THE MEDIATING EFFECT OF JOB SATISFACTION ON THE RELATIONSHIP BETWEEN BELONGINGNESS AND CHALLENGING WORK TOWARDS EMPLOYEE RETENTION

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Thesis submitted in partial fulfillment for the degree of
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AUTHOR DECLARATION

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged.

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Finally, I would love to thank Malaysia for the generous and warm treatment during the years I spent here, and to all of my Malaysian friends for their warm welcome, kindness, and hospitality.
This study investigated the mediation of job satisfaction on the relationship between challenging work and belongingness toward employee retention in the manufacturing industry in Klang Valley. Focusing on the importance of employee retention, this study tested the challenging work effect on employee retention which consists of several constructs such as task identity, skills variety, and autonomy. Nevertheless, the effect of belongingness towards employee retention was studied within the constructs of employee loyalty, organizational justice and employee engagement. Survey design was employed with probability simple random sampling method, and questionnaires were distributed to collect data from 750 employees in the industry of the study. A total of 540 responses were collected as returned questionnaires, and 480 were usable for the analysis purposes. Quantitative research method was used for the analysis purposes. The statistical package of social science (SPSS) program was used to perform the factor analysis, reliability analysis and descriptive statistical analysis. Analysis of a moment structures (AMOS) program was used to carry out the analysis on structural equation model and to examine the research hypotheses. This study mainly contributes in enhancing the literature of the concept of employee retention, improving the methods of the study in the human resource area, and in finding out the effect of the research factors on employee retention. The study found that belongingness significantly and directly affects employee retention and there is a significant direct effect of job satisfaction as the mediator to the relationship between belongingness and employee retention. Challenging work significantly affects employee retention and there is a significant mediating role of job satisfaction on the relationship between challenging work and employee retention. The study aims to contribute in the body of knowledge of employee retention in the manufacturing sector.
المتخص

هدف البحث لأجراء دراسة تحليلية على مدى تأثير الرضى الوظيفي كعامل وسيط بين عوامل
الدراسة كلاً من, العمل المحفّز والانتماء على الاحتفاظ بالموظفين في قطاع المصانع في منطقة
كلانج فالي في ماليزيا. نظرًا لأهمية الاحتفاظ بالموظفين على رأس اعمالهم في قطاع المصانع
قامت هذه الدراسة بإختبار أثر العمل المحفّز والتي تنجسد في طبيعة المهام، وتنوع المهارات,
والحكم الذاتي على الاحتفاظ بالموظفين في مجال الدراسة. ومن ثم إختبار أثر عامل الانتماء الذي
ينتسب بولاية الموظفين, العدالة المنظمة, وترابط الموظفين على الاحتفاظ بالموظفين في مجال
الدراسة. كما أنه قد تم اختبار أثر العامل الوسيط الرضى الوظيفي على العلاقة بين عوامل
الدراسة. وبناءً على ذلك, تم تصميم استبيان لجمع البيانات لتحليلها من المصانع الواقعه ضمن
منطقة كلانج فالي. تم توزيع 700 استبيان على الموظفين في المصانع ثم جمع 540 استبانى تم
اجابتها كان منها 463 استبيان صالح للتحليل لاحقا. استخدم في تحليلها برنامج الحزمة
الإحصائي للعلوم الاجتماعية ل Địaوحار تحليل العوامل, وتحليل الصدق والثبات والتحليل الوصفي
الإحصائي. كما واستخدم برنامج اموس لإجراء نمذجة المعادلة المعادلة البنائية. وكذلك تحليل واختبار
فرضيات البحث. هذه الدراسة تسهم في تطوير كلاً من المكون العلمي لقطاع البحث, وتطوير
طرق التحليل في مثل هذه البحوث العلمية. وخلق حلول بناء تشكلة الدراسة بإيجاد أثر عوامل
الدراسة المحذودة على الحفاظ على الموظفين. نصت نتائج الدراسة على ان الانتقاء لا يؤثر على
الاحتفاظ بالموظفين بشكل هام، ولكن هنالك دور قابل للضبط الوظيفي كوسيلة بين كل من
الانتماء والاحتفاظ بالموظفين. كما أن العمل المحفّز ذو أثر هام على الحفاظ على الموظفين
بالإضافة إلى وجود أثر هام للعمل الوسيط الرضى الوظيفي على العلاقة بين العمل المحفّز والحفاظ
على الموظفين. تهدف هذه الدراسة إلى اثارة المحتوى العلمي للدراسة وهي الحفاظ على
الموظفين نظرا للاهميتها المتمثلة بالإبقاء على الموظفين في أماكن عملهم والاستفادة من جاهزيتهم,
والحفاظ على الخبرات والمهارات الموجودة في القطاع الصناعي.
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