

Individual Characteristics and Employee Retention in the Tourism Industry

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ABSTRACT--- *Recruiting and retaining employees in the tourism industry has been highlighted as the most difficult challenge for organisations. Due to this, high employee turnover rates and challenges on personnel shortage is a constant experience for the Malaysian tourism and hospitality industry. The purpose of this study is to examine the effects of individual characteristics; personal values, competencies and role perceptions as personal factors that influence organisational commitment and retention of employees in Malaysia's tourism industry. This research intends to affirm the importance and effectiveness of individual characteristics in improving retention amongst employees in the tourism and hospitality industry of Malaysia. Results of this study show that six out of eight hypotheses were supported. The findings show that personal values do not have significant relationships with retention and competencies do not have significant relationships with organisational commitment. However, personal values, competencies and role perception are found to be predictors of employees' retention mediated by employees' organisational commitment. The mediator effect of organisational commitment for the relationships between personal values, competencies and role perception; and retention were found to be statistically significant. This study will bring about positive managerial implications where organisations and human resource department are able to utilize the information to practice a better human resource policy.*

Keywords--- *Individual Characteristics, Employee Retention, organisational commitment, personal values, role perception.*

I. INTRODUCTION

Tourism and hospitality sector is one of the largest contributors to Malaysian economic and thus play an important role in keeping Malaysia to global competitiveness. According to Tourism Malaysia report, Malaysia has reported of having improvement of tourist arrivals to Malaysia from January to June 2016, with registering a hike of 3.7% compared to the same period in 2015. Furthermore, Malaysia has reported to received 13 million (13,032,775) tourists in the first half of this year compared to 12.5 million (12,567,300) tourists in 2015 (Tourism Malaysia, 2016). Even so, turnover amongst the tourism employees is still one of the biggest challenges for the industry.

Retention of employees is fundamental for organisation to be economically competitive. In the Malaysian perspectives, the government has urge to up skilling the Malaysian workforce in order to address the retention

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issues in organisations (Borneo Post Online, 2016). Shariff et al. (2014) argued that graduates need to fulfill the competencies required by the industry in order for them to survive. Shariff et al. (2014) suggested that tourism graduates must be provided with practical knowledge such as technology in their academic curriculum without too much focusing on the theoretical aspect. As a result, it will contribute to the balance of competencies between theory and practice required by the tourism and hospitality industry particularly in Malaysian perspectives.

Besides, Amdan et al. (2016) indicates that office environment mostly influence organisational commitment among employees in Malaysia. Office environment has found to be significant, strong and positive relationships towards organisational commitment and therefore affected employees' job satisfaction and job stress. Consequently, a good and pleasant office environment will make employees more committed to the organisation.

From the employers' view, the key motivation for them in providing training to the employees is to be retained them in the organisation. Retention of employees has no doubt to contribute to organisational competitiveness. Having talented, skilled and experienced employees is truly an asset for organisations to sustain and continuously survive.

Extensive studies have been done on the antecedents of retention (e.g. Cunningham, 2002; Walker, 2001; Boomer Authority, 2009; Yazinski, 2009). The studies highlighted the fact that employees' retention is influenced by employment flexibility (Cunningham, 2002; Pfeffer, 2007), supportive learning and working climate (Walker, 2001), career development (Boomer Authority, 2009), effective training an opportunity to learn and develop (Arnold, 2005; Herman, 2005), and superior-subordinate relationship (Zenger et al., 2000). Although these factors in determining employees retention in organization have been widely studied, some of these factors still remain unresolved, especially individual characteristics to influence retention include personal values (Abbott et al., 2005), competencies and role perception (Judeh, 2011). In particular, previous studies are keen in examining the role of organisation and supervisors on retention of employees (e.g. Yang et al., 2012; Sinha, 2012; Deery & Jago, 2009; Herman, 2005). Despite the importance of organisations and supervisors, it has been suggested by Kyndt et al. (2009) to consider both organisational and individual factors in considering employees retention.

Some researchers have learned that personal values (Finegan, 2000), competencies (Yup Chung, 2000) and role perception (Judeh, 2011) are influential factors on organisational commitment. Most of organisational commitment and behavior relationship studies focus on the expected behavioral consequences of commitment to an organisation, for example, lower turnover, reduce absenteeism, improve performance and increased organisational citizenship behavior. However, there are no further studies that investigated these factors on retention as the behavioral outcome.

Generally, this study is to examine the effect of individual characteristics; personal values, competencies and role perceptions that influence the organisational commitment and the retention of employees in the Malaysian tourism industry. Based on the primary objective, this research aims to achieve these specific objectives:

1. To analyze the effect of individual characteristics; personal values, competencies, and role perception on organisational commitment.
2. To examine the effect of individual characteristics; personal values, competencies and role perception on retention.
3. To evaluate the relationship between organisational commitment and retention.

4. To investigate the mediating effect of organisational commitment on the relationship between individual characteristics; personal values, competencies and role perception; and retention.

II. LITERATURE REVIEW

Retention is known to oblige employees to sustain in an organisation (Griffeth et al., 2000). One of the most important indicator of employees' retention is organisational commitment (Owens, 2006; Curtis & Wright, 2001). The employees' loyalty, trust, commitment, and attachment with the organisation is progressively affect employees' enthusiasm and therefore provides more competitive performance of organisations (Gopinath & Becker, 2000).

Abbott et al. (2005) found that personal values affect employees' organisational commitment. It has also been argued by the pioneers that values to be great predictors in employment and are strong determinants of occupational role and choices (Rokeach, 1973; Costa et al., 1984).

Employees' skills and competencies that acquired through training and skills contributed to organisational competitive development (Baum, 2002). Competency is defined as combination skills, knowledge, and ability of an employee. Individual achievement is proved from his/her ability to present the required skills and knowledge in competing task (Caroline, 1992). Theorists concentrate on the essential to develop a pool of human capital with higher level of skills and achieve best skills required by their organisation in order to achieve the strategic plan. The valuable implications of the figure by Wright et al. (2001) are skills and behaviors can generate required outcome behaviour when they are paired together. For example, without skills, certain behaviors cannot be produced, and skills can only be valued through outcome behavior.

In relating to employees role perception, more recent empirical research found that role conflict and role ambiguity were related to employee attitudes such as job satisfaction, job performance, organisational commitment and turnover intention (Bettencourt & Brown, 2003; Harris et al., 2006). Role conflict and role ambiguity is proved have negative effect on employees' job satisfaction, job performance and organisational effectiveness. The effects of role perceptions on employees behaviors are differ according to the various level of role conflict and role ambiguity. Although role perception has been found to be weakly related to turnover, but the positive relationship between them cannot simply be ignored.

Consistent with Kyndt et al. (2009) to consider both organisational and individual factors in considering employees retention. The individual characteristics of employees (personal values, competencies and role perception) are hypothesized to influence organisational commitment and lead to retention. In addition, since personal values, competencies and role perception has not been tested on retention; this present research takes a step forward to investigate these individual characteristics as antecedents of retention.

H1: There is a positive relationship between Personal Values and Organisational Commitment.

H2: There is a positive relationship between Personal Values and Retention.

H3: There is a positive relationship between Competencies and Organisational Commitment.

H4: There is a positive relationship between Competencies and Retention.

H5: There is a negative relationship between Role Perceptions and Organisational Commitment.

H6: There is a negative relationship between Role Perceptions and Retention.

H7: There is a positive relationship between Organisational Commitment and Retention.

H8: Organisational Commitment mediates the relationship between individual characteristics (Personal Values, Competencies, Role Perception) and Retention.

Some researchers have found that personal values (Finegan, 2000), competencies (Yup Chung, 2000) and role perception (Judeh, 2011) are influential factors on organisational commitment. Most of organisational commitment and behavior relationship studies focus on the expected behavioral consequences of commitment to an organisation includes lower turnover, reduce absenteeism, improve performance and increased organisational citizenship behavior. Finegan (2000), Schwartz and Bardi (2015) suggested further research to confirm that the general direction of values theory that indicate a general human preference such as benevolence, universalism and self-direction may translate into changes in workplace behaviour.

This study will provide evidence that the personal value is an important variable that leads to commitment. The employees' perception of values within the same company were associated with different level of commitment, and given the importance of commitment to other work behavior (Finegan, 2000).

III. METHODOLOGY

Two round focus group was conducted among tourism players in both top management and employees towards the challenges and the important of skills and values from their perspectives. Voice recorders were used to record these focus group discussions and were transcribed verbatim into thirty pages transcription for each focus group discussion. Overviews on current challenges specifically on human resource issue are important to proceed this study. The skills and values that are important according to the employees during the discussion were transformed into items to be used as the instruments for survey in second stage.

In the second stage, a survey was carried out to investigate employees' individual characteristics that are important to employees in decision to retain them in the organisation. A structured questionnaire was developed based on both managers and employees' insights from focus group discussion and items were validated by expert panels. A pilot test was conducted to test the instrument, whereby 50 employees responded and provided feedback on the items used in the questionnaires.

A survey was conducted among operational level employees in hotel, travel agencies and restaurants sectors from Klang Valley, Johor, Pahang and Penang. A total of 474 employees have participated in the study. Following the proposed research framework, the questionnaire was divided into several sections: (a) personal values, (b) competencies, (c) role perception, (d) organisational commitment, (e) retention, and (f) employees' personal background. Multiple Regressions analysis was utilized for examining the relationships between employees' individual characteristics and retention. Next, mediation effect between the relationships was analysed using PROCESS by Andrew F. Hayes.

IV. ANALYSIS AND RESULTS

1) Reliability Analysis

Cronbach's Alpha test of reliability was conducted to determine the reliability of the multi-item scales. Table 1 shows the Cronbach's Alpha test of reliability for four dimensions of expectations on retention (personal values, competencies, role perception, and organisational commitment). The results of reliability test show that all four variables tested achieved an acceptable level within 0.776 to 0.930 of Cronbach's Alpha indicating that the construct was internally consistent. Thus, all the four scales were reliable for use in subsequent analysis as suggested by Nunnally (1978).

Table 1: Measure of Construct Reliability

<i>Constructs</i>	<i>Number of Items</i>	<i>Alpha</i>
Personal Values	31	0.920
Competencies	18	0.930
Role Perception	14	0.851
Organisational Commitment	12	0.889
Retention	11	0.776

2) Multiple Regressions

In order to compare the contribution of each independent variable, a regression model was formed to build a prediction model, including the three individual characteristics as antecedents and retention as a criterion.

As shown in Table 2, both Personal Values (t-value=1.743, p-value=0.041), and Role Perception (t-value=9.229, p-value=0.000) were found to have a positive and significant relationship with organisational commitment at the $p < 0.05$ level basing on one-tailed relationship. Therefore, both Hypothesis H1 and H5 were supported. Contrary to expectations, competencies (t-value=1.238, p-value=0.108) was not significantly related to organisational commitment, resulting in Hypotheses H3 was not supported. Besides, the results of model fit were good (F value=70.83, p-value=0.00). The value for R² was 0.311, meaning that 31.1% of the variance in organisational commitment could be explained by personal values, competencies and role perception. In other words, another 68.9% of the variance was not predicted by the independent variables and noted that other factors were held accountable for the variables.

Another regression model was built with three individual characteristics; personal values, competencies and role perception as independent variables and retention as dependent variable. As shown in Table 3, competencies (t-value=3.117, p-value=0.001) and role perception (t-value=9.149, p-value=0.000) showed a positive and significant relationship with Retention at the $p < 0.05$ level, supporting Hypothesis H4 and Hypothesis H6. However personal values (t-value=0.784, p-value=0.216) was not significantly related to retention. Hence, Hypothesis H2 was not supported. The results of the analysis in Table 3 below showed that the model fit was good as well (F value=82.876, p-value=0.000). Table 3 depicted that value of R² was 0.348, indicating that 34.8% of the variance in retention could be accounted by the three independent variables. It also indicated that the independent variables failed to capture 65.2% of the variance in withdrawal intentions and suggests that other important variables could be examined in this research.

Again, a regression model was developed to predict retention as dependent variable, and organisational commitment as independent variable. Table 4 portrays that there was a good model fit in this regression (F-value=313.236, p-value=0.000). The R2 value for this model was 0.399, noting that 39.9% of the variance in retention could be influence by organisational commitment. The remaining 60.1% entails other possible variables that were not included in present research. As predicted earlier, based on one-tailed relationship, the analysis confirmed that there was a positive and significant relationship between organisational commitment and retention (t-value=17.698, p-value=0.000) at the $p < 0.005$ level, which supported Hypothesis 7.

Based on the standardised coefficient of the independent variable in Table 4, it showed that organisational commitment ($\beta=0.632$), indicating that for every increase in organisational commitment, retention was increased by 0.632 holding other variables constant.

Table 2: Regression on Organisational Commitment

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta(β)	Std. Error	Beta(β)		
Personal Values	.129	.074	.090	1.743	.082
Competencies	.091	.074	.073	1.238	.216
Role Perception	.566	.061	.457	9.229	.000

*R² = .311; F= 70.838 (p-value= .000)

Table 3: Regression on Retention

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta(β)	Std. Error	Beta(β)		
Personal Values	.044	.056	.040	.784	.433
Competencies	.176	.056	.178	3.117	.002
Role Perception	.427	.047	.439	9.149	.000

*R² = .348; F= 82.87 (p-value= .000)

Table 4: Regression on Retention

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta (β)	Std. Error	Beta (β)		
Organisational Commitment	.493	.028	.632	17.698	.000

*R² = .399; F= 313.236 (p-value= .000)

3) Mediation Analysis

i. Personal Values – Organisational Commitment – Retention

The mediation analysis tested using PROCESS by Andrew F. Hayes showed that the indirect effect $\beta=0.2033$ was significant with a t-value of 7.614. Also as indicated by Preacher and Hayes (2008) the indirect effect 0.2033, 95% Boot CI: [LL=0.1479, UL=0.2547] does not straddle a 0 in between indicating there is mediation. Thus we can conclude that the mediation effect of organisational commitment is statistically significant in the relationship between personal values and retention. Total effect size is 0.1770, equal to 17.70% when added organisational commitment as mediator in the relationship between Competencies and retention.

ii. Competencies - Organisational Commitment – Retention

The indirect effect $\beta=0.2183$ was significant with a t-value of 7.909. Results of the mediation analysis confirmed the mediating role of organisational commitment in the relation between competencies and retention, 95% Boot CI: [LL=0.1711, UL=0.2813]. Total effect size is 0.1117, equal to 11.17% when added organisational commitment as mediator in the relationship between competencies and retention.

iii. RP - Organisational Commitment – Retention

Results of the mediation analysis showed that the indirect effect $\beta=0.2468$ was significant with a t-value of 8.539. Preacher and Hayes (2008) the indirect effect 0.2033, 95% Boot CI: [LL=0.1907, UL=0.3018] does not straddle a 0 in between indicating there is mediation. Thus, it is concluded that the mediation effect of organisational commitment is statistically significant in the relationship between role perception and retention. Total effect size is 0.2547, equal to 25.47% when added organisational commitment as mediator in the relationship between role perception and retention.

Overall, based on the mediation results, Hypothesis 8 then is supported.

V. RESULTS AND DISCUSSION

Regression analysis showed that there was a positive relationship between personal values and organisational commitment. This implies that the tourism employees with high personal values will be committed to organisations. The findings of this study are in line with the previous studies (e.g. Abbott et al., 2005; Finegan, 2000), which found that personal values positively related to organisational commitment. On contrary, employees who do not possess those values will likely less commit to the organisation. This indicates that higher-order values would be encouraging both employees and organisations by improving work environments and opportunities through a better performance for organisation. The finding from this study supported that personal values possessed by employees as their life guidance direct one's attitude and behaviour towards work.

In examining the relationship of competencies and organisational commitment, regression analysis revealed that Competencies was negatively related to Organisational Commitment. To simply put, employees who highly competent were less likely to have a tendency to commit to their organisation. The relationship between Competencies and Organisational Commitment has been partially proven in the past. However, previous studies have not examined the competencies required in tourism industry towards organisational commitment. This study which was using items measurements by Chan and Coleman (2004) showed a negative relationship with organisational commitment. The insignificance of the relationship between competencies and organisational commitment in this study indicate that, although the employees choose to stay in their organisation, it does not mean they will commit to the organisation. The employees will be free to exit the current organisation and apply the skills that they possessed in other organisations, yet the organisations in the same industry. This could be possibly link to the nature of characteristics of Gen-Y. Previous studies have proven that employees in Gen-Y are challenging and strive for challenges (Festing & Schäfer, 2014; Gursoy et al., 2013; Nkomo, 2012; Richardson & Thomas, 2012; Chen & Choi, 2008). Due to this, the employees in this study which mostly are among the

Generation-Y cohort tend to always look for other jobs to fill the seek challenges in working for their own job satisfaction.

Next, results from multiple regression analysis indicate that Role Perception is significantly related to Organisational Commitment. In other words, the result from this study showed that, although employees having role ambiguity and role conflict, the tourism employees in this study will still be committed to their organisation. The findings of this study are in line with the previous studies (e.g. Babakus et al., 1996; Singh, 1998; Camilleri, 2006; Judeh, 2011) in which role ambiguity and role conflict have a negative impact on organisational commitment. In other words, the previous studies suggested that those who have higher levels of role ambiguity and role conflict will be less committed to the organisation. Based on the profile respondents of this study, it showed that 35.4% of the respondents have been with their organisation for less than one year. This can lead to the high role ambiguity and role conflict in the results yielded from them. In the first year of working, employees are still in learning and adopting phase. These may be related to stress as the result of the unclear job specification that they have to perform. Role theory states that, when behaviours expected of an individual is inconsistent; the person will experience stress. Dissatisfied and less effective work performance. According to classical theory, every position in organisations should be specified with a set of task and responsibilities to allow management to provide guidance and direction for subordinates. Lack of the necessary information by employees will result in dissatisfaction and will experience anxiety, will distort reality and thus could not perform effectively.

In investigating the direct effect of personal values, competencies and role perception on retention that has not been examined before, this study found that personal values were negatively related to Retention. It's suggested that personal values of employees are not affecting their decision to retain in their organisation. This insignificant result indicates that, although personal values is found to be significant with organisational commitment, but the personal values hold by tourism employees in this study did not have an effect and influence toward their decision to stay in the organisation they work with.

Multiple regression analysis found that competencies are positively related to retention. In other words, competencies are influencing retention of employees in the tourism industry. This may be probably due to the skill, knowledge and other attribute that they have in performing their job in the organisation. When having the required skills to perform job and task, tourism employees will stay in the organisation they are attach to.

Multiple regression analysis also revealed that Role Perception is found negatively related to Retention. It could be suggested that a clearer perception on roles by employees themselves could resulted in retention of the employees in the organisation. Although role perception has never been examined directly towards retention, this study has provides evidence that having role ambiguity and role conflict is related to retention. The results support that job stress will be created when employees having role ambiguity and role conflict. Therefore, the employees will prefer to look for other organisation that suited with their desired work environment and therefore leave the current organisation.

The relationship between organisational commitment and Retention were vastly proven from past studies (e.g. Hytter, 2007; Kaliprasad, 2006; Curtis & Wright, 2001). Similarly, for this study, the result from regression analysis demonstrated that organisational commitment is found to be significantly related to retention. The findings of this study also support (Curtis & Wright, 2001) stated that organisational commitment is proven to be the

important indicator of employees' retention (Curtis & Wright, 2001). It can be concluded that most of the employees sampled in this study are committed to their organisation and thus will remain in the organisation.

For that mediation effect of organisational commitment on retention, this study encompasses on the quest of knowing whether organisational commitment has mediating effect in the relationship between personal values, competencies and role perception, and retention. The result from the bootstrapping analysis (Preacher & Hayes, 2004; 2008) showed that mediation effect of organisational commitment is statistically significant in the relationship between personal values, competencies, role perception, and retention. This is aligned with the argument of this study, which based on social exchange theory proposes that an employee who feels that they received benefit from working in their organisation and will reciprocate to the organisation by working towards the organisation goals through their commitment on job.

In the regression analysis, Competencies-Organisational Commitment has non-significant relationship while Competencies-Retention is found to be positive and significantly related. When the model was analyzed again with the mediator; Competencies-Organisational Commitment-Retention, Competencies associated with Retention positively and significantly with total effect 11.17%. The path coefficient in mediation is based on Preacher and Hayes (2008) and fulfilled the application of bootstrapping for mediation analysis that has been advocated by Hair et al. (2013). This finding is supported the past literature in the way that Organisational Commitment acts as a strong mediator between various management practice and performance constructs (Ahmed et al., 2011; Suliman, 2001; Mowday, 1998).

VI. CONCLUSION

The objective of this study was to examine the effect of employees' individual characteristics on retention mediated by organisational commitment. In order to achieve this objective, the hypotheses were developed based on the previous studies. From preliminary search of literature, there was a clear gap in the literature where there are no studies investigated personal values, competencies and role perception as factors to influence retention as employees' behavioral outcome. Therefore, this study will provides an insight to further understand the influence in retaining employees. Operational level employees from hotel, travel agency and restaurants were chosen as sample for this study. Locations of this study were Klang Valley, Pahang, Penang and Johor that represent west, east, north and south of Peninsular Malaysia. Personal values, competencies and role perception were tested on organisational commitment and retention in this study. As a result, personal value is found to be negative related to retention, while competencies is negatively relate to organisational commitment. Therefore, Hypothesis H2 and H3 were rejected. However, this study has successfully established the mediation effect of organisational commitment in the relationships between personal values, competencies and role perception; and retention, therefore hypothesis H8 is supported.

This study contributes by filling the scarcity of investigation on the antecedents of organisational commitment and retention. The major contribution of this study towards the individual characteristics; personal values, competencies and role perception has a significant relationship towards retention mediated by organisational commitment. This relationship has not been examined by scholars in the past and this study has contributed by being one of the first study to prove that the personal values, competencies and role perception are significantly

explain organisational and retention. Organisational commitment therefore has been revealed as a mediator of the relationship between personal values, competencies and role perception, and retention.

Besides, this study creates a new insight in measuring personal values of employees, specifically in tourism industry. Values such as committed, determination, enthusiasm, focus, passion, pride and sincerity derived from focus group discussion have been tested in measuring Personal Values scale for this study. This study adopted Personal Values Scale by McDonald and Gandz (1991) modified from Rokeach (1973) eighteen original terminal values. The reliability analysis result showed that the items are reliable to be tested in both pilot test and final stage data collection. This further contributes to the items measurement of Personal Values in tourism context. Committed, determination, enthusiasm, focus, passion, pride and sincerity are found to be important to contribute to employees' organisational commitment and retention among tourism employees in Malaysia.

Furthermore, this study includes organisational commitment as an important criterion to mediate the relationship of personal values, competencies and role perception, and retention as all the variable has found to be related to organisational commitment (Finegan, 2000; Yup Chung, 2000; Judeh, 2011). Regression result reveals that competencies are insignificant to organisational commitment, but it is significant to retention. It is interesting to understand that competent tourism employees who are retain in their organisation might just retain but not commit to the organisation. However, competent employees are argued as the most valued by organisation, therefore, it is important for the employees to be affective, normative and continuance committed to their organisation.

As role perception is the most significant in this study, it is recommended for employers or management of organisations to bridging the gap between role perception and organisational commitment and retention by implementing orientation or organisational socialization programs. It is suggested that orientation or organisational socialization programs as vital to for the employees who feel anxious and uncertainty adapting with new organisation or culture. Likewise, it is proven that socialization helps beginners adapt to their work environment through facilitating their adjustment to the values and norms of the organisation and also through clarifying their role. Likewise, socialization amongst the employees could help to reduce role conflict and role ambiguity (e.g. Ashforth & Saks, 1996) through learning the right roles and behaviors.

Overall, in line with previous study, organisational commitment is proven to be an important indicator of retention. Personal values, competencies and role perception as individual characteristics of employees are found to be positively related to retention with existence of organisational commitment as mediator. In other words, as long as the employees committed to the organisation, they will retain in the organisation. This study also supports the findings from Amdan et al. (2016) that office environment is mostly influence employee's organisational commitment which included job stress as the outcome. This study indicates that employees with a clearer role perception which resulting to a less role ambiguity and role conflict will be happier when they perform their task. Hence, the finding from this study provided the insight information on role clarity influence employees' organisational commitment and retention as behaviour output.

This study not only revealed the importance of considering employees individual characteristic in retaining employees, but also indicate the importance of understanding employees characteristics in an organisation. This study also supports the findings survey by Kelly Services amongst employees in Malaysia that most of the employees are motivated to undertake additional training or skills development by a desire to stay in their current

job (Borneo Post, 2016). This could be said that as the employees feel competent to their job, they will stay in the organisation and thus lead to a less job turnover. As a conclusion, the search of individual factors to affect retention and organisational commitment in this study is yet to be achieved; however, this study can be used as stepping stone for future research to embark on studies concerning employees' retention.

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