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**FACTORS THAT INFLUENCE TURNOVER  
INTENTION AMONG MEDICAL EMPLOYEES OF  
NATIONAL HEART INSTITUTE KUALA LUMPUR**

**By**

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**Thesis Submitted to the College of Business,  
Universiti Utara Malaysia,  
in Fulfillment of the Requirement for the Degree of Master of Science in  
Management**

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**OTHMAN YEOP ABDULLAH  
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## ABSTRAK

Kajian ini menyelidik perbezaan hubungan diantara faktor-faktor dalam kepuasan kerja iaitu gaji, kenaikan pangkat pekerjaan itu sendiri dan penyeliaan dan faktor faktor demografi iaitu umur dan tempuh perkhidmatan dengan lantik henti dikalangan pekerja perubatan di Institut Jantung Negara Kuala Lumpur (IJN). Kajian ini juga mengenalpasti faktor yang paling dominan yang mempengaruhi lantik henti tersebut. Kajian meramalkan terdapat hubungan yang signifikan diantara faktor-faktor kepuasan pekerjaan dan faktor-faktor demografi dengan lantik henti. Kajian ini menggunakan kaedah borang kajiselidik. Sebanyak dua ratus sepuluh (210) responden telah dipilih secara 'modified systematic sampling' sebagai sampel kajian. Data dianalisis dengan menggunakan "Statistical Package for Social Science"(SPSS-Window) Versi 17.0. Ujian-ujian yang digunakan untuk menganalisis data termasuklah ANOVA, Pearson Correlation Coefficient, Analisa Faktor and Regresi Berganda. Hasil kajian mendapati gaji dan penyeliaan (dari faktor kepuasan perkerjaan) mempunyai hubungan yang signifikan dengan lantik henti manakala kenaikan pangkat dan pekerjaan itu sendiri tidak mempunyai hubungan yang signifikan dengan lantik henti. Kedua-dua faktor demografi yang dikaji didapati tidak mempunyai hubungan yang signifikan dengan lantik henti. Kajian juga mendapati gaji merupakan faktor paling dominan dengan lantik henti dikalangan kakitangan perubatan IJN.

## ABSTRACT

This study examines the relationship between four factors of job satisfaction which is pay, promotion, job itself and supervision, and relationship between two demographic factors which is age and tenure (length of service) and turnover intention among medical employees of National Heart Institute Kuala Lumpur or Institut Jantung Negara (IJN). The study also determines the most dominant factor influence the turnover intention. The study hypothesized job satisfaction factors and demographic factors were having significant relationship with turnover intention. The methods used in the research to obtain data were via questionnaire. A total of two hundred and ten (210) medical employees of IJN were selected by modified systematic sampling as the sample of study. Data was analysed using 'Statistical Package for Social Science' (SPSS Window) Version 17. The tests involved were ANOVA, Pearson Correlation Coefficient, Factor Analysis and Multiple Regression. This study found that pay and supervision from job satisfaction factors were significantly related to turnover intention while promotion and job it-self were not significantly related. Both of demographic factors were not significantly related to turnover. The research also found that the most dominant factor which influenced the turnover intention among IJN's medical employee is pay.

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## LIST OF ABBREVIATIONS

APAC	Asia Pacific Association Countries
CCU	Coronary Care Unit
CEO	Chief Executive Officer
GDP	Gross Domestic Product
HCOD	Human Capital and Organisation Development
IAFC	International Accreditation Federation Council
ICU	Intensive Care Unit
IJN	Institut Jantung Negara
ISO	International Standardization Organisation
ISQuA	International Society For Quality In Healthcare
JCI	Joint Commission International
KPJ	Kumpulan Perubatan Johor
MIS	Management Information System
MSQH	Malaysian Safety For Quality In Hospital
OT	Operation Theatre
PICU	Pediatric Intensive Care Unit
RN	Registered Nurse
UK	United Kingdom
VHA	Veterans Health Administration

or organisation), or the organization with some aspect of the individual, such as poor performance or attendance. Hence, an employee with high withdrawal intention to leave the organisation might finally leave his / her occupation.

Job Satisfaction factors is one of the topics that were always discussed in the area of organizational behavior and is said as one of the important factors that affect employee motivation, engagement and loyalty to the company. Hellman, (1997) defined job satisfaction as a pleasurable feeling that results from the perception that one's job fulfills or allows for the fulfillment of one's important job values. Survival of the company depends very much on the motivated, engaged and loyal work force, which will supports the initiatives and aspiration of the company. On the other hand, dissatisfied employees will lead to turnover and as mentioned, it will be costly to the organisation.

Job satisfaction factors can be used to predict turnover. Hom and Griffeth, (1995) also agreed on the motion that job satisfaction can be used to understand turnover process. According to Milkovich and Boudreau, (1997) a study on Singaporean accountants found that job satisfaction factors is the main predictor of turnover intention. The researchers always study the relationship between the job satisfaction factors like pay, annual assessment, promotion, co-workers, job it-self and supervision and the intention of turnover.

The other area the researchers always look at is the relationship between the demographic factors and turnover intention. William and Hazer, 1986 in Samad, 2006 stated that empirical studies indicate that demographic factors are relevant to turnover intentions. It is expected the male employee has higher intention turnover compare to female employee. It is also expected the older of the employees' age and the longer employee stays in an organisation the lesser the intention to change employment when the working benefits and environment are reasonably conducive.

Satisfied employees are critical for the success of any organisation. This is more so when the employees are directly interact with customers. Satisfied employee will go extra miles to serve and satisfies customers, that support the overall organisation's objectives. There are empirical evidences that shows satisfied employee positively affect the overall customer satisfaction (Newman & Hodgetts, 1998). This is further supported by Robbins and Judge, (2007) where they had concluded that the organisation with more happy employees tend to be more effective.

Therefore, research in job satisfaction and turnover intention can help the organisation to identify the factors in job satisfaction that will contribute to the turnover intention among the workers. From the study, the organisation can make adjustments on their current policies and procedures as an effort to retain workers from leaving the organisation.

## 1.2 Background of the Study

Service sector has played important roles in the growth and development process of the Malaysian economy. The greater presence of the services sector in the Malaysian economy is indeed in line with the growth transformation that has taken place in many of the developed economies such as the United States in which the services sector forms a major structural component of the economy compared to the manufacturing or primary sector.

The service sector encompasses two broad categories: intermediate services and final services. Intermediate services include several sub-sectors such as transport, storage and communication; and finance, insurance, real estate and business services. Final services include sub-sectors such as electricity, gas and water; wholesale and retail trade, hotels and restaurants; government services; and other services including healthcare.

According to Chew Y. T. (2005) the issues of staff retention and job satisfaction have continue to plaque organisations in Malaysia. He mentioned the annual surveys by Malaysia Employers Federation (MEF 2004-2005) report that the annual labour turnover rates for 2003 and 2004 were high, approximately 17 percent and 16 percent respectively. He also mentioned another survey by Lim, (2004) reported that Malaysian respondents are only wailing to stay with their current organisation for less than three years.

National Heart Institute Kuala Lumpur or Institut Jantung Negara (IJN) also experienced similar trend. It is recorded a considered high turnover especially the medical employees. The turnover involved all categories of career profession and they were either moved to the government sector, private sector or to foreign countries like Singapore, Brunei and the Middle East.

The investigation on factors influences on turnover intention was discussed in this study focusing on the job satisfaction factors and demographic factors. The study also has determined the most dominant factors influence of turnover intention.

### **1.3 Company Background**

National Heart Institute Kuala Lumpur also known as the Institut Jantung Negara (IJN) is Malaysia premier heart center. IJN was part of the Kuala Lumpur General Hospital until 1<sup>st</sup> September, 1992 when it was corporatized and established as a separate entity. IJN is the only center specializing in treatment and management of heart diseases. IJN offers a comprehensive range of services for cardiovascular medicine with all types of invasive procedures; both diagnostic and therapeutic and cardiac surgeries for open heart, closed heart, thoracic and transplants.

Since its establishment, IJN has kept abreast with the latest medical advances from just handling a simple hole in the heart to heart and lung transplantations. Today, IJN have a highly competent team of Cardiologists, Pediatric Cardiologists, Cardiothoracic Surgeons, Cardiac Anesthesiologists, clinical support staffs and nursing to handle



emergencies and even the most complicated cases. IJN always ready to provide their patients with the expertise they acquired with kindness, care and comfort at any time.

IJN has since gained wider recognition as the leading Cardiovascular and Thoracic Health Centre in the region as the rising number of referrals for complicated and demanding cases and visits from foreign medical specialists so eloquently testifies. The IJN expansion has been so remarkable and achieved the goal of being financially self-sustaining within a year of operations.

Today IJN is an integrated one-stop center offering comprehensive cardiac services under one roof. With experienced, competence and committed team of specialists, nurses and clinical support staffs, they are passionate about seeking new and better ways to provider services. They are empowered to deliver the highest standards of clinical excellence following upon policy of investment in the latest technology that can handle even the most complicated cases, challenges and with higher risk.

IJN is the largest heart hospitals in the region. The total bed number is 428 with Intensive Care Unit bed is 34 and Coronary Care Unit bed currently 24. The space is provided to accommodate additional 14 beds for ICU and 16 beds for CCU. There are 10 beds of Intensive Care Unit for pediatric cases and another 6 beds for Pediatric Medical Care Unit. IJN is running 8 Operation Theaters (OT) including one Hybrid OT to cater surgical procedures. Another OT Room is available to be set up whenever necessity requires in the future. Currently there are 7 Invasive Cardiac Catheterization Laboratories (ICL) to cater invasive procedures for both adult and pediatric patients and 3 more ICL labs are available to cater for the future needs. There are currently 24

clinics to cater adult patients and 5 clinics catering for pediatric. The renovation is on progress to provide another 30 clinics.

As a referral center in cardiovascular and thoracic care, IJN received and treated patients including from neighboring countries like Indonesia, Myanmar, and Brunei etc. Since establishment, this center has treated more than 2 million patients.

Table 1.1 shows the number of patients being treated in IJN and the number of surgical and invasive procedures done from 1992 until 2010.

**Table 1.1 IJN workload and surgical and invasive procedure from 1992 to April 2011.**

No	Item	Total
1	Number of patients treated since 1992	2 108 756
2	Number of Out-Patient treated since 1992	1 921 221
3	Number of In-Patient treated since 1992	187 535
4	Number of surgical procedures since 1992	48 958
5	Number of invasive procedure since 1992	118 110

*Source: Department of Management Information System, IJN*

To continue to be the leading heart institution in the region, IJN actively support training, research and development activities that will be applied to enhance standards of care. And with collaborations with leading international medical establishments such as the UK's Papworth Hospital and the Herz-und in Germany, IJN are able to

introduce new clinical techniques without delay. As a premier heart center, IJN will continue to lead the way and break new ground in the future.

### **1.3. 1 Overview of Medical Employees of IJN**

The IJN's structure organisation divided into two main divisions, a Corporate Division and Medical Division. The Medical Division comprises of four (4) Medical Departments, Nursing Division and Clinical Support Division. Four Medical Departments in IJN are a Cardiology Department, Cardiothoracic Department, Anesthesiology Department and Pediatric Cardiology Department. Nursing staffs provided their services in various wards and critical care unit. There are a total of nine (9) professions of Clinical Support Staffs in IJN namely Pharmacist, Dietician, Physiotherapist, Cardiac Perfusionist, Cardiovascular Technologist, Cardiac Angiographer, Medical Assistant, Pharmacist Technician and Medical Lab Technologist.

There are a total of 1696 employees serving IJN until end of April 2011. The number of medical employees is 1005 personals, which is 59% of IJN human resource strength and all of them are under m Medical Division. Medical employees are trained personals who are approved and given certain credential and privileges to provide health care services to patients in healthcare services. In IJN, these groups of employees were given credentials and privileges to conduct their jobs and related procedures according to their profession.

Clinician in IJN comprises of Senior Medical Officers, Clinical Specialists & Consultants serving in four (4) departments namely Cardiology, Cardiothoracic, Pediatric Cardiology and Anesthesiology. Nursing comprises all level of nursing personals from junior nurses, senior nurses, and mentoring nurses and managerial. The Pharmacist, Dietician, Physiotherapist, Medical Lab Technologist, Pharmacist Technician and Medical Assistant are the clinical support medical employees and they doesn't requires further training to provide their services in IJN. The Cardiac Perfusionists, Cardiovascular Technologist and Cardiac Angiographers are also clinical support medical employees but requires at least one (1) year in house training before they are competence and allow to provide services according to their professions. These groups will tie up with a three (3) years contract employment as the training provided will entitle them to their new professions. Table 1.2 shows IJN's medical employee's profession and their strength.

**Table 1.2 IJN's medical employee career profession and number of personals.**

No	Career Profession	Employee's Strength
1	Clinician	84
2	Pharmacist	17
3	Dietician	7
4	Cardiac Perfusionist	16
5	Cardiovascular Technologist	48
6	Cardiac Angiographer	28
7	Physiotherapist	17
8	Medical Lab Technologist	21
9	Nursing	726
10	Medical Assistant	6
11	Pharmacist Technician	35
Total		1005

*Source: Department of Human Capital Organization Development, IJN*

For the purpose of the study, all Clinicians, Nurses and Clinical Support Staffs are considered medical employees of IJN. Other professions or personals serving Medical Division will not consider as a medical employee and therefor they are not subject to the study.

#### 1.4 Problem Statement

IJN's vision is 'To be the Center of Excellence in Cardiovascular and Cardiothoracic Care'. As the leading Cardiovascular and Cardiothoracic Health Centre in the region, IJN always performed the first kind of procedures, treatments and investigations about heart and lungs related diseases in the region such as heart transplant, lungs transplant, stem cell treatment, treatments in irregular heart rhythms, treatments to congenital heart diseases etc. This institution also received accreditations such as ISO 9001, MSQH and JCI, a global highest standard in hospital care. Therefore IJN became a referral center for the healthcare achievement for the country where there were many of the government or private hospitals have visited IJN to learn about the success stories especially in achieving higher standard of quality services and accreditation.

According to the data from the Annual Report 2010, IJN has recorded 412 medical employees turnover from 2007 until 2010. This made around 41% of the strength of medical employees during that four years period. The turnover involved all medical employee categories with the number from nurses is the biggest which is average of 80 persons yearly. This turnover could be the highest turnover among medical employee in private hospital for the country. In fact, most of the Clinician, Cardiovascular Technologist or Cardiac Perfusionist of private hospitals in Malaysia providing cardiology and cardiothoracic services were the former IJN's employees.

The IJN's excellence services came from the excellence management of the organisation and excellence services provided by the employees; especially medical employees. Because of turnover, the number of an experience and excellence

employees were smaller and this might affected the overall service performance provided by IJN. IJN also losing competitive edge as the services in heart related treatments provided by their competitors close to IJN's standards as the services were from the former IJN's employees. If this phenomenon does not address properly, it will affect the performance and reputation of IJN in the future, perhaps in very near future.

### **1.5 Purpose of the Study**

The purpose of the study was to investigate and have better understanding on factors influencing the turnover intention among medical employees of National Heart Institute Kuala Lumpur. This knowledge may help IJN to identify the turnover factors and perhaps to provide initiatives to minimise the turnover. This knowledge would also contribute to the overall field of Malaysian healthcare providers' especially in private sector and would help better equip the management to minimize the effects of this issue.

### **1.6 Research question**

The research questions are:

- 1.6.1 Is there any differences between job satisfaction factors (pay, promotion, the job itself, and supervision) and turnover intention among medical employees of IJN?

1.6.2 Is there any differences between demographic factors (age and length of service) and turnover intention among medical employees of IJN?

1.6.3 What are the dominant factors influences of turnover intention among medical employees of IJN?

## **1.7 Research Objectives**

The objectives of the study are:

1.7.1 To identify the differences between the jobs satisfaction factors (pay, promotion, the job itself and supervision) and turnover intention among the medical employees of IJN.

1.7.2 To identify the differences between demographic factors (age and length of service) and turnover intention among the medical employee of IJN.

1.7.3 To identify the dominant factors of turnover intention of the medical employee of IJN.

## **1.8 Significance of the study**

The significance of the study for medical service providers is to provide references on identifying factors which strongly effluences the medical employee turnover intention and for academic world, it serve as reference for medical healthcare discipline.



## 1.9 Scope and Limitation of the study

The scope of this research covered all medical professional employees in IJN such as Clinicians, Nursing, Pharmacists, Dieticians, Cardiac Perfusionists, Cardiovascular Technologists, Cardiac Angiographers, Physiotherapists, Medical Lab Technologists, Pharmacist Technician and Medical Assistants. There is no restriction in term of experience or year of service, contract or permanent staffs and level of their position as all of them are subject to turnover and when occurs, it require replacement.

The survey questionnaire was used and it was distributed and collected personally by researcher. This way is believed will provided a genuine feedback especially on supervision factor as if the questionnaires were distributed and collected via respondent's supervisor, the feedback on supervision factor may not genuine as the respondents may suspect their feedback on supervision may make known to their supervisor.

Although the researcher tried to cover as vast area as possible, there are a few limitation of the study. The limitation was mainly due to the time factor and budget constraint. The most prominent is in the sampling procedure.

1.9.1 The samples were only covers the Medical Employees of IJN, despite the fact there are a lots more private and government hospitals in Malaysia and surely there are personals that are doing the same or similar job roles.

1.9.2 The samples do not include the staffs were on night shift as the questionnaires was distributed during office hour. Therefor the feedbacks do not represent this group.

Every research study has limitations. One very important limitation of research studies is rooted in the capabilities and skills of the researcher. This study is restricted due to the fact that the respondents did not involve all medical employees of IJN but only a few samples from the population. There are only four of job satisfaction factors are being investigated, namely the pay, promotion, the job itself and supervision. Besides these factors, there might be other factors such as organizational commitment and external factors like juicy offer from competitors that can influence the turnover intention, which are not being considered in this study.

Two variables (age and length of service) from the demographic factors were tested with turnover intention. Meanwhile, there are also other demographic factors such as profession and educational level that were not measure in this study. Lastly, the result of this study might only be applicable to this particular organization where the study was conducted.

However the researcher is confident that these limitations will not affect the result and findings will be able to be generalized and represent the whole population of medical employee especially in IJN and perhaps in private healthcare sector in Malaysia.

## **1.10 Organization of Thesis**

This report is organized into five chapters. Chapter One, is the introduction to the research, and it discusses on the background of the research, problem statements, research questions, objectives and significance of study. It also covers the scope and limitation and brief overview of the organization of thesis.

Chapter Two covers on literatures and theories related to the topic for this research. Literatures selected in this study are those related to the intention turnover, job satisfaction factors and demographic factors influence of turnover intention.

Chapter three detailed out the methodology of the research. This chapter describes the operational variables, research framework, and operational definitions, measurement of variables, research design, data collection method, data analysis technique and development of hypotheses.

Chapter Four discusses and present the result and findings, where the key information is highlighted. Finally, the summary and conclusion of the study discusses on the in Chapter Five.

## **Chapter 2: Literature Review**

### **2.1 Introduction**

This chapter discuss about turnover and turnover intention from several perspectives. The discussion includes the turnover in general and turnover of medical employee, turnover intention, the factors lead to turnover, cost of turnover and reducing turnover rate. This chapter also will discuss the variables related to turnover intention. Several perspectives on job satisfaction also been reviewed that are from dimension of job satisfaction, the relationship between medical employee satisfaction and quality of patient care and theoretical view of job satisfaction.

### **2.2 Turnover Intention**

Turnover intention is one's behavioral intention to quit the job. According to Bigliardi, Petroni and Ivo Dormio, (2005) intention to leave refers to individuals' perceived likelihood that they will be staying or leaving the employer organization. Employees with high withdrawal intentions from the organisation subjectively assess that they will be leaving the organisation in the near future (Mowday, Steer & Porter, 1982). Intention to depart from an occupation is a much more difficult decision than to leave the job (Blau, 2000).

Meanwhile Carmelli (2005) defined 'intent to leave' as the reflection of the (subjective) probability that an individual will change his or her job within a certain time period and is an immediate precursor to actual turnover. Johnsrud and Rosser, (1999) and several studies found that researchers always used intention as a proxy

for actual turnover because of difficulties to study it (Bluedorn, 1982; Mowday & Steers, 1979). The validity of studying intentions in the workplace can be also be drawn from Sager and Johnston's, (1989) longitudinal study of sales people in which intention to quit has found to discriminate effectively between leavers and stayers.

Researchers such as Ajzen and Fishbein, (1990) and Igabaria and Greenhouse, (1999) believed that intentions are the most immediate determinants of actual behavior. The study found that, the more individual implemented behavior to quit the more likely he/she will leave the organisation.

According to Mowday, Steers and Porter, (1979) individuals' turnover decision, generally, have been characterized as rational choices individual make regarding their current job and organisation. Park and Kim, (2009) in their study on nurses in Korea's two public hospitals stated intent to turnover constitutes the final cognitive step in the decision making process in which a nurse actively considers quitting and searching for alternative employment. They added, a worker's intentions to leave an organization include mere thoughts of quitting the organisation (thinking and quitting), and statements by the worker that he/she actually wants to leave the organization (intent to leave).

Nevertheless, behavioral intention to quit has found to be strong predictor of personnel turnover across industries and theoretically is believed to be important antecedent to turnover (Gregory, Way, LeFort, Barrett & Parfey,. 2007).

Turnover intention is the final stage before the actual turnover takes place. Bluedorn, (1982) supported the idea that turnover intention is the final cognitive variable immediately preceding and having direct casual impact on turnover. Bigliardi, Petroni and Ivo Dormio, (2005), indicated that turnover is motivated by the dissatisfaction of the individual with some aspect of the work environment (including the job, co-workers or organisation), or the organization with some aspect of the individual, such as poor performance or attendance. Hence, an employee with high withdrawal intention to leave the organisation might finally leave his / her occupation.

Carmeli, (2005) also pointed out that; previous researchers also acknowledged that withdrawal intention is identified as a strong predictor of an employee's actual turnover (Mobley, 1977; Mobley, Horner & Hollingsworth., 1978). Withdrawal decisions may also lead to actual turnover (range between  $r=0.58$  according to Mobley et. al. 1978, and  $r=0.35$  according to Griffeth, Hom and Gaertner., 2000; and thus, actual turnover has a significant impact on the organisation (Mobley, 1979; Price, 2001).

### **2.2.1 Intention to Leave and Actual Turnover**

Studies in the area of turnover have been quite extensive, yet our understanding on the psychological process of employee turnover is far from complete (Porter & Steers as quoted in Mobley, Horner & Hollingswirth, 1978). The result of the studies by earlier researchers have shown quite a number of factors were reflected to actual turnover. And the actual turnover is expected to increase as the intention increases.

However, the similar relationship between those factors and employees' intention to leave the organisation has not been given the deserve attention. Meyer, Allen and Smith, (1993) in their study pointed that employees' intention to leave the organization, as a conscious and deliberate willfulness of the employee to leave the present organisation.

The term turnover intention is used instead of actual turnover because in general theory of planned behavior by Ajzen, (1991) suggests that behavioral intention is a good predictor of actual behavior and in particular previous studies have successfully demonstrated that behavioral intention to leave is consistently correlated with turnover (Mobley, Horner & Hollingsworth, 1978; Newman, 1974). In fact, Mobley, Griffith, Hand and Meglino, (1979) have suggested that intentions offer a better explanation of turnover because they encompass one's perception and judgments (Chiu & Anne Marie, 2003).

However, there is no standard account for why people choose to leave the organisation. Both organisation and organisational theorists are concerned in understanding why people intent to leave the organisation (either voluntarily or involuntarily) because each of them incurred significant cost, thus affect the overall organization performance. When people decide to voluntarily leave the organization, the overall effectiveness of the organization may decrease for several reasons (Griffeth, Hom & Gaertner, 2000). The organisation loses the knowledge of the

departing employees possess; high expenditure for selecting and recruiting new staff and provide training for new employment.

Many have tried to better understanding this unexplained turnover intentions and decisions. As highlighted by Steel, (2002) in Sharon, Holt and Rilovick, (2008); the narrow focus described may lead researchers to overlook several important attitudes and behaviors that are difficult to quantify. Griffeth, (1995) have begun to address the issue by improving measures used to assess and individual's evaluation of external employment opportunities. Therefore, it is important to understand the employee withdrawal process.

Although the literature provides rich theoretical and empirical studies on employees' withdrawal process, far more should be done to provide better understanding of similarities and differences among constructs of withdrawal intentions (Blau, 2000 & Carmeli, 2005). To achieve that, the researchers, Hanisch and Hulin, 1991; Blau, 2000 and Carmeli, (2005) suggested that it can be obtained if we concentrate our efforts on investigating the multi-dimensionality of withdrawal intentions; yet it not been tested. Hanisch and Hulin, (1991) also proposed a distinction between work withdrawal that consists of behavior such as lateness and absenteeism, and job withdrawal that consists of behaviors such as turnover intention from the job and intent to retire.



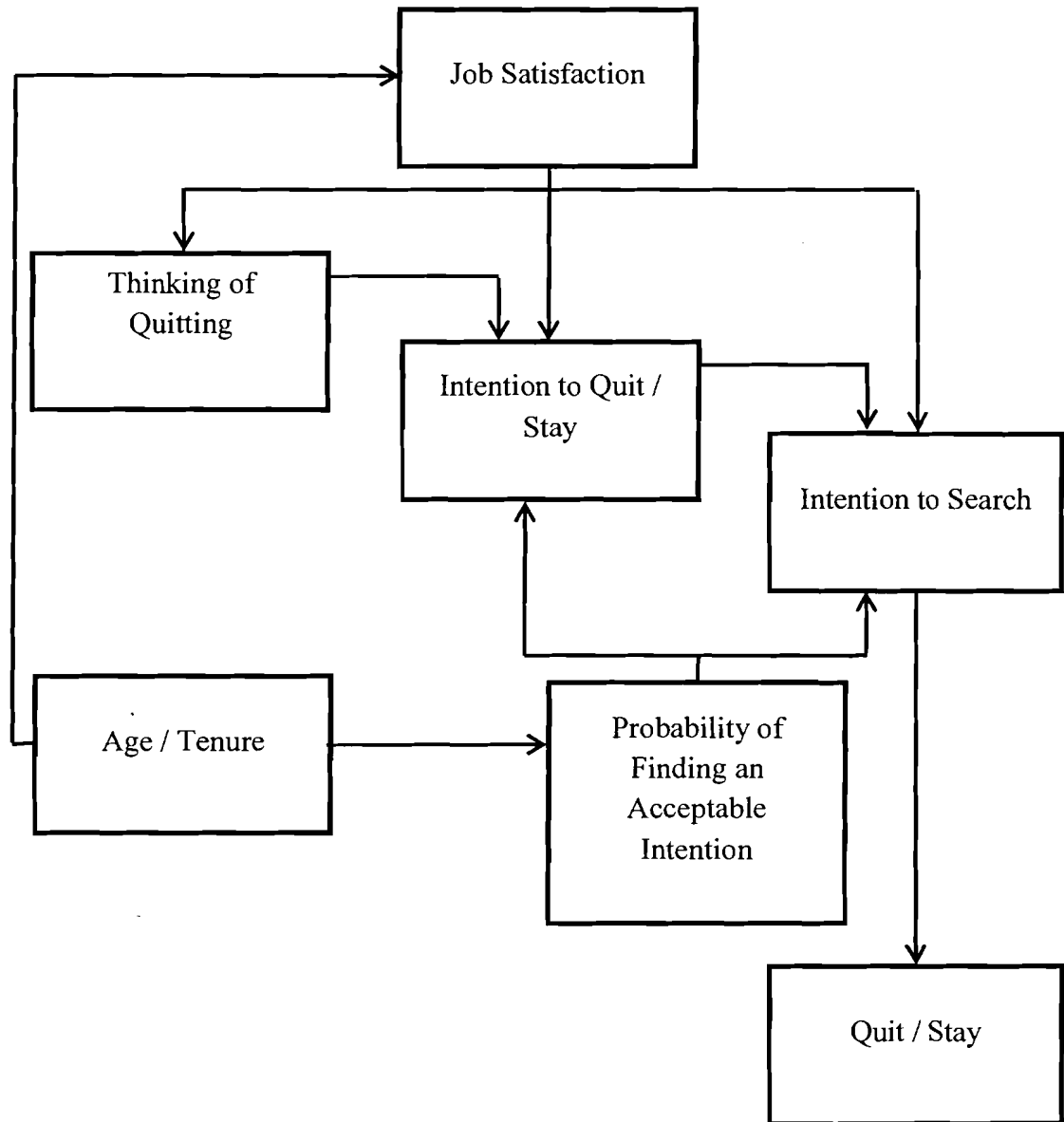
A distinction between withdrawal behavior intention and withdrawal behavior may provide a better understanding of the withdrawal process as withdrawal intentions are acknowledged as strong predictors of employee's actual behavior. Mobley, Horner and Hollingsworth, (1978). Turnover intention is considered to be the final stage before actual turnover (quitting). In their meta-analysis study, Hom and Griffeth, (1995) showed that intentions to quit and actual turnover are significantly associated (corrected means  $r=0.358$ ).

Actual withdrawal behavior, in turn, has significant consequences both for the individual and organization (Mobley, 1977) and (Mowday, Steers & Porter, (1979). Hence, it is crucial to examine the multiple dimensions of withdrawal process and study the common sets of antecedents of withdrawal behavior as they would provide better understanding of employee withdrawal process.

### **2.2.2 The Model of Employee Turnover Intention**

Muchinsky, (1993) saying that 'Mobley had proposed a model of employee turnover based on several hypothesized links between satisfactions and quitting. The several links include thinking out quitting, looking for another job, intending to quit or stay and actually deciding to quit or stay'. Mobley found that dissatisfaction would lead people to thoughts of quitting. Mobley's model shows a major step of thinking job dissatisfaction to turnover (Muchinsky, 1993).

**Figure 2.1 Representation of the Intermediate Linkage in the Employee Turnover Process**



*Source: Adapted from Muchinsky, P.M (1993). Psychology Applied to Work (4th ed.) California: Brooks/Cole Publishing Company (p.310).*

### **2.2.3 Variables Related to Turnover Intention**

Although there is standard framework in understanding the turnover process as a whole, a wide range of factors have been found useful when it comes to interpreting employee turnover and these have been used to model turnover in a range of different organisational and occupational settings. Besides actual turnover, other variables have also been associated to employee's desires or intention to leave the organisation.

Bluedorn, (1979) highlighted demographic characteristics such as race, age, education and pay that affect job expectations and environmental opportunities, which ultimately influence turnover. Meanwhile, Arnold and Feildman, (1982) had discovered several factors like organization tenure, job satisfaction, organisation commitment, net expectations, conflicting standards and job security are precise availability of alternatives.

Research also shows that gender and age are another variable that may determine turnover decisions among employees. Male employees have reportedly shown high turnover rates than their female counterparts. Gender biases and stereotypes are common in the workplace (Chang & McBride-Chang, 1997); for example male professionals; skilled workers are disproportionately received higher pay than women. The motion is supported by Anderson and Tomaskovic - Devey, (1995) as they claimed that pay inequity is a common problem for women and men, frequently receive greater returns to human capital.

Despite women's negative work experiences, some research indicates that women are actually more satisfied with their job than men. This high job satisfaction may be caused by a variety of positive workplace experiences. Ma and McMillan, (1999) concluded that female teachers were more satisfied with their jobs than their male colleagues, and this satisfaction was a function of their perceived teaching competence. Moreover, women's lower expectations of justice and equity in the workplace and the low value women placed on organizational rewards have caused satisfaction in their work.

Besides Mobley, (1977) specified that negative evaluations of an employee's performance increases job dissatisfaction and that negative feelings increased turnover intentions. Employee turnover demands management attention because when high performance employees' leave, it puts pressure on the organisation to scarce source. According to Valentine, (2001) much turnover research has focused on identifying individual characteristics that cause job separation, which include tenure, education, job satisfaction and organizational commitment.

Research by Griffeth, Hom and Gaertner, (2000) and Mueller and Price, (1990) suggested that variables such as job satisfaction and organizational commitment are mediating factors for the actual action of quitting. An employee who is less satisfied with his or her job would be more likely to quit. They also found that job satisfaction predicted turnover. However, the intention to quit found by Mobley in 1977 to be a useful indicator for actual turnover and serves as a criterion variable.

Previous studies also showed that intention to leave has a relationship with the affective responses to work such as satisfaction and organisation commitment. Mobley, (1977) and Mowday and Steers, (1979) added that the insights into these decisions are gained by understanding an individual's job satisfaction and commitment. Johnsurd and Rosser, (1999) identified that organisation commitment; job satisfaction and position characteristic are important predictors of turnover intention.

Turnover is motivated by the dissatisfaction of the individual with some aspect of work environment (including job, co-workers or organisation), or the organisation with some aspect of the individual, such as poor performance or attendance (Bigliardi, Petroni & Ivo Dormino, 2005). The loss of employees in the organisation is regard as a negative index of organisational effectiveness (Staw, 1980). In addition, Carmeli, (2005) study on social workers from health institutions found that organizational culture that provide challenging job, diminishes employee's absenteeism and withdrawal intentions from the occupations, job and organisation.

The labour market and the availability of alternative opportunities have as well contributed to the high turnover among certain professions for example health professionals; has given nurses and other healthcare providers' strong bargaining power in the market.

#### **2.2.4 Job Satisfaction and turnover intention**

Job satisfaction closely related to turnover or intention turnover. Job satisfaction refers to an emotional state of mind that reflects an affective reaction to the job and work situation (Dipboye, Smith & Howell, 1994). An employee tends to react negatively towards their job which caused withdrawal of behaviour and feeling demotivated towards their work function. Thus, job satisfaction is the positive and negative feelings and attitudes the people hold about the job (Schultz & Schultz, 1994) i.e. to the extent a person satisfies or dissatisfies in doing their work. Job satisfaction is influenced by many work related factors and it depends on the workers' sense of fulfillment that they get from their daily work. This has indicated earlier by Carrell, Kuzmits and Elbert, (1992) that the work itself, co-workers, supervision and opportunities to grow mostly influence the job satisfaction of the workers. Recent research by Seta, Paulus & Baron, (2000) also found that the nature of the works, the reward systems, relation with co-workers and supervision would contribute to the job satisfaction.

According to McCormick and Ilgen, (1985) there are many previous researchers the support the relationship between job satisfaction and turnover. One of it is from Spencer and Steers, (1981) in which they found that there is a strong negative relationship between job satisfaction and turnover of the hospital employees who were relatively low performers. Mowday, Steers and Porter, (1982) also found that job satisfaction is consistently and negatively related to turnover.

McCormick and Ilgen, (1985) have another opinion on the relationship between job satisfaction and turnover intention. They argued that the employee would leave the job cause by dissatisfaction based on belief that that there are other opportunities available at the job market. Data from a simple retail employees' in several south western cities confirmed this prediction.

From the previous literature, Schermerhorn, Hunt and Osborn, (2000) stated that job satisfaction can affect turnover or decision by workers to terminate their employment. They also agreed that dissatisfied workers are more likely than satisfied workers to quit from their job. The first is to join and remain in an organisation and the other is to work hard in achieving high performance.

Moreover, Rumery, (1997) said that several past literatures shows that factors such as age and job satisfaction are good predictors of the intention of turnover intention of the workers. Studies have also shown that intention to turnover can be used to predict future turnover.

### **2.2.5 Maslow's Hierarchy of Need Theory**

Abraham Maslow's Hierarchy of Needs Theory's probably the best-known theory of motivation (Robbin & Judge, 2007). To his hypothesis within every human being, there exists a hierarchy of five needs:

- i. Physiological – this includes hunger, thirst, shelter, sex, and other bodily needs.
- ii. Safety – this includes security and protection from physical and emotional harm.

- iii. Social – this includes affection, belongingness, acceptance, and friendship.
- iv. Esteem – this includes internal factors such as self-respect, autonomy, and achievement and external factors such as status, recognition, and attention.
- v. Self-actualization – this drive to become what we are capable of becoming; includes growth, achieving our potential, and self-fulfillment.

Maslow assumes that some needs more important than others and must be satisfied before the other needs can survive as motivator. Needs theories explain motivation; one people may fulfill their psychological needs and psychological needs achieved through the work they carried out every day (Furnham, 1995). The survival needs is the most basic needs that must be fulfilled before fulfilling other needs. This includes needs for food, water, sleep, pay and others. Once the physiological needs are relatively well met, people will be concerned about the next needs, which is the safety needs.

According to Maslow, the safety needs is the needs for protection from physical dangers, security and stability in the physical and interpersonal events in day-today life (Furnham, 1995). Once the physiological and safety needs are well fulfilled, people will move to social needs and as it's becomes more important motivator to them. The social needs include needs for love, affection, and sense of belonging in relationships with other persons. The above three needs considered lower-level needs.



Furnham, (1995) indicated the next level is the esteem needs. This includes the needs for respect both from self in the form of a feeling of self-worth and needs for esteem from others such as a status and recognition. This will develop self-confident within the personnel. The highest level of needs is the self-actualization needs. This needs to fulfill oneself, to grow and to use the self-abilities to the fullest and most creative extent. The esteem and self-actualization needs are considered the highest order of needs.

### **2.2.6 Employee Turnover**

According to Morrell, Griffith, Hand and Meglina, (2004) the term 'turnover' is generally used to describe voluntary cessation of membership of an organisation by an employee of that organization. However, involuntary turnover occurs when employees are forced to leave the organization, which might occur for reasons, such as the real or perceived need to reduce costs, restructure of an organization or downsize of its structure; or for individual reasons related to an employee, such as poor performance.

Zeynep and Huckman, (2008) stated employees' turnover in organisations has received substantial attention from both academics and managers. Much of this attention has been focused on understanding its causes. Implicit in this approach is the assumption that turnover is driven by certain identifiable characteristics of workers, tasks, firms, and markets, and that, by developing policies to address these

characteristics, managers might reduce the occurrence of turnover in their respective organisations.

### 2.3 Factors Influences to Employee Turnover

Pearson, (1991) said that it is difficult to find out reasons for voluntary leaving because it is usually motivated by personal reasons. Organizations also face difficulties to categorize and have invalid answers although the 'exit interview' was conducted. Pearson suggested a list of 'process' leading to termination of employment that provided by Bowey as shown below.

**Table 2.1 Bowey's 'processes' in learning behavior**

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Reasons for Leaving
<ul style="list-style-type: none"><li>• Moving for higher earnings</li><li>• Moving to advance career prospects</li><li>• Attraction to alternative job opportunities</li><li>• Leaving to avoid personal conflict</li><li>• Management run-down of staff<ul style="list-style-type: none"><li>• Introduction crisis</li><li>• Loss of unstable recruits</li><li>• Pressure from shortage staff</li></ul></li></ul>

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*Source: Adapted from Pearson, R. (1991). The Human resource: Managing People and Work in the 1990s. London: McGraw-Hill Book Company (p.188).*

Referring to the list above, it indicates that one of the reasons for individual to turnover is influence by higher pay salary. The promotion opportunities and job itself also affect the decision of workers to turnover. Salmon, Crews, Scanlon, Jang, Weber and Oakley, (1999) supported this model by saying that pay and relationship with the supervisor are significantly higher reasons to leave.

There are many more factors that contribute to employee turnover. Huselid, (1995) extensive survey of literature found that perceptions of HR practices such as job security and compensation level are important determinants of employees' turnover. The negative relationship between working conditions and voluntary turnover has received attention from many researchers (Mowday, Porter, & Steers, 1982; Gupta & Jenkins, 1991; Saiyadain & Ahmad, 1997) indicating the propensity of employees quitting their jobs when working conditions are not conducive.

The study conducted by Saiyadain and Ahmad, (1997) in Malaysia found that 90% of workers in the private and 68% of workers in the public estates, indicated that what they hated most is the poor working conditions in their estates. They also stated that this has been confirmed by the response of the estate managers.

In an article '*Overview of Employee Turnover Research*' by SIGMA Assessment System in United State of America (2005), the writer explore seven factors contributes to employees' turnover as below.

The economy - in exit interviews one of the most common reasons given for leaving is the availability of higher paying jobs. Some minimum wage workers report leaving one job for another that pays only 50 cents an hour more. Obviously, in a better economy the availability of alternative jobs plays a role in turnover, but this tends to be overstated in exit interviews.

The performance of the organization - an organisation perceived to be in economic difficulty will also raise the specter of impending layoffs. Workers believe that it is rational to seek other employment.

The organizational culture - much has been written about organizational culture. It is sufficient to note here that the reward system, the strength of leadership, the ability of the organisations to elicit a sense of commitment on the part of workers, and its development of a sense of shared goals, among other factors, will influence such indices of job satisfaction as turnover intentions and turnover rate.

The characteristics of the job - some jobs are intrinsically more attractive than others. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenge, danger, perceived importance, and capacity to elicit a sense of accomplishment. A job's status is also important, as are many other factors.

Unrealistic expectations - Another factor is the unrealistic expectations and general lack of knowledge that many job applicants have about the job at the time that they receive an offer. When these unrealistic expectations are not realized, the worker becomes disillusioned and decides to quit.

Demographics - empirical studies have demonstrated that turnover is associated in particular situations with demographic and biographical characteristics of workers. But to use lifestyle factors (e.g. smoking) or past employment history (e.g. many job changes) as an explicit basis for screening applicants, it is important for legality and fairness to job applicants to verify such biodata empirically.

The person - In addition to the factors listed above, there are also factors specific to the individual that can influence turnover rates. These include both personal and trait-based factors. Personal factors include things such as changes in family situation, a desire to learn a new skill or trade, or an unsolicited job offer. In addition to these personal factors, there are also trait-based or personality features that are associated with turnover. These traits are some of the same characteristics that predict job performance and counterproductive behaviors such as loafing, absenteeism, theft, substance abuse on the job, and sabotage of employer's equipment or production. These traits can be measured and used in employee screening to identify individuals showing lower probability of turnover.

According to Muhammad Aminu Bawa and Muhammad Jantan, (2005) in the case of voluntary turnover, many researchers hold the position that employees leave their jobs when their needs are not being satisfied by their present job and an alternative job becomes available.

Performance appraisal involves the use of various types of political influences and power and that the relationship between employee and manager or super ordinates

and subordinates or rater's and rate's will build an internal political relationship Rusli Ahmad, (2007). Rusli Ahmad and Camelia Lemba, (2010) found there is a positive relationship between motivational motive and punishment motive in performance appraisal with employee turnover intention. Results of multiple regression analysis show that punishment motive have more effects towards employee turnover intention compared to motivational motive.

Rasa Zabarauskaitė, (2008) conducted a survey in Lithuania, sought to identify factors determining employee turnover in companies. The survey found that pay and working conditions are key factors influencing the rate of staff turnover.

Marcia Zidle, (2009) stated most of the reasons start with management and most are preventable. She also stated 'Good people don't leave good companies, they leave poor managers'. She quoted seven reasons why people quit their jobs;

- i. Management demands that one person do the jobs of two or more people, resulting in longer days and weekend work. This turns into a morale killer not only for the person but for the team.
- ii. Management doesn't allow the rank and file to make decisions about their work. Therefore, employees see their job as only a job rather than developing enthusiasm and pride of ownership.
- iii. Management constantly reorganizes, shuffles people around and changes direction constantly. Therefore, employees don't know what's going on, what the priorities are and what they should be doing.

- iv. Management doesn't take the time to clarify their decisions. For example, it rejects work after it was completed, damaging the morale and esteem of those who prepared it.
- v. Management alienates staff by promoting someone who lacks training and /or the necessary experience to supervise. This leads to employees to feel management shows favoritism and so why do a good job?
- vi. Management promotes departments to compete against each other while at the same time preaching teamwork and cooperation. Therefore, employees become cynical and only put effort in what they see management wants not what they say.
- vii. Management throws a temper tantrum, points fingers and assigns blame when things go wrong. Therefore, employees don't want to be at the other end of the barrage of negativity.

### **2.3.1 Factors influences of medical employee's turnover**

According to Stewart, Smith and Grussing, (1987) the pay, benefits and opportunity for promotion or advancement were the reasons pharmacists cited most frequently both for leaving a job and for staying at a job. Men pharmacists ranked pay and benefits as the most important reason for taking and staying at a position and for leaving, whereas women pharmacists cited hospital location as the most important reason for taking, staying at, or leaving a job.

Other factor cited in this study as important were working hours, professional challenge, job duties, and continuation of education. Pharmacists who had been in

current job for more than two years were less likely to leave. Pregnancy of the employee or spouse was not a strong reason for leaving, and relocation was a more important reason for women than for a men. Approximately half the respondents indicated they had a career goal; promotion to management and continuation of education were the goals most frequently mentioned.

Nurses usually have had higher turnover rates than other medical professions. McCarthy, Tyrell and Lehene, (1993) conducted a study at Beaumont Hospital in Dublin during the period 1990 – 1992 and the result shows a turnover rate of 52% in 1990; 29% in 1991; and 22% in 1992. They indicated a significant problem with turnover rates in Nursing and Midwifery across services in the Irish health-care system. In United Kingdom, Gray and Phillips, (1994) in their study about turnover among National Health Service Staffs indicated a turnover rate for all staff of 13.6%, whereas data for Registered Nurses (RNs) and health visitors (combined) indicated a rate of 14.1%. This rate rose to 15.4% for full-time staff

According to Jones, K. D., (2001) employee turnover in the healthcare sector is extremely high; so high in fact that in some state in United States, the turnover rate is more than double of the national average of 15.6%. This alarming (and rapidly worsening) statistic costs healthcare systems billions of dollars every year and is a direct threat to the future of the healthcare sector. Based on findings from nursing sector, Jones concludes the real cause of this crippling turnover of healthcare employee is poor human capital management in the healthcare sector including the poor salary scheme.



Pathman, Konrad, Williams, Scheckler, Linzer and Douglas, J. (2002) in their research for a clinician and found the Generalists and Specialists had generally comparable levels of satisfaction, whereas physicians in the oldest age group indicated greater satisfaction than younger physicians in 8 of the 10 work areas. One quarter (27%) of physicians anticipated a moderate-to-definite likelihood of leaving their practices within 2 years. The percentage that anticipated leaving varied with physicians' age, starting at 29% of those 34 years or younger, steadily decreasing with age until a nadir of 22% of those from 45 to 49 years, then reversing direction to steadily increase thereafter.

The study also mentioned across the 5 groups (i.e., the 2 specialty clusters and 3 age groups), there were only 14 instances in which physicians in the lowest satisfaction quartiles were more likely to anticipate leaving than those of average satisfaction. In only 2 cases were physicians in the highest satisfaction quartiles less likely to anticipate leaving. Relative dissatisfaction with pay and the relationships with communities were associated with plans for leaving in nearly all physician groups. For specific specialty and age groups, anticipated departure also correlated with relative dissatisfaction with other selected areas of work.

The researcher also concludes to promote retention, these data suggest that physicians and their employers should avoid physician dissatisfaction in particular; building particularly high levels of satisfaction generally is not helpful for this end. Avoiding relative dissatisfaction with pay and with community relationships appears broadly important.

Jones, Havens, Thompson, & Knodel, (2008) in their study found the Chief Nursing Officer who had left a position, approximately one-quarter were asked to resign, were terminated, or lost their job involuntarily - a considerably lower percentage than reported by Freund in 1985. A high percentage of respondents reported leaving their position to pursue another Chief Nursing Officer position (50 percent) or for career advancement (29 percent). Alternatively, approximately 26 percent reported leaving because of a conflict with the CEO considerably less than the 45 percent reported by Kippenbrock in 1995 and the 62 percent reported by the VHA in 2005.

Mohammed M. Al-Momani, (2008) in his study indicated the rate, at which Jordanian nurses are leaving the profession, at 18.4% in 1996, is escalating, and reaching approximately 40% in 2008. As the largest employer of nurses, the hospital is the institution most affected by the current nursing shortage. The study found the work related such as salary, promotion, and the workloads are among the main reasons for their turnover.

Lindfors, Meretoja, Luukkonen, Elovainio and Leino, (2009) in their study about the Anesthetist in Finland and they found the establishment of respect, trust and genuine dialogue between co-workers and superiors is needed to minimize the risk of loss of members of this occupational group.

There are many studies conducted about the turnover of medical employee or healthcare workers, from nursing profession up to the medical specialist. The study also found lots of reason of their turnover or intention to turnover. But most studies shows that the job satisfaction factors are main reasons of medical employee's turnover.

## **2.4 Effect of employee turnover**

As noted by several observers, the consequences of turnover have received significantly less attention from researchers (Staw, 1980). This lack of academic attention is particularly because the organization does not realize on the effect of the turnover either direct or indirect effect. The cost of employees' turnover and the relationship between medical employee's turnover and quality of patient's care was discussed in details.

### **2.4.1 Cost of Employees' Turnover**

Ross Blake, (2006) explained a quick calculation on cost of turnover is; think of a job in the organisation where there has been some turnover, perhaps supervisors. Estimate their annual average pay and the number of supervisors we lose annually. For example, if their average annual pay is \$40,000, multiply this by 0.125% (or 125% of their annual pay, a reasonable cost estimate for supervisors). This means it costs \$50,000 to replace just one supervisor. If this company loses ten supervisors a year, then 10 times \$50,000 equals \$500,000 in replacement costs for just supervisors. This is the bottom line cost. The top line cost? If the company's profit margin is 10%, then it costs \$5,000,000 in revenues to replace these ten supervisors.

Darrell Zahorsky, (2004) stated employee turnover can vary as a result of the industry and location of your business. For instance, the food service industry typically experiences turnover of 100 - 300%. The stress of employee turnover is much greater on smaller businesses than larger corporations. He stated a general approach to calculate employee turnover cost is to use 50% to 200% of an employee's annual salary. Another accurate method has been developed by PricewaterhouseCoopers Saratoga Institute. This calculation uses the cost of hiring and training new staff. Some variables need to adjust to match the needs of small business.

The cost to business when hiring new employees includes the following six factors plus 10% for incidentals such as background screening. The six factors are advertising, bonus signing, re-location pay, and time for interviewing, travel expenses, and pre-employee's assessments. The costs of training new employees including training materials, technology, and employee benefit set up and time for trainers

William H. Pinkovitz, (2000) added another category, vacancy costs, to account for the added costs/savings realized while the position is vacant. Therefor the turnover cost includes a Separation cost, Vacancy cost, Replacement cost, Training cost and Performance Differential cost. The Separation costs includes the costs incurred for exit interviews, administrative functions related to termination, separation/severance pay and any increase in unemployment compensation. The Vacancy costs include the net cost/savings incurred due to increased overtime or temporary employees needed to complete the tasks of the vacant position.

The Replacement costs include the cost of attracting applicants, entrance interviews, testing; travel/moving expenses, pre-employment administrative expenses, medical exams and acquisition and dissemination of information. The Training cost includes both formal and informal training costs. The Performance differential recognizes the difference in productivity between those who leave and their replacements.

In health care industry Cascio, (2000) calculated the cost of replacing 288 employees per year (in a hospital with 200 beds employing 1200 persons with a turnover rate of 2% per month) was \$2,888,295.52 when all sources of costs were analyzed. A study by Business Week (1998) estimated that the replacement costs alone are over \$10,000 for about half of all jobs and approximately \$30,000 for all jobs. These estimates highlight the considerable costs that can be associated with turnover

According to Morgan, Doyle, and Albers, (2005) in most industries the cost of job turnover (including hiring costs, training costs, and productivity losses) is conservatively estimated at 25% of the employee's salary (Nobscot Corporation, 2004). In nursing, the turnover cost is approximately 100% (VHA, 2002) of a nurse's salary (this includes costs of temporary staffing as patient care must continue). The nursing turnover rate is approximately 20% (VHA, 2002). There are 1,300,323 nurses working in hospitals in the U.S. at an average salary of \$47,579/year (American Nursing Association, 2004) making the cost of turnover to the industry a staggering \$12.3 billion dollars per year. On a smaller scale a hospital employing 500 full-time R.N.s would have yearly nursing turnover costs of \$4.75 million dollars.

## **2.4.2 The relationship between medical employee satisfaction and quality of patient care**

Health care organisations are looking beyond financial performance measures, giving more focus on how to deliver higher quality care. While some improvements in care quality can be reached through investments in technology and infrastructure, the most dramatic improvements are achieved through people.

Researchers, Jimmy Peltier and Andy Dahl, (2009) of the University of Wisconsin and Frank Mulhern of Northwestern University conducted an exploratory study to investigate the relationship between employee satisfaction and patient satisfaction at a major New York City hospital. They found;

- i) Hospital departments that have higher levels of employee satisfaction provide better experiences for patients.
- ii) Patients that have higher levels of satisfaction are most likely to recommend the hospital to others when they are treated in the high employee satisfaction departments, compared to those treated in the low employee satisfaction departments. Word of mouth, more than any other source of marketing / promotion, is a primary driver in patient health care decisions.
- iii) Individual employee recognition, as well as the need and value of increasing recognition of staff members in higher positions were identified as a key contributor to employee satisfaction.
- iv) In addition, recognition at the hospital was not only viewed as acknowledgement for a job well done, but also as being able to participate in decision making, and being

listened by management and fellow professionals. This practice results in “more respect and visibility”, which in turn enhances employee satisfaction.

v) Programs and activities at the hospital which are designed to contribute to employee satisfaction need to be viewed strategically, rather than offered as short-term efforts, or efforts initiated on multiple fronts, which weakens the overall impact of the program. In addition, multiple programs may be distracting to meeting the demands for patient care.

vi) The expanded use of computers for diagnostic testing and vital signs monitoring have eroded the patient’s feeling of being personally cared for. As the popularity of electronic health and prescription records expands, health care employees need to exercise “the personal touch” in caring for patients.

vii) A key conclusion of the study is that, in addition to what health care workers do, emphasis needs to be placed on how the employees *feel* about what they do. Patient experiences will not be good if employees are not happy.

According to Gelinas and David Y. H. Loh, (2004) the statistic shows that health care is hazardous. The high defect rate in health care translates into large numbers of preventable patient injury and death because of unsafe health care practices, and there has been recent research suggesting that the situation has not improved despite improvement efforts.

Recent research with Veterans Health Administration (VHA) hospitals also found an association between the employee turnover rate and the quality of care provided, using risk-adjusted mortality index and the severity-adjusted average length-of-stay as proxy

indicators. The health care organisations with the lowest turnover rates (less than 12%) had the lowest risk-adjusted mortality scores and average length-of-stay. For organizations with turnover rates higher than 22%, the severity adjusted length-of-stay was 1.2 days longer than those with the lowest turnover rates.

VHA's findings are supported by numerous citations in the literature establishing the linkage between workforce issues and the quality of care provided; for example, 24% of sentinel events reported to the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) were linked to staffing issues (JCAHO, 2001). That number jumps to 37% when communication issues, use of temporary personnel, lack of teamwork, worker's fatigue, and other human factors are added to causes.

Data from more than five million patient discharges from 799 hospitals in 11 states in 1997 also found a strong and consistent relationship between nurse staffing and five outcomes in medical patients: urinary tract infection, pneumonia, shock, upper gastrointestinal bleeding, and length of stay (Needleman, Buerhaus, Mattke, Stewart & Zelevinsky, 2002).

## **2.5 Summary**

This chapter presented a review of literatures, focused on the relationship between job satisfaction factors and turnover intention, the relationship of demographic factors like age and length of service and intention turnover and factors and effects of medical employees' turnover.



## Chapter 3: Methodology

### 3.1 Introduction

This chapter discussed on how this research was conducted. It consists of research framework, hypothesis development, research design, operational definition, variables and measures, location of study, population and sampling procedure, data collection, pilot test, and techniques of data analysis.

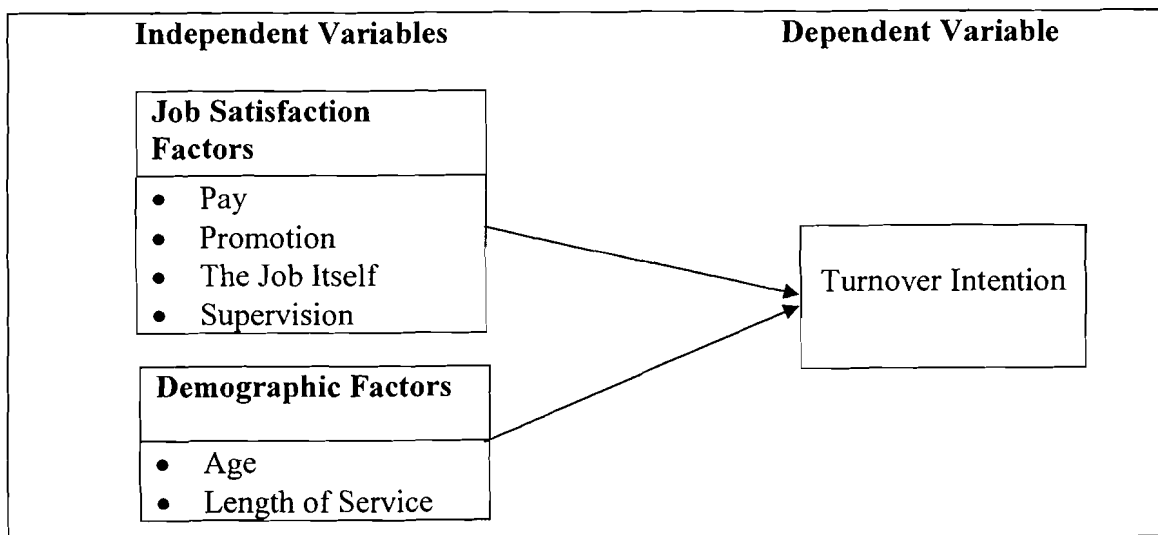
### 3.2 Operational Variables

The Independent Variable in this study was the Job Satisfaction Factors (pay, promotion, the job it-self and supervision) and Demographic Factors (age and tenure).

The Dependent Variable was Turnover Intention.

### 3.3 Research Framework

Figure 3.1 Research Framework



### 3.4 Operational Definitions

The research will use some conceptual and operational words that related to the research objectives to define some of the terms in this study. The definitions are as follow:-

#### Turnover intention

Turnover Intention is one's behavioral intention to quit. According to Meyer, Allen and Smith, (1993) and Rumery, (1994), the turnover intention refers to the 'conscious and deliberate willfulness of the workers to leave the organisation'. Vandenberg and Nelson, (1999) defined intention to quit as the 'individual own estimated probability subjective) that they are permanently leaving their organisation at some point in the near future'.

#### Job Satisfaction Factors

According to Newstrom and Davis, (1984) job satisfaction factors is a set of favorable and unfavorable attitudes with which, employees view their work. It expresses the amount of agreement between the employee expectations from the job and rewards that the job actually provides.

#### Pay

Pay is viewed as part of the sanction system used in the organisation to motivate compliance with its rules and regulations (Mueller & Price, 1990). Lum, Kervin, Clark,

Reid and Sirola, (1998) explained as for the individual employee, pay is viewed as an important reward and outcome of the jobs done.

### Promotion

Promotion is defined as ‘the movement of a person to higher level position in the company’ (Monday & Noe, 1990). Conceptually, promotion is also defined as ‘the assignment of an employee to a higher level job within an organisation’ (Carrell, Kuzmits & Elbert, 1992).

### The job itself

Oxford Advance Learner’s Dictionary (1995) defined the job as ‘what is done by somebody’. The job itself also refers to the working environment of the workers and their perception about the job that they are responsible for.

### Supervision

The conceptual definition of the supervision is ‘planning, controlling and organizing the work of others through face to face contact with subordinates’ (Fisher, Schoenfeldt & Shaw, 1993). The supervision in this study means that the advice and observation that the immediate supervisors give to their subordinate to help them to perform a better job. The supervision also includes the attitude of the supervisor to the workers when they supervise them.

### Demographic Factors

Demographic factors defined as socioeconomic characteristics of a population statistically, such as age, sex, education level, income level, marital status, occupation, religion, birth rate, death rate, average size of a family, average age at marriage. A census is a collection of the demographic factors associated with every member of a population.

### Age

Age can be defined as 'the length of time that a person has lived' (Oxford Advance Learner's Dictionary, 1995). The age of IJN's medical employees was divided to four groups, which are below 25 years', '26 - 34 years'; '35 - 44 years'; and 45 years and above.

### Tenure (Length of Service)

Length of service refers to the 'period of the time elapsed since the most recent date of hired'. Therefore, if an employee has a break in the period of service, only the break will be captured (Workforce profile, 1996). The length of service of the workers will be divided into four groups, which are 'below 3 years', '3 - 5 years', '6 - 10 years' and 'above 10 years'.

### **3.5 Measurement of variables**

The questionnaire is the tool for collecting of data from the respondents. In this study the questionnaire is a six-pages questionnaire which is divided into three sections respectively; Section A, Section B and Section C. Section A was a simple and straight forward questionnaires and prepared only in English. Both section B and C prepared in English and Bahasa Malaysia for a respondents better understanding.

#### **3.5.1 Measurement**

##### **Section A - Background of the Respondent**

The first section of the questionnaire requires information about personal and demographic data of respondents. Questions covering gender, age, and ethnicity, highest level of education, career profession and length of service at IJN were asked.

##### **Section B - Inventory of Job Satisfaction**

Section B measures the level of employees' job satisfaction that influences the turnover intention. The questionnaire is based on Job Descriptive Index or JDI developed by Smith, Kendall & Hulin, (1969) and the Minnesota Satisfaction Questionnaire or MSQ developed by Weiss, Darwis, England & Lofquist, (1967). The JDI assesses job satisfaction with five different job areas: pay, promotion, co-workers, supervision and the job itself. However, one area (co-workers) was excluded in this study. The JDI is reliable and has an impressive array of validation evidence. The MSQ has the advantage of versatility – long and short forms are available, as well as

faceted and overall measures. This section is consisted of 32 items adapted from JDI and MSQ, each of subsections consists of eight (8) questions as shown in Table 3.1.

**Table 3.1 The Components of Job Satisfaction**

<b>Factors of Job Satisfaction</b>	<b>Total question</b>
Pay	8
Promotion	8
Job itself	8
Supervision	8
Total	32

The examples of items in this parts are, *“I am satisfied with my pay”*, *“Promotion in my organisation is quite good”*, *“My present job give me a sense of achievement”*, and *“My supervisor understand the nature of my work”*.

The five-point scale is used to measure the level of job satisfaction as shown in Table 3.2. In order to answer the questionnaire, respondents have to select their choice of answer based on the five-point scale according to their opinion on each question. Each answer will be given a score. It is easier for the respondents to understand the format and produce more accurate answers.

**Table 3.2 Five-Point Scales**

<b>Choices</b>	<b>Score</b>
Strongly disagree	1
Disagree	2
Neither Disagree /Agree	3
Agree	4
Strongly Agree	5

**Section C - Turnover Intention**

The last section consists of questions that can measure the intention of respondents to leave the organisation. Turnover intention was measured using a 3-items scale adapted from Camman, Fichman, Jenkins and Klesh (cited in Chen, Hui & Segó, 1998). According to Chen, Hui & Segó, (1998) the internal consistency coefficient for this scale was good as it recorded as 0.78. The items were: (1) *I often think of leaving my organisation*; (2) *It is very possible that I will look for a new job next year*; and (3) *If I may choose again, I will choose to work for the current organisation*.

The respondent rated their level of agreement with each item on a five-point Likert scale (interval scale) ranging from 1 (Strongly disagree), 2 (Disagree), 3 (Neither agree nor disagree), 4 (Agree), 5 (Strongly Agree). The minimum score of 1 indicated that some are seriously considering leaving and the maximum score of 5 indicated that there are some who do not intent to leave at all.

### 3.5.2 Demographic characteristics

Demographic characteristics cover medical employee's personal information such as gender, age, race, highest education level, career profession and tenure.

## 3.6 Research Design

**Table 3.3 Components of research design**

<b>Research design</b>	<b>Type used in the Research</b>	<b>Explanation</b>
Type of study	Quantitative method	Using statistical data to interpreted the result.
Purpose of study	Description and hypothesis testing	This study examined and ascertains the characteristics of variables of interest. Hypothesis testing is used to explain the variance in the independent and dependent variables.
Type of investigation	Exploratory study	The researcher wanted to explore the differences of the variables.
Extent of researcher interference	Minimal interference	This study was conducted with minimal interference by the researcher.
Study setting	Field study	Study was conducted in natural environment.
Unit of analysis	Individuals	Data was gathered from medical employee individually.
Time horizon	Cross-sectional study	Data was gathered at one time.



As shown in table 3.3 the research type was a quantitative research and a cross sectional field study, on individual unit analysis and was conducted in IJN premise. This organisation was chosen because of researcher observed the turnover among medical employees is high and as an asset to the country, something need to be done to ensure this organisation remain as an asset to the country.

### **3.7 Location of the Study**

The study was conducted at National Heart Institute Kuala Lumpur or IJN at No. 145, Jalan Tun Razak, Kuala Lumpur. The permission to conduct the study was granted by the Chief Executive Officer cum Managing Director of IJN.

### **3.8 Data Collection Method**

The questionnaire was used as the main tool to collect data from the respondents. The advantage of using questionnaire includes the relatively low cost and the facts of anonymity among respondents that will lead to more open and truthful responses (Schermerhorn, Hunt & Osborn, 2000). The researcher treated the respondents data as personal secret therefor the researcher distributed and collected all questionnaire personally.

#### **3.8.1 Population and Sampling Procedure**

Based on data from department of HCOD, at the end of April, 2011, there are 1005 personals of medical employees of IJN, from 11 different career professions. As shown in Figure 3.4, Nursing represents the biggest number of employee which

comprise of 726 personals whereas Medical Assistant comprise only 6 personals. The researcher used the modified systematic sampling as its simplicity, periodic quality and suited for shift working employees. For the career profession less than 50 personals, researcher decided to distribute to half of the population and for the career profession more than 50 personals, researcher decided to distribute to a quarter of them. Therefor a total of 99 questionnaires were distributed to the personals from the career profession less than 50 personals and 203 questionnaires distributed to the personals from the career profession more than 50 personals.

**Table 3.4 Number of medical employee and distributed questionnaire**

<b>Career profession</b>	<b>Number of employee</b>	<b>Number of distributed questionnaire</b>
Clinician	84	22
Pharmacist	17	9
Dietician	7	4
Cardiac Perfusionist	16	8
Cardiovascular Technologist	48	24
Cardiac Angiographer	28	14
Physiotherapist	17	9
Medical Lab Technologist	21	11
Nursing	726	180
Medical Assistant	6	3
Pharmacist Technician	35	18
<b>Total</b>	<b>1005</b>	<b>302</b>

According to Uma Sekaran, (2003), sampling design and sampling size are very important. A proper sampling design and size helps the researcher to draw conclusions that would be generalised to the population of interest. The study will confine only for IJN's Medical employees. The population consists of all medical employees either permanent or contract personals. The selection of the sample from the set of population is through random sampling. This method will give equal chance to every person in this population to be selected (Fraenkel & Wallen, 1993); so that the sample can represent the whole population of IJN's medical employee. There are about 1000 personals of IJN's medical employees and according to Krejcie and Morgan, (1970) the samples of 278 was sufficient. Thus, 302 set of questionnaires was distributed and 210 samples were returned from medical employees of IJN used for this study.

### **3.8.2 Pilot Study**

A pilot study was conducted on 30 respondents consisted of all career profession of IJN's medical employee. The purpose of the pilot test is to test the reliability of the questionnaire. The reliability of the questionnaire will be tested by using Cronbach's Alpha to show the internal consistency of the questionnaire. According to Uma Sekaran (2003), the closer the reliability coefficient to 1.00 is the better. The interpretation of Cronbach's Alpha value was based on Hair et al (2003) where if the Alpha value < 0.6 considered weak, 0.6 – 0.7 considered moderate, 0.7 – 0.8 considered good, 0.8 – 0.9 considered very good and > 0.9 considered excellence.

In this study, all the independent variables and dependent variable met the above requirement. The alpha value for pay is 0.868, promotion is 0.850; the job itself is 0.901 and supervision 0.934. Meanwhile, the alpha value for turnover intention is 0.650. These summarised in Table 3.5 below.

**Table 3.5 Alpha Coefficient for Each Section**

<b>Section</b>	<b>No. of Item</b>	<b>Alpha Value</b>
Pay	8	.868
Promotion	8	.850
The Job itself	8	.901
Supervision	8	.934
Turnover Intention	3	.650

### **3.8.3 Descriptive statistics**

Descriptive analysis measures variables by their frequencies and percentage. It will be applied to describe the sample used in the analysis based on demographic information of respondents such as gender, age, race, highest academic education, career profession and tenure (length of service).

### **3.8.4 Inferential Statistics**

Inferential statistics encompasses a variety of procedures to ensure that the inferences are sound and rational, even though they may not always be correct. In short, inferential statistics enables us to make confident decisions in the face of uncertainty. Inferential statistics used in this research are Pearson correlation, multiple

regressions. Every hypothesis will be analysed by using different techniques. Decision on whether significant or not of a hypotheses is make according to the significant level where the p value  $< 0.05$ .

### 3.85 Pearson Correlation Analysis

In this study, in order to determine the relationship between variables, correlation of determination,  $r$  was analysed to indicate the strength of the relationship between variables be it negative of positive. In the perspective of determining the strength of the relationship of dependent and independent variable, the criteria that has been set by Davis (1971) was used as reference. Table 3.7 shows the relationship between variables and  $r$  value, as indicated by Davis (1971).

**Table 3.6 Relationship between variables and  $r$  –value**

Correlation Value, $r$	Strength of relationship
$\pm 0.70$ or higher	Very high relationship
$\pm 0.50$ to $\pm 0.69$	High relationship
$\pm 0.30$ to $\pm 0.49$	Moderate relationship
$\pm 0.10$ to $\pm 0.29$	Low relationship
$\pm 0.01$ to $\pm 0.09$	Very Low relationship
$\pm 0.0$	No relationship at all

### **3.86 Multiple Regression Analysis**

In this study, dependent variables; turnover intention and independent variables from job satisfaction factors and demographic factors were using interval scale, which had fulfilled the assumption testing. Regression analysis permits the understanding to the relationship between linear independent variables and the single dependent variable.

## **3.9 Hypothesis Development**

### **3.9.1 Hypothesis 1**

Past researchers have stated that job satisfaction is related to individual reactions of work environment. Harrel and Stahl (1984) pointed out that previous literatures' review in job satisfaction and turnover shows that an individual who experiences relatively low job satisfaction has an intention to change their job.

According to Pearson (1991), it is difficult to find out reasons for voluntary leaving because it is usually motivated by personal reason. He found the main reason employees' leaving the job influenced by higher pay salary. Salmon, Crews, Scanlon, Jang, Weber and Oakley, (1999) supported this model by saying that pay and relationship with the supervisor are significantly higher reasons to leave. Men pharmacists ranked pay and benefits as the most important reason for taking and staying at a position and for leaving (Stewart, Smith & Grussing, 1987). Price and Mueller, (1990) stated that various factors such as pay, promotion opportunity and general training increase job satisfaction and subsequent intentions to stay.

Based on the literature discussed above, there are strong relationships between pay and turnover intention. Therefore, the hypotheses can be concluded as follows:-

***H1 Pay are significantly related to turnover intention***

### **3.9.2 Hypothesis 2**

According to Stewart, Smith and Grussing, (1987) the opportunity for promotion or advancement were the reasons pharmacists cited most frequently both for leaving a job and for staying at a job. Moreover, Paula Phillips Carson, Kerry D. Carson, Rodger W. Griffeth and Robert P. Steel (1994) in their study 'Promotion and employee turnover: Critique, meta-analysis, and implications' found there were significant negative relationship was found between actual promotion and turnover. Price and Mueller, (1990) stated that various factors such as pay, promotion opportunity and general training increase job satisfaction and subsequent intentions to stay.

Based on the literature discussed above, there are strong relationships between promotion and turnover intention. Therefore, the hypotheses can be concluded as follows:-

***H2 Promotion are significantly related to turnover intention***

### **3.9.3 Hypothesis 3**

Mobley, (1977) specified that negative evaluations of employee's present job, increases job dissatisfaction, and that these negative feelings increase turnover intentions. Meanwhile, Home and Griffeth, (1995) had identified several antecedents of job satisfaction such as job scope, compensation, and negative affectivity that indirectly affect withdrawal cognition and job search.

Stewart, Smith and Grussing, (1987) in their study also indicated working hours, professional challenge, job duties and continuation of education among the important reasons influenced turnover over. Huselid, (1995) stated an extensive survey of literatures found that perceptions of HR practices such as job security and compensation level are important determinants of employees' turnover.

Based on the literature discussed above, there were strong relationships between job itself and turnover intention. Therefore, the hypotheses can be concluded as follows:-

***H3 Job it-self are significantly related to turnover intention***

### **3.9.4 Hypothesis 4**

Hatton and Emerson, (1998) in Valias and Young, (2000) found that job satisfaction level was lower for workers who are dissatisfied with their supervision. A part from that, some researchers found that supervisor support was the best predictor of job satisfaction and intention to quit (Munn, Barber & Fritz, 1996).



Masdiah (2009) in her study found supervision has significant influenced of turnover intention among the skilled personals.

Based on the literature discussed above, there were strong relationships between supervision and turnover intention. Therefore, the hypotheses can be concluded as follows:-

*H4 Supervision are significantly related to turnover intention*

### **3.9.5 Hypothesis 5**

Employee may be satisfied with some aspect of their jobs, while being dissatisfied with others. According to Poling, (1990) the best predictor of job satisfaction is when the employees' personal values match those of the organisation. Employees' motivation towards work is extremely high when they first start their work. The morale subsequently 'decreases during the next few years and remains relatively low level until workers are in their late twenties or early thirties' (Scott, Swortzel & Tylor, 2005).

Moreover, as the people grow older they move up the career ladder and get into better position. The report also shows that the older people also sort through different alternative careers and find something that matches their talents and ability better. They are goal oriented and strive hard to move forward.

Bluedorn, (1979) highlighted demographic characteristics such as race, age and education that affect job expectations and environmental opportunities, which ultimately influence turnover.

Based on the literature discussed above, there are strong relationships between age and turnover intention. Therefore, the hypotheses can be concluded as follows:-

*H5 Age are significantly related to turnover intention*

#### **3.9.4 Hypothesis 6**

Wagner and Rush (2000), suggested there are different interpersonal orientation for younger and older adults. Older workers tend to have lower needs of achievement and higher need for affiliation than younger workers. Moral obligation is said to shape the older adult behavior. By contrast, younger adult tend to relate themselves with others in more transactional manner (Kanungo & Conger, 1993). Younger individuals may be influenced by norm of reciprocity, which is the expectation for a fair exchange in return for assistance. If the employee perceived that they have been fairly supported by the organisation (e.g fairness in distribution of reward), employee will reciprocate – thus exhibiting a high level of organisational commitment. On the other hand, for older employees their commitment is the result of social responsibilities, that is helping others without regard of personal benefit (Kanungo & Conger, 1993) and social exchange relationships (Blau, 1964).

A longer tenure is normally associated with a positive feeling toward the employer, a high degree with employee identification and ownership with the organisation, which in turn cause them to render meaningful contributions to the organisation by reducing turnover intention and absenteeism (Turnipseed & Murkison, 1996). Hellman, (1997) said as tenure increases within the organization, the employee's potential for both formal benefits such as promotion and informal benefits such as status will increase as compared to less tenured employees. Prince (1995), said the high tenure employees typically receive more money, have more close friends, investments, are better informed and have more power; all of which reduce their turnover.

Based on the literature discussed above, there are strong relationships between tenure and turnover intention. Therefore, the hypotheses can be concluded as follows:-

*H6 Tenure is significantly related to turnover intention.*

### **3.9.3 Dominant Factors Influencing Turnover Intention**

More turnover research has focused on identifying individual characteristics that cause job separation, which include age, tenure, education, job satisfaction and organisational commitment. Bluedorn, (1992) highlighted demographic characteristics such as race, age; education and pay affect job expectations and environmental opportunities, which ultimately influence turnover and job satisfaction.

Mobley, (1977) specified that negative evaluations of employee's present job, increases job dissatisfaction, and that these negative feelings increase turnover intentions. Price and Mueller, (1990) stated that various factors such as pay, promotion opportunity and general training increase job satisfaction and subsequent intentions to stay. Meanwhile, Home and Griffeth, (1995) had identified several antecedents of job satisfaction such as job scope, compensation, and negative affectivity that indirectly affect withdrawal cognition and job search.

Hatton and Emerson, (1998) in Valias and Young, (2000) found that job satisfaction level was lower for workers who are dissatisfied with their pay and supervision. A part from that, some researchers found that supervisor support was the best predictor of job satisfaction and intention to quit (Munn, Barber & Fritz, 1996).

Based on the literature discussed, there are dominant factors influences of turnover intention either from the job satisfaction factors or from the demographic factors. The researcher has identified the dominant factor influence turnover intention among IJN's medical employee.

### **3.10 Summary**

This chapter has explained the operational variables and definition, research framework, measurement of variables, research design, and location of the study, data collection, Hypotheses development and data analysis technique.

## Chapter 4: Data Analysis

### 4.1 Introduction

This chapter present the results of data analysis based on research objectives aligned in chapter 1. The instrument used and data obtained were tested first before they were analysed. Descriptive analysis and inferential analysis were used to test all the hypotheses in the study. Statistical analysis from data derives from questionnaires collected. The first section illustrates sample representation. The second section is about the factor analysis on job satisfaction factors, which was the pay, the promotion, the job itself and the supervision. The third section is about the factor analysis on demographic factors which was the age and length of service. The fourth section is about the regression analysis to determine significant factors influence of turnover intention and the final section was elaborating the dominant factors influence of the turnover intention.

### 4.2 Descriptive Statistic

The information below were personal information which collected from respondents, which they were gender, age, highest education, career profession, race and tenure.

**Table 4.1: Profile of respondents**

Variable	Frequency	Percentage
Gender		
• Male	58	27.6
• Female	152	72.4
• Total	210	100

Age		
• Below 25 years	48	22.9
• 26 to 34	115	54.7
• 35 to 44	29	13.8
• 45 and above	18	8.6
• Total	210	100
Highest Education Level		
• Diploma	134	63.8
• Degree	48	22.9
• Professional Certificate	13	6.2
• Master/PhD	15	7.1
• Total	210	100
Career Profession		
• Specialist / Physician	15	7.1
• Dietician	4	1.9
• Cardiovascular Technologist	19	9.0
• Nursing	109	52.0
• Medical Lab Technologist	10	4.8
• Pharmacist Technician	9	4.3
• Pharmacist	5	2.4
• Cardiac Perfusionist	9	4.3
• Cardiac Angiographer	14	6.7
• Physiotherapist	13	6.2
• Medical Assistant	3	1.4
• Total	210	100
Race		
• Malay	146	69.5
• Chinese	19	9.0
• India	25	11.9
• Others	20	9.5
• Total	210	100
Tenure (Length of service)		
• Less than 3 years	71	33.8
• 3 to 5 years	63	30.0
• 6 to 10 years	27	12.9
• More than 10 years	49	23.3
• Total	210	100

#### 4.2.1 Demographic Frequencies

The frequencies of the respondents at National Heart Institute were shown in table 4.1. From the frequencies obtained, 58 of the respondents were male (27.6%) and 152 were female (72.4%). 48 (22.9%) of them are below 25 years of age, 115 (54.7%) between 26 – 34 years old, 29 (13.8%) of them between 35 – 44 years old and 18 (8.6%) were above 45 years old. 146 (69.5%) respondents were Malay, 19 (9.0%) were Chinese, 25 (11.9%) were Indian and 20 (9.5%) were from other races.

In term of highest education level, 134 (63.8%) were a Diploma level, 48 (22.9%) were a Degree level, 13 (6.2%) were a Professional Certificate and 15 (7.1%) were a Master or PhD level. There were 11 (7.1%) of respondents were Clinician, 4 (1.9%) were Dietician, 19 (9.0%) were Cardiovascular Technologist, 109 (52%) were Nursing, 10 (4.8%) were Medical Lab Technologist, 9 (4.3%) Pharmacist Technician, 5 (2.4%) were Pharmacist, 9 (4.3%) were Cardiac Perfusionist, 14 (6.7%) were Cardiac Angiographer, 13 (6.2%) were Physiotherapist and 3 (1.4%) were Medical Assistant. For the tenure (length of service) 71 (33.8%) respondents served IJN less than 3 years, 63 (30.0%) respondents served IJN between 3 – 5 years, 27 respondents served IJN between 6 – 10 years and 49 (23.3%) respondents served IJN more than 10 years.

## 4.3 Factor Analysis

### 4.3.1 Factor Solution – Job Satisfaction Factors

Thirty-two job satisfaction items has been analysed. As shown in table 4.2, these thirty two job satisfaction items were trimmed to smaller set of factors. Factor 1 consists of *nature, influential, assistance, enough, careful, responsible, praises and advice*. Factor 2 consists of *good, satisfying, comfortable, not bored, fun, and respected and achievement*. Factor 3 consists of *satisfied, adequate, sufficient, equal, secure and highly paid*. Factor 4 consists of *performance, efficiency, increment and fair*. Factor 5 consists of *frequent, regular and opportunity* and factor 6 consist of *challenging*. After evaluating the make-up of each factor, representative names were created for these factors. The names designated to each factor were as follows: Factor 1: *Promo 1*, Factor 2: *Job 1*, Factor3: *Super1*, Factor 4: *Pay 1*, Factor 5: *Age 1* and Factor 6 *Tenure 1*.



**Table 4.2 Rotated component matrix**

**Rotated Component Matrix<sup>a</sup>**

	Component						
	1	2	3	4	5	6	
Nature		.830					
Influential		.828					
Assistant		.825					
Enough		.810					
Careful		.797					
Responsible		.793					
Praises		.770					
Advice		.666					
Good			.820				
Satisfying			.818				
Comfortable			.778				
Not bored			.773				
Fun			.756				
Respected			.673				
Achievement			.648				
Satisfied				.825			
Adequate				.812			
Sufficient				.784			
Equal				.691			
Secure				.676			
Highly paid				.523			
Performance					.787		
Efficiency					.761		
Increment					.653		
Fair					.546		
Frequent						.781	
Regular						.618	
Opportunity						.617	
Challenging							.856

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.905
Bartlett's Test of Sphericity	Approx. Chi Square	4297.072
	df	496
	Sig	0.000

### 4.3.3 Factor Solution – Demographic Factors

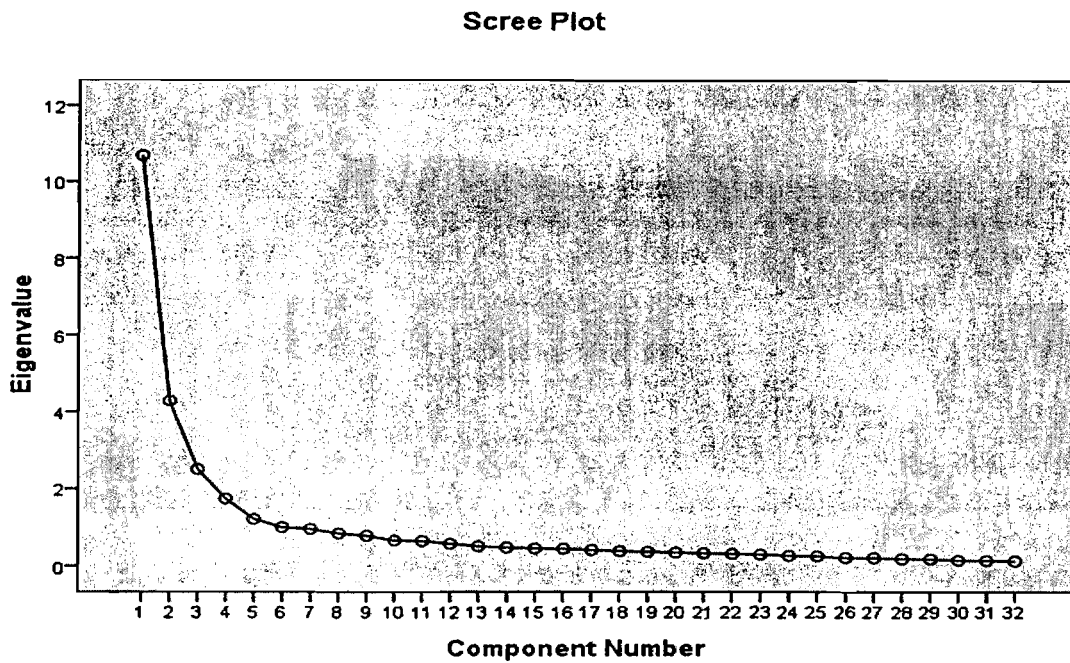
To extract the factor solution of demographic factors, a two construct of three (3) items. This is to ensure that respondents perceived them according to their specific domains to yield desirable five innovativeness constructs for this. Principle components factor analysis with varimax rotation was performed to investigate interrelationship among the items used in the proposed measures component of owner/manager’s demographic factors to examine whether this would give desirable three factors of turnover intention factors. A principle component factor analysis conducted in this study did support a two-factor demographic factors model for the total 210 sample in this study. Three factors were extracted with eigenvalues of 5.0 and 2.8 (Table 4.4: Scree Plot). The percentage of variance explained is 33.4 percent and 3.158 percent respectively for a total of 67.008 percent (Table 4.3: Total Variance Explained)

**Table 4.3 Total Variance Explained**

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.688	33.4	33.4	10.69	33.4	33.4	5.816	18.174	18.174
2	4.288	13.4	46.8	4.288	13.4	46.8	4.631	14.47	32.644
3	2.502	7.82	54.62	2.502	7.82	54.62	4.019	12.56	45.204
4	1.74	5.438	60.058	1.74	5.438	60.058	2.971	9.283	54.488
5	1.213	3.792	63.85	1.213	3.792	63.85	2.592	8.098	62.586
6	1.01	3.158	67.008	1.01	3.158	67.008	1.415	4.422	67.008

Extraction Method: Principal Component Analysis.

**Table 4.4 Scree Plot**



**4.4 Regression Analysis**

**Table 4.5 Regression Analysis**

Model	Coefficient	t	Sig	
1. (Constant)	4.906	.263	18.643	.000
Promotion	.099	.093	-.067	.287
Job Itself	.033	.075	.296	.768
Supervision	-.179	.065	-2.763	.006
Pay	-.296	.078	-3.800	.000
Age	-.124	.071	-1.743	.083
Tenure	.064	.051	1.245	.214

For the job satisfaction factors, the *P* value for promotion is 0.287, *P* value for the job it-self is 0.768, and *P* value for supervision is 0.006 and *P* value for the pay 0.000. The *P* value of <0.05 and above considered significant. Therefor in Job Satisfaction factors, pay and supervision were significantly related to turnover intention whereas the factors of promotion and the job it-self were not significant related. For the demographic factors, the *P* value for the age is 0.083 and the *P* value for tenure is 0.214. Therefor both of these factors were not significantly related to turnover intention.

Thus, pay proven to be the dominant factor influencing the turnover intention of the medical employee of IJN.

#### 4.5 Summary of Hypothesis Testing

The results of hypothesis testing are as summarized in Table 4.6

**Table 4.6 Summary of Hypothesis Testing**

<b>Hypothesis</b>	<b>Result</b>
<i>H1 Pay are significantly related to turnover intention</i>	<i>supported</i>
<i>H2 Promotion are significantly related to turnover intention</i>	<i>not supported</i>
<i>H3 Job it-self are significantly related to turnover intention</i>	<i>not supported</i>
<i>H4 Supervision are significantly related to turnover intention</i>	<i>supported</i>
<i>H5 Age are significantly related to turnover intention</i>	<i>not supported</i>
<i>H6 Tenure is significantly related to turnover intention.</i>	<i>not supported</i>

## Chapter 5: Summary and Conclusion

### 5.1 Introduction

This chapter provides the summary of the findings of this study. It also includes the significance of the research, practical implications to the organization, limitation of the research and recommendations for future research.

### 5.2 Overview of the Result

This study provides clues about the impact of job satisfaction factors on turnover among medical employees of IJN. A total of 302 sample questionnaires were distributed personally by the researcher to IJN's medical employees. 210 completed questionnaires were returned. The data collected were later analyzed. The questionnaires were designed to collect the following objectives:

5.2.1 To identify the differences between the jobs satisfaction factors (pay, promotion, the job itself and supervision) and turnover intention among the medical employees of IJN.

5.2.2 To identify the differences between demographic factors (age and length of service) and turnover intention among the medical employee of IJN.

5.2.3 To identify the dominant factors of turnover intention of the medical employee of IJN and the hypothesis was constructed as follows:

*H1 Pay are significantly related to turnover intention*

*H2 Promotion are significantly related to turnover intention*

*H3 Job it-self are significantly related to turnover intention*

*H4 Supervision are significantly related to turnover intention*

*H5 Age are significantly related to turnover intention*

*H6 Tenure is significantly related to turnover intention.*

The analysis was done and the following results were found:

- i) Pay and supervision were significantly related to turnover intention among medical employees of IJN. With respect to IJN therefore, it is considered that inadequate pay and supervision has probably led to the turnover as reported in the organization. The findings were supported by Pearson (1991), as he found the main reason employees' leaving the job influenced by higher pay salary. It is also supported by Salmon, Crews, Scanlon, Jang, Weber and Oakley, (1999), Stewart, Smith and Grussing (1987) and Price and Mueller, (1990) as they were also found pay and relationship with the supervisor are significantly higher reasons to leave.
- ii) Promotion and job it-self were not related to turnover intention among medical employees of IJN. The result does not coincide with few researchers such as Mobley (1977), Home and Griffeth (1995), Stewart, Smith and Grussing (1978), Munn, Barber and Fritz (1996) and Misdiah (2009). Most probably this shows majority of IJN's medical employees were satisfied with the promotion exercise and their job.
- iii) Both of the demographic factors (the age and tenure) were not related to turnover intention. The result does not coincide with William and Hazer, (1986) in Samad, (2006) stated that empirical studies indicate those demographic variables were relevant to turnover intentions. It is also does not coincide with Prince (1995), Bluedorn (1979) and Hellmann (1997). The

turnover intention does not differ significantly by age groups or length of service groups. It is expected that the longer employee stays in an organization the lesser the intention to change employment when the working benefits and environment are reasonably conducive. The bulk of IJN employees fall between middle age brackets where they still have the energy to want to switch jobs. More importantly, most of the people in this age bracket may not have spent so many years with the company and may not have bonded well with organization's culture and as a result, the urge to change jobs.

- iv) The result also shown pay was the most dominant factor influencing of turnover intention among IJN's medical employees; as the P value was the smallest. In general, this could be understood because good pay generally results in lower turnover intention. The result is better enhanced when the pay combine with certain good characteristics such as team player mentality, integrity, responsible, discipline and friendly. This finding also supported by Hatton and Emerson (1998) in Valias and Young (2000) that job satisfaction level was lower for workers who are dissatisfied with their pay and supervisors.

### **5.3 Recommendation for further study**

Future research could include other variables such as organizational commitment to predict turnover intention. Furthermore, future researches can emphasize more on human resource policies such as procedure of recruitment and selection. Research

also can be conducted in the servicing area. This is because most of the previous studies were done at manufacturing area or education field. The future researcher must select an organization with higher turnover rates as a study location. With more similar research and findings available, the management of organisation might be able to implement ways to avoid or minimize turnover in their organization.

#### **5.4 Practical Implication**

It can be seen from the results of the analysis that not all independent variables have significant relationship with intention turnover. This is a pointer to the fact the management should not neglect factors of pay and supervision as both of these factors were the dominant variable factors. For one reason or the other employees may be enticed by other organizations if those other needs such as adequate increase in pay, balanced reward structure, affective supervision and friendly work environment are not provided. In essence, IJN can sustain the loyalty of their experienced hands by ensuring the above stated incentives are put in place.

Therefore, in order to reduce the incidence of high rate of turnover in IJN, the management should embark on improvement of their remuneration scheme and strengthen of the supervisory committee or team and constitute a vibrant and staff oriented one in order to retain their staff and reduce to the barest minimum, the amount spent on recruiting new staff and the bad image of losing credible and experienced staff.



## **5.5 Limitation of the study**

This study is restricted due to the fact that the respondents did not involve all medical employees of IJN but only a few samples from the population. There were only four of job satisfaction factors are being investigated, namely the pay, promotion, the job itself and supervision. Besides these factors, there might be other factors such as organizational commitment and external factors like juicy offer from competitors that can influence the turnover intention, which are not being considered in this study.

Only two variables (age and length of service) from the demographic factors were tested with turnover intention. Meanwhile, there are also other demographic factors such as career profession, ethnicity and educational level that were not measure in this study. Lastly, the result of this study might only be applicable to this particular organization where the study was conducted.

## **5.6 Conclusion**

This study took into account four independent variables (the pay, promotion, the job itself and the supervision), analyzed their impact on intention turnover to ascertain job satisfaction, found that only the pay and supervision are significantly and negatively related to intention to turnover. Meanwhile, no significance difference found between age and length of service from demographic variables to turnover intention. The research also found out that the most dominant factors which influences the turnover intention among IJN's medical employee is the pay and supervision.

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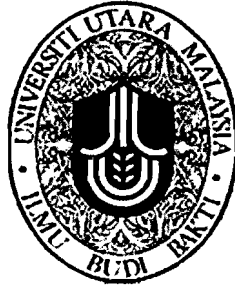
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**UNIVERSITI UTARA MALAYSIA**

**Research Title:**

**“Factors That Influence Turnover Intention among Medical Employees  
of National Heart Institute Kuala Lumpur”**

Dear Dato’/Dr/Sir/Mdm/Mr/Mrs/Ms

I am pleased to inform that you have been selected to participate in my study, as part of fulfillment for completion of the Master of Science (Management) program. The main objective of this research is to evaluate the factors that influence to the turnover intention among the medical employee of IJN.

Your participation is on voluntary basis. I hope you could participate in this study by honestly and objectively answering the attached questionnaire. Your respond and participation in this study will be treated as confidential and information gathered is strictly for academic purposes only.

The approval letter from our Chief Executive Officer cum Managing Director to conduct the survey is attached for your reference.

Thank you for your time for answering this questionnaire. Your participation is highly appreciated. Please do not hesitate to contact me at 019 2582703 should you require any clarification.

Yours sincerely

**(ABD LATIF BIN MOHAMED)**  
Master of Science (Management)  
College of Business  
University Utara Malaysia

## SECTION A: RESPONDENT BACKGROUND

Please tick (✓) in the most appropriate answer.

### 1. Gender

Male

Female

### 2. Age

Below 25

25 to 34 years

35 to 44 years

45 and above

### 3. Race

Malay

Chinese

Indian

Others

### 4. Highest Academic Qualifications

Diploma

Bachelor Degree

Professional Certificates

Master / PhD

### 5. Career Profession

Specialist / Physician

Dietician

Cardiovascular Technologist

Nursing

Medical Lab Technologist

Pharmacist

Cardiac Perfusionist

Cardiac Angiographer

Physiotherapist

Medical Assistant

### 6. Years of service in IJN

Less than 3 years

6 to 10 years

3 to 5 years

More than 10 years

**SECTION B: JOB SATISFACTION INVENTORY**  
**BAHAGIAN B: INVENTORI KEPUASAN PEKERJAAN**

Please complete all information and tick (✓) the most appropriate answer to each question based on the scale below.

*Sila lengkapkan semua maklumat dan tandakan (✓) bagi jawapan yang paling sesuai untuk setiap soalan berdasarkan skala di bawah.*

1	2	3	4	5
Strongly disagree	Disagree	Neither Disagree / Agree	Agree	Strongly Agree
<i>Sangat tidak setuju</i>	<i>Tidak setuju</i>	<i>Antara tak setuju / Setuju</i>	<i>Setuju</i>	<i>Sangat setuju</i>

**1) PAY (GAJI)**

Think of the pay you are getting now.

*Fikirkan gaji yang anda perolehi sekarang.*

1. My pay is adequate for normal expenses <i>Gaji saya adalah mencukupi untuk perbelanjaan biasa</i>	1	2	3	4	5
2. I am satisfied with my pay <i>Saya berpuashati dengan gaji saya</i>	1	2	3	4	5
3. My pay is more sufficient for my living expenses <i>Gaji saya adalah lebih daripada mencukupi untuk perbelanjaan hidup</i>	1	2	3	4	5
4. My pay is very secure <i>Gaji saya memang terjamin</i>	1	2	3	4	5
5. I am highly paid compared to others <i>Gaji saya dibayar tinggi berbanding dengan orang lain</i>	1	2	3	4	5
6. I am paid according to my working experiences <i>Saya dibayar berdasarkan pengalaman kerja saya</i>	1	2	3	4	5
7. Pay increment depend on my performance <i>Kenaikan gaji adalah bergantung kepada prestasi saya</i>	1	2	3	4	5
8. Pay is paid equal to the work done <i>Pembayaran gaji adalah setimpal dengan kerja yang dilakukan</i>	1	2	3	4	5

1	2	3	4	5
Strongly disagree	Disagree	Neither Disagree / Agree	Agree	Strongly Agree
<i>Sangat tidak setuju</i>	<i>Tidak setuju</i>	<i>Antara tak setuju / Setuju</i>	<i>Setuju</i>	<i>Sangat setuju</i>

## 2) PROMOTION (KENAIKAN PANGKAT)

Think of the promotion opportunities that you have now.

*Fikirkan peluang kenaikan pangkat yang ada pada anda sekarang.*

9. Promotion in my organization is quite good <i>Kenaikan pangkat dalam organisasi saya adalah agak baik</i>	1	2	3	4	5
10. Promotion in my organization is based on job efficiency <i>Kenaikan pangkat dalam organisasi saya adalah bergantung kepada keberkesanan</i>	1	2	3	4	5
11. Promotion in my organization is frequent <i>Kenaikan pangkat dalam organization saya adalah kerap</i>	1	2	3	4	5
12. Promotion in my organization is regular <i>Kenaikan pangkat dalam organisasi saya adalah seperti biasa</i>	1	2	3	4	5
13. There are no limited opportunities for promotions in my organization <i>Peluang kenaikan pangkat dalam organisasi saya adalah tidak terbatas</i>	1	2	3	4	5
14. Promotion in my organization is based on performance <i>Kenaikan pangkat dalam organisasi saya adalah berdasarkan prestasi</i>	1	2	3	4	5
15. The chances for promotions in my organization is fair <i>Peluang kenaikan pangkat dalam organisasi saya adalah adil</i>	1	2	3	4	5
16. Promotion in my organization depend on the length of service <i>Kenaikan pangkat dalam organisasi saya bergantung kepada tempoh perkhidmatan</i>	1	2	3	4	5

1	2	3	4	5
Strongly disagree	Disagree	Neither Disagree / Agree	Agree	Strongly Agree
<i>Sangat tidak setuju</i>	<i>Tidak setuju</i>	<i>Antara tak setuju / Setuju</i>	<i>Setuju</i>	<i>Sangat setuju</i>

### 3) THE JOB ITSELF (PEKERJAAN ITU SENDIRI)

Think of your present work.

*Fikirkan kerja anda sekarang.*

17. My present job is fun <i>Kerja saya sekarang menyenangkan</i>	1	2	3	4	5
18. My present job is satisfying <i>Kerja saya sekarang adalah memuaskan hati</i>	1	2	3	4	5
19. I am not bored with my present job <i>Saya tidak merasa bosan dengan kerja saya Sekarang</i>	1	2	3	4	5
20. My present job is good <i>Kerja saya sekarang adalah baik</i>	1	2	3	4	5
21. My present job is respected by others <i>Kerja saya sekarang adalah dihormati oleh orang lain</i>	1	2	3	4	5
22. My present job is comfortable <i>Kerja saya sekarang adalah menyelesaikan</i>	1	2	3	4	5
23. My present job is challenging <i>Kerja saya sekarang adalah mencabar</i>	1	2	3	4	5
24. My present job give me a sense of achievement <i>Kerja saya sekarang memberikan perasaan suatu pencapaian</i>	1	2	3	4	5

1	2	3	4	5
Strongly disagree	Disagree	Neither Disagree / Agree	Agree	Strongly Agree
<i>Sangat tidak setuju</i>	<i>Tidak setuju</i>	<i>Antara tak setuju / Setuju</i>	<i>Setuju</i>	<i>Sangat setuju</i>

#### 4) SUPERVISION (*PENYELIAAN*)

Think of the kind of supervision that you get on your job.

*Fikirkan jenis penyeliaan yang anda dapat daripada kerja anda.*

25. My supervisor always ask advice from me <i>Penyelia saya sentiasa meminta nasihat atau pandangan dari saya</i>	1	2	3	4	5
26. My supervisor is a responsible person <i>Penyelia saya adalah orang yang Bertanggungjawab</i>	1	2	3	4	5
27. My supervisor praises good work <i>Penyelia saya memuji kerja yang baik</i>	1	2	3	4	5
28. My supervisor is influential figure to me <i>Penyelia saya memang berpengaruh terhadap saya</i>	1	2	3	4	5
29. My supervisor give enough supervision to me <i>Penyelia saya memberi penyeliaan yang mencukupi kepada saya</i>	1	2	3	4	5
30. My supervisor is a careful person <i>Penyelia saya seorang yang berhati-hati</i>	1	2	3	4	5
31. My supervisor understand the nature of my work <i>Penyelia saya memahami kerja saya dengan Baik</i>	1	2	3	4	5
32. My supervisor is always there to provide assistance <i>Penyelia saya sentiasa bersedia untuk menyediakan bantuan</i>	1	2	3	4	5

**SECTION C: INVENTORY OF TURNOVER INTENTION**  
**BAHAGIAN C: INVENTORI NIAT PUSING GANTI (NIAT BERHENTI KERJA)**

Please tick (√) the most appropriate answer to each question based on the scale below.  
*Sila tandakan (√) bagi jawapan yang paling sesuai untuk setiap soalan berdasarkan skala di bawah.*

1	2	3	4	5
Strongly disagree	Disagree	Neither Disagree /Agree	Agree	Strongly Agree
<i>Sangat tidak setuju</i>	<i>Tidak setuju</i>	<i>Antara tak setuju / Setuju</i>	<i>Setuju</i>	<i>Sangat setuju</i>

1. I often think of leaving my organization <i>Saya selalu terfikir untuk meninggalkan Organisasi</i>	1	2	3	4	5
2. It is very possible that I will look for a new job next year <i>Ada kemungkinan saya akan mencari peluang pekerjaan yang lebih baik tahun hadapan</i>	1	2	3	4	5
3. If I may choose again, I will choose to work for the current organization <i>Jika diberi pilihan, saya memilih untuk terus bekerja di organisasi sekarang</i>	1	2	3	4	5

**The End**  
**Thank you for your voluntary participation**



## Appendix 2: KMO and Bartlett's Test

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.905
Bartlett's Test of Sphericity	Approx. Chi-Square	4297.072
	df	496
	Sig.	.000

### Appendix 3: Rotated Component Matrix

Rotated Component Matrix<sup>a</sup>

	Component					
	1	2	3	4	5	6
My supervisor understands the nature of my work	.830					
My supervisor is influential figure to me	.828					
My supervisor is always there to provide assistance	.825					
My supervisor gives enough supervision to me	.810					
My supervisor is a careful person	.797					
My supervisor is a responsible person	.793					
My supervisor praises good work	.770					
My supervisor always ask advice from me	.666					
My present job is good		.820				
My present job is satisfying		.818				
My present job is comfortable		.778				
I am not bored with my present job		.773				
My present job is fun		.756				
My present job is respected by others		.673				
My present job gives me a sense of achievement		.648				
I am satisfied with my pay			.825			
My pay is adequate for normal expenses			.812			
My pay is more sufficient for my living expenses			.784			
Pay is paid equal to the work done			.691			
My pay is very secure			.676			
I am highly paid compared to others			.523			
I am paid according to my working						
Promotion in my organization is based on performance				.787		

Promotion in my organization is based on job efficiency				.761	
Pay increment depend on my performance				.653	
The chances for promotions in my organization is fair				.546	
Promotion in my organization is frequent					.781
Promotion in my organization is regular					.618
There are no limited opporinuties for promotion in my organization					.617
Promotion in my organization is quite good					
My present job is challenging					.856
Promotion in my organization depend on the length of service					

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

**Appendix 4: Total Variance Explained**

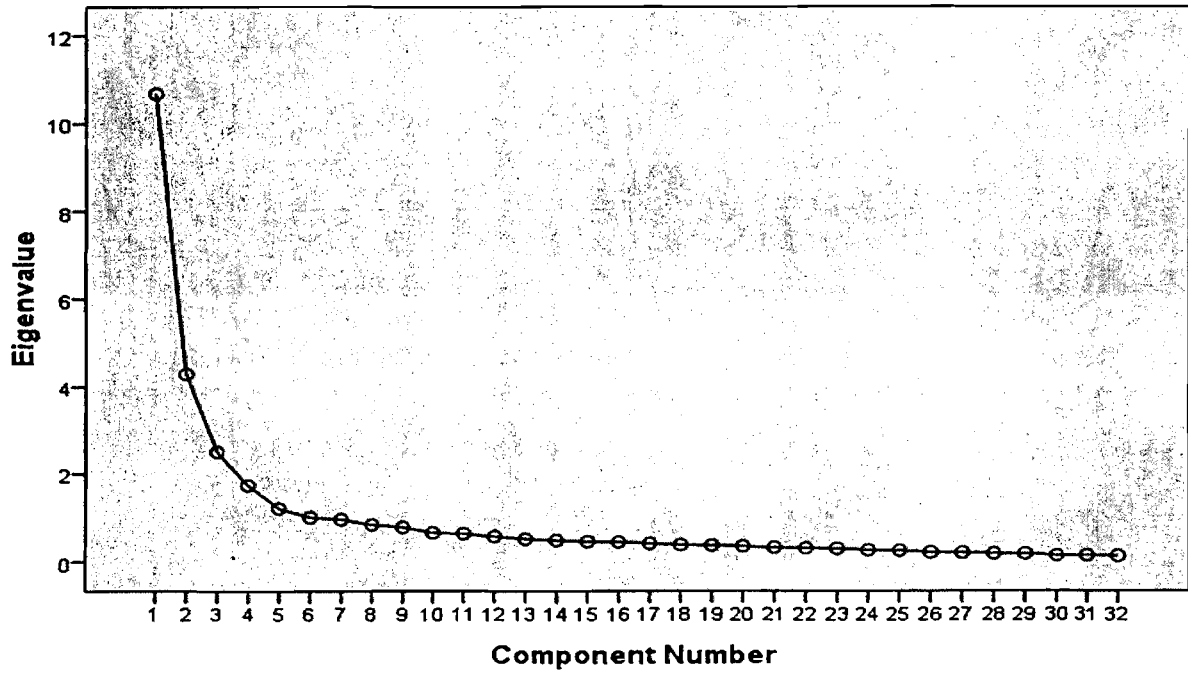
Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.688	33.400	33.400	10.688	33.400	33.400	5.816	18.174	18.174
2	4.288	13.400	46.800	4.288	13.400	46.800	4.631	14.470	32.644
3	2.502	7.820	54.620	2.502	7.820	54.620	4.019	12.560	45.204
4	1.740	5.438	60.058	1.740	5.438	60.058	2.971	9.283	54.488
5	1.213	3.792	63.850	1.213	3.792	63.850	2.592	8.098	62.586
6	1.010	3.158	67.008	1.010	3.158	67.008	1.415	4.422	67.008
7	.966	3.019	70.027						
8	.846	2.642	72.670						
9	.785	2.454	75.123						
10	.660	2.063	77.187						
11	.649	2.030	79.216						
12	.579	1.810	81.026						
13	.516	1.612	82.638						
14	.480	1.501	84.139						
15	.458	1.430	85.569						
16	.447	1.398	86.967						
17	.415	1.298	88.265						
18	.382	1.195	89.460						
19	.369	1.154	90.614						
20	.351	1.097	91.711						
21	.329	1.029	92.740						
22	.311	.971	93.711						
23	.297	.928	94.639						
24	.263	.820	95.459						
25	.254	.793	96.252						
26	.212	.664	96.916						
27	.205	.641	97.557						

28	.187	.584	98.141						
29	.179	.560	98.701						
30	.146	.456	99.157						
31	.142	.443	99.600						
32	.128	.400	100.000						

Extraction Method: Principal Component Analysis.

## Appendix 5: Scree Plot

Scree Plot



## Appendix 6: Regression Coefficient

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
		1	(Constant)	3.093			.329	
	Gender	.106	.117	.070	.908	.365	-.124	.337
	Age	-.082	.082	-.102	-1.007	.315	-.244	.079
	Race	-.095	.046	-.144	-2.064	.040	-.186	-.004
	Highest Academic Qualifications	-.001	.054	-.002	-.021	.984	-.107	.105
	Career Professional	.047	.020	.175	2.315	.022	.007	.087
	Years of Services in IJN	.011	.056	.019	.201	.841	-.099	.121

a. Dependent Variable: turnave