

PROJECT DISSERTATION REPORT
On
AN EMPIRICAL STUDY ON FACTORS THAT
HELP IN RETENTION OF MILLENNIALS IN THE
ORGANIZATION

Submitted by:

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CERTIFICATE FROM THE COMPANY

This is to certify that, **Shanu Jain(2K17/MBA/080)**, at **Delhi School of Management (DTU)**, Delhi has satisfactorily completed her project report entitled “**An empirical study on factors that help in retention of millennials in the organization**” in partial fulfillment for the requirements for the award of the degree of Master of Business Administration from Delhi School of Management, Delhi Technological University, New Delhi during the academic year 2018-19.

The contents of the report, in full or part, have not submitted to any other university or institution for the award of the degree.

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DECLARATION

I, SHANU JAIN (2K17/MBA/080), student of Delhi School of Management, Delhi Technological University hereby declare that my work on the Project Dissertation titled “**An empirical study on factors that help in retention of millennials in the organization**” is a genuine research work undertaken by me under the supervision of Dr. Meha Joshi, to the best of my knowledge and ability.

The findings in this report are not copied from any report and are true to the best of my knowledge.

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With colossal pleasure, I am presenting “**An empirical study on factors that help in retention of millennials in the organization**” report as part of the curriculum of ‘Master of Business Administration’. I wish to thank all the people who gave me unending support while bringing out this project to its ultimate form, I came across a number of people whose contributions in various ways assisted my field of research and they deserve special thanks.

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EXECUTIVE SUMMARY

Children born in the 80s and 90s, the Millennials are today's 20 to early-30-somethings, poised to make up the majority of the workforce by 2025, and already an important part of the working population. Millennials (also known as 'Millennials') are the first generation of 'digital natives' – tech savvy and connected, rarely without a mobile phone or tablet. They have more formal education than any generation in history, and have mastered multitasking through early exposure to a wide range of media.

Aside from Millennials (born 1980-1999) the current workforce also includes Generation X (born 1960-1979) and the Baby Boomers (born 1940-1959). Differing attitudes, priorities and habits between these groups are a potential source of conflict but also present exciting opportunities to make the most of the broad range of skills and experience available in such a diverse workforce.

Understanding what motivates Millennials, as well as how they perceive their employers and their colleagues, is essential to attracting them to an organization and ensuring that they can maximize their effectiveness as employees and potential leaders.

The objective of this study is to examine the relationship between the factors which are compensation, leadership, training and development, working environment, work-life balance and job satisfaction with the employee retention. The target respondents are the Millennials workers work in different industries. The study employed the quantitative approach by distributing questionnaire to Millennials. The samples will be analyzed by the statistical software SPSS. The demographic profile of respondents will be analyzed. The reliability test, Pearson Correlation Analysis and Multiple Regression Analysis will be carried out in this study to determine the relationship among various factors to retain millennials in the organization.

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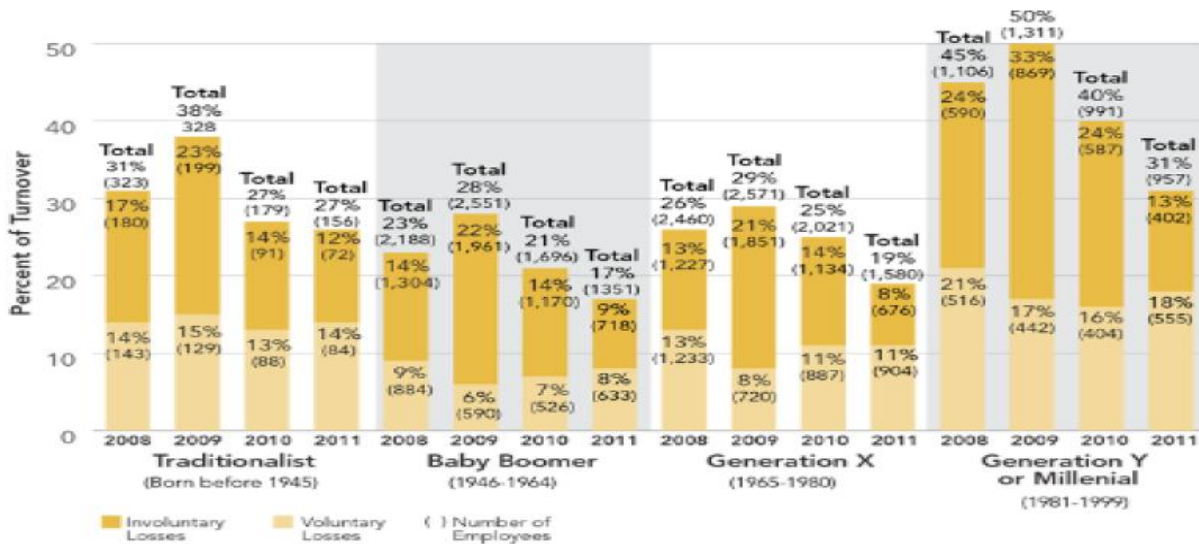
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CHAPTER-1

INTRODUCTION

The purpose of this current research is to understand the issue faced by organization on the high turnover of Millennials in the organization and the factors that would help in the retention on Millennials in the organization. According to Generational Theory (Strauss & Howe, 1991) the term Millennials designates a cohort of people born between 1982 and 2003 (Strauss et al, 2006). Most of the organization will need manpower to run the entire organization's operation and to be decision maker, so employees will be the asset of the organization.

Millennials employees will be the future leaders in all organization due to their ability in bringing new ideas and development to the organization. As a result, it is important to understand the retention in Millennials especially in the organization. According to Cairncross (2007), since the past two years the annual turnover rate among Millennials has declined by 50% each year. Aksu(2004)also mentioned the Millennials do not stay if they do not think they are making an impact on the company overall quickly. When Millennials enters into the workplace, companies are more than willing to accommodate their demands for faster promotions, greater responsibilities and more flexible work schedules. Cairncross(2007) notes that employers are needed to retain the Millennials, this is because they can introduce fresh skills to the workplace such as technology, ideas and they are socially interconnected.



(Source: <http://www.ch2m.com/corporate/sr/default.asp>)

Figure 1.1: Percentage of turnovers among different generations

Figure 1 above had shown the turnover rate from 2008 to 2011, there are four categories of generations' turnover rate had shown in percentage at workplace. Millennials had shown the highest turnover rate among all the generations, each year the total turnover rate is exceed 30% compare with Generation X which the turnover rate is below 30% from 2008 to 2011. Millennials turnover rate is higher of 12% compare with Generation X in 2011 at workplace.

Studies have shown that involvement of Millennials in the workplace has been an important issue within the industry because of the challenge in retaining and engaging the Millennials' who believes in the importance of undertaking meaningful, interesting and engaging work. Another reason is the capacity of the services sector to support and uplift other industries is high because of the strong backward and forward linkages between the services sector and the rest of the economy.

The reasons for the high turnover rate of the organization among the Millennials workers in various industries are low pay, seasonal schedule, repetitive task, unpleasant physical working environment and anti-social working hours (Richardson, 2010).

1.1 Research Background

1.1.1 Employee Retention

Human capitals and resources are the most important and dynamic assets of the organization. Although many organization nowadays are technology driven, capital of human are still needed to operate the organization' technology. According to Johnson (2000), employee retention defines as the capability to keep the capable and treasured employees that the organization wanted for a longer period than the competitors. Each organization wants to be high productivity, high employee retention and also profitability (Arokiasamy, 2013). Retains the valuable and talented employees is crucial to those organization in order to remain the competitive.

The retention of crucial employees is important for the organization to remain long-term health and success. Besides, retention of key employees will extend to great customer satisfactions, good sales performance of the organization, harmony between reporting staff and colleagues, and also effective succession planning (Das & Baruah, 2013).

The Millennials employees are technological savvy, energetic and young, and able to help the organization to attach with the young consumers.

1.2 Problem Statement

Retention of skilled and talented employees becomes a crucial issue to the organization and managers in the worldwide due to the rising of the employee turnover rate. Employee retention allows the organization to remain the competitiveness in order to increase the global landscape (Idris, 2014). Turnover rate is high will cause the organization need to spend more time for training new employees as well as loss of experienced employees. High cost of the employees that caused by the turnover has huge affected the organizational profitability (Appiah, Kontar, & Asamoah, 2013).

A lot of the information regarding to Millennials employees such as characteristics, preferences, factors influencing their attitudes and behavioural intentions still remain unclear (Queiri, Yusoff, & Dwaikat, 2015). In addition, Millennials employees have less retention intention compared to other generation (Solnet, Kralj, & Kandampully, 2012).

High tendency to jobs switching among Millennials become a global consensus that they are difficult to retain in the organization (Yusoff et al., 2013). Hence, to study the factors influencing Millennials retention in workplace is important. The preference of work value for Millennials is different with previous generations. However, most of the supervisors or managers of Millennials are come from the previous generations such as Baby Boomers and Generation X (Queiri & Dwaikat, 2016).

The study by Queiri and Dwaikat (2016) regards to the intention to quit of Millennials employees only focused on the factors such as satisfaction with pay, stressors and organizational strategies. The studies regarding to the employee retention among Millennials are still limited. Hence, gaps are shown for the researcher to carry out this study to examine the causes that affecting the employee retention among Millennials in the organization. This study will focus on the factors include compensation, leadership, training and development and working environment as well as the work-life balance and job satisfaction toward the employee retention in the organization of Millennials workers.

1.3 Research Objectives

The objective of the study is to examine the impact of the factors on retention of employee of Millennials workers. The objectives for the study listed as follows:

1. To examine the relationship between compensations and employee retention.
2. To examine the relationship between leadership and employee retention.
3. To examine the relationship between training and development and employee retention.
4. To examine the relationship between working environment and employee retention.
5. To examine the relationship between work-life balance and employee retention.
6. To examine the relationship between job satisfaction and employee retention.

1.4 Summary of Hypotheses

- H1: Compensation has a positive direct effect on employee retention.
H2: Leadership has a positive direct effect on employee retention.
H3: Training and development has a positive direct effect on employee retention.
H4: Working environment has a positive direct effect on employee retention.
H5: Work-life balance has a positive direct effect on employee retention.
H6: Job satisfaction has a positive direct effect on employee retention.

1.5 Significance of the Study

This study will enhance the awareness and understanding of the managers as well as organization. In this study, the researcher will evaluate how the factors affect the employee retention. Understanding those factors affect the employee retention allows the managers and the organization make the improvement to retain the important employees and reduce the turnover rate.

This study will provide the support and reference to the academic perspective to further study of the relationship between the six factors (compensation, leadership, training and development, work environment, work-life balance and job satisfaction) and retention of workers for the new generational workforce. Besides, the findings of the study also have important contribution to the academic researchers to understand the factors affect the retention of new generational employee and help to open up the gap for other researches.

The study will provide the information that allows the managers and organization to understand the priority of the factors that need to be invested in order to retain the important employee and reduce the turnover rate in the organization.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter consists of description of the vital concepts of Millennials, retention of employees and the dimension of the factors which are compensation, leadership, training and development, work environment, work-life balance and job satisfaction. This chapter also explains the variables that affect the employee retention among Millennials in the organization and defined the dependent and independent variables. Moreover, the proposed theoretical framework will be developed. The formulated hypotheses based on the relationship between the variables are also explained.

2.1 Review of the Literature

2.1.1 Millennials

The definitions of the boundaries of Millennials by different studies are varies. According to Martin (2005), the Millennials are those born between 1978 to 1988 while Crampton and Hodge (2006) classified the Millennials are born between 1978 to 2002. However, some studies were stated that Millennials are born from 1980 onwards. Kersten (2002) stated the range for Millennials is 1980 to 2002, and Gurău (2012) claimed the Millennials belongs to 1980 to 1999. In this study, the Millennials will be categorised as those born between 1980 to 2000, and this definition were used in many previous studies that related to Millennials (Eisner, 2005; Foley, Myrick, & Yonge, 2012; Hansen & Leuty, 2012; Stanley, 2010).

Millennials also known as the first high-tech generation (Norum, 2003). Internet and technology act as a part of the growth process of Millennials (Cennamo & Gardner, 2008). They are technology savvy, and the first generation is using the mobile phone, email and instant messaging service since childhood (Tyler, 2007, 2008). Hence Millennials are more adaptable with the technology comparing to the previous generations (Cennamo & Gardner, 2008; Shaw & Fairhurst, 2008).

Many of the Millennials employees are possessing work experience when they were students before graduated and being employed as full-time employees. Hence, Millennials employees have their own expectation toward the jobs, such as job characteristics, choosing of employers, and achievement for the future (Wong, Wan, & Gao, 2017). Millennials employees focus on the individualism in the job's aspects. Millennials employees prefer and enjoy challenging works due to they able to enhance own abilities with the challenges, and also increase their work enthusiasm (E. A. Brown et al., 2015; Daud, 2016)

2.1.2 Employee Retention

Johnson (2000) defined employee retention as the capability of an organization to keeping and retaining the important and talented employees longer than the competitors from resigning their work. The retention of the employees is a voluntary action by the employees that affected by the environment created by the organization for long term.

The primarily objective of the employee retention to minimize the talented employees resigning from their position in the organization due to it will impact the productivity and delivery of service

negatively (Chiboiwa et al., 2010). The organization today is not only facing the challenge in managing resources, retaining of the skilled and talented employees is also one of the biggest challenge for the organization. Retaining the skilled and talented employee is important due to they have the ability to help the organization stay economically competitive (Das & Baruah, 2013). Although hiring skilful and talented employees are important to the organization, retaining the good employees are much more important than hiring (Ahlrichs, 2000).

The retention of the employees is important due to the organization is not achieve cost saving and less training to be conducted to the new hired employees, it also will enhance the employees' performance and productivities, and increase the profit and achieve the organizational goals (Ahlrichs, 2000; Oladapo, 2014). Skilled and talented employees are hard to replaced and they are important to the organizational strategy and the competitiveness of the organization in the global market (Frank et al., 2004; Leign, 2002). However, failed to retain the important employees will decrease the competitiveness of the organization (Rappaport et al., 2003) as well as increase the risk of loss of the confidential data providing to their competitors (Frank et al., 2004).

2.1.3 Compensation

Compensation or reward is define as something that offer to the employees depended on the contribution and performance of the employee by the organization and also considered as satisfaction of needs for the employees (Aguenza & Som, 2012). The organization usually provide monetary or non-monetary compensation for the employees based on the performance (Patnaik & Padhi, 2012).

The monetary compensations such as pension, salaries, profit sharing, bonuses, commission, overtime pay and parental leave are considered as important factor to attract the employees retain in the organization. The non-monetary compensations such as knowledge, effort and experience, company-paid car and company-paid house are also contributed to the retention of employees. Different organization have their own compensation strategies to retain the employees.

Compensations can motivate the employees to provide a good performance and behaviours. Inappropriate compensation plan will let the organization face the difficulties by the dissatisfaction of the employees (Ng, Lam, Kumar, Ramendran, & Kadiresan, 2012). The compensation plan in an organization should has the ability to attract talented and skilled employees, and become key factor to retain the employees and also withstand the equity among them (Terera & Ngirande, 2014).

2.1.4 Leadership

Leadership defines as guidance from tutors that commonly are older or hold more senior positions that accepted or be designated in order to guide, help and monitor the employees from lower level position (Siegel, Rigsby, Agrawal, & Leavins, 1995). Leadership was defined by Gonos and Gallo (2013) as the process to affect the employees or influence the other members in order to accomplish the goals of the organization. Limsila and Ogunlana (2008) stated that leadership can improve the organizational efficiency when it involved in management, and also acts as a tool to achieve the organizational target and attitude.

In addition, the style of leadership will give direct effect on the relationship among managers and employees. Leadership influence the performance of employees, satisfaction during the job and commitment to organization and also the consistency performance of an organization (Van den Berg & Wilderom, 2004). The leadership style used by the managers will affect the behaviours and thinking of the employees positively or negatively in order to achieve the common goals (Irshad & Afridi, 2007).

2.1.5 Training and Development

Training and development was described by Ng et al. (2012) as a need for the staffs and workers to learn and obtain different knowledge and specific skills hence they able to perform task and enhance the organizational skills. Training and development also defines as the growth of attitudes, knowledge and skills that required by the employees in order to perform the tasks effectively or work systematically (Tangthong, Trimetsoontorn, & Rojniruntikul, 2014). The competency of the employee will be enhanced through the training and will direct positively impact on the organizational productivity (Nadeem, 2010).

The purpose of the training and development is to establish the employees' ability in order to reach the organization' human capital requirements for current and also the future (Ng'ethe, Iravo, et al., 2012). Training and development also acts as a driving force to increase the staff retention rates especially for the employees who want to pursue for career development (Chen, 2014). Through the training and development, employees can enhance the specific skills, and also become more disciplined and punctual to their work hence increase the productivity and organizational performances (Gul, Akbar, & Jan, 2012). It is critical for the organization to offer training to the employees due to it will effect on the job satisfaction and organizational commitment as well as employee retention (Jehanzeb, Rasheed, & Rasheed, 2013).

2.1.6 Working Environment

Environment of work defines as a job environment that involved in many factors that surrounding the employees such as social and cultural factors, chemical and biological factors as well as physical factors (Folger & Cropanzano, 1998). Narang (2013) described that working environment is the workplace for the employees expected to show their personal and working abilities as well as to fulfil their basic needs.

The employees usually love to work in an organization that can provide the comfortable and harmonised working environment, and also offer suitable job designation as well as workplace privacy and spaces. It can enhance the motivation and hold the employees for long term (Wells & Thelen, 2002). A good working environment should include some factors such as well communication and collaborative culture, capable leadership, practice environment, and career development as well as sufficient number of employees (Ritter, 2011).

The working environment with poor management will effect on the turnover of the employees (Maslach, Schaufeli, & Leiter, 2001). The managers and the organization are being suggested that to promote and improve, creating and maintaining good and secure workplace environment to enhance the satisfaction of employees and build the sense of belonging to the employees toward the organization (Fatima, 2011). When the organization can increase the satisfaction during work of the employees toward the working environment, the level of commitment from the employees will enhance as well.

2.1.7 Work-Life Balance

Guest (2002) defined work-life balance as a feeling of the balance between the works with the rest of the life. Kirchmeyer (2000) defined work-life balance as the individuals have achieved a satisfactory balance of work and life in all areas, through personal resources, time, energy and commitment in all aspects. Work-life balance defines as the personal point of view that the compatibility on the work and personal activities and inspire growth based on the current personal life priorities (Kalliath & Brough, 2008).

Work-life balance is extent to the equally engagement of the individuals regarding to their works and also able to satisfy the role of work and the family role. Three components are included in work-life balance which are balance of time, balance of involvement and balance of satisfaction (Greenhaus, Collins, & Shaw, 2003).

The organization initiated the workplace practice with the purpose in facilitate the understanding of the employees' individual life and work (McCarthy, Darcy, & Grady, 2010). The managers and organization start to enhance the awareness and notice on the potential advantages from the work-life balance. A good work-life balance should include the meaningful achievement in everyday and enjoy the moment with the four quadrants of life such as work, family, society and individuals.

2.1.8 Job Satisfaction

Job satisfaction defined by Weiss (1999) as the evaluative judgment of the work by the employees positively or negatively. Job satisfaction also considered as employees' attitude towards the intrinsic or extrinsic aspects of the works, and felt it positively or negatively (Bhuiyan & Mengue, 2002; Hunt, Chonko, & Wood, 1985). Satisfaction of job acts as an attitude that created by the employees regarding to their work tasks (Pool & Pool, 2007). Buitendach and Rothmann (2009) commented that job satisfaction is a type of emotional reaction of the employees about the works.

Job satisfaction is a result of the employees think about how good of their jobs and how fit of the employees with the organization. It also shows how the employees enjoy their works (Pool & Pool, 2007).

The measurement of the job satisfaction in an organization is caused by the organization will face the losing of good employees if the job satisfaction is low (Nadeem, 2010). The initiative and enthusiasm of the employees can be affected by the job satisfaction (Al Jenaibi, 2010). Diaz-Serrano and Cabral Vieira (2005) believed the job satisfaction able to affect the labour market behaviour and also the productivity, effort of work, absenteeism and also turnover intention. Job satisfaction is a good indicator to the personal well-being and also a predictor of the employee turnover intention (Diaz-Serrano & Cabral Vieira, 2005; Gazioglu & Tansel, 2006). Job satisfaction lead to high productivity and organizational commitment, and also reduce the absent of the employees and turnover rate.

2.2 Review of Relevant Theoretical Models

2.2.1 Model 1: Compensation and Employee Retention

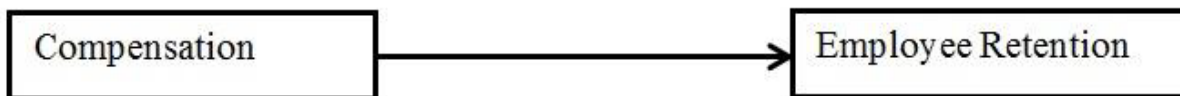


Figure 2.1: Model of Compensation with Employee Retention

The model above created by Haider et al. (2015) and research objective is investigating the relationship between the compensation and employee retention. The finding indicates that the significant relationship between the compensation and employee retention positively with $t=5.407$ and $p=0.0000$ ($p<0.01$). The finding shows that the compensation has positive effect on employee retention.

2.2.2 Model 2: Leadership and Employee Retention

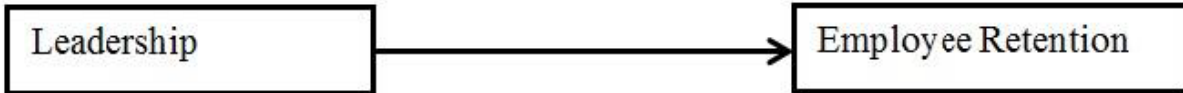


Figure 2.2: Model of Leadership and Employee Retention

Model above is developed by Ng’ethe et al. (2012). The research objective is to describe and analyze the effect of the leadership on the public universities’ staff retention in Kenya. The result shows the leadership has the significant effect on employee retention. The finding reveals the employee retention of the public universities’ staffs was affected by the leadership significantly.

2.2.3 Model 3: Training and Development and Employee Retention

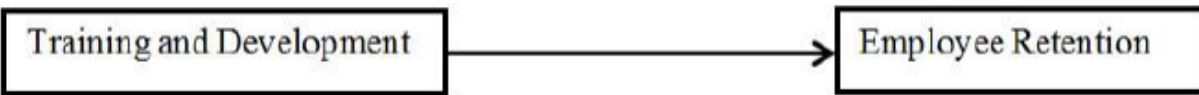


Figure 2.3: Model of Training and Development and Employee Retention

This model is created by Ldama and Bazza (2015) to examine the influence of the training and development on the staff’s retention in commercial bank in Adamawa State of Nigeria. The mode’s hypothesis is there is training and development has positive relationship with retention of bank staffs. The result shows that the training and development has strong influence to the retention of bank staffs significantly. The hypothesis is accepted and concluded that the training and development has affected on employee retention positively.

2.2.4 Model 4: Working Environment, Rewards and Work-life Policies and Employee Retention

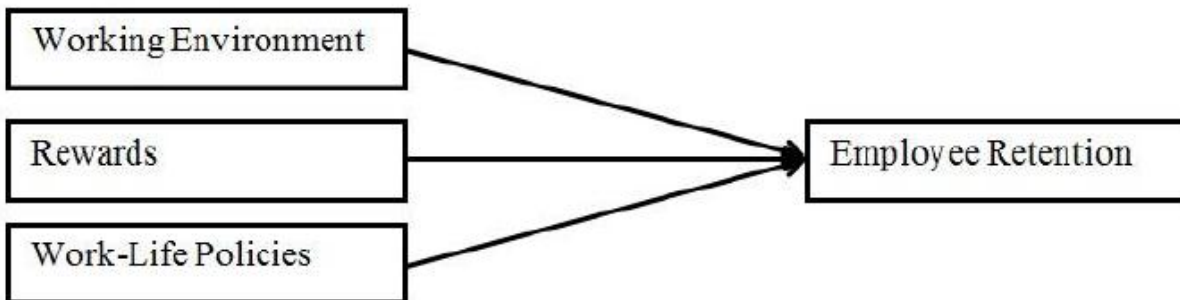


Figure 2.4: Model of Working Environment, Rewards and Work-life Policies Employee Retention

This model is developed by Shoaib, Noor, Tirmizi and Bashir (2009) and the research purpose is to analyze the impact of the working environment, rewards and policies of work-life on retention of the employees. The finding of the study reveals that the working environment has affected on employee retention significantly and positively with $t=7.240$ and $p<0.01$. Rewards shows significant positive impact on the employee retention with $t=6.312$ and $p<0.01$. Work-life policies also shows positive influence on the employee retention with $t=5.652$ and $p<0.01$. Therefore, those hypotheses are accepted.

2.2.5 Model 5: Work-Life Balance, Working Environment and Employee Retention

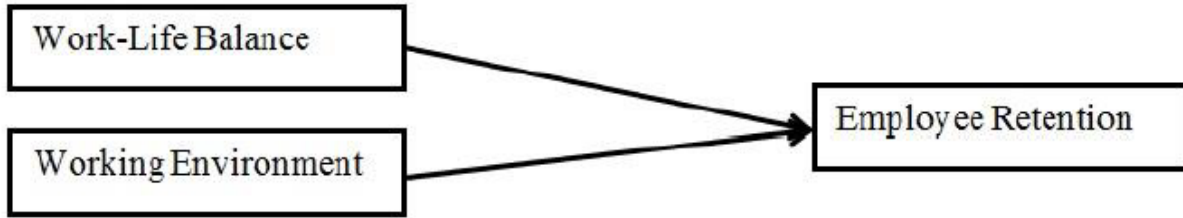


Figure 2.5: Model of Work-Life Balance, Working Environment and Employee Retention

This model is developed by (Akila, 2012) to explore the relationship between the work-life balance, working environment and retention of important employees. The finding of the research reveals that the correlation between work-life balance and employee retention, and also between working environment and employee retention. In addition, the research shows the work-life balance gave significant impact on the retention of the employee.

2.2.6 Model 6: Job Satisfaction and Employee Retention

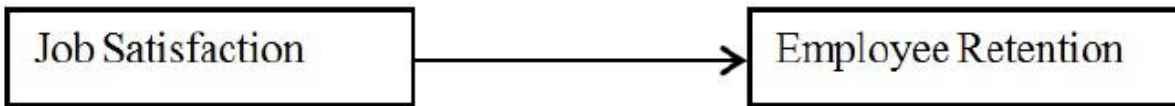


Figure 2.6: Model of Job Satisfaction and Employee Retention

This model is developed by Anis, Rehman, Rehman, Khan and Humayoun (2011) to explore the relationship of the job satisfaction with employee retention. The hypothesis for the model is job satisfaction has a positive relationship with employee retention. The result shows that the significant relationship available between job satisfaction and employee retention with $p=0.000$ ($p<0.05$). The hypothesis is accepted in this study. The study shows that the job satisfaction will influence the retention of employees in the organization.

2.3 Proposed Research Framework

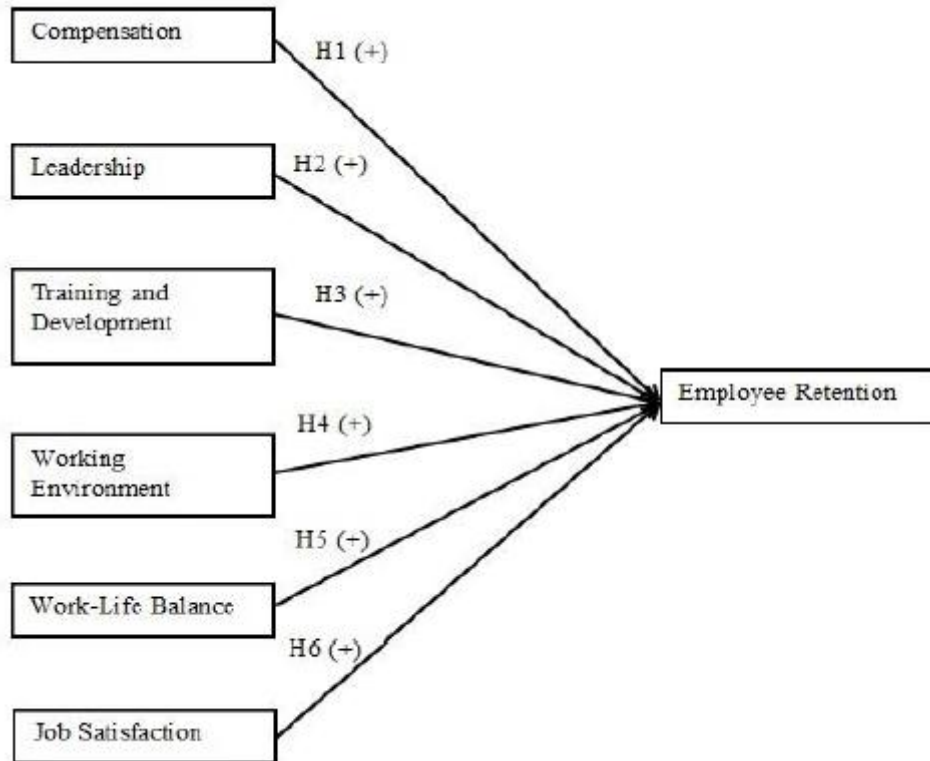


Figure 2.7: Proposed Research Framework

Figure 2.7 displays the conceptual framework that proposed for this study. This framework proposed that the six dimensions such as compensation, leadership, training and development, working environment, work-life balance and job satisfaction have \influence on the employee retention positively. The model of compensation adapted from the studies by Haider et al. (2015) and Shoaib et al. (2009) is contributed for the compensation with employee retention. The model of leadership is adapted from the studies by Ng'ethe et al. (2012) is contributed to the leadership with the employee retention. The model of training and development is adapted from the studies by Ldama and Bazza (2015) covered the training and development with employee retention. The model of working environment and work-life balance are adapted from the studies by Akila, (2012) and Shoaib et al. (2009) covered the working environment and work-life balance with retention of vital employees. The model of job satisfaction developed by Anis et al. (2011) covered the job satisfaction with the employee retention.

The proposed conceptual framework consists of the variables from all the reviewed models, such as compensation, compensation, leadership, training and development, working environment, work-life balance, job satisfaction, and employee retention. This conceptual framework will study the effect of the factors to the employee retention of the workers among Millennials in the organization.

2.4 Hypotheses Development

2.4.1 The Relationship between Compensation and Employee Retention

A study conducted by Terera and Ngirande (2014) stated the compensation is an important factor to attract and keep the talents in the company. Compensation is one of the dimensions will impact on the behaviour of the employee in the organization through their attitudes. Appiah, Kontar and Asamoah

(2013) stated that if the employees are dissatisfied to the compensation, they will try to search for new opportunities. Low salary and rewards will cause the employees feel job dissatisfaction and lead to turnover (Greenberg & Baron, 2008). Hence, compensation can be a predictor of the turnover of staffs (Pitts, Marvel, & Fernandez, 2011).

The study by Lockwood (2006) found that the package of compensation can lead to retention, and also can be a strong indicator for the organization and the employees. According to Hausknecht, Rodda and Howard (2009), extrinsic rewards such as pay and benefits will contribute to the retention of the employees. The study by Hong et al. (2012) found the compensation has the relationship with the employee retention positively. Hytter (2007) concluded that reward and retention of employee has a correlation relationship.

H1: Compensation has a positive direct effect on employee retention.

2.4.2 The Relationship between Leadership and Employee Retention

Leadership acts as an interaction process among the supervisors and the employees when the leader tries to give the influence to the employees to affect their behaviours in order to achieve the goals (Voon, Lo, Ngui, & Ayob, 2011). Leadership style will affect the employees directly or indirectly to decide to stay or leave the organization. The leaving of the employees might cause by leaving of the manager but not the organization (Azeez, 2017). The study by Kroon and Freese (2013) stated that the leadership acts as important role in the retention of the employees.

The study of Ellett, Ellis and Westbrook (2007) shows that leadership along with the supportive and quality supervision has impact the retention positively. Wakabi (2016) found the leadership style and retention of staff has a positive relationship in the organization. Duffield and O'Brien-Pallas (2003) found the leadership and employee retention has correlation relationship, and the leadership will contribute to the retention of employees.

H2: Leadership has a positive direct effect on employee retention.

2.4.3 The Relationship between Training and Development and Employee Retention

Training and development is educational content or approach that planned for sharing the organizational culture, and transfer the knowledge and skills to the employees such as workplace skills, creative idea, leadership development and problem solving methods (Jehanzeb & Bashir, 2013). Through the training and development the employees can find themselves more comfortable to the environment and know how to face the challenge (Elnaga & Imran, 2013). Employees will think about the training and development as the important element to the overall growth of their career and they will be encouraged to stay and develop their career path in the organization (Salami, 2008).

Through training and development the organization can enhance the rate of retention and lead to decrease of turnover (Hassan et al., 2013). Leidner and Smith (2013) found that training and development was improved the loyalty of the staffs. The study by Jehanzeb and Bashir (2013) found that the training and development of the employee has significant relationship with the retention of the employees. Kroon and Freese (2013) also found that the opportunities of the development have positive impact on the commitment to stay of the employees.

H3: Training and development has a positive direct effect on employee retention.

2.4.4 The Relationship between Working Environment and Employee Retention

Working environment should be well designed thus can meet the satisfaction among the employees, and also allows the free flow of the ideas to increase the motivation among the employees hence lead the employees provide long-term commitment (Wells & Thelen, 2002). The management of working environment with the conditions such as attractive, innovative, satisfactory and motivation among the employees will lead them towards common goals and direction (Taiwo, 2010).

Shoaib et al. (2009) stated that working environment is a crucial element to determine the retention of the employees besides of the high salary to play to retain the important employees. The study by Spence, Leiter, Day and Gilin, (2009) found that a favourable working environment for the employee will contribute to the employee retention in the organization. Basak and Ghosh (2011) revealed that the employees will feel comfortable and satisfied to their works in a good working environment. The study of Zeytinoglu and Denton (2006) revealed that the working environment will impact on the employees' intention of stay decision in the organization.

H4: Working environment has a positive direct effect on employee retention.

2.4.5 The Relationship between Work-Life Balance and Job Satisfaction

Work-life balance is getting important in affecting the employees' intention and decision to stay in the organization. Ellenbecker (2004) stated that the flexible schedule of work will make the employees to take care of their personal life and professional life, and lead to longer staying in the organization. The study by Deery (2008) stated that the work-life balance plays an important role and has direct relationship with the retention decision in the organization of the employees.

The study by Osman (2013) found that the work-life balance will provide employees the emotional support and reduce the turnover intention. The study by Mita et al. (2014) found the work-life balance possesses the direct relationship with the decision to continue staying in the organization of the employees.

H5: Work-life balance has a positive direct effect on employee retention.

2.4.6 The Relationship between Job Satisfaction and Employee Retention

Lane, Esser, Holte and McCusker (2010) stated that job satisfaction is an important factor that caused the employees choose the what organization to work and also has the effect on the retention or turnover intention among employees. The study by Mahmoud (2008) found that the poor compensation will lead to low job satisfaction then influence on the employee retention. According to Mor Barak, Nissly and Levin (2001), the relationship among the retention and turnover is inverted.

A study of Egan and Kadushin (2004) found that the employees with high level of satisfaction will choose to stay in the organization while they will leave the organization when they felt dissatisfaction. Vos and Meganck (2009) revealed that the job satisfaction is an important factor cause the voluntary turnover. In the study by Paillé, Fournier and Lamontagne (2011) for the improvement of employee retention has discovered that the job satisfaction has the effect on the intention of employees' leaving.

H6: Job satisfaction has a positive direct effect on employee retention.

CHAPTER-3

RESEARCH METHODOLOGY

3.1 Research Design

In this section, it explains the study design for employee retention among the Millennials in the organization. Research design shows the way how the researcher implements the project practically, and acts as a framework for the project guidance in gathering and analyzing the data (Saunders, Lewis, & Thornhill, 2012).

3.1.1 Quantitative Method

According to Saunders et al. (2012), quantitative method is an approach that produce the numerical data by using the collected data for the study. Due to the quantitative method can enclose the widespread population, it is more appropriate and effective to test and examine the hypotheses of the study and also develop the numerical models as well as the theories to the study.

3.1.2 Causal Research

Causal research can be used to study how the impacts of the independent variables influence the dependent variable. The independent variables include compensation, leadership, training and development, working environment, work-life balance and job satisfaction, and the dependent variable (employee retention) for the employee of Millennials in the organization.

3.2 Data Collection Methods

In this study, the researcher is using the questionnaire for the primary data for the data collection. The questionnaire that used in this study is revised and adopted from relevant research journals rather than develop own questions in order to confirm the questions accuracy and distributed to the targeted respondents.

3.3 Sampling Design

The sampling is described as choosing sample from large population. The sampling technique is crucial to increase the data collection validity and make sure the sample can represent the population. Sampling design helps the researcher to obtain better understanding to the characteristics, and also standardize the population elements easily.

3.3.1 Target Population

The researcher will examine the relationship between the six factors and the retention of Millennials in the organization in this study. The targeted respondents for the study are the Millennials born from 1980 to 2000 who are defined by Eisner (2005). Hence the study of the factors that affecting the employee retention is important to the managers and organization in order to sustain the competitiveness, and also provides the information to the academic purpose.

3.3.2 Sampling Elements

The respondents in the study are the Millennials and currently working in the organization. The studies of the employee retention in the organization are still limited. The respondents have different

background and come from different industries. They provided their experience and the knowledge to this study. In addition, the questionnaires are distributed to the respondents in different ranges such as year of born, gender, marital status, education levels, years of working experience, and job positions. This information helps the researcher to obtain different sights from the respondents with different background and allow the study becomes more reliable.

3.3.3 Sampling Size

Approximately 200 questionnaires were distributed to the selected samples, out of which 142 respondents filled the questionnaire, making the response rate as 71% for the study.

3.4.3 Pilot Study

The pilot test enable the researcher to investigate the survey instruments, find out the error that present in the survey instrument, research instrument validation, and proposed method validation. The pilot study for this study is enrolled 30 respondents by distributed 30 sets of questionnaires randomly to them. The data collected for pilot test is analyzed by SPSS software.

Variables	Cronbach's Alpha	Number of Items
Compensation	0.870	5
Leadership	0.857	5
Training and Development	0.851	6
Working Environment	0.806	6
Work-life Balance	0.855	5
Job Satisfaction	0.880	7
Employee Retention	0.903	6

Table 3.1: Reliability Statistics (Pilot Test)

3.5 Construct Measurement

The exploration instrument utilized for this study is the questionnaire and it was consisting of the questions' lists to gather the data from the respondents that needed by the researcher. There are four measurement scales that used to examine and investigate the different types of data and information and lead the data to sufficient measurement, such as nominal scale, ordinal scale, interval scale and ratio scale (Zikmund, 2003)

3.5.1 Nominal Scale

Nominal scale is used for the information that without the quantitative value. The nominal scale is assign the specific group or categories for a value (Sekaran & Bougie, 2003). The demographic profiles from the respondents for the Section A of the questionnaire are collected by nominal scale. The information that is using the nominal scale includes gender and marital status in the questionnaire for this study.

3.5.2 Ordinal Scale

A ranking scale that without the interval value between the rankings is ordinal scale (Sekaran & Bougie, 2003). The information that is collected by the ordinal scale include the year of born, education levels, years of working experience, and job positions.

3.5.3 Likert Scale (Interval Scale)

The Five-Likert scale is used as the interval scale to gather all data from the respondents in Section B of questionnaire. Interval scale is used to measure the different scale in the preferences among the respondents (Sekaran & Bougie, 2003). The questions in the Section B include the both independent and dependent variables, and measured by the Five-Likert scale. The respondents had answered the questions based on the five alternative options which represented by the numbers ranging from 1 to 5, which 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly agree.

3.6 Data Analysis Tool

The SPSS (Statistical Package for the Social Sciences) software is used to perform the data analysis. The data and information that obtained in for this study is inserted into the SPSS and few analyzes that available in SPSS are performed include Descriptive Analysis, Reliability Analysis, Correlation Analysis, and Multiple Regression Analysis.

3.7.1 Descriptive Analysis

Descriptive analysis represents an informative method that organising, summarizing and presenting the data. The central tendency and measure of variability are measured for the descriptive analysis. Descriptive analysis uses the average, frequency distribution and percentage of the information of respondents' demographic profile.

3.7.2 Reliability Analysis

Reliability determines the level of scale that produces the consistent results when the approximations or tests were being repeated many times (Zikmund et al., 2010). The reliability analysis is determined by the relationship among the scores obtained from the different samples of the scale. If reliability of the test is high, the scale will produce the predictable and consistent result in order to show the results obtained are reliable.

The Cronbach's alpha acts as the most often value to indicate the reliability measurement. The Cronbach's alpha is frequently used to define the scale reliability that developed from various Likert scale questions in the questionnaires (Zikmund et al., 2010). Hence the Cronbach's alpha is used for reliability analysis in this study. The analysis is performed by SPSS software. The Cronbach's alpha measurement shows at Table 3.2:

Coefficient Alpha (α) Range	Strength of Association
< 0.6	Poor Reliability
0.6 to < 0.7	Moderate Reliability
0.7 to < 0.8	Good Reliability
0.8 to < 0.9	Very Good Reliability
0.90 or Above	Excellent Reliability

Table 3.2: Cronbach's alpha Measurement

3.7.3 Pearson Correlation Analysis

To explore the relationship between the various variables, the correlation method will be used. In this study, the Pearson Correlation Analysis was selected to measure the strength of association for the relationship among the independent variables and dependent variables. The analysis was performed by SPSS software.

The range of value of the Pearson Correlation Analysis is from +1 to -1. If the value is more than 0, it will indicate that the relationship is positive association while below 0 will be negative association. When the result value is 0, it means that no relationship is available between the variables (Hinkle, Wiersma, & Jurs, 2003). The Table 3.3 shows the measurement of correlation:

Size of Correlation	Interpretation
0.90 to 1.00 (-0.90 to -1.00)	Very high positive (negative) correlation
0.70 to 0.90 (-0.70 to -0.90)	High positive (negative) correlation
0.50 to 0.70 (-0.50 to -0.70)	Moderate positive (negative) correlation
0.30 to 0.50 (-0.30 to -0.50)	Low positive (negative) correlation
0.00 to 0.30 (0.00 to -0.30)	Little if any correlation

Table 3.3: Measurement of Pearson Correlation

3.7.4 Multiple Regression

Multiple regression analysis is generally utilized for the determination of the relationship between the both variables and used as the prediction for the dependent variable (Y) value that influenced by the independent variable (X) value. To perform the multiple regression analysis, the independent variables and dependent variable should be metric and interval scales. The relationship between independents variables and dependent variable is expressed in the equation below:

$$ER = a + b_1CP + b_2L + b_3TD + b_4WE + b_5WLB + b_6JS$$

Where, ER = Employee retention

a = Constant value, value of Y when X equal to 0

CP = Compensation

L = Leadership

TD = Training and development

WE = Working environment

WLB = Work-life balance

JS = Job satisfaction

The employee retention is acted as dependent variable which is depending on the factors that affect the employee retention. Hence the factors (compensation, leadership, training and development, working environment, work-life balance and job satisfaction) are the independent variable.

CHAPTER-4
DATA ANALYSIS AND INTERPRETATION

4.0 Introduction

The results were analyzed by the statistical software “IBM SPSS Statistics (SPSS)”. The tests conducted in this study included descriptive analysis, reliability test, and inferential analysis which are Pearson Correlation Analysis and Multiple Regression.

4.1 Response Rate

Questionnaires Distributed	350
Total Response	314
Total Response Rate (%)	89.71%

Table 4.1: Response Rate of Questionnaires

In order to obtain 300 samples, 350 sets of questionnaires were dispersed to the respondents working in organization. In total 314 questionnaires were received, indicating a response rate of 89.71%. All received questionnaires were checked to ensure all the questions have been answered.

4.2 Descriptive Analysis

The data of the respondents’ demographic profile were analyzed by the descriptive analysis. The information and data analyzed through the descriptive analysis included gender, born year, marital status, education level, job position and work experience.

4.2.1 Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	160	51.0	51.0	51.0
	Female	154	49.0	49.0	100.0
	Total	314	100.0	100.0	

Table 4.2: Frequency Table of Respondents’ Gender

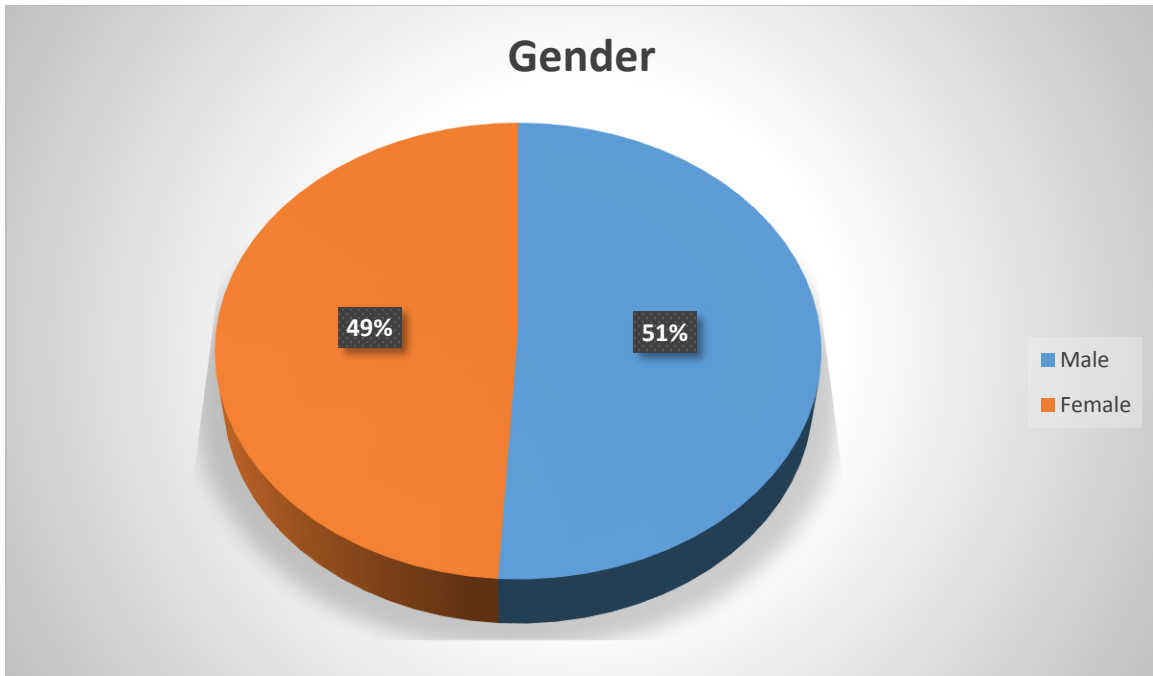


Figure 4.1: Pie Chart of Respondents' Gender

The Table 4.2 and Figure 4.1 show the frequency and percentage of the gender of the respondents. Based on the results demonstrated in the Table 4.2 and Figure 4.1, the male respondents consist of 160 respondents out of total number of respondents, or 51.0% of total number of respondents collected by the researcher. The numbers of female respondents are 154 or 49.0% of the respondents collected by the researcher. In comparison, the numbers of male respondents are slightly higher than the female respondents.

4.2.2 Born Year

		Born Year			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1980 to 1985	63	20.1	20.1	20.1
	1986 to 1990	109	34.7	34.7	54.8
	1991 to 1995	91	29.0	29.0	83.8
	1996 to 2000	51	16.2	16.2	100.0
	Total	314	100.0	100.0	

Table 4.3: Frequency Table of Respondents' Born Year

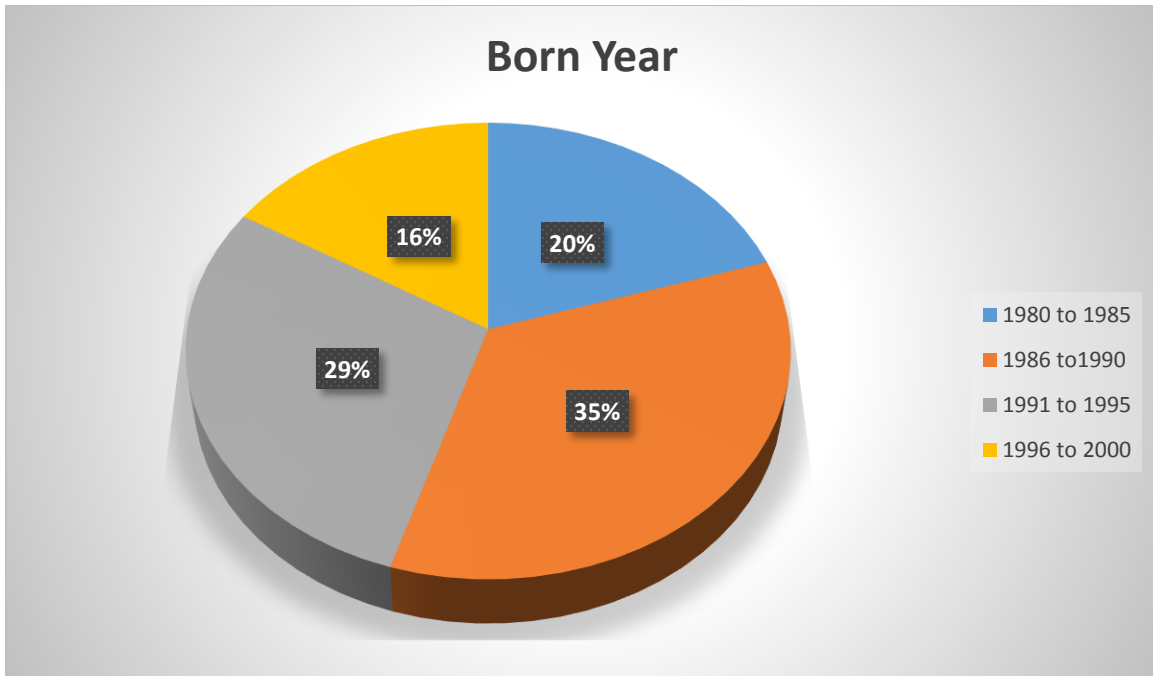


Figure 4.2: Pie Chart of Respondents' Born Year

The Table 4.3 and Figure 4.2 show the frequency and percentage of the born year of the respondents. The respondents were categorized into four different born year groups, which are 1980 to 1985, 1986 to 1990, 1991 to 1995, and 1996 to 2000. The largest born year group is 1986 to 1990, which contained 109 respondents or 34.7% of total number 314 respondents. Second largest born year group is 1991 to 1995, which consists of 91 respondents or 29.0% of the total number of respondents, and followed by 1980 to 1985, which consists of 63 respondents or 20.1% of the total number of respondents. Lastly, 1996 to 2000 is the smallest born year group, which consists of 51 respondents or 16.2% of the total number of respondents.

4.2.3 Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	153	48.7	48.7	48.7
Married	161	51.3	51.3	100.0
Total	314	100.0	100.0	

Table 4.4: Frequency Table of Respondents' Marital Status

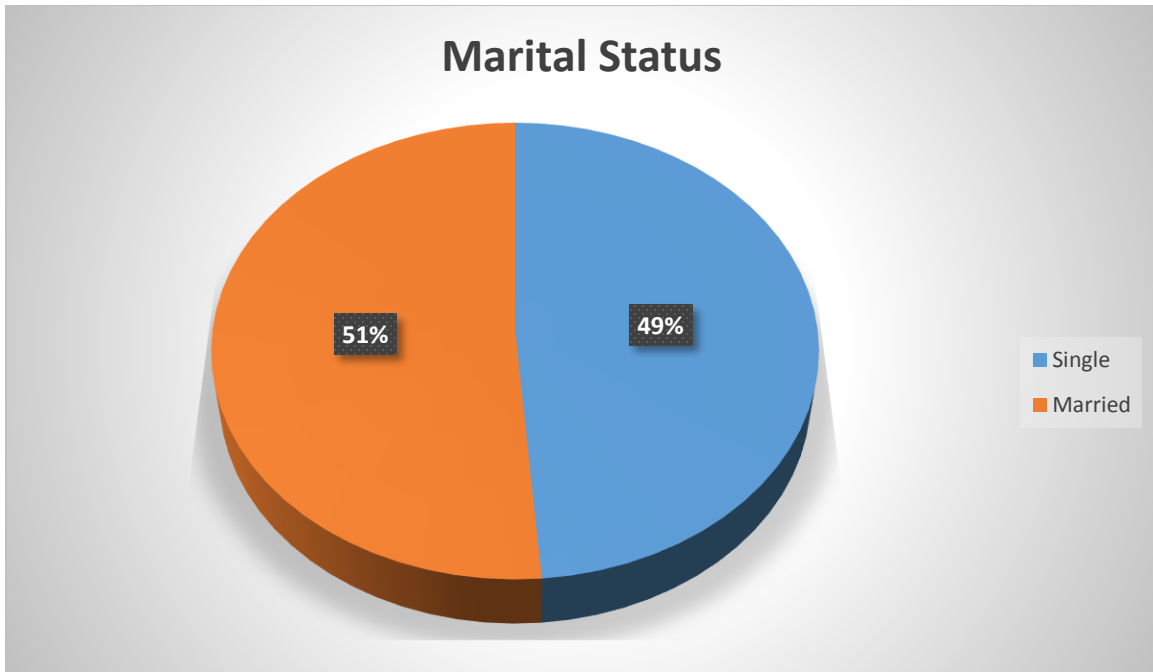


Figure 4.3: Bar Chart of Respondents' Marital Status

From results shown in the Table 4.4 and Figure 4.3, the numbers of respondents with single status are 153, and contributing 48.7% of the total number of respondents collected by the researcher. In comparison, the numbers of respondents with married status are slightly higher than single status, which contained 161 respondents, or 51.3% of the total number of collected respondents.

4.2.4 Education Level

Education Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary School	17	5.4	5.4	5.4
	Secondary School	110	35.0	35.0	40.4
	STPM/UEC/Diploma	71	22.6	22.6	63.1
	Bachelor's Degree	92	29.3	29.3	92.4
	Postgraduate	24	7.6	7.6	100.0
	Total	314	100.0	100.0	

Table 4.5: Frequency Table of Respondents' Education Level

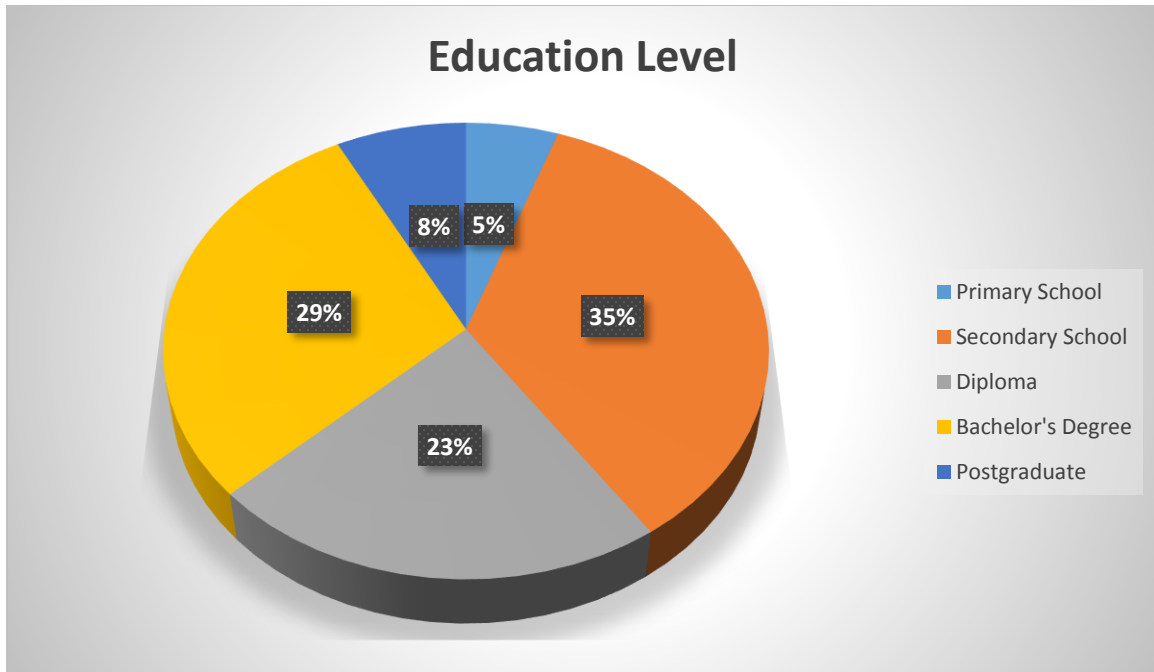


Figure 4.4: Pie Chart of Respondents' Education Level

As results shown in Table 4.5 and Figure 4.4, most of the respondents are with the education level of Secondary School, which consist of 110 respondents, or 35.0% of the total number of respondents. The Bachelor's Degree is the second largest education level in this study with 92 respondents (29.3%) and followed by Diploma with 71 respondents (22.3%). In total 24 respondents (7.6%) hold the Postgraduate Degree and only 17 respondents (5.4%) are with Primary School level.

4.2.5 Job Position

		Job Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Operator	127	40.4	40.4	40.4
	Supervisor	73	23.2	23.2	63.7
	Executive/Officer	72	22.9	22.9	86.6
	Manager/Managerial Role	42	13.4	13.4	100.0
	Total	314	100.0	100.0	

Table 4.6: Frequency Table of Respondents' Job Position

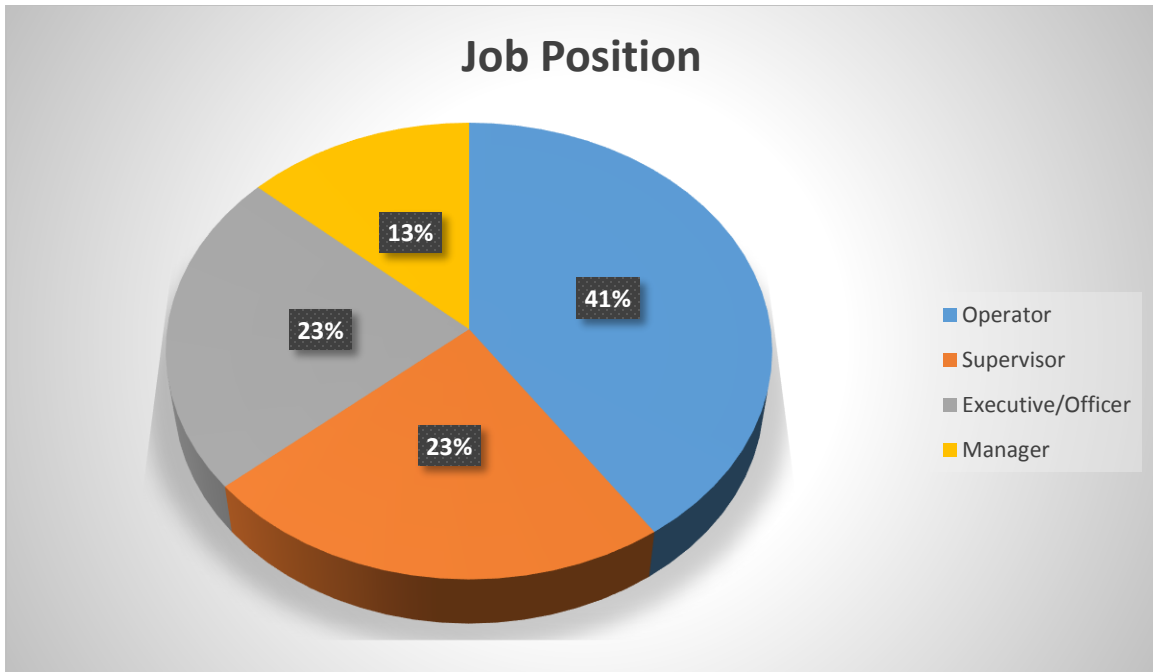


Figure 4.5: Bar Chart of Respondents' Job Position

The Table 4.6 and Figure 4.5 indicated that the most of the respondents work as Operator in this study with 127 respondents and accounted 40.4% of total number of respondents. The respondents work as Supervisor consists of 73 respondents with 23.2% of total number of respondents. Executive/Officer level is slightly lower than Supervisor level with 72 respondents (22.9%). Lastly, only 42 respondents (13.4%) are involved in Manager/Managerial Role level in this study.

4.2.6 Work Experience

		Work Experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	40	12.7	12.7	12.7
	1 to 5 years	93	29.6	29.6	42.4
	5 to 10 years	97	30.9	30.9	73.2
	more than 10 years	84	26.8	26.8	100.0
	Total	314	100.0	100.0	

Table 4.7: Frequency Table of Work Experience

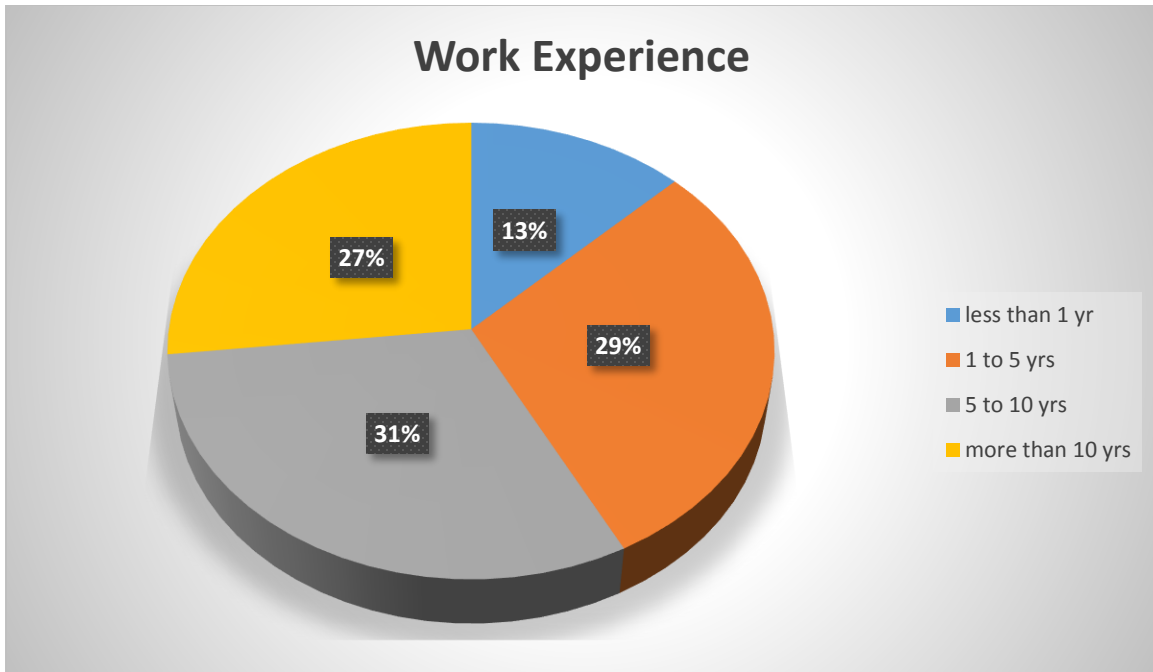


Figure 4.6: Pie Chart of Respondents' Work Experience

With regards to work experience years of the collected respondents, the most of the respondents already working for 5 to 10 years, consist of 97 respondents (30.9%) and followed by the respondents have been working for 1 to 5 years with 93 respondents (29.6%). The respondents have been working for more than 10 years comprised of 84 respondents (26.8%) while the respondents have working experience less than 1 year is the smallest group in this study with only 40 respondents 12.7%.

4.3 Reliability Analysis

Reliability Statistics

Variables	Construct	N of Items	Cronbach's Alpha
Dependent Variable	Employee Retention	6	0.895
Independent Variables	Compensation	5	0.888
	Leadership	5	0.883
	Training and Development	6	0.897
	Working Environment	6	0.891
	Work-Life Balance	5	0.886
	Job Satisfaction	7	0.898

Table 4.8: Reliability Analysis Results for Dependent Variable and Independent Variables

The reliability of the questions of the questionnaire is generally indicated by the Cronbach's alpha measurement. The items in the scale will show a better internal consistency when coefficient of Cronbach's alpha is near toward 1 (George & Mallery, 2003). Generally the researcher will consider the minimum Cronbach's alpha coefficient is 0.7.

As the reliability analysis results displayed in the Table 4.8, all variables include dependent variable as well as independent variables had obtained the Cronbach's alpha values more than 0.8. As the dependent variable in this study, employee retention has 6 items in the construct, and achieved the alpha value with 0.895. For the independent variables, compensation, leadership and work-life balance have 5 items in the constructs, and obtained the alpha values with 0.888, 0.883 and 0.886 respectively. Training and development, and working environment have 6 items in the constructs, and the alpha values are 0.897 and 0.891. Job satisfaction has 7 items in the construct and achieved 0.898 for the alpha value. As mentioned by Zikmund et al (2010), the coefficient of Cronbach's alpha obtains 0.8 to no more than 0.9 can be considered as very good reliability. Hence, the items within all the variables possess a high reliability for this study.

4.4 Inferential Analysis

The information and data gathered from respondents by the researcher will be analyzed and interpreted by inferential analysis. Pearson's correlation analysis and multiple regression analysis are conducted to analyze and interpret the data and the relationship between the dependent variable and independent variables in this study. In this study, 95% confidence level ($p < 0.05$) was used to determine the significance level of results.

4.4.1 Pearson's Correlation Coefficient Analysis

Correlation matrix is checking the relationship between the variables in this study. Correlation analysis allows the researcher to analyze and interpret the relationship between the variables. Correlation coefficient, r measures the linear association (strength and direction) among variables especially independent variables with the dependent variables.

		Correlations ^b						
		Compe nsation	Leaders hip	Trainin g and Develo pment	Worki ng Envir onme nt	Work- Life Balance	Job Satisfac tion	Employ ee Retenti on
Compen sation	Pearson Correlation Sig. (2- tailed)	1						
Leaders hip	Pearson Correlation Sig. (2- tailed)	0.947** 0.000	1					
Trainin g and Develo pment	Pearson Correlation Sig. (2- tailed)	0.689** 0.000	0.721** 0.000	1				
Workin g Envir onment	Pearson Correlation Sig. (2- tailed)	0.890** 0.000	0.905** 0.000	0.690** 0.000	1			
Work- Life Balance	Pearson Correlation Sig. (2- tailed)	0.741** 0.000	0.733** 0.000	0.874** 0.000	0.691** 0.000	1		
Job Satisfac tion	Pearson Correlation Sig. (2- tailed)	0.722** 0.000	0.736** 0.000	0.886** 0.000	0.714** 0.000	0.902** 0.000	1	
Employ ee Retenti on	Pearson Correlation Sig. (2- tailed)	0.852** 0.000	0.860** 0.000	0.823** 0.000	0.830** 0.000	0.844** 0.000	0.848** 0.000	1

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

Table 4.9: Pearson's Correlation Analysis Results

The results of Pearson's correlation analysis presented in Table 4.9 shown correlations of employee retention with all independent variables (compensation, leadership, training and development, working environment, work-life balance and job satisfaction) are statistically significant with p-value less than 0.05. The correlation coefficients, r between the employee retention with all the independent variables are above 0.8.

Based on the standard measurement of Pearson correlation illustrated in Table 3.4 (Hinkle et al., 2003), all independent variables have a high positive correlation with the employee retention. The r between employee retention and the leadership is the highest r within all independent variables, which is 0.860, followed by compensation and job satisfaction with 0.852 and 0.848 respectively. Work-life balance obtained 0.844, while working environment achieved 0.830. Training and development is the lowest among the independent variables, which is 0.823 for the correlation coefficient with employee retention.

In addition, most of the correlation coefficients between the independent variables had obtained more than 0.7, the findings indicated as high positive correlation. However, working environment with work-life balance ($r=0.691$), training and development with working environment (0.690), and compensation with training and development ($r=0.689$) had showed a moderate positive correlation relationship compared to others. Nonetheless, the Table 4.9 found that the compensation with leadership ($r=0.947$), leadership with working environment ($r=0.905$), and work-life balance with job satisfaction ($r=0.902$) had showed a very high positive correlation relationship.

4.4.2 Multiple Regression Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0.928 ^a	0.862	0.859	0.38373	0.862	319.255	6	307	0.000	1.523

a. Predictors: (Constant), Job Satisfaction, Working Environment, Training and Development, Compensation, Work-life Balance, Leadership

b. Dependent Variable: Employee Retention

Table 4.10: Model Summary of Multiple Regression Analysis

Based on the analyzed result in Table 4.10, the multiple correlation coefficient (R) shown on the Model Summary table is using all the predictors at the same time and the value is 0.928. The adjusted R² obtained the result is 0.859, it means 85.9% of variance in the employee retention can be predicted from six different factors, which are compensation, leadership, training and development, working environment, work-life balance and job satisfaction. Nonetheless, the 14.1% variance of employee retention can be explained by other factors. The Durbin-Watson value is 1.523. Based on the rule of thumb, the value in the range of 1.5 to 2.5 is considered as no autocorrelation. The value less than 1 or more than 3 could be cause for concern (Field, 2009).

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	282.055	6	47.009	319.255	0.000 ^b
Residual	45.205	307	0.147		
Total	327.260	313			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Job Satisfaction, Working Environment, Training and Development, Compensation, Work-life Balance, Leadership

Table 4.11: ANOVA Test of Multiple Regression Analysis

The Table 4.11 shows the F-value is 319.255, and the p-value is 0.000 ($p < 0.05$). This result shows all different factors (compensation, leadership, training and development, working environment, work-life balance and job satisfaction) in this study possess significant relationship with dependent variable.

It shows that this model is appropriate and reliable to examine the relationship among independent and dependent variable.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.138	0.081		-1.707	0.089
	Compensation	0.177	0.072	0.175	2.451	0.015
	Leadership	0.193	0.076	0.191	2.528	0.012
	Training and Development	0.134	0.052	0.131	2.575	0.011
	Working Environment	0.150	0.055	0.143	2.725	0.007
	Work-life Balance	0.176	0.056	0.177	3.155	0.002
	Job Satisfaction	0.212	0.059	0.204	3.590	0.000

a. Dependent Variable: Employee Retention

Table 4.12: Coefficient Table of Multiple Regression Analysis

According to the result shown in Table 4.13, the model's equation is formed as the following:

$$\text{Employee retention} = -0.138 + 0.177x_1 + 0.193x_2 + 0.134x_3 + 0.150x_4 + 0.176x_5 + 0.212x_6$$

Where, x_1 = Compensation

x_2 = Leadership

x_3 = Training and Development

x_4 = Working Environment

x_5 = Work-life Balance

x_6 = Job Satisfaction

H₁: Compensation has a positive direct effect on employee retention.

The Table 4.13 shown the compensation and employee retention has a value of t-statistic of 2.451 ($t > 1.96$), and $p = 0.015$ ($p < 0.05$). Hence, the H₁ is supported at 0.05 level, and do not reject H₁. The result indicated that the compensation has positive effect on the employee retention directly and significantly. The hypothesis H₁ indicated that the each additional score of independent variable (compensation) coefficient is increased, on average, the score of employee retention will increase by 0.177.

H₂: Leadership has a positive direct effect on employee retention.

According to the result shown in the Table 4.13, the leadership and employee retention has obtained the t-statistic value of 2.528 ($t > 1.96$) and $p = 0.012$ ($p < 0.05$). The result indicated the leadership possesses a direct positive effect on the employee retention. Hence, H₂ is significant and supported at 0.05 level, and do not reject H₂. The hypothesis H₂ indicated that the independent variable (leadership) coefficient increase each additional score on leadership, on average, the score of employee retention will increase by 0.193.

H3: Training and development has a positive direct effect on employee retention.

Table 4.13 shows the relationship among training and development and employee retention has value of t-statistic of 2.575 ($t > 1.96$) and $p = 0.011$ ($p < 0.05$). The result means the training and development is direct positive effect on the retention of workers in this study. Hence, H₃ is significant and supported at 0.05 level, and do not reject H₃. The hypothesis H₃ indicated that the independent variable (training and development) coefficient increase each additional score training and development, on average, the score of employee retention will increase by 0.134.

H4: Working environment has a positive direct effect on employee retention.

Based on Table 4.13, the relationship of working environment and retention of workers has a value of t-statistic of 2.725 ($t > 1.96$), and $p = 0.007$ ($p < 0.05$). Hence, the H₄ is supported at 0.05 level, and do not reject H₄. The result means the working environment has positive effect on employee retention directly and significantly. The hypothesis H₄ indicated that the each additional score of independent variable (working environment) coefficient is increased, on average, the score of employee retention will increase by 0.150.

H5: Work-life balance has a positive direct effect on employee retention.

Table 4.13 displays the work-life balance and employee retention has value of t-statistic of 3.155 ($t > 1.96$) and $p = 0.002$ ($p < 0.05$). It indicated the work-life balance is direct positive affect the employee retention for this study. Hence, H₅ is significant and supported at 0.05 level, and do not reject H₅. The hypothesis H₅ indicated that the independent variable (work-life balance) coefficient increase each additional score work-life balance, on average, the score of employee retention will increase by 0.176.

H6: Job satisfaction has a positive direct effect on employee retention.

According to the result shown in the Table 4.13, job satisfaction and employee retention has obtained t-statistic value of 3.590 ($t > 1.96$) and $p = 0.000$ ($p < 0.05$). This result indicated the job satisfaction has direct positive effect on the employee retention. Hence, H₆ is significant and supported at 0.05 level, and do not reject H₆. The hypothesis H₆ indicated that the independent variable (job satisfaction) coefficient increase each additional score on job satisfaction, on average, the score of employee retention will increase by 0.212.

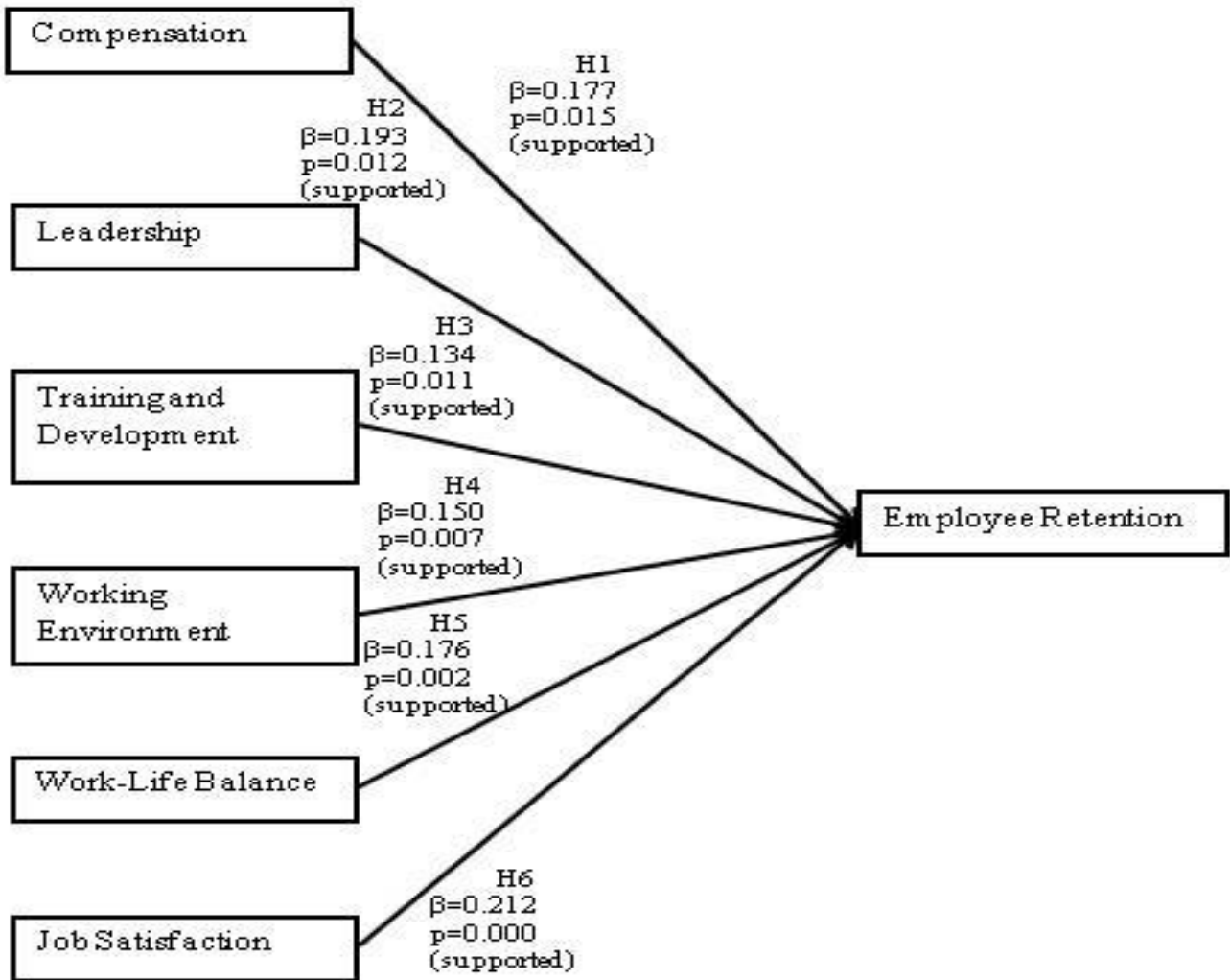


Figure 4.7: Results of the Theoretical Framework

CHAPTER-5

FINDINGS AND IMPLICATIONS

5.0 Introduction

The researcher will interpret the findings of study. Subsequently, the implication and limitation of study, and the recommendations for this study in future will also be discussed in this chapter. Lastly, the study conclusion will conclude the relationship between factors (compensation, leadership, training and development, working environment, work-life balance and job satisfaction) and employee retention among the millennial in the organization.

5.1 Summary of Statistical Analysis

5.1.1 Descriptive Analysis

The analysis of demographic profile indicated most of the respondents are male and consist of 51% compare to female which is 49% of respondents. The majority of the respondents are born from 1986 to 1990, which consist of 34.7% of the respondents. The respondents with married status possess of 51.3% and respondents with single status are 48.7%. For level of education, majority of respondents have secondary school level, which is 35.0% of the respondents. Majority of respondents worked as operators, they consist of 40.4%. For the working experience, most respondents have been worked for 5 to 10 years, which consist of 30.9% among the respondents.

5.1.2 Reliability Analysis

To examine the reliability of variables tested in this study, reliability analysis was performed. All variables were tested by the Cronbach's alpha for the reliability analysis. All the variables in this study have attained the Cronbach's alpha value above 0.8. As dependent variable for this study, employee retention obtained the Cronbach's alpha value 0.895. Job satisfaction is the highest within independent variables, which is 0.898 and followed by training and development which obtained the alpha value is 0.897. Working environment achieved the alpha value 0.891, and compensation obtained 0.888 for the reliability. Work-life balance and leadership were obtained 0.886 and 0.883 respectively. According to Hair et al. (2003), the variables obtained minimum 0.7 for Cronbach's alpha value is acceptable. Hence, all the variables tested are reliable in this study.

5.1.3 Inferential Analysis

5.1.3.1 Pearson's Correlation Analysis

Relationship between compensation, leadership, training and development, working environment, work-life balance and job satisfaction with retention of workers are analyzed by Pearson's Correlation Analysis.

The results illustrated in Table 4.9, all independent variables obtained the values more than 0.8 with the dependent variable. In addition, p-value for all independent variables with dependent variable obtained 0.000 ($p < 0.05$). It shows that all the factors have high positive correlation with employee retention significantly.

5.1.3.2 Multiple Regressions Analysis

The result shows in Table 4.10, the adjusted R^2 is 0.859, it means about 85.9% of the variance in employee retention can be predicted from the six factors being tested in this study. However, 14.1% variance of employee retention is affected by other factors. ANOVA test (Table 4.11) shows the F-

value is 319.255 while p-value obtained 0.000 ($p < 0.05$), it indicates that all independent variables are predictor of the dependent variable.

The results shown in Table 4.12, all factors are positively influence the employee retention among the Millennial in the organization. Job satisfaction was the strongest predictor compared to other factors in influencing employee retention, with the beta value of 0.212. Training and development was the weakest predictor in this study with beta value of 0.134. Leadership and compensation achieved a beta value 0.193 and 0.177 respectively, while work-life balance is 0.176 and working environment is 0.150.

The employee retention can be predicted by the regression equation below:

$$\text{Employee retention} = -0.138 + 0.177x_1 + 0.193x_2 + 0.134x_3 + 0.150x_4 + 0.176x_5 + 0.212x_6$$

Where, x_1 = Compensation

x_2 = Leadership

x_3 = Training and Development

x_4 = Working Environment

x_5 = Work-life Balance

x_6 = Job Satisfaction

5.2 Discussion on Major Findings

Hypotheses	Values Scored	Decision
H ₁ : Compensation has a positive direct effect on employee retention.	$\beta = 0.177$ p-value = 0.015 < 0.05	Supported
H ₂ : Leadership has a positive direct effect on employee retention.	$\beta = 0.193$ p-value = 0.012 < 0.05	Supported
H ₃ : Training and development has a positive direct effect on employee retention.	$\beta = 0.134$ p-value = 0.011 < 0.05	Supported
H ₄ : Working environment has a positive direct effect on employee retention.	$\beta = 0.150$ p-value = 0.007 < 0.05	Supported
H ₅ : Work-life balance has a positive direct effect on employee retention.	$\beta = 0.176$ p-value = 0.002 < 0.05	Supported
H ₆ : Job satisfaction has a positive direct effect on employee retention.	$\beta = 0.212$ p-value = 0.000 < 0.05	Supported

Table 5.1: Results of the Hypotheses Testing

This study is carried out to examine the six different factors have a positive direct effect on retention of Millennial in the organization. In total six hypotheses were proposed in this study, all hypotheses are supported. The results of the study were summarized in Table 5.1.

5.2.1 Relationship between Compensation and Employee Retention

H₁: Compensation has a positive direct effect on employee retention.

Obtained results for compensation are $\beta=0.177$ and $p\text{-value}=0.015$ ($p<0.05$). The results were shown that a positive significant relationship between compensation and retention of workers is presented among the Millennial in the organization. Hence, H₁ was supported as the p-value shows lesser than 0.05.

The result of compensation in this study is aligned with the similar employee retention studies in the past. The study by Hong, Lam, Kumar, Ramendran and Kadiresan (2012) employee compensation has positive relationship with employee retention significantly with $p=0.00$. Another similar study by Mabaso (2016) had found that the compensation is significant related to the retention of talent with the result $r=0.652$ and $p<0.01$.

A fair system of compensation can help the organization to attract the talents and also keep the important employees. The employees will have a sense of appreciation by the organization upon their contribution and performance if they paid well (Lai, 2011). The compensation can be treated as a motivator for the employee retention strategy to keep the important employees in the organization (Gardner, Dyne, & Pierce, 2004; Sandhya & Kumar, 2011).

5.2.2 Relationship between Leadership and Employee Retention

H₂: Leadership has a positive direct effect on employee retention.

According to the results obtained for leadership found the leadership has a positive significant relationship with retention of workers among the Millennial in the organization. The results obtained shown $\beta=0.193$ and $p\text{-value}=0.012$ ($p<0.05$). Thus, H₂ was supported as the p-value is lesser than 0.05.

The finding of leadership has supported by the past studies. Few studies on hospital nurses and healthcare sectors found that leadership directly influence staff retention (Kleinman, 2004; Taunton, Boyle, Woods, Hansen, & Bott, 1997; Weberg, 2010). The study by Ng'ethe, Namusonge and Iravo (2012) indicated that leadership has an inverse impact on turnover intention of academic staff. Duffield, Roche, Blay and Stasa (2011) found that nurse leader shows an important role in creating job satisfaction and good working environment, and then increase the staff retention level. Hersey, Blanchard and Johnson (2000) stated that the difference style of leadership must be used by the managers based on the situation and also understand the expectation and needs of the different employees.

5.2.3 Relationship between Training and Development and Employee Retention

H₃: Training and development has a positive direct effect on employee retention.

The results for the training and development in this study are $\beta=0.134$ and $p\text{-value}=0.011$ ($p<0.05$). It is known that training and development possesses positive direct effect on the retention among Millennial workers in the organization. As p-value is lesser than 0.05, H₃ was supported.

The study by Clark, Smith and Uota (2013) found that an organization providing training to their staff more than twice a year will increase retention period of employee. Hong et al. (2012) found the training and development has significant and positive relationship with retention of staffs with the p-value less than 0.05. The study by Messmer (2000) highlighted that the training and career development acted as a critical factor in the retention of employee.

An organization trains its workers well with latest technologies can keep the competitiveness of the organization in the competitive world (Tomlinson, 2002).

Providing the job-related training by the organization can increase the capability of the employee in problem solving (Acton & Golden, 2002). Through appropriated training provided by organization to the employee can enhance their confident and update the information for current operation, and also the employees can work under minimum supervision and contribute more to the organization (Ahlfors, 2011).

5.2.4 Relationship between Working Environment and Employee Retention

H4: Working environment has a positive direct effect on employee retention.

The obtained results for working environment are $\beta=0.150$ and $p\text{-value}=0.007$ ($p<0.05$). The results were shown a positive significant relationship between the working environment and retention of workers is available among the Millennial in the organization. Hence, H4 was supported as $p\text{-value}$ shows the value lesser than 0.05.

The finding on working environment obtained similar result as few past studies. The study by Msengeti and Obwogi (2015) on the employee retention was found the work place environment is positively affect the employee retention. In addition, a study by Westerman and Yamamura (2007) indicated that work environment fit of goal orientation and system is significant to younger generation (Generation X and Y) than Baby Boomers in job satisfaction and employee retention. The job satisfaction and retention of staffs and workers level will be enhanced under a positive working environment (C. M. Duffield et al., 2011).

Earle (2003) commented that employees spend majority of time in the workplace, hence a good environment is provided by an organization will make the employees enjoying, feel energized and a sense of appreciate from their employer, and influence the retention intention. When the organization are providing the appropriate privacy level and controls of sound in the work place can enhance the level of commitment and motivation of employees, and also increase the satisfaction and retention (Wells & Thelen, 2002)

5.2.5 Relationship between Work-Life Balance and Employee Retention

H5: Work-life balance has a positive direct effect on employee retention.

In accordance to the obtained results, work-life balance shown a positive direct influence on the retention of workers among Millennial in the organization, as the $\beta=0.176$ and $p\text{-value}=0.002$ ($p<0.05$). Hence, H5 was supported as $p\text{-value}$ obtained the value lesser than 0.05.

Few past studies had supported the finding of work-life balance on employee retention in this study. Hashim, Azman, Ghani and Sadri (2016) found the work-life balance shown relationship with employee retention. Deery (2008) found that the work-life balance is taking important role in the direct impact on the employee decision on retain or leave the organization.

The study of Huang, Lawler and Lei (2007) found that the quality of work-life acts as an important predictor for the employee turnover intention as well as the commitment outcomes. Ahmad and Omar (2010) found that the family-supportive work culture has positive relationship with intention of turnover of employees.

5.2.6 Relationship between Job Satisfaction and Employee Retention

H₆: Job satisfaction has a positive direct effect on employee retention.

Based on results obtained in this study for job satisfaction, it found that the job satisfaction has positive significant relationship with the retention of millennial workers in the organization. The results obtained shown $\beta=0.212$ and $p\text{-value}=0.000$ ($p<0.05$). Thus, H₃ was supported as $p\text{-value}$ is obtained lesser than 0.05.

The result supported by past related studies on the job satisfaction and employee retention. The study by Kwenin, Muathe and Nzulwa (2013) found the job satisfaction is positively related to the employee retention. Memon, Panhwar and Rohra (2010) found that the when the employees are pleased to the job, they are more likely to stay in the organization. The satisfaction acts as a critical predictor for the intention of turnover in the study by Lee-Kelley, Blackman and Hurst (2009).

The study by the Tnay, Othman, Siong and Lim (2013) stated that the factors on satisfaction of job have an negative relationship with the intention of leaving of employees significantly. Job satisfaction acts a degree of the employees have the positive emotion for their roles of work. Job satisfaction is crucial to the employee well-being and the effectiveness of the organization (Collins, 2007).

5.3 Implications on the Study

The findings of the study have provided the understanding into the frame of mind for the Millennial in the organization. The results of the study have indicated that the factors such as compensation, leadership, training and development, working environment, work-life balance and job satisfaction have the significant impact on the employee retention among the Millennial in the organization. A guideline has provided by the findings of the study to the organization's policies, compensation system and the management style to retain the talents in the organization, and stay the competitiveness in industry.

The findings of the study also provided some insight to the organization as how the factors being studied in this study affect retention of the Millennial, thus the companies can develop a better planning to attract, promote and retain key employees in companies to fulfil the current and future needs in the industry. The companies or the organization can emphasize on improve the factors that they are lacking or relatively weak in the companies' policy in order to keep the important employee for a longer period with the companies.

A comprehensive company's or organization's policy and planning should be implemented in order to fulfil the needs of the employees, and also take a good care of the feelings of the employee. The findings of the study are not only provided a guideline for the Millennial and the organization, they also can be the references for other industries to retain the skilful and important workers in the organization. Understanding the factors influence on the employee retention will be a competitive advantage to the company or organization.

5.4 Limitation of the Study

1. Time constraint. The objectives of this study have been achieved. However the accuracy and quality of the study can be enhanced if the study can take longer time to collect the data. A valid and representative data and results can be collected when the sample size is larger.

2. Findings are based on samples collected only from different industries as it might not be able to represent the entire millennial workforce.
3. Each component have different function of job and needs for retain in the organization. Hence, it will affect the factors on employee retention.
4. In addition, this study had also collect the demographic profile which are year of born, gender, marital status, education levels, years of working experience, and job positions. However, the demographic profiles of the respondents were not taken into the consideration that different background of the workers might have different expectations and needs toward the company or organization. The demographic profile might has the impact on the thinking, needs, knowledge and others then affect the result of employee retention.

CHAPTER-6

CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

This study examined relationship among the factors which are compensation, leadership, training and development, working environment, work-life balance and job satisfaction with the employee retention among Millennial workers in the organization.

This study was found that all independent variables being studied have positive direct effect on employee retention. Among the independent variables, job satisfaction, leadership and compensation are the highest effect on employee retention among millennial workers in the organization. These findings showed that the companies in the organization can concentrate on these three factors to enhance the retention rate of the employees.

The studies of the employee retention among the millennial are limited, and the studies about the employee retention in the organization are limited too. Hence it leads to limited studies to refer for this study. The future study of the employee retention among the millennial could be done with other retention factors to discover more information among the millennial workers.

6.2 Recommendation

1. A longer period of time should be spent to conduct this study and collecting the data. Spending more time allows the researcher to collect larger amount of samples. Enhance the sample size become larger can make the findings become more accurate and reliable. Although collecting larger sample size will spend more time and fund, it will offer a better results for the study, and make the results can be more representative of the whole population.
2. The study of the factors affecting the employee retention among the Millennial workers in the organization can be conducted in different industries Different sampling frame and research framework also can provide a guideline for the organization to develop a better strategy to retain the important employees.
3. The different components in the organization have different job functions, and causes the factors affecting the employee retention of the millennial workers are different. Hence the researcher is suggested that the study regarding to each component in the organization can be conducted to obtain more insight of the factors to retain the millennial, and also make the collected data more representative to the millennial population.
4. The future study of the employee retention of Millennial workers in the organization can take consideration of the demographic profile such as are year of born, gender, marital status, education levels, years of working experience, and job positions to develop the research framework. The respondents with different demographic profile will have the different point of views, needs, expectation, experience and thinking towards the intention of retention in the organization. Thus analyzing the demographic profile will increase the reliability and quality of the findings of the study. The results can be more representative to the whole millennial population who worked in the organization.

CHAPTER-7

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ANNEXURES

Annexure-A: Questionnaire

Part A: Demographic Information

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

1. Gender:

- Male
- Female

2. Born Year:

- 1980 to 1985
- 1986 to 1990
- 1991 to 1995
- 1996 to 2000

3. Marital Status:

- Single
- Married

4. Education level:

- Primary School
- Secondary School
- STPM/UEC/Diploma
- Bachelor's Degree
- Postgraduate

5. Job Position:

- Operator
- Supervisor
- Executive/Officer
- Manager/Managerial role

6. Work Experience:

- Less than 1 year
- 1 to 5 years
- 5 to 10 years
- More than 10 years

Part B: Factors that Affecting Employee Retention

Using the following scale, please circle only one answer that best reflects your opinion about the statement.

1. Strongly Disagree (SD)
2. Disagree (D)
3. Neutral (N)
4. Agree (A)
5. Strongly Agree (SA)

Statements for Compensation

	SD	D	N	A	SA
I am being paid a fair amount for the work I do	1	2	3	4	5
Satisfied with my chances for salary increases	1	2	3	4	5
Satisfied with the benefits I received	1	2	3	4	5
The benefits I receive are equally good as other organization	1	2	3	4	5
The benefit package I have is equitable	1	2	3	4	5

Statements for Leadership

	SD	D	N	A	SA
My leader understands my job and needs	1	2	3	4	5
My leader recognizes my potential	1	2	3	4	5
My leader would use his or her power to solve my work problems	1	2	3	4	5
I have confidence in my leader that I would defend & justify his decisions	1	2	3	4	5
My working relationship with my leader is effective	1	2	3	4	5

Statements for Training & Development

	SD	D	N	A	SA
My company provides training/skill building I need to improve	1	2	3	4	5
Provides opportunities for Growth & development for all	1	2	3	4	5
I received training and support to do job effectively	1	2	3	4	5
I am given real opportunities to improve my skills	1	2	3	4	5
I am provided with adequate opportunities for career growth	1	2	3	4	5
I have opportunity to learn skills in order to get promotion	1	2	3	4	5

Statements for Working Environment

	SD	D	N	A	SA
My company provides basic facilities (eg- health care, food aid)	1	2	3	4	5
My company has programs to cope with incidents & accidents	1	2	3	4	5
My company is concerned with safety of its employees	1	2	3	4	5
My company provides additional benefits (gym memberships)	1	2	3	4	5
The facilities and physical condition of my company are Ergonomic, comfortable and appropriate					
My company is concerned for my health and quality of life	1	2	3	4	5

Statements for Work-life balance

	SD	D	N	A	SA
The company allows me to take time off for personal issues	1	2	3	4	5
Job sharing b/w 2 or more people on a full time job	1	2	3	4	5
Company allow using telecommuting to work from home or remote areas	1	2	3	4	5
Referral services are provided by company for personal matter	1	2	3	4	5
Company treats all employees equally for using work life balance policies	1	2	3	4	5

Statements for Job Satisfaction

	SD	D	N	A	SA
I feel sense of proud in doing my job	1	2	3	4	5
My job is enjoyable	1	2	3	4	5
Satisfied with my choice of employer	1	2	3	4	5

Satisfied with my choice of profession
 I look forward to going to work
 Current job meets my pre-employment expectations
 I feel my job is meaningful

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

Part C: Employee Retention

Statements for Employee Retention

I do not plan to actively look for a job with new employer within the next year
 I seldom think about quitting my current job
 I won't voluntarily leave this company within next 3 years
 I see good future for myself in this company
 My work in this company gives satisfaction

SD	D	N	A	SA
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

Annexure-B: Cronbach's Alpha using Reliability Test

a. Compensation

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.888	.889	5

b. Leadership

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.883	.885	5

c. Training and Development

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.897	.897	6

d. Working Environment

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.891	.892	6

e. Work-Life Balance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.886	.887	5

f. Job Satisfaction

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.898	.899	7

Employee retention

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.895	.896	6

Annexure C:
Pearson Correlation Coefficient Test

Correlations^b

		compensation	leadership	training	environment	worklife	satisfaction	retention
compensation	Pearson Correlation	1	.947**	.689**	.890**	.741**	.722**	.852**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
leadership	Pearson Correlation	.947**	1	.721**	.905**	.733**	.736**	.860**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
training	Pearson Correlation	.689**	.721**	1	.690**	.874**	.886**	.823**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
environment	Pearson Correlation	.890**	.905**	.690**	1	.691**	.714**	.830**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
worklife	Pearson Correlation	.741**	.733**	.874**	.691**	1	.902**	.844**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
satisfaction	Pearson Correlation	.722**	.736**	.886**	.714**	.902**	1	.848**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
retention	Pearson Correlation	.852**	.860**	.823**	.830**	.844**	.848**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	

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

b. Listwise N=314

Multiple Regression Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-.138	.081		-1.707	.089					
	compensation	.177	.072	.175	2.451	.015	.852	.139	.052	.088	11.390
	leadership	.193	.076	.191	2.528	.012	.860	.143	.054	.079	12.676
	training	.134	.052	.131	2.575	.011	.823	.145	.055	.174	5.735
	environment	.150	.055	.143	2.725	.007	.830	.154	.058	.164	6.085
	worklife	.176	.056	.177	3.155	.002	.844	.177	.067	.143	6.976
	satisfaction	.212	.059	.204	3.590	.000	.848	.201	.076	.139	7.182

a. Dependent Variable: retention