



**Faculty of Cognitive Sciences and Human Development**

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

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

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

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This project is submitted  
in partial fulfilment of the requirement for a  
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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)

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25<sup>th</sup> July 2021  
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## 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.

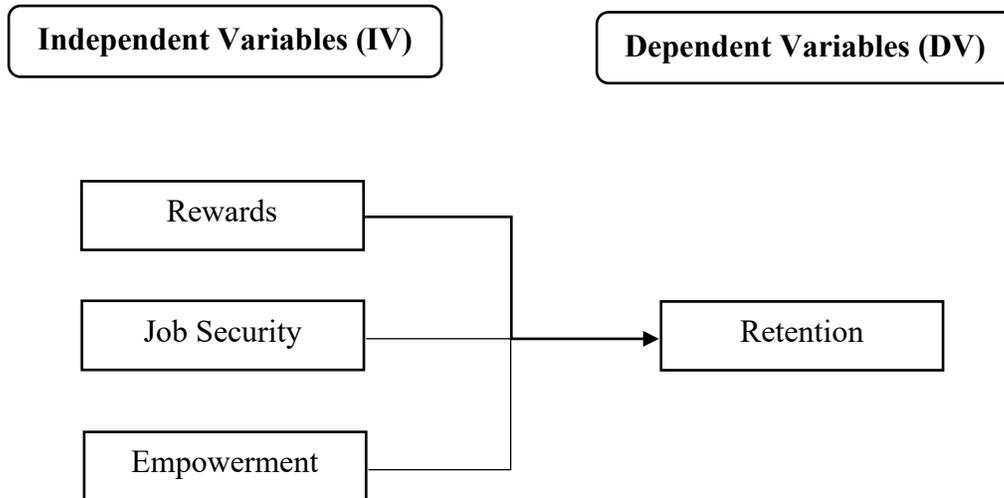
### **1.5.2 RESEARCH QUESTIONS**

- 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*

<b>Terms</b>	<b>Conceptual Definition</b>	<b>Operational Definition</b>
<b>Motivation</b>	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.
<b>Employee Motivation</b>	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.
<b>Millennials</b>	Millennials are an individual around the turn of the 21st	Millennials who were born between 1981 until 1996.

	century, also known as Generation Y.	
<b>Employee Retention</b>	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.
<b>Rewards</b>	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.
<b>Empowerment</b>	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.
<b>Job Security</b>	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.