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

By

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ABSTRAK

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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Table of Contents

Permission to use ............................................................... i
Abstract ........................................................................ ii
Acknowledgement ........................................................... iv
Table of Contents .............................................................. v
List of Table ..................................................................... vii
List of Figures ................................................................... viii
List of Abbreviations ........................................................ ix

Chapter 1: Introduction
1.1 Introduction........................................................................ 1
1.2 Background of Study.......................................................... 4
1.3 Company Background........................................................ 5
1.3.1 Overview of Medical Employees of IJN............................. 8
1.4 Problem Statement............................................................ 11
1.5 Purpose of the Study ........................................................ 12
1.6 Research questions........................................................... 12
1.7 Research Objectives.......................................................... 13
1.8 Significant of Study.......................................................... 13
1.9 Scope and Limitation of the study....................................... 14
1.10 Organization of Thesis..................................................... 16

Chapter 2: Literature Review
2.1 Introduction ........................................................................ 17
2.2 Turnover intention............................................................. 17
2.2.1 Intention to Leave and Actual Turnover......................... 19
2.2.2 The Model of Employee Turnover Intention.................... 22
2.2.3 Variables Related to Turnover Intention........................ 24
2.2.4 Job Satisfaction and turnover intention ......................... 27
2.2.5 Maslow's Hierarchy of Need Theory............................... 28
2.2.6 Employee Turnover...................................................... 30
2.3 Factors Influences to Employee Turnover......................... 31
2.3.1 Factors influences of medical employee’s turnover........... 36
2.4 Effect of employee turnover .............................................. 30
2.4.1 Cost of Employees’ Turnover........................................ 30
2.4.2 The relationship between medical employee satisfaction and quality of patient care 43
2.5 Summary......................................................................... 45
<table>
<thead>
<tr>
<th>Table No</th>
<th>Title</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>IJN workload and surgical and invasive procedure from 1992 to April 2011</td>
<td>7</td>
</tr>
<tr>
<td>1.2</td>
<td>IJN's medical employee career profession and number of personals</td>
<td>9</td>
</tr>
<tr>
<td>2.1</td>
<td>Bowey’s ‘processes’ in learning behavior.</td>
<td>29</td>
</tr>
<tr>
<td>3.1</td>
<td>The Components of Job Satisfaction</td>
<td>49</td>
</tr>
<tr>
<td>3.2</td>
<td>Five-Point Scales</td>
<td>49</td>
</tr>
<tr>
<td>3.3</td>
<td>Components of research design</td>
<td>51</td>
</tr>
<tr>
<td>3.4</td>
<td>Number of medical employee and distributed questionnaire</td>
<td>53</td>
</tr>
<tr>
<td>3.5</td>
<td>Alpha Coefficient for Each Section</td>
<td>55</td>
</tr>
<tr>
<td>3.6</td>
<td>Relationship between variables and r-value</td>
<td>56</td>
</tr>
<tr>
<td>4.1</td>
<td>Profile of respondents</td>
<td>63</td>
</tr>
<tr>
<td>4.2</td>
<td>Rotated component matrix</td>
<td>67</td>
</tr>
<tr>
<td>4.3</td>
<td>Total Variance Explained</td>
<td>68</td>
</tr>
<tr>
<td>4.4</td>
<td>Scree Plot</td>
<td>69</td>
</tr>
<tr>
<td>4.5</td>
<td>Regression Analysis</td>
<td>70</td>
</tr>
<tr>
<td>4.6</td>
<td>Summary of Hypothesis Testing</td>
<td>71</td>
</tr>
</tbody>
</table>
## LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figure No</th>
<th>Title</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Representation of the Intermediate Linkage in the Employee Turnover Process</td>
<td>21</td>
</tr>
<tr>
<td>3.1</td>
<td>Research Framework</td>
<td>44</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Form</td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>-----------</td>
<td></td>
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<tr>
<td>APAC</td>
<td>Asia Pacific Association Countries</td>
<td></td>
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<tr>
<td>CCU</td>
<td>Coronary Care Unit</td>
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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
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<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
<td></td>
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<tr>
<td>HCOD</td>
<td>Human Capital and Organisation Development</td>
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<tr>
<td>IAFC</td>
<td>International Accreditation Federation Council</td>
<td></td>
</tr>
<tr>
<td>ICU</td>
<td>Intensive Care Unit</td>
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<tr>
<td>IJN</td>
<td>Institut Jantung Negara</td>
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<tr>
<td>ISO</td>
<td>International Standardisation Organisation</td>
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<tr>
<td>ISQuA</td>
<td>International Society For Quality In Healthcare</td>
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<tr>
<td>JCI</td>
<td>Joint Commission International</td>
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<tr>
<td>KPJ</td>
<td>Kumpulan Perubatan Johor</td>
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<tr>
<td>MIS</td>
<td>Management Information System</td>
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<td>MSQH</td>
<td>Malaysian Safety For Quality In Hospital</td>
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<tr>
<td>OT</td>
<td>Operation Theatre</td>
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<tr>
<td>PICU</td>
<td>Pediatric Intensive Care Unit</td>
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<tr>
<td>RN</td>
<td>Registered Nurse</td>
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</tr>
<tr>
<td>UK</td>
<td>United Kingdom</td>
<td></td>
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<tr>
<td>VHA</td>
<td>Veterans Health Administration</td>
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</table>
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.
The contents of the thesis is for internal user only
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Allen, T.J. & Katz, R. (1986). The Dual Ladder: Motivational Solution or Managerial Delusion?. *Journal of R&D Management*, 16(2), 185-197


*Frost & Sullivan 2010: Malaysia's Medical Tourism Industry has Healthy Vitals, April 14*


