

# The Role Of Hr In Employee Retention On Job Based Performance: A Case Study Of Education Industry In Malaysia.

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## Abstract

Today's workers are distinct. For experienced and talented individuals, the doors are wide open. Dissatisfied with their current employer or career due to a lack of advancement possibilities, income, or other perks, they switch to the following. Employee-client relationships are strained, organisational memory is eroded, and the lessons learned by current employees are all negatively affected as a result. Bosses must hang on to their employees in this way, especially the best and most experienced. In worker maintenance, representatives are encouraged to remain with the organisation for the longest possible period of time or until a certain project is completed. This research examines the Malaysian education business from the point of view of its employees and the role that maintenance plays in their job performance. Each division's senior and junior level employees were represented in a sample population of thirty. Twenty-six percent of the thirty (30) workers were satisfied with the industry's maintenance methods. The survey found that the lack of growth chances, work-life balance, award and recognition, and salary and compensation were the most fundamental reasons for the rise of all representatives.

**Key Words:** Human Resource, Employee retention, job based performance and Reward system.

## INTRODUCTION

Despite the fact that today's relationships are unique, the challenge of maintaining them is becoming more difficult. That organisations now don't get a share of the means used in the past to ensure that more representatives are held is genuinely unpleasant. Most Malaysian organisations, on the other hand, aren't coming up with new ways to keep their employees (Papa et al., 2018). Today's organisations are not creating a website that encourages its employees to stay loyal to the organisation. According to Smith (2001), the reasons why employees leave their jobs might involve a number of different factors. The worker's decision to leave early might be purposeful. It's also possible for a variety of other reasons, such as greater job prospects, more compensation, and an expansion of present responsibilities, as well as duties and general exhaustion from the current position (Kalyanamitra et al., 2020). It is common for employees to be asked to leave for a variety of reasons, including poor performance or improper behaviour. In order to maintain a high level of employee satisfaction, an organization's advantages, employee culture, and employment process all play a role. An organisation incurs immediate and long-term costs when it replaces an employee. This includes the cost of advertising, headhunting fees, HR expenditures, and new hiring costs.

## STATEMENT OF THE PROBLEM

Public and commercial sectors are in desperate

need of skilled personnel in fields including health care, IT, engineering, accounting, and auditing. An aggressive approach to recruiting and creative retention tactics are both required for successful labor-force planning in light of the restricted pool of competent personnel. When it comes to employee retention, there is a lack of attention on preventing employee departures (Kalyanamitra et al., 2020). For the company, failure by management to retain its staff results in a variety of costs, including lost productivity, recruiting charges and training expenses as well as reduced service levels as new employees get up to speed. The goal of this research is to determine whether or not the claim made above is true (Kalyanamitra et al., 2020).

## OBJECTIVES OF THE STUDY

The objectives of the study are as follows:

- 1 To determine whether retention practices in Education industry Malaysia benefit the employees.
- 2 To establish the motivational programs by HR department employed by Education industry Malaysia to retain its employees.
- 3 To ascertain if employee retention has a relationship with job performance in Education industry Malaysia.

## SIGNIFICANCE OF THE STUDY

A key finding of this research was the importance of staff retention for job success. As a result, personnel in the brewery industry require career advice, training, and development. As a result, the study is of particular relevance to individuals in the

Malaysian education industry concerned with staff retention and job performance (Kalyan Mitra et al., 2020). Work on a competitive compensation and benefits package for employees in Malaysia's education industry will benefit from the conclusions of this study. Employers will be able to adopt programs like flexible work schedules and management training efforts as a result of this research (Papa et al., 2018).

## LITERATURE REVIEW

Take notice that, despite the importance of compensation and other benefits in the maintenance comparison, current Human Resource literature sees them as simply one and only potential area for maintenance, which is not typically sufficient to provide robust worker accountability (Papa et al., 2018). Business literature on employee investment, work environment wellness, work-life balance, and other topics has grown in recent years to demonstrate a growing interest in and understanding of how many aspects of functional life influence employees' decisions to stay or leave a company. (Hom & Griffeth, 1995).

## DEFINITION OF EMPLOYEE RETENTION

Retaining employees is doing all possible to encourage them to remain with the organisation for as long as possible (Hom & Griffeth 2001). Associations face a wide range of challenges in the management of their employees nowadays. A company's success hinges on its ability to hire and retain qualified employees. Despite this, maintaining a product is far more important than purchasing it. A talented person will never run out of opportunities. There are a lot of organisations out there looking for this type of employee (Fahim, 2018). An individual who isn't satisfied with the work he is performing may go to another position that better meets his needs. For associations, holding their delegates is vital in today's environment. The cause might be personal or specialized (Fombrun & Shanley, 1990). The executive should be aware of these factors and take action to address them. As a result, many organisations are becoming aware of these causes and developing a wide range of measures for maintaining its representatives (Fahim, 2018). As a result of their dedication to valuing their employees, the most successful organisations are those who have a strong grasp on employee retention strategies. There are several reasons why people join and quit organisations.

## WORKPLACE CULTURE AND COMMITMENT

The concept of "society" at the workplace and its connection to a worker's "responsibility" to his or her boss fascinate many people. Maintaining 'full of feeling duty,' or, more simply, an employee's desire to stay part of a given organisation for thinking processes that go much beyond compensation or commitment, is becoming increasingly important in the Human Resources industry. An entire society of obligation is more than the sum of its parts, such as human resources or upkeep (Fahim, 2018). Projects and how they fit into an organization's overall qualities are more important than specific projects; how an organisation communicates about its general qualities with its representatives is more important than workers' individual perceptions of their roles within the organisation and the value that the organisation attaches to their individual commitment (Hunter & Hunter, 1984). A company's style of life might be difficult to pin down since it is so dependent on the individual perceptions and feelings of the people who work there.

## EMPLOYEE RETENTION STRATEGY

An alternative term for a more organized set of practices linked to an overarching vision, hierarchy, or purpose is "methodology," which contrasts sharply with the more loosely defined term "culture" (Jackofsky, 1984). Many companies, particularly larger ones with fully developed Human Resource departments, engage in extensive planning activities in order to create a binding and unitary procedure to manage worker maintenance or, more generally, HR administration, which frequently incorporates maintenance as one of its objectives, will take off specific projects or interventions with explicit reference to a general sorting out rule (Fahim, 2018). Many experts in the field of Human Resources writing agree that such activities are critical and that the best method to ensure exceptional maintenance is for firms to adopt a critical approach to the investigation. In spite of this, it is obvious that a comprehensive approach to HR administration can need significant resources and may prove to be overly burdensome for smaller firms, particularly those that lack the staff or resources to dedicate an entire department to HR concerns (Muchinsky, 1977).

## FACTORS AFFECTING RETENTION

### I. Compensation Levels

There is a huge amount of literature on employee retention that deals with remuneration in Human Resources (Singh, 2019). Paying employees for their distinctive or essential roles, or for those who have been invested in by the firm in recruiting or training, is frequently cited as an important factor in attracting and retaining high-quality staff. A low pay strategy may be suitable if the labour is easy, repetitive, and requires minimal training, according to Lockwood, (2006). As a matter of thumb, these distinctions are quite broad and do not apply to specific firms. If a company is operating in a highly competitive labour market, it may be forced to provide extremely competitive wages even for low-skilled or unskilled employees (Singh, 2019).

#### ii. Benefits

There is evidence that consistent benefits are at the top of the list of reasons why employees stay with their job or join a firm (Singh, 2019). However, many employees are unaware of the full worth of the perks they get from their employer. Moreover, they don't always know why their company is offering these perks. Benefits and employee loyalty aren't necessarily correlated. As with most other retention techniques, effective communication with staff is critical (Singh, 2019). Companies provide a variety of benefits, such as medical, dental, vision, vacation, parental/family leave, disability, retirement/pension, support programs for employees, life insurance, and more. These are just a few examples. Benefits for employees are continually changing as the workforce itself changes and as workers identify new goals as significant. Fitness subsidies and elder care allowances, for example, are becoming increasingly popular as a direct result of shifting personal priorities and shifting demographics.

#### iii. Performance-based Compensation

In general, performance-based remuneration serves two main purposes. Individuals' behaviour inside an organisation can be altered to better align their activities with certain business goals and to influence the development of certain organisational cultures (for example, team-based pay can lead to a stronger team-based culture, skill-based pay or profit-sharing can contribute to a culture of stability and mutual commitment according to Kurdi & Alshurideh, (2020).

#### a. Incentive Pay:

Incentive pay systems pay pre-determined amounts for each unit produced (piece-rate) (Singh, 2019).

#### b. Merit pay

Individual performance is taken into account when allocating raises under the merit pay system. As a result, it may be an important factor in luring in new hires and keeping on top workers while discouraging less-than-stellar ones. Individual merit pay may not be effective in situations requiring a high degree of cooperation among members of a team. There can be a tendency for individuals to compete for incentives excessively and engage in counter-productive behaviour, such as hoarding critical knowledge rather than distributing it broadly within the organisation and other types of "zero-sum" behaviour (Kurdi & Alshurideh, 2020).

#### c. Gain sharing.

Employees at a particular facility are given a percentage of the company's profits based on a preset formula that compares to a historical benchmark. A participatory management style, such as suggestion systems, shop floor committees, and self-directed work teams, is commonly used to facilitate team collaboration and information sharing (Kurdi & Alshurideh, 2020). This type of approach is also known as "gain sharing." Smaller companies with less than 500 employees may also benefit from profit sharing.

#### d. Profit Sharing:

Pay is based on how well a firm is doing financially as a whole. Earnings distribution is distinct from profit sharing since it does not monitor employee-controlled or productivity-related financial results (Kurdi & Alshurideh, 2020).

#### e. Employee Stock Ownership Plans (ESOPs):

Publicly listed corporations often reward their staff in the form of stock options. It is possible for employees to participate in various forms of employee ownership schemes. A number of studies cited by Kurdi & Alshurideh, (2020).show a correlation between employee stock ownership plans (ESOPs) and a company's level of dedication. However, research shows that ESOPs alone are not sufficient to improve "affective commitment."

There are a number of ways to boost employee dedication, such as giving them more of a role in how the firm is managed.

**f. Skill-based Pay:**

Employers pay their employees according to their abilities and experience under this type of arrangement. In this situation, the employer pays for the employee, not the role they have. The ability to compensate employees based on their ability to learn new skills may be a huge asset to any firm (Nguyen, 2020). This remuneration structure has the potential to foster a work environment where employees are encouraged to be adaptable. Individuals have the ability to do a variety of duties, including filling vacancies following a vacancy. Reduced employee turnover is another benefit of skill-based compensation, since employees will be compensated more for their expertise and will be less likely to obtain comparable compensation at companies that use more traditional job-based pay schemes.

**g. Bonus Plans.**

Because of their adaptability and ability to target certain behaviors that a company may like to modify or promote without raising fixed expenses, they are an attractive option for many companies (Nguyen, 2020).

**h. Retention-based Compensation.**

Bonuses and other types of pay depending on length of service are examples of this. Although this type of remuneration has been shown to be effective in increasing employee motivation and encouraging behavioral change, it has also been shown to be costly for firms with a lengthy tenure of employees (Nguyen, 2020).

**i. Team-based Pay.**

Employee engagement and team-based work have gained in importance, and the list of compensation choices would not be complete without include "team-based pay," in which each member of a team receives the same amount of remuneration depending on their individual performance. It is important to remember that team-based compensation must be linked with the aims of encouraging particular behaviors (Nguyen, 2020). Team-based compensation, when properly handled, may strengthen group cohesion and provide excellent performance by specific work teams. Team-based remuneration can engender rivalry and strife

among coworkers just as individual performance bonuses do. Concerns concerning free-rider difficulties have also been raised about team-based remuneration (Elsafy & Ragheb, 2020).

## 2.6 REWARD AND RECOGNITION

She argues that the increasing diversity of the workforce necessitates new approaches of personalizing privilege rewards for the appropriate people. However, listing all of the many forms of recognition and awards that organisations bestow upon their employees would be an impossible task (Ramírez García et al., 2019). In any event, it is obvious that a more complete effort to maintain workers or to adopt good working practices might contribute to expanded maintenance by remunerating and acknowledging them. Finally, (Collins, 2007), who also includes rewards and acknowledgement in his list of high-maintenance hones, claims that impetuses and incentives might end up being counter-profitable (Nguyen, 2020).

## 2.7 TRAINING, DEVELOPMENT AND CAREER PLANNING

According to Jackofsky (1984), all organisations may enhance maintenance work by allocating greater resources to planning and progress. Employees will be more loyal to a company that provides them with teaching and preparation. So much attention is paid to the need of planning and improvement in ensuring a company's continued success, regardless of whether or not maintaining the company's infrastructure is a major concern for the company. As operational ideal models, such as "The Learning Organization" or "Information Based Organization," continue to gain traction in the modern corporate environment, preparation is only going to become more important (Nguyen, 2020).

The desire to retain one's valued employees is always reflected in maintenance, but it is as important to preserve and manage the skills a business needs to succeed. In any event, the acquisition of training is a means of enhancing one's abilities (Johnson & Pike, 2018). The fact that delivering it also turns out to be a benefit that is highly valued by those who receive it makes for an effective method of dealing with collaboration (Ramírez García et al., 2019).

## 2.8 RECRUITMENT AND ORIENTATION

What an organisation does once a representative has been enrolled and set up in an association is not as important as how well the organisation

maintains its members. In the initial few days of work, how businesses begin and how they introduce new employees can have a significant impact on their long-term retention (Ramírez García et al., 2019). Inadequate enrollment and arrangement of representatives may result in significant separation and replacement costs in the near future. 60 percent of turnover is attributed to poor contracting decisions by the management, according to Jackofsky (1984). The term "awful procurement choices" can refer to a variety of things, including the selection of candidates in a hasty manner without checking to see if the person is qualified to perform the job for which they have been hired.

## **METHODOLOGY**

Methodology in this section of the report includes the distribution of questionnaires to ministry of education department who perform specified tasks. Research design and sampling, as well as data collecting and analysis methods, were examined in this chapter once again.

## **RESEARCH DESIGN**

The primary goal of this investigation is to determine the impact of staff retention on job performance in the Malaysian education sector. For a study of this scope, a descriptive survey was employed to collect data in order to evaluate the hypotheses or research questions about the issue being studied. This strategy was chosen because it was thought to be an effective way to collect the data needed to make meaningful findings from the research study. The nature of the study necessitated the use of other methods, such as interviews.

## **POPULATION AND SAMPLE**

In the research study, thirty (30) personnel from ministry of education department various departments and with particular jobs and responsibilities were included in the study's sample population. Employee retention and job success at ministry of education department were key considerations for survey participants, thus they were included as a factor in the questions. As a result, the HR manager's ideas and opinions were also taken into consideration.

## **SAMPLING TECHNIQUES**

The research sample consisted of 30 employees chosen at random from a pool of 70 potential

participants. To guarantee that everyone in the population had an equal chance of being picked, this method was adopted. The objective of the sampling strategy was to collect a sample that was representative of the whole population. Choosing a sample size for a research study relied on prior information of the target population, which allowed researchers to determine how large a sample would be necessary to generate a credible estimate with acceptable precision and accuracy of the population.

## **DATA COLLECTION PROCEDURE**

The questionnaire was given to participants by the study's lead investigator. The questionnaire has a five-day grace period for respondents to complete it. Structured questions pertinent to the study were included in the questionnaires, which were given to participants in an effort to gather first-hand information. There were both open-ended and closed-ended questions on the survey.

Respondents could complete the questionnaire's questions at their own pace and without fear of being influenced in any way. The questionnaire was written in clear and plain English, so there was no difficulty in understanding it. The HR Director, who is also in charge of employee welfare and work performance, was interviewed by the researcher in person. The interview was conducted face-to-face. This approach was chosen specifically to allow the researcher to speak with the HR Director on a more intimate level.

## **RESULTS AND DATA ANALYSIS**

To better understand the impact of employee retention on job performance in Malaysia's education sector, this section will review and analyse the data collected from those sampled. These findings and the following examination of the replies relate to the most important aspects of employee retention and the problems it poses to work performance (Johnson & Pike, 2018). ' Due to the fact that respondents had the ability to select more than one response in some circumstances, the sample size was exceeded.

## **ANALYSIS OF FINDINGS**

Tables, charts, and descriptive explanations have been used to make the study findings more understandable by illustrating the data acquired in the field. The replies from 30 workers (including senior and junior personnel) and the director of human resources are summarized in the following analysis.

### FINDINGS FROM EMPLOYEES OF EDUCATION INDUSTRY MALAYSIA

One hundred and thirty (30) employees responded, with fifteen (15) replies each coming from senior and junior staff members. The structured questionnaire was administered to a pre-selected group of responders, which included both senior and junior-level employees. As a result, the employees were required to justify their responses.

Category	Responses from 15 Senior Level Staff	
	Count	Percent
	Does Education industry Malaysia make any retention efforts?	8
Has anyone left Education industry Malaysia in the past six months?	15	100
Is there a motivating team culture and improved relationship strategy?	12	80
Employee retention is one of the biggest challenges of businesses today	15	100
Effective employee retention plan will help Education industry Malaysia.	15	100
Are you satisfied with the retention plan within Education industry Malaysia?	4	26.66
Will the process of employee retention benefit Education industry Malaysia?	11	73.33

**Table 1:** Findings from Senior Level Staff

Respondents from lower-level employees are shown in Table 1. Education business Malaysia takes some attempts to retain students, according to at least 8 respondents (representing 53.33 percent of all respondents). According to respondents, several criteria that are required to keep employees, such as the ease of receiving financial help in tough times, the non-reflection of assessment scores in yearly increments, etc. are not implemented. Table 1 clearly shows that 15 out of 15 respondents reported that the majority of employees in the Malaysian education business have left in the previous six months. Respondents, on the other hand, revealed that most ministry of education department workers believe they are worth more than they are paid. Table 1 shows that at least three out of the eighty percent of respondents said that the Malaysian education industry had a motivating team culture and relationship enhancement approach. There are many examples of this, such as when management stats improve and the head of department sponsors a cross-section of staff gathering. It was

anticipated that the retention approach, which they said would boost motivation and relationships, would have a substantial impact. The question of whether or not staff retention is a major difficulty for firms today was answered by 15 out of the total responses, or 100.00 percent. Table 1 reveals that all respondents representing 100 percent acknowledged that a successful plan for staff retention will assist Education Malaysia in maintaining and growing their leadership in the market. However, only a minimum of four respondents representing 26.67 percent of the Education industry in Malaysia said that they were happy with the retention plan.

Category	Responses from 15 Junior Level Staff	
	Count	Percent
	Does Education industry Malaysia make any retention efforts?	5
Has anyone left Education industry Malaysia in the past six months?	10	66.67
Is there a motivating team culture and improved relationship strategy?	3	20.00
Employee retention is one of the biggest challenges of businesses today	13	86.67
Effective employee retention plan will help Education industry Malaysia.	15	100
Are you satisfied with the retention plan within Education industry Malaysia?	4	26.67
Will the process of employee retention benefit Education industry Malaysia?	15	100

**Table 2:** Findings from Junior Level Staff

In Table 2, you'll see the replies of lower-level employees. A minimum of five people, or 33.33 percent of those polled, said that the education sector in Malaysia makes some effort to keep students on board. According to respondents, several criteria that are required to keep employees, such as the ease of receiving financial help in tough times, the non-reflection of assessment scores in yearly increments, etc. are not implemented. Table 2 clearly shows that 10 out of 15 respondents claimed that the majority of employees in the Malaysian education business have left in the previous six months. Respondents, on the other hand, revealed that most ministry of education department workers believe they are worth more than they are paid. At least three of the respondents in Table 2 reported that the Malaysian education industry has a stimulating team culture and relationship enhancement approach. There are many examples of this, such as when management

stats improve, and the head of department sponsors a cross-section of staff gathering. It was anticipated that the retention approach, which they said would boost motivation and relationships, would have a substantial impact. Thirteen people, or 86.67 percent of the total number of respondents, said they agreed with the statement that retaining employees is one of the most difficult difficulties facing organisations today. Table 2 reveals that all respondents representing 100 percent acknowledged that a successful plan for staff retention will assist Education Malaysia in maintaining and growing their leadership in the market. However, only a minimum of four respondents representing 26.67 percent of the Education industry in Malaysia said that they were happy with the retention plan.

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

For the purpose of this investigation, we sought to determine the impact of representative maintenance on employment execution in Malaysia's education sector. Examining the study began with a brief introduction to the study, which included a statement of purpose, a description of the issue, the research questions, and the scope of the investigation. The findings of this investigation will have a significant impact on the performance of workers and the tactics used to retain Malaysia's potential young workforce (Johnson & Pike, 2018). Human resource directors, academics, and scientists are taking seriously the importance of maintenance as a strategic issue. Among the most important aspects of upkeep are such necessities as constant method investigation and decision-making, objective coordinated practices, awards and recognition, execution satisfaction, and so on. Several factors contribute to the growing attention given to maintenance. Workers that are motivated show up to work with superior methods to accomplishing tasks, which increases the aggression of organisations. Because of this, they are better off financially. Examining the information acquired from investigation plots the discovery's having to follow: In order to support their administration and growth in the commercial center, successful associations recognize that a compelling representative maintenance arrangement is necessary, and that more charges for administration lead to increased income.

### **CONCLUSIONS**

For a job well done, representatives deserve to be recognized. In order to meet this demand, prizes

and recognition accept execution and persuade workers for long-term improvement. Personnel compensation and perception for execution have an impact on the individual being compensated as well as others in the group. When the reward structure is robust and the awards are important, the entire organisation may experience a commitment to greatness through a prizes program. In any event, if the reward structure is disrupted, the opposite effect will occur. As a result, representatives may feel undervalued and underappreciated for their work and may believe that others in their organisation receive a higher salary because they engage in unethical behaviors. As a result of poor execution, turnover might be increased. An appreciation of well-done job satisfies the representatives' need for positive, credible feedback on their efforts (Holtom & Darabi, 2018).

### **RECOMMENDATIONS**

Workforce patterns reveal a lack of very talented representatives who have the necessary information and capacity to perform at abnormal states, implying that organisations that fail to retain superior workers will be left with an understaffed, less qualified workforce that at last blocks their ability to remain competitive (Rappaport, Bancroft, & Okum, 2003). Despite the avalanche of literature on representative turnover, which is devoted to identifying characteristics that lead workers to quit (e.g., Griffeth, Hom, & Gaertner, 2000), a great deal less attention is paid to the components that encourage workers to remain. The most recent part of this definition is crucial since it suggests that programs for managing abilities should be tailored to the people who are most responsible for the success of the association (Holtom & Darabi, 2018). Under the hypothesis that outstanding workers are well on their way to having the necessary information, skills, and experience to contribute to an organization's success, this study focuses on job performance as a measure of worker worth. Because an organization's most fundamental ability, whether it is at the top or at the lower levels, may value different aspects when deciding whether to stay or go, we also check workers at various profession levels.

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