

A Study on Factors Influencing Job Satisfaction and Retention of Millennials
in QI Malaysia

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for the Degree of Master in Management
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DECLARATION

I hereby declare that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at Universiti Tun Abdul Razak (UNIRAZAK) or other institution.



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All the respondents,
And to my family and all my loved ones.
Thank you for being my guidance and support.


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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master in Management.

**A Study on Factors Influencing Job Satisfaction and Retention of Millennials
in QI Malaysia**

**By
Elvina Stephanie Fernandez**

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The study will attempt to identify the drivers of job satisfaction and retention of millennial employees in the organisation selected – QI Malaysia which is the largest office of the Group, located in Petaling Jaya, Malaysia. This study was based on Herzberg's (1964) motivation-hygiene theory with specific application for the millennial generation. This empirical study proposes four factors that will be the independent variable that can influence millennial job satisfaction which is the dependent variable and lead to their retention in the organisation. The factors are (a) monetary benefits; (b) non-monetary benefits; (c) organisation factors; and (d) social factors. Monetary benefits identified for this study are salary, bonus and allowance. Non-monetary benefits used for this study are promotion, recognition and training. Organisation factors to be tested for this study are leadership, working condition and fairness. Finally the social factors to be tested in this study are co-worker support, quality of interaction and corporate norm. From past research, many evidence showed that the selected drivers will influence the increase of job satisfaction of millennial employees, which will then positively impact the rate of retention of millennial employees in an organisation. Therefore, this study intends to identify if these factors will influence a millennial's job satisfaction which will then impact their intention to stay on in the organisation. Data is collected to receive primary data through questionnaires with check marking and Likert scale response. There will be no open ended questions. The sampling for this research are millennial employees of QI Malaysia that make up to 50 per cent of the total employees. The number will be a total of one hundred and twenty respondents. The questionnaire will be design in google form and emailed to the respondents to fill and revert by a set date. The expected finding is that all the hypothesis are successfully accepted. There is an expected limitation now to reach the respondents as it is during the pandemic and employees are working from home as compared to working in the office when I as a researcher can meet them to request for their help to look into the email and respond, whereby always face to face communication will help to build relationship and lead to them helping to answer the questions. It is predicted that this survey will take about one to three months to complete. The practical implication of this study is to help the organisation – QI Malaysia, get a thorough understanding on the factors influencing millennial employees and put in the right strategies to satisfy their

needs and wants in order to retain them. This will help the organisation keep the best talent and reduce wasting time as well as resources to rehire, and be able to focus their attention on business productivity. The result of this study is hope to be able to assist QI Malaysia's talent management team to put more effort in formulating what work for successful human capital development strategies of millennials for the Group's sustainability in the industry.



CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Without a doubt, human capital is a critical element in determining the performance of businesses around the world today (Valenti & Horner, 2019). Employee retention is the most important issue and concern for the majority of businesses. Turnover has become a typical occurrence not only in Malaysia but throughout the world. According to Rishesingar Ramasamy, the head of BAE Systems engineering centre in Malaysia, the typical turnover for any individual in any organisation is roughly two and a half years (Yeong, 2017).

Employees in their twenties and thirties dominated the turnover trend (Lisa, 2012). According to a survey conducted by the International Islamic University Malaysia (IIUM), millennials are dissatisfied with their earnings and employment opportunities (Hariati, 2017). According to Jeannie Khoo, Kelly Services marketing director for Singapore and Malaysia, they are pursuing not only money, but also interest, work-life balance, and possibly flexible working hours or work from home (Lisa, 2012).

Malaysia should adapt to changes in employment patterns, according to Leigh Howard, Chairman of the Malaysia-Australia Business Council, since the job link that existed 50 years ago has evaporated, and competent persons choose to move abroad and use their talents in other areas (Yeong, 2017).

However, only recently has strategic human resource management (SHRM) begun to research and investigate the organisational changes that must be made to suit the changing generational makeup of the workplace (Government Finance Officers Association 2010). Since around 60 years, all workplaces have had three generations of employees (Baby Boomers, Generation X, and Millennials) (Kaifi et al. 2012).

The oldest generation, the Baby Boomers, has begun to retire, and these workers are swiftly being replaced by millennials. According to Salahuddin, 2010, organisations can

have a positive impact on their business success by analysing and solving workplace challenges connected to possible generational gaps.

It is vital to clarify the significance of the chosen generation for this research, which millennials. A generation is commonly considered as a collection of people who share years of birth and distinct socio-political life events throughout their formative years, which, in turn, develop and structure relatively, not unchangeable, individual behaviours and world views, according to Raineri, Paile, and Morin (2012).

| Generations | Baby Boomers | Millennials |
|--------------------|--|---|
| Significant Events | <ul style="list-style-type: none"> • Post World War II • Vietnam War | <ul style="list-style-type: none"> • Dot Com Burst • Technology Evolution |
| Core Values | <ul style="list-style-type: none"> • Tolerant • Self Sufficient • Disciplined | <ul style="list-style-type: none"> • Independent • Creative • Achievement Oriented |
| Work Attitudes | <ul style="list-style-type: none"> • Self Motivated • Value Job Security | <ul style="list-style-type: none"> • Team Player • Adaptive |
| Philosophy | <ul style="list-style-type: none"> • Proactive • Live to work | <ul style="list-style-type: none"> • Spontaneous • Live first then work |

Table 1.1: Summary of Characteristics of Generations in the workplace (chosen Baby Boomers & Millennials)

**Adapted: Leaderonomics.com. (2018) A Closer Look at Gen Y and Gen Z in Malaysia. [Online] September 2018. Available from: <https://leaderonomics.com/career/gen-y-z-malaysia>. [Accessed: 14th Feb 2019], Leaderonomics.com. (2018) Ready for Generation Z. [Online] September 2018. Available from: <https://leaderonomics.com/pdf/MSJ-180922.pdf>. [Accessed: 15th Feb 2019] & Tay, A. (2011) Managing Generational Diversity at the Workplace: Expectation and Perceptions of Different Generations of Employees. African Journal of Business Management. 5 (2), pp.251.*

Generation Y, also known as the Echo Generation, Millennials, Nexters, and TNBT, is the demographic cohort studied in this study (Yow, H.C. 2013). The Baby Boom Generation's children are usually referred to as such. The baby boomers were born during the post-war baby boom, and they often display their parents' strong work ethic, as a result of their vast numbers, which forced them to compete for jobs. As a result, they are constantly loyal to their employers and consider themselves fortunate to have work (Teng and Tay 2012).

Meanwhile, the millennial workforce, according to PwC, is made up of people born between the 1980s and 2000. Many businesses have had to rethink and revamp their workplaces as a result of the rising millennial employees rate in the workforce. Leigh Howard, Chairman of the Malaysia-Australia Business Council, stated that Malaysia should adjust to changes in employment trends because the employment connection that existed 50 years ago has vanished, and talented individuals tend to go out and utilise their abilities in new industries (Yeong, 2017).

Millennials are becoming more populous, with an estimated 2 billion people worldwide, accounting for around one-fourth of the world's population. The majority of millennials live in Asia, with roughly 410 million in India and 400 million in China, significantly more than millennials in Europe and the United States. In Malaysia, millennials make about 29 percent of the population (Lin, 2018). In Asia Pacific, millennials make up up to 25% of the workforce, and this percentage is likely to continue to rise.

According to the Malaysian Department of Statistics, the local workforce was made up of 48.3% millennials, 25.3 percent Generation X, and 26.4 percent Baby Boomers (Department of Statistics Malaysia 2010). This demonstrates that, while the Baby Boomer generation prepares to retire, the millennial workforce is actively entering the workforce. This means that companies that do not make an attempt to understand their millennial staff will suffer major commercial consequences.

Because the number of millennial employees in Malaysia's workforce is rapidly increasing, it's critical to look at the elements that drive millennial employee job satisfaction, since this will affect their decision to stay with a company. With this knowledge, businesses may put in place the most appropriate steps to effectively reduce concerns and risks associated with millennial job satisfaction, which may influence their decision to move on to another company. Millennial employees are thought to be the most significant workforce to study because previous research has shown that they will transform the economy by changing how business is done in the future (GoldmanSachs, 2017).

The Department of Statistics' Malaysian Labor Force Survey Report (2016), states that the age group 25 to 34 years old had the highest overall involvement in the workforce. As a result, millennial employees have become and will continue to be the fastest growing

segment of the workforce in Malaysia and around the world. According to Schawbel, millennials are predicted to make up 75 percent of the global workforce by 2025, and at some organisations, such as QI Malaysia, they currently make up half of the workforce, validating the study that millennials make up 40 percent to 50 percent of the existing workforce in Malaysia (PwC, 2011).

As stated by the World Economic Forum in 2016, the Fourth Industrial Revolution will bring disruptive changes to business and the employment landscape, which is why, as the millennial generation enters the workforce, organisations will need to understand how to best engage them in steering the organisation forward by providing job opportunities.

According to Gelston, 2008, the literature study will look into (a) monetary advantages; (b) non-monetary benefits; (c) organisational characteristics; and (d) social aspects as elements of job satisfaction. Salary, bonus, and allowance are the monetary advantages recognised for this study. Promotion, recognition, and training were employed as non-monetary advantages in this study. Leadership, working conditions, and justice are three organisational characteristics that will be examined in this study. Finally, coworker support, quality of interaction, and corporate norm are the social aspects that will be investigated in this study.

As the millennial generation enters the workforce and the baby boomer generation begins to retire, millennials will eventually replace baby boomers and Generation X. There is a generation difference between these generations, therefore managers and HR experts will need to know about each generation's history and traits (Kuek et al., 2015). This research will act as a guide for managers who want to establish talent retention strategies in their companies. In business, good personnel will ensure that the company stays one step ahead of its competition and becomes the market leader.

1.2 Problem Statement

| The Main Issues | Implications | Gap |
|--|---|---|
| <ul style="list-style-type: none"> • Turnover rates amongst millennial employees are high. • Average job tenure of millennials is only 18 months. • QI Malaysia takes home best company to work for awards for a few years in a row but high turnover rate among millennials. | <ul style="list-style-type: none"> • Employers such as QI Malaysia experiencing high turnover rates inevitably suffer from a loss of productivity. • Focus substantial resources on replacing lost employees, as opposed to business-driven objectives. • Bad reputation among recruiters and job seekers and related platforms. | <ul style="list-style-type: none"> • Lack of understanding to retain millennials. • Do not know what gives millennials job satisfaction. • Employers such as QI Malaysia lose out on good talent and waste time & resources to rehire. |

Table 1.2: Problem Statement-Main Issues, Implications & Gap

*Adapted: P Sheahan, 'Generation Y in Asia' (2008), United States Bureau of Labor Statistics (2016)

Based on the observation of millennials hired by the organisation QI Malaysia, the average employment of a millennial is one year. From a managerial perspective in the communications department, there are millennials who do not intend to stay after their contract ends and non-contract staff have tendered their resignation within a year of employment. There was also an instance of millennial employee leaving to join a start-up instead of have a secure executive job after completing one year with the company. According to the QI Malaysia Human Resources data, specific to the communications department, one in two millennial employees did not stay after completing on year service with the company. The average time taken to find a replacement for the vacant position was noted to be around three to six months with no guarantee that the next millennial employee will continue to stay on.

Millennials will soon be the majority in the workforce, and they will eventually make room for future generations. By 2025, millennials are expected to account for more than half of the global workforce (Bovis, Cardoso, Wright & Gott, 2017). Millennials, who make up half of the workforce at QI Malaysia, make up the majority of the workforce. By the year 2025, millennials are expected to account for more than half of the global workforce (Bovis, Cardoso, Wright & Gott, 2017). Employee loyalty is generally established to have a substantial impact on a company's performance and profitability (Hussain 2012).

As a result, both academics and practitioners can benefit from a better understanding of millennial traits as well as ways to improve their job happiness. If they do not modify the way they work, organisations that do not make an effort to understand, retain, and develop millennial employees will risk losing high-potential and high-performing people who contribute to the organization's goals. It is critical that the employers modify their strategies in order to accommodate the upcoming younger workforce generation.

Companies are conducting considerable research to understand and adapt in order to be competitive in this new workforce and recruit and retain the required people. As a result, it's critical to keep track of millennials as a workforce, as millennial employees are predicted to account for 75 per cent of the workforce by 2025, according to McGrady (2016). According to Gallup research, 60 per cent of millennials would consider leaving their jobs if they weren't engaged at work, and only half expect to be with the same firm in a year. Rigoni and Nelson (Rigoni & Nelson, 2016)

According to a study conducted by Jive Communications in Orem, Utah, the average millennial has already worked three jobs in their lives. The majority of millennials seek for a new job before they've been with a company for three years; 24 percent only stay at a job for six months to a year before searching for another, and 30 percent hunt for a new job between 12 and 18 months (Neely, 2008)

Because of the increased employee turnover rate, retaining qualified and talented personnel has become a critical challenge for organisations and managers all over the world. In today's competitive business world, retaining skilled personnel has become one of the most critical differentiating aspects for many businesses (Samuel & Chipunza, 2009). Employee retention allows businesses to maintain their competitiveness while expanding their worldwide footprint (Idris, 2014). To keep smart and talented people, the management must devise an effective approach. It could ensure that businesses reap the benefits of their staff investments (Ng'ethe, Namusonge, & Iravo, 2012).

It is critical for managers and organisations to understand the elements that influence the retention of valuable people. Most businesses are concerned about their capacity to keep key personnel since good people are in high demand and difficult to replace (P. Brown, Fraser, Wong, Muise, & Cummings, 2013). When highly skilled and talented workers leave an organisation, it can have a detrimental influence on productivity and service delivery

(Chiboiwa, Samuel, & Chipunza, 2010). Furthermore, skilled individuals are less inclined to be devoted to a single employer; instead, they prefer the paradigm of fresh employment (Kumar & Santhosh, 2014).

Organisations will have to spend more time training new employees and will lose experienced personnel. The high cost of employees as a result of turnover has had a significant impact on the profitability of the company (Appiah, Kontar, & Asamoah, 2013). According to Shamsuddin Bardan, Executive Director of Malaysia Employer Federation, the expense of replacing a departing employee is significant, costing between RM 25,000 and RM 30,000. (Lee, 2012). Employees departing organisations will have an influence on the remaining employees since their workloads will be distributed to them, increasing their burdens (Neog & Barua, 2015).

In many organisations, millennial employees are the most recent employees. However, much information on millennial employees, including as their qualities, preferences, and the factors that influence their views and behavioural intentions, is still unknown (Queiri, Yusoff, & Dwaikat, 2015). Employees from the millennial generation in the Asian Pacific Region have the shortest service time to the organisations, with only eighteen months on average, compared to four years for other generations (Sheahan, 2008).

In several industries, the millennial workforce has contributed to a high rate of turnover (Sujansky & Ferri-Reed, 2009; Yusoff, Queiri, Zakaria, & Hisham, 2013). Furthermore, when compared to other generations, millennial employees show a lower retention intention (Solnet, Kralj, & Kandampully, 2012).

The high rate of job change among millennials has led to widespread agreement that they are difficult to keep in organisations (Yusoff et al., 2013). The rising millennial employee turnover rate has not only harmed organisational effectiveness, but has also resulted in significant financial and non-financial costs, as well as posing a threat to the country's economic growth in a variety of ways (Queiri et al., 2015). Furthermore, the increasing number of millennials quitting their jobs has resulted in a talent deficit in Malaysia (Downe, Loke, Ho, & Taiwo, 2012). Due to a scarcity of qualified people, numerous job openings have remained vacant (Manpower, 2012).

As a result, it is critical to investigate the elements that influence millennial employee retention in the workplace. In comparison to earlier generations, millennial employees have a distinct preference for job value. However, the majority of millennial employees' supervisors or managers come from prior generations, such as Baby Boomers and Generation X. (Queiri & Dwaikat, 2016).

Queiri and Dwaikat (2016) focused their investigation on the intention to quit of millennial employees solely on aspects such as pay satisfaction, stressors, and organisational methods. Financial incentives, training and development, work environment, and work-life balance are all mentioned as retention strategies by various academics (Allen, Shore, & Griffeth, 2003; Ghosh & Sahney, 2011; Pfeffer, 1994). Compensation, leadership, training and development, job satisfaction, working environment, and work-life balance are all factors that affect employee retention, according to a review research by Das & Baruah (2013).

Although several scholars have investigated Malaysian employee retention and turnover intentions in recent years, the majority of them have concentrated on the health-care and hospitality industries (AlBattat & Som, 2013; AlBattat, Som, & Helalat, 2013; Aziz, Hasbollah, Yaziz, & Ibrahim, 2017; Omar, Majid, Halim, & Johari, 2013; Rahim & Mwanri, 2014; Sangaran & Jeetesh, 2015). The number of studies on millennial employee retention is still low.

Furthermore, research on staff retention in private global multinational corporations is sparse. As a result, gaps exist for the researcher to conduct this study in order to investigate the factors that influence employee retention among millennials in QI Malaysia, which has a high turnover rate despite receiving awards for best company to work for.

1.3 Research Objectives

Varied workforce generations are likely to have different viewpoints on management practises, salary, job satisfaction, an organization's reputation, job security, and job progression, all of which are thought to have an impact on employee loyalty (Gelston 2008).

These variations may have an impact on operating parameters, resulting in lower profitability, a high turnover rate, lower worker productivity, and miscommunication between workers, all of which can be detrimental to enterprises (Gilburg 2007). Employee loyalty is influenced by six elements, according to Epstein and Roy (2001) and Gelston (2008): a) management practises, b) remuneration, c) job happiness, d) organisation reputation, e) job security, and f) job growth.

This study aims to discover the factors that influence millennial employee job satisfaction and retention in QI Malaysia, as high turnover can result in a variety of issues for a company, including decreased profitability, unnecessary worker turnover, decreased productivity, and office disruptions due to a lack of generational diversity (Gilburg 2007).

Based on the literature reviews the objectives of this study are to investigate the main factors influencing millennial job satisfaction which in turn will increase their intention to stay. From this, the research objectives are mentioned in the in the research objectives. This research seeks to meet the following research objectives:

1. To identify whether monetary benefits influence millennials employee's job satisfaction and intention to stay in an organisation.
2. To know whether non-monetary benefits bring job satisfaction and increase millennial employee's intention to stay.
3. To determine whether job factors that will increase millennial employee's job satisfaction and intention to stay in an organisation.
4. To analyze whether organisation factors will influence millennial employee's job satisfaction and intention to stay.

1.4 Research Questions

Based on research objectives, the research questions this study are to investigate the main research problem as articulated in the research objectives. In doing so, the study seeks answers to the following research questions.

1. Will monetary benefits influence millennials employee's job satisfaction and intention to stay?

2. Will non-monetary benefits influence millennials employee's job satisfaction and intention to stay?
3. Will job factors influence millennials employee's job satisfaction and intention to stay?
4. Will organization factors influence millennials employee's job satisfaction and intention to stay?

1.5 Significance of the Study

According to Goh (2012), many multinational firms in Malaysia have said that job hopping is a trend, particularly among millennial workers, who are considered the future generation of workers, due to a lack of job satisfaction. Working satisfaction is typically defined as an individual worker's emotional response to a value judgement arising from the apparent fulfilment of one's key job values. Thus, if an employee's job values are met, a positive emotion of satisfaction is felt; but, if the job values are not met, a negative emotion of discontent is felt (Angeline, T. 2011).

Millennials will eventually replace baby boomers and Generation X as the millennial generation enters the workforce and the baby boomer generation retires. Because there is a generation gap between these generations, managers and HR professionals will need to be aware of each generation's history and characteristics (Kuek et al., 2015).

However, there has been little or very limited research or study millennial job satisfaction and the influence it has on job retention. Although earlier research has thrown light on the factors that influence employee retention, little is known about the factors that influence the employment retention of millennials in Malaysia. Understanding the factors that influence employee retention, particularly among millennials, may help managers and organisations identify improvements that should be made in the near future.

This study is hope to provide more options and new ideas for solution for the QI Malaysia's Human Resources and Talent Management, as well as other private companies to benefit from the results. This research can also be utilized to improve the quality of the millennial work experience by adding new features that fulfil millennial employee's needs and wants in the workplace.

The intent of this study was both exploratory and investigative, as it sought to find out what contributed to Millennial job satisfaction, as well as recommendations on increasing millennial intention to stay to benefit the organisation QI Malaysia. Invaluable information gathered from the study would shed new light that could be used as recommendations to the organisation QI Malaysia in bringing about changes to improve Millennial job satisfaction and increase intention to stay, as suggested by (Wen et al., 2018).

1.6 Organisation of the Study

This research is broken into five chapters, which are listed below. The first chapter will include an introduction, as well as the study's history, issue statement, research objectives, research questions, the study's importance, and the study's organisation. We will have a literature review in Chapter 2 that includes an introduction, theoretical background, empirical research, proposed conceptual framework, hypothesis generation, and a chapter 2 summary.

The researcher will cover the following topics in chapter 3: introduction, research design, study population, and sampling procedures, data collection method and operationalization and measurement, including the use of all types of variables, including independent variables, mediating variables, and dependable variables, data analysis techniques based on descriptive analysis and inferential analysis, and data analysis techniques based on descriptive analysis and inferential analysis.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Although previous studies have revealed a wealth of information about the elements that impact employee retention, little is known about the motivators that drive millennials' job retention in Malaysia. Understanding the extrinsic and intrinsic motivators that contribute to employee retention, particularly among millennials, might aid managers and organisations in recognising adjustments that need to be made in the near future.

Recruiting and retaining millennial employees has become one of the most difficult tasks for businesses. There is no doubt that the millennial turnover trend is concerning, and this can have severe effects for businesses, such as a loss of profitability (Lee, 2012), a tarnished brand, the loss of a company's memory, and increased pressure among existing employees (Shaw, Gupta & Delery, 2014).

According to previous research related to this study, millennials have lower job satisfaction than other groups of employees. The perspectives of each generation are shaped by the time period in which they grew up as mentioned by Robbins, 2013. Millennials enjoy flexible working hours and collaborative workplaces, as well as developing meaningful ties with their employers (Moritz, 2014).

If a millennial doesn't feel like they're getting enough freedom, they'll simply move on to the next company that can give them what they want (Thompson, 2011). This literature review aims to look at factors influencing millennials employee's job satisfaction and how it influences the intention to stay on in a particular organization.

2.2 Independent and Dependent Variables

2.2.1 Monetary Benefits

According to the World Economic Forum's annual Global Shapers Survey, which included more than 30000 respondents under the age of 30 from 180 countries, 49.3% of respondents believe that money is the most important factor when contemplating a job (Clarke, 2017). The majority of employees, particularly millennials, have expressed an interest in changing jobs if another company can offer a higher income (Damaris et al., 2016). (Abdelbaset, Yusoff & Dwaikat, 2015). Monetary benefits are strongly favoured by millennial workers, according to research. If these incentives are insufficient, their job happiness will suffer, leading them to look for a new employment with greater extrinsic incentives.

Furthermore, millennials face difficulties in dealing with rising living costs and financial obligations. As a result, they will continue to switch jobs in order to earn a higher wage. For millennials to manage growing pricing, diverse living styles, and future obligations, extrinsic incentive is critical (Abdelbaset, Yusoff & Dwaikat, 2015). Younger workers will be more productive if there is a good reward system in place with more benefits and prospects for rewards, as they are continuously searching for opportunities for advancement at work (Gupta & Subramanian, 2014).

Employee rewards, according to Gulyani & Sharma (2018), are the monetary compensation that employees see as a fair trade for their efforts and time spent at work. Following the completion of specified duties, organisations provide prizes in the form of money and non-financial incentives as a token of appreciation. Employee rewards have both extrinsic and intrinsic components, according to studies. Organizations have moved their focus to complete incentive packages as a means of motivating employees and improving engagement levels, according to Hoole & Hotz (2016), since it has become clear that traditional reward systems are no longer adequate. Individuals prefer to be compensated for the value they bring to the organisation rather than for the work they do alone.

2.2.2 Non-Monetary Benefits

A learning culture will suit millennials' work behaviours because they are quick learners who can master skills quickly. More learning possibilities would result from investments in training and development, such as courses and workshops, which would improve millennials' expertise and prepare them for promotions. In this instance, they will want to stay with the company (Ng, Schweitzer & Lyons, 2010). Employees are also motivated by recognition in the workplace.

Extrinsic motivation in the form of career advancement is another way to keep employees. It involves the organization's promotion as well as training and development. Promotion and job growth are effective motivators that have an impact on job performance (Damaris et al., 2016). If employees believe they have a bright future in the company, they will work harder and more efficiently (Nabi et al., 2017). The organisation will establish a healthy work environment with a continuous learning culture when skills increase at a consistent rate.

Millennials also believe that their efforts and efforts are valued and worthwhile. Employee retention and liking for the job are linked to higher recognition, according to research (Sudhanshu & Chauhan, 2013). The term "recognition" refers to the acknowledgment and respect received in work, particularly from superiors.

According to Ndungu (2017), reward and recognition is an attempt by an organization's or company's management to thank workers or members for being a role model or for particular acts. Employee motivation is supposed to be boosted through rewards, since they will get something in exchange for their accomplishments or services to the organisation or firm. In some theories, reward is divided into two categories: implicit and explicit reward. Explicit rewards include money and bonuses, while implicit rewards include expressions of gratitude, acknowledgment (e.g., best employee), and praises. Rewards should be offered based on a fair and impartial assessment. Employee recognition is a typical difficulty encountered by most organisations, according to Brun and Dugas (2008), since acknowledgment is one of an individual's fundamental requirements.

2.2.3 Organisation Factors

Millennials like leaders who have a more caring attitude. This is consistent with earlier research on millennials' preference for leaders who are personable and kind, as well as for supporting leaders who have a good follower-leader relationship (Hershatler and Epstein, 2010; Kultalahti and Liisa, 2014; Sharkawi et al., 2016). As a result, organisational leadership has a significant impact on employee satisfaction.

Furthermore, millennials are accustomed to working in a fast-paced setting. When they pose a question, they expect a response right away. They only know how to work in this manner. Cekada (2012) highlights how leaders must preach cooperation, understanding, and teamwork when working with a multigenerational workforce, as indicated in the other articles above. Because being a one-dimensional leader will make it difficult for the firm to succeed, this is the only way that all generations will respect their superiors. Furthermore, one generation will be unhappy, which will have an impact on how they operate.

It is understood that flexible working hours, employment methods, and other work arrangements are all important to millennials. They are willing to sacrifice some of their free time to complete the task if they have the ability to set their own timetable and arrange their work. And it appears that work autonomy is critical in motivating people to stay in the office (Susanna & Riitta, 2014). Flexible working arrangements are work arrangements that allow employees to choose when, where, and how they want to complete their duties (Subramaniam et al., 2010). According to the Deloitte Global Millennial Survey (2019), the number of millennials planning to leave their current job grew by 20% by the fifth year of employment because businesses did not prioritise flexible work arrangements as part of their workplace policy. They find that having a flexible schedule helps them balance work and family obligations. This finding is consistent with findings from research by Kultalahti and Liisa (2014) and Malik and Khera (2014), which found that millennials prefer flexible schedules in their respective fields to assist them achieve a good work-life balance.

Another factor that influences employees' decision to change jobs is workload fairness. The amount of work or task assigned by superiors is referred to as the workload. When a worker believes that his workload is too excessive, he will consider leaving the company or altering his attitude or performance at work because he perceives that there is no balance in his life. Most employees are generally unwilling to work beyond their job

description, indicating that if a worker is not overburdened with more than their job needs, they are believed to be more devoted, and organisational performance may be improved (Damaris et al., 2016). Furthermore, when employees are handed excessive workloads and obligations, they may become stressed, which can lead to demotivation (Nabi et al., 2017). As a result, an adequate workload is critical in maintaining individuals at work, as is not imposing excessive workload after working hours (Abdelbaset, Yusoff & Dwaikat, 2015).

2.2.4 Social Factors

A favourable work environment will result in improved employee performance and lower attrition (Abdifatah, Odhuno & Ondabu, 2015). An employee can perform more easily and with fewer challenges in a pleasant working environment (Nabi et al., 2017). An open office system has a good effect and promotes a collaborative working atmosphere with the goal of consultation. Employees are able to work together and no one is left to work alone, resulting in cohesion and a positive working environment. It is expected that the development of relationships with superiors and peers would serve as a motivator for employees to stay with the company (Nabi et al., 2017).

According to previous studies (Sirgy et al., 2001; Lanctôt et al., 2012), creating relationships with coworkers has an impact on the quality of work and job satisfaction. According to prior research, good supervisory communication is more strongly connected with job satisfaction and employee loyalty than LMX (Sias 2005); in other words, good, solid communication is even more vital to employee loyalty than mutual trust and respect relationships.

Traditional limits will not stop millennials. They will bring in their own methods to do their jobs more efficiently, especially if new technology is involved. As a result, if their ideas are acknowledged and recognised, they are more likely to stay with the company (Weyland, 2011). A healthy working relationship with colleagues was found to be crucial in determining the quality of work life among Millennial academic personnel in another study. A helpful coworker is seen as a valuable source of assistance in resolving working obstacles (Sirgy et al., 2001; Lanctôt et al., 2012).

2.2.5 Job Satisfaction

"A person's evaluation of his or her job and work surroundings" is how job satisfaction is defined. It is a review of job qualities, work environment, and work-related emotional experiences" (McShane & Von Glinow, 2018, p. 102). Overall job satisfaction varies depending on the experiences and viewpoints of each cohort (Lamm & Meeks, 2009). When compared to Gen Xers and Yers, Baby Boomers are more likely to be satisfied with their jobs (Bos et al., 2009; Young et al., 2013).

Employee job satisfaction, according to Imran et al (2014), is a person's emotion or attitude about his or her job inside an organisation or firm. Job satisfaction, according to Thiagaraj and Thangaswamy (2017), is a pleasurable emotional state resulting from an assessment of a person's work and accomplishments. Job satisfaction is influenced by a number of elements, including personal characteristics (age, education, and work experience), job factors (kind of work, necessary skills, responsibility, and job status), and management factors (pay, working environment, benefits, security, and promotion prospects).

One of the most crucial characteristics of an organisation is employee job satisfaction. Employees that are satisfied with their jobs are more loyal to their employers and stick with them even when circumstances are rough. In respect to employee retention, Inda (2016) noted that job satisfaction has a major influence on employee retention in an organisation, even when other variables such as a pleasant working environment, a decent compensation, or other factors are present. According to a study done by Javed and Balouch (2014), when employee job satisfaction reaches its lowest point, employees would quit the company on purpose.

On a larger scale, work satisfaction influences not just employee retention, but also staff productivity and organisational performance (financial and non-financial). With a high level of work satisfaction, it is projected that businesses would compete with one another to keep their top employees, reducing the amount of money spent on human resources to replace leaving senior personnel (e.g., recruitment cost, training cost or third-party recruitment fee).

Previous studies have evidently looked into the impact of job satisfaction on employee turnover rates in specific industries (Miller & Monge, 2003). Furthermore, both theoretical and empirical data from earlier literature reviews indicate that work satisfaction is critical

in explaining the impact of employee turnover and intention to resign (Ghere and York, 2007). Similarly, recent research by Dogan et al. (2017) and Chalofsky (2007) found that there is a well-established negative association between job satisfaction and turnover, implying that higher work satisfaction leads to lower employee turnover.

Job satisfaction, according to Sheahhan (2008), is an emotional response or output to many aspects of an employee's employment. Job content, supervision, status, correlation among colleagues, promotion, rewards, and physical conditions of the work environment, as well as organisational structure, are all potential elements that can lead to job satisfaction, according to the study. Meanwhile, according to Kong et al. (2010), job satisfaction has been a hot topic among authors in a variety of fields, including business, industrial psychology, higher education, and government administration. Because of its substantial correlations with various variables, job satisfaction is the primary reason for its extensive research (Yusoff et al., 2013).

It has a favourable relationship with life happiness (Bovis et al., 2017), job performance (Bursch, 1999), and organisational commitment (Muthuveloo & Rose, 2017). (2005). Employees that are satisfied with their jobs contribute to job involvement, organisational dedication, self-productivity, improved physical and mental health, and a decent quality of life both on and off the job, according to Cherrington (2012).

Job dissatisfaction, on the other side, increases absenteeism, leads to labour problems, and contributes to a negative corporate culture atmosphere. The job scope, according to Rieger & Roodt (2002), may have an impact on the employees' overall quality of life. Furthermore, Sempene et al. (2002) conclude that job satisfaction can also be viewed as an individual's personal appraisal of the conditions prevalent in the workplace, with appraisal taking place on the basis of criteria that they consider to be relevant to them.

Employee satisfaction and morale, according to Garton, are attitudinal variables that reflect positive or negative feelings about specific people or situations, and satisfaction in the context of teaching appears to refer to a lecturer's ability to meet individual, personal, and professional needs as an employee. Employment satisfaction refers to how happy a person is with his or her job. Those who are more satisfied with their jobs are those who are happier. People are always measuring work satisfaction because if there is a lack of

it, the business will lose good-skilled personnel (Mohsin Nadeem, 2010). Job happiness, according to Badreya Al Jenaibi, 2010, might impact workers' initiative and passion.

Low work satisfaction has been identified as a strong indication of unproductive employee behaviour, including absenteeism (Spector, 1985; Martin and Miller, 1986) and plans to leave the company (Spector, 1985, Dupre and Day, 2007). As a result, job satisfaction should be maintained and improved with the goal of establishing quality workers, workplaces, and work environments (Nor Liyana and Mansor, 2009).

Job satisfaction is also linked to greater productivity and organisational commitment, fewer absenteeism and turnover, and increased organisational effectiveness, according to Ellickson and Logsdon, 2001. Furthermore, job satisfaction is defined as a happy emotional state arising from a positive evaluation of one's job or work experience. Employee perceptions of how effectively the work delivers those items that are seen as crucial determine job happiness. According to Mitchell and Lasan (1987), work satisfaction is the most significant and researched attitude in the subject of organisational behaviour.

Employees' full potential is necessary at all levels of the organisation since the company's operation is entirely dependent on their work happiness (Rothmann & Coetzer, 2002). Employees' affective or emotional sentiments are influenced by job satisfaction, which has a significant effect on their life (Sempene, Rieger & Roodt 2002). Job satisfaction has a significant impact on an employer's productivity, creativity, and devotion, and is a key factor in employee retention. Employee turnover is increased by a lack of work satisfaction, according to studies (Pienaar and Bester, 2008; Oehley, 2007).

Job dissatisfaction not only has an impact on the organization's performance, but it also leads to the desire to leave (Lok & Crawford, 2003). Employee happiness is a key indication of whether or not workers want to leave (Egan et al., 2004). Employees with a high level of job satisfaction are unlikely to want to quit (Wright & Bonett, 2007). In order to prevent employee turnover, organisations should focus on increasing employee happiness. In a recent research, it was shown that work satisfaction is adversely associated to the desire to quit (Al-Kilani, 2017; Lim et al., 2017; Yukongdi & Shrestha, 2020).

When Millennials' values fit with the organization's culture, job satisfaction and retention rates skyrocket (Inabinett & Ballaro, 2014). Work-life balance has been linked to improved well-being, job satisfaction, health, productivity, and life satisfaction (Haar et al., 2014; Lyness & Judiesch, 2014).

Trust is valued (Seppanen & Gualtieri, 2012), and it is regarded as a key and positive factor in job satisfaction (Flaherty & Pappas, 2000). The importance of motivating employees cannot be overstated, since a lack of motivation would lead to "dissatisfaction, job avoidance, absenteeism, psychological defences, constructive protest, defiance, and hostility of employees" (Wilson, 2005, as cited in Natarajan & Palanisamy, 2015, p. 714).

For Millennials, transformational leadership is the most important factor in job happiness and retention (Lee et al., 2016). They dislike hierarchical management structures and despise it when their superiors' ideas are the most important and irrefutable (Rousseau, 2004).

2.2.6 Intention to Stay

Millennials are the fastest-growing workforce group now and in the future (Miheli & Aleks, 2017; Wen et al., 2018), accounting for 75 percent of working professionals by 2030 (Miheli & Aleks, 2017; Wen et al., 2018). (Axten, 2015). In contrast to their predecessors, they have a proclivity for changing jobs (Brown, 2017). Low employee retention rates have posed a substantial financial burden on firms, necessitating the development of ways to maintain employees (Tadesse, 2018).

They want bosses who are courteous, inspirational, and innovative (Andert, 2011). When it comes to job seeking, they look for a company that is a good match for them, and they do not take any job (Walsh, 2015). They have low organisational loyalty (Deloitte, 2016; Hansen, 2015), and their connection with their superiors differs significantly from the traditional high-power distance relationship, since they expect close cooperation with their employers (Angeline, 2011; Pratitas, 2011). Lancaster and Stillman (2010) (Lancaster & Stillman, 2010).

While they are willing to work hard, they would not go the extra mile to impress their superiors by working 60–70 hours a week because they do not believe in extended work hours (Wetherell et al., 2015). Flexible working hours have been regarded as one of the two most valuable Millennial work perks, and while they are willing to work hard, they would not go the extra mile to impress their superiors by working 60–70 hours a week because they do not believe in extended work hours (Frankel, 2016).

Because they are extremely confident and overachievers, they have a propensity to pursue much higher growth opportunities (Hauw & Vos, 2010; Na-Nan & Saribut, 2019), such as being considered for leadership positions (Axten, 2015; Hauw & Vos, 2010; Na-Nan & Saribut, 2019). (Kaifi and colleagues, 2012). They have more self-confidence and aggressiveness than prior generations (Deal et al., 2010)

They are enthusiastic and inventive (Axten, 2015), solution-focused (DeVaney, 2015; Saratovsky & Feldmann, 2013), self-directed in decision-making (Na-Nan & Saribut, 2019), and want to be happy at work (Na-Nan & Saribut, 2019). (Caraher, 2014; Na-Nan & Saribut, 2019). 2014 (Caraher). They are not frightened of problems and are receptive to change since they are used to it (Falletta, 2016; Kultalahti & Viitala, 2014). (Kultalahti & Viitala, 2014).

They have a lot of energy and can multitask (Axten, 2015). (Axten, 2015; Zemke et al., 2000). They are referred to as the "instant generation" because of their demand for "feedback immediately," "training now," and "recognition now" (Axten, 2015, p. 54), and they have a low tolerance for tough or hard tasks (Angeline, 2011, Pratitas, 2011).

Some of the reasons for resigning include dissatisfaction with their jobs, difficult workloads (Sandhya & Kumar, 2011), excessive stress levels, or shifting to a better professional opportunity elsewhere (Hillmer et al., 2004). Millennials may change jobs at any moment ("Boomers and Millennials Define the New Workplace," 2009), and they do so on average every two years (Diskien et al., 2017).

They are said to have changed occupations at least six times over their careers, particularly in their early years (Burmeister, 2009; Dolezalek, 2007). Turnover fosters turnover, which implies that when people leave a company, those who remain must fill the

void until new personnel are hired and trained. As a result of the increased burden, employees may get stressed and decide to quit the organisation (Mellott, 2018).

Aside from the huge loss of expertise, the expenses of recruiting and training new employees are exorbitant (Hancock et al., 2013). Because "workers do not leave their jobs, they quit their bosses!" (Bertagnoli, 2017), management may worsen turnover (Campione, 2014, p. 19). Employee turnover is also caused by ineffective policies and bosses that undervalue their personnel (Natarajan & Palanissamy, 2015).

Repressing or ignoring their capacity to express themselves will push them out of the organisation (Olson, 2018), which is a bad notion considering how much fresh views Millennials have to contribute (Zabriskie, 2016). Low pay combined with tough job might lead to a high turnover rate (37 percent; Bertagnoli, 2017).

They are more than eager to change jobs in order to live a happier life (Caraher, 2014). Low salary, weariness, and a clogged promotion pipeline that yields few promotions keep the revolving door spinning (Bertagnoli, 2017). Their ideal workplace is one that offers a relaxed work atmosphere, leadership chances, a diverse range of occupations, a shorter commute home, and a well-known brand (Guillot-Soulez & Soulez, 2014).

Positive correlations exist between job satisfaction, happy employees, and high-performing organisations (Lee et al., 2016), and "improving workplace flexibility and equity between work and home life is critical to improving job satisfaction among millennial workers" (Ellis, 2013, p. 18), as they resist a "rigid bell-to-bell" workplace (Chappell, 2012, p. 3).

Although Millennials want competitive wages (Jauhar et al., 2017), money is not the only motivator for them (Chappell, 2012). When designing vocations that are a suitable match for individuals, it's vital to understand their strengths, competencies, and interests (Bye, 2018). Other retention strategies include keeping workers challenged (Siegfried Jr., 2008), inspired (Reuteman, 2015), engaged (Bye, 2018), and encouraging Millennials to participate and express their ideas in meetings (Reuteman, 2015).

Additionally, organisations should give career mentorship (Bye, 2018; Ware, 2014), flexibility (Chappell, 2012), and recognition for exceptional work (Bye, 2018; Ware, 2014). (Bye, 2018; Ware, 2014). (Jauhar et al., 2017; Reuteman, 2015). Other retention tactics include empowering, stimulating, and fulfilling work ("Dial back high turnover rates," 2010), career progression with promotion prospects (Plew, 2013; Reuteman, 2015), and frequent spot feedback and encouragement (Plew, 2013; Reuteman, 2015). (Bye, 2018).

Promoting a work environment that allows employees greater independence and flexibility, as well as opportunity to work on projects, increases their enthusiasm, ingenuity, and commitment to their positions ("Dial back high turnover rates," 2010). Managers may show they care by cultivating and maintaining a tight connection with Millennials by getting to know them personally (Chappell, 2012; Fisher, 2015; "Dial back high turnover rates," 2010).

Businesses, both as workers and as consumers, don't have much of a choice when it comes to adjusting to compete and thrive since millennials define the future (Walsh, 2015). Many firms are still trapped in the past, using outdated methods (Falletta, 2016). There is a definite need to change how businesses are led and operated (Falletta, 2016). In order to build a more Millennial-friendly workplace, companies may want to reevaluate their current processes (Aruna & Anitha, 2015).

Many organisations make the mistake of believing that Millennials share the same values and personal lives as earlier generations. Non-Millennials' connections and conversations with them must be different if progress is to be noticed (Frankel, 2016).

| Employee Generation/ Characteristics | Baby Boomers | Generation X | Millennials |
|---|--|---|--|
| Personal Characteristics | <ul style="list-style-type: none"> • Self-Absorb • Job Specific • Technically Conservative • Company Loyalty | <ul style="list-style-type: none"> • Self-Reliant • Lifelong Learning • Technically Savvy • Lack of Company Loyalty | <ul style="list-style-type: none"> • Self-Centred • Distance Learning • Digital Natives • Contract Mentality |
| Work Characteristics | <ul style="list-style-type: none"> • Security Oriented • Wary of Authority | <ul style="list-style-type: none"> • Work Life Balance • Independent | <ul style="list-style-type: none"> • Collaborative • Crave Feedback |

Table 2.2.6 (a): Generational Differences in Personal and Work Characteristics

*Adapted: Dimock (2019), Gibson, and Murphy (2009), and Bannon, Ford and Meltzer (2011)

One generational difference in work habits is a trend away from company loyalty. Baby boomers have the greatest amount of business loyalty in their work attributes as compared to Generation X and millennials (Dimock, 2019). In comparison to earlier generations, Generation X is less loyal and more entrepreneurial in work (Dimock, 2019).

Millennials have the lowest employee loyalty and a contract entrepreneurial spirit than either baby boomers or Generation X. Gibson, Greenwood, and Murphy (2009) (Gibson, Greenwood, & Murphy, 2009). Millennials, in contrast to baby boomers and Generation X, have a contract mindset or prefer shorter-term contract labour, indicating an increasing concern for businesses (Gibson et al., 2009).

As the number of millennials in the workforce increases, so does their impact (Brownstone, 2014; Fry, 2018a, 2020). The goals of millennials may challenge the existing, hierarchical organisational models and structures that have existed for baby boomers and Generation X. Because they vary from previous generations in terms of work and personal traits, communication preferences, and motivating factors, millennials have had a substantial influence on businesses in a number of ways.

Some of the most significant ways include Millennials' communication style and expectations for inclusiveness; predisposition for cooperation; expectation of regular

feedback and reassurance, promotions, and possibilities for growth; focus on extrinsic incentives; and a desire for work-life balance (Cekada, 2012; Gursoy et al., 2008; Kilber et al., 2014; Myers & Sadaghiani, 2010; Twenge, 2010; Weber, 2017).

These changes have had an impact on organisations and enterprises, resulting in a less stable workforce owing to greater turnover, higher hiring and recruitment expenses, and disturbed leadership succession planning (Adkins, 2016; Anderson et al., 2017; Boushey & Glynn, 2012; Frye, 2017; Ng et al., 2010). Millennial turnover has a negative influence on organisations since they have a lower retention rate than either baby boomers or Generation X. (United States Bureau of Labor Statistics, 2016).

| Baby Boomers | Generation X | Millennials |
|--------------|--------------|-------------|
| 9.4 | 6.4 | 2.1 |

Table 2.2.6 (b): Median Tenure for Baby Boomers, Generation X, and Millennials

*Adapted from the United States of Labor Statistics, 2016

The generational disparities in median tenure of length of time in a job are shown in table 2.2.6 (b). According to a 2016 analysis by the Bureau of Labor Statistics of the United States Department of Labor, millennials had a median tenure of 1.3 to 2.8 years, which was shorter than prior generations.

2.2.7 Employee Retention

The concept of employee retention first appeared in business in the 1970s. Employee retention refers to an employer's capacity to keep staff on board (Chandra, 2016). Employee retention is a strategy for encouraging employees to stay with a company for as long as possible (Raminder, 2017). Employee retention is one of the company's cost-cutting strategies. Retaining current staff saves money for the company. Employee retention is one of the company's most essential assets. Employee turnover costs the organisation more money in terms of hiring costs, training new staff, and productivity losses. It's impossible to calculate the actual cost of turnover.

Employee retention, by definition, is an attempt or strategy to encourage workers to stay with a company for a long time. The corporation is more likely to fulfil its long-term objectives, which is growth, if people are retained inside the organisation. Employee

retention becomes a crucial component of a company's operational operations, particularly long-term efforts, such as growing and taking over a market, according to Zin et al (2012).

Employees are one of a company's most valuable assets, according to Kossivi, Xu, and Kalgora (2016). As a result, employee retention isn't only about attracting the greatest personnel; it's also about keeping them in the firm for the long haul. Apart from the definitions given above, according to Putra and Rahyuda (2016), employee retention is one of the strategies used by top management to encourage workers to remain with the firm for a particular amount of time in order for the company to benefit. Much study has been done to examine employee retention strategies that companies or organisations may utilise to determine the actions to follow in order to keep their personnel (Raj and Brinda, 2017).

Employee retention is critical to a company's success since it is the only way to ensure the company's long-term viability. Employees are seen as a valuable asset who contribute to the organization's financial success and long-term growth (Singh, 2019). Human development and management, on the other hand, is a complicated process. This procedure focuses on how a corporation might improve employee motivation. Employees that are highly motivated will have an influence on their performance and the success of their company. Employee retention may be achieved by developing a work environment that encourages people to improve their motivation. Compensation, career advancement, and work flexibility are some examples of factors that are thought to have an influence on employee retention.

Industry experts, on the other hand, believe that a replacement should cost no more than 25 per cent of an employee's compensation. Aside from the monetary loss, an employee's resignation necessitates a longer period of time for the hiring and training of new personnel. Furthermore, the new employee's efficiency has yet to be determined. Furthermore, when a person resigns, his or her significant knowledge of the organisation, clients, current projects, and experience is left behind. The company's investment, which includes both time and money spent on the employee, is a waste of money because the company's expectation of a future return will not be realised (Prashant & Megha, 2013).

On the subject of employee retention, there are three significant theoretical models to consider. Zinger Model, Employee Retention Connections Model, and Integrated System for Retaining Employees are three of them (Raminder, 2017). Employee retention is targeted in the Zinger Model to attain a desired result. The company's strategy is required to attain the desired outcome. The essential component to employee retention is connection or engagement.

To keep talent, powerful acknowledgements are required. Employee retention, according to this notion, contributes to performance management, as engagement and retention increase and raise firm performance. Employees should be aligned with the company's goals to increase the organization's esteem. There should be no disconnect between the employee and the organisation. The company expected a significant link between staff engagement and retention, which would help them better serve their clients. To cultivate their power, visibility, and value, employees should build personal abilities and professionalism via their work. Work and tasks should contribute to the well-being of employees. The health and productivity of each employee have an impact on the organization's performance (Sultana & Bushra, 2013).

Employee Retention Connection's model, on the other hand, states that stimulating work, leadership, recognition, and rewards are the major factors that influence employee retention. Work can be stimulating by providing decision-making authority, resources and support, learning chances, and personal acknowledgment, among other things. Leaders that practise motivational leadership are more likely to accept change and be open to new ideas. They should lead the organization's vision, assist others in developing their skills, and serve as a role model for the organization's principles.

The organisation should place a premium on employee recognition and reward those who excel at their positions. Success should be celebrated in order to improve self-esteem, camaraderie, and teamwork (Sultana & Bushra, 2013). Finally, it was said in the integrated system for retaining people that employee retention transforms organisation culture and improves the company's competitive edge. Analyzing the atmosphere of the organisation, planning engaging work, educating motivational leaders, competency building, career development, and recognising and rewarding success are all transformation activities (Sultana & Bushra, 2013).

Career progression prospects, a competitive wage and incentive system, remuneration and benefits, and the work culture are all common reasons why individuals choose to show loyalty in their jobs (Rai et. al, 2019, Ghosh et. al, 2013). Person turnover occurs when an employee is dissatisfied with their current employment due to the working environment (Al Battat & Mad Som, 2013). According to Agarwal et al., employees who are engaged in their job have a proclivity for happy sensations and are therefore less likely to leave (2012). Employees may display loyalty if their boss gives enough guidance and support, and the notion of quitting never occurs to them (Tse, Huang & Lam, 2013).

Many workers, according to Slavich et al. (2014), want to be inspired by their work environment, especially in terms of team spirit. It also helps that staff are not handled in a hierarchical manner. To put it another way, all employees are treated the same. Rai et al. (2018) highlighted previous research that concluded that turnover intentions are a strong predictor of actual turnover. The evidence comes from a growing trend in research to look at individuals' intentions to leave or stay in a business rather than actual employee turnover. As a result, the intention to stay can be considered a reliable predictor of staff retention.

Millennials have different expectations about their jobs than earlier generations. These expectations occur as a result of a great desire to learn, improve oneself, and make major contributions to the organisation or perhaps the globe. Millennials, on the other hand, are more likely to shift jobs in a short period of time for a variety of reasons. Millennials have qualities such as a proclivity to move about when jobless in order to get valuable work experience, a focus on job happiness, and a preference for working environment above money (Calk and Patrick, 2017).

Employee retention and reward recognition, as well as work-life balance, were shown to be positively related in previous studies done in numerous nations. Nasir and Mahmood (2018) investigated how supervisor support, reward and recognition, and work-life rules influence employee retention. According to several studies, recognition and connections with coworkers are the two most important elements that influence Millennials' decision to remain in their professions.

There is research available that focuses on the links between aspects including work-life balance, salary or incentives, and recognition and employee retention. Employee retention

is one of the issues that an organisation must confront, particularly for those in the human resource department (Too and Kwasira, 2017).

Millennials are said to have high expectations for their employment and the organisations for which they work, as well as special considerations before accepting work (Arora and Kshatriya, 2017). Because there are so many options to consider, Millennials may simply shift jobs or transfer from one company to another. As a result, retaining employees from this age is a particular difficulty for businesses.

2.3 Theoretical Foundation

The basic framework for this study is Karl Mannheim's generational theory, which was popularised in the 1990s by Neil Howe and William Strauss (Codrington, 2008). According to the generational idea, when a person is born has an impact on the formation of their worldview. This is based on their value system, which is formed over the first ten years of a person's existence through interactions and experiences with their family, friends, communities, and key life events (Codrington, 2008). Millennials have a different outlook than earlier generations since they grew up in a different world. They were up in a period of fast change, which has shaped their priorities and expectations in ways that previous generations did not (GoldmanSachs, 2017). This study intends to identify the factors influencing millennial job satisfaction and intention to stay.

2.4 Empirical Research

All of the data for this quantitative study comes from primary sources, such as the survey form that will be given to the respondent to fill out. It is used to quantify attitudes, behaviour, and other defined factors that are set in a structural structure in the questionnaires. After the data provided by the respondent has been analysed using the manner indicated in this research technique, all of the research questions and objectives in this research paper can be answered. With the research findings, the issue or problem in these circumstances can be solved scientifically rather than relying solely on guesswork, which isn't always true.

2.5 Conceptual Framework

The theoretical framework for this study is as shown in Figure 2 was established based on past literature reviews of previous studies. The dependent variable for this study will be job satisfaction and intention to stay, while the independent variables are employee monetary benefits, non-monetary benefits, organisation factors and social factors. This study will investigate the significance of the correlation between the independent variables and dependent variables, based on millennial population setting working in QI Malaysia.

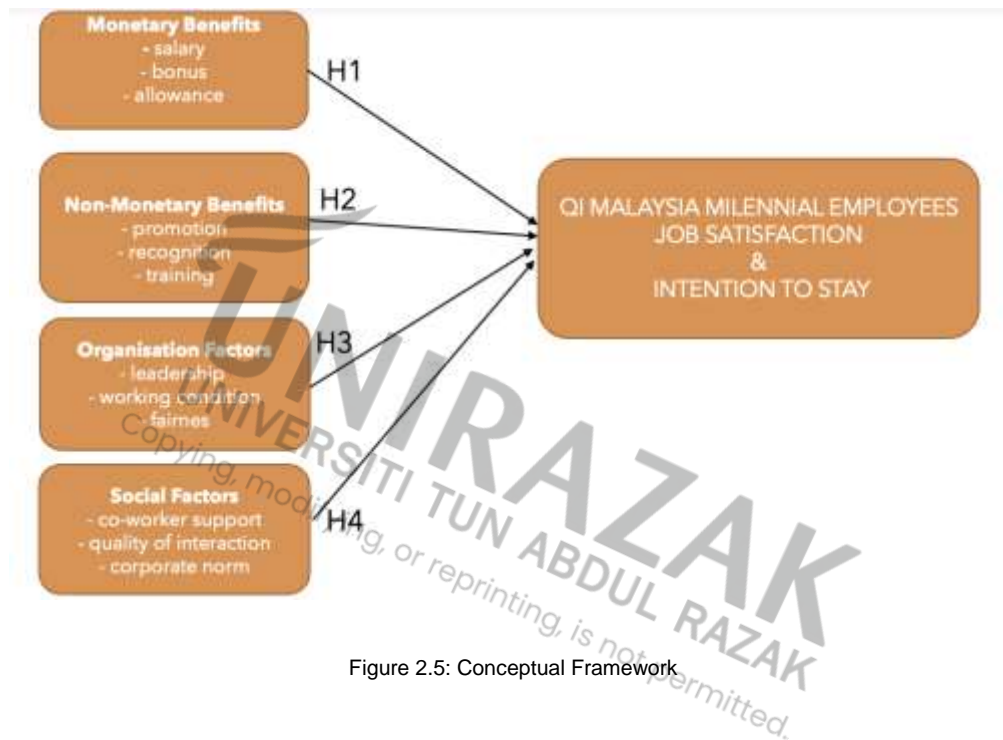


Figure 2.5: Conceptual Framework

2.6 Hypothesis Development

| Hypothesis | Millennial Employees Job Satisfaction & Intention to Stay Factors |
|------------|---|
| H1 | Better Monetary Benefits will correlate positively with job satisfaction and increase millennial employee's intention to stay on in an organization. |
| H2 | Good Non-Monetary Benefits will correlate positively with job satisfaction and increase millennial employees' intention to stay on in an organization. |
| H3 | Positive Organization Factors will correlate positively with job satisfaction and increase millennial employee's intention to stay on in an organization. |
| H4 | Healthy Social Factors will correlate positively with job satisfaction and increase millennial employees' intention to stay on in an organization. |

Table 2.6: Hypothesis Development

2.7 Summary of Chapter 2

This chapter focuses on constructing a theoretical framework based on the research's problem statement and research objectives. Before proposing the conceptual framework, we looked into the theory that relates to the research objectives and research questions in depth to avoid any misinformation, and the conceptual framework has also been developed in such a way that the sequel can be understood and believe that there is a relationship between each of the variables or concepts.

In empirical research, the researcher seeks to provide as much detail as possible about previous research on the topic of study by previous research on the issue that is linked to this research. The findings of previous research and the area of their study aid the researcher in determining which aspects of the study need to be improved, how the study was conducted on this issue, and what area of research drew the previous researcher's attention and why they focused on it. The findings of previous research are also important for the current research to consider in terms of how it contributes to knowledge and a better understanding of the issue, the problem, the benefits and drawbacks, and how the industry can use it as a tool to improve their services, processes and policies after receiving the research findings or outcomes. Along the way, empirical research attempts to gain a better understanding of the area of research conduct, and with this information, a good conceptual framework with a better concept may be built to meet the requirement for this research objective and research finding.

The theoretical framework has been accurately identified and classified. The link between each of the variables has also been outlined in depth, as well as how we expect this relationship to develop based on the hypothesis we establish. The hypothesis development that the researcher generates in this is sufficient for its aim; it can also be testable and directive or non-directional. This is not an issue in this case because the researchers are aware of the requirements and needs of the hypothesised standard processes. The problem statement, research objectives, and questions, the significance of the study, the organisational structure of the study, the theoretical foundation, empirical research, proposed conceptual framework, and hypothesis development are all covered in detail in this research study by the end of chapter 2. It enables the researcher to proceed through this research in stages rather than jumping to conclusions, and every department

of this study, such as every element in Chapter 1 to Chapter 2, has been put to the test in accordance with the research standard.



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The previously chapters in the study provides theory related with factors influencing millennial employee job satisfaction and how proposed conceptual framework of this study was developed, as well as the environment of study. It was also discussed in detail in the literature review based on a past study that are related to factors influencing millennial job satisfaction such as monetary benefits, non-monetary benefits, organization factors and social factors that contributes to the millennial job satisfaction which will influence millennial intention to stay in an organization.

The study's design is described in this chapter. The study's conceptual framework and hypothesis are built around the research topics. This chapter covers the study's methodology, research instrument, data collecting, and sample strategy. This chapter will also cover the measurement of the variables, as well as the scale of measurement and data analysis methodologies. The study follows the approach shown in the figure below, which is based on the research goals. This chapter presents the research design, method of data collection operationalization and measurement, data analysis techniques and ends out with the summary of chapter 3.

This chapter serves as a guide for obtaining, verifying, and analysing data for the suggested framework mentioned in the previous chapter. The researcher should comprehend the research activities and process of the complete research cycle, as well as the strengths and weaknesses of each system, when it comes to research technique. The goal of this chapter is to provide an appropriate procedure for doing research such that the data collected are accurate and dependable and fulfil the study's goal.

3.2 Research Design

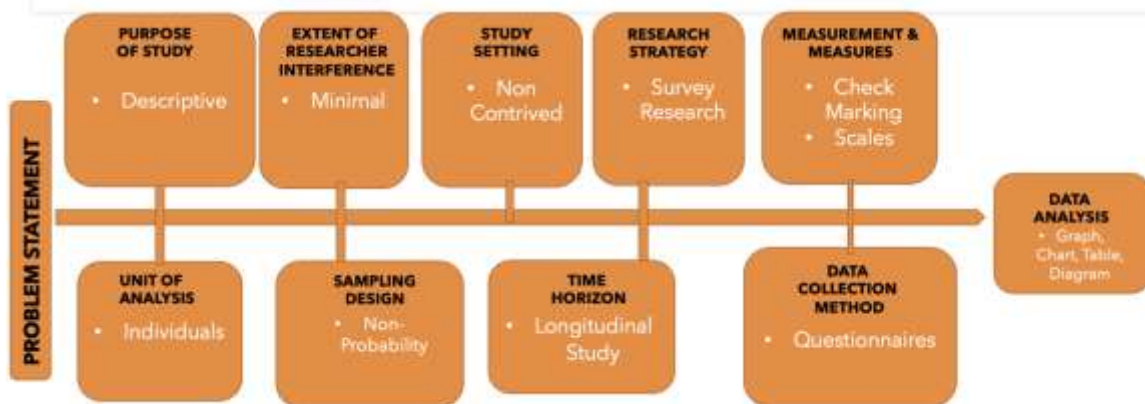


Table 3.2: Research Design

One of the most significant components of every research report's analysis is the study design, which should be mentioned in every report. The research design is a comprehensive plan for dealing with the study issue in the most efficient way possible. Furthermore, the study design includes goals drawn from the research question, describes the sources from which data will be collected, handles ethical concerns, and considers restrictions such as data access, time, location, and financial resources, among others.

This research article is a correlational study, which means it aims to find characteristics that may impact employee work satisfaction so that suggestions may be made. Correlation analysis is helpful in finding the link between independent and dependent variables (Senthilnathan, 2019). To get findings, the study used a quantitative research technique, which is detailed below, to deal with the measurement and analysis of variables.

Furthermore, quantitative analysis procedures acquire and evaluate numerical form data using mathematical tools, particularly statistics, to establish the validity of an issue or hypothesis (Apuke, 2017). A questionnaire was circulated and collected to gather information in order to get the outcomes of this research project.

3.3 Study Population and Sampling Procedures

The use of qualitative method is beneficial in gaining an understanding about the aspect that drives peoples' behavior and their underlying values (Yauch and Steudel, 2003;Choy,

2014). These respondents will consist of millennial employees of QI Malaysia. The millennial employees of QI Malaysia amount to 50 per cent of the employees, that are 120 employees.

3.3.1 Sampling Technique

Sampling is a technique that enables researchers to infer information about a community from the findings of a subset of the population without of having to look at every single person. The expense and effort of the survey will be reduced by using a small number of individuals to represent and participate in it. It will also make it simpler for the researcher to get high-quality data. The researcher must also ensure that the sample size used is balanced and capable of provide real meaning (Health Knowledge) (2019).

3.4 Data Collection Method

Data Collection was carried out on 120 millennials employees of QI Malaysia. The participants will be approached based on the data of millennial employees given by the Human Resources Department. All participants have responded to the questionnaire based on a voluntary basis. The respondents were advised to fill in the survey form during lunch or before or after work hours, to avoid any disturbance to their work and affect the answers based on their work mood. All questions are closed ended questions of check marking and 5-point Likert scale. There was be no open-ended questions in the survey.

Because all data was acquired using Likert-scale type questions, the nature of the data received in this survey is ordinal. There's no way to measure the difference between "agree" and "strongly agree," if only because participants' perceptions of the psychological and emotional impact of these responses would definitely vary.

Because survey data is ubiquitous, many descriptive tests (non-parametric, chi-square, t-test, and analysis of variance (ANOVA)) are often utilised (Fink 1995, p. 50). When working with Likert-scale data, it's best to start with descriptive statistics (e.g. mean, median, mode) (Boslaugh and Watters 2008, p. 209). Then, for between-subjects designs, pick one of the non-parametric tests (such as the Mann-Whitney U test, median test, or Kruskal-Wallis test in this example); options include the Mann-Whitney U test, median test, and Kruskal-Wallis test (Boslaugh and Watters 2008, p. 209).

The Kruskal-Wallis test in SPSS was used to analyse the survey data for this study. This test "assesses the differences among three or more independently chosen groups on a single, non-normally distributed continuous variable" (Weiner and Craighead 2010, p. 904). Because it is the only descriptive statistical test that makes sense given the survey data, the mode will also be utilised. The descriptive statistics test will be used to evaluate numerous properties of this data collection, including mean, median, and mode.

3.5 Research Instruments

3.5.1 Questionnaire Design

To achieve results, this study employs a quantitative research approach to deal with the measurement and analysis of variables. Because questionnaires are more objective in gathering information from several groups in a relatively short period of time, they were used. In addition, the researcher analyses the data using the Statistical Packages for Social Sciences (SPSS). Since a result, creating a questionnaire design is critical, as it requires reliable data from respondents in order to reply to the research questions and meet the goals. This is because the questionnaire's design will have an impact on the replies, the data's reliability, and validity. Except for the perception of gender and ethnicity information test, all three leadership and work satisfaction factors were assessed using a 5-point Likert-type scale.

3.5.2 Scales of Measurement

This study used the most popular measuring scales, such as interval, Likert-style Rating, and nominal scale, as did most prior studies.

3.5.3 Scale of Nominal Values

The lowest measurement level is a nominal scale, which is most often utilised in qualitative variables rather than quantitative ones (Dalati, 2018). The mathematical properties of magnitude, equal spacing, and absolute zero points are not present in a nominal scale. Only the grouping of things into mutually exclusive groups accords with nominal scale (Dalati, 2018).

3.5.4 Scale of Intervals

An interval scale may be used to determine the respondents' age and income. The interval scale, according to Dalati (2018), indicates a greater measuring level than the ordinal scale. He went on to say that interval scale has both scale and equal intervals between neighbouring units. The interval scale, on the other hand, lacks an absolute zero point. The interval scale has the qualities of an ordinal scale and has equal intervals between neighbouring units (Dalati, 2018).

3.5.5 Scale of Likert-Style Ratings

Likert scales are a kind of noncomparative scale. During the analysis, this approach just looks at a particular characteristic. Respondents will be provided an ordinal scale on which to rate their degree of agreement while filling out the questionnaire. The most typical format is a five-point scale with "Strongly Disagree" on one end and "Strongly Agree" on the other, with "Neither Agree nor Disagree" in the centre. In part C of the questionnaire, a Likert-style rating scale is used in this study.

3.6 Data Processing

Data processing is utilised to examine the survey data at the conclusion of this chapter. Following the collection of data, the researcher will use a variety of data analysis approaches to translate the quantitative data into an interpretative form. Through the results of data analysis, the researcher may validate the hypothesis and get a better understanding of the data. The data analysis is carried out by the researcher using SPSS Version software because it allows the researcher to examine quantitative data more effectively and efficiently. In this study, descriptive analysis, reliability analysis, correlation analysis, and multiple linear regression were employed as analytical methodologies.

3.6.1 Checking the Questionnaire

Checking surveys is a good idea if you want to catch issues early. There are just a few stages involved in authenticating the questionnaire in this research. First and foremost, double-check that everything is in order and that the interviews are of good quality. This

practise begins once the first round of surveys has been completed and returned. The goal of this step is to identify any current issues with the questionnaire so that we can correct it as soon as possible before conducting the whole survey. According to Malhotra and Peterson (2006), questionnaire checking may uncover problems early in the pilot test, allowing for a full survey when the mistakes are fixed.

3.6.2 Editing Data

Hair, Bush, and Ortinau (2006) define data editing as the second part of the data collection process, which entails checking for mistakes made by either the interviewer or the respondent. When the questionnaire has been evaluated, the data will be modified. Data editing is the process of going through the questionnaire again in order to increase accuracy and precision. We verified the consistency of these sloppy responses, such as half answers and unanswered questions. As a consequence, surveys that are missing or incomplete are no longer a concern.

3.6.3 Coding of Data

Using data coding, each possible response to each question is assigned a code. Different codes have been assigned to the questionnaire to indicate different questions. When the questionnaire has been completed in its full, this code is applied. According to Hair, Bush, and Ortinau (2006), a code with a particular numerical value is assigned to each unique question in the survey instrument. Work satisfaction is addressed in Section A of the questionnaire, and respondents' responses will be categorised from "1" to "5" according to their level of agreement.

For example, "strongly disagree" is classified as "1" while "strongly agree" is coded as "5". Independent factors like as remuneration and benefits, stress, training, and working environment are included in the construct measurement part of the questionnaire. The responses will be categorised from "1" to "5" based on the respondents' level of agreement. For example, "strongly disagree" is classified as "1" while "strongly agree" is coded as "5".

3.6.4 Transcribing of Data

Data transcribing is the process of converting data from surveys into computers via keypunching (Malthotra and Peterson, 2006). Following the completion of the questionnaire, we entered the data into the Statistical Package for the Social Sciences (SPSS) in order to get correct results for analysis.

3.6.5 Cleaning of Data

The data cleaning technique starts once the data has been transcribed. This stage's purpose is to clean up the data, which includes performing consistency checks and dealing with missing responses (Malthotra and Peterson, 2006). The difference between this stage and the previous one is that this one is more extensive and detailed. SPSS software is used to conduct the consistency check. Data that is out of range, logically incorrect, or has extreme values is detected using consistency tests.

Malthotra and Peterson (2006) define data cleaning as "verifying for consistency and handling missing report replies." To ensure that the raw data was submitted correctly into the data collection form, it is double-checked and double-verified (Burns & Bush, 2006). The SPSS software was used to check for consistency by looking for data that was out of range, such as logically inconsistent data or numbers that were too high or too low.

3.7 Data Analysis Techniques

The questionnaire will be based on and from a prior research, with some changes. Factor analysis, SPSS, and two primary approaches will be used to analyse the data: descriptive analysis (mean, median, mode, percentages, frequency, and range) and inferential analysis (correlation, regression, and analysis of variance). To illustrate the survey's results and findings, the researcher will use a table, bar graphs, histogram bar, horizontal bar, pie charts, line chart, pie graphs, and other forms of analysis.

3.7.1 Descriptive Analysis Techniques

In a descriptive analysis, the researcher seeks to explain a demographic trait or a phenomena under investigation. The demographic group of millennial workers in QI Malaysia was used as an example in this case study to evaluate the elements that impact their job satisfaction and desire to remain. To put it another way, the researcher concentrates on the quantitative research approach, which entails gathering data based on measurable information and then combining it with a statistical analysis of the population sample.

This strategy will be appropriate for the study that will be conducted in order to determine what elements impact the population of millennial workers to be content with their jobs and raise their desire to remain. The researcher use descriptive analysis because it aids in the definition of respondent characteristics. By asking a closed-ended question, the respondent reveals their driving pattern, qualities, and behaviour, as well as their attitude toward the inquiry.

3.7.2 Inferential Analysis Techniques

To complete this study, the researcher used the descriptive and qualitative methods to analyse data from questionnaires as well as information gathered from primary and secondary sources. To demonstrate the outcomes or outcome of the survey and find, the researcher will use a table, bar graphs, histogram bar, horizontal bar, pie charts, line chart, pie graphs, and other ways of analysis.

3.7.3 Coefficient Correlation Analysis

The Pearson correlation analysis technique is used to investigate the relationship between two quantitative, continuous variables. This strategy is being used to look at the relationship between each variable in this research report. The coefficient might have a value between negative 1 and positive 1; a positive 1 indicates a positive connection, while a negative 1 indicates a negative correlation.

| | |
|----------------------|------|
| Perfect Negative | -1 |
| Strong Negative | -0.7 |
| Weak Negative | -0.3 |
| Perfect Independence | 0 |
| Weak Positive | 0.2 |
| Strong Positive | 0.7 |
| Perfect Positive | 1 |

Table 3.7.3: The Pearson correlation analysis rule of thumb

3.7.4 Reliability Test

According to Golafshani (2003), dependability is defined as the consistency of findings across time as well as an accurate depiction of the overall population under investigation. The research instrument is regarded trustworthy if the findings can be replicated using a comparable technique. Cronbach's Alpha is a measure of the test items' internal consistency or reliability provided by SPSS. The larger the correlation between variables, the higher the alpha will be assessed. Cronbach's Alpha Technique is a standard reliability coefficient that demonstrates how strongly the elements in a set are positively associated to one another, according to Sekaran, 2003. A Cronbach's Coefficient of 0.6 or above implies a high degree of dependability as well as excellent internal consistency and reliability.

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

Table 3.7.4: Rule of Thumb about Cronbach's Alpha Coefficient Strength

If Alpha >0.95, items should be inspected to ensure they measure different aspect of the concept.

Sources: Hair, J. F. Jr., Babin, B. Money, A. H., & Samouel, P. (2003). *Essential of business research methods*. New Jersey: John Wiley & Sons.

3.7.5 Inferential Analysis

Inferential analysis, according to Arsham (1996), is concerned with drawing conclusions from samples about the populations from which they were obtained. Any inferred inference from sample data to the population from which the sample was taken must be expressed in probabilistic terms. Inferential statistics may then be used to explain a phenomena or to verify a claim's validity. We will concentrate on two methodologies based on our research: Pearson correlation coefficient analysis and multiple regressions analysis.

3.7.5.1 Pearson Correlation Coefficient Analysis

The Pearson correlation coefficient, according to Sorana-Daniela & Lorentz (2006), is a measure of the strength and direction of the linear connection between two variables, as well as the direction and degree to which the variable is connected to others. The Pearson correlation coefficient has a range of values between -1 and +1. A value of +0.1 indicates that the variables are completely linearly associated in an increasing connection, while a value of -1 suggests that the variables are perfectly linearly related in a declining relationship, and a value of zero shows that the variables are not linearly related.

If the correlation coefficient is more than 0.8, there is a strong link; nevertheless, if the correlation coefficient is less than 0.5, there is a weak association. R² is the coefficient of determination, which tells you how much variation there is in the dependent variable compared to the variance in the independent variable. Pearson correlation analysis is utilised in our research to determine a correlation between the independent and dependent variables.

| Coefficient range | Strength |
|-------------------|---------------------------------|
| +0.91 to +1.0 | Very Strong |
| +0.71 to +0.90 | High |
| +0.41 to +0.70 | Moderate |
| +0.21 to +0.40 | Small but definite relationship |
| 0 to +0.20 | Slight, almost negligible |

Table 3.7.5.1: Pearson Correlation Coefficient Strength

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

3.7.5.2 Multiple Regressions Analysis

Multiple regressions are a collection of independent variables that, when combined, explain a significant portion of the variance in a dependent variable, establishing the relative predictive value of independent variables. We can next use hierarchical regression to see how much variance in the dependent variable can be explained by a set of independent factors. The greater the correlation, the closer the scores fall to the regression line, resulting in a more exact prediction, according to Garson (2007). Multiple regressions are related with R^2 , multiple correlations, which means that all of the independent variables can explain the dependent variable's proportion of variance.

3.8 Operationalisation and Measurement

The conceptual model used in this study is clear about what variables to explore and how each variable affects the study's outcomes. The research will be focused on this clear conceptual and hypothesis development, avoiding waste of time and going beyond the boundaries of the research investigation.

3.8.1 Independent Variables

In this research, the study will look into the independent variables that was identified and focus of the research is to try to prove that is the relationship between each of them with a mediating variable. The independent variables that been label based on hypothesis statement are Monetary Factors (H1), Non-Monetary Factors (H2), Organization Factors (H3), and Social Factors (H4). Finally, we also proposed that Job Satisfaction (H5) will be positively influence Intention to Stay. The most important in this research also to look into how these independent variables influence the dependent variables either in a positive or negative way. The variance in the dependent variable is accounted for by the independent variables.

3.8.2 Mediating Variable

In this case, the mediating variable is identified to be job satisfaction. Job satisfaction in this research will correlate with the independent variables that are monetary benefits, non-monetary benefits, organization factors and social factors, to influence the dependent variable that is intention to stay.

3.8.3 Dependent Variable

The dependent variable or the outcome for this current model is the intention to stay. This were the main objectives of this research. The goal of this research project is to understand, predict, or explain the variability of this variable.

3.9 Summary of Chapter 3

This chapter focuses on research design, which was created based on the study's research topic. The data collection, measurement, and analysis are all done in accordance with the research design that is created. This research design also includes facts on the study's objective and the type of research that will be conducted with it. This study aims to see if similar difficulties faced by the organisation in a specific area and how they were solved in the past and current situation problem solving are the same or not, or whether the same problem has different outcomes or problem-solving.

In this topic, the researcher also goes into great detail about the study population and sampling procedures, such as who is being sampled, why they are being sampled, the area of sampling, and sampling procedures. The data collection method is also described in great detail to demonstrate the validity of the data and how each variable in this study has been measured based on variables. Finally, in this chapter, it also sees the discussion on the data analysis strategies that are employed in this study in order to complete the research and achieve the goals.

CHAPTER 4

ANALYSIS AND FINDINGS

4.1 Introduction

The chapter in this research project plays an important role of carrying out the very important activity of analysing the statistical data collected from the dataset and then making a discussion of the findings that were obtained. Discussed in this chapter include the results of the analysis of missing data, reliability testing, normality testing, frequencies testing, descriptive testing, correlation testing and regression testing as well.

4.2 Findings Analysis

4.2.1 Missing Data Findings

| Statistics | | | | | | | | | |
|------------|---------|-----|--------|-------------------------|-----------------------|------------------|-----------------|----------------|----------------|
| | | Age | Gender | Education Qualification | Total Work Experience | Employment Years | Employment Type | Position Level | Monthly Income |
| N | Valid | 120 | 120 | 120 | 120 | 120 | 120 | 120 | 120 |
| | Missing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Table 4.2.1: Missing Data Findings

With reference to the chart provided above, it shows the statistics that are connected to the missing data analysis. There are a total of 120 respondents that were collected for the analysis and analysis of all their responses showed no missing data.

4.2.2 Reliability Test

In conducting the reliability test data analysis, it must be pointed out that for the alpha to denote reliability, it must be exactly, or surpass 0.6. If it is below this figure, it means there is low reliability of the scale of the questionnaire.

4.2.2.1 Reliability Test Alpha for Monetary Benefits Likert Scale

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .826 | 3 |

Table 4.2.2.1: Reliability Test Alpha for Monetary Benefits Likert Scale

The alpha for the monetary benefits Likert scale does prove reliability because it is 0.826 (>0.6 or). A result like this is interpreted to mean that is satisfactory reliability.

4.2.2.2 Reliability Test Alpha for Non-Monetary Benefits Likert Scale

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .626 | 3 |

Table 4.2.2.2: Reliability Test Alpha for Non-Monetary Benefits Likert Scale

The alpha for the non-monetary benefits Likert scale does prove reliability because it is 0.626 (>0.6). This kind of a Cronbach's alpha means there is satisfactory reliability.

4.2.2.3 Reliability Test Alpha for Organisational Factors Likert Scale

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .619 | 3 |

Table 4.2.2.3: Reliability Test Alpha for Organisational Factors Likert Scale

The alpha for the organisational factors Likert scale also substantiates the presence of reliability because it is 0.619 (>0.6). This Cronbach's alpha means there is satisfactory reliability.

4.2.2.4 Reliability Test Alpha for Social Factors Likert Scale

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .679 | 3 |

Table 4.2.2.4: Reliability Test Alpha for Social Factors Likert Scale

The alpha for the social factors Likert scale suggests reliability because it is 0.679 (>0.6). The Cronbach's alpha obtained here shows there is satisfactory reliability.

4.2.2.5 Reliability Test Alpha for Intention to Stay Likert Scale

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .789 | 3 |

Table: 4.2.2.5: Reliability Test Alpha for Intention to Stay Likert Scale

The alpha for the intention to stay Likert scale highlights adequate reliability as it is 0.789 (>0.6). The Cronbach's alpha means there is satisfactory reliability.

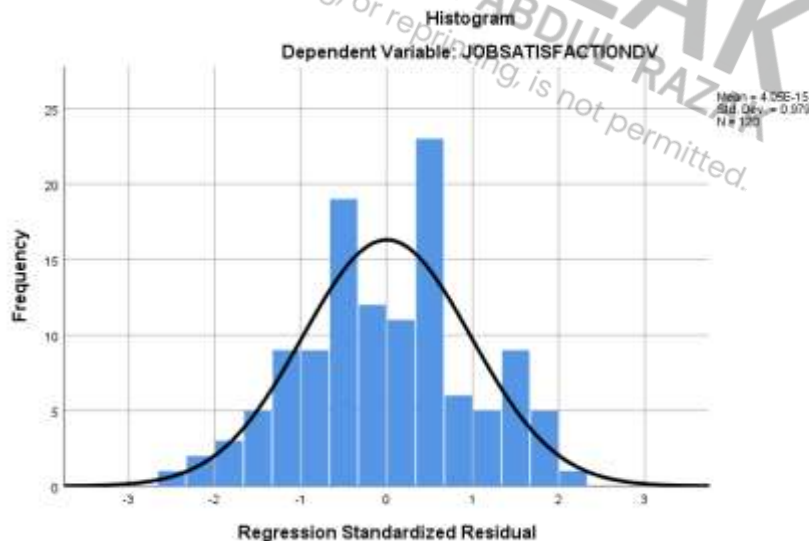
4.2.2.6 Reliability Test Alpha for Job Satisfaction Likert Scale

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .614 | 3 |

Table 4.2.2.6: Reliability Test Alpha for Job Satisfaction Likert Scale

The alpha for the job satisfaction Likert scale shows the presence of satisfactory reliability because it is 0.614 (>0.6). The Cronbach's alpha proves satisfactory reliability.

4.2.3 Normality Tests



Graph 4.2.3: Normality Test Graph

The normality testing is now done in this chapter using a diagrammatic analysis method of the histogram. The histogram provides an easy way to interpret normality of data and all that needs to be done is to carry out the interpretation of the shape of the bell curve in the histogram. When determining the shape of the bell curve, there is a certain level of consensus among statisticians that when the histogram curve is shaped like a bell, this means there is normality and if the histogram is not shaped like a bell, then there is no normality of data. Based on the chart above, there is a bell shape among the bars in the chart. Based on this, the inference made is that there is data normality.

4.2.4 Frequencies Tests

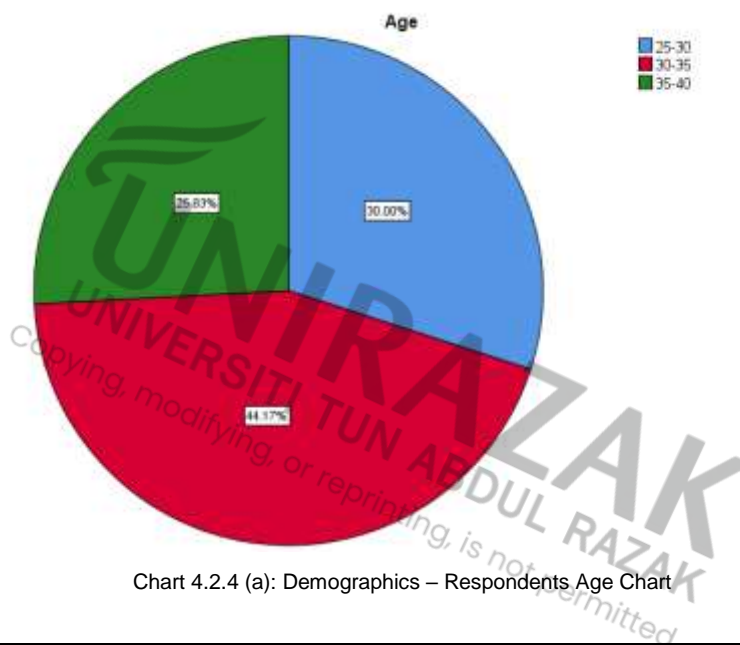


Chart 4.2.4 (a): Demographics – Respondents Age Chart

| Age | | | | | |
|-------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 25-30 | 36 | 30.0 | 30.0 | 30.0 |
| | 30-35 | 53 | 44.2 | 44.2 | 74.2 |
| | 35-40 | 31 | 25.8 | 25.8 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Table 4.2.4 (b): Frequency Test – Respondents Age

The frequencies test statistics about the age of the participants in the project provide that 30% are between 25 to 30 years old, 44.2% are between 30 to 35 years old and 25.8% are between 35 to 40 years old. The obvious finding is that participants who participated here were mostly between 25 to 30 years of age. The lowest number are between 35 to 25 years of age.

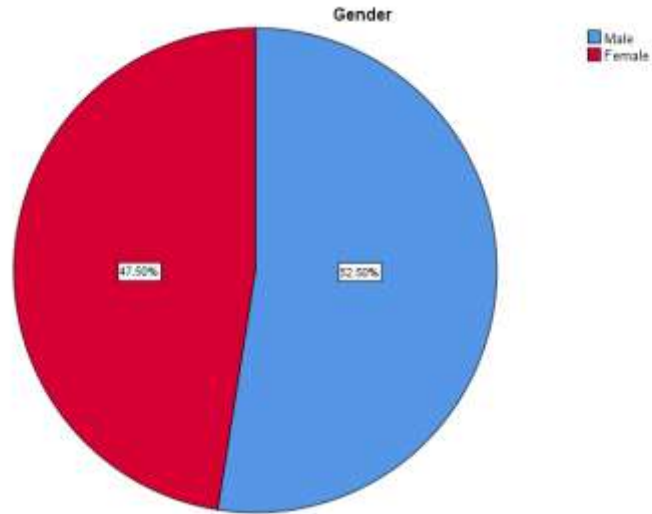


Chart 4.2.4 (c): Respondents Gender Chart

| Gender | | | | | |
|--------|--------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Male | 63 | 52.5 | 52.5 | 52.5 |
| | Female | 57 | 47.5 | 47.5 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Table 4.2.4 (d): Frequency Test – Respondents Gender

The gender analysis based on the statistics obtained are showing that 52.5% of those who took part consists of the male gender and the female participants are 47.5%. The largest number are obviously males.

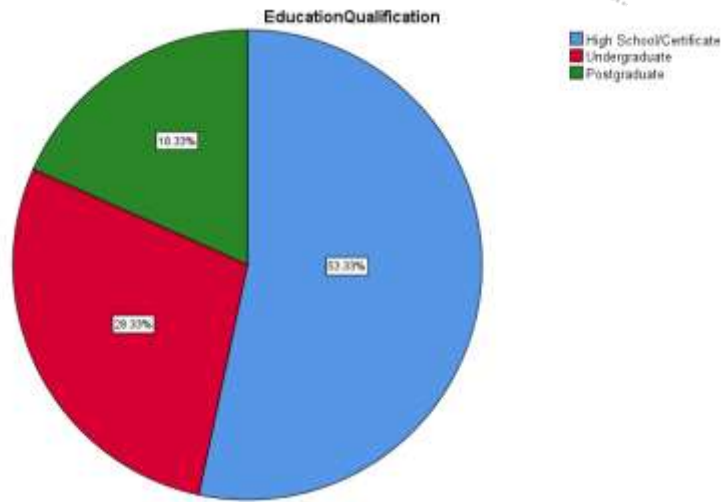


Chart 4.2.4 (e): Respondents Education Level Chart

| Education Qualification | | | | | |
|-------------------------|-------------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | High School Certificate | 64 | 53.3 | 53.3 | 53.3 |
| | Undergraduate | 34 | 28.3 | 28.3 | 81.7 |
| | Postgraduate | 22 | 18.3 | 18.3 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Table 4.2.4 (f): Frequency Test – Respondents Education Qualification

When analysing the education qualifications of the participants, those possessing high school certificate are the largest number and these are 53.3%. Undergraduates are 28.3% while the minority are postgraduates and these are 18.3%. It seems that all participants are educated and have qualifications that range from high school, undergraduate and postgraduate.

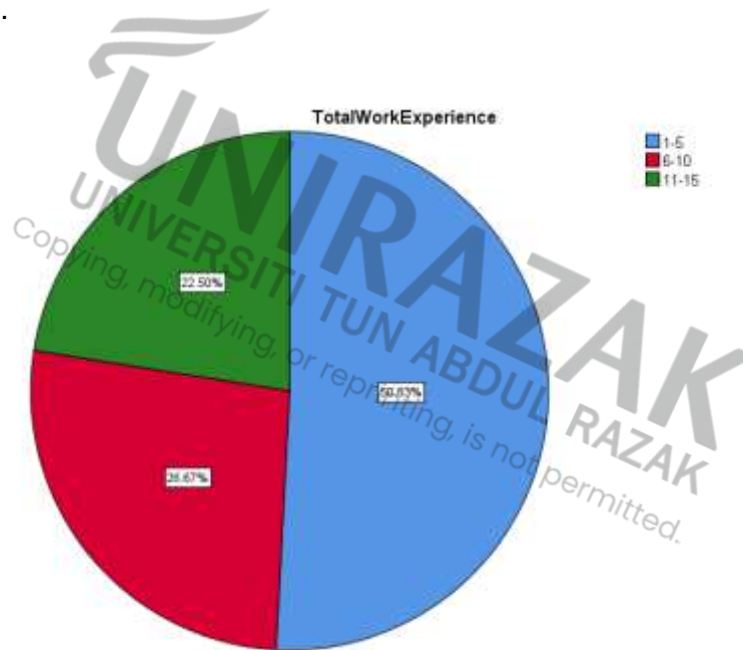


Chart 4.2.4 (g): Respondents Work Experience Chart

| Total Work Experience | | | | | |
|-----------------------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 1-5 | 61 | 50.8 | 50.8 | 50.8 |
| | 6-10 | 32 | 26.7 | 26.7 | 77.5 |
| | 11-15 | 27 | 22.5 | 22.5 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Table 4.2.4 (h): Frequency Test – Respondents Total Work Experience

An analysis here shows that the majority of 55% have total work experience of between 1 to 5 years, 26.7% have a total work experience of 6 to 10 years and the lowest number of 22.5% have a total work experience of 11 to 15 years.

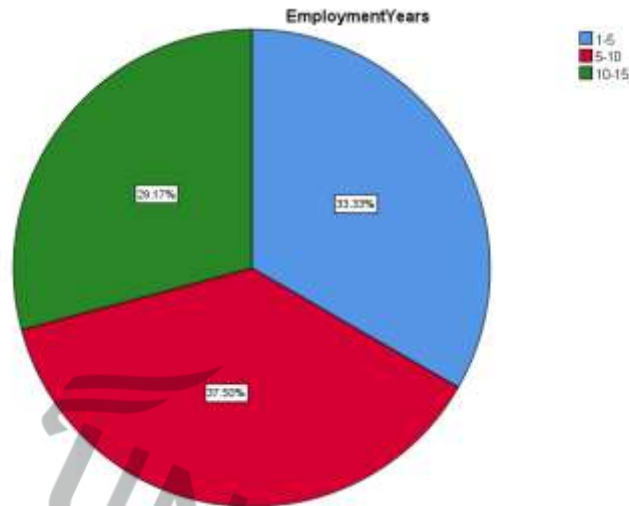


Chart 4.2.4 (i): Respondents Employment Years Chart

| | | Employment Years | | | |
|-------|-------|------------------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 1-5 | 40 | 33.3 | 33.3 | 33.3 |
| | 5-10 | 45 | 37.5 | 37.5 | 70.8 |
| | 10-15 | 35 | 29.2 | 29.2 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Table 4.2.4 (j): Frequency Test – Respondents Employment Years

The analysis of employment years shows that participants working between 1 to 5 years stand that they at a total of 33.3%, those working between 5 to 10 years are the majority and they are 37.5% and the minority are working 10 to 15 years and they are 29.2%.

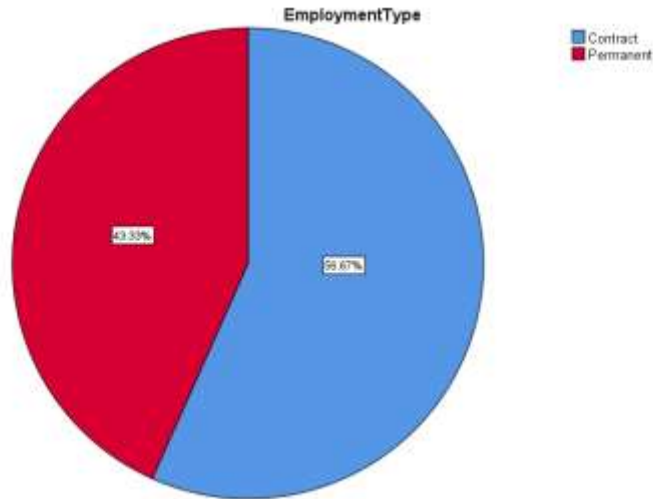


Chart 4.2.4 (k): Respondents Employment Type Chart

| | | Employment Type | | | |
|-------|-----------|-----------------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Contract | 68 | 56.7 | 56.7 | 56.7 |
| | Permanent | 52 | 43.3 | 43.3 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Table 4.2.4 (l): Frequency Test – Respondents Employment Type

About the employment type, those who have the contract employment type are 56.7% and this is the majority. Those having the permanent employment type are 43.3% and these are the minority

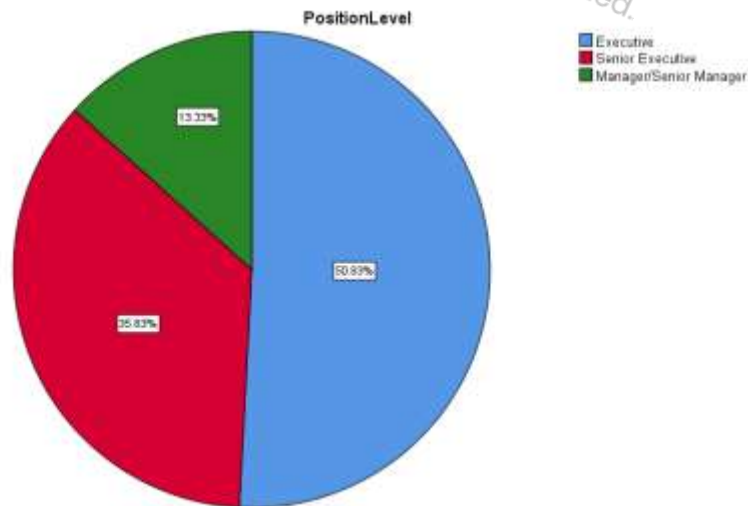


Chart 4.2.4 (m): Respondents Position Level Chart

| Position Level | | | | | |
|----------------|------------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Executive | 61 | 50.8 | 50.8 | 50.8 |
| | Senior Executive | 43 | 35.8 | 35.8 | 86.7 |
| | Manager/Senior Manager | 16 | 13.3 | 13.3 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Table 4.2.4 (n): Frequency Test – Respondents Position Level

In analysing the statistics about the position level, the majority of those taking part are executives and these are 50.8 %, senior executives are 35.8 % and managers/senior managers are the minority and they are 13.3%.

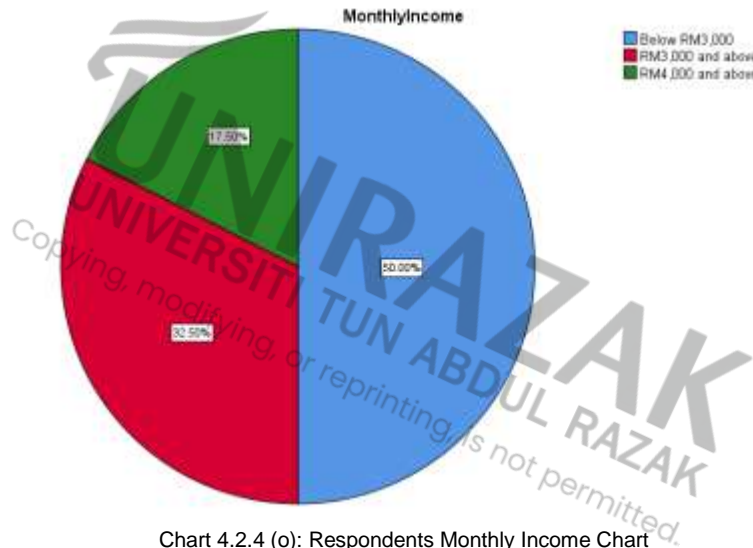


Chart 4.2.4 (o): Respondents Monthly Income Chart

| Monthly Income | | | | | |
|----------------|-------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Below RM3,000 | 60 | 50.0 | 50.0 | 50.0 |
| | RM3,000 and above | 39 | 32.5 | 32.5 | 82.5 |
| | RM4,000 and above | 21 | 17.5 | 17.5 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Table 4.2.4 (p): Frequency Test – Respondents Monthly Income

As for the income of the respondents on a monthly basis, those who draw and income below RM 3000 monthly are 50 % and these are the majority. Those earning RM 3000

and above monthly are 32.5%. The minority of 17.5% are earning a monthly salary of RM 4000 and above.

4.2.5 Descriptive Tests

The idea behind conducting the descriptive analysis will be to decipher, interpret and understand the significance of the mean values. The mean here will show whether or the majority in the survey agree with each point in the scales, whether they disagree with them, or whether they choose to be neutral. Generally, if the mean statistic ranges between 1 and 2, it means there is disagreement among the majority. If the mean is 3, there is neutrality. If the mean is between 4 and 5, there is general agreement among the majority.

4.2.5.1 Descriptive Tests of Monetary Benefits

| Descriptive Statistics | | | | | |
|---|-----|---------|---------|------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| Salary is an important factor for me to make job selection decisions | 120 | 1 | 5 | 3.52 | 1.137 |
| Annual bonus motivates me to work better and influences my decision to stay | 120 | 1 | 5 | 3.43 | 1.090 |
| Allowance given where necessary is important to me to feel appreciated | 120 | 1 | 5 | 3.47 | 1.061 |
| Valid N (listwise) | 120 | | | | |

Table 4.2.5.1: Descriptive Tests of Monetary Benefits

The observation here is that salary is an important factor for me to make job selection decisions (Mean = 3.52). The annual bonus motivates them to work better and influences their decision to stay (Mean = 3.43). Also, allowance given where necessary is important to them to feel appreciated (Mean = 3.47).

4.2.5.2 Descriptive Tests of Non-Monetary Benefits

| Descriptive Statistics | | | | | |
|--|-----|---------|---------|------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| Promotions are important to me in deciding to remain employed in an organisation | 120 | 1 | 5 | 3.53 | 1.045 |
| Recognition at work is important to me to not look for other job opportunity | 120 | 1 | 5 | 3.69 | 1.194 |
| Relevant training opportunities will encourage me to stay on in an organisation | 120 | 1 | 5 | 3.69 | 1.060 |
| Valid N (listwise) | 120 | | | | |

Table: 4.2.5.2: Descriptive Tests of Non-Monetary Benefits

The statistics show that promotions are important to them in deciding to remain employed in an organisation (Mean = 3.53). It is shown that recognition at work is important to them to not look for other job opportunity (Mean = 3.69). Also, relevant training opportunities will encourage me to stay on in an organisation (Mean = 3.69).

4.2.5.3 Descriptive Tests of Organisational Factors

| Descriptive Statistics | | | | | |
|--|-----|---------|---------|------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| Leadership that is caring and supportive is important to me | 120 | 2 | 5 | 4.21 | .888 |
| Work condition such as flexibility is important to me | 120 | 1 | 5 | 3.98 | .979 |
| Fairness on job distribution and workload is important to me | 120 | 1 | 5 | 3.90 | 1.024 |
| Valid N (listwise) | 120 | | | | |

Table 4.2.5.3: Descriptive Tests of Organisational Factors

The largest number of participants agree that leadership that is caring and supportive is important to them (Mean = 4.21). Also, it is found that work condition such as flexibility is important to them (Mean = 3.98). Besides, fairness on job distribution and workload is important to them (Mean = 3.90).

4.2.5.4 Descriptive Tests of Social Factors

| Descriptive Statistics | | | | | |
|---|-----|---------|---------|------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| Co-worker support to perform my task as a team is important to me | 120 | 1 | 5 | 4.30 | .795 |
| Good communication with my manager and team is important to me | 120 | 2 | 5 | 4.16 | .789 |
| Ethical corporate processes are important to me | 120 | 1 | 5 | 3.80 | 1.157 |
| Valid N (listwise) | 120 | | | | |

Table 4.2.5.4: Descriptive Tests of Social Factors

Concerning the responses for this scale, it is found that a lot of the participants believe that co-worker support to perform their task as a team is important to them (Mean = 4.30). They agree that good communication with their manager and team is important to them (Mean = 4.16). They also believe that ethical corporate processes are important to them (Mean = 3.80).

4.2.5.5 Descriptive Tests of Intention to Stay

| Descriptive Statistics | | | | | |
|--|-----|---------|---------|------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| I am not thinking of moving to another organization/ company. | 120 | 1 | 5 | 4.03 | .907 |
| I would like to stay in the same job for at least another 5 years. | 120 | 1 | 5 | 4.09 | .850 |
| I intend to remain in this company to advance my career. | 120 | 1 | 5 | 3.98 | 1.008 |
| Valid N (listwise) | 120 | | | | |

Table 4.2.5.5: Descriptive Tests of Intention to Stay

The majority of those who responded to the poll (Mean = 4.03) said they had no plans to move to another organisation or firm. They want to keep their current employment for at least another 5 years (Mean = 4.09). The majority of them want to stay with this firm in order to progress their careers (Mean = 3.98).

4.2.5.6 Descriptive Tests of Job Satisfaction

| Descriptive Statistics | | | | | |
|--|-----|---------|---------|------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| I am happy with the promotions, recognitions and training opportunities given in QI Malaysia | 120 | 1 | 5 | 4.14 | .910 |
| I am happy with the leadership, working condition and fairness towards employees in QI Malaysia | 120 | 1 | 5 | 4.09 | .830 |
| I am happy with the co-worker support, quality of interaction and corporate norms in QI Malaysia | 120 | 2 | 5 | 4.22 | .712 |
| Valid N (listwise) | 120 | | | | |

Table 4.2.5.6: Descriptive Tests of Job Satisfaction

A large number state that they are happy with the promotions, recognitions and training opportunities given in QI Malaysia (Mean= 4.14). They believe they are happy with the leadership, working condition and fairness towards employees in QI Malaysia (Mean = 4.09). They are also happy with the co-worker support, quality of interaction and corporate norms in QI Malaysia (Mean = 4.22).

4.2.6 Correlation Tests

| Correlations | | | | | | | |
|-----------------------|---------------------|------------------|-------------------|-----------------------|----------------------|----------------|-------------------|
| | | Job satisfaction | Monetary benefits | Non-monetary benefits | Organisation factors | Social factors | Intention to stay |
| Job satisfaction | Pearson Correlation | 1 | .386** | .466** | .483** | .570** | .786** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 | .000 |
| | N | 120 | 120 | 120 | 120 | 120 | 120 |
| Monetary benefits | Pearson Correlation | .386** | 1 | .744** | .346** | .451** | .522** |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 | .000 |
| | N | 120 | 120 | 120 | 120 | 120 | 120 |
| Non-monetary benefits | Pearson Correlation | .466** | .744** | 1 | .378** | .425** | .547** |
| | Sig. (2-tailed) | | | | | | |
| | N | 120 | 120 | 120 | 120 | 120 | 120 |

| | | | | | | | |
|--|---------------------|--------|--------|--------|--------|--------|--------|
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 | .000 |
| | N | 120 | 120 | 120 | 120 | 120 | 120 |
| Organisation factors | Pearson Correlation | .483** | .346** | .378** | 1 | .699** | .469** |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 | .000 |
| | N | 120 | 120 | 120 | 120 | 120 | 120 |
| Social factors | Pearson Correlation | .570** | .451** | .425** | .699** | 1 | .572** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | | .000 |
| | N | 120 | 120 | 120 | 120 | 120 | 120 |
| Intention to stay | Pearson Correlation | .786** | .522** | .547** | .469** | .572** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | |
| | N | 120 | 120 | 120 | 120 | 120 | 120 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | | |

Table 4.2.6: Pearson Correlation Tests

4.2.6.1 Monetary Benefits and Job Satisfaction

The correlation test results of 0.386 was produced for the relationship between monetary benefits and job satisfaction. This correlation implies a weak linear relationship between monetary benefits and job satisfaction. However, the relationship is positive meaning that monetary benefits affect job satisfaction of employees.

4.2.6.2 Non-Monetary Benefits and Job Satisfaction

The correlation test results of 0.466 was obtained for the relationship between nonmonetary benefits and job satisfaction. This correlation implies a weak linear relationship between nonmonetary benefits and job satisfaction. Although weak, the relationship is positive and this means that nonmonetary benefits affect job satisfaction of employees.

4.2.6.3 Organisational Factors and Job Satisfaction

The correlation test results of 0.483 was acquired for the relationship between organisational factors and job satisfaction. This correlation shows that there is a weak and positive relationship between nonmonetary benefits and job satisfaction. Such a finding

means the relationship is positive and this means that organisational factors does affect job satisfaction of employees.

4.2.6.4 Social Factors and Job Satisfaction

The correlation test results of 0.570 was produced for the relationship between social factors and job satisfaction. This correlation provides a moderately strong positive relationship between social factors and job satisfaction. This would mean that social factors affect job satisfaction of employees.

4.2.6.5 Job Satisfaction and Intention to Stay

The correlation test results produced the statistics of 0.786 for the relationship between job satisfaction and intention to stay. An interpretation of such a correlation provides a strong correlation between job satisfaction and intention to stay. It means that job satisfaction does positively affect the intention to stay.

4.2.7 Multiple Regression Tests

| Model Summary | | | | | |
|--|-------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .807a | .651 | .636 | .37219 | 2.040 |
| a. Predictors: (Constant), ORGANISATIONFACTORSIV, MONETARYBENEFITSIV, SOCIALFACTORSIV, NONMONETARYBENEFITSIV | | | | | |
| b. Dependent Variable: JOBSATISFACTIONDV | | | | | |

Table 4.2.7 (a): Multiple correlation coefficient statistic

The first analysis will consist of the multiple correlation coefficient statistic in the R column, which is 0.807. This provides an indication of a prediction level that is good. The second statistics to be analysed is the coefficient of determination which is 0.651. This shows that all of the independent variables explain 65.1% of the variability of job satisfaction.

| ANOVA | | | | | | |
|--|------------|----------------|-----|-------------|--------|-------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 29.508 | 5 | 5.902 | 42.602 | .000b |
| | Residual | 15.792 | 114 | .139 | | |
| | Total | 45.300 | 119 | | | |
| a. Dependent Variable: JOBSATISFACTIONDV | | | | | | |
| b. Predictors: (Constant), ORGANISATIONFACTORSIV, MONETARYBENEFITSIV, SOCIALFACTORSIV, NONMONETARYBENEFITSIV | | | | | | |

Table 4.2.7 (b): Anova Table

The ANOVA table provides statistics which indicate that the regression model is a good fit of the data. This is because the significance value is below 0.0005. $(F 5,114) = 42.602$.

| Coefficients | | | | | | |
|--|-----------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.174 | .236 | | 4.984 | .000 |
| | MONETARYBENEFITSIV | .093 | .056 | .143 | 1.666 | .028 |
| | NONMONETARYBENEFITSIV | .081 | .064 | .109 | 1.262 | .009 |
| | ORGANISATIONFACTORSIV | .055 | .066 | .064 | .820 | .014 |
| | SOCIALFACTORSIV | .144 | .081 | .152 | 1.777 | .028 |
| a. Dependent Variable: JOBSATISFACTIONDV | | | | | | |

Table 4.2.7 (c): Dependent Variable Significance

The most important statistics here are the significance values for each of the independent variables. As a general rule, for the independent variables to be statistically significant, it is below 0.05. As for this analysis, it is very obvious that the Sig values for the independent variables of monetary benefits, nonmonetary benefit, organisational factors and social factors are below 0.05.

This means that there is statistical significance for each of these independent variables ($p < 0.05$). Therefore, the observation is that all these independent variables statistically significantly predict the job satisfaction variable. From this analysis, it is found that monetary benefit, nonmonetary benefit, organisational factors and social factors can affect job satisfaction and this in turn will produce better retention levels in the organisation.

CHAPTER 5

CONCLUSION

5.1 Conclusion

According to Gallup research, 60 percent of millennials would consider abandoning their jobs if they were not engaged at their jobs, and just half anticipate to remain with the same company after a year. Jive Communications in Orem, Utah, conducted an investigation and discovered that the median millennial had already held three jobs in their lifetime. Sixty percent of millennials leave their jobs within three years of starting them, 24 percent leave their jobs between six months to a year of starting them, and 30 percent leave their jobs between 12 and 18 months of starting them, according to a recent study. Because of the increasing incidence of employee turnover, retaining qualified and talented workers has become a major problem for organisations and managers all over the world, particularly in the United States.

In today's highly competitive business environment, keeping qualified employees has become one of the most important differentiating characteristics for many organisations. Organizations may maintain their competitiveness while expanding their worldwide presence by retaining and developing their employees. It is the responsibility of management to devise an effective strategy for retaining informed and talented employees. It may make it more likely that businesses will reap the benefits of their staff investments.

5.2 Summary of the Statistical Analysis

The significance levels for each of the independent variables are the most relevant statistics to note in this case. It is generally accepted that for independent variables to be statistically significant, the p-value must be less than 0.05. On the basis of the results of this study, it is clear that the Sig values for the independent variables of monetary and non-monetary advantages as well as organisational and social elements are all significantly lower than 0.05. Statistical significance ($p < 0.05$) is achieved for each of the independent variables, indicating that they are significant.

Therefore, the finding indicates that all of the independent factors statistically substantially predict the variable of work happiness (or job satisfaction index). According to the findings of this study, work satisfaction may be influenced by monetary and nonmonetary benefits, as well as organisational and social aspects, resulting in higher levels of employee retention in the organisation. The first analysis will consist of the multiple correlation coefficient statistic in the R column, which is 0.807, and will be the basis for the subsequent analyses. This is an indicator of a high degree of accuracy in the forecast.

The coefficient of determination, which has a value of 0.651, is the second statistic to be investigated. This demonstrates that the interaction of all independent factors explains 65.1 percent of the variability in work satisfaction. A substantial number of respondents (Mean= 4.14 percent) express satisfaction with the promotions, recognitions, and training opportunities provided by QI Malaysia. They say they are satisfied with the leadership, working conditions, and fairness shown to workers at QI Malaysia (mean = 4.09; standard deviation = 0.05).

Their satisfaction with co-worker support, the level of interaction, and corporate rules in QI Malaysia (Mean = 4.22) is likewise high. The majority of those who took part in the study (Mean = 4.03) said that they had no plans to change organisations or companies. There is a strong desire to continue working in the same position for at least another 5 years (Mean = 4.09). The majority of them (Mean = 3.98) aim to continue with the firm in order to progress their careers.

Those who think that caring and supportive leadership is vital to them (Mean = 4.21) constitute the biggest proportion of those who participated. Additionally, it is discovered that work conditions such as flexibility are significant to them (Mean = 3.98). Furthermore, they value justice in the allocation of jobs and the distribution of workload (Mean = 3.90).

5.3 Implications of the Study

5.3.1 Managerial Implications

Again for administration of private universities, this study has given them with valuable information. This study is also useful for the future researchers especially for those who are doing research relevant to define the factors that influence the job satisfaction.

Employers will be better equipped to prevent unneeded difficulties and ensure that their workers are satisfied as a result of this knowledge. It may assist them in becoming more knowledgeable of their employees' requirements and in attempting to satisfy those requirements.

Indirectly, it may aid in the reduction of absenteeism, turnover, and a negative attitude toward one's employment on the part of employees. Furthermore, businesses will be able to identify which aspects are having a big impact on their employees' work satisfaction and which ones they should focus their attention on. Generally, higher levels of job satisfaction are related with higher levels of productivity and enhanced organisational performance. Employers and researchers may raise knowledge of intrinsic and extrinsic incentives in order to increase the motivation and work happiness of instructors. This is important since both intrinsic and extrinsic rewards are important in affecting the job satisfaction.

Because there is still a tendency to use traditional and outdated methods (Falletta, 2016), it is suggested that QI Malaysia review their operations, management styles, remuneration packages, and HR practises, with organisational changes shifting toward creating a more Millennial-friendly workplace (Aruna & Anitha, 2015), with the goal of increasing job satisfaction and millennial intention to stay on in the organisation.

5.4 Limitation

The main limitation is the pandemic limiting the way to approach and communicate with respondents. Besides that, the understanding on this topic can be better if the test was conducted on millennials from the QI Group's other subsidiaries and not only in Petaling Jaya, Malaysia. Despite the fact that certain difficulties have an influence on our study process, the majority of them are believed to be unavoidable, and researchers cannot prevent or remove them totally the only thing we can do is to always set them down when they occur.

5.4.1 Designing of Questionnaires

To guarantee that respondents can complete the surveys in a short period of time, the questionnaire design must be simple and no ambiguity should occur throughout the

questionnaire construction. To collect accurate and trustworthy data, it must be capable of gathering the greatest amount of information feasible. Furthermore, the questionnaire must be revised and evaluated many times before it can be made available to the public. Furthermore, the breadth of the study may be limited, and other elements may not be able to be taken into consideration.

5.4.2 Size and Scope of Research

Since the study is being carried out by one person, the breadth of the survey is constrained. It is possible that the data for analysis obtained will be insufficient due to the survey's size constraint. So questionnaires were only sent to individuals who expressed an interest in participating in the study. Aside from that, the sample size is limited, with just 120 respondents, which is insufficient for obtaining a more accurate and dependable outcome.

5.4.3 Difficulty in Finding and Falsification of Respondents

Obtaining cooperative respondents who are willing and sincere in their responses to the entire questionnaire is a challenging task. Aside from that, there may be variations in the study project as a result of the respondent's chosen viewpoint. This is owing to the fact that various individuals have varying points of view and preferences. Some of your personal information, such as your age and educational level, may have been changed by mistake. Because there is no sign that the respondents are obligated or sincere in their participation, it is possible that some of the respondents would purposefully fake their answers. In other words, if the information provided is false, the validity and trustworthiness of the information may be compromised.

5.4.4 Cost of Research

Due to the lack of financing from an outside source or from a university, the current researchers are responsible for the whole expense of the study. Only one member of the research is responsible for covering the price of the printing charge and other administrative expenses.

5.4.5 Time Consuming

The time it takes to create a study title, collect information, construct a questionnaire, distribute surveys, and analyse results is significant in this process. Furthermore, since the researcher are full-time students and the time span for this study is just two months, I may not be able to devote as much time to the research as a full-time researcher would. This is also add on by the time needed to reach out to respondents while working from home during the pandemic. It does take a lot of time and effort from our personal and family time.

5.5 Recommendations for Future Research

It has been determined what elements influence work happiness and discontent. In a nutshell, Millennials want to work for a company that is focused on them, with supportive and open-minded management who can provide coaching and mentorship in a challenging, empowering, and meaningful job that allows them to maintain a work-life balance while also working with great coworkers and earning competitive pay.

Organizations like QI Malaysia should review their operations, management styles, compensation packages, and HR practises in order to improve work satisfaction and retention (Aruna & Anitha, 2015). 2016 (Falletta).

According to Lee et al. (2016), job satisfaction, happy workers, and high-performing firms all have favourable relationships. Following the criteria that lead to job happiness does not ensure that Millennials will not shift to a new job, as they may be lured to better job offers (Ware, 2014) or migrate to other employment while being satisfied at their current position (Fisher, 2015).

Testing the same participants in five years to see whether their responses have changed, and if companies have improved in increasing Millennial job satisfaction and turnover are among the recommendations for future study. A comparative analysis of the responses from Gen Y and Gen Z is also advised in order to better understand the similarities and differences. The findings would give QI Malaysia with crucial information on how to better align with younger generations in the workplace.

5.6 Summary of Chapter 5

It is vital for managers and organisation which is Qi Malaysia to understand the factors that have an impact on the retention of highly qualified individuals. As a result of strong demand for outstanding people and the difficulty of replacing them, most organisations are worried about their ability to retain critical individuals. When highly competent and talented employees leave an organisation, it may have a negative impact on the organization's productivity and ability to supply services. Furthermore, talented persons are less likely to be dedicated to a single employer; instead, they prefer the paradigm of constant change in their job situation.

As a result, organisations will have to spend more time training new workers, and experienced individuals will leave the company. A major influence on the profitability of the organisation has been the high cost of staff as a consequence of excessive turnover. In the opinion of Shamsuddin Bardan, Executive Director of the Malaysian Employer Federation, the cost of replacing a departing employee is significant. Employees leaving organisations will have an impact on the remaining employees because their workloads will be distributed to them, increasing their burdens.

These findings have important implications for readers, such as for commercial and scholarly purposes. For businesses, the focus is on what policies and measures may be implemented to retain Millennial staff. Work-from-home rules, as well as birthday and paternity leave, may be considered. Although these types of incentives are not widely used, businesses must emphasise them in order to recruit top employees. As a result, recruiters and present employers may need to consider how they may entice Millennials to join the workforce and remain longer, particularly in light of the aforementioned factors.

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APPENDICES

 UNIVERSITI TUN ABDUL RAZAK
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APPENDIX A : INFORMATION SHEET FOR QUESTIONNAIRE



FACTORS INFLUENCING JOB SATISFACTION AND RETENTION OF MILLENNIALS:

A STUDY ON QI MALAYSIA

PREPARED BY ELVINA STEPHANIE FERNANDEZ

My name is Elvina Stephanie Fernandez, a student in the Master in Management programme at Universiti Tun Abdul Razak (UNIRAZAK). I am working on my research paper entitled: A study on factors influencing job satisfaction and retention of millennials in QI Malaysia. The study will gather information on what influences millennial employees in QI Malaysia to be satisfied with their jobs and the factors that provide the intention to stay employed with the organisation.

It will take you approximately 15 minutes to complete the survey. Please respond to all questions based on your genuine opinion. Please be assured that all information provided will be kept strictly CONFIDENTIAL and will only be used for research purposes.

Your participation in responding to the questionnaire is voluntary and you can decide to not participate without any penalty. However, your response will be highly useful for my academic progress.

The risk of participating in this evaluation is minimal. I thank you in advance for your time and kind assistance in completing this questionnaire. Please do not hesitate to reach out to me should you have any questions.

Thank you.

Kind Regards,

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APPENDIX B : CONSENT FORM

*Required

I herewith confirm that I have met the requirement of age (18 years old and above) and I am capable of acting on behalf of myself as follows:

1. I understand the nature and scope of the research being undertaken.
2. All my questions relating to this research and my participation therein have been answered to my satisfaction.
3. I voluntarily agree to take part in this research, to follow the study procedures and to provide all necessary information to the investigators as requested.
4. I may at any time choose to withdraw from this research without giving reasons.
5. I have received a copy of the Subjects Information Sheet and Consent Form.
6. Except for damages resulting from negligent or malicious conduct of researcher(s), I hereby release and discharge Unirazak and all participating researchers from all liability associated with, arising out of, or related to my participation and agree to hold them harmless from any harm or loss that may be incurred by me due to my participation in the research.
7. I have read and understood all the terms and conditions of my participation in the research.

By ticking the checkbox, I have given full consent and have agreed to participate in this study. *

I Agree

I Disagree

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APPENDIX C : QUESTIONNAIRE REFERENCE

SECTION A: DEMOGRAPHICS

(Check marking response)

| No | Question | Please select the appropriate answer |
|----|---------------------------------|--|
| 1 | Age | <ul style="list-style-type: none"> • 25-30 • 31-35 • 36-40 |
| 2 | Gender | <ul style="list-style-type: none"> • Male • Female |
| 3 | Education Qualification | <ul style="list-style-type: none"> • High School/Certificate • Undergraduate • Postgraduate |
| 4 | Total Work Experience | <ul style="list-style-type: none"> • 1-5 • 6-10 • 11-15 |
| 5 | Employment Years in QI Malaysia | <ul style="list-style-type: none"> • 1-5 • 6-10 • 11-15 |
| 6 | Employment Type | <ul style="list-style-type: none"> • Contract • Permanent |
| 7 | Position Level | <ul style="list-style-type: none"> • Executive • Senior Executive • Manager/Senior Manager |
| 8 | Monthly Income | <ul style="list-style-type: none"> • Below RM3,000 • RM3,000 and above • RM4,000 and above |

SECTION B: VARIABLE QUESTIONS

(Likert Scale marking response)

| No | Question | Please select the appropriate answer | | | | |
|----|---|--------------------------------------|----------|---------|-------|----------------|
| | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| | MONETARY BENEFITS <i>(Salary, Bonus, Allowance)</i> | | | | | |
| 9 | Salary is an important factor for me to make job selection decisions | | | | | |
| 10 | Annual bonus motivates me to work better and influences my decision to stay | | | | | |
| 11 | Allowance given where necessary is important to me to feel appreciated | | | | | |
| | NON-MONETARY BENEFITS <i>(Promotion, Recognition, Training)</i> | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

| | | | | | | |
|--|--|-------------------|----------|---------|-------|----------------|
| 12 | Promotions are important to me in deciding to remain employed in an organisation | | | | | |
| 13 | Recognition at work is important to me to not look for other job opportunity | | | | | |
| 14 | Relevant training opportunities will encourage me to stay on in an organisation | | | | | |
| ORGANISATION FACTORS (Leadership, Working Condition, Fairness) | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 15 | Leadership that is caring and supportive is important to me | | | | | |
| 16 | Work condition such as flexibility is important to me | | | | | |
| 17 | Fairness on job distribution and workload is important to me | | | | | |
| SOCIAL FACTORS (Co-worker support, quality interaction, corporate norm) | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 18 | Co-worker support to perform my task as a team is important to me | | | | | |
| 19 | Good communication with my manager and team is important to me | | | | | |
| 20 | Ethical corporate processes are important to me | | | | | |
| JOB SATISFACTION | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 21 | I am happy with the promotions, recognitions and training opportunities given in QI Malaysia | | | | | |
| 22 | I am happy with the leadership, working condition and fairness towards employees in QI Malaysia | | | | | |
| 23 | I am happy with the co-worker support, quality of interaction and corporate norms in QI Malaysia | | | | | |
| INTENTION TO STAY | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 24 | I am not thinking of moving to another organization/ company. | | | | | |
| 25 | I would like to stay in the same job for at least another 5 years. | | | | | |
| 26 | I intend to remain in this company to advance my career. | | | | | |

-Thank you for your participation-

APPENDIX D : PERSONAL DATA PROTECTION STATEMENT

PERSONAL DATA PROTECTION STATEMENT

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

Notice:

1. The purposes for which your personal data may be used are inclusive but not limited to:- For assessment of any application to UNIRAZAK
 - For processing any benefits and services
 - For communication purposes
 - For advertorial and news
 - For general administration and record purposes
 - For enhancing the value of education
 - For educational and related purposes consequential to UNIRAZAK
 - For the purpose of our corporate governance
 - For consideration as a guarantor for UNIRAZAK staff/ student applying for his/her scholarship/ study loan
2. Your personal data may be transferred and/or disclosed to third party and/or UNIRAZAK collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.
3. Any personal information retained by UNIRAZAK shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.
4. UNIRAZAK is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UNIRAZAK would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

1. By submitting this form, you hereby authorize and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.
2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UNIRAZAK will not be able to fulfil our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.
3. You may access and update your personal data by writing to us at [e.fernandez2011@ur.unirazak.edu.my].

APPROVAL PAGE

TITLE OF PROJECT PAPER: **A STUDY ON FACTORS INFLUENCING JOB SATISFACTION AND RETENTION OF MILLENNIALS IN QI MALAYSIA**

NAME OF AUTHOR : **ELVINA STEPHANIE FERNANDEZ**

The undersigned certify that the above candidate has fulfilled the conditions of the project paper prepared in partial fulfilment for the degree of Master in Management.

SUPERVISOR

Signature : _____
Name : _____
Date : _____



ENDORSED BY

Dean
Graduate School of Business
Date: