

LEVEL 7 ASSESSMENT SPECIFICATION

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Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

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Employee Retention

I. A Review of Literature

I.1. Abstract

An article of ‘An Effectiveness of Human Resource Management Practices on Employee Retention in Institute of Higher Learning: - A Regression Analysis’, published in 2012 was chosen under the topic of ‘Employee Retention’ for study. Over the past two decades, employees have rampantly left their organization for other organization or even for other reasons. The action to leave the organization creates low employee retention, which is one of the biggest phenomena and challenges faced by many organizations nowadays.

Employee retention can improve the organization’s competitive advantage, low employee retention or in other words, high employee turnover. Hausknecht et al. (2009) argued that the key reasons of low employee retention in a company are poor recruitment policies, poor personnel policies, poor grievance procedures, lack of motivation or poor supervisory practices. Additionally, Generation Y as a core work force holds predominant role in the employment market are known to have different work values as compared to their predecessor generations, thus making employee retention even more complex. Therefore, organizations should not structure a one-size-fit-all and generic employee retention practices. Instead careful planning and implementation of human resources practices will be required with the aim to retain Generation Y at their workplace. Moreover, it has been argued that monetary human resource practices i.e. compensation and pay is no longer sustainable and instrumental for employee retention. Hence, in this light, the objective of this study is to conduct a review of literature on retention initiatives, to find out the various research works that have been in the area of employee retention over the past decade, to highlight the key concepts of various factors that affect retention initiatives organizations, and to explore the paradigm shift impacting in employee retention, of what new knowledge and relevant theoretical perspective have been understood.

Past studies have differing and inconsistent findings. Although, many studies have reflected the advantages of employee retention and its relationship with human resource practices (Chitsaz-Isfahani & Boustani, 2014) conversely, there were also some previous studies picturing employee retention in a negative intonation which could burden organizations (Self & Self, 2014). The Generation Y work values do have mediating effect in the relationship of the human resource practices and employee retention. Thus, the research gap on non-monetary human resource practices such as career development, succession planning and work life balance will be discussed, and to develop a proposed research framework for future research.

Keywords: Employee Retention, Compensation, Empowerment, Training, Appraisal System, Work Values, Career Development, Succession Planning, Work Life Balance

I.2. Introduction

To encourage employees remaining in the company for the maximum period of time can be defined as employee retention. It is a process in which the employees are encouraged to remain with the company until the completion of the project or for a long period of time.

Low employee retention brings negative cost implications to organizations considering the incurrence of replacement cost, recruitment cost, training cost of new employee, and productivity loss during the vacant period and overtime payment to the existing employee to cover the gap.

Baker (2006) was of the view that keeping the current employees in the company are less difficult as well as cheaper than to hire new employees. That is why the core issues in any company to giving continuous efforts to identify and try to retain all the excellent performers in spite of their age with the company.

Employees are the most prevalent and valuable assets of any organization. It is a conception that productivity and profit in any organization cannot be achieved without employees (Steenkamp & Kashyap, 2010). Therefore, retaining employees is essential and viewed as a strategic opportunity for

many organizations in order to stay competitive since these employees will work to fulfil the organization's objectives.

I.3. The Review

A collection of literature consists of 26 papers have been reviewed. Many researchers have tried to provide answers as to what directs employees' intention to leave by studying antecedents of people's intentions to leave. The reviewer found that until date there are a few consistencies in findings, which is partly because of the great diversity of employed incorporated by the researchers in their findings with lack of consistency. Therefore, there are some reasons that why employees leave from a company to another or why employees quit company.

Zedeck and Mosier (1990) stated that the issue of employee retention is very important and crucial to individuals, researchers and managers. Stear (1991) argued that high turnover is due to poor candidate screening, unsafe and unhealthy conditions, unhappiness with the work, inappropriate processes or tools, dissatisfaction with the job-scope, inadequate compensation, lack of career opportunities and challenges, unrealistic expectations and or conflict with management. Susskind et al., (2000) commented that careful strategically concentrating on human resource problems could deal with turnover problem.

Hytter (2007) pointed out that factors have a direct influence on employee retention such as personal premises of commitment, trust, identification and attachment, and loyalty with the company; and have an indirect influence also, such as career opportunities, physical working conditions, rewards, the training and development of skills, leadership style and the balance between professional and personal life. The factors can be categorised into three broad dimensions, they are physical (e.g. pay and working conditions), mental (e.g. flexible work tasks and work characteristics), and social (e.g. external and internal people's contacts).

Table 1 below shows the key findings of different factors affecting employee retention contributed by different authors with their research papers over the last 10 years and older references.

Factors	Authors	Year	Key Concepts from the Research Papers
Career Development	Kaliannan et al.	2016	If there are opportunities for employees to grow and be promoted in their career, which can increase their interest to continue to work for the same organization.
	Haggag	2010	A survey conducted by Manpower Malaysia amongst Generation Y showed career development drives employee retention and restricts them from leaving their organization and at the same time, increases their loyalty.
	Van Rooyen et al.,	2012	Generation Y are interested in developing their career since they are able to acquire skills and knowledge that will strengthen their employability.
Compensation	Oladapo	2014	Money can initially attract employees, but it is not the primary reason to retain employees in today's workplace especially in consideration of the presence of Generation Y. In this anticipation, organizations will need to plan and implement practices to retain its employees.
Job Satisfaction	Hausknecht et al.	2009	A study found that job satisfaction is the primary reason for employee retention (51% of employees chose job satisfaction over other factors like organizational commitment, lack of alternative, extrinsic rewards etc.)
	Abareshi	2010	There is a significant relationship between co-workers and turnover intention. When the co-workers are nice and supportive, it is easier for employees to build sense of belonging in the company that their intention to leave will be lowered.

	Neves & Eisenberger	2012	Sharing of information openly and encouraging frequent two-way communication between managers and organizations tend to have a higher level of employee job satisfaction. Most employees thus have a stronger sense of well-being, job satisfaction and happiness.
	Terera & Ngirande	2014	A study found that there is a strong relationship between employee retention and job satisfaction, giving a clue to the organization keeping their employee satisfied.
Leadership	Doh et al.	2011	Responsible leadership has three components: full management support for employee development; fair and inclusive human resource practices; and stakeholder culture where social behaviour and ethical is of paramount importance.
	Kim & Brymer	2011	Leadership behaviour includes providing a good supportive organizational climate, paying attention to each individual's needs, developing a set of moral values, and behaving in such a way that inspires and motivates employees, that creates employee's satisfaction.
	Kang, et al.,	2015	Quality of supervisory support is critical to employees seeking for career development and by giving appropriate support; it can increase employee commitment to the organization, which in turn reduces turnover rate.
	Cloutier et al.	2015	When an employee is given with a leadership role and having a good relationship with the supervisor, their sense of belongingness will become very strong with company.

Reward and Recognition	Silbert	2005	Recognition from customer, co-workers, team members, and supervisors enhance loyalty. Rewards have enduring impression on employees; also provide the employees with the impressions that who are valued in the organization.
Succession Planning	Eshiteti et al.	2013	Succession planning emerged as strong factor influencing staff retention mainly through provision of employee growth opportunities and increased job satisfaction.
	Kamande & Gachunga	2014	The positive effect of succession planning in influencing employee performance and productivity, which in return is able to retain employees.
Training and Development	Clutterbuck	2009	To assist the team improving work processes and performance through dialogue and reflection as team coaching, which could make things happen differently. Individual and team coaching are accompanied with culture change, its depth and pace of the change will be increased rapidly by supporters coming with new attitudes and behaviours.
	Hong et al.	2012	Employees are more likely to stay with an organization if the organization could provide job-related training to make employees more committed, motivated and confident to their job, and to improve the ability of employees in problem solving.
	Mehta et al.	2014	An organization tends to retain well-trained employees rather than starting the induction process and wasting the training cost once again.
	Cloutier et al.	2015	An organization treats training and development a kind of motivational tool by raising the commitment of employees towards the organization for employee retention.
Work-Life Balance	Harrington & Ladge	2009	A healthy balance between work and life ranks is more important than financial reward. Generation Y desires

			to have a more balanced schedule and more time for themselves.
	Gholipour et al.	2010	Generation Y prefer flexible work schedules which will be able to support their demand of work life balance.
	Shankar & Bhatnagar	2010	Work life balance is becoming a wider concept, which not only concern with balance between work and family matters, but also between work and the rest of life activities. Therefore, it does not only concern with married staff with children, but also single individuals. The demand is especially great on generations X & Y who keeps putting pressure on company for more control between work and family. It is believed that promoting work life balance is able to increase employee commitment to the company and increase their intention to stay.
	The STAR	2016	In a survey conducted by Randstad Award among 200,000 respondents from different age groups and education levels worldwide fully supported the emergence of work life balance as a top priority especially for Generation Y around the world.
Work Environment	Armstrong & Taylor	2014	When employee feels that the workplace is interesting, attractive, valuable, challenging and important while offering prospects for career development, the quality of work-life is maximized. If employees have opportunity to achieve their career goal and have good managers, co-workers who treat them good, especially when employees have a chance to perform their abilities and specific skills at the workplace, they will want to continue to work.
Work Stress	James et al.	2009	Occupational stress has a positive impact on turnover intention. Occupational stress comes from increasingly pressured work environment, heavy workloads, uncertain job expectations and long hours.

I.4. Paradigm Shift

After reviewed the research papers, the reviewer found that the recent trends of new knowledge discussing on employee retention are tending to emphasize about career development, succession planning and work life balance (Shaw et al., 2013; Queiri et al., 2016).

Career development is defined as a succession of jobs in which a person advances to higher level and responsibilities within the organization as well as it involves acquiring of new skills and knowledge which is applied to the job. Employees with enhanced skills and knowledge are entrusted with a progressed and higher role in the organization with the aim to fulfil the organization's objectives which in return results in higher satisfaction among the employee, which leads to increased employee retention.

Succession planning has gained momentum in this new millennium. Succession planning is a process to identify, develop and ensure leadership continuity in key positions within the organization. Succession planning emphasizes on the flexibility in the lateral or vertical employee movement within the organization expected to meet the current and future needs and goals of the organization (Bohlander & Snell (2013). The key tenets of succession planning propel an employee to grow and take up higher role within their organization.

Work life balance metaphor originated from Western however, is yet to become a genuine priority to many organizations despite its importance and benefits (Subramaniam et al., 2015). Past researchers have identified work life balance as an important element to improve employee retention (Benito-Osorio et al., 2014).

Some past studies had contradicting outcome postulating human resource practices i.e. career development, succession planning and work life balance alone could not retain employees (Darkwa, et al., 2015; Haider et al., 2015). Therefore, what are the factors which could retain employees? In other words, the employee retention may not be entirely due to human resource practices instead other factors such as work values, cultural and economic factor of the employee played an important factor in employee retention. Generation work values have impact on employee retention (Delery & Gupta,

2016; Gordon, 2017). Hence arguably, the notion of solely implementing human resource practices in order to retain employees is not enough instead there are other factors and in this context, work values which could influence the employee's decision to remain in the organization. Additionally, every different generation has a different need and work values which will influence their decision to remain in the organization (Spiro, 2006).

Mathematically, generation relates to the year of birth and age of an individual. Age is the key demographic determinant of generation membership (Costanza & Finkelstein, 2015) whereas Mannheim (1952) argued generation cannot be easily linked to the unit of time such as birth year instead it should recognize the social factor or its work values therefore postulated the qualitative definition of generation. Moreover, the predecessor generations of Baby Boomers (born between 1946 and 1964) and Generation X (born between 1965 and 1979) were loyal to the organization they work for thus their retention rate was high. On contrary, Generation Y (born between 1980 and 1999) showed a differing and pressing situation where a change of job among this generation is done almost every two years or they change their careers as many as seven times in their working life (Meuse and Mlodzik, 2010). Despite Generation Y being the most dominant generation in the employment market, Generation Y reported the lowest employee retention compared with the previous generations (Queiri, et al., 2016).

Serious cost and organization negative implications arising out of low employee retention is detrimental to organization. Henceforth, organizations will have to propensity their strategy and be innovative to stem problems arising from low employee retention. One of the noteworthy efforts to improve low employee retention is by implementing human resource practices since past researchers have established human resource practices is able to increase employee retention. The pressing question will then be which specific human resource practice or practices will be able to retain employees. The previous researches that the reviewer studied have argued compensation to be no longer the sole human resource practice to retain employees in organizations instead non-monetary human resource practices have proven to retain employees. Therefore, organizations should implement non-monetary human resource practices such as career development, succession planning and work life balance which are embedded as effective human resource practices with the aim to retain their employees.

I.5. Theoretical Perspective

Empirical evidence and literature suggest show that motivated employees are related to high level of performance and job satisfaction (Sharma & Bajpai, 2011), and motivated employees are more likely to stay with an organization. To explain factors contributing to employee retention, motivational theories such as Maslow's hierarchy of needs, Herzberg's Motivation-Hygiene theory, Vroom's Expectancy Theory and Adam's Equity Theory, are important to consider, as motivated employees tend to stay with a company longer.

Mullins (1993) considered motivation is the driving force within individuals by which they attempt to achieve some goals to satisfy some needs or expectation. Supervisors must recognize individual differences of subordinates and to make use of different approaches to motivate subordinates. Some rewards can simultaneously satisfy an individual for more than one need in the Maslow's hierarchy. It is difficult to judge which need(s) motivates the individual to work. In reality, an individual may be motivated by the expectation of satisfying more than one need. For example, promotion to a senior post can be considered as social needs and esteem needs at the same time.

Motivation is characterized by volition and willingness. Intrinsic motivation is about interest, pleasure or personal enjoyment, whereas reinforcement contingencies govern extrinsic motivation. Depending on what type of rewards and the context giving by the company, it may either diminish or encourage motivation. Management should try to give staff more control or autonomy over their own learning, to allow them making choices and use cooperative or collaborative learning approaches.

Herzberg's Motivation-Hygiene theory (Herzberg et al., 1959) categorizes two different sets of factors of hygiene factors and motivators which affect work motivation. To ensure effective management, administrators are suggested to give attention to both factors of hygiene and motivating, and to improve in hygiene factors for instance the relationship with co-workers and supervisor, physical work environment, job security and compensation, they would give working team a more highly motivated. Herzberg's theory was criticized by Mullins (1993) that people with monotonic work or unskilled jobs often produce great work motivational problems. Most of manual workers are more concerned with pay and security. Work is only considered for earning money for their lives.

Salancik & Pfeffer (1978) suggested that expectancy theory was based on the logic: 'People will do what they can do when they want to'. Vroom's model assumes that the calculation of motivational force is based on the individual's perception of the situation. Since different people have different perception of work situations, both positive and negative perception in relation to the same work situation are possible for different people. As a result, different degrees of motivational force will be generated for different people.

Based on the Vroom's model, Porter and Lawler (1968) refined the expectancy theory of work motivation. Porter and Lawler's model considers motivation, satisfaction and performance as separate variables. Performance levels depend not only on effort but also in skill and intelligence of the individual and the person's role perceptions. Both intrinsic and extrinsic rewards play an important role in expectancy motivation.

Equity theory focuses on people's feelings of how fairly they have been treated in comparison with the treatment received by others (Adams, 1979). Locke (1968) proposed the goal theory of work motivation. A goal is defined as what an individual consciously and intentionally is trying to do. Goal directs performance and work behaviour which leads to certain consequences or feedback. Goal guides actions and responses of people. People try to achieve goals for their desires to be satisfied.

According to Mobley (1977), the individual experiences dissatisfaction, strong desire will be generated to stimulate thoughts of quitting the organization, leading to the intention to search for other employment. In hindsight, turnover intention has direct relationship with turnover behaviour.

On the other hand, Social Exchange Theory has relevance to employee retention and widely been used recently in explaining workplace relationship and interaction between an employee with its employer (Osman et al., 2016). It is also accepted that the employee and employer are deemed as "two actors" in a social exchange relationship and the actions of the employer will propagate the employee's decision to stay or leave. It is asserted the norm of exchange suggest that an employee is obligated to reciprocate the good deeds of the organization and return through their positive behaviour such as to remain with the organization. The exchange will not continue if the reciprocity is violated (Bibi et al., 2016).

In consequence, employee retention practices such promotion is considered as social exchange concept as employees will remain with their organizations if the management is seen to value and implement these retention practices (Eisenberger et al., 2001). Social Exchange Theory positively influences employee performance, commitment and retention where it explains that the stronger the relationship between employee and employer, the higher impact it has on employee's attitude and behaviour which in return generates better performance, motivation and retention (Osman et al., 2016).

The theory looks at the process of positive exchange and acceptance of human resource practices between employers and employees for mutual gain where each employee will remain in an organization in exchange of monetary and non-monetary benefits and concurrently, organizations will expect contribution from its employees. Therefore, this positive exchange between both parties will strengthen employee retention.

I.6. Discussion of Research Gaps

The reviewer found the past studies have heavily focused on monetary human resource practices i.e. compensation and pay to retain employees (Harell & Daim, 2010; Ng'ethe, et al., 2012; Balakrishnan & Lalitha, 2014; Haider et al., 2015; Michael et al., 2016; Mabaso & Dlamini, 2017). Monetary human resource practices have been overemphasized however, it is now argued monetary human resource practices alone no longer is sustainable and instrumental to improve employee retention. Some past researches instead have shown non-monetary human resource practices have great impact in retaining employees (Festing et al., 2013; Yousaf et al., 2014; Deery & Jago, 2015). These non-monetary human resource practices are effective and clustered under the rubric of good and high-performance work practices which have positive impact on employee retention (Delery & Gupta, 2016; Pittino et al., 2016;). Past studies supported the notion that opportunities for an employee to grow and be promoted in their career can increase their interest to continue to work for the same organization (Tee, 2013; Kaliannan, et al., 2016).

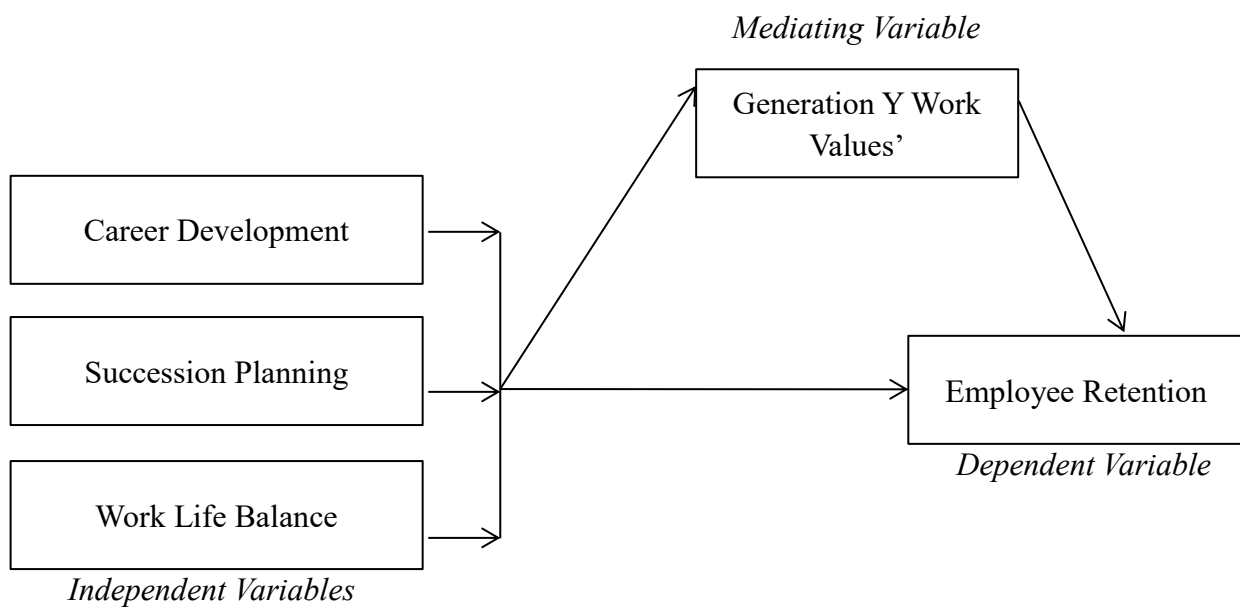
The presence of generation in the organizations have been omitted or under emphasized since many past researches concentrated on employees as a whole. Researchers should not deny that the co-existence of employees from different generations in the workplace have also made employee retention more complex (Rani & Samuel, 2016). Generally, Generation Y being the core workforce, is described as mobile, impatient, work to enjoy life, need fast progression in their career, demanding which makes them vulnerable and have higher tendency to leave their organization and change jobs (Kaliannan & Ponnusamy, 2016). (Gholipour, et al., 2010) stated Generation Y prefer flexible work schedules which will be able to support their demand of work life balance. Generation Y are interested in developing their career since they are able to acquire skills and knowledge that will strengthen their employability (Van Rooyen et al., 2012). The finding of these studies reflect career development is an important employee retention tool.

After conducted a review of literature of a serial research papers on the chosen topic of employee retention, the reviewer gained a deep understanding of the status of the body of knowledge, the research gap is identified from the missing element in the existing research literature, i.e. work values of Generation Y (mediating variable) in the relationship between human resource practices i.e. career development, succession planning and work life balance (independent variables) and employee retention (dependent variable) in the property management industry of which the reviewer works for.

I.7. Proposed Conceptual Framework

Having reviewed the recent literature, and discussion was done around the congruent and contradictory findings with previous evidence and contemporary literature, the proposed research framework as shown in Figure 1 is developed, which examines the influence of career development, succession planning and work life balance in the relationship between employee retention.

Figure 1: Proposed Framework Model



I.8. Summary

Lots of studies have been conducted in USA, Europe, China and other Asian countries on the relationship between human resource practices and employee retention (Delery & Gupta, 2016; Presbitero et al., 2016; Pek-Greer et al., 2016) however limited studies conducted to Hong Kong. Moreover, the outcome of the studies conducted in USA, Europe, China and other Asian countries may differ and contradict the outcome of studies conducted in Hong Kong in view of the different culture, economy, social and political condition among these countries. In addition, work values have become the subject of research within the generation context in recent years (Sharabi, 2016). Generation work values are important consideration because these work values influence individual and organization outcomes with specific reference to satisfaction, performance, commitment and employee retention (Lyons et al., 2010). Moreover, work values among each generation in each country are unique since different historical, cultural, societal and demographic factors do have an influence on the work values (Queiri *et al.*, 2016).

Low employee retention or in other words, high employee turnover. Therefore, retaining employees will still remain as one of the main priorities of action in view of the importance of employees to achieve an organization's objectives. The literature in Hong Kong on human resource practices, employee retention and Generation Y work values have been under explored despite its perpetual importance. As a result, there is substantial gap in Hong Kong's literature in this area of study in view of the limited past research examining the convergence of all three variables i.e. human resource practices, employee retention and Generation Y work values in Hong Kong property management industry. Additionally, there have been inconsistent findings and outcome among past studies in this area of study. Undeniably, there are some limitations inherent from their studies, and directions for future research are recommended.

II. Discussion of A Chosen Article

II. 1. The Chosen Article

An article was chosen, which is one of the 26 reviewed articles with the title of “An Effectiveness of Human Resource Management Practices on Employee Retention in Institute of Higher Learning: - A Regression Analysis”; was published in International Journal of Business Research and Management, Volume (3): Issue (2): 2012; its authors are Eric Ng Chee Hong, Lam Zheng Hao, Ramesh Kumar, Charles Ramendran and Vimala Kadiresan.

The abstract of the chosen article is extracted below:

“An effective human resource management practices namely employee empowerment, training and development, appraisal system compensation are the main factor for the success of a firm on employee retention. In this study, we aim to study how employees regard importance of their empowerment, equity of compensation, job design through training and expectancy toward effective performance management on their retention. Quantitative data was collected using the non-probability self-administered questionnaire that consist of questions with 5-points Likert scales distributed to our samples of 278 individuals. By using a multiple regression analysis, it is found that, training and development, appraisal system compensation are significant to employee retention except employee empowerment. Base on the results, training, compensation and appraisal is a fundamental consideration for University of Y lecturers’ retention decision; while empowerment is less fundamental to lecturers’ consideration as this can be attributed to the Asian culture characteristic of higher authority conformity.”

II. 2. Research Philosophy

The subject paper tried to investigate the interrelationship between employee retention and the independent variables by carrying out research on how these four variables (i.e. Employee Training, Appraisal System, Employee Compensation and Employee Empowerment) affect the employee retention of University of Y. Furthermore, the authors also tried to deal with how training could help employee to gain empowerment and how appraisal system could align to compensation. The authors had designed a framework and had logically presented with how compensation, empowerment, training and appraisal could be associated together in reaching the conclusion as significant factors for employee retention of an organization. The suggested framework of the subject paper was empirically tested and verified that are positive direct relationship among human resource management practices and employee retention.

The subject paper intends to provide a better understanding to its audience and take the survey result as a guide to many of higher education institutions in Malaysia about the relationship on how effectiveness of human resource practices with employee retention. The authors stated that the research could enable many Malaysian universities to identify what key factors could be used to retain their teaching staff.

Apart from the compensation system, appraisal system, empowerment and training program, there are still other key factors influencing the employee's retention. The authors should have carried out a mixed method research to employ to integrate the quantitative and qualitative research with the aim of providing a more complete understanding of the research problem as there is no single practice can improve employee retention instead a cluster of practices will be required to retain employee in an organization unless there is any specification or circumstance for researching purpose to have been stated. Delery & Gupta (2016) highlighted the maximum gain in employee retention could be achieved through bundles of human resource practices and which is a vital issue in many companies.

II. 3. Research Methods

This subject paper uses quantitative approach to collect data from teaching staff of University of Y in Malaysia. A total of 278 teaching staff were selected purposively. Quantitative data was taken through questionnaire to obtain feedbacks from respondents; items measuring the four variables (i.e. Employee Training, Appraisal System, Employee Compensation and Employee Empowerment) and analyse using a multiple regression analysis. The research uses a survey instrument, which was developed based on literature review of articles related to employee retention.

Quantitative data was collected using a sample of teaching staff including lecturers and tutors from all campus of University of Y. The construct measurement in the questionnaire was developed using a 5-point Likert-type rating scale. Data was analysed and tested using SPSS Statistics. The statistical analysis was extended to include the ANOVA and Multiple Regression Analysis. It provides summaries about the sample and the measurement being used to form the basis of the quantitative analysis data; the findings showed good construct validity of the principal components with Cronbach alpha values for the components having values greater than 0.7.

The authors used non-probability sampling to collect quantitative data, which only requires little sampling skills, less time consuming and less expensive; and designed the questions by using simple English to reduce uncertainties and misunderstanding by the participants on the questions. Furthermore, due to the targeted participant and information is available and readily, units of sample in the subject paper were hence selected in principle of convenient or personal judgment. Focal literature was examined prior to developing the research questionnaire, but there is no disclosure of that the questionnaire was given to any academician(s) or seniors for expert review in the pre-test stage to order to get content validation for enhancing the understandability of the items; to assess the brevity and ambiguity of the statements; and to vet the purpose of the study, research questions, hypotheses, lesson plans to ensure their appropriateness in addressing the problem of the study in order to improve the test questions.

The research design enables the researchers to come up with solutions to the problems and guides the researchers in the various stages of the research. In the subject paper the cross-sectional design type

was chosen. This is the most predominant design used in social sciences. Data collection was done by researchers themselves as this provided an opportunity to clarify misunderstanding of the items. A pilot study was conducted prior to the data processing, which enabled the researchers to test the reliability of the instrument empirically.

In order to meet the research objectives and purpose for the study, the design of descriptive, quantitative cross-sectional survey by means of questionnaire method is deemed as appropriate for the subject paper. Despite quantitative data, which refers to amounts or quantities being advocated as more efficient (Ingham-Broomfield, 2014), as to the hypotheses testing, there is still a risk where contextual details might be overlooked (McCusker & Gunaydin, 2015). Hence, the researchers are suggested to reinforce this issue with open-ended questions and comment. Nevertheless, the findings of the subject paper were aligned with the major themes discovered in the literature.

II. 4. Research Ethics

The authors chose all respondents from the University of Y to conduct the research; the reviewer argues it might be difficult to ensure the result of the study to be accurately estimated. The single source of respondent was not easy to effectively determine the research objective well. Furthermore, if the population was only selected from a single university in Malaysia, the needs and views of teaching staff from other higher education institutions might be different because the different working environment in different higher education institutions. Thus, the reviewer doubts that since the survey and investigation was only conducted limiting to a higher education institution namely University of Y, using a single university's primary research data is indeed hardly to treat the survey result as a guide to many of higher education institutions as stated in the article.

On the other hand, respondents might be biased in giving answers for the questionnaire as coming from a same institution. The opinions of teaching staff may not be the same if the survey conducts in different institutions. The respondents may have the tendency to disagree or agree with certain questions since they are under a similar employment condition and working environment. This may lead to unreliability and inaccuracy of the answer.

On the other hand, there is no disclosure of that the participants of the research were informed of the collected data would be used for scientific research as well as in scientific publications. Moreover, it is not stating also the participants were rest assured that their data would be treated confidentially of individual response during the conduct of study and be fully anonymous when used in publications, and not notifying respondents that no correct or preferred answers is required thereto, and desiring honest appraisals of the item to be provided by the participants.

Some lecturers distributed the questionnaires on behalf of the researchers, their involvement might affect the responses of the participants (i.e. lecturers and tutors), as the participants might feel that they should have an obligation to assist their teaching fellows for the study despite reservations they might have, which could be resulting in a restriction of their right refusing to participate, vice versa, at any time the participants should have right to terminate their participation.

The reviewer suggests the researchers to obtain approval from the university's research ethics committee for the conduct of their study. To brief the participants on the background information of the study and to inform them that the participation is on a voluntary basis and they can withdraw from the study at any time without any consequences. All lecturers and tutors who agree to participate in the study are required to sign a consent form prepared by the university's research ethics committee as some of the research questions are containing sensitive data such as pay, performance rating and staff loyalty of the lecturers or tutors. On the other hand, there might be conflicts of interest between the university and participants (i.e. lecturers and tutors), if those participants made criticisms of the university about its appraisal system, pay, employment condition and working environment etc. Therefore, there should be some form of protection in place.

In order to reduce potential bias, the researchers should provide the participant a sealed envelope containing the cover letter (explaining the purpose of the research and assuring anonymity and confidentiality of the responses) and questionnaire (explaining that lecturers and tutors' participation in the research to be voluntary). Moreover, the researchers should ask the participants to drop their surveys in a designated drop box, and to collect the completed questionnaires by themselves. The participants should be treated with due ethical consideration and to be briefed by the researchers of the study prior to the test.

The authors used different style of in-text citation and referencing with numbering which confused readers, where Harvard Referencing (APA) is recommended to adopt for a clear presentation.

Furthermore, some items of construct measurement are hardly to justify, which are extracted from the article as below:

- I earn more than others who do similar work at other universities/colleges.
- The non-monetary benefits, such as vacation time and medical insurance that I receive here are better than those I could get at similar universities/colleges.
- This is the best university for me to work for.

The participants should benchmark their pay, non-monetary benefits with other colleges/ universities and should also compare the elements of employment condition, working environment and career development etc where the university they are working for with other colleges/ universities; and whether which university is the best before answering the questions. It leaves uncertainties to the participants on the designed questions. Out of 278 surveys distributed, the researchers omitted to state in the article that how many surveys have been returned, any elimination due to not meeting the survey criteria and the survey's response rate for analysis. It leaves a doubt of survey reliability to the readers.

II. 5. Reliability and Validity

Downing (2006) pointed out that, an effective test development requires a systematic approach to ensure sufficient reliability and validity evidence to support the proposed inferences from the test scores. To ensure the reliability and the validity of the data and construct for the study. The researchers performed internal consistency, convergent validity and discriminant validity and structural model assessment was also performed to test the hypothesis.

In view of examining the hypotheses, a multiple linear regression was performed for the study. The adjusted R square is calculated to present how much the model explains the variations in the dependent variable, which is 0.463, represented the significant contribution of the independent variable of appraisal system, employee empowerment, employee training and employee compensation toward dependent variable. The regression model is valid because the significant level of ANOVA is below 0.05.

Regression analysis and correlation analysis were conducted but found to be unsuitable for this study due to the involvement of four variables in comparison to the small number of data. Peterson (2006) argued that if the sampling size of a research were larger, the data generated would be more accurate. In the subject paper, the authors adopted sample size formula from Krejcie & Morgan (1970); hence the sample size in this research was only 278 (or even less after elimination of disqualified surveys) out of total targeted population of 1,080 lecturers and tutors, the present findings cannot be generalized to all or many of higher education institutions in Malaysia. Future research should include a more diverse range of lecturers and tutors in different institutions for collecting a greater number of samples.

II. 6. Summary

This is an excellent opportunity to review of the subject in terms of literature review, research philosophy, reliability and validity, going into details on all aspects of ethics in research, and learning useful examples of situations that well prepared students for writing their dissertation.

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SBPD 7001

**Approaches to Research
and
Academic Communication Assessment**

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**An Effectiveness of Human Resource Management Practices on
Employee Retention in Institute of Higher learning: -
A Regression Analysis**

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Abstract

An effective human resource management practices namely employee empowerment, training and development, appraisal system compensation are the main factor for the success of a firm on employee retention. In this study, we aim to study how employees regard importance of their empowerment, equity of compensation, job design through training and expectancy toward effective performance management on their retention. Quantitative data was collected using the non-probability self administered questionnaire that consist of questions with 5-points Likert scales distributed to our samples of 278 individuals. By using a multiple regression analysis, it is found that, training and development, appraisal system compensation are significant to employee retention except employee empowerment. Base on the results, training, compensation and appraisal is a fundamental consideration for University of Y lecturers' retention decision; while empowerment is less fundamental to lecturers' consideration as this can be attributed to the Asian culture characteristic of higher authority conformity.

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Subject: Employee Retention

Reason to choose the topic: A major challenge faced by the property management field today is retaining the hired employees in its company.

1. More buildings are built; more property management practitioners are required.
2. The high turnover may be also caused by unhappiness with the work, inadequate compensation, unsafe and unhealthy conditions, unrealistic expectations, inappropriate processes or tools, lack of career opportunities and challenges, dissatisfaction with the job-scope or conflict with management.

3

What is Employee Retention?

- ◆ Encouraging employees to remain in the organization for a long period of time can be termed as **employee retention**.
- ◆ Various measures taken by organizations to encourage its employee so that they remain with it for a longer duration of time. The primary reason for retention of employees is to prevent its talented employees from leaving (James & Mathew, 2012).



4

The Importance of Employee Retention

- ◆ Baker (2006) stated that hiring new employees are far difficult as well as more costly than to keep the current employees in the organization.
- ◆ Gberevbie (2008) have found that if appropriate employee retention strategies are adopted, employees will surely remain and work for the successful achievement of organisational goals.



5

A Review of Literature

The Retention factor can be divided into three broad dimensions, i.e., social, mental and physical.

- ◆ The social dimension: contacts with other people, both internal and external.
- ◆ The mental dimension: work characteristics, flexible work tasks.
- ◆ The physical dimension: working conditions and pay.

6

Factors affecting Employee Retention Social Dimension

Social dimension: contacts with other people, both internal and external.

Factors	Authors	Year	Findings of the Research Papers
Leadership	Doh et al.	2011	Responsible leadership has three components: full management support for employee development; fair and inclusive human resource practices; and stakeholder culture where social behavior and ethical is of paramount importance.
	Kim & Brymer	2011	Leadership behavior includes providing a good supportive organizational climate, paying attention to each individual's needs, developing a set of moral values, and behaving in such a way that inspires and motivates employees, that creates employee's satisfaction.
	Kang, et al.,	2015	Quality of supervisory support is critical to employees seeking for career development and by giving appropriate support; it can increase employee commitment to the organization, which in turn reduces turnover rate.
	Cloutier et al.	2015	When an employee is given with a leadership role and having a good relationship with the supervisor, their sense of belongingness will become very strong with company.

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Factors affecting Employee Retention

Social Dimension

Factors	Authors	Year	Findings of the Research Papers
Training and development	Clutterbuck	2009	To assist the team improving work processes and performance through dialogue and reflection as team coaching, which could make things happen differently. Individual and team coaching are accompanied with culture change, its depth and pace of the change will be increased rapidly by supporters coming with new attitudes and behaviours.
	Hong et al.	2012	Employees are more likely to stay with an organization if the organization could provide job-related training to make employees more committed, motivated and confident to their job, and to improve the ability of employees in problem solving.
	Mehta et al.	2014	An organization tends to retain well-trained employees rather than starting the induction process and wasting the training cost once again.
	Cloutier et al.	2015	An organization treats training and development a kind of motivational tool by raising the commitment of employees towards the organization for employee retention.

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Factors affecting Employee Retention

Mental Dimension

Mental dimension: work characteristics, flexible work tasks.

Factors	Authors	Year	Findings of the Research Papers
Work-life balance	Harrington & Ladge	2009	A healthy balance between work and life ranks is more important than financial reward. Generation Y desires to have a more balanced schedule and more time for themselves.
	Gholipour et al.	2010	Generation Y prefer flexible work schedules which will be able to support their demand of work life balance.
	Shankar	2010	Work life balance is becoming a wider concept, which not only concern with balance between work and family matters, but also between work and the rest of life activities. Therefore, it does not only concern with married staff with children, but also single individuals. The demand is especially great on generations X & Y who keeps putting pressure on company for more control between work and family. It is believed that promoting work life balance is able to increase employee commitment to the company and increase their intention to stay.
	The STAR	2016	In a survey conducted by Randstad Award among 200,000 respondents from different age groups and education levels worldwide fully supported the emergence of work life balance as a top priority especially for Generation Y around the world.

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Factors affecting Employee Retention

Mental Dimension

Mental dimension: work characteristics, flexible work tasks.

Factors	Authors	Year	Findings of the Research Papers
Work environment	Armstrong & Taylor	2014	When employee feels that the workplace is interesting, attractive, valuable, challenging and important while offering prospects for career development, the quality of work-life is maximized. If employees have opportunity to achieve their career goal and have good managers, coworkers who treat them good, especially when employees have a chance to perform their abilities and specific skills at the workplace, they will want to continue to work.

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Factors affecting Employee Retention

Physical Dimension

Physical dimension: working conditions and pay.

Factors	Authors	Year	Findings of the Research Papers
Compensation	Oladapo	2014	Money can initially attract employees but it is not the primary reason to retain employees in today's workplace especially in consideration of the presence of Generation Y. In this anticipation, organizations will need to plan and implement practices to retain its employees.
Reward and Recognition	Silbert	2005	Recognition from customer, co-workers, team members, and supervisors enhance loyalty. Rewards have enduring impression on employees; also provide the employees with the impressions that who are valued in the organization.

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Factors affecting Employee Retention

Physical Dimension

Factors	Authors	Year	Findings of the Research Papers
Promotion and opportunity for Growth	Prince	2005	An organisation requires talented employees to maintain a competitive advantage, vice versa, employees require career growth opportunities to rise and develop in their career ladder. Such plans include internal promotion, advancement plans and career previews at the time of hiring.
	Eyster, et al.	2008	Job flexibility along with life options and lucrative career for all employees is a critical incentive.

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Factors affecting Employee Retention

Physical Dimension

Factors	Authors	Year	Findings of the Research Papers
Job Satisfaction	Hausknecht et al.	2009	A study found that job satisfaction is the primary reason for employee retention (51% of employees chose job satisfaction over other factors like organizational commitment, lack of alternative, extrinsic rewards etc.)
	Abareshi	2010	There is a significant relationship between co-workers and turnover intention. When the co-workers are nice and supportive, it is easier for employees to build sense of belonging in the company that their intention to leave will be lowered.
	Neves & Eisenberger	2012	Sharing of information openly and encouraging frequent two-way communication between managers and organizations tend to have a higher level of employee job satisfaction. Most employees thus have a stronger sense of well-being, job satisfaction and happiness.
	Terera & Ngirande	2014	Another study found that there is a strong relationship between employee retention and job satisfaction giving a clue to the organization keeping their employee satisfied.

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Factors affecting Employee Retention

Physical Dimension

Factors	Authors	Year	Findings of the Research Papers
Career Development	Kaliannan et al.	2016	If there're opportunities for an employee to grow and be promoted in its' career can increase their interest to continue to work for the same organization.
	Haggag	2010	A survey conducted by Manpower Malaysia amongst Generation Y showed career development drives employee retention and restricts them from leaving their organization and at the same time, increases their loyalty.
	Van Rooyen, et al.,	2012	Generation Y are interested in developing their career since they are able to acquire skills and knowledge that will strengthen their employability.

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Factors affecting Employee Retention

Physical Dimension

Factors	Authors	Year	Findings of the Research Papers
Succession Planning	Eshiteti et al.	2013	Succession planning emerged as strong factor influencing staff retention mainly through provision of employee growth opportunities and increased job satisfaction.
	Kamande & Gachunga	2014	The positive effect of succession planning in influencing employee performance and productivity, which in return is able to retain employees.

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Factors affecting Employee Retention

Physical Dimension

Factors	Authors	Year	Findings of the Research Papers
Work Stress	James et al.	2009	Occupational stress has a positive impact on turnover intention. Occupational stress comes from increasingly pressured work environment, heavy workloads, uncertain job expectations and long hours.

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Paradigm of Shift

- ◆ Past studies have focused on monetary human resource practices i.e. compensation and pay to retain employees.
- ◆ Monetary human resource practices are now argued no longer to be sustainable and instrumental to improve employee retention.
- ◆ Generation Y workers put emphasis on Corporate social responsibility, training and career development, more individualistic in nature (Festing & Schäfer, 2014).
- ◆ Work-life balance is increasingly important for engagement and affects retention.



17

Theoretical Perspective

- ◆ In explaining factors contributing to employee retention, it is suggested to also consider motivational theories, as motivated employees tend to stay with an organization longer.
- ◆ To understand various motivational theories such as **Maslow's hierarchy of needs, Herzberg's Motivation-Hygiene theory, Vroom's Expectancy Theory, Adam's Equity Theory and Social Exchange Theory**, to focus on physical and emotional needs, working environment, supervision, responsibilities, fairness & equity, employee development and feedback on performance.
- ◆ An employee will be motivated if given sufficient guidance through training & development, appraised through effective performance standard and compensated equally according performance standard.

18

Research Gap

- ◆ Money can initially attract employees, but it is not the primary reason to retain employees in today's workplace especially in consideration of the presence of Generation Y (Oladapo, 2014).
- ◆ Generation Y (born between 1980 and 1999) in the organizations have been omitted or under emphasized since many past researches concentrated on all employees as a whole.
- ◆ Generation Y being the core workforce, is described as mobile, impatient, work to enjoy life, need fast progression in their career, demanding which makes them vulnerable and have higher tendency to leave their organization and change jobs (Kaliannan & Ponnusamy, 2016).

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Research Gap

- ◆ Non-monetary human resource practices e.g. career development and work life balance can be focused on with the aim to increase employee retention.
- ◆ As a result, there is substantial gap that can be studied in view of the limited past research examining the convergence of these three variables i.e. human resource practices (career development and work life balance), employee retention and Generation Y work values in Property Management Industry.



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Discussion on the Chosen Articles

- ◆ An Effectiveness of Human Resource Management Practices on Employee Retention in Institute of Higher learning: - A Regression Analysis
- ◆ “The purpose of this study will help readers to better understand and use as a guide or information to many higher education institutions in Malaysia regarding the relationship of effective human resource practices on employee retention. It will also provide range of solution toward employee retention in Universities. Hence, it enables many universities to identify what are the major factors to be used to retain their employees.”
- ◆ “The study will investigate influence of empowerment, training, performance appraisal and compensation on their retention with an institution through surveying the University of Y lecturers.”

Methodology

- ◆ In this research, the authors used non-probability sampling, which is less expensive, less time consuming and require only little sampling skills.
- ◆ Sampling size is determined by using sample size formula adopted from Krejcie and Morgan (1970). The total targeted population in this research is counting according to the University's staff directory. There are approximately 1,080 lecturers and tutors in this University. Therefore, according to the formula used, the sample size was 278.
- ◆ Malhortra and Peterson (2006) stated that, larger the sampling size of a research, the more accurate the data generated.

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Methodology

- ◆ In this research, 280 respondents from the same university were chosen to conduct research. The single source of respondent was difficult to determine the research objective well and effectively.
- ◆ The respondents were chosen from a single private university in Malaysia. The views and needs of lecturers from other universities might be different due to the different working environment in different universities.
- ◆ The lecturers and tutors surveyed in this study was only a university in Malaysia, the present findings cannot be generalized to many of universities.
- ◆ The sample size was quite small. Future research should collect a greater number of samples and include a more diverse range of universities.

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Questionnaire Development and Measurement

Suggestions to the authors:

- ◆ To seek assistance from faculty members/ industry professionals to assess the content validity.
- ◆ To pretest the questionnaire on pilot study and base on the feedback and the results of the pretest, to further revise the questionnaire to eliminate redundant questions and clarify unclear expressions to enable the reliability of the instrument to be empirically tested.
- ◆ To provide with a cover letter to introduce the purpose of the survey and explain respondents' confidentiality and anonymity including brief instruction on the answering procedure.
- ◆ To explain to respondents that their participation in the research was voluntary.
- ◆ To provide data of the response rate and also how many questionnaires have returned.
- ◆ To inform participants that there are no preferred or correct answers, and desire participants' honest appraisals of the item.

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Questionnaire Development and Measurement

Some questions are hardly to justify:

- ◆ "I earn more than others who do similar work at other universities/colleges."
- ◆ "The non-monetary benefits, such as vacation time and medical insurance that I receive here are better than those I could get at similar universities/colleges."
- ◆ "This is the best university for me to work for."



Respondents' Biasness

- ◆ Respondents tend to be **biased in answering the questionnaire** provided by the researchers because the respondents were chosen from a single private university.
- ◆ The views of lecturers may be different in different universities. They have the tendency to agree or disagree with certain questions since they were working in a similar working environment. This may lead to **inaccuracy and unreliability** of the answer.

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Reliability and Validity

- ◆ Before proceeding to test the hypotheses, the authors assessed the validity and reliability.
- ◆ According to the **Multiple Regression Model** summary, the R square value had gain 0.680, these mean that 68% of dependent variable of retention can be explained by 4 independent variable. The independent variable refer to include employee empowerment, compensation, training and appraisal system in this research, it will conclude that 32% (100% - 68%) of dependent variable of retention is explained by other potential factors. The value of adjusted R square with value of 0.463 which 46.3% represented the significant contribution of the 4-independent variable toward dependent variable. Hence, the model was considered **satisfactorily reliable**.
- ◆ Next, the authors assessed the validity. They measured using **ANOVA**. It determined satisfactory result as the significance level of the model is not over or smaller than 0.05. Thus, **model that used in this research is good**.

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Conclusion

This is an excellent opportunity to review of the subject in terms of **literature review**, **research philosophy**, **reliability and validity**, going into details on all aspects of **ethics** in research, and learning useful examples of situations, that prepared students in writing their dissertation.