 years
 5 – 10 years

6. What is your Working schedule?

Normal Shift (8 Hour/12 Hours)

Section B

Kindly tick (✓) in each of the number boxes which is clearly indicated your agreement with the following statement.

The scale of 1 to 5 represents different state of satisfaction as shown in below:

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
No	Item	1	2	3	4	5
Non-monetary Rewards						
1	I get the recognition I deserve when I do a good job					
2	I have an opportunity for advancement to higher level					
3	I always clear on what my duties and responsibilities					
4	I feel that I have chances of getting ahead on this job					
5	I know that there are my chances for advancement within the company					
6	The feeling of satisfaction in every accomplishment I get from the job					
7	I received recognition to my achievement					
8	Promotions and transfers are made fairly					
9	I have a good understanding of my potential career moves in the company					

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
No	Item	1	2	3	4	5
Monetary Rewards						
1	I have good fringe benefits.					
2	I have opportunity for high earnings in my company.					
3	I feel that I am being paid a fair amount for the work I					
4	The wages and salary I receive encourages me to perform better					
5	Incentives and pay such as bonuses motivates me to do more than require					
6	The current pay policy is flexible enough to allow my manager to use pay to motivate me					

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
No	Item	1	2	3	4	5
Employee Retention						
1	I have job which allows me to make real contribution to the success of my company					
2	I understand how my role contributes to the company					
3	Individual contributions are encouraged and recognized					
4	I believe that there is a constant striving for greater accomplishment in the company					
5	I am held accountable for the end results I produce or fail to produce					
6	The measures used to monitor my performance are the most appropriate for my jobs					
7	Motivation helps a lot in improving my productivity					
8	Staying with one company for along time is usually the best way to get ahead in business					
9	I am proud to work for this company					
10	if I may choose again, I will choose to work for the current organization					
11	I work in a prestigious, successful organization					
12	Pay factor make me to continue working with the					
13	If I get better offer/ promotion, I will move to other					
14	Promotions and advancement influences me to stay with the current company					

Appendix B: Reliability Analysis

Reliability Analysis for Pilot Study :

1. Non-Monetary Reward

Case Processing Summary

		N	%
Cases	Valid	61	100.0
	Excluded ^a	0	.0
	Total	61	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.892	.894	9

2. Monetary Reward

Case Processing Summary

		N	%
Cases	Valid	61	100.0
	Excluded ^a	0	.0
	Total	61	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.869	.872	6

3. Employee Retention

Case Processing Summary

		N	%
Cases	Valid	61	100.0
	Excluded ^a	0	.0
	Total	61	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.904	.915	14



UUM
Universiti Utara Malaysia

Reliability result for current result:

1. Non-Monetary Reward

Case Processing Summary

		N	%
Cases	Valid	275	100.0
	Excluded ^a	0	.0
	Total	275	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.893	9

2. Monetary Reward

Case Processing Summary

		N	%
Cases	Valid	275	100.0
	Excluded ^a	0	.0
	Total	275	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.833	6

3. Employee Retention

Case Processing Summary

		N	%
Cases	Valid	275	100.0
	Excluded ^a	0	.0
	Total	275	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.873	14



Appendix C: Mean and Standard Deviation for all variables

Descriptive Statistics

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
Non-Monetary Reward	275	3.7535	.03480	.57707
Monetary Reward	275	3.6206	.03667	.60805
Employee Retention	275	3.7151	.03054	.50642
Valid N (listwise)	275			



Appendix D: Correlation Analysis

Correlations

		Non- monetary	Monetary	Employee Retention
Non- Monetary	Pearson Correlation	1	.715**	.800**
	Sig. (2-tailed)		.000	.000
	N	275	275	275
Monetary	Pearson Correlation	.715**	1	.792**
	Sig. (2-tailed)	.000		.000
	N	275	275	275
Employee Retention	Pearson Correlation	.800**	.792**	1
	Sig. (2-tailed)	.000	.000	
	N	275	275	275

** . Correlation is significant at the 0.01 level (2-tailed).



Appendix E: Multiple Regression Analysis

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.964	1	44.964	485.061	.000 ^b
	Residual	25.306	273	.093		
	Total	70.270	274			
2	Regression	51.903	2	25.952	384.329	.000 ^c
	Residual	18.367	272	.068		
	Total	70.270	274			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Non-monetary Reward

c. Predictors: (Constant), Monetary Reward

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.800 ^a	.640	.639	.30446	
2	.859 ^b	.739	.737	.25986	2.248

a. Predictors: (Constant), Non-Monetary

b. Predictors: (Constant), Monetary

c. Dependent Variable: Employee retention

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.080	.121		8.924	.000					
	Non-monetary Reward	.702	.032	.800	22.024	.000	.800	.800	.800	1.000	1.000
2	(Constant)	.783	.107		7.296	.000					
	Non-monetary Reward	.420	.039	.478	10.790	.000	.800	.547	.334	.489	2.046
	Monetary reward	.374	.037	.450	10.138	.000	.792	.524	.314	.489	2.046

a. Dependent Variable: Employee Retention