

**A STUDY OF JOB SATISFACTION FACTORS TOWARDS EMPLOYEE
RETENTION IN OIL PALM PLANTATION**

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Partial Fulfilment of the Requirements for the
Degree of Bachelor of Science (Hons.) Technology and Plantation Management
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DECLARATION

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LIST OF ABBREVIATIONS

UiTM	Universiti Teknologi MARA
MPOC	Malaysian Palm Oil Council
MPOB	Malaysian Palm Oil Board
PPM	Pembangunan Pertanian Melaka
SSPS	Statistical Package for Sosial Science

ABSTRACT

A STUDY OF JOB SATISFACTION FACTORS TOWARDS EMPLOYEE RETENTION IN OIL PALM PLANTATION

Nowadays, the issue that usually relates to the organization is employee retention. Employee retention important in the organization because of losing the skilled, talented and experienced employee is more highly compare to hire a new employee. This study a relationship between job satisfaction factors which are organizational culture, salary, and amenities to handicap the influence toward employee retention and to determine the dominant factors of job satisfaction that influence employee retention in the organization. A survey was utilized to gather information about job satisfaction towards employee retention in oil palm plantation. Job satisfaction is important which can affect the high or low levels of turnover in any company. The result shows that the independent variables of job satisfaction have a positive relationship and significant with a dependent variable which is employee retention. The result also shown that salary is the highest factor that influence of employee retention in the organization compares to the other factors. The attraction employee and retention great employee to work in the organization due to a high level of salary. Thus, these parts are directly associated with worker retention in any organization.

Keywords: Organizational culture; Salary; Amenities; Job satisfaction; Employee retention

ABSTRAK

KAJIAN FAKTOR-FAKTOR KEPUASAN KERJA TERHADAP PENGEKALAN PEKERJA DI LADANG KELAPA SAWIT

Pada masa kini, isu yang biasanya berkaitan dengan organisasi adalah pengekalan pekerja. Kos pengekalan pekerja sangat penting di dalam organisasi kerana kehilangan pekerja mahir, berbakat dan berpengalaman lebih tinggi berbanding membayar pekerja baru. Dalam kajian ini, hubungan antara kepuasan kerja, budaya organisasi, gaji dan kemudahan untuk mengenal pasti faktor terhadap pengekalan pekerja dan menentukan faktor dominan kepuasan kerja yang mempengaruhi pengekalan pekerja dalam organisasi. Soal selidik dilakukan untuk mengumpul data tentang kepuasan kerja terhadap pengekalan pekerja di ladang kelapa sawit. Kepuasan kerja adalah penting kerana boleh menjejaskan tahap pengekalan pekerja yang lebih tinggi atau lebih rendah di syarikat. Hasil kajian menunjukkan bahawa pemboleh ubah bebas kepuasan kerja mempunyai hubungan positif dan signifikan dengan pemboleh ubah bergantung yang merupakan pengekalan pekerja. Hasil kajian juga menunjukkan bahawa gaji merupakan faktor tertinggi yang mempengaruhi dalam pengekalan pekerja di organisasi berbanding dengan faktor lain. Tahap gaji yang tinggi akan menarik dan mengekalkan pekerja yang berkualiti tinggi. Oleh itu, unsur-unsur ini berkaitan langsung dengan pengekalan pekerja di mana-mana organisasi.

Kata kunci: Budaya organisasi; Gaji; Kemudahan; Kepuasan bekerja; Pengekalan pekerja

CHAPTER 1

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

1.1.1 History of Oil Palm

Elaeis guineensis is originated from West Africa, wherein proof of its use as a staple food crop dates as ways lower back as 5,000 years. Palm oil is a consumable vegetable oil determined from the mesocarp of the fruit of the oil palm. Palm oil also is normally reddish color due to high beta-carotene substance.

The oil palm is a project of the Malaysian Palm Oil Council (MPOC) to promote the benefits of Malaysian Palm Oil as the world's fundamental oilseed crop. Furthermore, whereas palm oil omnipresent in West Africa, it is utilize of palm oil within the worldwide showcase extended essentially as a result of the British Industrial Revolution and the extension of abroad exchange. Palm oil formed the basis of soap products.

The largest producer is Indonesia while Malaysia is the biggest producer of palm oil and the major exporter and Malaysia produced 18.79 million tons of crude palm oil on generally 5,000,000 hectares of land (MPOC, 2012).

1.1.2 Oil Palm Workers

According to Zainal (2017) in The Star Online, in Malaysia, 40% of all are owned by small farmers and in 1960, palm oil has been a major calculate in Malaysia decreasing destitution from 50% and today about 5% down. The oil palm industry straightforwardly utilizes more than 570,000 individuals with another 290,000 individuals utilized downstream.

Table 1.1: Foreign versus local workers in Malaysia.

Job categories	Malaysia			% Foreign	Foreign local ratio
	Local	Foreign	Total		
Harvesting mandores	4 581	4 755	9 336	50.93	1.03
General mandores	6 484	4 484	10 968	40.88	0.69
Harvesters and fruit collectors	31 747	161 226	192 973	83.54	5.08
Field workers	31 489	86 370	117 859	73.28	2.74
Other general workers	32 863	49 138	82 001	59.92	1.49
Subtotal field workers	107 164	305 973	413 137	74.06	2.85
Executives	9 095	515	9 610	5.34	0.06
Staff	22 135	1 486	23 621	6.29	0.07
Subtotal executive	31 230	2 001	33 231	6.02	0.06
Total	138 394	307 974	446 368	69.00	2.22

Based on Table 1.1 above by Abdullah et al (2011), the results show that the number of foreign laborer within the oil palm industry is highest compare local labourer. The local is mostly work as administrative staff and administrators whereas the foreign labourer is generally work in field.

1.1.3 Employee Retention

Oil palm plantation companies are lack of the employee due to several factors. So this oil palm plantation need to make strategies to make sure the employee is retained to work in the organization and to avoid higher turnover in the organization. Job

satisfaction is important during working because it will link to job performance and also productivity.

Employees that have a high job satisfaction care more approximately the quality of their work and so are more committed to their organization (Scott et al. 2005). According to George and Jones (2008), job satisfaction is “the collection of sentiments and convictions that individuals have approximately their current occupations. People’s level of job satisfaction can extend from extraordinary fulfillment to extraordinary dissatisfaction”. Others have characterized job satisfaction as “a positive feeling almost a work coming about in an assessment of its characteristics” (Robbins and Judge, 2009).

1.2 PROBLEM STATEMENT

Nowadays, there are numerous turnovers of the employee in any organization. The issue usually occurs because of less job satisfaction of employees during working at the organization. When job satisfaction in the organization is less, so tendency employee to find another organization is higher. Due to this reason, a few variables can be affected job satisfaction of employees that needs to be studied and investigated. In Pembangunan Pertanian Melaka (PPM), the problem that can justify is less of amenities. Other than that, there are the different race in this organization which is Indonesia, Malay, and Indian. So, the salary each of the employees has difference and it will affect the job satisfaction of the employee.

1.3 SIGNIFICANCE OF STUDY

This research study is important because it will affect the turnover of the company. The factor of salary, amenities and organizational culture that have been selected for the model is will directly result in the turnover of the employee due to job satisfaction on the employee at the company.

This study is to realize the top management the importance of salary in enhancing job performance and productivity. When the salary is paying is depend on the working hour and performance of the employee, so the employee will perform better and able to work over time.

This study also hopes to establish a good interaction between people at all levels. When interaction occurs between the top management, low management and all the employee in the company, the company can perform well. This is because when the company has any problem, they can solve together in the organization with the diverse idea to make sure the company achieves the goal. Variety in employee retention at diverse organizations may be the result of organizational social values.

Lastly, this study is to realize the manager the importance of providing the amenities at the company such as vehicle, house and other amenities. This can attract the employee to loyal in the company compare to the company that cannot provide the amenities. This amenities can influence the job performance of the employee.

1.4 OBJECTIVES OF STUDY

The main objective of this study is to examine the relationship between job satisfaction factors that influence employee retention and to determine the dominant factors of job satisfaction that influence employee retention in the organization. If an organization can retain the talented, experienced and skilled employee, it will give a lot of benefit to the organization in term of cost saving, productivity, and a skilled employee.

1.5 HYPOTHESIS OF STUDY

The hypothesis is a specific, clear and testable proposition or predictive statement about the possible outcome of a scientific research study. This are the hypothesis relationships between independent and dependent variables.

H1: There is a positive relationship between amenities and employee retention in oil palm plantation.

H2: There is a positive relationship between salary and employee retention in oil palm plantation.

H3: There is a positive relationship between organizational culture and employee retention in oil palm plantation.

1.6 LIMITATIONS OF STUDY

There are several problems during data collection. Firstly, is the cooperation of the respondent is poor because they trying to avoid to answer during the questionnaire was distributed. Next is some of the respondents is foreign worker and they not able to understand the question and they cannot answer accurately. Besides that, some of the respondents also cannot reading and writing so researcher need to explain one by one to the respondents. This will take a long time for the researcher to collect data. Lastly is the respondents are not honest in answering the questionnaire because of tired and some factors. This is the higher problems receive by the researcher because it will result in the data analysis.

CHAPTER 2

LITERATURE REVIEW

This chapter will a sort of review article. A review of literature is a scholarly paper that involves present understanding including substantive results, as well as theoretical and methodological contributions to a specific subject.

2.1 JOB SATISFACTION

Perceptual, emotional, and behavioural elements can determine job satisfaction. Maslow (1954) suggested that human needs should take into consideration self-actualization after a five-level chain of control ranging from physiological needs, safety, belonging and cherishing. Based on the hypothesis of Maslow, job satisfaction has been brought closer from the point of view of requiring satisfaction by a few analysts. Spector (2000) specifically referred to work satisfaction in terms of how people feel about their jobs and different views of their jobs. Job satisfaction and unhappiness will not depend on the nature of the work, but it also depends on the desire of what an employee receives from the work (Hussami, 2008).

Job satisfaction is influenced by factors like salary, organizational culture, and amenities. A great work environment and great work conditions can increment worker job satisfaction and the workers will attempt to grant their best which can increment employee work execution (Parvin and Kabir, 2011).

2.1.1 Amenities

Amenities are importance in organization because it can give a vital force for the employee to increase the performance and directly produce job satisfaction. These amenities were providing is to form proficient, healthy, faithful and satisfied work force for the association and to create their work life superior additionally to raise their standard of living (Babu et al. 2012).

Besides that, providing amenities such as housing, vehicle, health and others also to help the employee for a better lifestyle and definite employee comfortable and easy to work. When employees comfortable at the organization, so employee's retention also will increase. The administration ought to give great and pertinent facilities to all employees in organization such a way that workers ended up fulfilled that they are propelled to work harder, proficiently and successful (Srinivas, 2013).

2.1.2 Salary

According to Ahmad, R, Ing, H. E., and Bujang, S. (2014), there was a significant relationship between work satisfaction and salary. Salary is important to the employees and to guarantee that they gotten to be more willing to do the work well to extend job satisfaction and also work execution. Usually since, when the beat administration treated reasonably, they will feel more satisfaction and in a roundabout way will impact their performance within the company and able to extend efficiency. Job satisfaction of employees is important to hold the worker and directly reduce the number of turnover in the company.

According to Kathawala et al. (1990) and Parvin and Kabir (2011), compensation is the prime figure for job satisfaction of workers. Cash could be an exceptionally profitable instrument for retention and turnover because cash is everything for everyone nowadays and people working is to get cash. It is additionally a help for an employee in commitment to the organization which in result improves fascination and retention (Zobal, 1998). Salary will be pays to an employee based on their value and performance at the organization.

2.1.3 Organizational Culture

Organizational culture is the factor that can impact job satisfaction of employees in the organization. The top management needs to interact with all the employee in the organization to make sure the employee does not have any problem during working. Employee satisfaction with their errands and performance at work can be improved when workers who are concerned with the feelings of almost other workers feel and when their work colleagues recognize them and are prepared to associate with people (Ahmad, R., Ing, H. E., and Bujang, S., 2014). Therefore, employers and other employees must have an interaction among them to make sure they feel happy and it directly impacts the job satisfaction of the employee.

Besides that, according to Ahmad, R., Ing, H. E., and Bujang, S. (2014), after the interaction among employers and other employees, employers able to know that every employee needed can to increment the job satisfaction of the employee and also the job performance. It was steady with Maslow's progression of needs hypothesis.

Next, in one of his ponder Kahn (1990) indicated that interpersonal connections empower passionate security in case the organization gives bolster, believe, openness, adaptability and need of risk. The comes about of the think about done by May et al. (2004) moreover appeared that the relationship with the administrator is additionally an imperative calculate influencing representative engagement.

Interaction in the organization can reduce the number of turnover of employees. This is because people to leave organizations due to cultural issues. According to Iqbal et al. (2017), variety in employee retention at diverse organizations may be the result of organizational cultural values and to increase job satisfaction among employees can be helpful from fun or enjoyment at the workplace. Loyalty and key commitment among all employees notwithstanding of work can be improved through the organizational societies which focus on cooperation, security, and regard of person workers (Iqbal et al., 2017). Friedlander and Margulies (1969) found that administration and friendly staff connections contribute to the level of job satisfaction.

When the organization does not respect others and lack of good interaction, the employee will not to stay in that organization and not able to loyal. The employees will find another organization with a good organizational culture and environment. This is because the organizational culture will affect the mood of an employee to work and can avoid from job stress. An environment where resources to work were given pleasantly with a adaptable working environment made employee retention (Iqbal et al., 2017).

2.2 EMPLOYEE RETENTION

Employee retention is one of the troublesome to keep it in an organization. A great boss ought to know how to pull in and hold his workers (Qadria Alkandari, 2009). There are several factors that can affect employees to quit and find another job. Job dissatisfaction leads to job turnover. Turnover can be one of the most elevated costs ascribed to in the organization. This is because when the skilled employee quit the job, so the company must find a new employee and need to pay the cost of the training and it also takes time to make sure the employee master the job.

A retaining employee makes a difference create a much better environment, and to enrol quality talent and save cash. Retaining also can increase profits in the organization. This is due to keeping employees safe and satisfied can lead to higher sales, and lower costs. Employee retention also due to the loyalty of the employee to work in the organization. When employees feel the company has their best interface at heart, they regularly bolster its mission and work hard to assist accomplish its targets. And, they may be more likely to tell their companions, which helps spread goodwill.

CHAPTER 3

METHODOLOGY

Through a conceptual framework, this section will describes the data collection methods and also identifies the variables engaged in the research. Furthermore, at the end of these research, the information can be gathered and analysed to achieve the best solution for this research. It was also associated with study purposes such as location of study, population and sample, method of study, material and results of analysis. This section is very crucial in understanding the function and techniques used for this research by the researcher. The main goal of this research is to evaluate the relation between independent variables and the dependent variable. Employee retention is the dependent variable, while independent variables are amenities, salary, and organizational culture that is the job satisfaction factor.

This research is quantitative in nature and data from 53 workers in Pembangunan Pertanian Melaka (PPM) will be obtained by questionnaire. This research will use SPSS software to analyse multiple regression analysis. This is the relational study and multiple regression analysis is used to determine the relationship in such a case. The results will be drawn on the basis of the data collected, and after that conclusion the finding will be provided.

3.1 LOCATION OF STUDY

The study was carried out at Pembangunan Pertanian Melaka (PPM). This study was a target on all the employee in the organization.

Pembangunan Pertanian Melaka (PPM) is one of the planting industry corporations and registers under the Malaysian Palm Oil Board (MPOB) to obtain a license to access any palm oil activity.

3.2 POPULATION AND SAMPLE STUDY

3.2.1 Population

In statistics, a data sample is a set of data collected and the world selected from a statically population by a defined procedure which means it is a part of the population. While a population is a set of similar items or events which is of interest for some question or in simple words a population is the number of living people that live together in the same place. A population is the opposite of a sample, which is a fraction or percentage of a group. For this study, it is done in oil palm organization that located in Merlimau, Melaka.

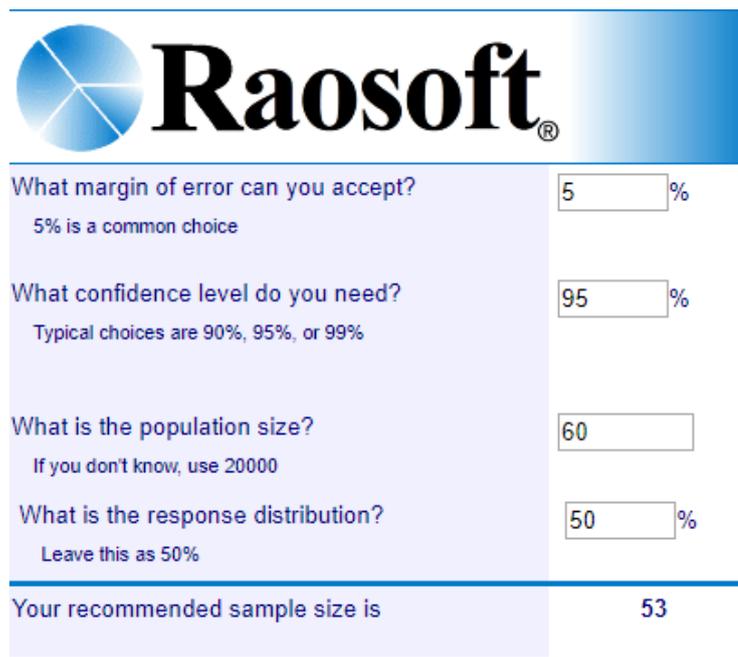
This study will focus on all the employee in this organization. The population of employees at the PPM is 60 employees. So, the sample that should researcher interview is 53 employees by using the Raosoft calculation.

3.2.2 Sample size estimation

The estimation of the sample size of this study was determined by using Raosoft software. Raosoft software is shape and study software comprises a database administration framework of incredible strength and reliability that too communicates with other restrictive groups. The Raosoft database is an amazingly vigorous, demonstrated framework that has high data integrity and security. Figure 3.1 show the calculation of sample for 60 population by using a Raosoft software.

Population : 60

Sample : 53



Raosoft	
What margin of error can you accept? 5% is a common choice	5 %
What confidence level do you need? Typical choices are 90%, 95%, or 99%	95 %
What is the population size? If you don't know, use 20000	60
What is the response distribution? Leave this as 50%	50 %
Your recommended sample size is	53

Figure 3.1: Raosoft calculation.

3.2.3 Pilot study

Also known as a pilot test is the pilot study. This pilot study is validating the survey. Pilot study usually occurs before the final survey form is carried out. Pilot Study is a method used to evaluate the questionnaire that used a smaller sample relative to the sample size planned. Pilot studies are a crucial elements of good study design. According to Simon (2011), the pilot study will avoid inappropriate, misleading or redundant questions so that the questions are reliable to distribute for respondent.

3.2.4 Sampling study

Sampling study may be a process taken from a large population range that is done to decide a set of individuals chosen to being test or question about the research matters. It could be a tool that we utilized to form it simple for us to understand the characteristics of the population by examining the individuals within the sample before. These have a few sorts of probability sample such as:

a) **Systematic random sampling**

It can be linked to a progression of the arithmetic in which the difference between two consecutive numbers is the same. When using this method, there is no clear benefit.

b) **Simple random sampling**

Simple random sampling is an easiest form of probability sampling.

c) Stratified random sampling

Also known as random proportional sampling. This is a method of probability sampling in which the topics are originally divided into various categories such as gender, age or status.

d) Cluster random sampling

It will be performed when simple random sampling due to population size is almost impossible.

e) Mixed/multi-stage random sampling

This method of probability sampling includes a mixture of two or more sampling techniques listed above. In most complicated sampling and not appropriate to use only one sort of sampling of probability.

For this study, the researcher used a simple random sampling method to carry out the sampling. According to the Iqbal et al., (2017), it is selected so that random representatives of high, middle and lower level employees can respond to the questionnaires by their will and they can provide fair results without biases, that they were not forced to provide information. This type of sampling is the most basic type of sampling and used the principle that every element or object has been an equal probability of being chosen. The researcher needs to do is assure that all the members of the population are included in the list and then randomly select the desired number of subjects. It is also suitable to be used when the population members that almost similar features to another one. The advantage of using simple random sampling is it will create samples that are highly representative of the population while the disadvantage is tedious and time-consuming, especially when creating larger samples. It is simple, free of classification error, data collected it for easier to interpret and it is

best suited in this situation where the researcher does not have much information about the population.

3.3 SURVEY METHOD

A survey is a collecting information activity with organized and methodical, The questionnaire was developed in dual language with is Malay and English. The survey was conducted with the help of local research assistants under the supervision of the researchers and used face-to-face interviewed respondent individually and then completed the questionnaire immediately.

In addition, the study can also be recognized as interconnecting and associated measures such as defining the goal, selecting a study design, identifying the sample design, designing the questionnaire, collecting information, analysing and distributing information, and documenting the study. Furthermore, this technique provides comparatively fast data collection methods. This lesson will therefore demonstrate how a researcher might use a survey in their methodology.

3.3.1 Conceptual Framework

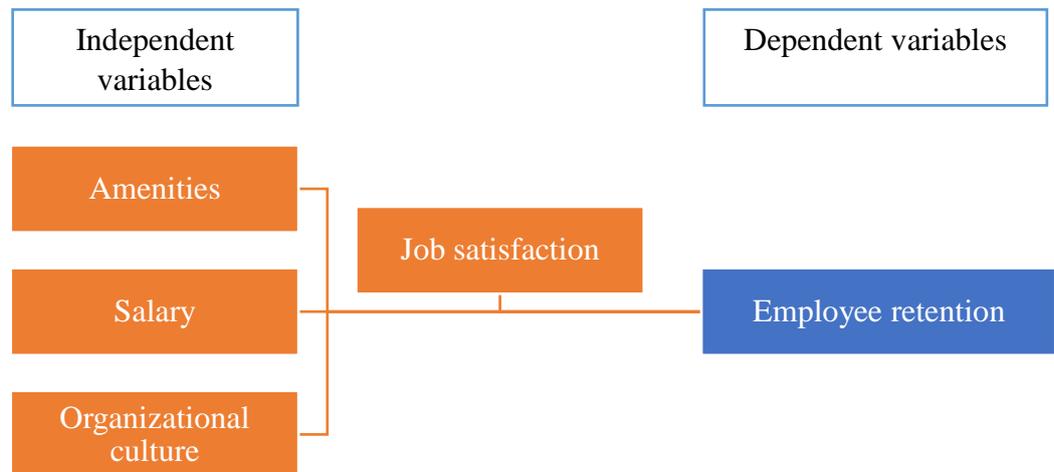


Figure 3.2: Conceptual Framework.

Figure 3.2 shows the conceptual framework for this study. This conceptual framework was created by the researcher to determine the relationship between the dependent variable and independent variables. For this research, the dependent variable was the employee retention evaluate by job satisfaction while the independent variables are amenities, salary, and organizational culture. So the researcher needs to study the relationship between a dependent variable and independent variables.

3.3.2 Flow Chart of Data Analysis

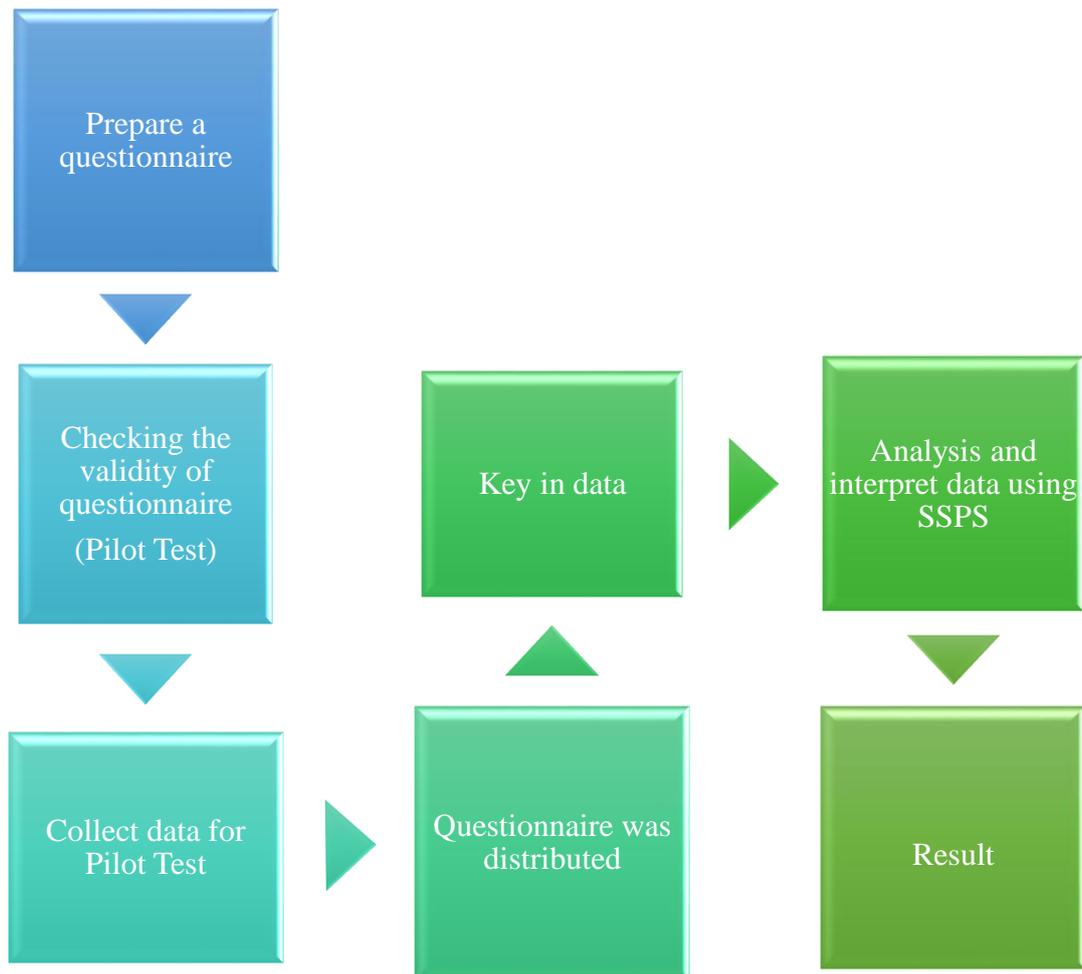


Figure 3.3: Flow chart of data analysis.

3.3.3 Interview

The interview method is on the interview that using to conduct a survey and question concepts. It also enhances the response of rate and quality of data (Fellengi, 2003). Since the interview prepares a guideline, explanation that will assist to the respondent for solving any problem that interpreting from the questionnaire. Sometimes, some of the respondent cannot interpret the question, so the researcher needs to explain face by face. So, it can increase the overall quality of data.

This data was collected about the job satisfaction factors that influence employee retention in the organization. All the information that has been used as a piece of additional information before constructed the questionnaire.

3.3.4 Questionnaire

A questionnaire or form is a group or known as sequence a question designed to acquire the information or data on a subject from a respondent. According to Fellengi (2003), the objective of the research must be understand before designing the question. The questionnaires were distributed by the different representatives of a high, middle and lower levels of employees.

Next, according to the Fellengi, (2003), the question must have all information that useful in data analysis and the question should be a rationale. The question must be clear and must be understood to the respondent for answer accurately. The question must reliable to the study so, the researcher will got the useful information.

For this study, all the respondents were required to fulfil the set of the questionnaire which consist of three-part such as Part A, Part B, and Part C. Each part of questionnaire consists of difference information. The Part A question is consist above the demographic background of respondents like age, salary, race, status, and gender. Then for Part B is about the independent variables with is amenities, salary, and organizational culture. For the last part which is Part C is about the dependent variable of this study.

Last but not least, the research is measured by using nominal and ordinal for Part A. For Part B and Part C, a researcher is using a scale which is the respondent needs to

answer from strongly disagree until strongly agree (1 – 5) depend on the question. The scale was used in the questionnaire because it is most friendly and easier to the respondent to answered in the form of a questionnaire. Lastly, the questionnaire is distributed to the targeted respondent.

3.3.4.1 Questionnaire design

The questionnaire design to achieve the research's objective, because the accuracy and relevance focus on two basic criteria. The interviewer will have a reliable questionnaire and accurate answers from the respondents. The question has been designed with a direct and simple way to make sure the respondent able to understand the question and they can answer accurately. The question was prepared in dual language which is Bahasa Melayu and English and the question was designed by referring to the previous study. The questionnaire is divided to three part which is Part A (demographic background), Part B is independent variables (amenities, salary, and organizational culture) and Part C is employee retention which is a dependent variable. The detail of the questionnaire can be referred to an appendix.

3.3.4.2 Parameter of study

The parameter of the study are:

I. Part A: Demographic background

The question is about the demographic background of the respondent, for example, is age, salary, status, gender, and race. This part is using the nominal and ordinal type of data depend on the question.

II. Part B: Independent variables

The data on this part is to identify the independent variables which are amenities, salary, and organizational culture that can influence the retention of the employee based on the job satisfaction of the employee in the organization. This part is using a scale type of data.

III. Part C: Dependent variable

The data on this part is to identify the dependent variable which is employee retention based on the factors of job satisfaction. This part also using a scale type of data to answer.

3.3.5 Pilot study

According to Crossman (2019), a pilot study is a preliminary small-scale study that researcher conduct to help decide how best to conduct a large-scale research project. Pilots study is important to determine the best research method to use, troubleshooting unforeseen issues in the project and determine the research project is feasible. The benefits of the pilot study are to identify a research question whether it reliability or not and to identify a hypothesis or set of hypothesis. The pilot study is taking the smallest size of the sample to the respondent and analyse the reliability. If the sample

achieves reliability, so the researcher can distribute the sample to a large size of the respondent.

The data collected from the respondents will be analysed using Statistical Package for Social Science (SSPS) and statistical analysis.

3.4 ANALYSIS OF DATA

3.4.1 Statistical Package for Social Science (SSPS)

Statistical Package for Social Science (SSPS) is a statistical package software for beginning intermediate and as advanced data analysis. SSPS software is used to perform quantitative analysis and is used as a complete statistical package that is based on a point and clicks interface. It also can read and write data from other statistical packages, databases, and spreadsheets. First entering the data into the software, one click on “variable view” to customize it by data type and consists of several headings. SPSS also as a great friendly user software package software such as a graph. Besides that, SSPS able to manage large numbers of data and can perform with highly complex data manipulation and analysis with simple instruction.

3.4.2 Statistical analysis

The data was collected and will measure by using statistical analysis which is through reliability analysis, normality, descriptive analysis, correlation, and multiple regression.

3.4.2.1 Reliability analysis

Reliability analysis is to test for internal consistency of the items that are used to define a scale. According to Ahmad and Usop (2011), reliability referred to measurement that is consistent or reliable if the measurement can produce the same result when repeated or in the same circumstances. That also used predictor components in objective models. A “high” value for alpha does not imply that the measure is unidimensional. Reliability is the extent to which measurement is repeatable when a different condition, an alternative instrument which measures the same thing. This study was used Cronbach’s alpha to test the reliability. Cronbach’s alpha is not a statistical test but it is a coefficient of reliability.

Reliability was test to look for correlation between the items ($0.30 < r < 0.85$). The highest correlation for each item with at least one other item. Besides that, reliability tested to look for the corrected item-total correlation (> 0.30) in table item-total statistics. If the value of the question is lowest than 0.30, the question was recommend to delete because of it is not reliable. In table item-total statistics also show the value of Cronbach’s alpha if the item or question was deleted. So, this is easier for the researcher to identify the reliable question and delete the question that not reliable.

Table 3.1: Cronbach's Alpha Table.

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
0.5α	Unacceptable

Lastly, the result must be 0.7 and above to make sure the question is reliable and acceptable for the respondent.

3.4.2.2 Descriptive analysis

Descriptive analysis is a basic measure used to identify and describe the data of the survey. A descriptive analysis is to check the dispersion and central tendencies. It is consisting of a summary description of a single variable also known as univariate analysis and the associated survey sample. Usually, this analysis is to shows the frequencies and percentages for demographic questions (age, income, race, status, and gender). Besides that, the descriptive analysis also can determine the mean and standard deviation of the question.

Next, the independent variable factors are amenities, salary, and organizational culture. In addition, when researcher wants to describe a large set of observation with a single indicator researcher, it can be avoiding the risk from losing the important detail.

3.4.2.3 Correlation and Multiple Regression

(a) Correlation Coefficient

Correlation analysis is a method of statistical evaluation used to study the strength of a relationship between two variables which is X and Y. According to Hauke and Kossowski (2011), the settle correlation coefficient between two factors that stated clearly by either +1 or -1. The most strong correlation is between 0.9 – 1.0 while the weakest correlation is between 0.0 – 0.2. The details can be referred in Table 3.2.

This research, the Pearson coefficient has been used to analysis the data which are correlated linearly or not. The degree of correlation and the different correlation coefficient has been appropriate but must be depending on the variables being studied.

Table 3.2: Table of correlation coefficient relationship.

Degree of correlation	Spearman correlation coefficient
Very weak correlation	0.0 – 0.2
Weak correlation	0.2 – 0.4
Moderate correlation	0.4 – 0.7
Strongly correlation	0.7 – 0.9
Very strong correlation	0.9 – 1.0
Very weak correlation	0.0 – -0.2
Weak correlation	-0.2 – -0.4
Moderate correlation	-0.4 – -0.7
Strong correlation	-0.7 – -0.9
Very strong correlation	-0.9 – 1.0

(b) Multiple Regression

Multiple regression is an extension of simpler linear regression. It is a statistical method that is concerned with fitting a relationship between a dependent variable (y) and one or more independent variables (x) usually by the method of least squares. Every value of the independent variable (x) is associated with the value of the dependent variable (y).

The sum of the square residual between the regression plane and the observed value of the dependent variable is minimized. Moreover, the multiple regressions are focuses on finding a linear relationship between responses variable and several possible predictor variables. It allow the researcher to determine the variable explained of the model and relative contribution.

Besides that, multiple regression analysis is to determine the most dominant factor of the independent variables that influences the dependent variable. The analysis is determined by linear regression of mean dependent variable and mean of independent variables. The dominant factor can be found by looking at the higher of beta in the standardized coefficient.

3.5 GANTT CHART

Table 3.3: Schedule of experiments works / Gantt chart.

	2018		2019						
	Nov	Dec	Jan	Feb	March	Apr	May	June	July
Literature review and collection of information	■								
Proposal presentation		■							
Data collection			■						
Data analysis							■		
Thesis writing			■						
Final presentation								■	
Thesis submission								■	

CHAPTER 4

RESULT AND DISCUSSION

This chapter will talk about the result and discussion of the study by utilizing data analysis software. In this study, the results that were gotten are reliability it to know the survey that was dispersed to the respondent is reliable or not. At that point, descriptive analysis is to degree the demographic variables such as age, gender, and others. Another, it was taken after by correlation and regression.

4.1 DEMOGRAPHIC STUDY

4.1.1 Gender of respondent

Table 4.1: Gender of respondent.

Gender					
		Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	Male	43	81.1	81.1	81.1
	Female	10	18.9	18.9	100.0
	Total	53	100.0	100.0	

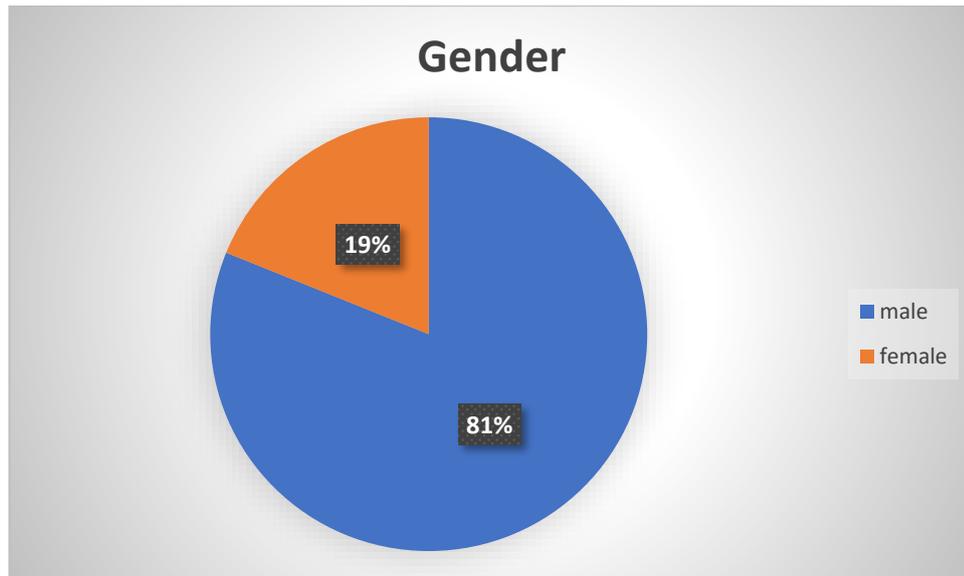


Figure 4.1: Percentage gender of respondent.

Table 4.1 and Figure 4.1 shows a total of 53 data was collected from Pembangunan Pertanian Melaka (PPM) employee's. The pie chart shows that most of the respondents general employees are male employees compare than female. It is considering about 81% from the data collected which is 43 employees compare to the female employees on 19% of the data collected which is on 10 employees. Therefore, we can see that male employees are dominant employees gender in the oil palm plantation industry.

4.1.2 Age of respondent

Table 4.2: Age of respondent.

Age					
		Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	18 - 24	14	26.4	26.4	26.4
	25 - 34	14	26.4	26.4	52.8
	35 - 44	13	24.5	24.5	77.4
	45 - 54	7	13.2	13.2	90.6
	55 or above	5	9.4	9.4	100.0
	Total	53	100.0	100.0	

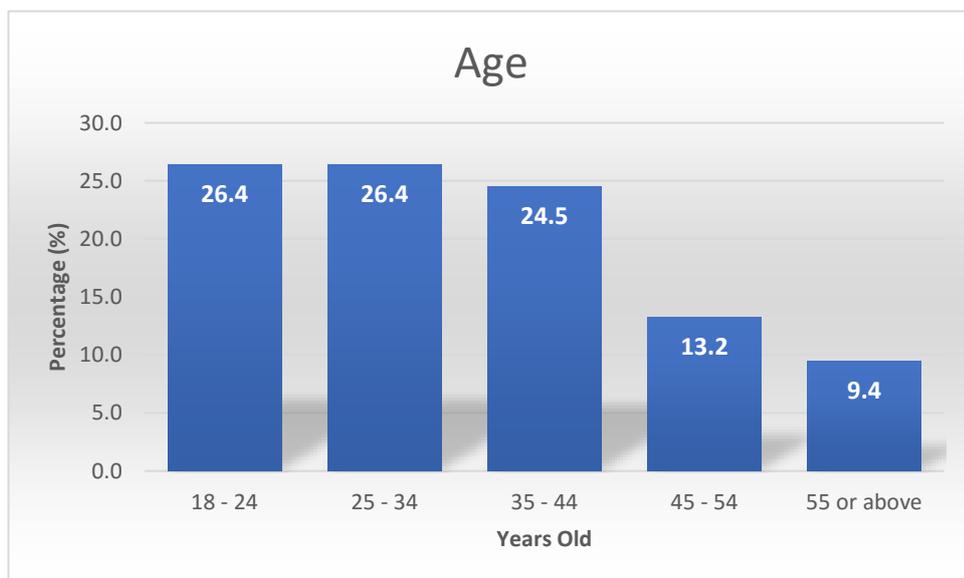


Figure 4.2: Percentage age of respondent.

Table 4.2 and Figure 4.2 show the total of 53 data was collected from Pembangunan Pertanian Melaka (PPM) employee's. Figure 4.2 shows most of respondent general employees are between the age of 18 – 24 years old and 25 – 34 years old. The highest respondent was considering about 26.4% which is 14 respondents. The second highest is about 24.5% at the age between 35 – 44 years old with 13 respondents. At the age of 45 – 54 years old there are seven (7) respondent with the percentage is 13.2% and the lowest frequency points are age 55 and above with five (5) respondents only. For certain respondents above 55 years, there are a mandore or supervisor.

4.1.3 Race of respondent

Table 4.3: Race of respondent.

Race					
		Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	Indian	4	7.5	7.5	7.5
	Malay	38	71.7	71.7	79.2
	Others	11	20.8	20.8	100.0
	Total	53	100.0	100.0	

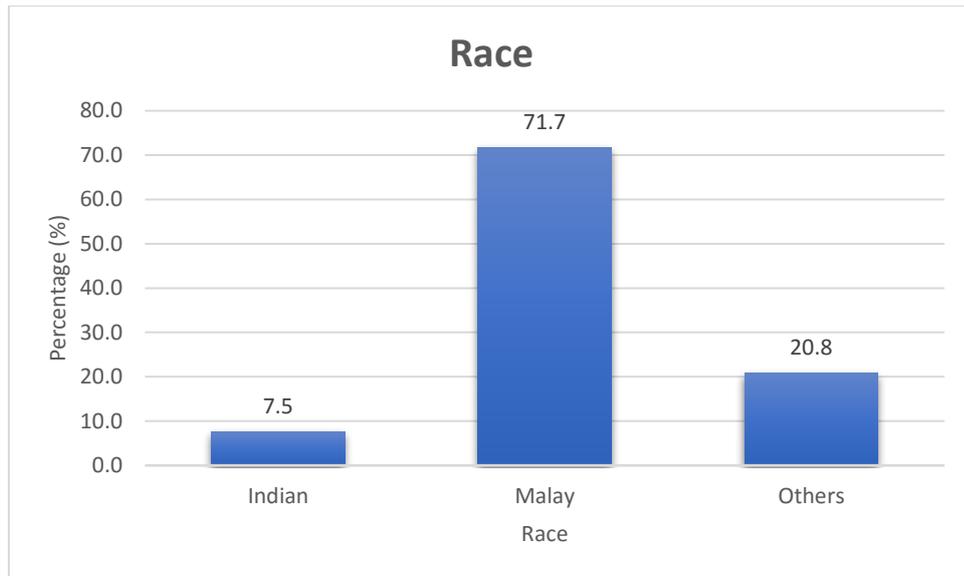


Figure 4.3: Percentage race of respondent.

Table 4.3 and Figure 4.3 show the total of 53 data was collected from Pembangunan Pertanian Melaka (PPM) employee's. Figure 4.3 shows most of respondent general employees are Malay and following by others and Indian. Malay race have highest frequency with 38 of respondents which is 71.7%. The second highest is others race which is 20.8% and the frequency is 11 of respondents. Others race of the respondents was employee from Indonesia. The lowest frequency at this plantation is Indian which is four (4) respondents and 7.5% only. It shows that, majority of employees in Pembangunan Pertanian Melaka (PPM) is from Malay's employee and Indonesia's employee.

4.1.4 Average of income per month of respondent

Table 4.4: Average of income per month of respondent.

Salary					
		Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	RM1000 and below	19	35.8	35.8	35.8
	RM1001 - RM1500	25	47.2	47.2	83.0
	RM1501 - RM2000	6	11.3	11.3	94.3
	RM2000 and above	3	5.7	5.7	100.0
	Total	53	100.0	100.0	

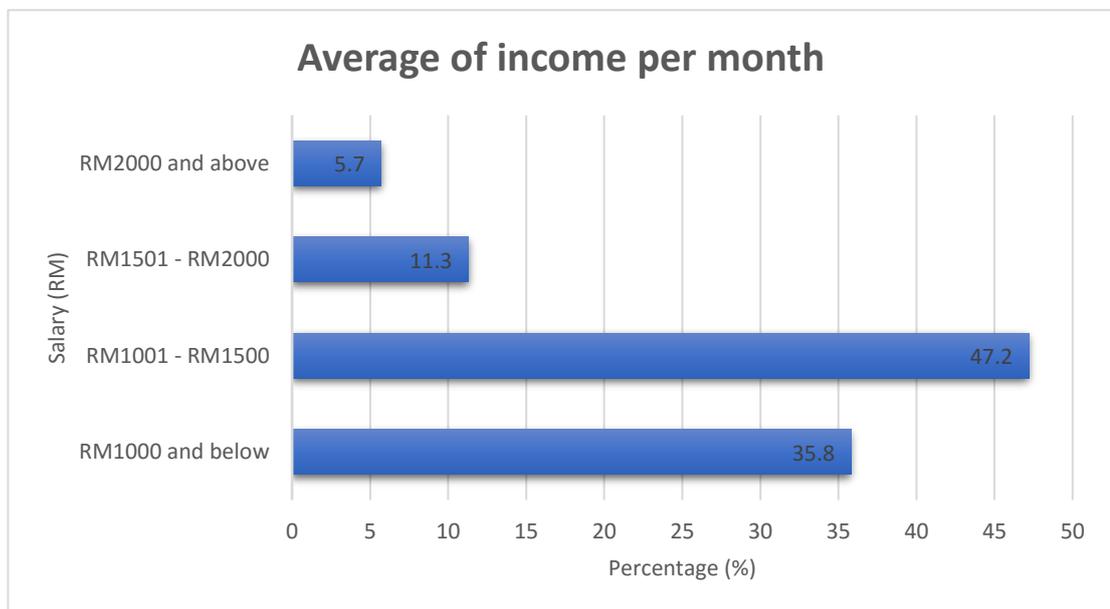


Figure 4.4: Percentage average of income per month of respondent.

Table 4.4 and Figure 4.4 show results on percentage frequencies of respondent's income per month of employees at Pembangunan Pertanian Melaka (PPM) Estate. Out of 53 respondents, the lowest average income per month consist RM2,000 and above around 5.7% for three (3) respondents. The highest average income per month consists between RM1,001 – RM1,500 about 47.2% which is 25 respondents. This shows that the employees have got their income based on the basic income requirement.

4.1.5 Status of respondent

Table 4.5: Status of respondent.

Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	24	45.3	45.3	45.3
	Married	21	39.6	39.6	84.9
	Divorced	5	9.4	9.4	94.3
	Windowed	3	5.7	5.7	100.0
	Total	53	100.0	100.0	

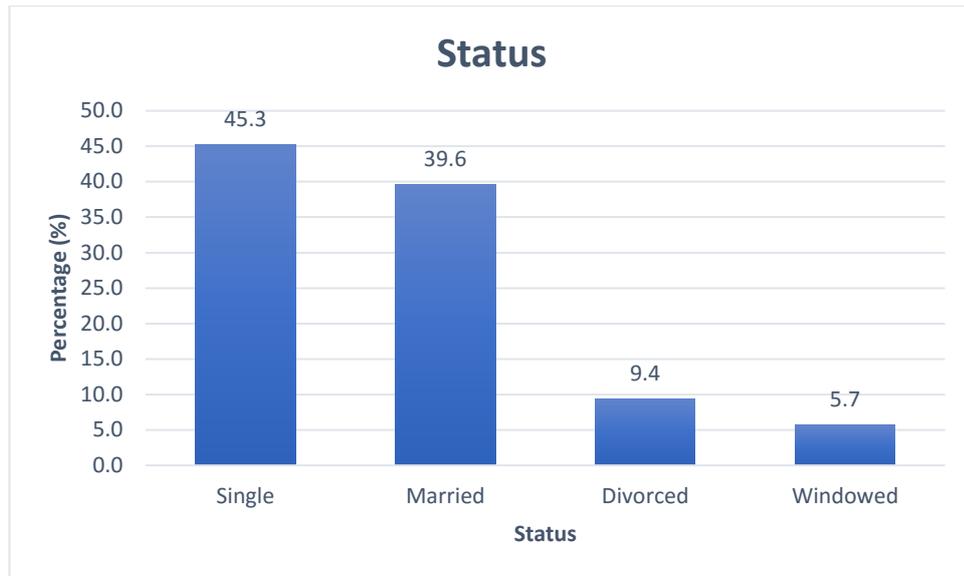


Figure 4.5: Percentage status of respondent.

Table 4.5 and Figure 4.5 show the total of 53 data was collected from Pembangunan Pertanian Melaka (PPM) employee's. Figure 4.5 shows the most of respondent general employees are single and following by married. The highest frequency with 24 of respondents which are 45.3% was single. The second highest is married which is 39.6% and the frequency is 21 of respondents. There are about five (5) respondent was divorced. The lowest frequency at this plantation is windowed which is three (3) respondents and 5.7% only.

4.1.6 Descriptive statistics

Table 4.6: Table of descriptive statistics analysis.

Descriptive Statistics		
	Mean	Std. Deviation
Amenities	4.0302	.54122
Salary	4.3849	.56955
Organizational culture	3.7849	.60745
Employee Retention	4.1321	.87789

Table 4.6 shows a summary of the descriptive statistics of independent variables and dependent variable. The table show data mean and standard deviation of the variables. For the amenities, the mean is 4.0302 while the standard deviation is 0.54122. Next, for salary, the mean is 4.3849 while the standard deviation is 0.56955. The last independent variable which is organizational culture, the mean is 3.7849 while the standard deviation is 0.60745. The dependent variable which is employee retention the mean is 4.1321 while the standard deviation is 0.87789.

4.2 RELIABILITY TEST AND REVIEW

The reliability test was utilize to test for internal consistency and solidness of the variable. It is essential because it tests whether the research fulfils its expected goals and hypothesis and also guarantees that the findings are due to the research and not possible external variables. Cronbach's Alpha could be a coefficient of reliability that shows how well items in a set have to do with each other. The Alpha of the nearby

Cronbach is to 1. The higher the inner consistency reliability. Reliability under 0.60 area though to be poor, those within the 0.70 region are worthy and those more than 0.80 are viewed as incredible.

Table 4.7: Reliability Statistics Table.

Construct	Number of items		Cronbach's Alpha	Lowest Corrected Item-Total correlation
	Initial	Final		
Amenities	5	5	0.745	0.289
Salary	5	5	0.776	0.439
Organizational culture	5	5	0.750	0.464

Based on Table 4.7, the Cronbach's Alpha for independent variable items is 0.745 for amenities and the lowest Corrected Item-Total correlation is 0.289. The value of amenities is reliable from all the 5 questions. The Cronbach's Alpha for the second independent variable items is 0.776 for the salary per month and the lowest Corrected Item-Total correlation is 0.439. The value of salary per month is reliable from all the 5 questions. The Cronbach's Alpha for third independent variable items is 0.750 and the lowest Corrected Item-Total correlation is 0.464 for the organizational culture. The value of organizational culture is reliable from all the 5 questions.

Besides that, based on Table 4.7, the factor analysis result for all dependent variable and independent variables questionnaire is above 0.7 or 70%. Selection of question used in this testing is based on pilot study. Pilot study is a strategy used to test the questionnaire using a smaller sample compared to the planned sample size. Pilot

studies are crucial element of a good study design. Based on the table above also, the result show that each of the questions are reliable and fit for the questionnaire, and for the Cronbach's Alpha for all variables are more than 0.7. That means that all variables have good result and been accepted. All the variable is excellent and can be concluded that the questionnaire is very reliable and acceptable.

4.3 CORRELATION ANALYSIS

The Pearson Correlation is utilized to describe the relationship between two continuous factors and it tested whether the factors were significant or not. The scale model utilized to describe the relationship between the independent variable as seen in Table 4.8.

Table 4.8: Table of Correlation Coefficient Relationship.

Degree of correlation	Spearman correlation coefficient
Very weak correlation	0.0 – 0.2
Weak correlation	0.2 – 0.4
Moderate correlation	0.4 – 0.7
Strongly correlation	0.7 – 0.9
Very strong correlation	0.9 – 1.0
Very weak correlation	0.0 – -0.2
Weak correlation	-0.2 – -0.4
Moderate correlation	-0.4 – -0.7
Strong correlation	-0.7 – -0.9
Very strong correlation	-0.9 – 1.0

Table 4.9: Table of correlations.

Correlations

		MeanAM	MeanSL	MeanOC	MeanDV
MeanAM	Pearson Correlation	1	-.021	.402**	.315*
	Sig. (2-tailed)		.882	.003	.021
	N	53	53	53	53
MeanSL	Pearson Correlation	-.021	1	-.038	.335*
	Sig. (2-tailed)	.882		.784	.014
	N	53	53	53	53
MeanOC	Pearson Correlation	.402**	-.038	1	.285*
	Sig. (2-tailed)	.003	.784		.039
	N	53	53	53	53
MeanDV	Pearson Correlation	.315*	.335*	.285*	1
	Sig. (2-tailed)	.021	.014	.039	
	N	53	53	53	53

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

* . Correlation is significant at the 0.05 level (2-tailed).

The table has shown the correlation between the independent variables which is amenities, salary and organizational culture and dependent variable is retention of employees. First of all the data of the independent and dependent variable must transform become a mean. After that, the means of independent and dependent variables will be analysed. Correlation is significant at the 0.05 level (2-tailed).

4.3.1 Correlation between Amenities with Employee Retention.

H0: There is no positive relationship between amenities with employee retention in oil palm plantation.

H1: There is positive relationship between amenities with employee retention in oil palm plantation.

Table 4.10: Pearson Correlation between Amenities and Employee Retention.

	Amenities	Employee Retention
Pearson Correlation	1	.315*
Sig. (2-tailed)		.021
N	53	53

*. Correlation is significant at the 0.05 level (2-tailed).

Based on Table 4.10, it shows that the value for the correlation between amenities as the independent variable and employee retention as the dependent variable is ($\rho = 0.315$) which is a weak correlation. That means there is a weak positive relationship between amenities and employee retention in the organization. Other than that, the ρ value for this correlation is significant because the ρ value is lower than 0.05. This result shows that the alternative hypothesis, H1 is accepted. From this correlation result, it shows that amenities are affecting employee retention in the oil palm plantation industry. According to Liang, L.C., et al (2015) amenities that enhance the working environment have a significant relationship between working environment and employee retention in the organization.

4.3.2 Correlation between Salary with Employee Retention.

H0: There is no positive relationship between salary with employee retention in oil palm plantation.

H1: There is positive relationship between salary with employee retention in oil palm plantation.

Table 4.11: Pearson Correlation between Salary and Employee Retention.

	Salary	Employee Retention
Pearson Correlation	1	.335*
Sig. (2-tailed)		.014
N	53	53

*. Correlation is significant at the 0.05 level (2-tailed).

Based on Table 4.11, it shows that the value for the correlation between amenities as the independent variable and employee retention as the dependent variable is ($\rho = 0.335$) which is a weak correlation. That means there is a weak positive relationship between salary and employee retention in the organization. Other than that, the ρ value for this correlation significant because the ρ value is lowered than 0.05. This result shows that the alternative hypothesis, H1 is accepted. From this correlation result, it shows that salary is affecting employee retention in the oil palm plantation industry. According to Iqbal, et al. (2017) salary enhance employee's job satisfaction and employee retention is increased due to more satisfied employees.

4.3.3 Correlation between Organizational Culture with Employee Retention.

H0: There is no positive relationship between organizational culture with employee retention in oil palm plantation.

H1: There is positive relationship between organizational culture with employee retention in oil palm plantation.

Table 4.12: Pearson Correlation between Organizational Culture and Employee Retention.

	Organizational culture	Employee Retention
Pearson Correlation	1	.285*
Sig. (2-tailed)		.039
N	53	53

*. Correlation is significant at the 0.05 level (2-tailed).

Based on the table above, it shows that the value for the correlation between organizational culture as the independent variable and employee retention as the dependent variable is ($\rho = 0.285$) which is a weak correlation. That means there is a weak positive relationship between organizational culture and employee retention in the organization. Other than that, the ρ value for this correlation significant because the ρ value is lowered than 0.05. This result shows that the alternative hypothesis, H1 is accepted. From this correlation result, it shows that organizational culture is affecting employee retention in the oil palm plantation industry. Iqbal, et al. (2017) the hypothesis of organizational culture and employee retention are accepted due to the significance level is <0.05 .

4.4 MULTIPLE REGRESSION ANALYSIS

Multiple regression can be a statistical method of fitting a relation between a dependent (y) factor and one or independent (x) factors. Multiple regression can also show the factors that have a major impact on the independent variable. Instead, the relationship of the entire independent variable can be evaluated for this analysis. The following table clarifies the results of the analysis of regression:

Table 4.13: Model Summary Regression Analysis.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.500 ^a	.250	.204	.78319

a. Predictors: (Constant), MeanOC, MeanSL, MeanAM

Table 4.13 shows the model summary for the multiple regression analysis. Value of r (0.500). This shows that the value is a very moderate relationship between the independent variable, which are amenities, salary, and organizational culture with the dependent variable which is employee retention at Pembangunan Pertanian Melaka (PPM) Estate.

The total correlated factors that give satisfaction of employee were 0.500 which means that 50% influence by the several factors. The factors is amenities, salary and organizational culture while the other 50% influence by others factors that have non studied. From the result, we can identify and conclude that amenities, salary and organizational culture gives a half impact on the employee satisfaction with can lead

to employee retention of the general employee at Pembangunan Pertanian Melaka (PPM) Estate.

4.4.1 Model Adequacy

Table 4.14: Model Anova Analysis.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.019	3	3.340	5.445	.003 ^b
	Residual	30.056	49	.613		
	Total	40.075	52			

a. Dependent Variable: MeanDV

b. Predictors: (Constant), MeanOC, MeanSL, MeanAM

Based on the table above, through the P-value, researcher can summarize all the independent variable which is amenities, salary and organizational culture are significant and have a weak positive relationship.

4.5 COEFFICIENT ANALYSIS

Table 4.15: The summary of the coefficient analysis table.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.899	1.251		-.719	.476
	MeanAM	.392	.219	.242	1.789	.080
	MeanSL	.536	.191	.348	2.808	.007
	MeanOC	.291	.195	.201	1.490	.143

a. Dependent Variable: MeanDV

According to the p -value for each predictor, we can see that all of the independent variables which are amenities, salary, and organizational culture contributes to the model. For every 1-unit in amenities, there will 0.392 increases in job satisfaction towards employee retention. For every 1-unit in salary, there will 0.536 increases in job satisfaction towards employee retention. While for every 1-unit in organizational culture, there will 0.291 increases in job satisfaction towards employee retention. From the model, we find that salary has the highest impact compare to the other factor by comparing standardized coefficient (salary = 0.348 versus amenities = 0.242 versus organizational culture = 0.201) and this means that the salary is the factor that influenced employee retention.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

This chapter will discuss the findings of the previous chapter. It summarizes all the data based on the objective of this study and includes the recommendation of future use either for enhancement by the individual responsible or further research.

5.1 CONCLUSION

Based on the findings that were obtained from this study, all two objectives were accomplished. This is shown by SPSS analysis that all the variables, which are salary, amenities, and organizational culture, have a weak positive relationship towards the dependent variable, which is employee retention. Amenities, salary, and organizational culture of the independent variables played an important role in affecting employee retention. For the last finding, salary is the most dominant factor that significantly influences employee retention in the oil palm plantation sector. This study will help the oil palm plantation management to develop a countermeasure for this job satisfaction problem that will impact the retention of their employees.

After reviewing the literature, the study has shown that job satisfaction factors, which are organizational culture, amenities, and salary, have a positive relationship and influence on employee retention in the organization. If employees are more satisfied, they are more likely to be retained. So, if the organization wants to keep the best quality in the organization, it has to provide amenities, provide a high salary based on performance, and keep a great organizational culture in the company. This will

increase employee loyalty to work in the plantation sector and this will reduce number of turnover in the organization. It also can reduce the cost to train a new employee.

The diverse race in the plantation sector is common especially foreign worker. The organizational culture is important because a good interaction between each other can make employee comfortable to work and the performance also will rise. Organizational culture also will help the employee to reach the goal.

Besides that, the highest dominant factor in the organization is salary. Money is important in life to buy things, necessities and desirables. The factor is also due to the current economic downturn, the cost of living is also increasing. Therefore, employee works to earn money.

5.2 RECOMMENDATION

To obtain the correct outcome from workers of the oil palm plantation, the researcher must carry out this study in several locations instead of just one location. This study needs to be more specific in terms of the factor of job satisfaction so that the manager in the oil palm plantation sector know the factor that can influence the employee retention and can use that factor to reduce the number of turnover in this sector. Thus, as a recommendation to future study, improvement should be made for independent variables to get the stronger factors the oil palm plantation employee retention.

Besides that, if the turnover in the organization is reduced the cost also will reduce and the organization can use that money for other plans for example is improve the amenities so the employee comfortable to work.

Hence, future researchers are recommended to conduct similar research in other organization such as banking, service industry and others. This research only focus on the plantation so the researcher should take a challenge to study on job satisfaction in other sector.

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APPENDIX

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SURVEY QUESTIONNAIRE

University Technology Mara Campus Jasin

Faculty Plantation and Agrotechnology

As a part of my degree research thesis, I am conducting a survey that investigates the factors of job satisfaction towards employee retention in oil palm plantation. I will appreciate if you could complete this survey.

Sebahagian daripada penyelidikan tesis sarjana muda, saya menjalankan satu kajian untuk mengkaji faktor kepuasan kerja ke arah pengekalan pekerja. Saya amat menghargai atas kerjasama anda melengkapinya soal selidik ini.

Part A : Demographic Information

Bahagian A : Maklumat Demografi

Please answer the following question by ticking (/) the appropriate box.

Sila jawab soalan berikut dengan menandai (/) pada pilihan jawapan yang disediakan.

1. Please select your gender.

Sila nyatakan jantina anda.

- Male / *Lelaki*
- Female / *Perempuan*

2. How old are you?

Berapakah umur anda?

- Under 18 / *Bawah 18 tahun*
- 18 – 24
- 25 – 34
- 35 – 44
- 45 – 54
- 55 or above / *55 tahun atau ke atas*

3. What is your race?

Apakah bangsa anda?

- Chinese / *Cina*
- Indian / *India*
- Malay / *Melayu*
- Others / *Lain-lain (nyatakan)* : _____

4. Please state your salary : _____

Nyatakan pendapatan anda : _____

5. What best describe your marital status?

Apakah status anda sekarang?

- Single / *Bujang*
- Married / *Berkahwin*
- Divorced / *Bercerai*
- Widowed / *Balu*

Part B : Independent variable

Please use this scale to answer the following questions by tick (/) the most appropriate response.

Sila gunakan skala ini untuk menjawab soalan-soalan di bawah dengan menandai (/) untuk respons yang paling sesuai.

Capabilities

1	2	3	4	5
Strongly Disagree <i>Sangat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Neutral <i>Neutral</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat setuju</i>

Factors :

a) Amenities

No. <i>Bil.</i>	Statement <i>Kenyataan</i>	1	2	3	4	5
1	I am interested to work in plantation sector if amenities are provided in the company. <i>Saya berminat untuk bekerja dalam sektor perladangan jika kemudahan disediakan.</i>					
2	I think amenities is found to be a factor affecting the employee to stay in the company. <i>Pada pendapat saya, kemudahan merupakan faktor pekerja untuk terus bekerja di syarikat itu.</i>					
3	I feel happy work in plantation sector with amenities are provided. <i>Saya berasa sangat gembira bekerja di sektor perladangan dengan adanya kemudahan.</i>					
4	I believe that amenities important in job performance in plantation sector.					

	<i>Saya percaya kemudahan sangat penting bagi memastikan prestasi kerja di dalam sektor perladangan.</i>					
5	I would be a best good employee if the company provided amenities. <i>Saya akan menjadi pekerja yang terbaik jika syarikat menyediakan kemudahan.</i>					

b) Salary

No.	Statement	1	2	3	4	5
1	I will happy to work in the plantation sector if the wages is high. <i>Saya akan berasa gembira bekerja di sektor perladangan jika dibayar dengan gaji yang tinggi.</i>					
2	I believe that salary payment on monthly basis could increase the job performance of employee to work in the plantation sector. <i>Saya percaya gaji yang dibayar setiap bulan boleh meningkatkan kepuasan pekerja yang bekerja di sektor perladangan.</i>					
3	I will stay to work in plantation sector if the wages will be increased. <i>Saya akan terus bekerja di sektor perladangan jika gaji meningkat.</i>					
4	I am willing to work overtime due to the high wages. <i>Saya akan bekerja lebih masa untuk gaji yang tinggi.</i>					
5	I am interested to work in plantation sector if the wage offered is commensurate with the sweat and energy disbursed.					

	<i>Saya berminat untuk bekerja di sektor perladangan jika gaji yang ditawarkan berbaloi dengan tenaga yang digunakan.</i>					
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c) Organizational culture

No. Bil.	Statement Kenyataan	1	2	3	4	5
1	I am able to adapt with others employee and make a right decision. <i>Saya boleh menyesuaikan diri dengan pekerja-pekerja lain dan membuat keputusan yang betul.</i>					
2	I think good interaction can affect the job performance and its can lead to job retention in organization. <i>Pada pendapat saya, interaksi yang baik boleh mempengaruhi kepuasan bekerja dan mendorong untuk terus kekal bekerja di dalam organisasi ini.</i>					
3	I feel happy to work in plantation sector without any interaction with other. <i>Saya berasa sangat gembira bekerja di sektor perladangan tanpa berkomunikasi dengan orang lain.</i>					
4	I will stay in the plantation sector when have respectful with others employee. <i>Saya akan terus bekerja di sektor perladangan apabila sikap hormat-menghormati antara satu sama lain diterapkan.</i>					
5	I am able to work in oil palm plantation if there are cooperation with others. <i>Saya boleh bekerja di sektor perladangan jika terdapat kerjasama antara satu sama lain.</i>					

Part C : Dependent Variable

Retain the employee in the plantation sector.

No	Statement	1	2	3	4	5
1.	I believe salary, organizational culture and amenities is a factors that can affect job satisfaction towards employee retention in plantation sector. <i>Saya percaya gaji, budaya organisasi dan kemudahan merupakan faktor yang boleh mempengaruhi kepuasan bekerja untuk mengekalkan pekerja di dalam sektor pertanian.</i>					