

**THE RELATIONSHIP BETWEEN HUMAN RESOURCE PRACTICES
AND TURNOVER INTENSION**

By

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ABSTRAK

Persaingan yang tinggi di peringkat ekonomi dunia pada masa kini menjadi cabaran hebat kepada organisasi untuk mentadbir dan mengekalkan pekerja terutamanya cabaran dalam mengurangkan niat pusing ganti kerja di kalangan pekerja berprestasi tinggi. Niat pusing ganti kerja merupakan faktor utama ke arah pusing ganti kerja yang sebenar di mana ia boleh mengganggu prestasi sesebuah organisasi. Kajian yang dijalankan oleh penyelidik terdahulu telah membincangkan mengenai penambahbaikan amalan pengurusan sumber manusia dan niat pusing ganti kerja di sesebuah organisasi. Antara kaedah yang dikenalpasti adalah dengan perkembangan amalan pengurusan sumber manusia yang berkesan dan lancar. Objektif kajian ini adalah untuk menyelidik hubungan di antara amalan pengurusan sumber manusia dan niat pusing ganti kerja di International Islamic University Malaysia (IIUM). Kajian ini juga adalah untuk mengesahkan faktor kritikal dalam amalan pengurusan sumber manusia yang menyebabkan pusing ganti kerja di organisasi ini. Kajian ini menggunakan kaedah borang kaji selidik. Data daripada 280 borang kaji selidik yang telah diterima balik oleh penyelidik dianalisis menggunakan perisian 'Statistical Package for Social Science (SPSS) Versi 18. Responden telah dipilih dari jabatan yang mempunyai bilangan kakitangan pentadbiran yang ramai. Hasil kajian mengesahkan bahawa niat pusing ganti kerja mempunyai hubungan yang signifikan dengan amalan pengurusan sumber manusia di IIUM. Hasil kajian ini juga menunjukkan ganjaran dan faedah merupakan faktor utama yang perlu dibuat penambahbaikan bagi mengurangkan niat pusing ganti kerja di organisasi ini.

Keywords: amalan pengurusan sumber manusia, niat pusing ganti kerja, ganjaran dan faedah

ABSTRACT

In today's highly competitive global economy, developing and retaining employees is a major challenge for human resource management especially to reduce turnover among high performers employee. Turnover intention is a key factor that leads to actual turnover which will impact the organization performance. Previous research had discussed on improving of human resource practices and turnover intention in the organization. Among the methods to reduce turnover intention is by enhancing the human resource practices. This study investigated the relationship between human resource practices and turnover intension at local university i.e. International Islamic University Malaysia (IIUM). It is intended to verify the critical human resource practices that highly contributed to employee turnover intention and its organization. Data was analysed using 'Statistical Package for Social Science (SPSS) Version 18 and a total of 280 questionnaires were returned and had been analysed. Respondents was selected using purposive sampling procedure i.e. department with highest administrative staff, in selecting the participants of the study in order to understand the relationship between human resource practices and turnover intention. Results from the analysis had confirmed that there were significant relationship between compensation and benefits and turnover intention in IIUM. The results also confirmed that compensation and benefits was the most important variable to be improved to reduce the turnover intention in the organization.

Keywords: human resource practices, turnover intention, compensation and benefits

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In the Name of Allah Most Beneficent Most Merciful. All the praises and thanks to Allah, the Lord of 'Alamin, and Salawat (Blessing of Allah) and Salam (Peace) be upon the last end of Allah's Prophets and Messengers Muhammad (p.b.u.h).

Alhamdulillah, I am grateful to Allah SWT for the good health and wellbeing that were necessary to complete this study. The journey to complete this study involved a number of challenges and required anticipation, strength, motivation and consistency. However, with the assistance and support of many individuals, the author has received a great deal of invaluable experience for continuing the journey. In appreciation of all those who have contributed towards the completion of this thesis, the author wishes to convey her deepest gratitude and appreciation.

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LIST OF ABBREVIATION

IIUM	International Islamic University Malaysia
MSD	Management Services Division
BSC	Balanced Score Card
KESATU	Kesatuan Kakitangan Sokongan Satu
KURNIA	Kesatuan Kakitangan Am
RBF	Retirement Benefit Fund
NRBF	New Retirement Benefit Fund
EPF	Employee Benefit Fund
SPSS	Statistical Package for Social Sciences
MAA	Memorandum of Association
HR	Human Resource

CHAPTER 1

INTRODUCTION

This chapter presented a brief introduction on the variables in this study namely human resource (HR) practices and turnover intention. HR practices included in this study were work environment, training and development, career development and compensation and benefits. Problem statement, research objectives, research questions and significance of the study were explained in the following chapter. Scope and limitation of the study covered the International Islamic University Malaysia (IIUM) employees as respondents and the constraints affecting the study. Lastly, the organization of the study was highlighted. The focus of this study was to examine the relationship between turnover intention and HR practices in IIUM. This study was based on the perspective of the employees of the study area.

1.1 Background of the Study

IIUM was established by the Malaysian government of Malaysian in co-sponsorship with the Organization of the Islamic Conference (OIC) and many other Muslim countries including Egypt, Libya, Pakistan, Maldives, Bangladesh, Saudi Arabia, and Turkey in 1983. The University functions under the direction of a Board of Governors represented by Malaysia as the host country and members of the co-sponsor countries as mentioned above (Aidit, 2009).

International Islamic University Malaysia (IIUM) is a public company. It was established under the Company Act 1965. As a company, IIUM has its right to establish its own rewards and benefits. Currently IIUM had adopted most of the government rewards and benefits packages except pension scheme. The adoption of the government circulars are subjected to approval by approving authority determined by IIUM as stated in Memorandum of Articles and Association (MAA). Structurally the organizational pyramid for IIUM is headed by the Vice Chancellor known as Rector, Deputy Rectors, Director and heads of department.

IIUM also has the advantage to propose better remuneration and benefits for its employees. IIUM staff are given a one-size-fits all concept. IIUM offers various types of benefits to its staff including medical and post retirement benefits. Nevertheless, budget restriction is a major aspect that limits the management from offering the greatest benefits that can fulfil employee desire and reduce turnover intention. Report from IIUM Balanced Score Card (BSC) 2014 stated that 3.97 % of employees leave the university due to better job offer.

Although Schreiner, E. (2006) said that any rate below 15 % per year is considered healthy and does not indicate uneasiness, but IIUM should take a pro active action by improving HR practices from the beginning in order to reduce turnover intention.

For instance, Saks (2006) stated that rewards and recognition are very related to turnover intention and will be positively related to job engagement and organization engagement. Engaged employees are dedicated to their role, will stay longer in the organization, more productive, give better customer service and in return create greater profit in private sector organization (Susan, 2012).

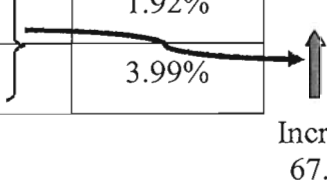
1.2 Problem Statement

In 2010, IIUM through Kesatuan Kakitangan Sokongan Satu (KESATU) and Kesatuan Kakitangan Am (KURNIA) suggested that IIUM implement the government pension scheme similar to other public universities in Malaysia. Nevertheless, the government scheme only permits constitutional bodies to adopt their pension scheme unless IIUM policies are adjusted.

Although IIUM has improved their retirement and benefits scheme, the number of turnover continue rising. Based on turnover rate data from Management Services Division (MSD), IIUM (refer Table 1.1) i.e. 1.76% (2007), 2.28% (2008), 1.55% (2009), 2.27% (2010), 1.71% (2011), 2.00% (2012), 1.29% (2013) and 3.97% (2014). This may caused by the pension scheme offered by other government agencies, better pay and benefits by private sectors compared to IIUM.

Table 1.1
Turnover Rate 2007-2014

Year	Academic Staff	Administrative Staff	Total
2007	3.68%	1.76%	2.78%
2008	3.25%	2.28%	2.78%
2009	2.02%	1.55%	1.79%
2010	2.17%	2.27%	2.22%
2011	2.42%	1.71%	2.07%
2012	2.00%	2.00%	2.00%
2013	2.56%	1.29%	1.92%
2014	4.17%	3.97%	3.99%



Increase
67.5%

Table 1.2
Turnover 2014

Category	Type	Academic Staff	Administrative Staff	Total
Compulsory Exit	Retirement	5	14	19
	Termination / Dismissal	12	3	15
	Passed Away	4	5	9
	Total Compulsory Exit	21	22	43
Voluntary Exit	Optional Retirement	6	4	10
	Resignation	26	25	51
	Shortening of Contract	21	23	44
	Total Voluntary Exit	53	52	105
TOTAL EXIT		74	74	148
TURNOVER RATE		4.17%	3.97%	3.99%

Table 1.3
Reasons for Resignation

No.	Reason	Academic Staff	Administrative Staff
1	Accept another job offer (Private)	17	9
2	Family	5	2
3	Personal	5	7
4	Further Study	6	5
5	Government/IPTA	8	9
6	Health	1	3
7	Self Employed	2	2
8	Not mentioned	7	15
9	Problem with study leave	2	0
	TOTAL	53	52

Table 1.4
Turnover 2014 by Gender

No.	Gender	Academic Staff	Administrative Staff	Total
1	Male	30	21	51
2	Female	23	31	54
	TOTAL	53	52	105

This study aims to examine the relationship between HR practices and turnover intention in IIUM mainly among administrative staff. Making accurate predictions about relationship between HR practices and turnover intention are important aspects of HR management. Failure to improve HR practices may result in failure to reduce turnover intention among staff. Turnover rate is worried and it is hope that this study could contribute to IIUM by providing better HR practices to its employees. The study focus on HR practices because better HR practices will reduce turnover intention among

IIUM employees and could retain high performer employees as it is an asset to the organization. As more and more employees leave, it becomes important to have a pro active planned and managed HR practices effectively even though there is a reason for leaving due to employee's personal matters.

The turnover rate for administrative staff in IIUM has increase from 1.29% in 2013 to 3.97% in 2014 (refer Table 1.1). This showed that the turnover rate was increase to 67.5% for the recent year compared to previous years. It is considered unhealthy to IIUM particularly if it involved high performer employees. Most of the reasons for leaving IIUM were because of better job offers (refer Table 1.3).

Currently a few improvements have been implemented by IIUM to improve HR practices, and these include among others comprehensive financial literacy program for specific category of staff i.e. new staff below 5 years, 5 years to 15 years, retirement program and financial crisis, improve staff benefit and family activities. The need to study the relationship between HR practices and turnover intention is important due to the fact that despite the improvements on HR practices being introduced and implemented, turnover rate is continuously rising. The lack of strategies on HR practices lead to increasing intention to turnover which personally gives bad perceptions among employees. Hence, effective and efficient HR practices are an effort to curb employee intention to leave in future.

1.2.1 Work Environment

The main IIUM Campus is nestled in a valley in the rustic district of Gombak, a suburb of the capital city of Kuala Lumpur. This Garden of Knowledge and Virtue covers 700 acres, with elegant Islamic-style buildings surrounded by green-forested limestone hills, attracts avid photographers from among both locals and tourists. Most of the IIUM staff were Muslims and came from all background of studies and country. Working in the Islamic environment made all staff feel comfortable and safe beside well designed offices, safe physical space, great equipment/ tool and effective communication. It is also part of the IIUM objective which is to promote a positive and productive work and learning environment (*IIUM Website*).

This campus houses all the facilities that a modern community needs, including a mosque that can accommodate thousands, state-of-the-art sports complexes with Olympic-size swimming pools, a fully equipped library, a 24-hour medical clinic, a child-minding centre, banks, post offices, restaurants, bookshops and grocery stores. A fibre-optic backbone runs through the entire campus, facilitating instant communication from one corner of the campus to another. Accessibility to Kuala Lumpur from the campus is made easy not only by efficient bus and taxi services, but also by a light rail station close to the campus (*IIUM Website*).

1.2.2 Training and Development

In line with the University's mission to produce better quality intellectuals and professionals by integrating the qualities of faith (*iman*),

knowledge (*'ilm*) and good character, Training and Development Unit is committed in providing the opportunities for all levels of staff to attend necessary and/or required training for competent completion of duties and also personal development (*Management Services Division, IIUM Website*).

Training (Non-Academic) Section offered such as part-time studies for administrative and technical professional staff, study loan for administrative and technical support staff, professional trainings such as training attachments, external trainings organized by outside organizations (local or overseas) etc. Training (Academic) Section offered such as study leave and scholarship for academic staff, sabbatical leave etc. (*Management Services Division, IIUM Website*).

1.2.3 Career Development

The IIUM realize the importance of career development for employees. IIUM values its employees and cares about their career development on campus. IIUM encourages each employee to actively manage their career and to develop their talents in ways that link to specific career opportunities that are meaningful, satisfying and fulfil the mission and needs of the individual staff and IIUM in general (*Management Services Division, IIUM Website*).

IIUM through their Employment and Recruitment Unit and HR Competency Development Unit (Non Academic) in partnership with Center Professional Development (CPD) offers range of training programs and services to IIUM staff and faculty to support their career development. The

services, training, valuations, workshops are intended to help employees become more ware of their strength and talents to focus towards achieving higher level through research and hard work (*Management Services Division, IIUM Webside*).

Understanding oneself and understanding the needs of the IIUM campus enables staffs to make informed career decisions and actively pursue and advance in rewarding career paths, ultimately benefiting both the employee and the University. The training provided will assist staffs to plan their career path, continuing to learn and develop new skills as an ongoing process (*Management Services Division, IIUM Webside*).

1.2.4 Compensation and Benefits

Effective January 2012, benefits received by IIUM staff upon retirement are as follows (Yaakub, R. D., 2014):

a. Employee Provident Fund (EPF)

A contribution accounting to 70% are remunerated into Account 1 in order to sponsor disability, elderly and survivors' benefits. 30% goes to Account 2 which is made available for buying house, education and to cover major ailments expenses.

b. Retirement Benefits Fund (RBF)

A staff will automatically be eligible for RBF after having served the University for one year on permanent basis. A staff who retires after the age

of 55 years old will receive his RBF amount plus dividends. A staff who resigns will forfeit the amount of his RBF. A Staff who goes on optional retirement after the age of 40 will have his RBF accumulated amount transferred to his EPF account. Staff can withdraw the accumulated amount and the dividends, once he reaches 55 years old.

c. New Retirement Benefits Fund

Table 1.5

New Retirement Benefits Fund : IIUM Service Circular 3/2012

Type of Fund (Employer Contribution)	Rate of Contribution	
	Salary below RM5,000.00/ month	Salary above RM5,000.00/ month
Employee Provident Fund (EPF)	13%	12%
Retirement Benefit Fund (RBF)	6%	7%
New Retirement Benefit Fund	5.3%	5.3%

d. Gratuity

The rate of gratuity to be paid relies on upon the period of recognise services and the last drawn pay by the staff. The formula for this computation is as follows:

$$7.5\% \times \text{no. of months of recognise service} \times \text{last drawn basic salary}$$

This benefit is extended to IIUM staff who retire after the age of 50 years and have served the University for a minimum of 10 years continuously. This benefit is payable to retirees only and cannot be transferable. In the event the

staff dies in service, the next of kin will either be paid with gratuity or RBF, whichever is higher (Yaakub, R. D., 2014).

e. Post Retirement Medical Benefits

Staff will be eligible for post- retirement medical benefit when the staff being retired by the IIUM Medical Sub-Committee at the age of at least 50 years old and have served IIUM for a minimum of 10 years of service. Those who are entitled with government pension scheme upon joining IIUM are not eligible for Post-Retirement Medical Benefit provided by the University (Yaakub, R. D., 2014).

f. Golden Handshake

Staff appointed on permanent basis is eligible for golden handshake (i.e. cash award as compensation for the accumulated unutilised annual leave) upon retirement. The maximum number of annual leave that can be accumulated as cash award compensation is as follows (Yaakub, R. D., 2014):

- a) Fifteen (15) days or half of the annual leave entitlement (whichever is the lower),
- b) One hundred and fifty (150) days throughout the service in the University.

g. Pre Retirement Training

Business Across Border was introduced in 2013 and focus on preparation for the staff to be entrepreneur upon retirement as well as establish networking among IIUM staff and experienced entrepreneurs through comprehensive module which includes international business trip (Yaakub, R. D., 2014).

h. Staff Loyalty Award

Eligible for staff members who has served the University for at least fifteen (15) or twenty-five (25) years and is still serving. Other than that 'Retiree Award' is given to staff member who served the University for at least ten (10) years and now retired (Yaakub, R. D., 2014).

1.3 Research Questions

In order to accomplish this study, a well constructed question is important to set a pathway to the study. By attempting to answer the research questions, the study will enhance the understanding in the subject matter under study. This study affected to answer the following questions:

- i. Does work environment affect turnover intention among administrative staff?
- ii. Does training and development influence turnover intention among administrative staff?

- iii. Does career development affect turnover intention among administrative staff?
- iv. Does compensation and benefits affect turnover intention among administrative staff?
- v. Is there any difference on turnover intention between genders among administrative staff?
- vi. Which HR factors contribute most to turnover intention among administrative staff?

1.4 Research Objectives

The main objective of this study was to examine the relationship between HR practices and turnover intention. By studying these relationships, there will be a better perspective on turnover intention in IIUM.

The main objectives of this study were as follows:

- i. To determine the relationship between work environment and turnover intention among administrative staff.
- ii. To examine the relationship between training and development and turnover intention among administrative staff.

- iii. To identify the relationship between career development and turnover intention among administrative staff.
- iv. To examine the relationship between turnover intention and compensation and benefits among administrative staff.
- v. To determine the difference in turnover intention between genders among administrative staff.
- vi. To identify which HR factors contribute most to turnover intention among administrative staff.

1.5 Significance of the Study

This study was expected to contribute towards the relationship on HR practices and turnover intention particularly in International Islamic University Malaysia (IIUM) perspective. Even though various studies relayed to HR practices and turnover intention has been executed in the earlier period, this study may be a first to examine experience on turnover intention in IIUM.

This study will be able to contribute justification on turnover intention in term of HR practices and turnover intention in IIUM. Consequently, this study can be usefully to the top management and HR Manager to comprehend the current situation on employee turnover. This study should be able to propose constructive information to support the management to initiate

strategies and plan to overcome employee turnover problem as well as to ensure effectiveness and efficiency of HR practices in organization.

In addition, it can develop and enhance understanding on the topic of HR practices and turnover intention. This study will present a base to achieve more aspects in upcoming related to HR practices and turnover intention.

1.6 Scope and Limitations of Study

This study carried out among administrative staff in International Islamic University Malaysia (IIUM) who worked in Gombak Campus. The administrative staff in the said campus is 385 and they are Malaysian citizen who are permanent and work full time in IIUM. The study focused on the knowledge of staff about HR practices that may influence turnover intention.

The study was limited to the administrative staff of the IIUM, Gombak Campus only. Thus the findings of the research on relationship between HR practices and turnover intention among administrative staff are covered for them only. The statements have been prepared to suit IIUM's administrative staff situation.

1.7 Organization of the Thesis

The study was presented in five (5) chapters which will be discussed in detail in the content of the study. This chapter is the first of five chapters in this study. Chapter 1 which is the preamble of the research whereby background of the study, problem statement, research questions and research

objectives, significance of the study, scope and limitation of the study is presented in order to give a better understanding about the study. Chapter 2 gives general view of the literature in HR practices and turnover intention. In Chapter 2, literatures related with the previous study are presented in order to support the terms used in the study as well as the basis for conducting the study. Discussion in Chapter 2 continues with past empirical findings on factors that might influence turnover intention. The dependent variable, independent variables and their relationship also will be discussed in this chapter. Chapter 3 describes the method for the study, namely the research design and procedure. The chapter reports the selection of participants, sample types and size, and the development of questionnaire for the study. This includes research framework, research design, operational definition, measurement of variables/ instrumentation, data collection procedures, sampling and technique of data analysis.

The following chapter which is Chapter 4, results and discussion of the study will be presented. It is consist of data analysis, demographic profile and result of research objectives. The data will be analysed using the Statistical Package for Social Sciences (SPSS) software version 18.0. The findings will show how the research questions are being answered. The final chapter is Chapter 5 which is summary or conclusion of the study. This chapter end with recommendation and suggestion to improve the future research of the study area.

Conclusion

This chapter had presented an outline concerning the various characteristics of the study such as background of turnover in IIUM with data etc. The next chapter discusses the literature review of the study.

CHAPTER 2

LITERATURE REVIEW

2.0 Chapter Objective

In Chapter 1, the problem statement and research question of the study was initiated to support this study. In this chapter, the literature review will focus on the framework and theoretical backgrounds that will help comprehend the relationship between turnover intention as dependent variable and HR practices (work environment, training and development, career development and compensation and benefits) as independent variables.

The objective of literature review was to recognize how this study related to existing research, both from practiced in the background of HR management, organizational study and the dissertation work of academic universities. The analysis will investigate the existing literature and will construct an understanding of how this research question influence the overall organization, will explain why the researcher has chosen this method to frame the study (Simon & Francis, 2001). Based on the literature, the deliberation for understanding the relationship between dependent and independent variables is presented.

2.1 Turnover Intention

Turnover intention is a key characteristic in the organization that leads to actual turnover which will impact the organization performance. According to Pfeffer and Suttons (2006), employee turnover has been acknowledged as a main concern in work organizations. It is also supported by Mobley, 1977; Horn and Griffeth, 1995; Michaels and Specor, 1982; Mobley et al. 1978; Brodie, 1995; Fishbein and Ajzen, 1974, as cited in Randhawa (2007) that turnover intention has been recognised as one of the most important characteristics of actual turnover. Tett and Mayer (1993) said that turnover intentions comprise the ultimate cognitive footstep in decision making process in which an employee actively considered leaving and seeking out for other employment. According to Park and Kim (2009), an employee's intention to leave an organization includes the thought of leaving or statements that came out from the employee of leaving the organization. As per Carmeli and Weisberg (2006) the term turnover intention refers to three specific components in the withdrawal cognition practice (i.e. thoughts of leaving the place of employment, the intention to find for an alternate occupation, and intention to leave).

Dormio (2005) defined intention to leave refers to individual's perceived likelihood that they will be staying or leaving the employer organization. Turnover intent is defined as the reflection of "the (subjective) probability that an individual will change his or her job within a certain time period" (Sousa-Poza & Henneberger, 2002) and is the last in a sequence of

withdrawal cognitions (Tett & Meyer, 1993). However this subjective reflection is based on the rational thoughts as defined by Steers and Mowday (1981), individuals' turnover decision, generally, have been characterized as rational choices individual make regarding their current job and organization.

Bergiel, et al. (2009) find out those variables, for example, employee training, supervisory assistance, compensation and employees' apparent raise opportunities are adversely identified with employees' turnover intention. Alexandrove et al. (2007) also discover that variables, for example, job satisfaction and organizational commitment are both adversely associated with employees' turnover intention. Rahman W. and Nas Z. (2012) stated that there are two broadly recognized perceptions on turnover intention. They are the human capital theory and social trade theory. Understanding these perceptions is viewed as effective devices for accepting working environment conduct (Malik et al., 2011).

Rahman W. and Nas Z. (2012) stated that there are various aspects that influence an employee's plan to leave. They incorporate an employee's attitude and potential, evaluator, colleagues, administration, organizational design, external compatible job demands, and self (Berry, 2010); employee's own evaluation of job related organizational decision, compensation, job satisfaction, union, experience in the organization, demographic variables, family size, trust, commitment, etc. (Cotton and Tuttle, 1986), job enrichment and job stability (Luna-Arocas and Camps, 2008), job prospects (Munasinghe, 2006), employee engagement (Macey and Schneider, 2008), pay compensation

(Heckert and Farabee, 2006), growth and development (Grawitch et al., 2007), positive feelings and trust (Maertz et al., 2007), social support of the supervisor (Noe et al., 2005) and organizational politics (Byrne, 2005) may cause a behavioral tendency to retain the relationship or withdraw from the organization and to judge if a specific job can fulfil his/her desires. The Society for HR Management and Aon Consulting has conducted a study which discovered the top three reasons employees voluntarily leave an organization. They are:

- a. Opportunities for training and career development.
- b. A better compensation and benefits package.
- c. Poor management.

Similarly, Joo (2010) contends that turnover is caused if:

- a. employees are dissatisfied with the organization-wide policies;
- b. when they have low level of organizational commitment; and
- c. organizational learning culture and Leader Management Exchange (LMX) quality.

McEvoy and Cascio (1985) said, it is assumed that turnover intention is a workplace trend that must be avoided as far as possible because it can cause financial problems. According to Collins and Smith (2006), replacing employees will incur cost in terms of recruiting and training employees and to achieve satisfactory levels of performance over time. Maertz et al. (2007) specified that employee turnover can be costly. It is agreed by Alexandrova, et al., 2007, p. 357, that such cost incorporates expenses of extra time or

additional staffing to relieve shortages and the replacement of experienced employee with unexperienced one. Turnover of important employee is considered as disadvantageous to the organization in terms of substitution cost and work disturbance (Addae et al., 2006). Consequently, it has turned into learned experience (Yousaf, 2008). As indicated by Abbasi and Hollman (2000), when the employees choose to leave the organization, their knowledge, experience, and expectation to leave with them leads to productivity delays due to their situation.

Based on Peres (2008) turnover intention could also cause operational interruption and demoralization of organizational association. He also stated that organizational interruption arises when high interdependence work functions exist within a certain organization. It means that when an employee resigns or quits from a specific role, another employees who depends on the resigned employees role will get affected in order to perform their task in the organization.

As per Marcia (2011), turnover can be classified by voluntary and involuntary employee who withdrew and it is contained the individuals who retires layoffs, resigns and terminates. Abelson (1993), had characterized that the turnover traditions is the place where an employee of organisation decide to change their present position to other's empty position in other organization only for the reason that be influenced by their colleagues. It was observed that the turnover traditions is idealistic identified with turnover expectation (Khatri et al, 2001). Beside that, Watrous, et al. (2006), also specified that turnover

can be separated to functional and dysfunctional and also voluntary and involuntary, and each type of turnover can have approval consequences for the organization.

It has been identified that turnover result is neither not individual or happen in vacuum. For researchers it has always been a wilful, reasoned and thoughtful decision to part ways with an organization (Mobley, 1977; Tett and Meyer, 1993). Despite the fact that there is distinction between plan to leave and real turnover, researchers perceive this purpose has instant causal impact on turnover choice (Addae et al., 2006; Bedeian et al., 1991). An employee's choice to leave an organization is an unwanted result for the organization and the employee as it influences both of them from various perspectives. That is the reason it is viewed as critical to comprehend its indicators, so as to minimize its negative effect on organization's achievement (Low et al., 2001). This has pulled in the consideration of researcher to concentrate more on employee leaving an organization as opposed to entering it (Price, 2001).

Due to turnover intention issue, the most important duty for HR managers is to keep the best potential. One of the approaches is to retain employee's engagement (Buckingham and Coffman, 1999; Seijts and Crim, 2006). Employee engagement have been discovered satisfy by their occupation, while disconnected employees are not satisfied with the administration, perform inefficiently, search for option occupations, and have a tendency to have negative assumptions about the administration and the organization (Gubman, 2004). Huselid (1995) think that organizations are

necessary to perform employees' profession related HR practices if they are ready to keep quality employees. What's more that employee improvement practices expand the conventional employee organization engagement system as a base for moulding employee manner and behaviour (Galunic and Anderson, 2000).

The previous rests on the statement that learning is very important and helpful in enhancing the output ability of a population. If transposed into an organizational setting it means that human capital is an organization's most valuable commodity and suggests that development of employees means increasing the productivity of employees in organizations other than the incumbent firm (Green et al., 2000) or enhancing their employability in the market which may induce turnover for better jobs.

2.2 Work Environment

Various studies have clarified work environment in different parts, for instance, job satisfaction, job involvement and organizational commitment. Hay Group (2007), argues that work environment incorporates a friendly, well-designed, safe physical space, great equipment/ tool and effective communication, which will enhance productivity. Well-designed and organized offices and work areas create important differences to how individuals think about their job.

Working environment can provide some miserable meaning about the organization value employees and the average it expects from them (Armstrong

& Murlis, 2007). A study done by the Society for HR Management, exhibited that physical work environment as one of the main cause influencing the choice of worker's whether to stay or leave the organization (Sutherland, 2004). Access to friendly and accepted environment also serves to decrease job stress, sadness and trepidation which are advantageous for health environment (Steel & Griffeth 2002).

The aim of organizations must be on how to give a better jobs offer with conducive work environment in order to retain employees (Sutherland, 2004). The key to reduce turnover is to provide an environment that employees prefer to work in and will stay given the accessibility of other job opportunities (Winterton, 2011).

Organizations can make the essential environment by achieving the requirements of present and future employees. Communication and recognition to employees are important components in retaining employees and reduce turnover intention. Organizations must have the ability to impart their past, present, and future preparation to employees so they are secure with the quality and steadiness of the organization. Research proves that organizations that are transparent and engage their high performing employees in getting solution will be able to keep these people during economic downturns (Ongori, 2008).

The Hay Group study exhibited that job autonomy comprise a part of workplace environment. Job autonomy is identified as the total of maturity that an employee's has in performing their duties (Perez, 2008). At the point

when employees can manage their duties and its productivity, they feel motivated and more dedicated to stay with the organization. Armstrong (2010) classified job autonomy as the degree of freedom that the employees have to perform their duties, self-determination, and consideration to the employee' in job description, the technique for achieving the duties, and the pace at which duties is completed. Job autonomy come out as a key aspect of job output according Decharm's theory of individual causation, which stated that people will appreciate behaviour and outcome that they identify as originating from their decision (Sutherland, 2004). At the point when employees are given the opportunity to manage their job output, they turn out to be decision maker, considered be part of the organization, reduce turnover intention and hence prefer to stay with the organization.

Rahman W. also Nas Z. (2012) stated the important of work environment for successful HR management practice has broadly been recognized (Guest et al., 2003; Harley, 2002; Lips-Wiersma and Hall, 2007; Tessema and Soeters, 2006; Wright et al., 2003). Thus, various studies have observed that HR practices influence the conduct and manner of employees (Edgar and Geare, 2005; Guest et al., 2003; Muse and Stamper, 2007; Pugh and Dietz, 2008). It is a well establish information that an organization is as good as its employee is. Employees are organization's important resource of constant competitive benefit (Pfeffer, 1996). Consequently, organizations need to form and retain long term relationships with this source and to make sure better share in the market in order to reduce turnover intention.

2.3 Training and Development

Employee turnover is a main concern for today's organization. Increasing rate of employee turnover can caused a troubling impact to the organization, particularly if they lost their high performers employees'.

Primarily, it incurs higher cost to hire a new staff, also the job learning and experience that they bring with them when they leave is difficult to put back. An expansive influence regularly happens too. At the point when employees leave, they have an effect on ethical, encourage gossip, and normally open the exit for others to leave the organization. As indicated by the Saratoga Institute, which expert in quantitative HRs measurement system, normally organization drops about \$1 million for each 10 skilled employees who take off. There are certain costs associated with replacing the existing employees like advertising, selecting, recruiting and training (Dalton, Todor, & Krackhardt, 1982).

In spite of the fact that there are a few elements that impact the choice to leave an organization, one element that is related with the choice to stay and reduce turnover intention is training. In 2002, American Businesses contributed almost \$54.2 billion on corporate training as per Training Magazine. A few contributions have been specified to effect retention of employees. Nonetheless, most of studies observe the relationship between training and retention has concentrated on conventional hires and employees. Only a few studies have analysed the function that training participates in reducing turnover intention among skilled employee hires.

Training also leads to better skilled employees, who are more employable in other firms (Becker, 1962). This means that training can affect employees' turnover intentions while the current firm pays all the training costs. Employees can increase their productivity on the job by following training programs. These programs are limited based on the related costs such as material costs, teaching costs and the costs for time and effort (Becker, 1962). The advantages of these programs consist of the improvement of employees' capacities and knowledge, which means that training, improves the job performance.

This is also concluded by Bartel (1995) and Dearden, Reed and Van Reenen (2006), who confirmed the relationship between training and productivity. Dearden et al. (2006) even concluded that training is a better predictor for productivity than wages. Productivity is an important variable because firms have to compete with other companies in their market to get competitive advantage. The workers' value plays an important role in this. Firms can achieve a better market position when the resources of the firm are valuable, rare, difficult to imitate or difficult to substitute (Barney, 1991). Companies invest in their human resources to increase the workers' value, in terms of job performance and productivity, and subsequently to achieve competitive advantages (Barney, 1991). At the same time, improving productivity through training can affect turnover intentions by increasing worker's employability in other firms (Becker, 1962). Therefore, it is important to make a good balance between the organizational goals and the individual goals to decrease unnecessary mobility of workers.

Brum, 2007 stated that training is raising significance to organizations looking for benefit between rivals. There is relevant argument between experts and researcher as to the influence that training has from employee and organizational objectives. One school of thought disagree that training guide to raise in turnover while the rest feels that training is a device that can direct to next stage of employee retention (Colarelli & Montei, 1996; Becker, 1993). As the expenditure in different training module keep increasing, it is necessary for employers to realize the benefit of training to the organization. Training can have a significant impact on organization funds as there are a few potential training expenses that organizations may acquire. One category of training related expense is direct expense such as trainer payment, equipments, and continuous administer. A second category of training related expense is indirect expense. These expenses are associated with employee productivity and efficiency and upon fulfilment of the training.

Thus, once a training plan is finished, employee efficiency is supposed to enhance. The advantages will be to the organization, due to rise in employee productivity and efficiency, and to the employee, as the raising in productivity supposed turn into increase in salary and chances for career development. Generally, an organization will evaluate the expenditure and profits to training to decide the total of expenditure it will acquire (Kaufman & Hotchkiss, 2006).

Notwithstanding to the direct and indirect expenses above, turnover plays an important part in the total of training expenses organisation will

expect. The higher the opportunity of employee turnover, the fewer likely the organization will spend in it. An organization drop all of its expenses should an employee stop the bonding upon completion of training. Therefore, employer has very significant choice to consider to the amount of expenditure to be contributed to the training. Duration of training, specialization, significance, and type of payment and location of training are all the things that employers must think while preparing a training programme.

Thus employees are more interested to stay in those organizations that offer training opportunities because it increases the employability (Groot & Brink, 2000). Training gives the impression of care and importance of employees, so they will be loyal with the organization. Organizations that invest on training give the feeling of values and they will be less interested to quit (Barrett & O'Connell, 2001). Turnover of trained employee is social loss for the organization (Dess & Shaw, 2001). New hires cannot start work effectively as previous workers perform, because he has to understand the culture of new organization.

2.4 Career Development

According to Rahman W. and Nas Z. (2012) by definition employee development is a joint and constant attempt of employee/ employer work with the purpose to enhance employees' behaviour, experience, skills, knowledge and abilities and to upgrade their overall efficiency.

An effective employee development is the one that convince an individual's career requirements and targets and the organization's condition.

Doubtlessly understanding this end is hard and challengeable (Rahman, 2012), it is important for the success of organizations to invest on any prospect that comes its direction. The function of employee development programs is to improve employee ability. Once an organization spends in upgrading the knowledge and skills of its employees, the expenditure is returned in the form of more efficient and valuable employees.

Researchers consider that employee development attempt of organization work as indication to the employees that the organizations recognize their commitment and concern about their career requirements which the employees respond in constructive behaviour and that equal with the total of responsibility they believe the organization has for them (Wayne et al., 1997).

Demographers evaluate that upcoming employees would be very differing from the previous employees. This highlights the significance of employee development. In the meantime they worried of loose of expenditure in terms of time and money in employee development due to skilful employees are more interested to leave for a better employment.

Improvement in an employee's career development is connected with a better future. It is a combine method that includes knowledgeable, attitude and social commitment. Being the most importance resource of any organization, it is necessary that all other resources be utilize for the development of this essential resource. Organizations must understand that it

is not an employee's previous achievement but it is their potential individual development that makes the diversity.

Normally it is assumed that employees themselves use their own effort for their own development. In any case this can't be influenced in vacuum. Organization is the greatest environment for the successful of this trend. Both of the employee/ employer obtain the advantage of it, consequently, organization supposed to support employees by grants them development opportunities (Haskell, 1993).

Career development includes establish chances for promotion within an organization and offer chances for training and skill development that helps employees to enhance their expertise on the internal and external labour market (Meyer & Smith, 2003).

Woodruff (1999), consider that an organization that wish to strengthen relationship with their employees must spend in the development of its employees. He also disagrees that organizations will do a better job retention by allocating more resources on training and development of employees. Employees who gain from their organisations through training and educational facilities have a tendency to be more dedicated and loyal to the organization.

Additionally, knowledgeable and qualified employees facilitate in expanded output and maintaining a competitive position for their organisations. Ongori & Agolla (2009), argue that less of individual enhancement in

organisations will leads to higher employee intention to leave. A lot of employees realise that their job offer them inadequate opportunities in terms of growing progress in the organization.

Career stability is considered as a main helping aspect to employees to leave in organizations. HR experts thus have a bigger commitment to administer career stability and thus reduce employee turnover. As per Lee (2003), employee's stability is possible to have bigger employee turnover due to they need to enhance their careers elsewhere in the environment. Researchers have shown that employees who have achieved stability have a bigger intention to leave due to minimal chances in the current organisation (Yamamoto, 2006).

As per Abbasi and Hollman (2000) the invisible and noticeable expenses of turnover in organizations alike to \$11 billion yearly, other than the low-level employee spirit for the ones who prefer, somehow or the other, to stay with the organization. Accordingly, organization can facilitate considerably to its HR profession advancement by supporting career improvement exercises inside the organization.

2.5 Compensation and Benefits

Compensation plays an important function in expanding organizational obligation (Dhawan & Mulla, 2011). The importance of compensation is confirmed by a number of empirical researches. Pay

fulfilment is an important forecaster of employee turnover (Carragher, 2011) and it's nearly has equivalent effect on emotional and normative responsibility (Dhawan & Mulla, 2011). Compensation leads organization competitive by expanding worker's inspiration, performance, initiative, and engagement to the organization, GBSR e-Journal of Business, Economics and Social Sciences 2013 (e-ISNN: 2289-4985) World Research Conference.com 121 association (Danish & Usman, 2010; Resurreccion, 2012).

According to Sherman et al., 1998, findings revealed a positive relationship of reward practices with the performance of university teachers. This is important especially when countering the other factor of turnover intentions in the long run. It is a known fact that employees desire a compensation system that they perceived as being fair and commensurate with their skills, experiences and knowledge. Therefore HR manager must take note that pay is the main consideration because it provides the tangible rewards for the employees for their services as well as a source for recognition and livelihood. Employee compensation and benefits includes all form of pay, rewards, bonuses, commissions, leaves, recognition programs, flexi work hours and medical insurance.

Aric (2008) strengthened that the strategic and business strategy of the organization by enhancing individual performance. This may in turn negate turnover. This also provide the opportunity for the organization to explore and consider other non-conventional areas for implementation in the future in ensuring job satisfaction for the employees such as flexi time, shorter working

hours and even providing child care services for the woman employees with children as part of the compensation package (Jill, 2005).

2.6 Relationship between HR Practices and Turnover Intention

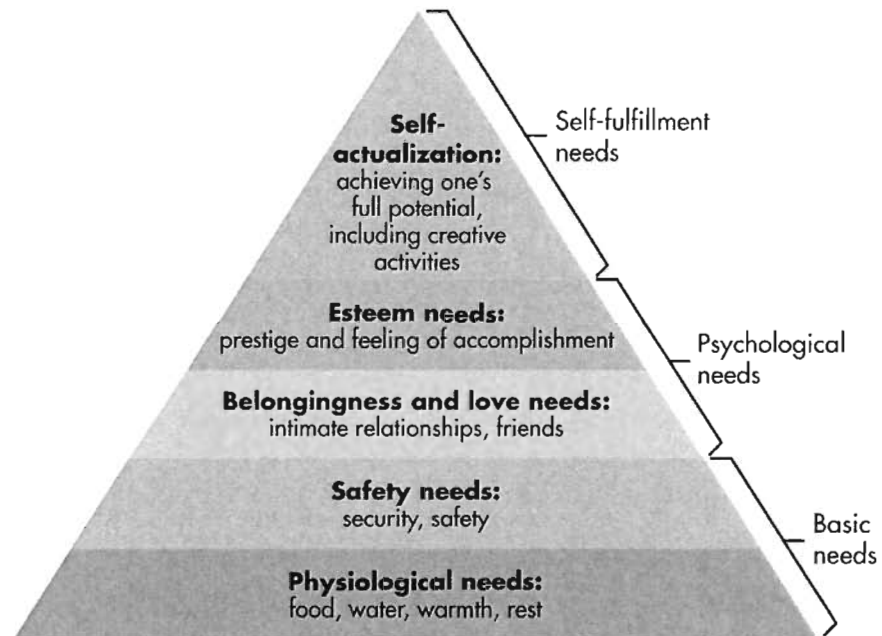
S. Nirethitha, Lata Byaram and T.J. Kumalanabhan (2014) stated that usually, HR practices play as an important function in influencing employee attitudes and behaviour. Turnover intention discloses the subjective possibility that an individual will leave the organization and thus reflect one's attitude towards the organization.

According to Robbins and Judge (2011), the best known theory of motivation is Abraham Maslow's Hierarchy Needs which were developed around 1954. Maslow's (1970) said every human being; there exist a hierarchy of five (5) needs which proposed that these needs will determine their level of motivation and satisfaction (refer Table 2.1).

According to Fumham, 1992, job satisfaction and motivation are two conceptions that frequently discussed side by side, since it is confirmed that the level an individual is satisfied at work is stated by existence of aspects that motivates the individual. Employers need to understand the needs of their employees in order to comprehend job satisfaction among employees. Employees will be motivated and satisfied if the employers offering their needs in which it will lead to lower turnover intention. Robbins and Judge, 2011 stated that the five levels of needs are as follows:

- a. Physiological
Includes hunger, thirst, shelter, sex and other bodily needs.
- b. Safety
Security and protection from physical and emotional harm.
- c. Social
Affection, belongings, acceptance and friendship.
- d. Esteem
Internal factors such as respect, autonomy and achievement and external factors such as status, recognition and attention.
- e. Self-actualization
Drive to become what we are capable of becoming which includes growth, achieving personal potential and self fulfilment.

Figure 2.1
Maslow's Hierarchy of Needs



Butcher et al. (2009) stated that smaller organizations will have little capacity to specialize in HR practices and policies when compared to large organization. Tang and Tang (2011) stated that high-performance HR practices invest in improving service capacity through selection policies, training practices, integrated performance appraisal, competitive rewards and empowering employees in decision making, which would provide sufficient support to employees so that they can do their best to satisfy customers and to successfully carry out their tasks.

According to Masri (2009) and Ganesan (2010), there is a negative relationship between job satisfaction and turnover intention in which satisfied employees will have low level of turnover intention and vice versa. S. Nirethitha, Lata Byaram and T.J. Kumalanabhan (2014) stated that HR

practices influence the psychological contract of an employee, which in turn influences employee's intention to quit. Therefore, organization must devise their HR practices keeping in view to decrease employee turnover intention. HR practices should be analysed periodically based on the changing needs of the employees. Conducive work environment, systematic training and development opportunities has to be offered to employees to develop their knowledge, skills and abilities, which will in turn motivate employees to retain with the organization for longer duration. Compensation and benefits considered being one of the major reasons for high employee turnover in the organization, key measures have to be taken to improve the standards of compensation in comparison with other service oriented organization. These are some of the very basic measures but promising steps that will result in retention of employees and develop the employment relationship.

Frith et al. (2004) stated that reduced turnover intention and consequent employee turnover will result in reducing the financial expenditure and effort engaged in recruitment, training and replacement expenditure. HR practices of the organization shows to the employees about the degree to which the organization values for their employees and the employment relationship which in turn influences the employee engagement and retention. Becker and Gerhart (1996) stated that HR systems are path dependent, can be a unique source of competitive advantage and also added that it is difficult to imitate HR practices and policies.

According to Tang and Tang (2011), high performance HR practices invest in improving service capacity through selection policies, training practices, integrated performance appraisal, competitive rewards and empowering employees in decision making, which would provide sufficient support to employees so that they can do their best to satisfy customers and to successfully carry out their tasks. Hence, effective and efficient HR practices will result to low level of turnover intention.

Based on the above literature, it can be seen that HR practices is considered a major factors that can influence turnover intentions among employees in most of the organization. Thus, the excellence management of HR practices will lead to employee's job satisfaction and will result to decrease the turnover intention rate. Again, it will motivate employees to work harder in order to achieve their own work target and vision and mission of the organization.

2.7 Summary

This chapter had presented a review of literatures that concentrated on the relationship between turnover intention and HR practices. The next chapter will explain in detail the practices and methodology that were used for data collection and analysis in this study.

CHAPTER 3

RESEARCH METHODOLOGY

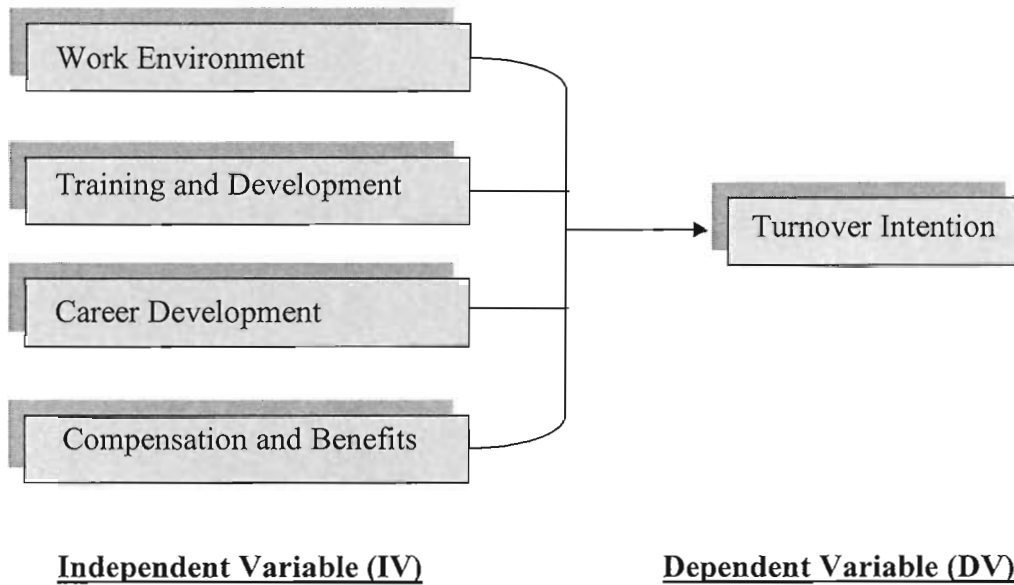
3.0 Chapter Objective

Chapter 3 described the method for the study. The objective of the study was to determine the relationship between HR practices (independent variables) and turnover intention (dependent variable) among administrative staff at International Islamic University Malaysia (IIUM) particularly in Gombak Campus. For the purpose of data collection, questions concerning each of these variables were used in a survey that distributed to the administrative staff. This study should be able to give chance to clarify the turnover situation in terms of HR practices in IIUM. In this chapter, research design, research framework, conceptual framework, population and sample, instrument and measurement, data collection and the research measures are described. The chapter ends with strategies for analysing the data.

3.1 Research Framework

The research framework was developed based on the issues discussed in the literature review in Chapter 2. HR practices are the independent variables and turnover intention being the dependent variable. The variables for HR practices are work environment, training and development, career development and compensation and benefits. The research framework is presented in Table 3.1.

Table 3.1:
Research Framework



3.2 Research Design

The function of a research design is to ensure that the evidence obtained enables us to answer the initial question as unambiguously as possible. According to Kumar (1996), the research design is defined as a plan, structure and strategy of investigation to conceive as to obtain answers to research questions or problems.

This study, was quantitative in nature. According to Bordens and Abbott (2008), quantitative study is a research method where data collected are represented by numbers that can be analysed with widely available descriptive and inferential statistic. In addition, Walker (2010) mentioned that quantitative research is also involving measuring people in order to answer question.

Quantitative research design is utilized in light of the fact that it gives a more comprehensive picture of the issue being considered including the intended interest group and the viability of the project itself (Sekaran, 2009). Quantitative research adds importance and point of interest to the study and also serves to distinguish the qualities and shortcomings that couldn't be accomplished if only one technique is utilized. The scientific, reliable data yielded by quantitative method is usually generalizable to a larger population. The natural sciences and social sciences employ quantitative research widely. It is also used as a way to research different aspects of education. This cross-sectional study examines the the relationship between HR practices and turnover intention in IIUM.

The rationale of this study was to explore the relationship between HR practices such as work environment, training and development, career development and compensation and benefits (independent variables) with turnover intention (dependent variable) among administrative staff in IIUM, Gombak Campus. Therefore, a correlational study was engaged. According to Caruna, Delahaye and Sekaran (2001), correlational study is a study that specifically used to identify the relationship between independent variables and dependent variable.

3.3 Operational Definition

The subsequence section explains the operational definition used to measure variables that were employed in this study. According to Tett and Meyer (1993), operational definitions of turnover intention is the cause represents the ultimate cognitive step in the decision making process in which employee considered leaving and look for another employer.

3.3.1 Turnover intention

Intention to quit is defined as an employee's desire or willingness to leave an organization (Thoresen et al., 2003). Affective commitment was positively interrelated to turnover intention; the more committed employees are the less possibility they had to go away from the organization (Debbie M. Tromp, Arjan van Rheede and Robert J. Blomme, 2010). The expenditure of advertise a new post, interview, hiring, orientation, training, and firing add up significantly when the rate of turnover is high (Michael J. Bloomquist, Brian H. Kleiner, 2000). According to Rubiah Ab. Rahman, 2012, employee turnover arises when employees of organization voluntarily leave their post and the unoccupied must be replaced. Among the cost implications to the organization due to employee turnover are as follows:

- a. Employee recruitment costs
- b. New employee selection costs
- c. Cost of covering during the period in which there is a vacancy
- d. Administration of the recruitment and selection process
- e. Induction training for the new employee

Turnover intention may be define as employee's decision to quit the present job. Workers may leave the organization firstly voluntarily means due to adverse work environment or they have other job opportunities. Secondly involuntarily turnover means employer fire the employees due to incompetency. Involuntarily turnover is from employers side (Dess & Shaw, 2001).

Hence, it is important to this study to identify factors that contribute to the turnover intention among staff in order to reduce management cost in terms of advertising a new job, interviewing, hiring, orientating, training etc. for each staff.

3.3.2 HR Practices

According to Tiwari P. and Saxena K., 2012, HR is the most important asset for any organization and it is the source of achieving competitive advantage. Managing HRs is very challenging as compared to managing technology or capital and for its effective management, organization requires effective HR management system. HR management system should be backed up by sound HR management practices. HR management practices refer to organizational activities directed managing the pool of HRs and ensuring that the resources are employed towards the fulfilment of organizational goals.

Therefore, it is hope that this study will make an improvement on HR practices towards increasing job satisfaction and reducing turnover intention rate among IIUM administrative staff in Gombak Campus.

3.3.3 *Work Environment*

Creating a work environment in which employees are productive is essential to increase profits for our organization. Principles of management that dictate how; exactly, to maximize employee productivity centre around two major areas of focus: personal motivation and the infrastructure of the work environment. In the context of working environment, women favored job attributes that offer interpersonal orientation which include opportunities to work with others, making friends, and kindness (Konrad, Ritchie, Lieb & Corrigall, 2000).

HR department entails ensuring our work environment is a safe one by establishing safety rules and confirming they are being followed. This includes adequately posting chemical warnings and making sure safety meetings are regularly conducted. HR staff members are also responsible for maintaining elevated employee morale, accomplished through regular communication with employees and uplifting activities such as company social occasions. HR professionals provide employment counselling when necessary and act as confidential sounding boards for employee issues.

3.3.4 Training and Development

The singular function of training is to produce change. It is the upgrading of a person's skill or the addition of a new skill, which in turn can bring about the desired change an organization, is seeking. It is important to understand that training in and of itself cannot motivate a work force. However, it is an integral part of what is needed to accomplish the long-term goals of the organization.

Wataid & Ospina, 1999 stated that the purpose of training and management development programs is to improve employee capabilities and organizational capabilities. When the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees. Training and development programs may be focused on individual performance or team performance. The creation and implementation of training and management programs should be based on training and management development needs identified by a training needs analysis so that the time and money invested in training and management development is linked to the mission or core business of the organization.

According to Davidson et al. (2010), training and development have been in the forefront of the challenges facing certain organization for many years. According to them, both formal and informal training plays a vital role for a host of reasons, including the global expansion in the industry, to reduce employee turnover, the need for knowledge enhancement and career paths,

increasing legal requirements and, most importantly, to enhance the quality of service delivered to customers.

3.3.5 Career Development

Long C.S., Perumal P., and Ajagbe M. A. (2012) stated that career development in an organization should be viewed as a very dynamic process that attempts to meet the needs of managers, subordinates and the organization. It is the responsibilities of managers to encourage employees to take responsibility for their own careers, offering continuous assistance in the form of feedback or individual performance and making available information from the organization about the organization, career opportunities, positions and vacancies that might be of interest to the employees (Zandy et al., 1990). It cannot be denied that in career development process, the organization must apply adequate information about its mission, policies and support for self-assessment, training and development. It is important to note that significant career growth can occur when individual contribution combines with organization opportunity. Increase in skills and the opportunity to manage their career successfully helps to retained valued employees (Sherman et, al., 1998).

3.3.6 Compensation and Benefits

Compensation is one of many HR tools that organizations use to manage their employees. For an organization to receive its money's worth and motivate and retain skilled employees, it needs to ensure that its compensation system is not an island by itself. Not only is it important for an organization to

link compensation to its overall goals and strategies, it is important that its compensation system aligns with its HR strategy (*extract from solving the compensation puzzle, chapter 3*).

Information from HR guide stated that the compensation and benefits processes belong to most important HR processes, which are critical for the organization and modern HR organization. The compensation and benefits is about managing the personnel expenses budget, setting the performance standards, setting the transparent compensation policies and introducing the competitive benefits for employees. The organization with effective compensation and benefits drives its personnel costs, manages the performance of employees and rewards the extraordinary performance.

3.3.7 *Administrative staff*

According to Khatri (1999), people are one of the main aspects provided that adaptability and flexibility to organization. More than a few scholars have mentioned that managing people is more difficult than managing capital or technology (Barney, 1991; Lado and Wilson, 1994). Administrative staff plays the important roles to every organization towards achieving the goals, vision and mission of the organization. It is the duty of management to identify factors that can contribute and improve job satisfaction among administrative staff in order to reduce intention to leave the organization.

It is hope that this study will help the organizations to improve its HR practices as it is important to the organization to satisfy and retain their staff especially high performance staff.

3.4 Measurement of Variables/ Instrumentation

The data were collected through questionnaire designed with multiple questions. The questionnaire consists of quantitative measures of turnover intention, HR practices (work environment, training and development, career development and compensation and benefits) and demographic particulars. The questionnaires were prepared in English which contains 60 questions and divided into six (6) parts i.e. Part A until Part F as stated in Table 3.2.

This study used structured questionnaire adopted from Camman, Fichman, Jenkins & Klesh (1982 as cited in Chen et al, 1998) to collect the data. The respondents received these four pages of questionnaire consisting of six (6) parts. A pilot test has been conducted to verify that respondents comprehend the inquiries asked and no issues with the wording or estimation happen. According to Rattanaphan (2011), a pilot study is a part of the scale development methodology for the following reasons:

- a) to ensure a comprehensive analysis for a range of perspectives,
- b) to detect any possible problems associated with the format, wording, and measurement, and
- c) to ensure that the respondents comprehend the instructions, questions, and scales. The pilot study has been carried out with a sample size of 30 employees, following the conventional practice (Fah, Foon, &

Osman, 2011; Ghazali, 2006). The data gathered from the pilot study found that the reliability exceeded 0.70.

Part A is about demographic profile, the respondents were asked on personal information regarding their gender, age, marital status, nationality, position, status of position, position grade, length of service, and salary range. Part B until Part F consists of questions on measuring HR practices. Part B is about work environment, Part C is on training and development, Part D is on career development, Part E is on compensation and benefits and Part F is on turnover intention. All parts except for Part A were measured using five (5) Likert Scale ranging from 1: strongly disagree to 5: Strongly agree. Respondents were asked to circle their answers for each item and statement. The instrument can be found in Appendix A.

Table 3.2
Table for Questionnaire Section

Questionnaire Section	Description	Measurement	Reference
Part A	Demographic; Personal Information	Multiple Choice	Yaakob, R, D., (2014)
Part B	Work Environment	Likert Scale	Yaakob, R, D., (2014)
Part C	Training and Development		Desimone et al. (2002), Hirsh et al. (1995) and Maya (1991), Kim et al. (1996) and
Part D	Career Development		Hackman and Oldman, (1980)
Part E	Compensation and Benefits		
Part F	Turnover Intention		Bergiel, et al., (2009)

3.5 Data Collection

A quantitative method was used for data gathering in order to examine the relationship between 2 variables. Quantitative method was used to ‘answer questions about the purposes of explaining, predicting and controlling phenomena’ (Leedy & Ormrod, 2001). Therefore, a set of questionnaire were used as an instrument for this study. Quantitative research design will enable the researcher to test the relationship between the research variables (Kreuger & Neuman, 2006); can reliably determine if one idea or concept is better than the alternatives (Anderson, Sweeney & Williams, 2000); and is able to answer questions about relationships among measured variables with the purpose of explaining, predicting, and controlling phenomena (Leedy & Ormrod, 2005).

The data were collected through questionnaire. The data collection technique was suitable due to it is reasonably low cost, no interview unfairness, no prior arrangement are needed and the facts of secrecy among respondents (Zickmund, 2010).

3.5.1 Sampling

Population refers to the entire group of people, events, or things of interest that researcher wishes to investigate (Sekaran & Bougie, 2009). Population for this study includes all the administrative staff in IIUM i.e. 280 administrative staff who is currently working permanently in IIUM, Gombak Campus. Majority staffs are in Gombak Campus, therefore, the result will represent the whole IIUM Campuses. The population would vary in gender, age, marital status, nationality, position, status of position, position grade,

length of service, and salary range. This population has been chosen because the said location is the main IIUM campus. Questionnaires were distributed to administrative staff at IIUM, Gombak Campus. Based on the statistic given by Management Services Division (MSD), IIUM, as of 31st December, 2014, the population of administrative staff in IIUM is 946 permanent administrative staff for all campuses and 385 staff at Gombak Campus.

Based on the table for determining sample size from a population by Krejcie and Morgan (1970), for population size of 946, the sample size should be 274. This means 274 administrative staff is needed to represent the whole study population. This sample size fit with Roscoe's rule of thumb where a sample that is larger than 30 and less than 500 is appropriate for most research. 450 copies of questionnaires were distributed. 280 respondents answered and completed the questionnaires.

The purposive sampling procedure adopted in selecting the participants for the study was suitable as it allowed the researcher to obtain information from specific group of people who were able to provide the desired information (Sekaran, U., 2010). Thus, the participants of the study were permanent administrative staff at IIUM Gombak Campus. Based on the researcher's judgment and due to time constraint, questionnaires were distributed in eight (8) departments with the highest number of administrative staff.

For this research, judgment sampling was used. In judgment sampling researcher relies on his or her own judgment when choosing members of population to participate in the study. Judgment sampling is a non-probability sampling method and it occurs when “elements selected for the sample are chosen by the judgment of the researcher. Researchers often believe that they can obtain a representative sample by using a sound judgement, which will result in saving time and money” (Black, 2010).

Table 3.3
Table for Determining Sample Size from a Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note:
“N” is population size
“S” is sample size.

Source: Krejcie and Morgan (1970)

3.5.2 Data Collection Procedures

The questionnaires were distributed to employees after obtaining approval from the respective staff's supervisor. The respondents were given seven (7) days to complete the questionnaire and were requested to return the completed questionnaire direct to the researcher by hand or internal post. After seven (7) days, the researcher collected the completed questionnaires from the respective respondents at the same offices while at other offices, researcher will received the completed questionnaires through internal post.

3.5.3 Techniques of Data Analysis

The data collected for this study were analysed by using the Statistical Package for the Social Sciences (SPSS) Version 18.0. All the items and variables were coded before entered to the computer. The Cronbach Alpha Coefficients were computed using the reliability analysis to investigate the consistency and reliability of the instrument. Pearson Correlation Analysis was used to examine the relationship between independent variables of HR practices (work environment, training and development, career development and compensation and benefits) and turnover intention. On the other hand, the Frequency Analysis were carried out for the respondent's demographic factors such as gender, age, marital status, nationality, position, status of position, position grade, length of service, and salary range. Data analysis helps the researcher to fulfil the research objectives and answer the research questions. Two types of data analysis were done, descriptive and inferential.

The methods that are used to organize, display, describe and explain a set of data with the use of table, graphs and summary measures are known as Descriptive Statistics (Johnson and Christensen, 2004). Normality test, frequency, mean and standard deviation are the different types of Descriptive Statistic used in this study to describe the basic features of the general data. Simple summaries relating to the respondents and the measures are generated in the report. Graphics enhance the understanding for the interpretation of the data. In order to analyze the completed questionnaires, the level of agreement is segmented into three levels by using simple mean computational concept as stated below:

1.00 to 2.33 = *Low*

2.34 to 3.67 = *Moderate*

3.68 to 5.00 = *High*

The process of drawing conclusion from the data that are subject to random variation is known as Inferential Statistics. It is also used to make judgment of the possibility that a detected difference between groups is a reliable one or one that might have happened by chance in this study. In brief, Inferential Statistics makes inferences about a population from a sample in order to make assumptions about the wider population and predictions for the future. Besides, the researcher can make inferences by generalising the available data. Pearson Correlation Coefficient and Linear Regression have been deployed to analyse the data.

The strength of the linear relationship between two variables is measured by correlation. The relationship between two continuous variables is given by Pearson's Correlation. A set of statistical procedures that were used to predict and explain the value of dependent variable based on the value of one or more independent variables is known as Regression Analysis (Fah & Hoon, 2009).

3.6 Summary

This chapter has explained the research method and strategy for the study, which include the introduction of research method, research design, research framework, population and sample, instrument and measurement, data collection and data analysis. This chapter also briefly explains the adoption of several analysis such as correlation and regression analysis. The result of the study are reported in the following chapter which is Chapter 4.

CHAPTER 4

RESULTS AND DISCUSSION

4.0 Chapter Objective

This chapter clarified the respondents' background. This was followed by quantitative data analysis and findings that are arranged according to the research questions and research objectives.

4.1 Data Analysis

A total of 450 questionnaires were distributed and out of that 280 were completed and useable while 120 of them were unreturned. Table 4.1 shows the distribution of the respondents according to their demographic background. 30.7 percent of the respondents were male compare to 69.3 percent female. Most of the respondents were aged between 30 to 40 years old (50.0%) and below 30 years (21.1%). More than half of the respondents were married (62.5%) and were the administration staff (88.9%). 87.9 percent of them were permanent staffs with majority of them were at 17 to 26 grade. The distribution according to length of service indicated that the majority were in the service for more than 15 years (34.6%) and earned RM2,000 to RM4,000 a month.

Table 4.1:
Background of the Respondents

Description	Frequency	Percentage
Gender		
Male	86	30.7
Female	194	69.3
Marital status		
Single	105	37.5
Married	175	62.5
Position Type		
Administration	249	88.9
Academic	31	11.1
Nationality		
Malaysian	246	87.9
Non Malaysian	34	12.1
Status		
Permanent	246	87.9
Contract	34	12.1
Age		
Below 30	59	21.1
30 - 40	140	50.0
41 - 50	57	20.4
Above 50	24	8.6
Grade		
41 - 44	58	20.7
27 - 40	55	19.6
17 - 26	161	57.5
1 - 16	6	2.1
Length of Service		
1 - 5 years	90	32.1
5 - 10 years	54	19.3
10 - 15 years	39	13.9
15 - 25 years	97	34.6
Salary		
Below RM2,000	90	32.1
RM2,000 - RM4,000	139	49.6
RM4,000 - RM6,000	41	14.6
Above RM6,000	10	3.6

N=280 respondents

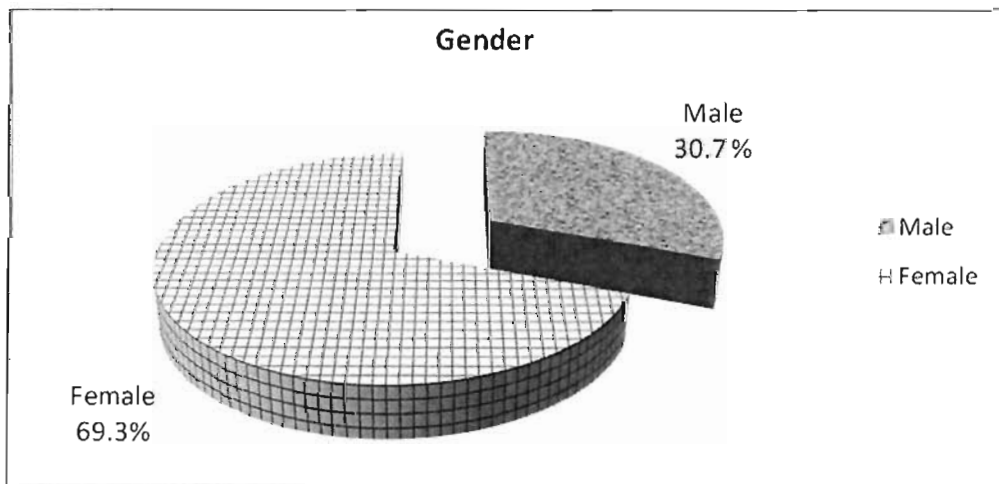
4.2 Demographic Profile

A total of 450 questionnaires were distributed and 280 responded. This represented a participation rate of 72.7%.

a. Gender

Figure 4.1 showed the vast majority who responded were female 69.3% and 30.7% were male.

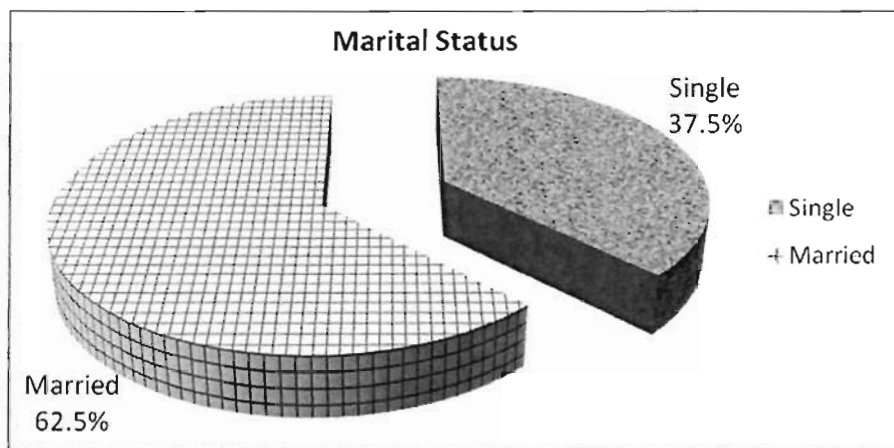
Figure 4.1:
Gender



b. Marital Status

Figure 4.2 showed that 62.5% of the respondents were married and 37.5% were single.

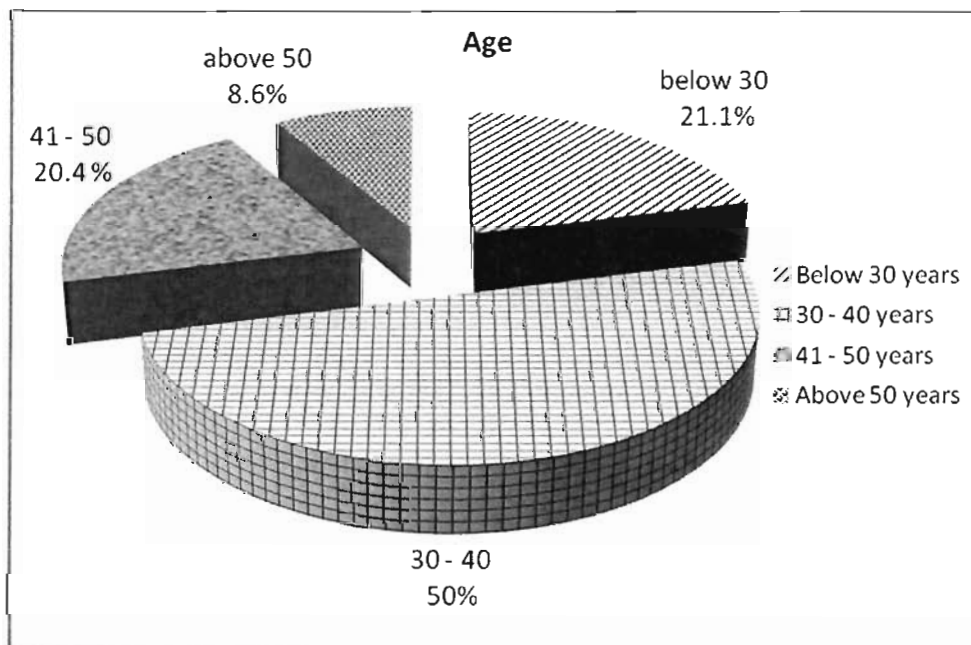
Figure 4.2:
Marital Status



c. Age

Figure 4.3 showed the distribution of respondents according to their age. Majority i.e. 50% of the respondents were at the age of 30 to 40 years old, 21.2% were below 30 years old, 20.4% were at the age of 41 to 50 years old and 8.6% were above 50 years old.

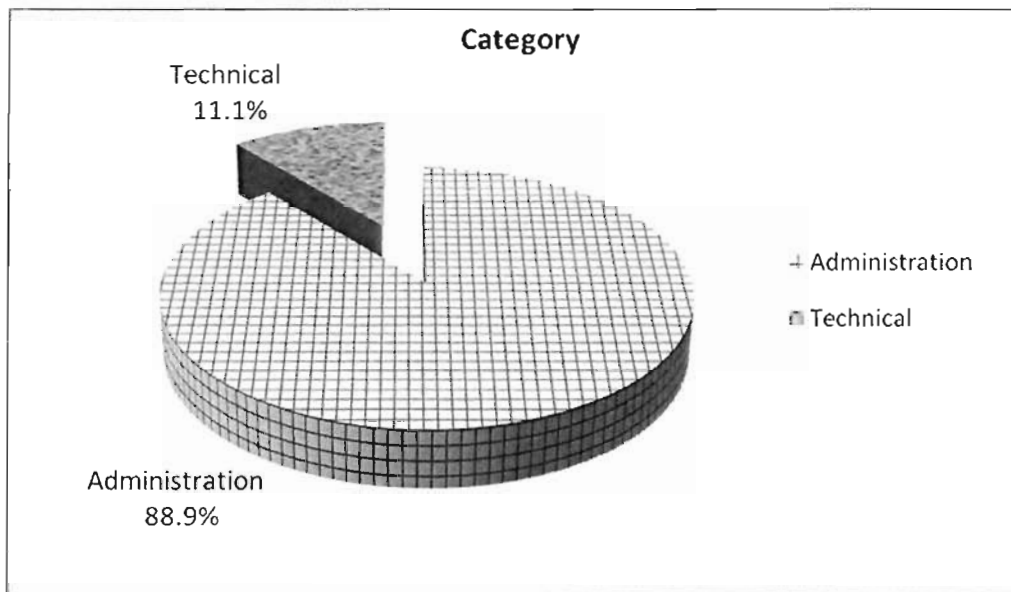
Figure 4.3:
Age



d. Category

Figure 4.4 showed that almost 88.9% of the respondents were administrative staff and the remaining of 11.1% were technical staff.

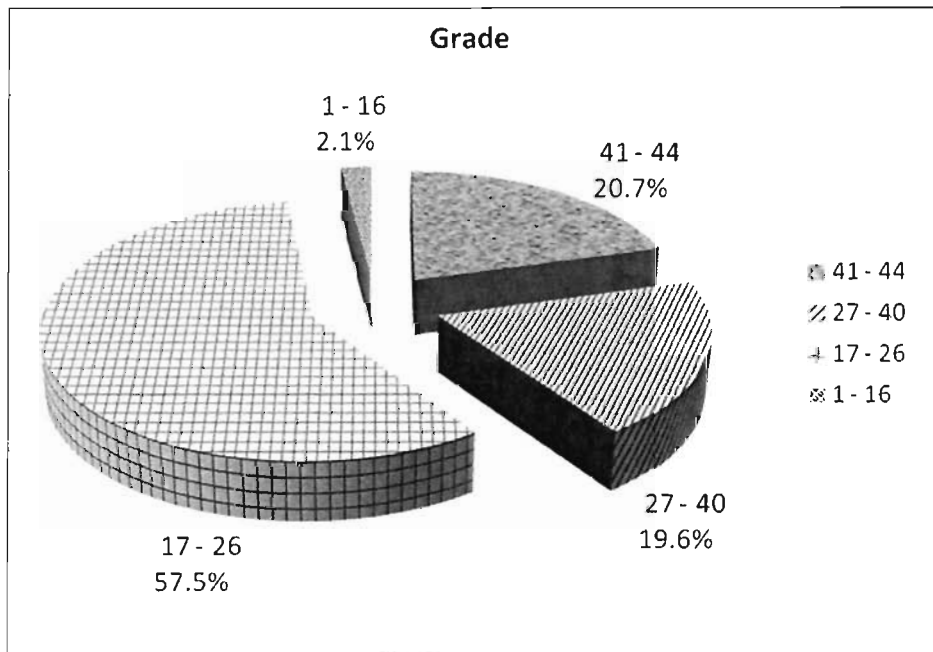
Figure 4.4:
Category



e. Grade

Figure 4.5 showed the distribution of respondents according to their grade. Majority i.e. 57.5% of the respondents were from grade 17 to 26. 19.6% were from grade 27 to 40, 20.7% were from grade 41 to 44 and 2.1% from grade 2.1%.

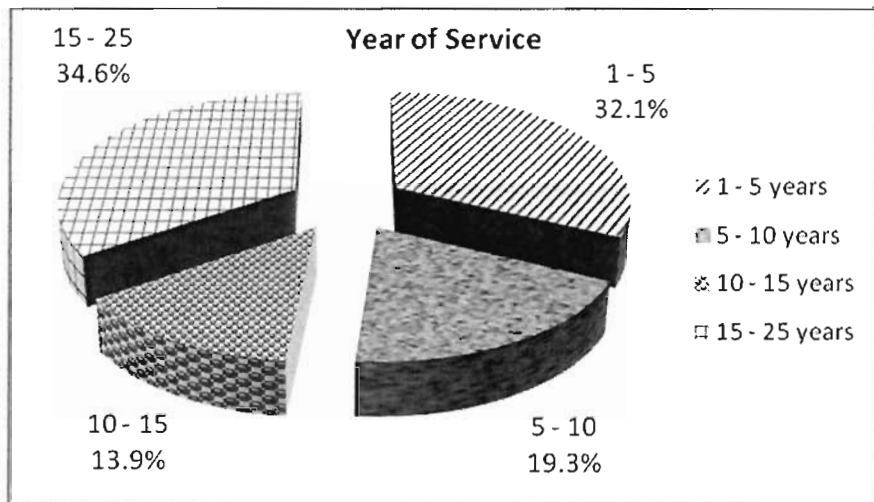
Figure 4.5:
Grade



f. Year of Service

Figure 4.6 showed the distribution of respondents according to year of service. 34.6% of the respondents had served the university about 15 to 25 years old, 32.1% between 1 to 5 years, 19.3% between 5 to 10 years and 13.9% between 10 to 15 years.

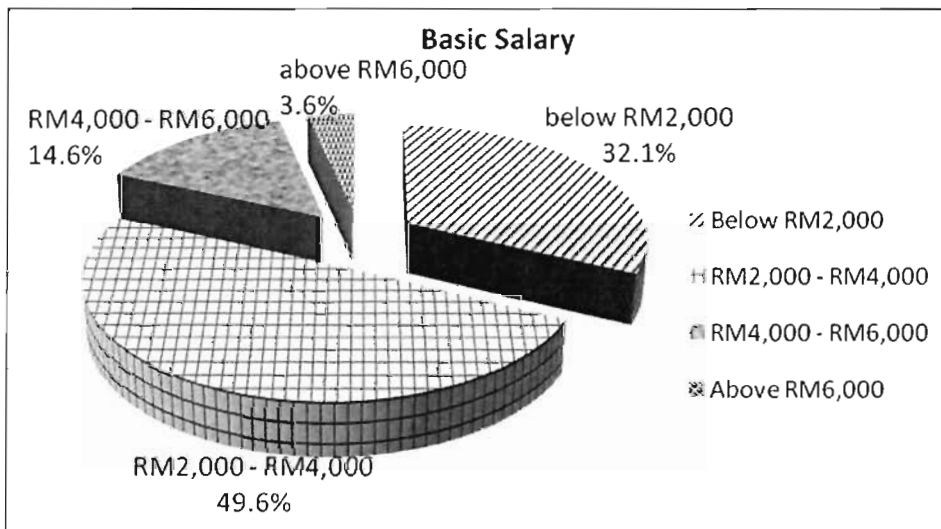
Figure 4.6:
Year of Service



g. Basic Salary

Figure 4.7 showed the distribution of respondents according to basic salary. 49.6% of the respondents with RM2,000 to RM4,000 basic salary, 32.1% below RM2,000, 14.6% between RM4,000 to RM6,000 and 3.6% above RM6,000.

Figure 4.7:
Basic Salary



4.3 Data Preparation and Screening

This part discussed on the data screening procedures, which includes the following:

- a. detection of outliers
- b. normality test
- c. reliability analysis

280 returned questionnaires were used for further analysis with the response rate of 100%.

a. Detection of Outlier

For this study, outliers were also detected using mahalanobis Chi-square (D^2) method. From the analysis, it was found that no cases with the outliers characteristics and all of the cases were used for the analysis. Tabachnick & Fidell (2001) and Field (2009) stated that, Histograms and normal probability plots are some of the graphic methods of detecting outliers. While Hair et, al. (2010) said that an observation with a ‘unique combination of characteristics identifiable as distinctly different’ from the other observations is defined as outliers.

b. Normality Test

The normality of distribution of data was examined by the skewness and kurtosis values for each variable and skewness were used to examine the normality of distribution of data . Skewness values present The symmetry of the distribution score is depicted in skewness values and a skew variable’s mean will not be at the center of this distribution.; On the other hand,while kurtosis present the information about the “*peakness*” of distribution is given by kurtosis, which can be either too peaked (with short and thick tail) or too flat (with long and thin tail) (Tabachnick & Fidell, 2001).

Normal distribution is considered when the value of Skewness and Kurtosis is at zero (0), normal distribution is done. Positive Skewness value will have a cluster of cases to the left at a low value and negative Skewness will have the score cluster or pile at the right side with a long left tail (Tabachnick & Fidell, 2001). Kurtosis values below zero (0) will indicate a relative flat distribution known as “*platykurtic*” and while kurtosis values above zero (0) indicate a peak distribution or “*leptokurtic*”. However, Hair et al. (2010) recommended the the rejection of the normality assumptions at absolute values of ± 3.29 at $p < 0.001$ significant level, ± 2.58 at $p < 0.01$ significant level and ± 1.96 at $p < 0.05$ significant level were recommended by Hair et al.

To assess the normality of the variables, the above suggestions were applied and noticeably none of the variables fell outside the ± 3.29 at $p < 0.001$ probability range level. Table 4.2 is a summary of the Kurtosis and Skewness for all the variables. The data shows the variables were normally distributed. Therefore, in conclusion, all the variables do not deviate the normality test requirement.

Table 4.2:
Normality Test of the Variables

Variables	Skewness	Kurtosis
Turnover Intention	0.818	0.310
Work Environment	0.175	0.932
Training and Development	0.016	-0.198
Career Development	0.483	0.535
Compensation and Benefits	0.573	-0.018

The data for this research can also be analysed by other step in analyzing the data for this study is to examining the normality of the data and by assessing the shape of distribution. A test was conducted to determine variable are done through visual inspections assessments were done to determine the variable. An informal approach to testing normality is to compare a histogram of the sample data is compared to a normal probability curve in order to informally test the normality. The empirical distribution of the data (the histogram) should be a bell-shaped curve depicts the empirical distribution of the histogram data and it resembles the normal distribution.

4.4 Reliability Analysis

To ensure the reliability of the scales, internal consistency confirmation of the scales was performed by checking the Cronbach's Alpha Coefficients. The cut-off point for measuring the reliability for this study is Cronbach's Alpha Coefficients of above 0.65 as recommended by Nunnally and Berntein (1994) and Nunnally (1978). Table 4.3 exhibits the Cronbach's Alpha Coefficients of the variables. All the variables in this study produced the values of more than 0.65 indicating the acceptable value.

Table 4.3:
Reliability Coefficients for Variables

Variable	N of Item	Cronbach Alpha
Work Environments	10	0.890
Compensation and Benefits	7	0.944
Career Development	9	0.894
Training and Development	8	0.885
Staff Turnover Intention	11	0.811

The acceptable Cronbach Alpha values are 0.60 and above and those above the range of 0.80 is considered good (Sekaran, 2006).

4.5 Descriptive Analysis

Respondents were asked on work environment, training and development, career development and compensation and benefits and the data were measured using four point scale, ranging from 1=strongly disagree; to 4=strongly agree. Descriptive analysis was used to determine the level of perceptions towards each variables and dimensions. To determine the perception level of these factors, the mean were computed and the middle point were used to separate the level from low, moderate and high level as mentioned by Healey (2005). Mean score is divided to three levels as follows:

- a. Low Importance = 1.00 to 2.56
- b. Moderate Importance = 2.57 to 3.33
- c. High Importance = 3.34 to 4.00

a. Independent Variables

Independent variables were measured using four variables that namely work environment (10 items), training and development (7 items), career development (9 items) and compensation and benefits (8). Tables 4.4 showed the results of descriptive analysis and to examine respondents' perception towards the variables. It was found in Table 4.4 that respondents perceived the highest agreement towards compensation and benefits (mean=3.98, sd=0.39), followed by training and development (mean=3.70, sd=0.62), work environment (mean=3.70, sd=0.61) and career development (mean=3.69, sd=0.56). Skewness and Kurtosis were computed to examine the normality of the data. The results showed that Skewness and Kurtosis were in the range of +2.00 to -2.00; indicating the normal distributed data (Hair et al, 2010).

Table 4.4:
Descriptive Analysis of Independent Variables

Independent Variables	Mean	SD	Skewness	Kurtosis
Work Environment	3.6974	.61324	.175	-.018
Training and Development	3.6996	.62304	.483	-.198
Career Development	3.6889	.55841	.573	.535
Compensation and Benefits	3.9779	.39351	.818	.932

b. Dependent Variable

Dependent variable for this study was turnover intention. The variable was measured using 11 items. Result of descriptive analysis for service quality was showed in Table 4.5. It was found that respondents scored the high agreement towards staff turnover intention (mean=3.58, sd=0.53). The value of Skewness (0.16) and Kurtosis (0.31) also showed the normal distributed value.

Table 4.5:
Descriptive Analysis of Turnover Intention

Dependent variable	Mean	SD	Skewness	Kurtosis
Turnover Intention	3.5794	.52948	.016	.310

4.6 Correlation Analysis

Correlation Coefficient illustrates the relationship between the independent and dependent variables. According Hair et al., (2010), the number representing the Pearson Correlation is referred as a correlation coefficient. It ranges from -1.00 to $+1.00$, with zero representing absolutely no association between the two metric variables. The larger the correlation coefficient, the stronger the linkage or level of association.

A strong correlation is represented by a coefficient exceeding the value of 0.5 whereas a medium or modest correlation is when the coefficient has a value of between 0.5 and 0.2. Any coefficient possessing a value less than 0.2 will be deemed as showing a weak correlation. Hair et al. (2010) suggested a rule of thumb, that the correlation coefficients that exceed 0.8 (very strong correlation) will likely to result in multicollinearity. Cohen (1988) has put forward a guideline on the effect sizes of the correlation coefficients in social science studies as follows:

- a. Weak $r = 0.1$ to 0.29
- b. Moderate $r = 0.30$ to 0.49
- c. Strong $r = 0.50$

Table 4.6 showed the correlation analysis between turnover intention and work environment, training and development, career and development and compensation and benefits. There was a strong significant positive relationship between turnover intention and all dependent variables. The strongest relationship was between the turnover intention and compensation benefits with a correlation coefficient of 0.805.

Table 4.6:
Correlation Analysis of Human Resource Practices and Turnover Intention

Variables	Turnover Intention	Work Environment	Compensation and Benefits	Career Development	Training and Development
Turnover Intention	1				
Work Environment	.726**	1			
Compensation and Benefits	.805**	.839**	1		
Career Development	.756**	.759**	.780**	1	
Training and Development	.615**	.598**	.510**	.671**	1

** $p > 0.01$

Table 4.7:
The Interpretation of the Strength of Correlation Coefficient according to 'Guilford Rule of Thumb' (1973)

Value of Correlation Coefficient (r)	Strength of Relationship
< 0.20	Negligible
0.20 – 0.40	Low relationship
0.41 – 0.70	Moderate relationship
0.71 – 0.90	High relationship
> 0.90	Very high relationship

4.7 Regression Analysis

According to Hair et al., (2003), the objective of this analysis was to determine linear relationships between the variables to predict values of dependent variable from values of the independent variables. Results from the analysis were shown in Table 4.8. Table 4.8 illustrated the result of regression analysis to examine the influence of HR practices on turnover intention. The result indicated that HR practices had more than 71% influence on turnover intention ($R^2=0.714$, $F=152.597$, $p<0.01$). The result also revealed that only three HR practices were significantly related to turnover intention i.e. compensation and benefits ($B=0.525$, $t=8.123$, $p<0.01$), training and development ($B=0.190$, $t=4.457$, $p<0.01$) and career development ($B=0.185$, $t=2.834$, $p<0.01$). Work environment was found to have no significant affect on turnover intention ($B= -0.021$, $t= -0.209$, $p>0.05$).

Table 4.8:
Effect of HR Factors on Turnover Intention

Variable	B	t	Sig
Work Environment	-.021	-.209	.835
Training and Development	.190	4.457	.000
Career Development	.185	2.834	.005
Compensation and Benefits	.525	8.123	.000
R^2	0.714		
F	152.597		
Sig.	0.000		

4.8 Relationship between Work Environment and Turnover Intention among Administrative Staff (Research Objective 1)

For the instance of this study, Pearson correlation analysis was used to examine the relationship between work environment and turnover intention. Result of Pearson correlation was summarized in Table 4.9. It was found that the correlation coefficient (r) = 0.726 and $p < 0.01$, indicating the strong significant relationship between work environment and turnover intention among administrative staff.

Table 4.9:
Relationship between Work Environment and Turnover Intention

Variable	Turnover Intention	
	r	Sig
Work Environment	0.726	0.000

4.9 Relationship between Training and Development and Turnover Intention among Administrative Staff (Research Objective 2)

For the instance of this study, Pearson correlation analysis was used to examine the relationship between training and development and turnover intention. Result of Pearson correlation was summarized in Table 4.10. It was found that the correlation coefficient (r) = 0.615 and $p < 0.01$, indicating the strong significant relationship between training and development and turnover intention among administrative staff.

Table 4.10:
Relationship between Training and Development and Turnover Intention

Variable	Turnover Intention	
	r	Sig
Training and Development	0.615	0.000

4.10 Relationship between Career Development and Turnover Intention among Administrative Staff (Research Objective 3)

For the instance of this study, Pearson correlation analysis was used to examine the relationship between career development and turnover intention. Result of Pearson correlation was summarized in Table 4.11. It was found that the correlation coefficient (r) = 0.756 and $p < 0.01$, indicating the strong significant relationship between career development and turnover intention among administrative staff.

Table 4.11:
Relationship between Career Development and Turnover Intention

Variable	Turnover Intention	
	r	Sig
Career Development	0.756	0.000

4.11 Relationship between Compensation and Benefits and Turnover Intention among Administrative Staff (Research Objective 4)

For the instance of this study, Pearson correlation analysis was used to examine the relationship between compensation and benefits and turnover intention. Result of Pearson correlation was summarized in Table 4.12. It was

found that the correlation coefficient (r) = 0.805 and $p < 0.01$, indicating the strong significant relationship between compensation and benefits and turnover intention among administrative staff.

Table 4.12:
Relationship between Compensation and Benefits and Turnover Intention

Variable	Turnover Intention	
	r	Sig
Compensation and Benefits	0.805	0.000

4.12 Differences in Turnover Intention between Gender among Administrative Staff (Research Objective 5)

Independent sample t-test was used to compare differences between two independent groups when the dependent variable is either ordinal or continuous, but not normally distributed. For this study, the independent sample t-test was used to understand whether attitudes towards turnover intention, where turnover are measured on an ordinal scale, differ based on gender which has two groups: "male" and "female"). The independent sample t-test is often considered the nonparametric alternative to the independent t-test although this is not always the case. Result of independent sample t-test was illustrated in Table 4.13. It was found that attitude towards turnover intention for male (mean =3.66) was higher compared to female (mean =3.55). Result showed the insignificant difference between the two groups ($t=1.602$, $p>0.05$). It showed that there was different in attitude towards turnover intention between male and female respondents.

Table 4.13:
Attitudes towards Turnover Intention between Genders

Variable	Mean Rank		t	Sig.
	Male	Female		
<i>Attitudes towards Turnover Intention</i>	3.66	3.55	1.602	0.000

4.13 HR factors that contribute most to turnover intention among administrative staff (Research Objective 6)

The last objective was to examine which HR factors contributed most to turnover intention. Multiple regression analysis was carried out. Result was illustrated in Table 4.21. Result showed that selected HR factors contribute 71.4% to turnover intention among administration staff ($R^2=0.714$, $F=152.597$, $p<0.01$). Among the four factors, only three were significantly contributed to turnover intention. Compensation and benefits was found to have the biggest effect ($B=0.525$, $t=8.123$, $p<0.01$), followed by training and development ($B=0.190$, $t=4.457$, $p<0.01$) and career development ($B=0.185$, $t=2.834$, $p<0.01$). Thus, the total variance of turnover intention with 71.4% was explained only by compensation and benefits, training and development and career development. Work environment does not have a significant contribution to turnover intention.

Table 4.14:
Effect of HR Factors on Turnover Intention

Variable	B	t	Sig
Work Environment	-.021	-.209	.835
Training and Development	.190	4.457	.000
Career Development	.185	2.834	.005
Compensation and Benefits	.525	8.123	.000
R ²	0.714		
F	152.597		
Sig.	0.000		

4.14 Summary

In this chapter, the analysis of the data and results through statistical testing were presented as proposed in the previous chapter. This chapter has successfully answered all research questions and achieved all research objectives. This study examined that there were significant relationship between HR practices and turnover intention. Turnover intention was also perceived to obtain substantial affected by HR practices. Compensation and benefits were found to provide the highest effect on turnover intention. The following chapter will discuss on the conclusion and recommendation of the study.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.0 Chapter Objective

The final chapter presented the findings of the study conducted. This chapter started with conclusion of the study, recommendation, suggestion for future research and conclusion. The findings of this study are based on the results of the data obtained as a result of the relationship between HR practices and turnover intention. From the result of this study, some suggestions will be forwarded to the management team of the organisation and also to future researchers.

5.1 Discussion

Based on this chapter, all of the research questions constructed in the beginning of the study have been presented which gives useful approach on the HR practices and turnover intention as well as the relationship between these variables. The study has also given several suggestions for academicians whereby some of the results have contributed to the knowledge and also practitioners which can be put into practice by HR managers in order to improve HR practices in the organization. The study has also contributed by proposing or suggestions in terms of improvements on the study as well as idea to conduct other related study in the future.

This study was conducted to find the relationship and influence of HR practices and turnover intention. The instrument used was a set of questionnaire

containing 36 items on HR practices and 11 items to measure employees' turnover intention. The instruments were delivered to the target respondents whom are the samples from a population identified from employees'. The data collected was analyzed by using SPSS Version 18.0. HR practices instrument was obtained by combining the works of Desimone et al. (2002), Hirsh et al. (1995) and Maya (1991), Kim et al. (1996) and Hackman and Oldman, (1980). For employee' turnover intention, it was obtained from research by Bergiel, et al., (2009).

The findings obtained in this study have answered all research objectives outlined in Chapter 1. The research objectives are:

- i. To identify the significant relationship between work environment to turnover intention among administrative staff.
- ii. To identify the significant relationship between training and development to turnover intention among administrative staff.
- iii. To identify the significant relationship between career development to turnover intention among administrative staff.
- iv. To identify the significant relationship between compensation and benefits to turnover intention among administrative staff.
- v. To identify the significant difference of turnover intention between gender among administrative staff.
- vi. To identify which HR factors contribute most to turnover intention among administrative staff.

5.2 Relationship between Work Environment and Turnover Intention among Administrative Staff (Research Objective 1)

First objective was to examine the relationship between work environment and turnover intention. The result of the Pearson Correlation Analysis showed that there was high relationship between work environment and turnover intention. The correlation coefficient was 0.726, indicating the high correlation. From the result of the correlation, it can be said that the high relationship for the work environment and turnover intention reflect the employees' assumption that this practices is unique to the organizations.

It is supported by the study done by the Society for HR Management, exhibited that physical work environment as one of the main cause influencing the choice of worker's whether to stay or leave the organization (Sutherland, 2004). Access to friendly and accepted environment also serves to decrease job stress, sadness and trepidation which are advantageous for health environment (Steel & Griffeth 2002). Carlapio (1996) also found that employee's satisfaction with their work environment is directly related to their job satisfaction and indirectly related to turnover intentions. Working environment can provide some miserable meaning about the organization value employees and the average it expects from them (Armstrong & Murlis, 2007).

5.3 Relationship between Training and Development and Turnover Intention among Administrative Staff (Research Objective 2)

Second objective was to examine the relationship between training and development and turnover intention. The result of the Pearson Correlation Analysis showed that there was fair relationship between training and development and turnover intention. The correlation coefficient was 0.615, indicating the fair correlation.

Training that look for employee development and assist them to know more about the organization will improve all employee's responsibility to the organization and lesser the turnover expectation. Thus, organization is managed to remain its employees. It is supported by Al-Kahtani (2002), organizations that strive for achieving high market share on international level have a low rate of employee turnover and high employee commitment, which is related to hard work, efficiency and better quality of work. Training gives a chance for an employee to get the development while staying in the similar organization that has spending in them. Organizations should believe that training as a contribution which outcome in a better benefit from an employee. The function of managers is very significant, as they must explain effectively to the employees the importance of training. It has been examine in a few organizations where training was being carried out, the employees felt more protected about their employments, had increase positivity, greater productivity

and finally demonstrate dedication to the organization by continue part of it. An inadequate research has established in America (Bartlett, 2001), Middle East (Al-Emadi & Marquardt, 2007) and Malaysia (Ahmad & Bakar, 2003) found a positive connection between training and organizational commitment and negative with turnover intentions. Training supposed to have a positive impact on employee motivation and organizational commitment. It is similar with Harris (1990), the efficient training programs resulted in improved production, decrease employee turnover, and better job satisfaction of the employee.

5.4 Relationship between Career Development and Turnover Intention among Administrative Staff (Research Objective 3)

Third objective was to examine the relationship between career development and turnover intention. The result of the Pearson Correlation Analysis showed that there was high relationship between career development and turnover intention. The correlation coefficient was 0.756, indicating the high correlation.

Career development includes establish chances for promotion within an organization and offer chances for training and skill development that helps employees to enhance their expertise on the internal and external labour market (Meyer & Smith, 2003). Woodruff (1999), consider that an organization that wish to strengthen relationship with their employees must spend in the development of its employees. He also disagrees that organizations will do a

better job retention by allocating more resources on training and development of employees.

These results were similar to Vigoda (2000) and Kuvas (2006). Vigoda (2000) suggested that when employees feel unfairly treated, they are likely to react by initially changing their job attitudes, followed in the longer term by responses that are more retaliatory such as quitting. On the other hand, Kuvas (2006) suggested that career development satisfaction was directly related to turnover intention. Other similar studies on HR management practices and turnover intention (Paul & Anantharaman, 2004; Browning, 2006; Payne & Huffman, 2005) were also confirmed these statement. According to Winterton (2011), the key to retaining employees is to provide an environment that employees prefer to work in and will stay given the accessibility of other job opportunities. Blau (1987) and Rosse & Miller (1984) also found that, in particular, lack of satisfaction with career development was associated with turnover intention.

5.5 Relationship between Compensation and Benefits and Turnover Intention among Administrative Staff (Research Objective 4)

Fourth objective was to examine the relationship between compensation and benefit and turnover intention. The result of the Pearson Correlation Analysis showed that there was high relationship between compensation and benefit and turnover intention. The correlation coefficient was 0.805, indicating the high correlation.

The findings is in agreement with the studies carried out by Beilock and Capelle (1990), Buchko (1992) and Shaw et al. (1998) which indicated that higher salary and monetary recognition has significant effect on turnover intention. Compensation plays an important function in expanding organizational obligation (Dhawan & Mulla, 2011). The importance of compensation is confirmed by a number of empirical researches. Pay fulfilment is an important forecaster of employee turnover (Carragher, 2011) and it's nearly has equivalent effect on emotional and normative responsibility (Dhawan & Mulla, 2011). Compensation leads organization competitive by expanding worker's inspiration, performance, initiative, and engagement to the GBSR e-Journal of Business, Economics and Social Sciences 2013 (e-ISNN: 2289-4985) World Research Conference.com 121 association (Danish & Usman, 2010; Resurreccion, 2012).

It is also supported by past survey conducted by Scott, McMullen and Mark Royal (2011) among 568 reward professionals indicated that the employees has emphasized and expresses their major concern upon fairness or equity on the allocation of merit increment (97.4%), total amount of compensation (96.7%), career development opportunities (94.2%) and recognition (92.9%).

5.6 Difference of Turnover Intention between Genders among Administrative Staff (Research Objective 5)

This study was also attempted to examine the difference in turnover intention between genders. Results of independent sample T-test indicated that there was a significant difference between male and female in their turnover intention. Turnover intention for male employees were higher (mean=3.66) compared to female (mean=3.55). This result indicated that male employees had more intention to leave the organisation compared to female. This could happen when the male employees' feels that they would leave if they could find the other better working place, compared to female respondents those who tied with other commitment, such as family commitment.

Some studies found that women are more satisfied than men; others found that men are more satisfied; and most studies reported that there are no significant differences between men and women in relation to job satisfaction (Oshagbemi, 2000). For instance, studies done by Sloane and Williams (2000) found that although women's earning is lower and opportunity for promotion is lower when compared to men's, they are more satisfied and this could be due to their lower expectation.

A review of the research related to gender differences in turnover intentions and turnover rates showed mixed results. It is similar with some studies suggest that women report higher levels of turnover intentions (e.g., Miller & Wheeler, 1992; Moncrief, Babakus, Cravens, & Johnson, 2000; Schul & Wren, 1992) and actual turnover (Mano-Negrin, 2003; Stroh, et al., 1996),

than men. Some studies even found that men had higher turnover intention (Smith & Calasanti, 2005).

5.7 Contribution of HR Factors on Turnover Intention (Research Objective 6)

The last objective was to identify the HR factors that contribute most to turnover intention. Result of Regression Analysis indicated that compensation and benefits had the most influenced on turnover intention ($B=0.525$), followed by training and development ($B=0.190$) and career development ($B=0.185$).

Again, compensation and benefits was found to have the most influenced on turnover intention, compared to other factors. Based on the literature review on HR practices and turnover intention, four facets of HR practices were used as independent variables of this study, while turnover intention was used as dependent variable. However there are many other variables such as safety and health management, staffing management and autonomy which may also influence the relationship between these two variables, but was not included in the study. Therefore future researchers should include the variables in their attempt to study HR management practices and turnover intention.

From the scope of study discussed in Chapter 1, this research only executed in one organisation that is IIUM. Future researcher may examine the

relationship between HR management practices and organizational commitment for other organisation. This can produce a vast view on the HR management practices for other administrative staff in other organisation.

According to the Regression Analysis that is a very high effect of HR management practices towards turnover intention. The only low effect towards turnover intention and its dimension was from work environment. This variable was found failed to predict turnover intention. Hence, there is a need to explore further on this issue as loyalty is also a pre-requisite to turnover intention.

Nonetheless, with all the constructive efforts that has been attain from the study, limitations of this study needed to be take into consideration particularly in terms of the time constraints and respondent commitment or responsibility in answering the questionnaire whereby could affect the result of the study overall. Chaaban (2006) cited that Vanderberg and Nelson (1999) has suggested that identifying conditions that lead to turnover is essential for recognizing turnover intention and for controlling it. Thus, strengthening the job satisfaction of employee is helpful in decreasing turnover intentions (Muchinsky, 2000). Turnover of employee reduces the moral of remaining human resources and loss of social capital (Dess & Shaw, 2001).

Similar with Oehler & Domicelj (2014), an employee engagement survey conducted by Aon Hewitt in 2014 had found that top five drivers' elements which influence turnover intention and employee engagement

includes career opportunities, performance management, organization performance, pay for the employee and communication.

5.8 Recommendation

The findings and analysis from this research will contribute to organization improvement on HR practices especially on compensation and benefits and more develop its such as employee provident fund (EPF), retirement benefit fund (RBF), gratuity, post medical benefit and pre-retirement programs in order to reduce turnover rate and increase level of employee engagement in the organization.

The findings of this study provide significant indication to the management that handling HR management in the organization is important. It is recommended that the management should aware that they must encounter the problems from the beginning i.e. from low level of turnover rate with comprehensive employee engagement plan. The management should examine this finding importantly in order to attain long-term objectives of the organization and to retain talent employees in the existing marketplace competitiveness. Recommendation on improving or upgrading of the post-retirement programs and enhancing the quality of the programs through structured trainings and development programs are among the HR practices that must be associated with the whole organizational goals and objectives.

As a conclusion, regardless of the limitations, this study could be one of the initial stages in order to understand the relationship between HR practices and turnover intention in IIUM.

5.9 Suggestion for future research

Based on the literature review on HR practices and turnover intention, four aspects of HR practices were considered as an independent variables of this study, while turnover intention was consider as dependent variable. Nevertheless, there are many other variables such as human resource management, safety and health services, security management, job function, job security, job autonomy etc. which may also contribute to the turnover intention, but was not incorporated in the study. Therefore, future researchers are suggested to incorporate the variables in their effort to study turnover intention.

From the scope of study discussed in Chapter 1, this research was only carried out in one campus i.e. IIUM Gombak Campus. Future researcher may study the relationship between HR practices and turnover intention in broader scale i.e. in all IIUM campuses such as Kuantan Campus, Gambang Campus, Jalan Duta Campus etc. and to include all category of staff i.e. academic staff as well. This can generate an overall view on the HR practices in the organization, particularly in the IIUM.

5.10 Conclusions

This study was aimed to examine the relationship between HR practices and turnover intention in IIUM. This study also expected to verify the mainly HR practices that greatly influence to turnover intention. Outcome from the analysis have proved that there are significant relationships between HR practices and turnover intention in IIUM. The outcome also proved that compensation and benefits is the mainly significance variable contribute to turnover intention in the organization. This will summarize the conclusion of the study that compensation and benefits was the major factors influencing turnover intention among administrative staff in IIUM. It is important for IIUM to achieve its mission and vision by providing efficient and effective HR practices, based on Islamic management philosophy and principles, in the areas of human resource management, security management, safety and health services etc.

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