



Faculty of Cognitive Sciences and Human Development

**THE MILLENNIALS MOTIVATION ON EMPLOYEE RETENTION AT
POLICE DEPARTMENT IN LAHAD DATU**

Sitti Nur Haliza Binti Jumaadi (67798)

**Bachelor of Science with Honours
(Human Resource Development)**

2021

**THE MILLENNIALS MOTIVATION ON EMPLOYEE RETENTION AT POLICE
DEPARTMENT IN LAHAD DATU**

SITTI NUR HALIZA BINTI JUMAADI (67798)

This project is submitted
in partial fulfilment of the requirement for a
Bachelor of Science with Honours
(Human Resource Development)

Faculty of Cognitive Sciences and Human Development
UNIVERSITI MALAYSIA SARAWAK

(2021)

The project entitled '**The Millennials Motivation On Employee Retention At Police Department In Lahad Datu**' was prepared by Sitti Nur Haliza Binti Jumaadi and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

Received for examination by:



(Nik Norsyamimi Binti Md Nor)

Date:

25th July 2021

<p>Grade A</p>

Grade: A

Please tick (✓)

Final Year Project Report

Masters

PhD

<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

DECLARATION OF ORIGINAL WORK

This declaration is made on the25th.....day of.....July.....2021.

Student's Declaration:

I SITTI NUR HALIZA JUMAADI, 67798, FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT hereby declare that the work THE MILLENNIALS MOTIVATION ON EMPLOYEE RETENTION AT POLICE DEPARTMENT IN LAHAD DATU is my original work. I have not copied from any other students' work or from any other sources except where due reference or acknowledgement is made explicitly in the text, nor has any part been written for me by another person.

25th July 2021

Date submitted



Sitti Nur Haliza Jumaadi (67798)

Supervisor's Declaration:

I NIK NORSYAMIMI MD NOR hereby certifies that the work THE MILLENNIALS MOTIVATION ON EMPLOYEE RETENTION AT POLICE DEPARTMENT IN LAHAD DATU was prepared by the above named student, and was submitted to the "FACULTY" as a * partial/full fulfillment for the conferment of BACHELOR OF SCIENCE WITH HONOURS (HUMAN RESOURCE DEVELOPMENT), and the aforementioned work, to the best of my knowledge, is the said student's work.



Received for examination by: _____
(Nik Norsyamimi Binti Md Nor)

25th July 2021
Date: _____

I declare that Project/Thesis is classified as (Please tick (√)):

- CONFIDENTIAL** (Contains confidential information under the Official Secret Act 1972)*
 RESTRICTED (Contains restricted information as specified by the organisation where research was done)*
 OPEN ACCESS

Validation of Project/Thesis

I therefore duly affirm with free consent and willingly declare that this said Project/Thesis shall be placed officially in the Centre for Academic Information Services with the abiding interest and rights as follows:

- This Project/Thesis is the sole legal property of Universiti Malaysia Sarawak (UNIMAS).
- The Centre for Academic Information Services has the lawful right to make copies for the purpose of academic and research only and not for other purpose.
- The Centre for Academic Information Services has the lawful right to digitalise the content for the Local Content Database.
- The Centre for Academic Information Services has the lawful right to make copies of the Project/Thesis for academic exchange between Higher Learning Institute.
- No dispute or any claim shall arise from the student itself neither third party on this Project/Thesis once it becomes the sole property of UNIMAS.
- This Project/Thesis or any material, data and information related to it shall not be distributed, published or disclosed to any party by the student except with UNIMAS permission.

Student signature  _____
(25th July 2021)

Supervisor signature:  _____
(25th July 2021)

Current Address:
LAHAD DATU, SABAH.

Notes: * If the Project/Thesis is **CONFIDENTIAL** or **RESTRICTED**, please attach together as annexure a letter from the organisation with the period and reasons of confidentiality and restriction.

[The instrument is duly prepared by The Centre for Academic Information Services]

ACKNOWLEDGEMENT

First and foremost, I would like to express my gratitude to the management of Universiti Malaysia Sarawak and my faculty, the Faculty of Cognitive Sciences and Human Development, for providing every student with the opportunity to conduct research as a course requirement and for the courses that were provided to us to prepare us along the way.

Following that, I'd want to thank my supervisor, Mrs. Nik Norsyamimi Md Nor, for all of her advice and sharing during the project's completion process. Her continuous tolerance and encouragement had greatly increased our optimism and confidence that we would be able to complete the research successfully. As a result, I am really thankful for the opportunity to work under his competent supervision, which has given me more than anything else, an experience to remember.

Then, I had wanted to take this opportunity to thank all of the informants who willingly participated in our study. I am grateful for the time they spent on the response questionnaire session, as well as the useful information they shared with me for the aim of the research. I will be unable to proceed with the remaining part of my study project unless they are willing and committed to the entire session process and data revalidation.

Not to mention my appreciation for my family members, particularly my loving mother, who is always willing to lend an ear and provide me with the advice and confidence that I require. Their love, moral support, and belief in me have enabled me to achieve another goal and create another chapter in my life.

TABLE OF CONTENTS

LIST OF FIGURES	11
ABSTRACT	12
ABSTRAK	13
CHAPTER 1: INTRODUCTION	14
1.1 INTRODUCTION	14
1.2 BACKGROUND OF STUDY	14
1.3 STATEMENT OF PROBLEM	15
1.4 RESEARCH OBJECTIVES	16
1.4.1 GENERAL OBJECTIVE	16
1.4.2 SPECIFIC OBJECTIVE	16
1.5 RESEARCH HYPOTHESES & RESEARCH QUESTIONS	17
1.5.1 RESEARCH HYPHOTHESES	17
1.5.2 RESEARCH QUESTIONS	17
1.6 CONCEPTUAL FRAMEWORK	18
1.7 SIGNIFICANT OF STUDY	18
1.8 LIMITATION OF STUDY	19
1.9 DEFINITION OF TERMS	19
1.10 CHAPTER SUMMARY	20
CHAPTER TWO: LITERATURE REVIEW	21
2.0 INTRODUCTION	21
2.1 CONCEPT OF RESEARCH	21
2.1.1 MILLENNIALS AND RETENTION	21
2.1.2 REWARDS	21
2.1.3 EMPOWERMENT	22
2.1.4 JOB SECURITY	23
2.2 PAST SIMILAR FINDINGS	23
2.2.1 MILENNIALS AND RETENTION	23
2.2.2 REWARDS	23
2.2.3 EMPOWERMENT	24

2.2.4 JOB SECURITY	24
2.3 RESEARCH THEORIES AND MODEL.....	25
2.3.1 MCCLELAND THEORY	25
CHAPTER THREE: METHODOLOGY.....	27
3.0 INTRODUCTION.....	27
3.1 RESEARCH DESIGN	27
3.2 POPULATION, SAMPLE AND SAMPLING PROCEDURE	28
3.3 INSTRUMENT	28
3.4 PILOT STUDY.....	29
3.5 VALIDITY AND RELIABILITY	29
3.6 ETHICS OF THE STUDY	30
3.7 DATA COLLECTION PROCEDURE	30
3.8 DATA ANALYSIS PROCEDURE.....	31
3.8.1 DESCRIPTIVE STATISTICS.....	31
3.8.2 INFERENTIAL STATISTICS	31
3.9 SUMMARY	33
CHAPTER FOUR: FINDINGS.....	34
4.0 INTRODUCTION.....	34
4.1 DEMOGRAPHIC OF RESPONDENTS	34
4.2.1 RELATIONSHIP BETWEEN REWARDS AND RETENTION	37
4.2.2 RELATIONSHIP BETWEEN EMPOWERMENT AND RETENTION.....	38
4.2.3 RELATIONSHIP BETWEEN JOB SECURITY AND RETENTION.....	39
4.3 ESTABLISHMENT OF THE MOST DOMINANT FACTORS.....	40
CHAPTER FIVE: DISCUSSION.....	42
5.0 INTRODUCTION.....	42
5.1 SUMMARY OF THE RESEARCH	42
5.2 DISCUSSIONS OF MAIN FINDINGS.....	43
5.2.1 REWARDS ON RETENTION	43
5.2.2 EMPOWERMENT ON RETENTION.....	44
5.2.3 JOB SECURITY ON RETENTION	45
5.3 DISCUSSION OF THEORIES.....	46
5.3.1 MCCLELAND THEORY	46
5.4 IMPLICATION OF THE RESEARCH FINDINGS.....	48

5.5 RECOMMENDATION FOR FUTURE RESEARCH	49
5.6 CONCLUSION	49
REFERENCES	50
APPENDIX 1	57

LIST OF TABLES

TABLE 1	19
TABLE 2	28
TABLE 3	30
TABLE 4	31
TABLE 5	34
TABLE 6	37
TABLE 7	38
TABLE 8	39
TABLE 9	40

LIST OF FIGURES

FIGURE 1	18
FIGURE 2	32

ABSTRACT

Motivation Millennials on Employee Retention at Police Department in Lahad Datu

Sitti Nur Haliza Jumaadi

Keywords: Motivation, Millennials, Retention, Police Department, Rewards, Job Security, Empowerment

The aim of this study is to study at how Millennial motivation (rewards, empowerment, and job security) influences employee retention in the police department. The police department at Lahad Datu, Sabah, was handed questionnaire, and 81 questionnaires were collected in total. The hypotheses were tested using Pearson correlation, and the results reveal that while rewards and empowerment have a significant relationship with retention among Millennials, job security has no significant relationship with retention among Millennials. The most dominant variable was tested using Multiple regression analysis, which revealed that rewards are the most important element that influences employee retention among Millennials. The study's findings may give helpful information and a body of knowledge for future studies looking to improve employee retention rates in the workplace.

ABSTRAK

Motivasi Milenium dalam Pengekalan Pekerja dalam Jabatan Polis di Lahad Datu

Sitti Nur Haliza Jumaadi

Tujuan kajian ini adalah untuk mengkaji motivasi Milenium (penghargaan, pemberdayaan, dan keselamatan kerja) dengan pengekalan pekerja di jabatan polis. Tinjauan soal selidik diberikan kepada jabatan polis di Lahad Datu, Sabah dengan 81 borang soal selidik berjaya dikumpulkan. *Pearson Correlation* digunakan untuk menguji hipotesis dan hasil menunjukkan bahawa penghargaan dan pemberdayaan mempunyai hubungan yang signifikan terhadap pengekalan di kalangan Milenium namun keselamatan pekerjaan tidak ada hubungan yang signifikan terhadap pengekalan di kalangan Milenium. *Multiple Regression* berganda digunakan untuk menguji pemboleh ubah yang paling dominan dan menunjukkan bahawa ganjaran mendominasi faktor yang dapat mempengaruhi pengekalan pekerja di kalangan Millennials. Penemuan kajian ini dapat memberikan maklumat dan pengetahuan yang berguna untuk penyelidik masa depan untuk tujuan meningkatkan kadar pengekalan pekerja semasa di tempat kerja.

Kata kunci: Motivasi, Milenium, Pengekalan Pekerja, Jabatan Polis, Ganjaran, Keselamatan Pekerjaan, Pemberdayaan

CHAPTER 1: INTRODUCTION

1.1 INTRODUCTION

This study to explain about the millennial's motivation on retention at Police Department. In this chapter, it consists of several sections to be explained. First of all, it describes about the background of the current study. Secondly, explain the statement of the problem. Next, elaborates the research objectives followed by the research hypotheses and research questions of the study. Other than that, a conceptual framework created to illustrate this study was conducted. Also, the significant, limitation of the study and definition of the terms used were discussed. At the ends with a summary.

1.2 BACKGROUND OF STUDY

Retention defines important element in an organization nowadays especially when retention of an employee will provide a good image to attract and retain employees (Fei & Caesar, 2018). But, employees who have great intentions to quit voluntarily are Millennials or Generation Y followed by Generation X (Mercer, 2017). In Malaysia, the loyalty of millennials to stay in the organization is low. Millennials show that they are always looking for better benefits for themselves, so this generation finds it difficult to show loyalty to only one of their organizations (Sim, 2019). The state of the issue of retention of workers applies to the whole country. Canadian HR Reporter (2018), the top three countries with the highest earnings rates are France (21%), United Kingdom (17.6%) and Australia (17.5%).

Retention effects the employee morale which is influence company performance (Maki, McKinney, Vandenberg, Colen and Giligan, 2018). Due to this fact, human resource managers are required to continuously find the right way and strategy to retain these newcomers into organizations especially in public sector as Gen Ys are hard to attract and tend to not stay long in the organization once, they are hired. Organizations with a high employee retention rate are able to maintain people for a long time, requiring less time and resources for training new employees and having the loyalty required to operate a firm. Reduced retention raises costs and has a negative influence on the morale of the business. Consider how much time, effort, and money it takes to train a new employee. Researchers examine Millennials 'motivations related to their retention

within the organization with their personalities, values and work ethic and attitudes. This study was conducted to discuss all the problems that occur today so that they can be used by employers to help increase retention rates in the organization while managing Millennials employees in the future.

1.3 STATEMENT OF PROBLEM

This research is aimed at determining the millennials motivation on employee retention. Many researchers have done some research on employee retention, but it still causes major problems to most organizations. Employee retention will attract highly talented employees. Therefore, the current study designed to bridge the gap through assess how the millennials motivation will affect the retention of employees in police department.

Major concern is retention for many companies (Anderson, 2018). Recently, a number of people have been leaving the organizations they are working within a short duration of time. Explore the reasons behind which practices in an organization lead to such behavior. While Malaysia seems occurred the problem of retaining millennials of workers is increasing in Malaysia. The main of the study by the Teo (2020) indicates that there are 56% of millennials between ages of 23 and 38 in 2020 leave the jobs to start their own businesses. However, in the United States, a survey by Deloitte found that 84% of workers representing the largest workforce segment would leave their jobs within 10 years (Gelber, 2020). In addition, a study by ManpowerGroup Singapore found that 50% will stay with their employer for a few years or more but millennials will still tend to quit if they are not satisfied with their job (Chan & Post, 2017). From the findings, it can be concluded that research is done in every millennial in other country which is an issue to their retention in the organization. In addition, there is an increasing trend of early retirement among police officers and members at an alarming level which has increased over the past five years due to various factors (Berita Harian, 2018). It needs to be studied to find out the real cause of this increase. The low employee retention rate has been shown to have negative impact with organization cost, is becoming an area of increasing concern throughout the century in World. Recruitment should be well controlled, otherwise it can deplete your resources quickly. This is because, if fired in a few months after taking it, the organization will lose money and time to redo the new recruitment process and so on. Therefore, the organization will lose the opportunity to contribute a positive

impact to the organization due to having to deal with the recruitment process with having to deal with time and expense (Petersen, 2019).

Employers are not able to meet the expectations of Millennials (Tamilwanan, 2020). Millennials are not interested in various reasons, but they often complain that the compensation and benefits provided by employers are insufficient. Millennials often give reasons to leave their organization getting better in order to cover the rising cost of living. According to the Department of Statistics Malaysia, the monthly salary of workers in Malaysia is RM 3,087. As a result, employers fail to provide what attracts Millennials employees to stay in the organization resulting in employers earning high turnover rates. As a result, our research aids companies in determining the best tactics for increasing Millennial employee retention.

Millennials have their own criteria, ways or desires in their work. Millennials have different needs where they prefer flexible working hours where most millennials do not want to exist from 9 am to 5 pm. By 2025, the global workforce for millennials will be 75%, while more than half of today's jobs will be obsolete with progress and autonomy (Bernama, 2019). Besides that, Millennials are identical to the digital, which is easy to connect with people, vulnerable to cyber bullying, and more to the virtual world, then less interact with the real world (The Edge Market, 2020). Therefore, they are in their own world. It found that the Millennials generation in the US is the most depressed generation in the annual survey of the American Psychological Association which is the same in Malaysia today as well. Therefore, this study was conducted to see more specific needs by Millennials employees.

1.4 RESEARCH OBJECTIVES

In this section we will identify our research objective which are follows:

1.4.1 GENERAL OBJECTIVE

1. To identify the millennials motivation on employee retention in police department at Lahad Datu

1.4.2 SPECIFIC OBJECTIVE

1. To investigate the rewards on millennials retention in police department at Lahad Datu

2. To investigate the empowerment on millennials retention in police department at Lahad Datu
3. To investigate the job security on millennials retention in police department at Lahad Datu
4. To investigate the most dominant factor of Millennials motivation that affect retention.

1.5 RESEARCH HYPOTHESES & RESEARCH QUESTIONS

1.5.1 RESEARCH HYPHOTHESES

- Ha1: There is significant relationship between rewards and retention.
- Ha2: There is significant relationship between empowerment and retention.
- Ha3: There is significant relationship between job security and retention.
- Ha4: There is a dominant factor of motivation that affect employee retention.

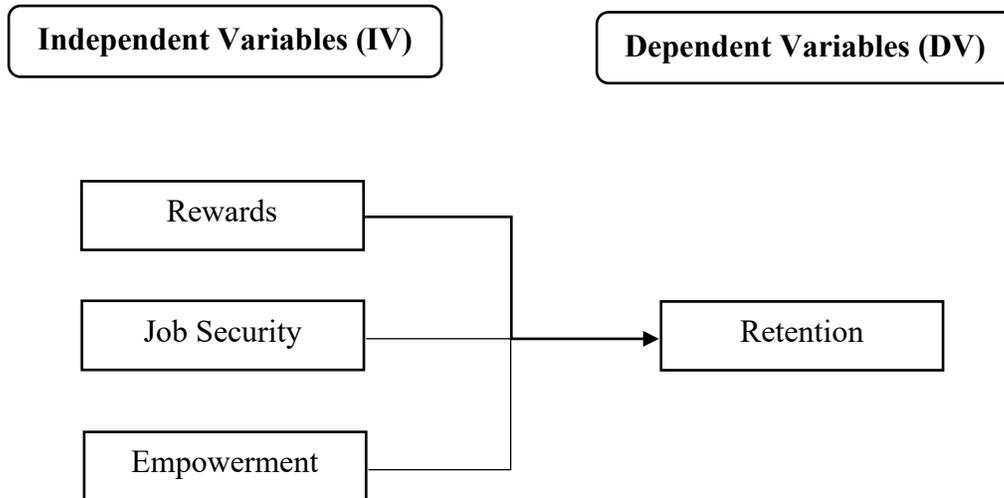
1.5.2 RESEARCH QUESTIONS

- RQ1: What is significant relationship between rewards and millennials retention.
- RQ2: What is significant relationship between empowerment and millennials retention.
- RQ3: What is significant relationship between job security and millennials retention.
- RQ4: What is the most dominant factor of motivation that affect employee retention.

1.6 CONCEPTUAL FRAMEWORK

Figure 1

The Impact of Motivation



Note: The Impact of Motivation (Anwar, Waqas, Shakeel and Hassan, 2018)

1.7 SIGNIFICANT OF STUDY

This study contributes to various aspects. Firstly, the study contributes to future studies to conduct research on this topic. This is because, Millennial's motivation remains a major problem even though studies have been done before. Thus, this research could help in the future to better understand and understand Millennials employees in the workplace. In addition, it contributes to having capable employees by increasing the motivation of Millennials in every organization.

Next, the research results are used as knowledge to employers in order to provide better strategies to their Millennials employees. Employers know the needs of millennials, so high retention rates will be obtained. This is because, employers play an important role in keeping their employees at work.

Furthermore, it contributes to better practices that can be implemented by the organization in order to ensure a high retention rate. Research on Millennials employee retention is important to always take care of in order to be well cared for in the workplace.

1.8 LIMITATION OF STUDY

The limitations of the current study include the following:

- i. The sample is limited to Millennials employee in police department.
- ii. The data collection was done only based on questionnaire through quantitative.
- iii. Lack of sufficient time because the researcher must combine the study with regular lectures.

1.9 DEFINITION OF TERMS

Table 1

Definition of Terms

Terms	Conceptual Definition	Operational Definition
Motivation	Motivation defined as a process of desires in individual to change (Reeve, 2018).	Motivation defined as the needs that affects the choices of the individual towards behavior.
Employee Motivation	Employee motivation is an ability to place the effort in the organizational goals as a satisfaction for some individual (Robbins, 2005).	Employee motivation is an individual's behavior that committed to the job with the goals of organizations.
Millennials	Millennials are an individual around the turn of the 21st	Millennials who were born between 1981 until 1996.

	century, also known as Generation Y.	
Employee Retention	Employee retention defined as the effort of the organization to maintain a worker remain in the organization (Armstrong, n.d.)	Employee retention refers to the ability of an organization to retain its employees.
Rewards	Rewards is a strategy to value of employee contribution in achieving organization goals (Armstong, 2010).	Rewards defined as a incentive plan to return of the employee service in the organization.
Empowerment	Empowerment is defined as a management process that does not have an integrated concept in decision making within the organization (Wilkinson, 1998)	Empowerment is defined as an autonomy provided to the employee in their day's activities.
Job Security	Job security is defined as a important to attract employee to remain in the organization and productive (Shanti & Mah, 2008).	Job security is defined as a safe working environment.

1.10 CHAPTER SUMMARY

In short, it describes the main idea of research on the motivation of Millennials on retention at public sector. It involves main idea of the background of the study, problem statement, objective of study, research question, research hypotheses, significant of the study, limitation of study, conceptual framework, and definitions of terms. For the next chapter explained the literature review of the study.

CHAPTER TWO: LITERATURE REVIEW

2.0 INTRODUCTION

This chapter will provide you an overview of previous studies on millennial retention motivation, the relationship between millennials motivation and retention and the best motivation that influences millennials to retain in the organizational. The model that may be utilized to describe the research concept will be presented and discussed afterwards. Aside from that, there will be some educational discussion on empirical evidence.

2.1 CONCEPT OF RESEARCH

2.1.1 MILLENNIALS AND RETENTION

Millennials or better known as Generation Y was born in the period defined as millennium 1981-1996, they belong to the category of labor force which is in the age range of 24-39 years in 2020. Millennial's workers make up about 60% of the total workers (Kain, 2019). Millennials employee is one of the challenges businesses face in maintaining their newest recruitment (Campione, 2015). Employees of the millennial generation are more focused on achieving goals, working in groups, being more tolerant, family-oriented, and having a better work-life balance. They also like employing technology (Smith & Nichols, 2015).

Millennials have a different approach, so employers should not underestimate the characteristics of millennials employees because it not only increases work rotation but also provides well-being in the workplace and maintains business continuity (Kain, 2019). Retention has a positive relationship with commitment and trust in the firm (Papa, Dezi, Gregori, Mueller, & Miglietta, 2018). Organizations taken a voluntary move to secure employee retention for longer periods of time to maintain organizational profitability and productivity without losing employees (SJ, 2019).

2.1.2 REWARDS

According to research, Millennials place a high value on material rewards (i.e. the value of money), are less concerned about others, and are more selfish (Johnson & Ng, 2016). According to surveys, Millennials are more likely to leave their jobs due to low pay. According to Herzberg's Two Factor

Theory (1966), pay was discovered to be a role in discontent and withdrawal behavior. As a result, when earnings are insufficient, Millennials may be more likely to search for better-paying job opportunities to satisfy their financial demands. As a result, as earnings rise, Millennials are less likely to leave their employment (Johnson & Ng, 2016). In order to keep them motivated, employers must ensure that their employees (and their ideas and hard work) are valued in order to keep them motivated. They want to be respected and valued. It has been demonstrated that millennials like to be rewarded and acknowledged at least once a month. This appreciation does not have to take the shape of a bonus. Simply convey your appreciation for their efforts, demonstrate that they are a value to the organization, and indicate your wish to retain them on board (Hearn, 2016).

Employers need to know that bringing Millennials is not an employee who remains motivated by money. Millennials want more respect and appreciation for the service they provide to the organization. Appreciation or recognition should not be in the financial but by showing that they are an asset that contributes a lot to the organization so that they remain active (Hearn, 2016).

2.1.3 EMPOWERMENT

Numerous studies have attempted to explain about empowerment lead to motivate the millennials to retain on the organization. Aydogmus (2018), found that empowerment crucial role in today's generation. It clearly shows that the situation help Millennials increase their efficiency and career satisfaction. He also found that, Millennials have a certain higher career in self-management where they have an ambitious, independent, and selfish. Moreover, Hee & Rhung (2019) had more freedom to make their own decisions where Millennial's value more flexibility in the workplace such as working hours, work methods, and other work arrangements. Later, studies on empowerment have a significant relationship on employee in any organization (Anwar, Waqas, Shakeel, Hasssan, 2018). However, many unanswered questions about how empowerment individual differences impact the Millennials retention.

2.1.4 JOB SECURITY

Job security is an organizational environment that provides stable employment to employees (Herzberg, 1968). A safe environment will reduce the risk of low turnover rate. This is because, it is positive while job insecurity is negative that affects individuals. It involves the assurance that can be given to employees to feel valued and able to work well in the organization. Guarantee in the form of occupational safety including retirement security (David, 2017).

2.2 PAST SIMILAR FINDINGS

2.2.1 MILLENNIALS AND RETENTION

Based on past research, there are several impulsive factors Millennials may leave an organization for personal values, poor health, and work-life balance (Fashola et al., 2016). In Malaysia, Ram (2020) said that Millennials tend to leave their jobs in order to start their own business. Those who tend to start a business because they feel that there is less money and think more widely. In placing more emphasis, Friedman (2019) claimed that as many as 49% of Millennials will retire in the next two years in a new survey conducted, *The Millennials Deloitte 2019*. It also found that Millennials are not happy with the lack of social progress, traditional social institutions and the mass media as well as distrusting leaders because of Millennials' different values or political views.

Furthermore, in an observation-based study by Broadly (2020), the findings have shown that the technology sector in the manufacturing industry is growing and becoming the most attractive target for most millennials. It also attracts most millennials due to the high salary offer given. These studies have found similar results, according to a study by Jeanne Meister of Future Workplace, as many as 91% of Millennials indicate that they will work for less than three years which involves between 15 and 20 jobs throughout their careers (Feldmann, 2020). However, these claims can be contended by Kundu & Gahlawat (2016), Millennials look more at current initiatives compared to their future developments within their organization.

2.2.2 REWARDS

There are findings that Millennials place a high value on financial benefits (i.e. the importance of money), have less care for others, and are more selfish (Johnson & Ng, 2016). According to

surveys, Millennials are more likely to leave their jobs due to low compensation. According to Herzberg's Two Factor Theory (1966), pay was discovered to be a role in creating dissatisfaction and withdrawal behavior. As a result, when wages are insufficient, Millennials may be more likely to seek other work opportunities with higher compensation in order to satisfy their financial demands. As a result, as wages rise, Millennials are less likely to quit their employment (Johnson & Ng, 2016). Employers must ensure that their employees (and their ideas and hard work) are valued in order to keep them motivated. They want to be respected and valued. It has been proved that millennials like to be rewarded and rewarded at least once a month. This recognition does not have to take the shape of a bonus. Simply convey the appreciation for their efforts, demonstrate that they are a value to the organization, and indicate your wish to retain them on board (Hearn, 2016).

2.2.3 EMPOWERMENT

According to Hayes (1994), empowerment depends on the employee's thinking about the level of self-efficacy, work culture and strength to achieve goals in the workplace. In placing more emphasis, Pearce et al. (2003), the findings have shown that empowerment can result in employees being more committed to their jobs and staying in the organization. Furthermore, in a study by Choi, Goh & Adam (2016) said it can cultivate Christian thinking, which causes workers to work at a higher level. Such empowerment positively shapes employees' perceptions of their jobs, reduces stress, and ultimately leads to higher job satisfaction.

2.2.4 JOB SECURITY

According to O'Connor (2016), a survey by Manpower Group, found that Millennials prefer job security among all. It says that job security becomes a priority and then money becomes an option. This can be supported by Liu & Perry (2016), he says that job security is related to how to inspire, determined and enthusiastic which is a form of motivation especially for Asians.

In recent studies, Mohapatra, Saxena, Joshi and Chaturvedi (2017) have reasserted that Gen Y is not interested in getting job security in the workplace because they frequently move organizations to fulfill their dreams and better lives.

2.3 RESEARCH THEORIES AND MODEL

2.3.1 MCCLELLAND THEORY

There are dominant theoretical perspectives in this study, namely McClelland Theory also known as three needs theory, proposed by David McClelland, is a specific behavioral pattern that affect actions and behavior with respect to energy, sensitivity, and learning (McClelland, 1990). This can be determined by examining the needs between domain and what are the reasons for the individuals behavioral.

Needs theory are lines of demarcation between domains. According to McClelland and Steele (1972, p. 33) defined that the needs theory have taken three main motivators which is achievement (such as a desire to perform or beat others, to solve problems, and to tackle challenging tasks), power (such as a desire to exert control over others, to influence their behavior, or to be accountable for others and their work), and affiliation (such as a desire to form and sustain pleasant and intimate relationships with others). Achievement is the need for personal achievement and is intrinsically motivated by task completion (Gardon, 2021). The individual with high achievement needs is highly motivated by competing and challenging work. They look for promotional opportunities in job. They have a strong urge for feedback on their achievement. Such individuals try to get satisfaction in performing things better. High achievement is directly related to high performance. Individuals who are better and above average performers are highly motivated. They assume responsibility for solving the problems at work. McClelland called such individuals as gamblers as they set challenging targets for themselves, and they take deliberate risk to achieve those set targets. Such individuals look for innovative ways of performing job. They perceive achievement of goals as a reward, and value it more than a financial reward.

The individuals who are motivated by power have a strong urge to be influential and controlling. They want that their views and ideas should dominate and thus, they want to lead. Such individuals are motivated by the need for reputation and self-esteem. Individuals with greater power and authority will perform better than those possessing less power. Generally, managers with high need for power turn out to be more efficient and successful managers. They are more determined and loyal to the organization they work for.

Need for power should not always be taken negatively. It can be viewed as the need to have a positive effect on the organization and to support the organization in achieving its goals. The individuals who are motivated by affiliation have an urge for a friendly and supportive environment. Such individuals are effective performers in a team. These people want to be liked by others. The manager's ability to make decisions is hampered if they have a high affiliation need as they prefer to be accepted and liked by others, and this weakens their objectivity. Individuals having high affiliation needs prefer working in an environment providing greater personal interaction. Such people have a need to be on the good books of all. They generally cannot be good leaders.

CHAPTER THREE: METHODOLOGY

3.0 INTRODUCTION

This chapter explains the characteristics of the research method used in every detail of the research. It is discussing about the research design used is quantitative research to conduct the study. Next, population, sample and sampling procedure selected is the administrative in manufacturing company through convenience sampling. Also, instrument used to gain data through questionnaire given to Millennials employee followed by the pilot study to pre-test the possibility sample size for research. Validity and reliability used to measure the instrument. Other than that, the study's ethics are discussed. The procedures for data collecting and data analysis were also explained. The researcher clears up the research objectives and research question through collected, presented, and analyzed the data more clearly comprehensible.

3.1 RESEARCH DESIGN

In this research, the study used quantitative method. It is a method that describes the findings using numbers (Kowalczyk, 2016) to find answers to the questions studied. Therefore, this method can provide clear information and potentially meet the requirements of research questions on the relationship between the variables used in research.

The researcher using questionnaires to be distributed to Police Department in Lahad Datu to collect the data about motivation of millennials. Next, the data used to study the significant between the variables studied. From that, the data calculated and analyzed mathematically using Statistical Package for the Social Sciences (SPSS).

This study coincides with a deductive approach. It explains the theory, then a hypothesis is created to be tested and revised to the theory which starts from general to specific (Woiceshyn & Daellenbach, 2018). In this case, the hypothesis is concluded after tested.

3.2 POPULATION, SAMPLE AND SAMPLING PROCEDURE

Population defines as a whole entity that has an interest in research, organized by research queries and or research hypotheses during sampling is the process of determining the sample representing the research population (Wallace & Fleet, 2012). The population of this study is Millennials employees from the different department in Police Department in Lahad Datu, Sabah. However, it is impossible for researchers to study all populations because of the time allotted to collect data. Therefore, the sampling technique recommended is usually quantitative method. Sampling procedure is a process of selecting sample to estimate the whole of the entire population. Thus, the sampling method used is convenience sampling, in which the researcher selects respondents who are willing to participate in this study. Since this study was conducted among Millennials in a police department at Lahad Datu, Sabah, A minimum sample size of 20 to 50 people should be used (Sudman, 1976).

3.3 INSTRUMENT

This study was conducted based on quantitative methods. There are several instruments or research tools used to obtain data sheets, namely questionnaires. The questionnaire instrument selected was to obtain the data to further the findings of the study. The instrument used for this study is closed-ended interview. It is survey questionnaires that have responses that have been categorized. This method limits respondents to make choices in expressing opinions (Foddy, 1993: 127). This survey distributed to respondents in the Police Department, who will be given 10 – 15 minutes to complete the questionnaire. The questionnaire is divided into four sections: A, B, C, and D.

Four section, section A refer to demographic information and for the next section B is on the rewards standards in the Police Department chosen which is to indicate how it is related to the employee retention. The reward questions adapted from a previous research by Chepkosgey, Namusonge & Makokha (2019). While, section C will be on the empowerment millennials retention in the organization. The last part, Section D, will focus on job security and how it relates to millennial motivation at work, using questions adopted from prior research (Goslinga and Sverke, 2003; Hellgren and Sverke, 2003; Storseth, 2006; Storseth, 2007).

The respondents will be informed to answer to each item in Section B until Section D using the 5-point Likert scale given in the questionnaires, with a likert scale from 1 (strongly disagree) to 5

(strongly agree) (strongly agree). For each question, a five-point Likert scale was used to indicate agreement or disagreement.

Table 2

Five-Point Likert Scale

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Note. Foddy, W. (1993): *Constructing Questions for Interviews and Questionnaires: Theory and Practice in Social Research.* Cambridge: Cambridge University Press.

3.4 PILOT STUDY

Pilot study defined as a mandatory pre-test to assess the possibility and predict the appropriate sample size for research. The questionnaire data was processed into the Statistical Package for the Social Sciences (SPSS) and analyzed.

In this study, researcher has distributed the questionnaire to one of the police department. The questionnaire was distributed among the registered Millennials and respond was received by the researcher for the amendment purposes to make sure the research instruments are understandable and provide a reliable data in the study.

3.5 VALIDITY AND RELIABILITY

Validity is the ability to measure the instruments which are what is needed and the extent the idea is accurately estimated in the study, while reliability is the extent to produces stable and consistent results (Heale & Twyross, 2015). The reliability of the instrument in this study was tested to measure the internal consistency of the instrument as close as the set of related items using Cronbach's alpha. The higher alpha value is more acceptable reliability value.

Table 3

The Cronbach's Alpha

Coefficient's Alpha	Internal Reliability
≥ 0.90	Excellent
≥ 0.80	Good
≥ 0.70	Acceptable
≥ 0.60	Questionable
≥ 0.50	Poor
< 0.50	Unacceptable

Note. Adapted from *Calculating, Interpreting, And Reporting Cronbach's Alpha Reliability Coefficient For Likert-Type Scales*, by Gliem, A., J. and Gliem, R., R, 2003.

3.6 ETHICS OF THE STUDY

Ethics is defined as the discipline that studies behavioral standards in conducting research (Resnik, 2020). This research will inform about the agreement so that participants are aware that they voluntarily participate in this study without any coercion from the researcher. Confidentiality and consent are the main ethics in conducted the research. The data provided only for academic purposes. Next, the questionnaire states accurately about the instructions and objectives of the study. The questionnaire will not contain any discrimination, insults, or offensive language. This is because, the researcher cannot ask questions that can have a personal matter and negative impact to the respondents in this research.

3.7 DATA COLLECTION PROCEDURE

In this study, the study conducted both primary and secondary data. This data collection to understand the research topic and its questions. Journal articles, written material, and questionnaires were used to gather clear information about the instrument. Questionnaires will be given to participants by providing consent forms and instructions to understand the objectives of the study.

3.8 DATA ANALYSIS PROCEDURE

Researchers used quantitative methods through questionnaires. The data gained from the questionnaire that distributed to the Millennials employee. It analyzed using SPSS which has been formed tables and charts. Thus, SPSS used to process and analyze the data obtained of research. The data analysis used descriptive statistics and inferential statistical. Descriptive statistics serves to describe the data followed by inferential statistical to test the hypotheses.

3.8.1 DESCRIPTIVE STATISTICS

Descriptive statistics are statistical concepts that are used to determine the behavior of variables (Chua, 2006). This method of data analysis includes strategies for organizing and summarizing information in each study. The data obtained for this study was then analyzed and displayed using charts and graphs.

3.8.2 INFERENTIAL STATISTICS

Inference statistics used tools to determine population sample. In this study, the researchers used correlation coefficients with Pearson Correlation and Multiple regression to test the hypothesis.

Table 4

Analysis Method

Objective	Hypothesis	Analysis Method
1. To investigate the rewards on millennials retention in police department	Ha1: There is significant relationship between rewards and retention.	Pearson Correlation
2. To investigate the empowerment on millennials retention in police department	Ha2: There is significant relationship between empowerment and retention.	Pearson Correlation

3. **To investigate the job security on millennials retention in police department** Ha3: There is significant Pearson Correlation relationship between job security and retention

4. **To investigate the dominant motivation among the rewards, empowerment and job security on millennials retention in police department** Ha4: There is dominant factor of motivation that affect retention. Multiple Regression

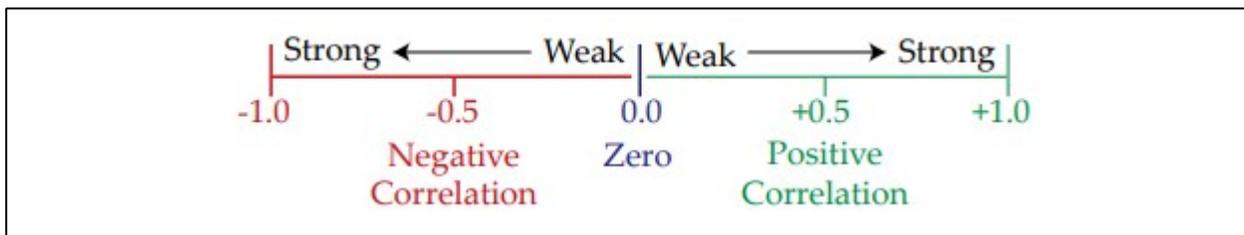
3.8.2.1 Pearson Correlation Coefficients

Correlation analysis is used to determine the relationship or association between two quantitative variables. The strength and direction of the relationship between variables are evaluated.

When the Correlation coefficient analysis result r is close to $+1$, it indicates that the two variables are related in a positive (linear) manner, and when the result is close to -1 , it indicates that the two variables are related in a negative (linear) manner, while a correlation coefficient of zero indicates that there is no linear relationship between the two variables (Gogtay & Thatte, 2017).

Figure 2

The Spectrum of the Correlation Coefficient (-1 to +1)



3.8.2.2 Multiple Regression Analysis

Multiple regression is used to test theoretical assumption and examining the influence of several predictor variables in a sequential way. The predictor will be judged on the basis of how much it adds on to the prediction of a criterion (Petrocelli, 2003). In the end of the result, the value of R^2 change and F values was observed to see the ability of the predictor improve the model.

3.9 SUMMARY

In conclusion, the researcher has explained about the research methods used and analyzed the information obtained. The research method that will be used can help researchers in obtaining information either directly or indirectly. The information and data acquired through this research method will be able to assist researchers in conducting reliable research.

CHAPTER FOUR: FINDINGS

4.0 INTRODUCTION

The study's main findings will be examined and analysed in this chapter. The first section of this chapter will focus on the respondents' demographic information, with tables and charts utilised to represent the frequencies.

The main findings will be discussed in two parts: means comparison and testing the study hypothesis. Pearson Correlation is utilised in this study to reveal the relationship among the variables, which will lead to the rejection or acceptance of the null hypotheses. Multiple regression is used to estimate the relationship variables as well as one dependent variable that leads to a strong relationship. A summary will be provided at the end of this chapter.

4.1 DEMOGRAPHIC OF RESPONDENTS

Table 5

Demographic characteristics of survey respondents (N=81)

Variables	Category	Frequency	Percentage
Gender	Female	31	38.3
	Male	50	61.7
Age	20 – 29 years old	30	37.0
	30 – 39 years old	42	51.9
	40 – 49 years old	9	11.1
Marital Status	Single	32	39.5
	Married	47	58.0
	Divorced	2	2.5
	Widowed	0	0
Highest Level of Education	Sijil Pelajaran Malaysia (SPM)	20	24.7

	Sijil Tinggi Persekolahan Malaysia (STPM)	6	7.4
	Diploma	23	28.4
	Bachelor's Degree	25	30.9
	Master's Degree	7	8.6
Length of Service	Not more than 2 years	7	8.6
	2 to 5 years	26	32.1
	6 to 10 years	26	32.1
	10 years and above	22	27.2

The table 5 presents the frequency and percentages of the demographic of respondents. In terms of gender, there are 50 male respondents (61.73 %) and 31 female respondents (38.27 %).

For the age, there are 42 responders (51.85%) between the ages of 30 and 39. This is followed by 30 respondents (37.04%) between the ages of 20 and 29. The age group of 40-49 years old had the fewest replies, 9 respondent (11.11%).

For the marital status, there are 47 respondents (58.02 %) who are Married. This is followed by 32 respondents (39.51 %) from the marital status category single. The divorced marital status was represented by the fewest number of respondents, 2 (2.47 %).

It was found that 25 respondents (30.86%) had a degree as their highest level of education. Diploma is the second highest level of education for 23 respondents (28.40%). Twenty respondents (24.69%) have the third highest level of education, with Sijil Pelajaran Malaysia as their highest education (SPM). Master's Degree is the fourth highest degree of education for 7 respondents (8.64%). Only 6 respondents (7.41%) had a low level of education, according to Sijil Pelajaran Tinggi Malaysia (STPM).

In terms of length of service, it was discovered that 26 respondents (32.1%) had worked in this company for 2 to 4 years and 6 to 10 years. The average duration of service in this company for 22 responders (27.2%) is 10 years or more. The third greatest number of respondents (8.6 %) had a service length of less than two years.

4.2 RELIABILITY ANALYSIS

Table 6

The Results of the Reliability for Pilot Test

Variables	Cronbach Alpha	Total Items
Rewards	.764	8
Empowerment	.843	10
Job Security	.041	10
Employee Retention	.917	10
Overall Statement	.876	38

Cronbach's Alpha values for variables in the pilot research are shown in Table 6. All of the values indicate that the variables are reliable. As a result, the value of rewards is 0.764 and the value of empowerment is 0.843. Furthermore, the job security value is 0.041, and the employee retention value is 0.917. Furthermore, the overall Cronbach's Alpha value for total items is 0.876.

Table 7

Summary of Reliability Analysis

Variables	Cronbach Alpha	Total Items
Rewards	.806	8
Empowerment	.796	10
Job Security	.184	10
Employee Retention	.871	10

Overall Statement	.851	38
-------------------	------	----

Cronbach's Alpha values for variables in the reliability study are shown in Table 7. The numbers indicate that the variables are reliable, and the values are slightly increasing when compared to the previous value in the pilot research, which was rewards and job security. However, the values of empowerment and employee retention are slightly diminishing. As a result, the rewards value is 0.806 and the empowerment value is 0.796. Furthermore, the job security value is 0.184, and the employee retention value is 0.871. However, the total Cronbach's Alpha value for all items is 0.851.

4.2 HYPOTHESIS TESTING

All the research hypotheses were tested by using the statistical tests. The Pearson Correlation statistical test from the Statistical Package for the Social Sciences (SPSS) software is used to identify the significance of the variables and the relationship between the variables. This test will be utilised in this study to determine the relationship between the independent variables and the dependent variable, employee motivation, in order to determine retention in the police department.

4.2.1 RELATIONSHIP BETWEEN REWARDS AND RETENTION

The Pearson Correlation test method was developed to examine the relationship between these variables. The hypothesis evaluated for these variables is as follows;

Ha1: There is significant relationship between rewards and employee retention.

Table 8

Correlation between Rewards and Employee Retention

		Reward	Employee Retention
Reward	Pearson Correlation	1	.640**
	Sig. (2-tailed)		.000
	N	81	81
Employee Retention	Pearson Correlation	.640**	1
	Sig. (2-tailed)	.000	
	N	81	81
**. Correlation is significant at the 0.01 level (2-tailed).			
*. Correlation is significant at the 0.05 level (2-tailed).			

Pearson Correlation was estimated based on Table 8 to assess the relationship between reward and employee retention. According to the results in Table 8, the p-value ($p = .000$) was below than the 0.05 level of significance. As a result, there is a significant relationship between reward system and employee retention. Furthermore, the Pearson Correlation test indicated a strong correlation between reward and employee retention, with $r = .640$. As a result, H_{a1} was accepted. Overall, the findings revealed that there is significant and moderate positive relationship between reward and employee retention. Most significantly, it stated that there is evidence that Millennial motivation affects employee retention.

4.2.2 RELATIONSHIP BETWEEN EMPOWERMENT AND RETENTION

To test the relationship between these variables, Pearson Correlation test procedure was used. The hypothesis tested for these variables is stated below;

Ha2: There is relationship between empowerment and retention.

Table 9

Correlation between Empowerment and Employee Retention

Correlations

		Empowerment	Employee Retention
Empowerment	Pearson Correlation	1	.248*
	Sig. (2-tailed)		.025
	N	81	81
Employee Retention	Pearson Correlation	.248*	1
	Sig. (2-tailed)	.025	
	N	81	81
** . Correlation is significant at the 0.01 level (2-tailed).			
* . Correlation is significant at the 0.05 level (2-tailed).			

Pearson Correlation was estimated based on Table 9 to assess the relationship between empowerment and employee retention. According to the results in Table 9, the p-value ($p = .000$) was below than the 0.05 level of significance. As a result, there is a significant relationship between empowerment and employee retention. Furthermore, the Pearson Correlation test indicated a strong correlation between empowerment and employee retention, with $r = .640$. As a result, Ha2 was accepted. Overall, the findings revealed that there is significant and moderate positive relationship between empowerment and employee retention. Most significantly, it stated that there is evidence that Millennial motivation affects employee retention.

4.2.3 RELATIONSHIP BETWEEN JOB SECURITY AND RETENTION

To test the relationship between these variables, Pearson Correlation test procedure was used. The hypothesis tested for these variables is stated below;

Ha3: There is relationship between job security and employee retention

Table 10

Correlation between Job Security and Employee Retention

Correlations

		Job Security	Employee Retention
Job Security	Pearson Correlation	1	.021
	Sig. (2-tailed)		.855
	N	81	81
Employee Retention	Pearson Correlation	.021	1
	Sig. (2-tailed)	.855	
	N	81	81
** . Correlation is significant at the 0.01 level (2-tailed).			
* . Correlation is significant at the 0.05 level (2-tailed).			

Pearson Correlation was estimated based on Table 10 to assess the relationship between job security and employee retention. According to the results in Table 10, the p-value ($p = .000$) was higher than the 0.05 level of significance. As a result, there is no significant relationship between job security and employee retention. Furthermore, the Pearson Correlation test indicated a weak correlation between job security and employee retention, with $r = .021$. As a result, H_{a3} was rejected. Overall, the findings revealed that there is no significant and weak positive relationship between job security and employee retention. Most significantly, it stated that there is evidence that Millennial motivation affects employee retention.

4.3 ESTABLISHMENT OF THE MOST DOMINANT FACTORS

In this study, the hypotheses were tested by using Pearson Correlation to find the relationships between independent variables and dependent variables. In this part, the most dominant independent variable will be figured out. Thus, Multiple Regression has been used to find the most dominant motivation that can affect the employee retention.

Ha4: There is a dominant factor of motivation that affect employee retention

Table 11

Multiple Regression of Independent Variables on Dependent Variables

		Coefficients^a				
		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	7.026	6.060		1.159	.250
	Total of Reward	1.063	.141	.834	7.543	.000
	Total of Empowerment	-.325	.125	-.301	-2.597	.011
	Total of Job Security	.325	.161	.190	2.018	.047

a. Dependent Variable: Total of Employee Retention

Based on Table 11, the value of beta will be used to determine the most dominant independent variables that will affect the dependent variable the most. The factors are rewards, empowerment and job security, while employee retention is the dependent variable. From table, the beta value for rewards implemented is 0.834, while the beta value for empowerment provided is -0.301. The beta value for job security is 0.190. By comparing the beta values, it can be said that the one most dominating factor that can affect employee retention the most are reward. The other two factors are important as well but are less influencing.

CHAPTER FIVE: DISCUSSION

5.0 INTRODUCTION

This chapter contains the discussion of the overall summary of the research followed by a set of discussions of the main findings with the presence of related issues and past similar findings and discussion of the theories used in this research. These will be followed by the recommendations, implications, and conclusion of this research.

5.1 SUMMARY OF THE RESEARCH

This research is conducted aiming in achieving the main research objective, which is to determine the effectiveness of reward on millennials retention in police department. The effectiveness is tested by using three different factors: reward, empowerment, and job security. All these factors are tested to find whether they could influence the millennials retention.

The first chapter of this research intended in explaining the background of the research, which includes the problem statement, research objectives and research hypotheses. To describe the idea of the research in a better way, conceptual framework, significance of study, limitations of study, together with the definitions of terms are included in this chapter.

The next chapter is on the discussion of literature review. Issues related to the motivation of millennials and employee retention are explained briefly. Then, the past similar findings that might be relatable and supporting the current research are reviewed. This is to ensure that a clear picture or very transparent relationships between the variables can be shown through this research.

The third chapter delves on the methodology, where some of the most important details have been discussed. It is revealed that this research is a quantitative research, with a total of 81 respondents chosen from police department. Then, the sampling technique used are discussed, followed by the method of collecting the data as well. Apart from that, pilot study was done with 30 sets of questionnaires which were distributed to a different company, to ensure that the instrument used in this research are valid and reliable, to be used in the real research. The collected data was analyzed by using Statistical Package for Social Science (SPSS) version 21.0. In short, this chapter explained the process of getting the research done.

The fourth chapter discussed the main findings, where the process of analyzing was shown. The data is analyzed by testing the research hypotheses with Pearson Correlation and Multiple Regression test procedures, by following the research objectives. The results revealed that all the independent variables have relationships with employee engagement, where the millennials motivation found to influence employee retention.

5.2 DISCUSSIONS OF MAIN FINDINGS

In this part, the discussion of the main findings is done according to the research objectives. There are three sets of discussion, where they represent four research objectives that are supported with the issues related to each research objective and some past similar findings.

5.2.1 REWARDS ON RETENTION

Relationship between Rewards and Retention among Millennials at Police Department

This finding found evidence that rewards with which more highly contributed to Millennial's retention was integrated into another domain and it is interesting to note that, higher in rewards seem to be related to higher level of rate retention among Millennials. Employees always get tangible and intangible kinds of compensation as a result of their job, which is referred to as rewards. The ultimate idea of establishing a complete rewards system is to recruit and retain workers; however, aside from encouraging employees to stay with the business, there is evidence that such a system also significantly impacts employee performance. This study, however, revealed that what matters most to Millennials is that the world is presently confronting the impending retirement of a whole generation of older workers, and so their replacement with younger people becomes necessary (Twenge et al., 2010). It appears that a good reward system with more advantages and possibilities for rewards can enhance the productivity of younger employees, since they are continuously searching for opportunities for advancement at work (Gupta & Subramanian, 2014). This finding was consistent with prior study by Akhtar et al (2019).

Despite the fact that the outcomes were similar, this prior study looked at the influence of total rewards on employee retention. Results from the current study that Millennials prefer rewards can be motivation to retain employee in organization. This study found that rewards may be utilised as a method to retain skilled individuals and improve organisational performance (Akhtar et al.,

2015; Armstrong and Stephens, 2006; Cao, et al. 2013; Medcof & Rumpel, 2007). Millennials are encountering difficulties in dealing with rising living costs and financial obligations. As a result, they will continue to switch jobs in order to earn a higher pay. For Millennials to handle growing prices, varied lifestyles, and future commitments, extrinsic reward is critical (Abdelbaset, Yusoff & Dwaikat, 2015). This viewpoint is supported by the research findings. Employee retention is greatly influenced by rewards and recognition. As a result, we may conclude that Millennials are a motivator in the link between incentive and employee retention. This conclusion is in tandem with the study by Omolloet al, (2015) who concluded that the management should consider reward to enable employees to serve in their company for unforeseeable future. This study is also in agreement by the study conducted by Tirta and Erika (2020) whose findings revealed that reward becomes a priority to this generations to attracts the future workforce. Subject on this research is the Millennials in Indonesia. The study's findings revealed that characteristics such as reward and recognition, work-life balance, and job satisfaction serve as moderating variables for Millennials in Indonesia. In order to have a clear understanding, top-level and present workforce discussions must be increased. Once management has a clear grasp of the expectations, action must be done to retain its Millennials' greatest skills.

5.2.2 EMPOWERMENT ON RETENTION

Relationship between Empowerment and Retention among Millennials at Police Department

The study's findings support the researcher's assumption that empowerment is favourably connected to retention among Millennials. This research underlines the importance of empowerment in Millennial retention. Educational world feels the need to equip itself with learning tools that will produce human of the current times who keep up pace with the global demand. As stated by Wellins, Byham, & Wilson, in (Assen, 2019) “*Empowerment is related to actions on problems that occurred and contribute to the improvement of work quality by initiating changes in the method to finalize the work*”. The more empowered an employee is, the higher their performance will be, and they will be more productive in completing tasks. This can be supported by the study done by Ma and Weng (2015) stated that employee who even more power in the organization, they will perform better than others. When there is a strong positive relationship between employee empowerment and performance, it suggests that the employee's empowerment in the organization influences their performance (Anwar, Waqas, Shakeel, & Hassan, 2018). Staff

retention has a direct beneficial impact on employee performance (Susilo, 2013). As a result, better staff retention will result in improved employee performance. Staff retention has a direct beneficial impact on employee performance (Susilo, 2013). As a result, better staff retention will result in improved employee performance. Berridge et al. (2016) found a similar pattern of findings in another study, stating that a high positive effect was identified for each higher staff empowerment score quartile consistently related with greater retention. This favourable relationship with retention is consistent with the research on the relationship between work happiness and being valued (Probst et al., 2010). Another study by Sharma, Gupta, and Sharma (2018) supports the findings of this study since it found a relationship between employee empowerment and retention, indicating that organisations can no longer afford to waste their workforce's potential in today's competitive business climate. Employee retention is influenced by a number of critical criteria related to employee empowerment. The purpose of this study is to determine if sound employee empowerment aids in employee retention and to evaluate various aspects of empowerment and their impact on employee retention. Millennials expressed greater flexibility in developing innovative ways of creating a dynamic workforce that can scale up or down to suit the changing demands of the company (*Engaging and empowering Millennials*, 2015). Current study findings demonstrate that Millennials heavily relied on the empowerment in achieving the retention in the organization.

5.2.3 JOB SECURITY ON RETENTION

Relationship between Job Security and Retention among Millennials at Police Department

To date along with conducting a series of previously researchers, researcher understanding of job security. The result revealed that there is no relationship between job security and retention among Millennials. This finding found evidence that job security has not contributed to the employee retention among Millennials. In my opinion, employee safety has no relevance because employees are often exposed to hazards in the workplace. This investigation was performed in the police department, which we know is an organised civil force for preserving order, preventing, and detecting crime. They work as members of the national security by playing an important role in maintaining public order. They respond to various allegations and are vulnerable to danger in

carrying out their duties (*Sinar Harian*, 2019). At the same time, they also work for front-line workers who they need to be careful of because they are exposed to the COVID-19 virus (*Bernama*, 2021). Thus, it clearly shows that the link between job security and employee retention among Millennials has no connection in the police department at Lahad Datu. A similar pattern of findings was obtained from other study by Pasko et al. (2020) which stated that Millennials may place a lower value on job security but extremely important to Generation Xers and Baby Boomers in several ways. It is because they believe it will be simpler for them to obtain similar positions if they quit the firm, whether freely or involuntarily. Other than that, there are previous studies that have different data where it showed that job security showed influencing employees to stay with the organization in the long run (Anwar, Waqas, Shakeel, & Hassan, 2018).

5.3 DISCUSSION OF THEORIES

5.3.1 MCCLELLAND THEORY

The current study aims to know Millennials' motivation for retention in the Lahad Datu police department. In this situation, McClelland's Needs Theory may be utilised to reflect the study focus, which will be centred on Millennials' desire for organisational retention. McClelland Theory was introduced through the development of a need of each person for motivate their behavior. It contains three achievement, affiliation, and power.

This model has been found to be appropriate for the current study. This is because the model described how employees' needs inspire them to work, and it can also be used to symbolise desirable qualities to promote workplace retention. Because of the varied cultural frameworks that each generation brings to the office, this theory is a valuable tool for managers to understand and implement into their existing hiring, onboarding, and assessment processes.

Managers may identify and correctly put employees in positions that produce job satisfaction based on the type of individual and the need they wish to satisfy (Harrell & Stahl, 1984). According to current research, there are many sorts of demands to retain Millennials. For the first motivation, Millennials (the Look at Me Generation) have high-performing qualities built into their generational patterns. Rather than competing, they might take benefit of one other's parallel conduct.

Once the high achievers from the generations before the Millennials have been identified, they may be equipped to nurture, empower, and mentor high performers. Knowing that people with a need for success want clear and succinct feedback, and that some Millennials want response practically instantly due to their frequent connections with social media (Anandarajan et al., 2010), Subordinates and superiors can utilize each other's talents to contribute to total success and foster a culture in which accomplishments can be achieved and documented in measures such as sales objectives, employee retention, audience development, and so on. This can be done with electronic feedback in the form of performance metrics visible on real-time dashboards where such data is visually displayed and accessible via the company intranet (Denton, 2012). This data can be aggregated to group level performance data in team-oriented environments or displayed privately to individual employees, so they can keep track of their own performance.

For the second motivator, the need for affiliation desire to foster sociable relationships in the workplace with others including superiors, subordinates, and co-workers. Research suggests that those who desire to have platonic and meaningful interpersonal relationships in the workplace also experience cognitive dissonance when placed in leadership positions and have to reprimand others (Harrell and Stahl, 1984). The need for affiliation can also be applied to the Millennial generation and Generation Z, who are constantly tethered to the world in the form of smart phones and internet connections. According to the article *Generation Me and The Changing World of Work*, Millennials desire to work with superiors on a relational level, rather than act as “passive subordinates”, and desire managers that appreciate their ideas and capabilities (Twenge & Campbell, 2013, p. 28). In the early years of Traditionalists, Baby Boomers, and Gen Xers, there always appeared to be a distinction between work and home, especially in the form of relationships. However, Millennial tools such as social media and technology have created a norm around 24-hour accessibility, undoubtedly helping others to fulfill their need for affiliation. By the mere click of a button, managers can be connected to the personal lives of subordinates and vice versa. If managers identify those with the need for affiliation, it is imperative they are paired with someone who can make others feel included and part of the particular group. This can be done through establishing mentoring programs where new employees are paired with other employees that have more tenure with the organization.

Last but not least, the desire for power reflects an individual's desire to not only be influential, but also to inspire others to act based on their ideas or opinions (Royle & Hall, 2012).

Unlike the other two requirements, this one may be difficult depending on the individual's motivation and result in a positive or negative outcome.

According to sources, the desire for power and control over the conduct of others may be regarded as aggressive by others - even having a negative connotation connected with the word. Exhibiting chronic anger and fear of being regarded as weak are other characteristics of those who have an excessive desire for power, and the need may not be perceived as socially acceptable by younger generations (Frieze & Boneva, 2001). However, the desire for power is also related to the desire to achieve leadership position and put out the required effort to do so (Harrell & Stahl, 1984). Based on generational characteristics, this power demand might be attributed to Gen Xers, Baby Boomers, and Traditionalists, who (in contrast to Millennials) thrive on organized lines of command and organizational ladders. To maximize on the good elements of high need for power persons, managers should strive to ensure that the need for power is not just wanted to control others, but rather used to guide others in the organisation to achieve organisational goals.

Managers can position workers that have a strong demand for power in leadership roles while staying careful about keeping their power in control, so it is not overused.

This requires open communication between the high-demand employee's coworkers and higher-level management, so that employees may report any potentially harmful conduct. Although Millennials prefer a teamwork environment over a leadership approach, managers can identify those who exhibit a need for power and encourage them to use their influence for the benefit of the organisation, train them for a future leadership position, and ensure a balance between the team orientation they desire and their need fulfilment.

5.4 IMPLICATION OF THE RESEARCH FINDINGS

Employees' tendency to leave companies raises the expense. Such activities also harm the reputations of organizations. As a result, it is critical to do study in this area in order to assist businesses in retaining their top employees. It is critical to comprehend the causal process that determines which variables maintain employees and which factors promote turnover. The

company's retention policies should be in line with the demands of its personnel. By organically motivating employees, management will be in a better position to tackle workforce problems and support retention. Increased productivity is triggered by improved company reputation and performance, which is triggered by the employee-employer relationship. Organizations should invest in cultural development by offering training opportunities that empower employees and provide job stability. As the millennial generation enters the workforce and the baby boomer generation begins to retire, millennials will eventually replace baby boomers and Generation X. There is a generation difference between these generations, therefore managers and HR experts will need to know about each generation's history and traits (Kuek et al., 2015). This study presents intrinsic and extrinsic motivational elements that inspire employees, as well as strategies to keep talents in the organisation, in order to build new engagement models and manage the workforce more successfully (Gilbert, 2011). This research will act as a guide for managers who want to develop talent retention initiatives in their companies. In business, good workers will ensure that the company stays one step ahead of its competition and becomes the market leader.

5.5 RECOMMENDATION FOR FUTURE RESEARCH

Therefore, the study recommends that the management in the police department should prioritize on the job security and enabling an organizational working climate as a way of motivating the employees to enable them to work for that organization until retirement or up to the end of their goals. The management should also understand that employees are the most valuable asset in the organization therefore they should ensure that top talents are retained within the industry by ensuring that they are highly motivated.

5.6 CONCLUSION

Although previous study has gain insight on the factors that impact employee retention, little is known about the motivators that influence millennials' job retention in Malaysia. Understanding the factors that influence employee retention, particularly among millennials, may allow us to better understand improvements that managers and organizations should make in the near future.

REFERENCES

- Aizza Anwar, A. W., Shakeel, K., & Hassan, S. S. (2018). Impact of intrinsic and extrinsic motivation on Employee's retention: A case from call center. *International Journal of Academic Research in Business and Social Sciences*, 8(6).
- Akhtar, Ch. S., Aamir, A., Khurshid, M. A., Abro, M. M. Q., & Hussain, J. (2015). Total Rewards and Retention: Case Study of Higher Education Institutions in Pakistan. *Procedia - Social and Behavioral Sciences*, 210, 251–259.
<https://doi.org/10.1016/j.sbspro.2015.11.365>
- Anwar, A., Waqas, A., Shakeel, K., & Hassan, S. S. (2018). Impact of Intrinsic and Extrinsic Motivation on Employee's Retention: A Case from Call Center. *International Journal of Academic Research in Business and Social Sciences*, 8(6), 652–666.
- Armstrong, M. (2010). *A Handbook of Human Resource Management Practice*. 10th ed. Kogan Page: London.
- Armstrong, M., and Stephens, T. (2006). *A Handbook of Employee Reward Management and Practice*. United Kingdom: Kogan Page Ltd
- Aydogmus, C. (2018). Millennials' Career Attitudes: The roles of Career Anchors and Psychological Empowerment. *International Journal of Academic Research in Business and Social Sciences*, 8(6), 1–23.
- Bernama. (2019, Feb 7). Millennials to dominate global workforce by 2025. *New Straits Times*. Retrieved from <https://www.nst.com.my/news/nation/2019/02/458126/millennials-dominate-global-workforce-2025>
- Berridge, C., Tyler, D. A., & Miller, S. C. (2016). Staff Empowerment Practices and CNA Retention: Findings From a Nationally Representative Nursing Home Culture Change Survey. *Journal of Applied Gerontology*, 37(4), 419–434.
<https://doi.org/10.1177/0733464816665204>

- Campione, W. A (2015). Corporate Offerings: Why Aren't Millennials Staying? *Journal of Applied Business and Economics*, 17(4).
- Chan, M. & Post, V. (2017, Feb 23). Singapore millennials on why they'll quit their jobs: It boils down to similar reasons. *Asia One*. Retrieved from <https://www.asiaone.com/business/singapore-millennials-why-theyll-quit-their-jobs-it-boils-down-similar-reasons>
- Chepkosgey, C. S., Namusonge, G. S., & Makokha, E. N. (2019). Training Practice, a Perspective of Employee Retention in Firms. *International Journal of Academic Research in Business and Social Sciences*, 9(7), 495–509.
- Choi, S.L., Goh, C.F., Adam, M.B.H. et al. (2016). Transformational leadership, empowerment, and job satisfaction: the mediating role of employee empowerment. *Hum Resour Health* 14, 73. <https://doi.org/10.1186/s12960-016-0171-2>
- Chua, Y. P. (2006). Kaedah penyelidikan. Shah Alam: MacGraw-Hill Education.
- Engaging and empowering Millennials. (2015). Retrieved from <https://www.pwc.com/gx/en/hr-management-services/publications/assets/pwc-engaging-and-empowering-millennials.pdf>
- Fashola, A.K., Akanni, A.A. and Ajila, C.O. (2016). Leadership style and perceived organisational politics as predictors of organisational commitment among civil servants in Osun State. *Journal of Asian Development*, 2(2), 33-47
- Fei, J., & Caesar, L. D. (2018). Workforce mobility, career pathways, and employee retention.
- Foddy, W. (1993). *Constructing Questions for Interviews and Questionnaires: Theory and Practice in Social Research*. Cambridge: Cambridge University Press.
- Fries, K. (2018, Jan 18). 7 Ways Millennials Are Changing Traditional Leadership. *Forbes*. Retrieved from <https://www.google.com/amp/s/www.forbes.com/sites/kimberlyfries/2018/01/18/7-ways-millennials-are-changing-traditional-leadership/amp/>

- Gelber, M. (n.d.). 2 out of 3 millennials expect to quit their jobs by 2020. *Monster*. Retrieved from <https://www.monster.com/career-advice/article/millennials-quit-job-deloitte>
- Gliem, J. A., & Gliem, R. R. (2003). Calculating, interpreting, and reporting Cronbach's alpha reliability coefficient for Likert-type scales. Midwest Research-to-Practice Conference in Adult, Continuing, and Community Education.
- Goslinga, S. & Sverke, M. (2003). The consequences of job insecurity for employers and unions: Exit, voice, and loyalty. *Economic and Industrial Democracy*, 24, 241- 270
- Hayes, B. E. (1994). How to measure empowerment. *Quality Progress*, 27, 41-41.
- Heale, R., & Twycross, A. (2015). Validity and reliability in quantitative studies. *Evidence-based nursing*, 18(3), 66-67.
- Hearn, S. (2016, Dec 23). Adjusting your performance management process to attract, retain, and motivate millennials. *Business*. Retrieved from <https://www.business.com/articles/stuart-hearn-motivate-millennials/>
- Hee, O. C., & Rhung, L. X. (2019). Motivation and Employee Retention among Millennials in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 9(2), 876–884.
- Hellgren, J. & Sverke, M. (2003). Does job insecurity lead to impaired well-being or vice versa? Estimation of crosslagged effects using latent variable modeling. *Journal of Organizational Behavior*, 24, 215-236
- Herzberg, F. (1966). *Work and the nature of man*. Cleveland, OH: World Publishing Company.
- Herzberg, F. (1968). *One more time: How do you motivate employees*, 65. Boston, MA: Harvard Business Review.
- Johnson, J. M., & Ng, E., S. (2016). Money talks or millennials walk: the effect of compensation on nonprofit millennial workers sector-switching intentions. *Review of Public Personnel Administration*, 36(3), 283-305. doi:10.1177/0734371X15587980

- Kain, W., C. (2019, Jun 15). Menangani isu Gen Y dalam pasaran buruh. *BHarian Online*. Retrieved from <https://www.bharian.com.my/kolumnis/2019/06/574446/menangani-isu-gen-y-dalam-pasaran-buruh>
- Kowalczyk, D. (2016). Research methodologies: Quantitative, qualitative, and mixed methods [video file]. Retrieved from <http://study.com/academy/lesson/research-methodologies-quantitative-qualitative-mixed-method.html>
- Kundu, S.C. and Gahlawat, E. (2016) 'Effects of social responsibility HR practices on employee work attitudes'. *International Journal of Human Resource Development and Management*.
- Liu, B., & Perry, J. L. (2016). The psychological mechanisms of public service motivation: A two-wave examination. *Review of Public Personnel Administration*, 36(1), 4-30.
- Maki, A., McKinney, E., Vandenberg, M. P., Cohen, M. A., & Gilligan, J. M. (2018). *Employee energy benefits: what are they and what effects do they have on employees? Energy Efficiency*. doi:10.1007/s12053-018-9721-x
- Medcof, J. W., and Rumpel, S. (2007). High Technology Workers and Total Rewards. *Journal of High Technology Management Research*, 18, 59–72.
- Mohapatra, A. K., Saxena, A., Joshi, D., & Chaturvedi, N. (2017). Does Job Security Matter for Generation Y? A Behavioural Analysis. *Pacific Business Review International*, 10(5), 92-98.
- Nor, E., I. (2014). Reward system and its impacts on employee motivation: a case study of a Malaysian service company. Retrieved from <http://umpir.ump.edu.my/id/eprint/10710/1/FIST%20-%20ezza%20izzyana%2006.pdf>
- O'Connor, S. (2016, May 24). Job security is living the millennial dream. *ManpowerGroup*. Retrieved from <https://www.manpowergroup.co.uk/the-word-on-work/millennials/>
- Papa, A., Dezi, L., Gregori, G. L., Mueller, J., & Miglietta, N. (2018). Improving innovation performance through knowledge acquisition: the moderating role of employee retention and human resource management practices. *Journal of Knowledge Management*.

- Pearce, C.L., Sims, H.P. Jr, Cox, J.F., Ball, G., Schnell, E., Smith, K.A. and Trevino, L. (2003), "Transactors, transformers and beyond: a multi-method development of a theoretical typology of leadership", *Journal of Management Development*, 22(4), 273-307
- Petersen, L. (2019, April 02). Why Are Employee Retention Strategies Important?. *Small Business*. Retrieved from <https://smallbusiness.chron.com/employee-retention-strategies-important-1241.html>
- Probst, J. C., Baek, J. D., & Laditka, S. B. (2010). The relationship between workplace environment and job satisfaction among nursing assistants: Findings from a national survey. *Journal of the American Medical Directors Association*, 11, 246-252.
- Ram, B., S. (2020, June 15). Survey: Millennials likely to quit their jobs to become entrepreneurs. *New Straits Times*. Retrieved from <https://www.nst.com.my/news/nation/2020/06/600665/survey-millennials-likely-quit-their-jobs-become-entrepreneurs>
- Resnik, D. B. (2015, December). What is ethics in research & why is it important. In *ideas*.
- Robbins, S.P. (2005). *Organizational behavior*. Upper Saddle River, NJ: Pearson Prentice Hall.
- Sim, B. (2019, Oct 18). Understanding Workforce Retention in Malaysia. *Linkedin*. Retrieved from <https://www.linkedin.com/pulse/understanding-workforce-retention-malaysia-brian-sim>
- SJ, V. K. (2019). The importance of motivation for employee retention: a study on hospitality sector at London. *Dublin Business School*.
- Smith, T. J., & Nichols, T. (2015). Understanding the Millennial Generation. *Journal of Business Diversity*.
- Stauss, B., Chojnacki, K., Decker, A., & Hoffmann, F. (2001). Retention effects of a customer club. *International journal of service industry management*.
- Stewart, J. S., Oliver, E. G., Cravens, K. S., & Oishi, S. (2017). Managing millennials: Embracing generational differences. *Business Horizons*, 60(1), 45–54. doi:10.1016/j.bushor.2016.08.011

- Storseth, F. (2006). Changes at work and employee reactions: Organizational elements, job insecurity, and short-term stress as predictors for employee health and safety. *Scandinavian Journal of Psychology*, 47, 541-550.
- Storseth, F. (2007). Affective job insecurity and risk taking at work. *International Journal of Risk Assessment and Management*, 7, 189-204.
- Tamilwanan, B. (2020, Aug 11). A Malaysian perspective on compensation and benefits for millennials. *International Bar Association*. Retrieved from <https://www.ibanet.org/Article/NewDetail.aspx?ArticleUid=82621A2E-9396-4C31-887B-5306FC598ACA#:~:text=Millennials%20comprise%2050%20per%20cent,cent%20by%20the%20year%202025.&text=This%20figure%20falls%20far%20short,their%20jobs%20for%20new%20opportunities>
- Teo, D. (2020, June 16). Over half of millennials in Malaysia plan to quit jobs to start businesses. *HRM Asia*. Retrieved from <https://hrmasia.com/more-than-half-of-malysias-millennials-plan-to-quit-jobs-to-start-businesses/>
- The Edge Markets. (2020, Feb 10). Millennials are the most stressed-out generation at work. Retrieved from <https://www.theedgemarkets.com/content/advertise/millennials-are-most-stressedout-generation-work>
- Tirta, A. H., & Enrika, A. (2020). Understanding the impact of reward and recognition, work life balance, on employee retention with job satisfaction as mediating variable on millennials in Indonesia. *Journal of Business and Retail Management Research (JBRMR)*, 14(3), 94-104.
- Twenge, J. M. (2010). A review of the empirical evidence on generational differences in work attitudes. *Journal of Business and Psychology*, 25(2), 201—210.
- Wallace, D. P., & Van Fleet, C. J. (2012). *Knowledge into Action: Research and Evaluation in Library and Information Science: Research and Evaluation in Library and Information Science*. ABC-CLIO.

Wallace, D.P. & Van Fleet, C.J. (2012). *Knowledge into action: research and evaluation in library and information science*. Santa Barbara, CA: Libraries Unlimited.

Woiceshyn, J., & Daellenbach, U., S. (2018). Evaluating Inductive versus Deductive Research in Management Studies: Implications for Authors, Editors, and Reviewers. *Qualitative Research in Organization and Management: An International Journal*, 13(2), 183-195.

Woiceshyn, J., & Daellenbach, U., S. (2018). Evaluating Inductive versus Deductive Research in Management Studies: Implications for Authors, Editors, and Reviewers. *Qualitative Research in Organization and Management: An International Journal*, 13(2), 183-195.
Doi:10.1108/QROM-06-2017-1538

APPENDIX 1

RESEARCH INSTRUMENT



UNIVERSITI MALAYSIA SARAWAK
FACULTY COGNITIVE SCIENCES AND HUMAN DEVELOPMENT
BACHELOR OF SCIENCE
Dear Sir/Madam,

Title of Research

The Millennials Motivation on Employee Retention in Police Department at Lahad Datu

This survey is conducted as a part of Bachelor of Science Research Project, which shall be submitted in part completion of the Bachelor of Science from Universiti Malaysia Sarawak.

The general purpose of this study is **to study on the millennial motivation on employee retention in police department at Lahad Datu.**

I would like to invite your participation in this survey by filling up attached questionnaire. The questionnaire is constructed in a straightforward manner and easy to answer, which should take ***not more than 15 minutes*** of your valuable time.

This questionnaire consists of **five sections: Section A, B, C, D, and E.** Read each statement carefully and please answer them honestly.

All information in this questionnaire will be strictly treated as confidential and will only be used for the purpose of this study. Your participation and cooperation is highly appreciated.

Thank you.

Yours sincerely,

Sitti Nur Haliza Binti Jumaadi (67798)

Supervised by,

Nik Norsyamimi Binti Md Nor

Department of Human Resource Development

Faculty Cognitive Science and Human Development

Universiti Malaysia Sarawak

**THE MILLENNIALS MOTIVATION ON EMPLOYEE RETENTION IN POLICE
DEPARTMENT IN LAHAD DATU**

***MOTIVASI MILENIUM MENGENAI PENGEKALAN PEKERJA DI JABATAN POLIS DI
LAHAD DATU***

Section A: Demographic Information

Bahagian A: Maklumat Demografi

Instructions: Please answer the question below by placing a check mark (✓) in the appropriate boxes or applicable by writing your response in the space provided.

Arahan: Sila jawab soalan-soalan dibawah dengan menandakan (✓) dalam kurungan yang disediakan atau tulis respon pada ruang yang disediakan.

1. Gender (*Jantina*)

Male (*Lelaki*) []

Female (*Perempuan*) []

2. Age (*Umur*)

20-29 years old (*20-29 tahun*) []

30-39 years old (*30-39 tahun*) []

40-49 years old (*40-49 tahun*) []

3. Marital Status (*Status Perkahwinan*)

Single (*Bujang*) []

Married (*Berkawin*) []

Divorced (*Bercerai*) []

Widowed/ (*Janda*) []

4. Highest Level of Education (*Tahap Pendidikan*)

Sijil Pelajaran Malaysia (SPM) []

Sijil Tinggi Persekolahan Malaysia (STPM) []

Diploma []

Bachelor's Degree (*Ijazah Sarjana Muda*) []

Master's Degree (*Ijazah Sarjana*) []

5. Length of Service (*Tempoh Perkhidmatan*)

Not more than 2 years (*Tidak melebihi 2 tahun*) []

2 to 5 years (*2 hingga 5 tahun*) []

6 to 10 years (*6 hingga 10 tahun*) []

10 years and above (*10 tahun keatas*) []

Section B: Rewards

Bahagian B: Ganjaran

Instructions: Please answer the question below by placing a check mark (√) in the appropriate boxes or applicable by writing your response in the space provided.

Arahan: Sila jawab soalan-soalan dibawah dengan menandakan (√) dalam ruangan yang disediakan atau tulis respon pada ruang yang disediakan.

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

No.	Statements (<i>Kenyataan</i>)	Scale (<i>Skala</i>)				
1.	Salaries and wages are appropriate for the job effort and job position in the organization. <i>Gaji dan upah adalah berdasarkan usaha dan jawatan pekerjaan dalam organisasi.</i>	1	2	3	4	5
2.	Employee benefits such as medical insurance, and other allowances are provided. <i>Manfaat pekerja seperti insurans perubatan, dan elaun lain disediakan.</i>	1	2	3	4	5
3.	Bonuses are often provided based on the performance of the organization. <i>Bonus sering diberikan berdasarkan prestasi organisasi.</i>	1	2	3	4	5
4.	Besides the salary, other perks have been provided by the organization. <i>Selain gaji, faedah lain telah disediakan oleh organisasi.</i>	1	2	3	4	5
5.	Employee autonomy is provided in the organization on tasks and projects. <i>Kebebasan pekerja diberikan dalam mengurus tugas dan projek didalam organisasi.</i>	1	2	3	4	5
6.	I am commended for a job well done. <i>Saya menerima pujian atas pencapaian yang baik.</i>	1	2	3	4	5
7.	The job I engage in is meaningful to me. <i>Pekerjaan ini sangat bermakna bagi saya.</i>	1	2	3	4	5
8.	The job provides me with a sense of fulfilment and self-growth. <i>Saya berpuas hati melakukan pekerjaan ini dan membantu perkembangan diri saya.</i>	1	2	3	4	5

Adapted from previous research on Effects of Career Development and Employee Rewards on Employee Retention in Non-Governmental Organizations of Care for AIDS, Kenya (Doctoral dissertation, Pan Africa Christian University) done by the Mburu (2019).

Section C: Empowerment

Bahagian C: Memberi Kuasa

Instructions: Please answer the question below by placing a check mark (✓) in the appropriate boxes or applicable by writing your response in the space provided.

Arahan: Sila jawab soalan-soalan dibawah dengan menandakan (✓) dalam ruangan yang disediakan atau tulis respon pada ruang yang disediakan.

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

No.	Statements (<i>Kenyataan</i>)	Scale (<i>Skala</i>)				
1.	I am self-assured about my capabilities to perform my work activities. <i>Saya yakin dengan kemampuan yang ada untuk melakukan pekerjaan saya.</i>	1	2	3	4	5
2.	I can decide on my own how to go about doing my work. <i>Saya membuat keputusan sendiri dalam menjalankan tugas.</i>	1	2	3	4	5
3.	I have considerable opportunity for independence and freedom in how I do my job. <i>Saya mempunyai kebebasan dalam melaksanakan tugas.</i>	1	2	3	4	5
4.	My impact on what happens in my department is large. <i>Penglibatan saya dalam jabatan memberikan impak yang besar.</i>	1	2	3	4	5
5.	I have a great deal of control over what happens in my department. <i>Saya bijak mengawal perkara yang berlaku di jabatan.</i>	1	2	3	4	5
6.	I have significant influence over what happens in my department. <i>Saya mempunyai pengaruh yang besar terhadap perkara yang berlaku di jabatan saya.</i>	1	2	3	4	5
7.	I feel I am being paid a fair amount for the work I do. <i>Saya merasakan bahawa saya dibayar dengan adil.</i>	1	2	3	4	5
8.	When I do a good job, I receive the recognition for it that I should receive. <i>Saya mendapat pengiktirafan apabila melakukan pekerjaan dengan baik.</i>	1	2	3	4	5
9.	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5

	<i>Manfaat yang kami terima sama baiknya dengan kebanyakan organisasi lain.</i>					
10.	I feel satisfied with my chances for salary increases. <i>Saya merasa puas hati dengan peluang kenaikan gaji.</i>	1	2	3	4	5

Adapted from previous research on The Psychological empowerment in the workplace: Dimensions, measurement, and validation done by the Spreitzer (1995).

Section D: Job Security

Bahagian D: Keselamatan Pekerjaan

Instructions: Please answer the question below by placing a check mark (√) in the appropriate boxes or applicable by writing your response in the space provided.

Arahan: Sila jawab soalan-soalan dibawah dengan menandakan (√) dalam ruangan yang disediakan atau tulis respon pada ruang yang disediakan.

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

No.	Statements (<i>Kenyataan</i>)	Scale (<i>Skala</i>)				
1.	I am worried about having to leave my job before I would like to. <i>Saya risau untuk meninggalkan organisasi sebelum saya bersedia.</i>	1	2	3	4	5
2.	I am concerned about the possibility of being laid off. <i>Saya risau akan kemungkinan diberhentikan kerja.</i>	1	2	3	4	5
3.	I feel uneasy about losing my job in the near future. <i>Saya merasa tidak bersedia kehilangan pekerjaan ini dalam masa terdekat.</i>	1	2	3	4	5
4.	Reductions in conditions of service are frequently discussed. <i>Pemberhentian pekerja dalam pekerjaan sering dibincangkan.</i>	1	2	3	4	5
5.	I am confident that this organization will continue to need me my services even in times of layoffs. <i>Saya yakin bahawa organisasi ini akan terus memerlukan perkhidmatan saya walaupun semasa diberhentikan.</i>	1	2	3	4	5
6.	My future career opportunities for advancement in this organization are favorable. <i>Perkembangan kerjaya saya pada masa hadapan dalam organisasi ini lebih cerah.</i>	1	2	3	4	5

7.	In my opinion, I will have a job in this organization for as long as I want it. <i>Pada pendapat saya, saya akan berkhidmat dalam organisasi ini selama yang diinginkan.</i>	1	2	3	4	5
8.	I have enough power in this organization to control events that might affect my job. <i>Saya mempunyai kekuatan yang cukup dalam organisasi ini untuk mengawal peristiwa yang mungkin mempengaruhi pekerjaan saya.</i>	1	2	3	4	5
9.	In this organization, I can prevent negative things from affecting my work situation. <i>Saya dapat mengelakkan perkara negatif apabila bekerja didalam organisasi ini.</i>	1	2	3	4	5
10.	I understand this organization well enough to be able to control things that affect me. <i>Saya mengetahui organisasi ini lebih mendalam sehingga membolehkan saya mengawal perkara yang memberikan kesan kepada saya.</i>	1	2	3	4	5

Adapted from some previous Job Insecurity studies (Goslinga and Sverke, 2003; Hellgren and Sverke, 2003; Storseth, 2006; Storseth, 2007).

Section E: Employee Retention

Bahagian E: Pengekalan Pekerja

Instructions: Please answer the question below by placing a check mark (✓) in the appropriate boxes or applicable by writing your response in the space provided.

Arahan: Sila jawab soalan-soalan dibawah dengan menandakan (✓) dalam ruangan yang disediakan atau tulis respon pada ruang yang disediakan.

1 Strongly Disagree <i>Sangat tidak bersetuju</i>	2 Disagree <i>Tidak bersetuju</i>	3 Neutral <i>Neutral</i>	4 Agree <i>Bersetuju</i>	5 Strongly Agree <i>Sangat bersetuju</i>
--	--	---------------------------------------	---------------------------------------	---

No.	Statements (<i>Pernyataan</i>)	Scale (Skala)				
		1	2	3	4	5
1.	I am satisfied with the organization as a place to work. <i>Saya berpuas hati bekerja didalam organisasi ini.</i>	1	2	3	4	5
2.	I feel emotionally attached to my organization. <i>Saya berasa terikat dengan organisasi ini.</i>	1	2	3	4	5
3.	I have turned down job offers from other organizations. <i>Saya menolak tawaran pekerjaan dari organisasi lain.</i>	1	2	3	4	5
4.	I would be happy to spend the rest of my career with this organization. <i>Saya akan berkhidmat dalam organisasi ini sepanjang karier saya.</i>	1	2	3	4	5
5.	I have substantially higher overall wellbeing because of the employer I work for today. <i>Majikan memastikan kesihatan dan keselamatan pekerja terjamin.</i>	1	2	3	4	5
6.	I receive the support I need to do my job. <i>Saya mendapat sokongan yang saya perlukan untuk menjalankan tugas saya.</i>	1	2	3	4	5
7.	Leaders in my organization treat people with dignity and respect. <i>Ketua saya memperlakukan semua pekerja dengan hormat dan bermaruah.</i>	1	2	3	4	5
8.	This organization meets my work aspirations. <i>Saya dapat mencapai cita-cita kerjaya melalui organisasi ini.</i>	1	2	3	4	5

9.	I feel valued by my organization. <i>Saya merasa dihargai oleh organisasi saya.</i>	1	2	3	4	5
10.	I feel proud to tell other people about the organization I work for. <i>Saya merasa bangga untuk memberitahu orang lain mengenai organisasi saya.</i>	1	2	3	4	5

Source: Mburu, J. M. (2019). *Effects of Career Development and Employee Rewards on Employee Retention in Non-Governmental Organizations of Care for AIDS, Kenya* (Doctoral dissertation, Pan Africa Christian University).

THANK YOU FOR YOUR COOPERATION

TERIMA KASIH ATAS KERJASAMA ANDA

UNIMAS/NC-16.03/04-13/01 Jld.26 (92)

31 Mei 2021

Tuan Sudirman Bin Latip
Penolong Penguasa Polis (ASP)
Pengkalan Polis Marin Lahad Datu
91100 Lahad Datu
Sabah

Tuan Sudirman,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Sitti Nur Haliza Binti Jumaadi (67798)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduasi program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian	: <i>“Millennials Motivation on Employee Retention at Public Sector in Lahad Datu” (Motivasi Milenium mengenai Pengekalan Pekerja di Sektor Awam di Lahad Datu)</i>
Penyelia	: Puan Nik Norsyamimi Binti Md Nor
No.Telefon Penyelia	: 082-584512
E-mel Penyelia	: mnnnorsyamimi@unimas.my
No.Telefon Pelajar	: 011-31899190
E-mel Pelajar	: 67798@siswa.unimas.my

Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Kerjasama yang diberikan oleh pihak tuan/puan didahului dengan ucapan terima kasih.

Sekian,

Yang benar,



Dr Victoria Jonathan
Penyelaras Program
Pembangunan Sumber Manusia

s.k – Penolong Pendaftar Kanan, FSKPM



FINAL YEAR PROJECT 2

by Sn Halyza

Submission date: 26-Jul-2021 03:10PM (UTC-0400)

Submission ID: 1624378619

File name: Sitti_Nur_Haliza_Jumaadi_67798.docx (130.88K)

Word count: 10109

Character count: 56231

ABSTRACT

Motivation Millennials on Employee Retention at Police Department in Lahad Datu

Sitti Nur Haliza Jumaadi

Keywords: Motivation, Millennials, Retention, Police Department, Rewards, Job Security, Empowerment

The aim of this study is to study at how Millennial motivation (rewards, empowerment, and job security) influences employee retention in the police department. The police department at Lahad Datu, Sabah, was handed questionnaire, and 81 questionnaires were collected in total. The hypotheses were tested using Pearson correlation, and the results reveal that while rewards and empowerment have a significant relationship with retention among Millennials, job security has no significant relationship with retention among Millennials. The most dominant variable was tested using Multiple regression analysis, which revealed that rewards are the most important element that influences employee retention among Millennials. The study's findings may give helpful information and a body of knowledge for future studies looking to improve employee retention rates in the workplace.

ABSTRAK

Motivasi Milenium dalam Pengekalan Pekerja dalam Jabatan Polis di Lahad Datu

Sitti Nur Haliza Jumaadi

Tujuan kajian ini adalah untuk mengkaji motivasi Milenium (penghargaan, pemberdayaan, dan keselamatan kerja) dengan pengekalan pekerja di jabatan polis. Tinjauan soal selidik diberikan kepada jabatan polis di Lahad Datu, Sabah dengan 81 borang soal selidik berjaya dikumpulkan. *Pearson Correlation* digunakan untuk menguji hipotesis dan hasil menunjukkan bahawa penghargaan dan pemberdayaan mempunyai hubungan yang signifikan terhadap pengekalan di kalangan Milenium namun keselamatan pekerjaan tidak ada hubungan yang signifikan terhadap pengekalan di kalangan Milenium. *Multiple Regression* berganda digunakan untuk menguji pemboleh ubah yang paling dominan dan menunjukkan bahawa ganjaran mendominasi faktor yang dapat mempengaruhi pengekalan pekerja di kalangan Millennials. Penemuan kajian ini dapat memberikan maklumat dan pengetahuan yang berguna untuk penyelidik masa depan untuk tujuan meningkatkan kadar pengekalan pekerja semasa di tempat kerja.

Kata kunci: Motivasi, Milenium, Pengekalan Pekerja, Jabatan Polis, Ganjaran, Keselamatan Pekerjaan, Pemberdayaan

1.1 INTRODUCTION

This study to explain about the millennial's motivation on retention at Police Department. In this chapter, it consists of several sections to be explained. First of all, it describes about the background of the current study. Secondly, explain the statement of the problem. Next, elaborates the research objectives followed by the research hypotheses and research questions of the study. Other than that, a conceptual framework created to illustrate this study was conducted. Also, the significant, limitation of the study and definition of the terms used were discussed. At the ends with a summary.

1.2 BACKGROUND OF STUDY

Retention defines important element in an organization nowadays especially when retention of an employee will provide a good image to attract and retain employees (Fei & Caesar, 2018). But, employees who have great intentions to quit voluntarily are Millennials or Generation Y followed by Generation X (Mercer, 2017). In Malaysia, the loyalty of millennials to stay in the organization is low. Millennials show that they are always looking for better benefits for themselves, so this generation finds it difficult to show loyalty to only one of their organizations (Sim, 2019). The state of the issue of retention of workers applies to the whole country. Canadian HR Reporter (2018), the top three countries with the highest earnings rates are France (21%), United Kingdom (17.6%) and Australia (17.5%).

Retention effects the employee morale which is influence company performance (Maki, McKinney, Vandenberg, Colen and Giligan, 2018). Due to this fact, human resource managers are required to continuously find the right way and strategy to retain these newcomers into organizations especially in public sector as Gen Ys are hard to attract and tend to not stay long in the organization once, they are hired. Organizations with a high employee retention rate are able to maintain people for a long time, requiring less time and resources for training new employees and having the loyalty required to operate a firm. Reduced retention raises costs and has a negative influence on the morale of the business. Consider how much time, effort, and money it takes to train a new employee. Researchers examine Millennials 'motivations related to their retention

within the organization with their personalities, values and work ethic and attitudes. This study was conducted to discuss all the problems that occur today so that they can be used by employers to help increase retention rates in the organization while managing Millennials employees in the future.

1.3 STATEMENT OF PROBLEM

This research is aimed at determining the millennials motivation on employee retention. Many researchers have done some research on employee retention, but it still causes major problems to most organizations. Employee retention will attract highly talented employees. Therefore, the current study designed to bridge the gap through assess how the millennials motivation will affect the retention of employees in police department.

Major concern is retention for many companies (Anderson, 2018). Recently, a number of people have been leaving the organizations they are working within a short duration of time. Explore the reasons behind which practices in an organization lead to such behavior. While Malaysia seems occurred the problem of retaining millennials of workers is increasing in Malaysia. The main of the study by the Teo (2020) indicates that there are 56% of millennials between ages of 23 and 38 in 2020 leave the jobs to start their own businesses. However, in the United States, a survey by Deloitte found that 84% of workers representing the largest workforce segment would leave their jobs within 10 years (Gelber, 2020). In addition, a study by ManpowerGroup Singapore found that 50% will stay with their employer for a few years or more but millennials will still tend to quit if they are not satisfied with their job (Chan & Post, 2017). From the findings, it can be concluded that research is done in every millennial in other country which is an issue to their retention in the organization. In addition, there is an increasing trend of early retirement among police officers and members at an alarming level which has increased over the past five years due to various factors (Berita Harian, 2018). It needs to be studied to find out the real cause of this increase. The low employee retention rate has been shown to have negative impact with organization cost, is becoming an area of increasing concern throughout the century in World. Recruitment should be well controlled, otherwise it can deplete your resources quickly. This is because, if fired in a few months after taking it, the organization will lose money and time to redo the new recruitment process and so on. Therefore, the organization will lose the opportunity to contribute a positive

impact to the organization due to having to deal with the recruitment process with having to deal with time and expense (Petersen, 2019).

Employers ³⁹ are not able to meet the expectations of Millennials (Tamilwanan, 2020). Millennials are not interested in various reasons, but they often complain that the compensation and benefits provided by employers are insufficient. Millennials often give reasons to leave their organization getting better in order to cover the rising cost of living. According to the Department of Statistics Malaysia, the monthly salary of workers in Malaysia is RM 3,087. As a result, employers fail to provide what attracts Millennials employees to stay in the organization resulting in employers earning high turnover rates. As a result, our research aids companies in determining the best tactics for increasing Millennial employee retention.

Millennials have their own criteria, ways or desires in their work. Millennials have different needs where they prefer flexible working hours where most millennials do not want to exist from 9 am to 5 pm. By 2025, the global workforce for millennials will be 75%, while more than half of today's jobs will be obsolete with progress and autonomy (Bernama, 2019). Besides that, Millennials are identical to the digital, which is easy to connect with people, vulnerable to cyber bullying, and more to the virtual world, then less interact with the real world (The Edge Market, 2020). Therefore, they are in their own world. It found that the Millennials generation in the US is the most depressed generation in the annual survey of the American Psychological Association which is the same in Malaysia today as well. Therefore, this study was conducted to see more specific needs by Millennials employees.

1.4 RESEARCH OBJECTIVES

In this section we will identify our research objective which are follows:

1.4.1 GENERAL OBJECTIVE

1. To identify the millennials motivation on employee retention in police department at Lahad Datu

³⁴**1.4.2 SPECIFIC OBJECTIVE**

1. To investigate the rewards on millennials retention in police department at Lahad Datu

2. To investigate the empowerment on millennials retention in police department at Lahad Datu
3. To investigate the job security on millennials retention in police department at Lahad Datu
4. To investigate the most dominant factor of Millennials motivation that affect retention.

1.5 RESEARCH HYPOTHESES & RESEARCH QUESTIONS

1.5.1 RESEARCH HYPHOTHESES

- Ha1: There is significant relationship between rewards and retention.
- Ha2: There is significant relationship between empowerment and retention.
- Ha3: There is significant relationship between job security and retention.
- Ha4: There is a dominant factor of motivation that affect employee retention.

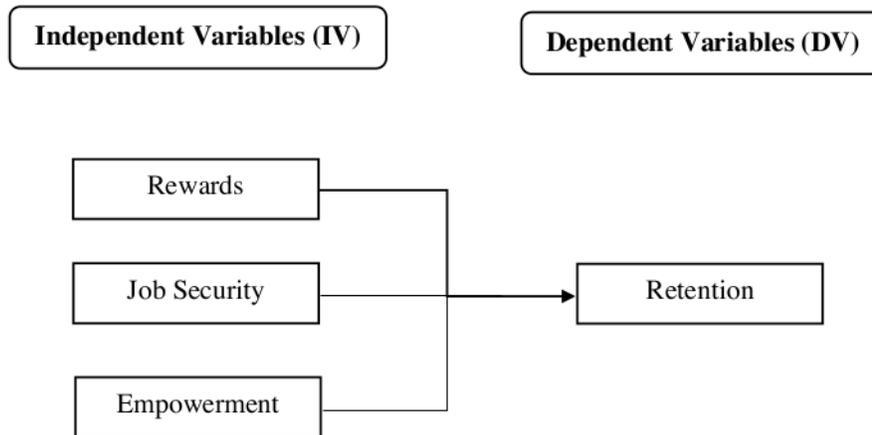
1.5.2 RESEARCH QUESTIONS

- RQ1: What is significant relationship between rewards and millennials retention.
- RQ2: What is significant relationship between empowerment and millennials retention.
- RQ3: What is significant relationship between job security and millennials retention.
- RQ4: What is the most dominant factor of motivation that affect employee retention.

1.6 CONCEPTUAL FRAMEWORK

Figure 1

The Impact of Motivation



Note: The Impact of Motivation (Anwar, Waqas, Shakeel and Hassan, 2018)

1.7 SIGNIFICANT OF STUDY

This study contributes to various aspects. Firstly, the study contributes to future studies to conduct research on this topic. This is because, Millennial's motivation remains a major problem even though studies have been done before. Thus, this research could help in the future to better understand and understand Millennials employees in the workplace. In addition, it contributes to having capable employees by increasing the motivation of Millennials in every organization.

Next, the research results are used as knowledge to employers in order to provide better strategies to their Millennials employees. Employers know the needs of millennials, so high retention rates will be obtained. This is because, employers play an important role in keeping their employees at work.

Furthermore, it contributes to better practices that can be implemented by the organization in order to ensure a high retention rate. Research on Millennials employee retention is important to always take care of in order to be well cared for in the workplace.

1.8 LIMITATION OF STUDY

The limitations of the current study include the following:

- i. The sample is limited to Millennials employee in police department.
- ii. The data collection was done only based on questionnaire through quantitative.
- iii. Lack of sufficient time because the researcher must combine the study with regular lectures.

20

1.9 DEFINITION OF TERMS

Table 1

Definition of Terms

Terms	Conceptual Definition	Operational Definition
Motivation	Motivation defined as a process of desires in individual to change (Reeve, 2018).	Motivation defined as the needs that affects the choices of the individual towards behavior.
Employee Motivation	Employee motivation is an ability to place the effort in the organizational goals as a satisfaction for some individual (Robbins, 2005).	Employee motivation is an individual's behavior that committed to the job with the goals of organizations.
Millennials	Millennials are an individual around the turn of the 21st	Millennials who were born between 1981 until 1996.

	century, also known as Generation Y.	
Employee Retention	Employee retention defined as the effort of the organization to maintain a worker remain in the organization (Armstrong, n.d.)	Employee retention refers to the ability of an organization to retain its employees.
Rewards	Rewards is a strategy to value of employee contribution in achieving organization goals (Armstong, 2010).	Rewards defined as a incentive plan to return of the employee service in the organization.
Empowerment	Empowerment is defined as a management process that does not have an integrated concept in decision making within the organization (Wilkinson, 1998)	Empowerment is defined as an autonomy provided to the employee in their day's activities.
Job Security	Job security is defined as a important to attract employee to remain in the organization and productive (Shanti & Mah, 2008).	Job security is defined as a safe working environment.

1.10 CHAPTER SUMMARY

In short, it describes the main idea of research on the motivation of Millennials on retention at public sector. It involves main idea of the background of the study, problem statement, objective of study, research question, research hypotheses, significant of the study, limitation of study, conceptual framework, and definitions of terms. For the next chapter explained the literature review of the study.

CHAPTER TWO: LITERATURE REVIEW

2.0 INTRODUCTION

This chapter will provide you an overview of previous studies on millennial retention motivation, the relationship between millennials motivation and retention and the best motivation that influences millennials to retain in the organizational. The model that may be utilized to describe the research concept will be presented and discussed afterwards. Aside from that, there will be some educational discussion on empirical evidence.

2.1 CONCEPT OF RESEARCH

2.1.1 MILLENNIALS AND RETENTION

Millennials or better known as Generation Y was born in the period defined as millennium 1981-1996, they belong to the category of labor force which is in the age range of 24-39 years in 2020. Millennial's workers make up about 60% of the total workers (Kain, 2019). Millennials employee is one of the challenges businesses face in maintaining their newest recruitment (Campione, 2015). Employees of the millennial generation are more focused on achieving goals, working in groups, being more tolerant, family-oriented, and having a better work-life balance. They also like employing technology (Smith & Nichols, 2015).

Millennials have a different approach, so employers should not underestimate the characteristics of millennials employees because it not only increases work rotation but also provides well-being in the workplace and maintains business continuity (Kain, 2019). Retention has a positive relationship with commitment and trust in the firm (Papa, Dezi, Gregori, Mueller, & Miglietta, 2018). Organizations taken a voluntary move to secure employee retention for longer periods of time to maintain organizational profitability and productivity without losing employees (SJ, 2019).

2.1.2 REWARDS

According to research, Millennials place a high value on material rewards (i.e. the value of money), are less concerned about others, and are more selfish (Johnson & Ng, 2016). According to surveys, Millennials are more likely to leave their jobs due to low pay. According to Herzberg's Two Factor Theory (1966), pay was discovered to be a role in discontent and withdrawal behavior. As a result, when earnings are insufficient, Millennials may be more likely to search for better-paying job opportunities to satisfy their financial demands. As a result, as earnings rise, Millennials are less likely to leave their employment (Johnson & Ng, 2016). In order to keep them motivated, employers must ensure that their employees (and their ideas and hard work) are valued in order to keep them motivated. They want to be respected and valued. It has been demonstrated that millennials like to be rewarded and acknowledged at least once a month. This appreciation does not have to take the shape of a bonus. Simply convey your appreciation for their efforts, demonstrate that they are a value to the organization, and indicate your wish to retain them on board (Hearn, 2016).

Employers need to know that bringing Millennials is not an employee who remains motivated by money. Millennials want more respect and appreciation for the service they provide to the organization. Appreciation or recognition should not be in the financial but by showing that they are an asset that contributes a lot to the organization so that they remain active (Hearn, 2016).

2.1.3 EMPOWERMENT

Numerous studies have attempted to explain about empowerment lead to motivate the millennials to retain on the organization. Aydogmus (2018), found that empowerment crucial role in today's generation. It clearly shows that the situation help Millennials increase their efficiency and career satisfaction. He also found that, Millennials have a certain higher career in self-management where they have an ambitious, independent, and selfish. Moreover, Hee & Rhung (2019) had more freedom to make their own decisions where Millennial's value more flexibility in the workplace such as working hours, work methods, and other work arrangements. Later, studies on empowerment have a significant relationship on employee in any organization (Anwar, Waqas, Shakeel, Hasssan, 2018). However, many unanswered questions about how empowerment individual differences impact the Millennials retention.

2.1.4 JOB SECURITY

Job security is an organizational environment that provides stable employment to employees (Herzberg, 1968). A safe environment will reduce the risk of low turnover rate This is because, it is positive while job insecurity is negative that affects individuals. It involves the assurance that can be given to employees to feel valued and able to work well in the organization. Guarantee in the form of occupational safety including retirement security (David, 2017).

2.2 PAST SIMILAR FINDINGS

2.2.1 MILENNIALS AND RETENTION

Based on past research, there are several impulsive factors Millennials may leave an organization for personal values, poor health, and work-life balance (Fashola et al., 2016). In Malaysia, Ram (2020) said that Millennials tend to leave their jobs in order to start their own business. Those who tend to start a business because they feel that there is less money and think more widely. In placing more emphasis, Friedman (2019) claimed that as many as 49% of Millennials will retire in the next two years in a new survey conducted, The Millennials Deloitte 2019. It also found that Millennials are not happy with the lack of social progress, traditional social institutions and the mass media as well as distrusting leaders because of Millennials 'different values or political views.

Furthermore, in an observation-based study by Broadly (2020), the findings have shown that the technology sector in the manufacturing industry is growing and becoming the most attractive target for most millennials. It also attracts most millennials due to the high salary offer given. These studies have found similar results, according to a study by Jeanne Meister of Future Workplace, as many as 91% of Millennials indicate that they will work for less than three years which involves between 15 and 20 jobs throughout their careers (Feldmann, 2020). However, these claims can be contended by Kundu & Gahlawat (2016), Millennials look more at current initiatives compared to their future developments within their organization.

2.2.2 REWARDS

There are findings that Millennials place a high value on financial benefits (i.e. the importance of money), have less care for others, and are more selfish (Johnson & Ng, 2016). According to surveys, Millennials are more likely to leave their jobs due to low compensation. According to Herzberg's Two Factor Theory (1966), pay was discovered to be a role in creating dissatisfaction and withdrawal behavior. As a result, when wages are insufficient, Millennials may be more likely to seek other work opportunities with higher compensation in order to satisfy their financial demands. As a result, as wages rise, Millennials are less likely to quit their employment (Johnson & Ng, 2016). Employers must ensure that their employees (and their ideas and hard work) are valued in order to keep them motivated. They want to be respected and valued. It has been proved that millennials like to be rewarded and rewarded at least once a month. This recognition does not have to take the shape of a bonus. Simply convey the appreciation for their efforts, demonstrate that they are a value to the organization, and indicate your wish to retain them on board (Hearn, 2016).

2.2.3 EMPOWERMENT

According to Hayes (1994), empowerment depends on the employee's thinking about the level of self-efficacy, work culture and strength to achieve goals in the workplace. In placing more emphasis, Pearce et al. (2003), the findings have shown that empowerment can result in employees being more committed to their jobs and staying in the organization. Furthermore, in a study by Choi, Goh & Adam (2016) said it can cultivate Christian thinking, which causes workers to work at a higher level. Such empowerment positively shapes employees' perceptions of their jobs, reduces stress, and ultimately leads to higher job satisfaction.

2.2.4 JOB SECURITY

According to O'Connor (2016), a survey by Manpower Group, found that Millennials prefer job security among all. It says that job security becomes a priority and then money becomes an option. This can be supported by Liu & Perry (2016), he says that job security is related to how to inspire, determined and enthusiastic which is a form of motivation especially for Asians.

In recent studies, Mohapatra, Saxena, Joshi and Chaturvedi (2017) have reasserted that Gen Y is not interested in getting job security in the workplace because they frequently move organizations to fulfill their dreams and better lives.

2.3 RESEARCH THEORIES AND MODEL

2.3.1 MCCLELLAND THEORY

There are dominant theoretical perspectives in this study, namely McClelland Theory also known as three needs theory, proposed by David McClelland, is a specific behavioral pattern that affect actions and behavior with respect to energy, sensitivity, and learning (McClelland, 1990). This can be determined by examining the needs between domain and what are the reasons for the individuals behavioral.

Needs theory are lines of demarcation between domains. According to McClelland and Steele (1972, p. 33) defined that the needs theory have taken three main motivators which is achievement (such as a desire to perform or beat others, to solve problems, and to tackle challenging tasks), power (such as a desire to exert control over others, to influence their behavior, or to be accountable for others and their work), and affiliation (such as a desire to form and sustain pleasant and intimate relationships with others). Achievement is the need for personal achievement and is intrinsically motivated by task completion (Gardon, 2021). The individual with high achievement needs is highly motivated by competing and challenging work. They look for promotional opportunities in job. They have a strong urge for feedback on their achievement. Such individuals try to get satisfaction in performing things better. High achievement is directly related to high performance. Individuals who are better and above average performers are highly motivated. They assume responsibility for solving the problems at work. McClelland called such individuals as gamblers as they set challenging targets for themselves, and they take deliberate risk to achieve those set targets. Such individuals look for innovative ways of performing job. They perceive achievement of goals as a reward, and value it more than a financial reward.

The individuals who are motivated by power have a strong urge to be influential and controlling. They want that their views and ideas should dominate and thus, they want to lead. Such individuals are motivated by the need for reputation and self-esteem. Individuals with greater power and

authority will perform better than those possessing less power. Generally, managers with high need for power turn out to be more efficient and successful managers. They are more determined and loyal to the organization they work for.

Need for power should not always be taken negatively. It can be viewed as the need to have a positive effect on the organization and to support the organization in achieving its goals. The individuals who are motivated by affiliation have an urge for a friendly and supportive environment. Such individuals are effective performers in a team. These people want to be liked by others. The manager's ability to make decisions is hampered if they have a high affiliation need as they prefer to be accepted and liked by others, and this weakens their objectivity. Individuals having high affiliation needs prefer working in an environment providing greater personal interaction. Such people have a need to be on the good books of all. They generally cannot be good leaders.

3.0 INTRODUCTION

This chapter explains the characteristics of the research method used in every detail of the research. It is discussing about the research design used is quantitative research to conduct the study. Next, population, sample and sampling procedure selected is the administrative in manufacturing company through convenience sampling. Also, instrument used to gain data through questionnaire given to Millennials employee followed by the pilot study to pre-test the possibility sample size for research. Validity and reliability used to measure the instrument. Other than that, the study's ethics are discussed. The procedures for data collecting and data analysis were also explained. The researcher clears up the research objectives and research question through collected, presented, and analyzed the data more clearly comprehensible.

3.1 RESEARCH DESIGN

In this research, the study used quantitative method. It is a method that describes the findings using numbers (Kowalczyk, 2016) to find answers to the questions studied. Therefore, this method can provide clear information and potentially meet the requirements of research questions on the relationship between the variables used in research.

The researcher using questionnaires to be distributed to Police Department in Lahad Datu to collect the data about motivation of millennials. Next, the data used to study the significant between the variables studied. From that, the data calculated and analyzed mathematically using Statistical Package for the Social Sciences (SPSS).

This study coincides with a deductive approach. It explains the theory, then a hypothesis is created to be tested and revised to the theory which starts from general to specific (Woiceshyn & Daellenbach, 2018). In this case, the hypothesis is concluded after tested.

3.2 POPULATION, SAMPLE AND SAMPLING PROCEDURE

Population defines as a whole entity that has an interest in research, organized by research queries and or research hypotheses during sampling is the process of determining the sample representing the research population (Wallace & Fleet, 2012). The population of this study is Millennials employees from the different department in Police Department in Lahad Datu, Sabah. However, it is impossible for researchers to study all populations because of the time allotted to collect data. Therefore, the sampling technique recommended is usually quantitative method. Sampling procedure is a process of selecting sample to estimate the whole of the entire population. Thus, the sampling method used is convenience sampling, in which the researcher selects respondents who are willing to participate in this study. Since this study was conducted among Millennials in a police department at Lahad Datu, Sabah, A minimum sample size of 20 to 50 people should be used (Sudman, 1976).

3.3 INSTRUMENT

This study was conducted based on quantitative methods. There are several instruments or research tools used to obtain data sheets, namely questionnaires. The questionnaire instrument selected was to obtain the data to further the findings of the study. The instrument used for this study is closed-ended interview. It is survey questionnaires that have responses that have been categorized. This method limits respondents to make choices in expressing opinions (Foddy, 1993: 127). This survey distributed to respondents in the Police Department, who will be given 10 – 15 minutes to complete the questionnaire. The questionnaire is divided into four sections: A, B, C, and D.

Four section, section A refer to demographic information and for the next section B is on the rewards standards in the Police Department chosen which is to indicate how it is related to the employee retention. The reward questions adapted from a previous research by Chepkosgey, Namusonge & Makokha (2019). While, section C will be on the empowerment millennials

retention in the organization. The last part, Section D, will focus on job security and how it relates to millennial motivation at work, using questions adopted from prior research (Goslinga and Sverke, 2003; Hellgren and Sverke, 2003; Storseth, 2006; Storseth, 2007).

The respondents will be informed to answer to each item in Section B until Section D using the 5-point Likert scale given in the questionnaires, with a likert scale from 1 (strongly disagree) to 5 (strongly agree) (strongly agree). For each question, a five-point Likert scale was used to indicate agreement or disagreement.

Table 2

Five-Point Likert Scale

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Note. Foddy, W. (1993): Constructing Questions for Interviews and Questionnaires: Theory and Practice in Social Research. Cambridge: Cambridge University Press.

3.4 PILOT STUDY

Pilot study defined as a mandatory pre-test to assess the possibility and predict the appropriate sample size for research. The questionnaire data was processed into the Statistical Package for the Social Sciences (SPSS) and analyzed.

In this study, researcher has distributed the questionnaire to one of the police department. The questionnaire was distributed among the registered Millennials and respond was received by the researcher for the amendment purposes to make sure the research instruments are understandable and provide a reliable data in the study.

3.5 VALIDITY AND RELIABILITY

Validity is the ability to measure the instruments which are what is needed and the extent the idea is accurately estimated in the study, while reliability is the extent to produces stable and consistent results (Heale & Twyross, 2015). The reliability of the instrument in this study was tested to measure the internal consistency of the instrument as close as the set of related items using Cronbach's alpha. The higher alpha value is more acceptable reliability value.

Table 3

The Cronbach's Alpha

Coefficient's Alpha	Internal Reliability
≥ 0.90	Excellent
≥ 0.80	Good
≥ 0.70	Acceptable
≥ 0.60	Questionable
≥ 0.50	Poor
< 0.50	Unacceptable

Note. Adapted from *Calculating, Interpreting, And Reporting Cronbach's Alpha Reliability Coefficient For Likert-Type Scales*, by Gliem, A., J. and Gliem, R., R, 2003.

3.6 ETHICS OF THE STUDY

Ethics is defined as the discipline that studies behavioral standards in conducting research (Resnik, 2020). This research will inform about the agreement so that participants are aware that they voluntarily participate in this study without any coercion from the researcher. Confidentiality and consent are the main ethics in conducted the research. The data provided only for academic purposes. Next, the questionnaire states accurately about the instructions and objectives of the study. The questionnaire will not contain any discrimination, insults, or offensive language. This is because, the researcher cannot ask questions that can have a personal matter and negative impact to the respondents in this research.

3.7 DATA COLLECTION PROCEDURE

³⁷ In this study, the study conducted both primary and secondary data. This data collection to understand the research topic and its questions. Journal articles, written material, and questionnaires were used to gather clear information about the instrument. Questionnaires will be given to participants by providing consent forms and instructions to understand the objectives of the study.

3.8 DATA ANALYSIS PROCEDURE

Researchers used quantitative methods through questionnaires. The data gained from the questionnaire that distributed to the Millennials employee. It analyzed using SPSS which has been formed tables and charts. Thus, SPSS used to process and analyze the data obtained of research. The data analysis used descriptive statistics and inferential statistical. Descriptive statistics serves to describe the data followed by inferential statistical to test the hypotheses.

²⁵ 3.8.1 DESCRIPTIVE STATISTICS

Descriptive statistics are statistical concepts that are used to determine the behavior of variables (Chua, 2006). This method of data analysis includes strategies for organizing and summarizing information in each study. The data obtained for this study was then analyzed and displayed using charts and graphs.

3.8.2 INFERENCE STATISTICS

Inference statistics used tools to determine population sample. In this study, the researchers used correlation coefficients with Pearson Correlation and Multiple regression to test the hypothesis.

Table 4

Analysis Method

Objective	Hypothesis	Analysis Method
-----------	------------	-----------------

-
1. **To investigate the rewards on millennials retention in police department** Ha1: There is significant Pearson Correlation relationship between rewards and retention.
-
2. **To investigate the empowerment on millennials retention in police department** Ha2: There is significant Pearson Correlation relationship between empowerment and retention.
-
3. **To investigate the job security on millennials retention in police department** Ha3: There is significant Pearson Correlation relationship between job security and retention
-
4. **To investigate the dominant motivation among the rewards, empowerment and job security on millennials retention in police department** Ha4: There is dominant factor Multiple Regression of motivation that affect retention.
-

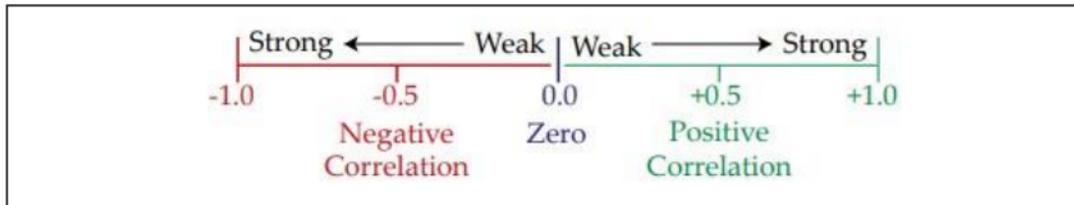
3.8.2.1 Pearson Correlation Coefficients

Correlation analysis is used to determine the relationship or association between two quantitative variables. The strength and direction of the relationship between variables are evaluated.

When the Correlation coefficient analysis result r is close to $+1$, it indicates that the two variables are related in a positive (linear) manner, and when the result is close to -1 , it indicates that the two variables are related in a negative (linear) manner, while a correlation coefficient of zero indicates that there is no linear relationship between the two variables (Gogtay & Thatte, 2017).

Figure 2

The Spectrum of the Correlation Coefficient (-1 to +1)



3.8.2.2 Multiple Regression Analysis

Multiple regression is used to test theoretical assumption and examining the influence of several predictor variables in a sequential way. The predictor will be judged on the basis of how much it adds on to the prediction of a criterion (Petrocelli, 2003). In the end of the result, the value of R^2 change and F values was observed to see the ability of the predictor improve the model.

3.9 SUMMARY

In conclusion, the researcher has explained about the research methods used and analyzed the information obtained. The research method that will be used can help researchers in obtaining information either directly or indirectly. The information and data acquired through this research method will be able to assist researchers in conducting reliable research.

CHAPTER FOUR: FINDINGS

4.0 INTRODUCTION

The study's main findings will be examined and analysed in this chapter. The first section of this chapter will focus on the respondents' demographic information, with tables and charts utilised to represent the frequencies.

The main findings will be discussed in two parts: means comparison and testing the study hypothesis. Pearson Correlation is utilised in this study to reveal the relationship among the variables, which will lead to the rejection or acceptance of the null hypotheses. Multiple regression is used to estimate the relationship variables as well as one dependent variable that leads to a strong relationship. A summary will be provided at the end of this chapter.

4.1 DEMOGRAPHIC OF RESPONDENTS

Table 5

Demographic characteristics of survey respondents (N=81)

Variables	Category	Frequency	Percentage
Gender	Female	31	38.3
	Male	50	61.7
Age	20 – 29 years old	30	37.0
	30 – 39 years old	42	51.9
	40 – 49 years old	9	11.1
Marital Status	Single	32	39.5
	Married	47	58.0
	Divorced	2	2.5
	Widowed	0	0
Highest Level of Education	Sijil Pelajaran Malaysia (SPM)	20	24.7

	Sijil Tinggi Persekolahan Malaysia (STPM)	6	7.4
	Diploma	23	28.4
	Bachelor's Degree	25	30.9
	Master's Degree	7	8.6
Length of Service	Not more than 2 years	7	8.6
	2 to 5 years	26	32.1
	6 to 10 years	26	32.1
	10 years and above	22	27.2

The table 5 presents the frequency and percentages of the demographic of respondents. In terms of gender, there are 50 male respondents (61.73 %) and 31 female respondents (38.27 %).

For the age, there are 42 responders (51.85%) between the ages of 30 and 39. This is followed by 30 respondents (37.04%) between the ages of 20 and 29. The age group of 40-49 years old had the fewest replies, 9 respondent (11.11%).

For the marital status, there are 47 respondents (58.02 %) who are Married. This is followed by 32 respondents (39.51 %) from the marital status category single. The divorced marital status was represented by the fewest number of respondents, 2 (2.47 %).

It was found that 25 respondents (30.86%) had a degree as their highest level of education. Diploma is the second highest level of education for 23 respondents (28.40%). Twenty respondents (24.69%) have the third highest level of education, with Sijil Pelajaran Malaysia as their highest education (SPM). Master's Degree is the fourth highest degree of education for 7 respondents (8.64%). Only 6 respondents (7.41%) had a low level of education, according to Sijil Pelajaran Tinggi Malaysia (STPM).

In terms of length of service, it was discovered that 26 respondents (32.1%) had worked in this company for 2 to 4 years and 6 to 10 years. The average duration of service in this company for 22 responders (27.2%) is 10 years or more. The third greatest number of respondents (8.6 %) had a service length of less than two years.

¹⁰
4.2 RELIABILITY ANALYSIS

Table 6

The Results of the Reliability for Pilot Test

Variables	Cronbach Alpha	Total Items
Rewards	.764	8
Empowerment	.843	10
Job Security	.041	10
Employee Retention	.917	10
Overall Statement	.876	38

Cronbach's Alpha values for variables in the pilot research are shown in Table 6. All of the values indicate that the variables are reliable. As a result, the value of rewards is 0.764 and the value of empowerment is 0.843. Furthermore, the job security value is 0.041, and the employee retention value is 0.917. Furthermore, the overall Cronbach's Alpha value for total items is 0.876.

Table 7

Summary of Reliability Analysis

Variables	Cronbach Alpha	Total Items
Rewards	.806	8
Empowerment	.796	10
Job Security	.184	10
Employee Retention	.871	10

Overall Statement	.851	38
-------------------	------	----

Cronbach's Alpha values for variables in the reliability study are shown in Table 7. The numbers indicate that the variables are reliable, and the values are slightly increasing when compared to the previous value in the pilot research, which was rewards and job security. However, the values of empowerment and employee retention are slightly diminishing. As a result, the rewards value is 0.806 and the empowerment value is 0.796. Furthermore, the job security value is 0.184, and the employee retention value is 0.871. However, the total Cronbach's Alpha value for all items is 0.851.

4.2 HYPOTHESIS TESTING

All the research hypotheses were tested by using the statistical tests. The Pearson Correlation statistical test from the Statistical Package for the Social Sciences (SPSS) software is used to identify the significance of the variables and the relationship between the variables. This test will be utilised in this study to determine the relationship between the independent variables and the dependent variable, employee motivation, in order to determine retention in the police department.

4.2.1 RELATIONSHIP BETWEEN REWARDS AND RETENTION

The Pearson Correlation test method was developed to examine the relationship between these variables. The hypothesis evaluated for these variables is as follows;

Ha1: There is significant relationship between rewards and employee retention.

Table 8

Correlation between Rewards and Employee Retention

		Reward	Employee Retention
Reward	Pearson Correlation	1	.640**
	Sig. (2-tailed)		.000
	N	81	81
Employee Retention	Pearson Correlation	.640**	1
	Sig. (2-tailed)	.000	
	N	81	81

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

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

Pearson Correlation was estimated based on Table 8 to assess the relationship between reward and employee retention. According to the results in Table 8, the p-value ($p = .000$) was below than the 0.05 level of significance. As a result, there is a significant relationship between reward system and employee retention. Furthermore, the Pearson Correlation test indicated a strong correlation between reward and employee retention, with $r = .640$. As a result, H_{a1} was accepted. Overall, the findings revealed that there is significant and moderate positive relationship between reward and employee retention. Most significantly, it stated that there is evidence that Millennial motivation affects employee retention.

4.2.2 RELATIONSHIP BETWEEN EMPOWERMENT AND RETENTION

To test the relationship between these variables, Pearson Correlation test procedure was used. The hypothesis tested for these variables is stated below;

Ha2: There is relationship between empowerment and retention.

Table 9

Correlation between Empowerment and Employee Retention

Correlations

		Empowerment	Employee Retention
Empowerment	Pearson Correlation	1	.248*
	Sig. (2-tailed)		.025
	N	81	81
Employee Retention	Pearson Correlation	.248*	1
	Sig. (2-tailed)	.025	
	N	81	81

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

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

Pearson Correlation was estimated based on Table 9 to assess the relationship between empowerment and employee retention. According to the results in Table 9, the p-value ($p = .000$) was below than the 0.05 level of significance. As a result, there is a significant relationship between empowerment and employee retention. Furthermore, the Pearson Correlation test indicated a strong correlation between empowerment and employee retention, with $r = .640$. As a result, Ha2 was accepted. Overall, the findings revealed that there is significant and moderate positive relationship between empowerment and employee retention. Most significantly, it stated that there is evidence that Millennial motivation affects employee retention.

4.2.3 RELATIONSHIP BETWEEN JOB SECURITY AND RETENTION

To test the relationship between these variables, Pearson Correlation test procedure was used. The hypothesis tested for these variables is stated below;

Ha3: There is relationship between job security and employee retention

Table 10

Correlation between Job Security and Employee Retention

Correlations

		Job Security	Employee Retention
Job Security	Pearson Correlation	1	.021
	Sig. (2-tailed)		.855
	N	81	81
Employee Retention	Pearson Correlation	.021	1
	Sig. (2-tailed)	.855	
	N	81	81

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

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

Pearson Correlation was estimated based on Table 10 to assess the relationship between job security and employee retention. According to the results in Table 10, the p-value ($p = .000$) was higher than the 0.05 level of significance. As a result, there is no significant relationship between job security and employee retention. Furthermore, the Pearson Correlation test indicated a weak correlation between job security and employee retention, with $r = .021$. As a result, H_{a3} was rejected. Overall, the findings revealed that there is no significant and weak positive relationship between job security and employee retention. Most significantly, it stated that there is evidence that Millennial motivation affects employee retention.

4.3 ESTABLISHMENT OF THE MOST DOMINANT FACTORS

In this study, the hypotheses were tested by using Pearson Correlation to find the relationships between independent variables and dependent variables. In this part, the most dominant independent variable will be figured out. Thus, Multiple Regression has been used to find the most dominant motivation that can affect the employee retention.

Ha4: There is a dominant factor of motivation that affect employee retention

Table 11

Multiple Regression of Independent Variables on Dependent Variables

		Coefficients^a				
		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	7.026	6.060		1.159	.250
	Total of Reward	1.063	.141	.834	7.543	.000
	Total of Empowerment	-.325	.125	-.301	-2.597	.011
	Total of Job Security	.325	.161	.190	2.018	.047

a. Dependent Variable: Total of Employee Retention

Based on Table 11, the value of beta will be used to determine the most dominant independent variables that will affect the dependent variable the most. The factors are rewards, empowerment and job security, while employee retention is the dependent variable. From table, the beta value for rewards implemented is 0.834, while the beta value for empowerment provided is -0.301. The beta value for job security is 0.190. By comparing the beta values, it can be said that the one most dominating factor that can affect employee retention the most are reward. The other two factors are important as well but are less influencing.

CHAPTER FIVE: DISCUSSION

5.0 INTRODUCTION

This chapter contains the discussion of the overall summary of the research followed by a set of discussions of the main findings with the presence of related issues and past similar findings and discussion of the theories used in this research. These will be followed by the recommendations, implications, and conclusion of this research.

5.1 SUMMARY OF THE RESEARCH

This research is conducted aiming in achieving the main research objective, which is to determine the effectiveness of reward on millennials retention in police department. The effectiveness is tested by using three different factors: reward, empowerment, and job security. All these factors are tested to find whether they could influence the millennials retention.

The first chapter of this research intended in explaining the background of the research, which includes the problem statement, research objectives and research hypotheses. To describe the idea of the research in a better way, conceptual framework, significance of study, limitations of study, together with the definitions of terms are included in this chapter.

The next chapter is on the discussion of literature review. Issues related to the motivation of millennials and employee retention are explained briefly. Then, the past similar findings that might be relatable and supporting the current research are reviewed. This is to ensure that a clear picture or very transparent relationships between the variables can be shown through this research.

The third chapter delves on the methodology, where some of the most important details have been discussed. It is revealed that this research is a quantitative research, with a total of 81 respondents chosen from police department. Then, the sampling technique used are discussed, followed by the method of collecting the data as well. Apart from that, pilot study was done with 30 sets of questionnaires which were distributed to a different company, to ensure that the instrument used in this research are valid and reliable, to be used in the real research. The collected data was analyzed by using Statistical Package for Social Science (SPSS) version 21.0. In short, this chapter explained the process of getting the research done.

The fourth chapter discussed the main findings, where the process of analyzing was shown. The data is analyzed by testing the research hypotheses with Pearson Correlation and Multiple Regression test procedures, by following the research objectives. The results revealed that all the independent variables have relationships with employee engagement, where the millennials motivation found to influence employee retention.

5.2 DISCUSSIONS OF MAIN FINDINGS

In this part, the discussion of the main findings is done according to the research objectives. There are three sets of discussion, where they represent four research objectives that are supported with the issues related to each research objective and some past similar findings.

5.2.1 REWARDS ON RETENTION

Relationship between Rewards and Retention among Millennials at Police Department

This finding found evidence that rewards with which more highly contributed to Millennial's retention was integrated into another domain and it is interesting to note that, higher in rewards seem to be related to higher level of rate retention among Millennials. Employees always get tangible and intangible kinds of compensation as a result of their job, which is referred to as rewards. The ultimate idea of establishing a complete rewards system is to recruit and retain workers; however, aside from encouraging employees to stay with the business, there is evidence that such a system also significantly impacts employee performance. This study, however, revealed that what matters most to Millennials is that the world is presently confronting the impending retirement of a whole generation of older workers, and so their replacement with younger people becomes necessary (Twenge et al., 2010). It appears that a good reward system with more advantages and possibilities for rewards can enhance the productivity of younger employees, since they are continuously searching for opportunities for advancement at work (Gupta & Subramanian, 2014). This finding was consistent with prior study by Akhtar et al (2019).

Despite the fact that the outcomes were similar, this prior study looked at the influence of total rewards on employee retention. Results from the current study that Millennials prefer rewards can be motivation to retain employee in organization. This study found that rewards may be utilised as a method to retain skilled individuals and improve organisational performance (Akhtar et al.,

2015; Armstrong and Stephens, 2006; Cao, et al. 2013; Medcof & Rumpel, 2007). Millennials are encountering difficulties in dealing with rising living costs and financial obligations. As a result, they will continue to switch jobs in order to earn a higher pay. For Millennials to handle growing prices, varied lifestyles, and future commitments, extrinsic reward is critical (Abdelbaset, Yusoff & Dwaikat, 2015). This viewpoint is supported by the research findings. Employee retention is greatly influenced by rewards and recognition. As a result, we may conclude that Millennials are a motivator in the link between incentive and employee retention. This conclusion is in tandem with the study by Omolloet al, (2015) who concluded that the management should consider reward to enable employees to serve in their company for unforeseeable future. This study is also in agreement by the study conducted by Tirta and Erika (2020) whose findings revealed that reward becomes a priority to this generations to attracts the future workforce. Subject on this research is the Millennials in Indonesia. The study's findings revealed that characteristics such as reward and recognition, work-life balance, and job satisfaction serve as moderating variables for Millennials in Indonesia. In order to have a clear understanding, top-level and present workforce discussions must be increased. Once management has a clear grasp of the expectations, action must be done to retain its Millennials' greatest skills.

5.2.2 EMPOWERMENT ON RETENTION

Relationship between Empowerment and Retention among Millennials at Police Department

The study's findings support the researcher's assumption that empowerment is favourably connected to retention among Millennials. This research underlines the importance of empowerment in Millennial retention. Educational world feels the need to equip itself with learning tools that will produce human of the current times who keep up pace with the global demand. As stated by Wellins, Byham, & Wilson, in (Assen, 2019) “*Empowerment is related to actions on problems that occurred and contribute to the improvement of work quality by initiating changes in the method to finalize the work*”. The more empowered an employee is, the higher their performance will be, and they will be more productive in completing tasks. This can be supported by the study done by Ma and Weng (2015) stated that employee who even more power in the organization, they will perform better than others. When there is a strong positive relationship between employee empowerment and performance, it suggests that the employee's empowerment in the organization influences their performance (Anwar, Waqas, Shakeel, & Hassan, 2018). Staff

retention has a direct beneficial impact on employee performance (Susilo, 2013). As a result, better staff retention will result in improved employee performance. Staff retention has a direct beneficial impact on employee performance (Susilo, 2013). As a result, better staff retention will result in improved employee performance. Berridge et al. (2016) found a similar pattern of findings in another study, stating that a high positive effect was identified for each higher staff empowerment score quartile consistently related with greater retention. This favourable relationship with retention is consistent with the research on the relationship between work happiness and being valued (Probst et al., 2010). Another study by Sharma, Gupta, and Sharma (2018) supports the findings of this study since it found a relationship between employee empowerment and retention, indicating that organisations can no longer afford to waste their workforce's potential in today's competitive business climate. Employee retention is influenced by a number of critical criteria related to employee empowerment. The purpose of this study is to determine if sound employee empowerment aids in employee retention and to evaluate various aspects of empowerment and their impact on employee retention. Millennials expressed greater flexibility in developing innovative ways of creating a dynamic workforce that can scale up or down to suit the changing demands of the company (*Engaging and empowering Millennials*, 2015). Current study findings demonstrate that Millennials heavily relied on the empowerment in achieving the retention in the organization.

5.2.3 JOB SECURITY ON RETENTION

Relationship between Job Security and Retention among Millennials at Police Department

To date along with conducting a series of previously researchers, researcher understanding of job security. The result revealed that there is no relationship between job security and retention among Millennials. This finding found evidence that job security has not contributed to the employee retention among Millennials. In my opinion, employee safety has no relevance because employees are often exposed to hazards in the workplace. This investigation was performed in the police department, which we know is an organised civil force for preserving order, preventing, and detecting crime. They work as members of the national security by playing an important role in maintaining public order. They respond to various allegations and are vulnerable to danger in

carrying out their duties (*Sinar Harian*, 2019). At the same time, they also work for front-line workers who they need to be careful of because they are exposed to the COVID-19 virus (*Bernama*, 2021). Thus, it clearly shows that the link between job security and employee retention among Millennials has no connection in the police department at Lahad Datu. A similar pattern of findings was obtained from other study by Pasko et al. (2020) which stated that Millennials may place a lower value on job security but extremely important to Generation Xers and Baby Boomers in several ways. It is because they believe it will be simpler for them to obtain similar positions if they quit the firm, whether freely or involuntarily. Other than that, there are previous studies that have different data where it showed that job security showed influencing employees to stay with the organization in the long run (Anwar, Waqas, Shakeel, & Hassan, 2018).

5.3 DISCUSSION OF THEORIES

5.3.1 MCCLELLAND THEORY

The current study aims to know Millennials' motivation for retention in the Lahad Datu police department. In this situation, McClelland's Needs Theory may be utilised to reflect the study focus, which will be centred on Millennials' desire for organisational retention. McClelland Theory was introduced through the development of a need of each person for motivate their behavior. It contains three achievement, affiliation, and power.

This model has been found to be appropriate for the current study. This is because the model described how employees' needs inspire them to work, and it can also be used to symbolise desirable qualities to promote workplace retention. Because of the varied cultural frameworks that each generation brings to the office, this theory is a valuable tool for managers to understand and implement into their existing hiring, onboarding, and assessment processes.

Managers may identify and correctly put employees in positions that produce job satisfaction based on the type of individual and the need they wish to satisfy (Harrell & Stahl, 1984). According to current research, there are many sorts of demands to retain Millennials. For the first motivation, Millennials (the Look at Me Generation) have high-performing qualities built into their generational patterns. Rather than competing, they might take benefit of one other's parallel conduct.

Once the high achievers from the generations before the Millennials have been identified, they may be equipped to nurture, empower, and mentor high performers. Knowing that people with a need for success want clear and succinct feedback, and that some Millennials want response practically instantly due to their frequent connections with social media (Anandarajan et al., 2010), Subordinates and superiors can utilize each other's talents to contribute to total success and foster a culture in which accomplishments can be achieved and documented in measures such as sales objectives, employee retention, audience development, and so on. This can be done with electronic feedback in the form of performance metrics visible on real-time dashboards where such data is visually displayed and accessible via the company intranet (Denton, 2012). This data can be aggregated to group level performance data in team-oriented environments or displayed privately to individual employees, so they can keep track of their own performance.

For the second motivator, the need for affiliation desire to foster sociable relationships in the workplace with others including superiors, subordinates, and co-workers. Research suggests that those who desire to have platonic and meaningful interpersonal relationships in the workplace also experience cognitive dissonance when placed in leadership positions and have to reprimand others (Harrell and Stahl, 1984). The need for affiliation can also be applied to the Millennial generation and Generation Z, who are constantly tethered to the world in the form of smart phones and internet connections. According to the article *Generation Me and The Changing World of Work*, Millennials desire to work with superiors on a relational level, rather than act as “passive subordinates”, and desire managers that appreciate their ideas and capabilities (Twenge & Campbell, 2013, p. 28). In the early years of Traditionalists, Baby Boomers, and Gen Xers, there always appeared to be a distinction between work and home, especially in the form of relationships. However, Millennial tools such as social media and technology have created a norm around 24-hour accessibility, undoubtedly helping others to fulfill their need for affiliation. By the mere click of a button, managers can be connected to the personal lives of subordinates and vice versa. If managers identify those with the need for affiliation, it is imperative they are paired with someone who can make others feel included and part of the particular group. This can be done through establishing mentoring programs where new employees are paired with other employees that have more tenure with the organization.

Last but not least, the desire for power reflects an individual's desire to not only be influential, but also to inspire others to act based on their ideas or opinions (Royle & Hall, 2012).

Unlike the other two requirements, this one may be difficult depending on the individual's motivation and result in a positive or negative outcome.

According to sources, the desire for power and control over the conduct of others may be regarded as aggressive by others - even having a negative connotation connected with the word. Exhibiting chronic anger and fear of being regarded as weak are other characteristics of those who have an excessive desire for power, and the need may not be perceived as socially acceptable by younger generations (Frieze & Boneva, 2001). However, the desire for power is also related to the desire to achieve leadership position and put out the required effort to do so (Harrell & Stahl, 1984). Based on generational characteristics, this power demand might be attributed to Gen Xers, Baby Boomers, and Traditionalists, who (in contrast to Millennials) thrive on organized lines of command and organizational ladders. To maximize on the good elements of high need for power persons, managers should strive to ensure that the need for power is not just wanted to control others, but rather used to guide others in the organisation to achieve organisational goals.

Managers can position workers that have a strong demand for power in leadership roles while staying careful about keeping their power in control, so it is not overused.

This requires open communication between the high-demand employee's coworkers and higher-level management, so that employees may report any potentially harmful conduct. Although Millennials prefer a teamwork environment over a leadership approach, managers can identify those who exhibit a need for power and encourage them to use their influence for the benefit of the organisation, train them for a future leadership position, and ensure a balance between the team orientation they desire and their need fulfilment.

5.4 IMPLICATION OF THE RESEARCH FINDINGS

Employees' tendency to leave companies raises the expense. Such activities also harm the reputations of organizations. As a result, it is critical to do study in this area in order to assist businesses in retaining their top employees. It is critical to comprehend the causal process that determines which variables maintain employees and which factors promote turnover. The

company's retention policies should be in line with the demands of its personnel. By organically motivating employees, management will be in a better position to tackle workforce problems and support retention. Increased productivity is triggered by improved company reputation and performance, which is triggered by the employee-employer relationship. Organizations should invest in cultural development by offering training opportunities that empower employees and provide job stability. As the millennial generation enters the workforce and the baby boomer generation begins to retire, millennials will eventually replace baby boomers and Generation X. There is a generation difference between these generations, therefore managers and HR experts will need to know about each generation's history and traits (Kuek et al., 2015). This study presents intrinsic and extrinsic motivational elements that inspire employees, as well as strategies to keep talents in the organisation, in order to build new engagement models and manage the workforce more successfully (Gilbert, 2011). This research will act as a guide for managers who want to develop talent retention initiatives in their companies. In business, good workers will ensure that the company stays one step ahead of its competition and becomes the market leader.

5.5 RECOMMENDATION FOR FUTURE RESEARCH

Therefore, the study recommends that the management in the police department should prioritize on the job security and enabling an organizational working climate as a way of motivating the employees to enable them to work for that organization until retirement or up to the end of their goals. The management should also understand that employees are the most valuable asset in the organization therefore they should ensure that top talents are retained within the industry by ensuring that they are highly motivated.

5.6 CONCLUSION

Although previous study has gain insight on the factors that impact employee retention, little is known about the motivators that influence millennials' job retention in Malaysia. Understanding the factors that influence employee retention, particularly among millennials, may allow us to better understand improvements that managers and organizations should make in the near future.

FINAL YEAR PROJECT 2

ORIGINALITY REPORT

25%

SIMILARITY INDEX

15%

INTERNET SOURCES

3%

PUBLICATIONS

23%

STUDENT PAPERS

PRIMARY SOURCES

1 Submitted to Universiti Malaysia Sarawak 10%
Student Paper

2 faculty.cbpa.drake.edu 6%
Internet Source

3 docshare.tips 3%
Internet Source

4 Submitted to Segi University College 1%
Student Paper

5 jurnal.unai.edu <1%
Internet Source

6 Jon Aarum Andersen. "Managers' Motivation Profiles: Measurement and Application", SAGE Open, 2018 <1%
Publication

7 Submitted to Open University Malaysia <1%
Student Paper

8 etheses.uin-malang.ac.id <1%
Internet Source

indusedu.org

9	Internet Source	<1 %
10	ir.umk.edu.my Internet Source	<1 %
11	journals.sagepub.com Internet Source	<1 %
12	link.springer.com Internet Source	<1 %
13	repository.lib.ncsu.edu Internet Source	<1 %
14	Ch. Shoaib Akhtar, Alamzeb Aamir, Muhammad Adnan Khurshid, Muhammad Moinuddin Qazi Abro, Jawad Hussain. "Total Rewards and Retention: Case Study of Higher Education Institutions in Pakistan", Procedia - Social and Behavioral Sciences, 2015 Publication	<1 %
15	Submitted to Universiti Tenaga Nasional Student Paper	<1 %
16	repository.smuc.edu.et Internet Source	<1 %
17	Submitted to Universiti Teknologi Mara Student Paper	<1 %
18	Liao, Wen Chih, Chun Chou Tseng, and Jui Ho Lee. "Effects of brand and quality	<1 %

management on consumers' purchasing willingness of indigenous handicrafts in Taiwan", European J of Cross-Cultural Competence and Management, 2014.

Publication

19

core.ac.uk

Internet Source

<1 %

20

Submitted to Asia Pacific University College of Technology and Innovation (UCTI)

Student Paper

<1 %

21

Submitted to Laureate Higher Education Group

Student Paper

<1 %

22

Submitted to Arts, Sciences & Technology University In Lebanon

Student Paper

<1 %

23

Submitted to University of Wales Swansea

Student Paper

<1 %

24

Submitted to University of Wolverhampton

Student Paper

<1 %

25

nova.newcastle.edu.au

Internet Source

<1 %

26

Submitted to Intercollege

Student Paper

<1 %

27

Submitted to Mount Kenya University

Student Paper

<1 %

28

Submitted to Sunway College

Student Paper

<1 %

29

www.wspta.org

Internet Source

<1 %

30

Submitted to University of East London

Student Paper

<1 %

31

shodhganga.inflibnet.ac.in

Internet Source

<1 %

32

www.econstor.eu

Internet Source

<1 %

33

Submitted to University of West London

Student Paper

<1 %

34

Submitted to Copperbelt University

Student Paper

<1 %

35

Submitted to University of Wales Institute,
Cardiff

Student Paper

<1 %

36

www.hrreporter.com

Internet Source

<1 %

37

www.slideshare.net

Internet Source

<1 %

38

ira.le.ac.uk

Internet Source

<1 %

39

marketingtrack.wordpress.com

Internet Source

<1 %

40

uwe-repository.worktribe.com

Internet Source

<1 %

41

www.hk5sa.com

Internet Source

<1 %

Exclude quotes Off

Exclude matches Off

Exclude bibliography On