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

**By**

**ABD LATIF BIN MOHAMED**

**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  
GRADUATE SCHOOL OF BUSINESS  
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(Name of Supervisor)

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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 pekerjaan) 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.

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