

## Predictors of Intention to Stay Among Employees management in The Selangor Manufacturing Organizations

Hanwen Zhang

Doctor of philosophy (PHD) Management, Limkokwing University of Creative Technology,  
Cyberjaya, Selangor, 63000, Malaysia

624805908@qq.com

### Abstract

**This research was conducted on the employee intention to retain in the enterprise. The primary idea of this research was to analyses the effect of organization policies on the retention of employees. The research evaluates various factors related to the human resource and how these elements can affect the retention of employees.**

### Keywords

**Stay Among Employees management, Manufacturing Organizations.**

### 1. Introduction

This part of the research helps in explaining the key reasons why the topic is being chosen. There are several reasons over determining the independent variable of the research. The part of background of study will clearly explain the topic and all the independent variables as Malaysia is the key focus of research the relevant data will be collected according to the manufacturing industries of Malaysia where the trend of employee's intention to study will be found.

### 2. Background of Study

#### 2.2.1 Overview of the Topic

Workforce of any organization is considered as the main source of productivity and capital generation. Due to which they are counted as one of the most valuable asset which exists in the organization (Ayers & Kaplan, 2005). Organization cannot achieve the desired results if they are managing the employees correctly. According to Cronin Jr, et al. (2000) even if any organization has integrated the technology or having edge over the competitors they cannot achieve the whole success of the business without the satisfaction of the employees towards their responsibilities and roles. One of the most costly issue which a business faces is turnover of the employees with their own desire. In the case of employee leaving the organization, other than having relevant training and knowledge is taken with him the most important loss for the company is over the reallocation of the resources again for the business plans to go accordingly. Losing any member creates pressure among the staff members and creates a highly urgent case of hiring. This also makes the fellow employees demotivated (Fang, et al., 2014). On the other hand there are few of the factors which supports the will of the employees to stay within the organization and work with productivity. The intention of an employee to stay can be an unofficial contract with the employer in which they express their will to stay with them on long term basis (Kervyn, et al., 2012).

This concept is the direct opposite of an employee's will to quit the organization. Because of employee being undervalued and less satisfied with their current job aims to quit the job. However, this is the key reason competition in the organizations is increasing and because of which employees are willing to stay as their job security. As per the research of Klaver (2013) employees should know their contributions towards the organization are valued and there should be systematic approach through which it can be known that employees are having problems within the organization. The labor market is often referred to as the economic terms of supply and demand in which the labors

fulfills the demand or provides the supply while the employer or top management are the ones which are creating or mentioning the demands.

### 2.2.2 Employee's Motivation

Research of Saks and Burke (2012) have concluded that one of the ways through which the performance of the employees are boosted is by getting the recognition of their work from the top management. This makes the employees more happy and satisfied. This act makes the employees lead from their competitors in the industry as due to this simple acts the turnover rate of the employees within the organization decreases. On the other hand Islam, et al. (2013) in their research came up with the point of retaining the employees through different modes such as giving their packages, good wages etc. These are the factors which stops the employees to move towards other organizations in the similar industry. Due to this reason the focus of this research is over the training and development which an employee goes through and how much impactful it is in their lives. Moreover, the focus will be on the Malaysian manufacturing sector specifically in the country of Selangor. There are various factors which works as the basis of making an employee to stay in the organization (Parra-López, et al., 2011). One of the important factor is the support from the leadership of the organization. This makes the employees feel more confident and comfortable on ground by building trust factor within them. The leaders of the organization works as becoming role models and make them accountable to set the same standards for all the employees of the organization. Another way can be through empowering the employee towards their job. It is important within the organization that more team work should be promoted. Same is the case with the labor markets which sometimes shifts their motivation according to the demand so that they efforts are used in a relevant manner. Employees with responsive team towards their aid can help in getting desired results. Another factor can be of socializing with the employees on professional grounds. It is important to give relaxation to the employees when needed. They cannot work in stress and due to which it is the responsibility of top management to help them and make them calm by changing the daily routine of the work and bring something new for their satisfaction (Taher, et al., 2015).

### 2.2.3 Overview of Independent Variables

As per the proceedings of the research there were four important independent variables defined. All the independent variables are having their impact on the dependent variable. Following are the details of those variables with their detailed explanation.

Employee's Performance Appraisal

Training and Development of Employees

Career Advancement

Psychological Safety

## 3. Research questions, Hypothesis and research objectives

All the research questions, hypothesis and objectives of the research is giving clear direction over how the research will be taking place. It is important to mention the hypothesis and research question will be the main topic or points over which the findings and discussion will be done for the research.

### 2.3.1 Research questions

Does performance appraisal have any relationship with intention to stay?

Does Training and development have any relationship with intention to stay?

Does career advancement have any relationship with intention to stay?

Does psychological factor have any relationship with intention to stay?

### 2.3.2 Research objective(s)

The general objective for this study is to investigation the predictors of intention to stay among employees in the Selangor manufacturing organizations.

To evaluate the relationship between performance appraisal and intention to stay.

To evaluate the relationship between Training and development and intention to stay

To evaluate the relationship between career advancement and intention to stay

To evaluate the relationship between psychological factor and intention to stay

### 1.3.3 Hypothesis Development

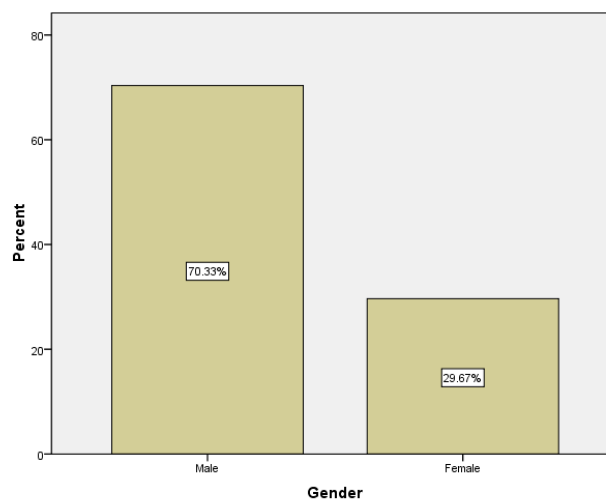
H1: performance appraisal has a significant relationship with intention to stay

H2: Training and development has a significant relationship with intention to stay

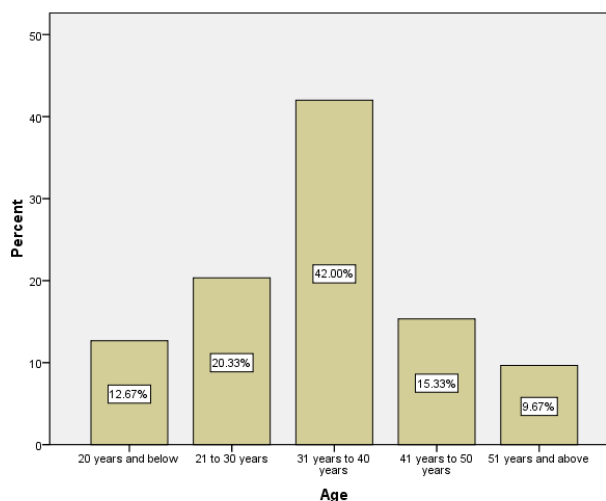
H3: Career advancement has a significant relationship with intention to stay

H4: Psychological Factors has a significant relationship with intention to stay

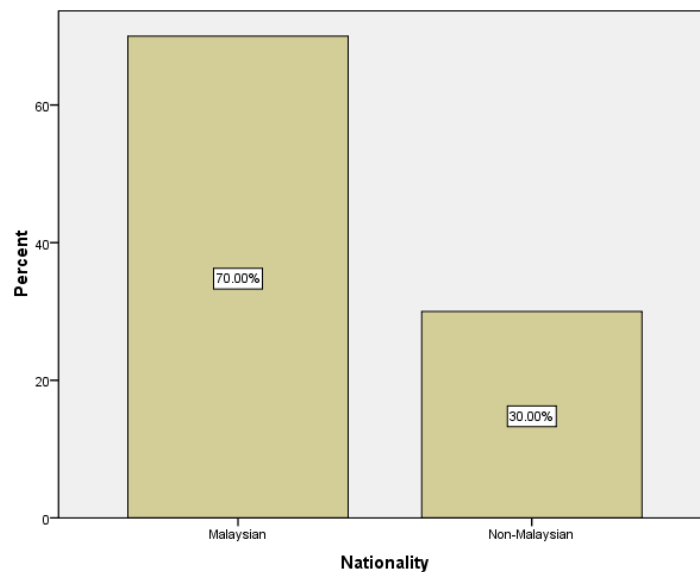
## 4. Descriptive Statistics of Data



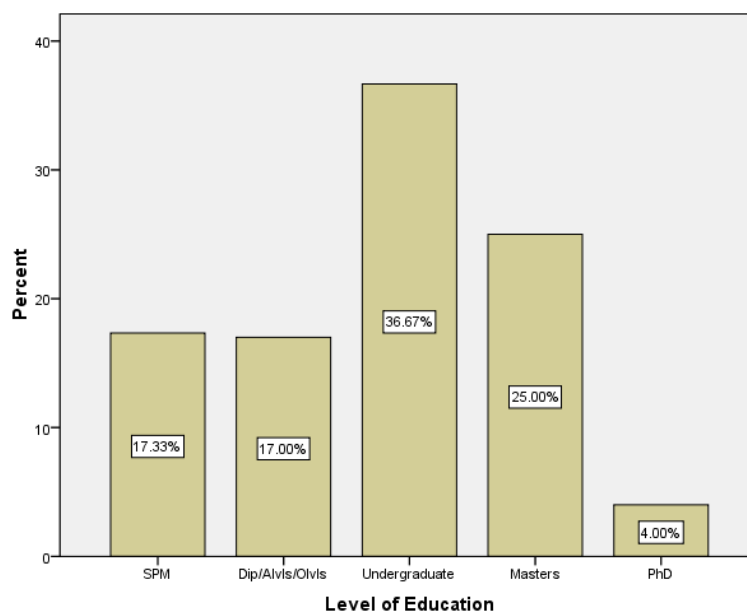
In this survey, the respondents were categorised according to their gender in which it has been analyzed that within the sample of 500 employees, around 70.33% of the total respondents were male while the remaining 29.67% of the total population were female in the company.



In this survey, the respondents were categorised according to their age group in which it has been analyzed that within the sample of 500 employees, around 12.67% of the total population fall in the age group of 20 years and below, 20.33% of the total population fall in the age group of 21 to 30 years, 42% of the total population falls in the age group of 41 to 50 years and remaining 9.67% of the total population falls under the age group of 51 years and above.

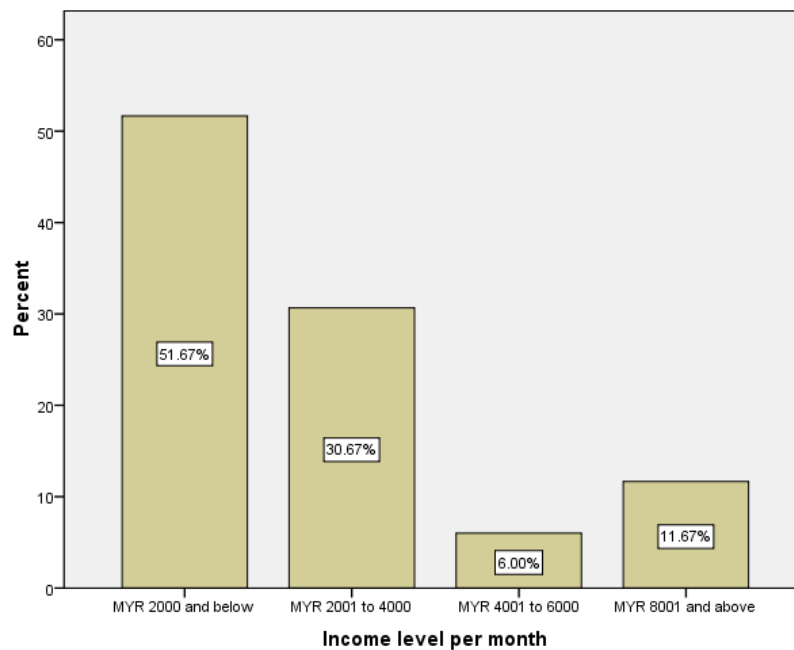


In this survey, the respondents were categorised according to their nationality in which the population were divided into Non-Malaysian and Malaysian respondent. From the above graph it is determined that around 70% of the total population were Malaysian while remaining 30% of the total population were non-Malaysian.



In this survey, the respondents were categorised according to their level of education. It has been determined that around 17.33% of the total population were SPM, 17% of the total population were Dip/Alvis/Olives, 36.67% of the total population were undergraduate, 25% of the total population were masters and remaining 4% of the total population were PhD.

In this survey, the respondents were categorised according to their income level. From this analysis it is determined that around 51.67 of the total population earns around 2000 and above, 30.67% of the total population earns MYR 2001 to MYR 400, 6% of the total population earns <YR 4001 to 6000 and remaining 11.67% of the population earns approximately MYR 8000 and above.



## 5. Preliminary Data Analysis

### 5.5.1 Normality Test

Tests of Normality						
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Performance_appraisal	.321	300	.000	.806	300	.000
Training development	.261	300	.000	.821	300	.000
Career_adv	.300	300	.000	.812	300	.000
Psychological_Safety	.336	300	.000	.706	300	.000
Intention_to_stay	.367	300	.000	.741	300	.000
a. Lilliefors Significance Correction						

In this table, the data collected for each of the variables are highly reliable as all are above 0.3. individually, the performance appraisal variable has 0.321 value, training and development have 0.261 value of variable, career advancement has 0.30 value of variable. Similarly, the psychological safety and intention to stay have 0.336 and 0.367 value which shows the higher reliability of variables. Normality test for this research is valid and approved because all data is above the average which shows that researcher dependent and independent variable is supported.

Kolmogorov test all statistics is above 0.25 hence it proves this. And Shapiro Wilk test is also above 0.7 which proves it all result is correct.

### 5.5.2 Reliability Test

According to Su et al., (2015), the collected data is processed to determine the reliability that is primarily based on the evaluation that anticipates the data reliability. With the help of this measure, the reliability of the collected data is evaluated and reliability is provided to the author. As the thumb rule, the value of reliability is 0.783 where it is evaluated by utilizing the data set collected and Cronbach's Alpha is supposed to be reliable if the overall value of the reliability is greater. The evaluation is completed and analyzed with the assistance of the performance of statistics, the author further assures to gain the data and information identified. The following grid concluded the Cronbach's Alpha and the data collected values separately for each variable which is utilized in the existing research. With the help of this grid, it has been determined that the value of Cronbach's

Alpha was concluded by the author through using the tool known as SPSS. It has been determined that the value shows the 0.784 determines the greater data reliability.

Variable	No of Items	Cronbach's Alpha
Performance Appraisal	4	0.783
Training & Development	4	0.850
Career Advancement	4	0.777
Psychological Safety	4	0.880
Intention to Stay	4	0.822

In this table, all the variables show the value which are above 0.78 where the performance appraisal has the value of 0.783, training and development have the value of 0.850 and career advancement have the value of 0.777. similarly, psychological safety and intention to stay have the value of 0.880 and 0.822 respectively which shows the greater reliability.

### 1.5.3 Validity Test

In the view of Koo and Li (2016), the test of KMO is to evaluate the test of validity. The KMO is determined as the form of the test handle which is relevant to the collected data in this study by the author for meeting the goals. The test of KMO evaluates the adequacy of sample for each of the variables which has been utilized in the research along with the accumulated total outcome. In the perspective which is general, the value of KMO shows the outcome which is not more than 0.5 percent that is non-relevant for the element evaluation where the greater variance has been determined. The statistics is evaluating of the proportion of the variance among different variables that might occur in the variance which are common. For the existing research, the test of KMO is as follows:

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.699
Bartlett's Test of Sphericity	Approx. Chi-Square	224.547
	df	10
	Sig.	.000

As we can see above measure of sampling adequacy is above 0.6 which is shows that data is valid hence test approve this as well. DF is 10 which also approve the validity of test is above the level. Sig is less than 0.05 this also one of the point where we check that data is valid or not.

## 6. Technique of Data Analysis – Multiple Regression Analysis

This technique allows to determine the linear relationship among the independent and scalar variables. From the practical point of view, multiple regression is one of the most widely used and effective methods. Such method is reliant on the linear functions, accompanied with the other parameters which have involvement of linear representation of the given data (Burns, et al., 2014).

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.103	1.428		1.473	.142
	Performance_appraisal	-.008	.048	-.008	-.159	.000
	Training development	.232	.050	.244	4.628	.000
	Career_adv	.053	.061	.045	.876	.000
	Psychological_Safety	.583	.058	.491	9.985	.000

a. Dependent Variable: Intention\_to\_stay

All four hypothesis is of this is research is supported because all sig values of above table is less than 0.05. Hence researcher showed that all hypotheses are supported with regression result.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.593a	.352	.343	3.14866
a. Predictors: (Constant), Psychological_Safety, Career_adv, Performance_appraisal, Training development				

The above grid for the correlation shows the greater value which has been determined by the author. The sig. value shows the success of the variables high has been utilized in this study. It is determined that the sig.value is below 0.05 then the hypothesis is accepted and significant. In this existing scenario, the sig value for performance appraisal, training and development, career advancement and phycological effect is 0.00, 0.00, 0.00 and 0.00 respectivo. Based on this, all the variables which are independent have the greater effect on the performance of employee. All the variables are supported.

In above table r square is above 0.35 which shows that all IV and DV have very strong connection with each other and data is gathered relaiabe for reader and researcher.

Hypothese	Beta value	P-value	Results
H1: performance appraisal has a significant relationship with intention to stay	-.008	p < 0.05	supported
H2: Training and development has a significant relationship with intention to stay.	.232	p < 0.05	supported
H3: Career advancement has a significant relationship with intention to stay	.053	p < 0.05	supported
H4: Psychological Factors has a significant relationship with intention to stay	.583	p < 0.05	supported

## 7. Discussion of Finding

It has been determined by evaluating the sample of 500 respondents, that there are greater number of employees who required motivation to stay in the organization and meet their goals. In the current study, it has been determined that around 40% of the respondents were likely to leave the company due to the lack of motivation while remaining employee did not want to leave the organization for no reason.

The empirical model of this study is as follows:

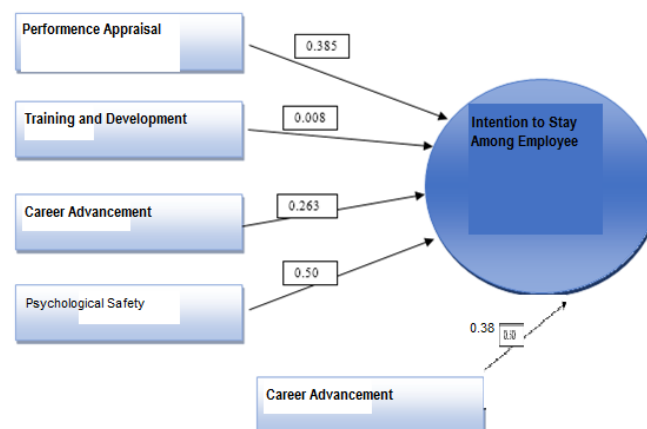


Figure: Research's Empirical Model



## 8. Overview of the Study

In the condition of staff leaving the enterprise, other than having relevant education and understanding is taken with him the most crucial loss for the enterprise is over the actual demography of the resources again for the organization plans to go in like manner. Losing any staff develops force among the staffs and develops a significant urgent condition of recruitment. This additionally makes the fellow staffs de instigate (Fang, et al., 2014). For recruitment a staff not just most extreme and time and exertion is required however it also optimizes various expenses for the enterprise. According to the survey it is seen that resignation rate inside Malaysia has raised from 10.1 percent to 13 percent inside the long periods of 2009 to 2010. On a normal inside Malaysia currently the resignation rate for staffs is up to 19 percent. This pattern of staffs leaving their employments is quite dangerous and irritating whether it is a willingness approach which is finished by the staffs through their acquiescence or by unwillingness means, for example, firing it develops an adverse image of the enterprise and can expense lots of cash.

Staffs taking assistance from other staffs can adapt all the more rapidly and can demonstrate their output in negligible measure of time (Ryu and Han, 2010). Besides, doing any kind of unexpected mix-up won't make them feel regretful or mortified. It is crucial within the enterprise that more team function should be advanced. Same is the condition with the staff segments which in some conditions moves their inspiration as per the requirement so that they endeavor are utilized in a crucial manner. staffs with responsive group towards their guide can help in getting desired outcomes. Another determinant can be of associating with the staffs on proficient grounds. It is crucial to offer unwinding to the staffs when required. They cannot function in push and because of which it is the accountability of executive administration to encourage them and make them quiet by changing the day by day schedule of the function and bring something new for their gratification (Taher, et al., 2015).

## 9. Recommendations

The Research focuses on the effect of sustaining on the organizational efficiency of staffs, however there is a requirement for optimization in the gathering of statistics as it is gathered only from one college. In the future Research statistics can be gathered from various universities staffs and the dependability of statistics can be checked after that. By gathering diverse statistics author will get an accurate outcome from the Malaysian organizational segment. Additionally, the social sustaining platform can be utilized by the author to collect statistics in a helpful way.

The statistics is based on the one segment which is the means by which the sustaining effect on the organizational efficiency. However, sustaining also affect in a various way on everybody's life the future Research can be directed on those elements. The various segment can be chosen to check the effect of sustaining and also staffs, non- staffs and grown-up can likewise provide statistics on the effect of sustaining on their life.

To fuel the achievement of the enterprise in the staff segment, its staffs must be dynamic and talented with the goal that their individual efficiencies could aggregate to beat the optimization of the dynamic rivals in the market. efficiency appraisals can altogether influence staffs' motive to remain in the staff segment if the examinations are productive and proposed for optimization. Every staff requirement to be greater productive and skillful; thus, staffs must be outfitted with the essential understanding, the proper and adequate employment attitude and requisite employment capabilities (Barnes-Farrell, 2013). The circle of efficiency appraisals incorporates the appraisal of employment capabilities, attitude, understanding and so on. efficiency appraisals way to deal with formalized and standard gathering and the evaluation of the statistics determining with the employment efficiency of the staffs; thus, it very well may be construed that efficiency appraisals are the segment and part of the general statistics look by the enterprises (Culbertson, Henning, and Payne, 2013). efficiency appraisals permit the administration to perceive and investigate the elements which obstruct the staffs of the enterprise to boost their efficiency, effective and devotion. The organizational efficiency of staffs is not just influenced by sustaining other elements such as enthusiastic pressure, peer gatherings, instructor's



identity, learning surrounding and numerous more Researches could be directed on these elements too.

Through the restrictions of the Research, the future author can locate a superior method to take care of the complication and can satisfy that hole. The more elements can be evaluated by the author which can influence the organizational efficiency of the staffs. The Research can additionally be directed on both genders as opposed to the main because sustaining is part of society and utilized by both genders. Further, the Research devote the outcome from various forms of sustaining such as social sustaining, list, print sustaining and online journals. The deep evaluation can be done on a single element and the outcome can be contrasted and other elements and evaluation can be done, by which element staffs are influenced more.

As in this Research favorable side of sustaining is determined, the Research can additionally demonstrate the adverse side of sustaining and how it affects severely on the organizational efficiency of staffs. The statistics is gathered from a various level of staffs, as it very well may be taken from a similar dimension of staffs which will discover the accurate outcomes from the various level of Educating.

As Researches can likewise be led on staffs who Research online, and how the sustaining affect their life. Further, the Research can likewise explicitly lead on how sustaining effect on organizational efficiency of male. In which way male are utilizing the sustaining and taking advantages of it. In the future author can additionally direct a comparison Research. In which he can lead a use of sustaining by and male and investigate an outcome, which gender is using sustaining in a superior way or outcome can be assessed in a way which gender is affected by sustaining more.

## 10. Conclusion

The whole Research is having the premise of how staffs are having the motive to remain inside the enterprise due to some elements. It is crucial to feature that turnout rate is one of the key complications why various enterprises are not towards the skirt of effective. There are numerous adverse marks of turnout for the whole enterprise which are referenced in the above part. It is also crucial to illuminate all the subjects being referenced are helping the Research in making the premise of the subject and all of these subjects are applicable for the further piece of the Research. There were four crucial independent variables discussed as having the effect on the based variable which is the motive of staffs to remain inside the enterprise. The four independent variables are staff's efficiency Appraisal, Educating and optimization of staffs, course optimization and intellectual Safety. These independent variables are connected with the discernments being produced by the staffs over their subject of motive to remain in the enterprise.

Furthermore, another supporting hypothesis which can be focused in the above conceptual frame employment is Herzberg's two element theory. Two element theory has referenced two wide orders and types comprising of encouragers and hygiene elements. The hygiene elements are named those which don't directly encourage the staffs; henceforth, it very well may be construed that their essence in the employment place setting does not straightforwardly invigorates the inspiration dimensions of the staffs. Notwithstanding, the nonattendance of the hygiene elements can trigger demotivation among the staffs (Yusoff, Kian, and Idris, 2013). Such reality can be verified and approved by the way that the nearness of hygiene elements does not devote as an impetus to animate the inspiration of the staffs. Essentially, the nonattendance of the encouragers does not fuel demotivation among the staffs (Alshmemri, Shahwan-Akl, and Maude, 2017).

Additionally, the independent variables focused in the conceptual can likewise be ordered into the types of encouragers and hygiene elements. For illustration, efficiency appraisal can be named and named as an encourager. It very well may be legitimized by the way that the act of conducting efficiency appraisals isn't ordinarily seen in every enterprise; subsequently, it can't be set up that the staff's employment in such enterprises are de inspired. Despite the fact that, when the staffs are being furnished with the objection of their efficiency and favorable remarks from the administration, all

things determined, their inspiration levels would upgrade thinking about the gratefulness from the significant authorities (Barnes-Farrell, 2013). Additionally, intellectual safety is comprised among the employment surrounding of any enterprise; accordingly, it tends to be integrated among the hygiene elements. For example, if there is no intellectual safety, the staffs would will in general be more de inspired; in any case, guaranteeing the nearness of the intellectual safety does not summaries that the staffs would be inspired.

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