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**THE INFLUENCE OF TRAINING, JOB SECURITY, CAREER DEVELOPMENT
OPPORTUNITIES AND PERFORMANCE APPRAISAL ON TURNOVER
INTENTION AMONG HOSPITAL EMPLOYEES IN
KUALA LUMPUR**



**MASTER OF HUMAN RESOURCE MANAGEMENT
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KUALA LUMPUR**



By
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UUM
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**Thesis submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Fulfillment of the Requirement for the Degree of
Master of Human Resource Management**



Othman Yeop Abdullah
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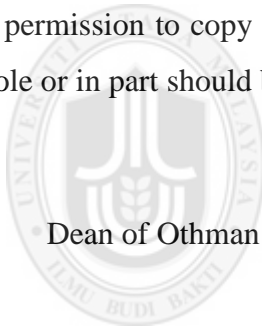
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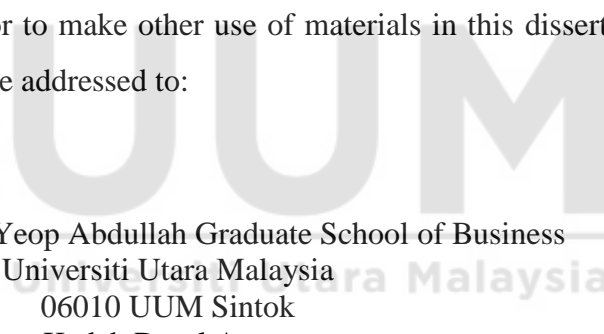
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ABSTRACT

Employee turnover has gained considerable attention from various industries in Malaysia. The main objective of this study is to explore potential influence of training, job security, career development opportunities and performance appraisal towards turnover intention among hospital employees in Kuala Lumpur. By identifying significant influences of training, job security, career development opportunities and performance appraisal on hospital employees turnover intention, it will help to create awareness to hospital on the importance of those practices in building human capital. There are 274 hospital employees from five respective hospitals in Kuala Lumpur were selected as samples. The data were collected using five-point Likert Scale's self-administered questionnaires. There are two types of data techniques adapted for this research which is descriptive and inferential analysis techniques. Descriptive analysis technique is used to identify the background of respondents in the aspect of age, gender, marital status, years of experience, and qualification. However inferential analysis is used to determine the significant relationship between training, job security, career development opportunities, performance appraisal and turnover intention among hospital employees in Kuala Lumpur. The result of this study shows that there is a strong correlation between training and turnover intention. The results also revealed that there is a weak correlation between performance appraisal, career development opportunities, job security and turnover intention. This study help to identify factors contributing towards hospital employees turnover intention in Kuala Lumpur and recognise few recommendation to reduce turnover intention.

Keywords: Training, Job Security, Performance Appraisal, Career Development Opportunities & Turnover Intention

ABSTRAK

Niat perolehan kerja telah mendapat perhatian dari pelbagai industri di Malaysia. Objektif utama kajian ini adalah untuk meneroka pengaruh latihan, jaminan pekerjaan, peluang pembangunan kerjaya dan penilaian prestasi terhadap niat perolehan kerja di kalangan kakitangan hospital di Kuala Lumpur. Dengan mengenal pasti pengaruh tersebut, ia dapat membantu untuk mewujudkan kesedaran kepada pihak hospital mengenai kepentingan pembinaan modal insan. Terdapat 274 kakitangan hospital telah dipilih sebagai sampel kajian dari lima buah hospital di Kuala Lumpur. Data telah dikumpul dengan menggunakan borang kaji selidik. Antara kaedah analisis yang telah digunakan adalah teknik analisis diskriptif dan inferensi. Teknik analisis diskriptif telah digunakan untuk mengenal pasti latar belakang responden dari segi umur, jantina, status perkahwinan, pengalaman bekerja dan kelayakan akademik. Manakala teknik analisis inferensi digunakan untuk mengkaji hubungan antara latihan, jaminan pekerjaan, peluang pembangunan kerjaya dan penilaian prestasi terhadap niat perolehan kerja di kalangan kakitangan hospital di Kuala Lumpur. Hasil kajian menunjukkan terdapat satu kolerasi yang kuat antara latihan dan niat perolehan kerja. Selain dari itu, terdapat korelasi yang lemah antara penilaian prestasi, peluang pembangunan kerjaya, jaminan pekerjaan dan niat perolehan kerja. Kajian ini dapat membantu untuk mengenal pasti faktor-faktor yang menyumbang kepada niat perolehan kerja dikalangan kakitangan hospital di Kuala Lumpur serta beberapa cadangan bagi mengurangkan niat perolehan kerja.

Kata Kunci: Latihan, Jaminan Pekerjaan, Peluang Pembangunan Kerjaya, Penilaian Prestasi & Niat Perolehan Kerja

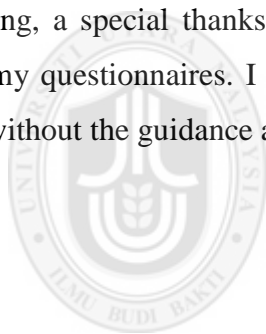
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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

The attention of both researchers and practitioners have attracted for decades due to the organizational problem such as turnover which worries employers as well. According to Choi, Perumal & Ajagbe (2012), competitive industry and low employment rates are the top two factors that are worsening in Malaysian organization lately and are proofed to contribute the link in the trend of job-hopping among Malaysian. In other words, “turnover” whereby this statement is strongly proven by Towers Watson (2013) which stated that the percentage of turnover rates has increased from 12.3 % in 2012 to 13.2 % in 2013 which designating that employee turnover will continue to be an issue to employers. The reasons behind this phenomenon should be empirically investigated. Therefore, the employee turnover should not be neglected by employers since it’s continuously arise.

Lucas et.al., (2012), includes that turnover can cause problems in organizations as the cost burdened to replace each of one lost executives which could reach up to 213% of the executive’s salary. Boushey & Glynn (2012), adding that turnover can considered as costly because it incurs training, separation and recruitment cost whereby indirectly could contribute to losses in term of productivity, quality, clients and at the same time it will reduced remaining employees morale. On the other hand, there will be additional work for the remaining employees as well. That is the reason why organizations should make an effort to reduce turnover.

Ahmad et.al., (2011)) stress on the point that an important area of the HR advancement that should be analysed thoroughly is the turnover of employees as it will cause unfavourable effects on organization. Meanwhile, Hogan & Barton (2001), has highlighted

that turnover intention positively related with the actual turnover which means a representation for actual turnover. Thompson & Prottas (2006), also sharing the similar understanding that it is worthwhile to be focus on turnover intention because before the actual turnover emerged, corrective actions can be taken to avoid.

Watrous, Huffman, & Pritchard (2006), understand that turnover is continues process of employee's withdrawal from the position that they hold at present to another which could be voluntary or involuntary and can be identified based on internal or external factors. According to Watrous, Huffman, & Pritchard (2006), internal factors will be personal characteristics includes age, education, gender and marital status meanwhile external factors will be work related factors which is more on work load, work schedule, years of working experience and social support.

According to Byars & Rue (2006), nurses in Pakistan also have high turnover intentions due to lack of training and career growth, as well as equal performance appraisal at workplace. Tuzun et. al, (2007) stated that to achieve a mission in terms of achieving positive minded and talented employees in the 21st century, each organization must identify the core factors that influence turnover intention which surely help an organizations success. The substantial increases in turnover rate in recent years have attracted the attention of companies which experience serious turnover. As reported in Borneo Post Online (2011), an analysis by Tower Watson has shown in year 2011 on the increase turnover rate in Malaysia with 16 % which nearly doubled up compared to the year before. Due to that reason, employer's especially 'Human Resource Development' (HRD) practitioners are encouraged to extend their search for more potential solutions.

Generally, reducing employee's turnover intention will definitely allow organization to achieve competitive advantage. Sharing the same view and understanding, Ballinger &

Shaw, (2011), believe that high turnover will eventually link with losing knowledgeable capabilities, talents and abilities. Whereas Summers et al. (2012) added that turnover also produces unpredictability in terms of direction and interrupts the existing organizational interaction and at the same time it will distracts the resources toward non-productive activities. In view of many negative impacts that turnover can deliver in an organization, Cascio, (2006) also adds that turnover could affect organizational performance whereby it will increase the replacement cost as organization has to recruit new workers and conduct training for them which in turn will dropping companies financial gain.

Besides, Heavey et al., (2013), shares that the increasing number of two third on turnover-related studies that conducted in recent years, which proves the growing interest on the topic lately. According to Holtom et al., (2008), globalization, knowledge-based work and technological development are the example that proof the turnover related studies are in trend in growing interest for new researchers which will make it vital for organizations to keep excellence employees. Common negative consequences of turnover in organizational performance can bring damages to organization in three perspectives such as it caused a lot of fortune to start all over besides human, cost and social resources perspectives or in simpler words, bring damages in the cost effectiveness and the productivity (Hancock (2013) & Heavey (2013)).

Furthermore, Allen, Bryant, & Vardaman (2010), agreed that turnover can bring damages however, they tend to narrow it down to only cost-based aspect; based on their humble opinion, higher cost creates greater chance for performance of a particular organization to be worsen. They also stated that based on the cost perspective, turnover can be classified as direct and indirect cost. Additionally, the human capital indicates that organizational performance can be greatly affected when experienced and trained employees are removed or leave the organization (Dess & Shaw, 2001). Looking into the social capital

perspective, (Holtom et al., 2008) states that once employees quit, an organization will lose valuable social relationships.

Turnover intention issue has not been solved which means that until now it still remains as one of the top issue that has been studied and explored more compare to any other Human Resource Management (HRM) phenomenon. However, reason for turnover intention being so important and its influences to employees lead researchers from time to time return to restudying deeper into this matter. Moreover, nearly all of the available researches on employee turnover is not attempts to address the question of why some workplace experience higher turnover rates than others but rather on understanding the process of which individuals choose to quit or stay (Shaw, Gupta & Delery, 2005). Mathieu and Meneze (2005), mention that common issues in turnover which later leads to difficulty in access to organizational-level measures of aggregate-level constructs are the reasons why limited studies on organizational variables such as human resource management practices.

According to researches Qurehi & Rasli (2014), Human Resource Management Practices (HRM practices) can affect employee's turnover intention. Additionally, as stated by researchers Quresh et al. 2013, employers who practice the proper HRM practices in an organization and employees who is appreciated by employer with training practices, job security, career development opportunities, and performance appraisal will definitely respond positively by remaining on their present job.

Although employees often change jobs due to career advancement and better training programs, the management cannot be dependent on those practices to retain employees for a long term production. Having similar opinion Quresh at al. (2013) & Moncarz et. al., (2009), pointed out that decrease in turnover rate of the employees is possible if and only if standard performance appraisal and proper training are delivered by employer to employee, besides, employee retention can be preserved by giving better compensation practices and giving

promotions. Similar to that Min et.al., (2007), found that job security and increasing level of experience will weaken employee's turnover rate. Those employees who have a thought that they do not be in the right place in an organization will shortly leave. For this reason, investigating the relationship between training, job security, career development opportunities, performance appraisal and employee's turnover intentions will be essential for the management since it could lead to actual employee losses.

1.2 Healthcare Industry in Malaysia

Healthcare services in Malaysia consist of government-run public health clinics and hospitals and private medical services are mainly provided by private health clinics or general practices and hospitals. Public sector health services are administered by the Ministry of Health through its central, state and district health offices. Meanwhile, Public health clinics are under the coordination and administration of their respective district health offices. General practices are usually solo practices run by non-specialist doctors and similarly to private hospitals, they are mainly sited in urban areas. Both healthcare sectors are still expanding. The Malaysian healthcare sector is set to be transformed from a social service and consumer of wealth to a private sector-driven engine for economic growth. Demand of healthcare is likely to expand as the elderly increase in number, consumer awareness of healthcare service grows and access to services improves.

The government will also further intensity efforts to provide hospitals and rural health facilities for Sabah and Sarawak. The Malaysian government will enhancing coordination and collaboration between public and private sectors for example in sharing resources such as training & development, facilities, management expertise and research. The public health system is financed mainly through general revenue and taxation collected by the federal government, and thus patients have to pay only nominal fees to obtain comprehensive

healthcare from public health clinics and hospitals. On the other hand, the private healthcare system is funded either by patients themselves or private health insurance. The increase in hospital beds show the growth in the healthcare sector and it also reduce waiting times for patients, shorten the turnaround time on diagnostic lab results and improve the quality of patient's outcomes through access to more specialist care centres.

Table 1.1 Hospitals & Number of Beds in Malaysia

Year	Number Of Public		Number Of Private	
	Hospitals	Beds	Hospitals	Beds
2013	134	35,739	223	11,367
2014	136	37,793	209	11,689
2015	137	38,004	217	13,186

(Source: Health Facts 2015, Ministry of Health Malaysia)

Generally, hospitals is the one and only centre specializing in providing treatment and management of various diseases. Most of the hospitals in Malaysia offers a comprehensive range of services for paediatric & maternal services, ischaemic heart disease followed by mental illness, cerebrovascular disease/stroke, road traffic injuries and cancers. Under the 10th Malaysian Plan, the Ministry of Health has prioritised the development of cardiac, emergency and oncology services for the nation. The ratio of medical doctors in hospitals (excluding housemen) to population is 1: 1870. Seventy four percent of these doctors are serving in the public hospitals with 26% in the private hospitals (Clinical research Centre, Ministry of Health (2014)). The Ministry of health has invested heavily in developing the capacity and capability of human workforce. This is especially for specialist services whereby there were 2,836 specialists working in the MOH hospitals, 7030 specialists in the universities setting and 2,692 specialist in the private sector (Ministry of Health, 2014). The

Malaysian government wants to foster growth in public and private healthcare services especially to a more profitable medical technology such as medical devices, diagnostic equipment and healthcare information technology.

1.3 Problem Statement

The healthcare sector in Malaysia is fast becoming a competitive industry. The industry's backbone and the most valuable assets comprise of medical officers, nurses, medical assistants, radiographers who are very limited in number. According to the National Health Facts, there are only about 25 thousand medical officers in Malaysia giving rise to the ratio of one doctor to 1,100 patients, and they cater for 80% of Malaysian (Ministry of Health, 2008). Unfortunately, approximately 300 hospital employees leave the public service annually to work in the private sector and some leave the medical profession altogether (Tan Sri Dato' Seri Dr. Hj. Mohd. Ismail Merican, 2009). In the year 2011, a total of 441 Medical Officers and Medical Specialists have resigned from Ministry, which are 311 and 130 respectively. This number contributes to 2.08% of the total Medical Officer and Medical Specialists in Ministry of Health. Turnover of hospital employees is costly for both the employer and the employees. This is because the employer (government/private) would find the replacement and hidden costs will increase meanwhile the employees would find increment in the monetary and psychological costs taxing (Mitchell et.al., 2001). The act of migration by hospital employees also affects the patient's access to healthcare services.

Furthermore, the decreasing numbers of employees in hospitals and the concurrent increase in the demand for healthcare services cause the work load to increase over the years which subsequently result in the decreased morale of these employees. Therefore, practices such as training, job security, career development opportunities and performance appraisal should be revised by the Human Resource Management Department of Ministry of Health

(MOH) to shape employees attitude and behaviours especially in hospitals. MOH has to be diligent in addressing issues on training, job security, career development opportunities, performance appraisal and emphasize on improving the negative image of the hospital health service. By doing this, they could attract and retain employees for long term in hospital because HRM practices such as training, job security, career development opportunities and performance appraisal could form an environment whereby employees work to accomplish the organizations goal and also become actively participated in the organization.

Lee & Lee, (2007) in an experimental study on HRM practices discovered core HRM practices such as training and development, performance appraisal, job security and career growth will help to increase firms' business performance including employee's efficiency, product excellence and firm's flexibility. Eleven HRM practices adopted by Kuo (2004), found that employment security, training and performance appraisal are regarded as three of the main practices for impacting hospital performance. Wheeler, Harris and Harvey (2010) cited that organizations should enhance their business performances through practicing strategic HRM practices as it have the ability in reducing employee's turnover which was also highlighted by Chang & Chen, (2002); Moynihan, Wright & Gardner (2003) in discussions on HRM in recent years. Therefore, this research paper aims to gain better understanding and provide further insights into the role of employee's identification with their organization and how evaluation on training, job security, career development opportunities and performance appraisal affects turnover intention of hospital employees in Kuala Lumpur.

1.4 Research Questions

As discussed earlier, empirical studies have shown the importance of turnover intention. However, the issue of how factors influence turnover intention was not explained

and tested frequently. Hence, the main aim of this study is to explore the influences of training, job security, career development opportunities and performance appraisals on hospital employees turnover intention by answering the research questions below:

- i) What is the turnover intention level among hospitals employees?
- ii) What is the significant relationship between training and turnover intention among hospitals employees?
- iii) What is the significant relationship between job security and turnover intention among hospitals employees?
- iv) What is the significant relationship between career development opportunities and turnover intention among hospitals employees?
- v) What is the significant relationship between performance appraisals and turnover intention among hospitals employees?
- vi) What is the significant influence of training, job security, career development and performance appraisal on turnover intention among hospitals employees?

1.5 Research Objectives

Since turnover is very important as it impacts business success in this rapid business environment, it is vital for the management of any organizations to focus more on this issue. Organization should spend more money and time focusing on retains employees to fully gain its benefits and to overcome hospitals employees turnover intention in healthcare sector.

The objectives of this research are:

- i) To determine the significant influence between training, job security, career development and performance appraisal on turnover intention among hospitals employees.

- ii) To examine the relationship between training and turnover intention among hospitals employees.
- iii) To investigate the relationship of job security towards turnover intention among hospitals employees.
- iv) To examine the relationship of career development opportunities and turnover intention among hospitals employees.
- v) To determine the relationship of performance appraisal towards turnover intention among hospitals employees.
- vi) To examine the relationship between training, job security, career development and performance appraisal on turnover intention among hospitals employees.

1.6 Significance of the study

This research is based on turnover intention which has remained as a significant area of discussion specifically in the field of organizational behaviour. It is a deliberate fact that in our country, very few researchers are working in this area. Yu, 2007; Michael, 2009; Patrick, 2011 stressed that there are literatures on development of healthcare service quality through proper implementation of human resource management practices. The influences of training, job security, career development opportunities and performance appraisal on turnover intention among hospitals employees was chosen so that it would be helpful for further researcher and exploration of new ideas. It will also provide an insight into the fact that how turnover intention can be enhances within the organizations. Hospitals considered turnover intention as an important contributor towards work commitment level and job performance. So, it is very important for management to know and understands the related factor. The training will enhance the abilities of its employees need to carry out their job efficiently, while giving them an opportunity to grow professionally. The organization will be able to

reduce turnover by providing job security whereby employees will fully engaged in their organization and employs extra effort in their role. By encouraging and supporting employees with a proper guidance on action plan to establish goals for professional development and at the same time the key performance indicator must be quantifiable. It is required to work on such area so that the management enable in making decisions concerning to the profession whereby can benefit the employees as well as the organization in term of providing healthcare services. The finding of the research would definitely contribute to the body of knowledge especially regarding turnover intention among hospitals employees and will be useful source of information for future exploration related to this subject matter.

1.7 Scope

The scope of this study covered hospital employees in Kuala Lumpur. Two hundred seventy four respondents were selected randomly. There is no restriction in term of experience or year of service, contract or permanent employees and level of their position as all of them are subject to turnover intention and when occurs, it require replacement. The researcher investigate the influence of training, job security, career development opportunities and performance appraisal on turnover intention and make sure which practices that affect mostly hospitals employees turnover in Kuala Lumpur. Future research could be done on the same factors to increase consistency of research findings and also other turnover intention factors in order to expand the knowledge on this topic.

1.8 Limitations of the study

As with all other studies, this research has its own limitations. The first limitation is that the data collection for this study is only extended for those who are working in hospitals. Respondent's demographics are normally distributed, which is convincing to represent the

population of Malaysia. The sample is only limited to Kuala Lumpur, so the result cannot be generalize to other states. In this research, only four human resource management practices that mainly affect hospitals employees turnover intention are being examined. It includes training, job security, career development opportunities and performance appraisal. Besides these factors, there could be other factors such as job description, participation, promotion, recruitment & selection, and compensation that can influence turnover intention were not considered in this study.

1.9 Organization of the study

This research consists of five chapters which are *Introduction, Literature Review, Research Methodology, Results & Discussion, Recommendation & Conclusion*. Chapter One provides an overview of the whole research which contains a detailed background of the study, problem statement, research questions, research objectives, significance of the study, scope and limitation of the study. Followed by Chapter Two which mainly discuss about a comprehensive description of the related literature review in the field of the topics, definition of turnover, voluntary turnover, involuntary turnover, turnover intention, followed by the extensive literature review on the relationship between training, job security, career development opportunities, performance appraisal and turnover intention. Sources were peer-reviewed article in a professional journal, chapters in a textbook, dissertation abstract and reference books from libraries. Chapter Three provides an overview on the flow of the research process in order to obtain the research objectives. It covers the procedure and justification of the study, research framework which has been built followed by operational definition, research hypothesis, and research design. It also contains the research instrument which developed for primary data collection, validity and reliability test to identify the significance of the variables selected. Besides, Chapter Four provides results of the analysis

on the data gathered for this study. Statistical Package for Social Sciences (SPSS) was used to present descriptive and inferential unit of analysis. The contributing factors and relationship between the independent and dependent variables in hospitals has been identified and discussed at the end of research. Finally, Chapter Five is the recommendation based on the results interpretation from this study. The implication of training, job security, career development opportunities, performance appraisal practices is highlighted and solutions towards the research problem have been given. At the end of the chapter, future trends and prediction that can be made to related study discussed to further expand knowledge on this field.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter comprises literatures, researchers and scholarly opinions concerning the definition of employee turnover, voluntarily turnover, involuntary turnover and also turnover intention of employees. This literature review also provides critical views of researchers and experts concerning theories and models on employee turnover. Thereafter follows a discussion on the relationship between training, job security, career development opportunities, performance appraisal and employee turnover intention.

2.2 Definition of Employee Turnover Intention

Lee (2008), defined Turnover Intention (TI) of an organizational member as the subjective perception to quit the current job for other opportunities. According to Robbins et.al., (2005), turnover is the permanent withdrawal either voluntary or involuntary from an organization. Abassi and Hollman (2000) adding in that employee turnover can be considered as an employee cycle in a particular industry whereby there will be rotation between employment and unemployment situation and also between organizations, jobs and occupations. It is also the rate at which employees quit their jobs. Meanwhile, Mondy, (2010) stated that turnover by an employee of a particular organization meaning that voluntary termination from involvement in an organization. Organization will be affected harmfully if employee turnover is high. When employees leaves, those organizations that has been

invested substantially on training and development of its employees will definitely find lost with the investment that they made (Mello, 2011).

Employee turnover is a phenomenon prevalent in emerging economies. No specific reasons can be given to why people leave the organization. In any organization, employee turnover that can take place might be either voluntary or involuntary. Griffeth and Hom (2001) come out with employee turnover framework as represented in the figure below:

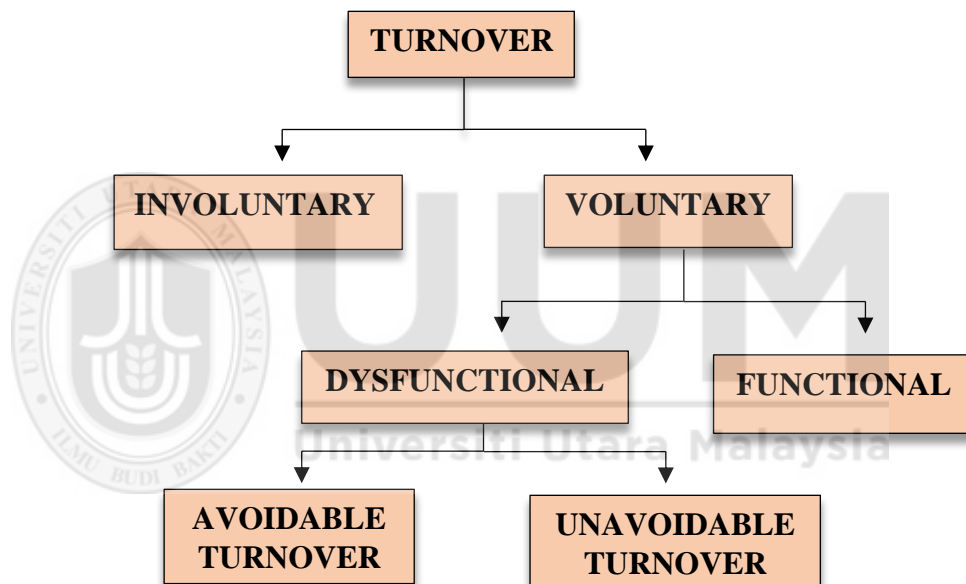


Figure 1: Framework of Staff Turnover

(Adapted from: Griffeth, R. & Hom, P. (2001))

2.2.1 Voluntary Turnover

Turnover often relates to job satisfaction and it is crucial to distinguish between voluntary turnover and involuntary turnover. It is referred to as voluntary turnover whenever employees quit from an organization according to their own preference (Noe, Hollenbeck, B. Gerhart & S. Wright, (2006). It is initiated by the choice of the employee. A similar definition

is given by Egan, Yang & Bartlett, (2004), stating that “an employee’s decision to leave an organization reflects an instance of voluntary turnover or a quit”. Another definition is “an employee voluntary cessation of membership of an organization” (Morrell, 2001). Besides, Mobley et.al., (1977), mentioned that a better job opportunities, unfavourable working environment, and attractive financial sources outside of the organization could leads to voluntary turnover. Meanwhile, Lambert & Hogan (2009), believed that in an organization, voluntary turnover occurs more frequent than involuntary turnover and it’s more harmful to the organization. Over 60 % to 70 % of employee’s turnover which reported by a study is voluntary (Blakely & Bumphus, 2004). However, voluntary turnover can be controlled because it can be predicted. Voluntary turnover further distinguished into functional and dysfunctional turnover.

2.2.2 Functional Turnover

Functional turnover is refer to low performing employees without unique skills who resigned or fired therefore creating a chance for a position to be substitute by more capable individual. According to Tung et.al., (1982), withdrawal from a specific job viewed by most of the organization as the consequence of family or spouse problems and also because lack of ability to effectively work in challenging environment when a low performing employees leaves the organizations. However, the cause of low performance appears likely may be mistakes made by the organization in many cases. Jennings et.al.,(1985) noted that poor management development and misuse of talented people are often the cause in many organizations for high turnover rate. The loss of poor performer will not help to improvise work to be done effectively. An organization can even benefit by substituting poor performers with better performers and improving the quality result of the affected works. The costs incurred can exceeded through functional turnover by replacing outgoing employee.

2.2.3 Dysfunctional Turnover

There will be work shown to have direct impact on productivity when some employees who are leaving especially top performers. Other than that, might have unique skills that are rigid, costly to recruit and hire replacements. The diversity of an organization will be affected if lose too many minority group members. When these scenarios occur, the costs related with substituting them will combine with other cost which includes with customer complaints and quality problems. According to Taylor (1998), dysfunctional turnover can be classified into avoidable turnover and unavoidable turnover. Taylor has point out that avoidable turnover is caused by lower reward and benefit or poor working condition meanwhile unavoidable turnover is referring to the organization which has little or no influence such as family moves, serious disease or death.

2.2.4 Involuntary Turnover

According to Mathis, J.E & D.M. Jackson (2004), “an employer’s decision to terminate the employment contract reflects an instance of involuntary turnover or a discharge”. Allen, Shore & Griffeth (2003) stressed that if an employee retired from the service, dismissed from the current job and death are also referred as involuntary turnover. Boxall & Purcell (2003), further state that involuntary turnover considered as turnover faced by an organization whereby employees resigned from the job just because of taking care of their family members who critically ill or accompanying a spouse to another place. This situation shows that employees has no control to avoid from quitting in an organization. Bratton & Gold (2003) explained that involuntary turnover can exist due to other reasons

such as independent of the affected employees that take account of the need to downsize, reshuffle or reduce outlays. This decision or choice usually taken by the employment body. Chiu & Francesco (2003), stress on the point that even though the differences among voluntary and involuntary turnover is not straightforward but it is still vital.

2.3 Empirical Studies on Turnover Intention

Turnover intention is widely studied by researchers in the past decades. Turnover intention is defined as “an individual thinking on the probability that will change his or her job within a certain stretch of time” (Sousa-Poza & Henneberger, 2002). When a thought for turnover exist in employees mind, the possibility for a turnover to happen is high. It has been extensively discussed by a lot of researchers from various perspectives on main reasons for studying turnover intent (Meyer et. al., 2001).

Carmeli and Weisberg (2006) used the term turnover intentions as thoughts of quitting from the current job, the intention to search for a different job, and then intention to quit which refer to three specific thoughts in the withdrawal cognition process. Since turnover intention linked with actual turnover, Shore and Martin (1989) and Khatri (2008), noted it as an appropriate dependent variable. Turnover intentions or intentions to quit a job have been found to be one of the best predictors of actual quitting. This has been proven through a research conducted by Griffeth et al. (2000). A part from that, Glissmeyer, Bishop & Fass, (2008) in their views stating that turnover intention is defined as the moderator factor between attitudes affecting commitment in an organization and actually quitting from the organization.

Accordingly, various organizational processes for instance selection (Barrick & Zimmerman, (2005), training (Glance, N. S. Hogg, & B. A. Huberman, (1997)) and coaching/mentoring (Lankau & Scandura, (2002); Payne & Huffman, (2005)) have choose

turnover as one of the criterion to evaluate the employee effectiveness. Therefore, understanding the influential factors on turnover will gives opportunity for organization to increase employee morale, decrease selection and training cost, provide customer satisfaction and at the same time organizational productivity can be enhanced. Human resource management is the greatest strength of an organization (Gerhart & Milkovich, 1990). HRM policies and practices can be strategically planned and implemented appropriately. Through this strategic implementation, organizations can gain necessary outcomes from employees such as the improvement in term of in-role and extra-role behaviours of employees. However, most of the organizations are actively seeking for techniques to improve linkage between employees and their organizations even though its involving costly investment. The support of suitable implementation, these techniques often enable a more committed workforce.

2.4 Theory and Model on Turnover Intention

For the past 50 years, turnover intention models and reference theories are still developing. Through analysing the study by Hao & Yusoff (2013), we may understand that the innovators and most cited turnover studies was adopted from March & Simon (1958); Mobley et. al., (1977). Turnover models for instance ‘Job Embeddedness Model’ by Mitchell & Lee, 2001, ‘*Inverse Gaussian Model*’ by Withmore, 1979, ‘*Met Expectation Model*’ by Porter et al., 1974, ‘*Alternative Linkages Model of Turnover*’ by Hom & Griffeth, 1991, and ‘*Unfolding Model of Voluntary Turnover*’ by Lee et al., 1994 was developed based on March & Simon studies. In order to provide a more elaborate understanding of the characteristics of turnover intention, in line with the objectives of this study, the most relevant theories and models are discussed below.

2.4.1 Human Capital Theory

The core function of human capital theory is that human's learning functions are comparable with other natural resources which are involved in the production process Kuchar, (2007). Adam & William, (2001) in their views stating that the concept of human capital claims that not all work is equal and that the employee's quality can be increased by investing in them. According to Kuchar (2007), education and training are the most important investment in human capital. Learning capacity is closely related to earning level, thus it can raise a person's income. The education, experience and skills of a worker have an economic value for employers and for the economy as a whole. It emphasized that effective employees have to be constant learners in order to compete in an increasingly globally competitive enterprise environment. Kuchar (2007) discusses the basic elements of the human capital model in the context of labour market. A work position is a logical outcome of this model. Kuchar stress that education is always an additive element in individual development and position strengthening on the labour market is also given by work experience, acquired skills and the character of previous work.

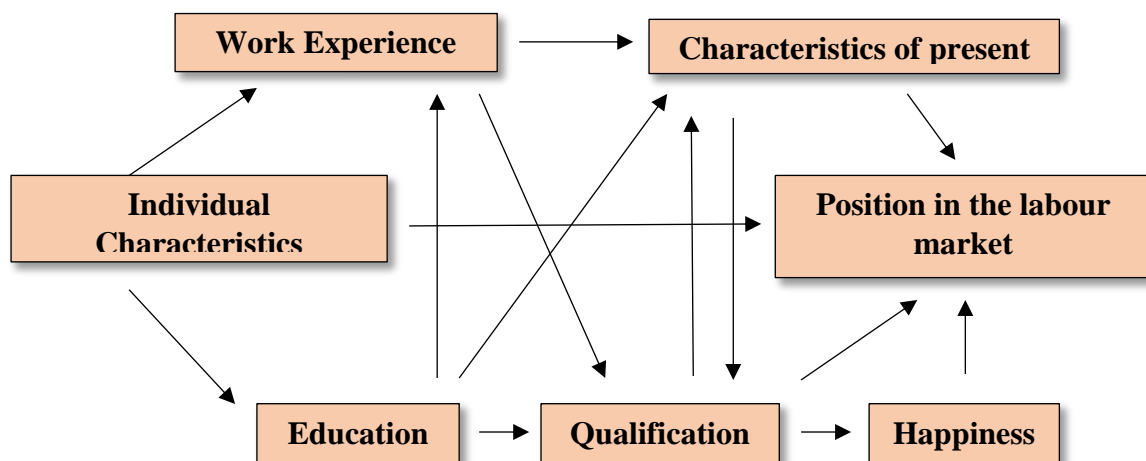


Figure 2: Human Capital Theory

(Source: Simplified according to Kuchar, 2007)

The human capital is evaluated by Kuchar (2007) on the example of higher consumption of skilled labour force, which means potentially higher investment and thus stimulation of the economic growth. Moreover, the more educated a person, the less dependent on a specific job (this often called 'job security'). Such a person is, however much more adaptable and thus the possibilities of potentially acceptable job offers are extending (employment security) and this means a permanent involvement of a person in the work environment (Brozova et.al., 2003). The same author adds that more educated people are also able to meaningfully use their leisure time which they have when they lose their job. According to Kuchar (2007), training can be distinguished between general and specific training. Training can be seen as general, if the acquired skill can also be used in another organization. For example, a doctor trained in one hospital finds his skills also beneficial at other hospitals (Kuchar, 2007: p. 32); whereas specific training is defined as 'training that has no effect on the productivity of trainees that would be useful in other firms' (Kuchar, 2007: p. 41). The development of capability usually requires skills and experience which can be gained partially from schools and also from respective organization.

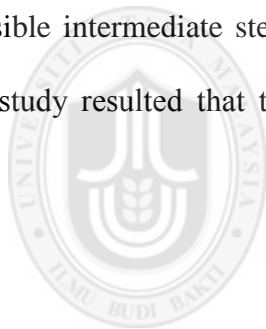
Employees with high amount of company specific training will hardly find alternatives that meet their expectations. Based on this theory, it can be assumed that organization specific training has an inverse relationship to turnover intention.

2.4.2 Mobley's Model

The universally cited model would be Turnover Decision Model which created by Mobley (1977). In turnover decision practice, first psychological methodology has been introduced by Mobley. Mobley's model is based on several former preceding studies, for instance March and Simon's Theory (1958) about ease and desirability of work concept and

Porter and Steer's Model (1973) of Met-Expectation and intent to leave. The model is heuristic rather than descriptive (Mobley, 1977; p.239).

Mobley's method as shown in figure 3 below is defined as an arrangement of cognitive actions which start with one's existing job evaluation. He assumed that an undesirable evaluation will caused job dissatisfaction and this will leads to intention for quitting from a specific job. The subsequent withdrawal cognition will be an assessment of the expectations and cost of quitting which is an important stage in this model. The models further extend to search for replacements, an actual search and also found other job replacements evaluation and also its comparison. If the comparison favours the alternative, then behavioural intention to quit or remain will be stimulated. Mobley model showed a similar possible intermediate step in the turnover intention process, yet a major distinction exists. His study resulted that the "Intention to Quit" takes place before an "Intention to Search".



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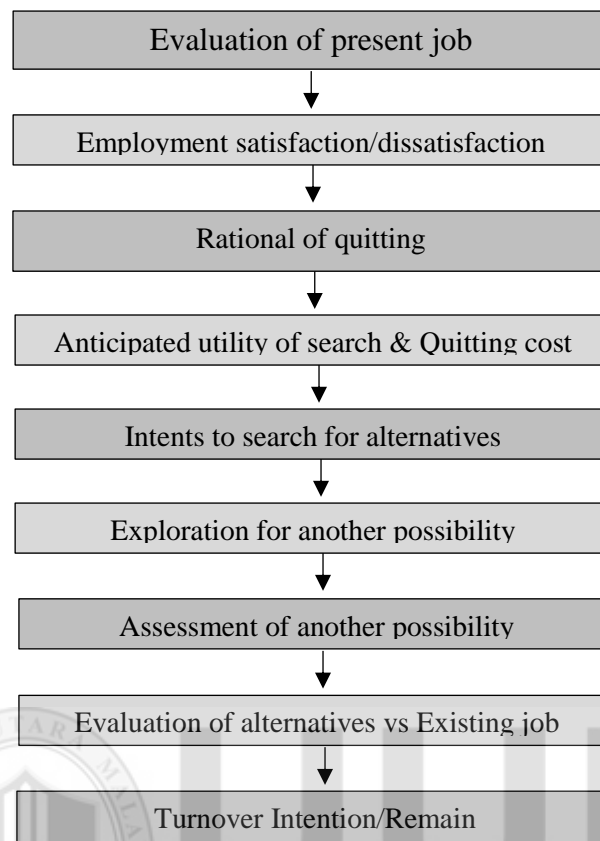


Figure 3: Sequential Turnover Model (Source: Perez (2008) cited from Mobley (1977))

Based on the above explanation on turnover theory and model, it strongly shows that employee turnover behaviour model which is universally accepted is lacking until now. Thus, there is no concrete justification why employees decide to move from one organization to another (Lee & Mitchell, 1999). Although there is no standard model for understanding turnover process as a whole, a wide range of variables have been found useful when it comes to interpreting employee turnover. Therefore understanding the reasons for turnover intention can also be explained by outlining the impact of various factors.

2.5 Training

According to Ahmad and Bakar (2003), training can be described as a planned and systematic effort of employees to achieve effective performance in an activity or range of activities. On the other hand, Obeidat, et. al., (2014) in his views mentioned that training

deals with increasing and updating the skills, knowledge, competencies and experiences of an employee through a series of development programs. Previous studies proved training contributes to intangible results such as improved participant knowledge and ultimately could affect employee retention and enhance organizational effectiveness (Babu & Reddy, 2013; Ahmad & Bakar, 2003). It is further supported by Ashar, Ghafoor, Munir and Hafeez (2013) that organization required to manage training on employees with integrity which can enhance the commitments and prevent intention to leave.

2.5.1 Training and Turnover Intention

Human Resource Management Practices clarify the importance of training in regards to employee retention because training is a tool in creating positive human behaviours and important foundations to enhance organizational performance. Tan & Batra, (1995), in their views stating that in HRM practice, providing training report higher productivity in firms since training considered as an important factor for productivity. It is social loss if there's turnover of trained employee in an organization and therefore the cost of keeping trained position fill will increased (Dess & Shaw, 2001). Nevertheless, there is a relationship exist between training and turnover. Sherman & Bohlander, (1992), found that training in managerial competencies, skills and programs with growth opportunities will be used to increase job commitment and reduce employee turnover. Training and job enrichment program are closely related to turnover intentions compare to other HRM practices as proven by a survey of 249 participants.

Training can be considered as one of the main factor that significantly related to turnover intention which has been proven through a research by RMIT University, Australia and Nottingham Trent University, U.K. on high employee turnover rate among multinational companies in Asia. They also discovered that the length of operations, size and also the

nature of a particular sector also have connectivity with turnover intention among employees. A research on employee growth which have influences in predicting turnover intention conducted by another researcher from Gadjah Mada University, Indonesia revealed that through constant training programs lead to retention which has been supported by the hypothesis that training has related directly to turnover intentions among employees (Mohamad, 2006). Employee's performance at the workplace without any pre-training will be very difficult (Tihanyi & Boudreau 2001), stress that those competent employees will execute well in their daily task at workplace as compared to untrained employees. In general, it is very crucial for an organization to give training for employees because through training the particular organization could get overall goals to be accomplish successfully (Kaynak, 2003; Heras, 2006).

Helliriegal et.al., (2001) stress on the point that one of the best way to rises greater productivity is through efficient use of human resources, enhanced job performance, achieve goals and objective efficiently, workforce turnover cost reduction, overcome errors, decrease accidents and absenteeism, more skilled and mobile labour force and retention of the current employees. All of these can be obtained by offering an appropriate training in an organization. Similarly, Echard and Berge (2008) highlighted on the point that significant business outcomes can be acquired from effective training techniques especially in term of product expansion, customer service, and know-how in gaining new skills. The appropriate competitive edge has been gained through the linkage of training to business strategy which given by many businesses in today's global market. Villegas (2006) explained that there is a strong relationship with employee retention and training. When employees are under go with a continuous process of training, they will feel that organization is giving chances for them to develop their skills and also want to develop their career as well.

2.6 Job Security

Adebayo & Lucky (2012), referred job security as a concerned with the possibility or probability of an individual keeping his/her job. Jobs which is not backed by indefinite contract or cannot be guaranteed for reasonable period are deemed to lack job security. It is also seen as the employees free from the fear of being dismissed from his/her present employment or job loss. Adebayo & Lucky (2012) also stress that quite a number of factors such as education, work experience, job functional area, work industry and work location play an important role in determining the need for an individual's services and impacts their personal job security. Generally, certain type of jobs and industry has been perceived to have high job security. For instance, government jobs, healthcare jobs and law enforcement jobs are deemed to be very secure while on the other hand, jobs in the private sector are widely perceived to offer lower job security which may also be according to industry. Location, occupation and other factors Adebayo & Lucky (2012).

2.6.1 Job Security and Turnover Intention

One of the most common aspects in relation to the uncertainty faced over the prospect of one's career is job insecurity (Lee et al., 2006). Sverke and Hellgren, (2001), in their views stating that job insecurity as an occurrence replicating the fear of losing a particular job involuntarily whereby considering an individual's perception on the career condition which would be more insecure than they expect. The concepts of "job security" and "employment security" has been distinguish by Bartley and Ferrie as job security denotes the ability to stay in a specific job, meanwhile employment security is more likelihood of being able to continue in remunerated employment. Job insecurity rising from the risk of losing a particular job if the following jobs proven to be hard to find which also may lead to loss of employment security (Bartley & Ferrie, 2001).

Sverke & Hellgren, (2001) add in that withdrawal behaviour could affect in way finds to have greater turnover intention, absenteeism and turnover which subsequently increase job insecurity. Employees will possibly aspect for new and safer work opportunities since they feel more ambiguous about retaining their existing employment, (Greenhalgh & Rsenblatt, 1984). In supporting such a view, King et.al., (2000), has found out that the level of job search intensity is high if the level of job insecurity is high. King has further explained that an intensity to search for a job is refer to the certain level to which an individual involves in job search behaviour and at the same time this behaviour is known to be positively associated with subsequent turnover. It is constantly found to be employee's intentions to leave an organization is positively associated with job insecurity (Williams et. al., 2003). Similarly, Berntson et al. (2010) & Hellgren, (2003), stated that a relationship is widely confirmed when turnover intention was measured to get to know one's response on job security and it is assumed that employees react to a high level of job security over time with a high level of turnover intention.

Feeling of being frustrated with the job, stress with the task to be completed, doubt with the employment status, not managed employee well-being, and ambiguity will be reduced when an emotional state of job insecurity emerge in employee. According to Crede et. al., (2003), this feelings in turn, may affect the performance of both task and contextual level which then has strong connection on job satisfaction level and also making employee feel more insecure. Thus, this situation can be merges further because it is a self-breeding cycle that starts from a negative feeling about the security of the related job and position. Staufenbeil & Konig, (2010), mentioned that the literature identifies absenteeism, turnover intentions, reduced performance and negative organizational citizenship behaviour as consequences of job insecurity.

2.7 Career Development Opportunities

According to Robinson (2008), career development opportunities as a means by which an organization can sustain or increase its employee's current productivity, while at the same time preparing them for a changing world thus supporting an organizational role that is consistent with Human Resource Development (HRD). Based on Pearce & Porter (2010) views that organizations that provide mechanisms for employee career development opportunities create a mutual investment type of relationship with their employees. Besides that, Weng, Lin & Tsai, (2010) argues that career development opportunities is a measure of the degree to which an individual perceives that their current organization creates an environment in which the employee is able to meet his/her career related needs and reinforces those accomplishment through promotions and compensation. According to Weng & Hu (2009), organizational career development opportunities can be explained by career goal progress, professional ability development, promotion speed and remuneration growth.

2.7.1 Career Development Opportunities and Turnover Intention

The availability of career development opportunities illustrates the willingness and efforts of the organization to retain employees. Career development opportunities is more about the growth of an employee, thus it is worthwhile for both the individual and the organization. Huselid (1995) suggested that with the help of progressive HR practices that could embrace career related activities will improve knowledge, skills and the abilities of an organizations current and potential employees besides enhance the retention of quality employees. Furthermore, Wei Zhao (2008) argued that in comparison with other jobs in the labour market, an employee present job in getting career advancement is mostly rely on the steady considerations of turnover intention. One of the encouragements within the context of the psychological contract can be view through career development opportunities. An

employee may reacts to the degree of these encouragements that offered by an organization through contributing more in order to achieve organization's goals. According to Meyer et al., (2001) those organizations which results in psychological attachment well whereby allowing employees who work in a particular organizations to fulfil their requirements will developed a stronger positive emotion. A study on R&D personnel conducted by 'Ming Chuan University' in Taiwan to explore the concept of the gap between career development programs and career needs, and its subsequent effect on turnover intention which results revealed that the larger the gap, the higher the level of turnover intention (Tser et al., 2004). According to Helmi, 2006, similar study carried out by 'University of Technology MARA', Malaysia on hotel employee revealed that other predictors such as career development opportunities program besides having good HR practices, is essential to oppose turnover intentions. Those organizations that fail to provide satisfaction for employees in term of career growth will indirectly leads to the prospects of employment elsewhere which more attractive than the current job. On the other hand, employees will feel that they rewarded with promotions and better compensation if an organizations could provide good career objective and professional advancement. Other than that, employees feel that organizations create a great opportunity costs related with leaving that organization and also offering passionate incentive to remain.

2.8 Performance Appraisal

Performance appraisal is used as a tool for enhancing employee's performance, distributing rewards and also enhance competencies. Moulik & Mazumdar (2012) in their views stated that organization is able to discover the employee strengths development needs

through performance appraisal. Besides that, Poursafar, Rajaeepour & Abdallah (2014) stress on the point that performance evaluation practices is an inherent and inseparable part of the organization. This is in line with the statement in the study of Getnet, Jebena and Tsegaye (2014) which proposed that performance appraisal is commonly adopted by organization in order to incentivize and measure the performance of their employees. Furthermore, it is also revealed that this performance evaluation practice can used to detect employees perception, preferences, belief and developmental areas with regard to the organizational goals.

2.8.1 Performance Appraisal and Turnover Intention

In today's organizations, performance appraisal has gradually more common and functions as one of the essential human resource management practice. The importance of perceived performance appraisal efficiency has been conveyed through turnover intention. In the area of management research, the relationship between perceived performance appraisal effectiveness and turnover is still considered as the most prominent issue lately. High motivation and better career prospects are common objectives of performance appraisal that indicate to reasonable reimbursement volumes (Zimmerman, (2009); Abdullah, (2011)). Therefore, the essential in term of encouraging an employee to remain within the current employment is the intensity of performance appraisal effectiveness perception (Griffeth et al., (2000); Berntson et.al., (2010)). An employee could compete against the best interest of an employee if those particular employees have low intensity of perceived performance appraisal effectiveness. Employees will express negative organizational behaviour whenever they sense that his or her contributions are not well appraised or reviewed. Generally, performance appraisal can be narrow down on to the techniques to improve a product or service, a particular organizations performance, a number of sector, and also as well as many other capacities. Abdullah, (2011) in his views mentioning that improper performance

appraisal will show a contradictory result on employee's motivation which at the same time could lead to employee's turnover intentions. There was a research conducted by 'National University of Malaysia' in 2004 regarding performance appraisal is mainly to observe opinion of employee's on turnover intentions. An individual will be affected with job satisfaction and likely to turnover intentions, whenever employee feel that performance appraisal perceived to have organization political purposes (Abdullah, 2011). Zimmerman, (2009) shares the similar view by stating that it is proven that there is a significant relationship between employee's job performance management and turnover intention which results revealed in a survey conducted by collecting data from 65 respondents on performance management and turnover intention. In addition, a research done by Ryan et.al., (2006) on how employees job performance have impact on their intention to leave based on the data and analysis of previous sixty five related research that exposed for a clear understanding on how an organizations can overcome turnover with the proper management that consist good and underperforming employees and supervisors rating based on the help of an unified performance management system.

2.9 Chapter Summary

The four main constructs which are training, job security, career development opportunities and performance appraisal are used to determine the relationship between human resource management practices and turnover intention of employees. For this study, the definition of terminology, theory of human resource management practices and how its influence turnover intention has been explored based on previous study and research.

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Introduction

In the previous chapter, the literature review from experts and researches in this field of study on the influence of training, job security, career development opportunities and performance appraisal on turnover intention was addressed. In this chapter, a methodology which provides a basic knowledge especially on how the research was structured and conducted in order to obtain information that could be helpful. This chapter covered research method and design of the study. Based on the comprehension from the relevant literatures, a theoretical framework is built and a model is being defined. This is followed by operational definition, research hypotheses, research design, and questionnaires design.

3.2 Research Framework

A research framework is the basis of the whole research project conducted. In chapter 2, the literature review given has supported information on the importance of turnover, and the relationship between training, job security, career development opportunities, performance appraisal and turnover intention. The main focus of this chapter is to integrate the variables relevancy into the research framework. The hypotheses developed for this study was tested.

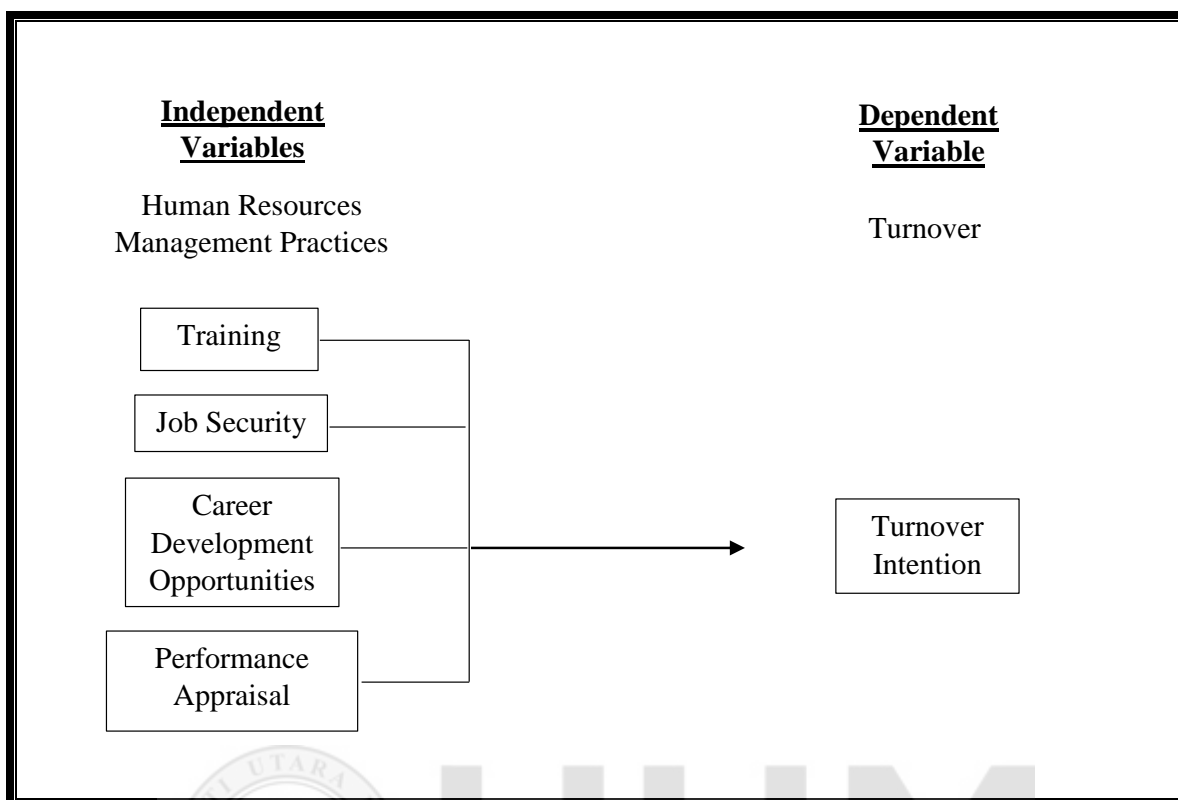


Figure 4: Theoretical framework on the influence of Training, Job Security, Career Development Opportunities & Performance Appraisal on turnover intention among hospital employees

Dependent variable consists of one variable and that is Turnover Intention. The four Independent variables which are presumed to influence the decision of employee turnover in hospitals are training, job security, career development opportunities and performance appraisal.

3.3 Research Hypothesis

Based on the proposed research framework, five hypotheses was developed. These hypotheses are proposed according to the justification of literature review by previous empirical studies. Overall four independent variables and one dependent variable was tested.

Independent Variables – The four independent variables tested in this research are:

- i) Training
- ii) Job Security
- iii) Career Development Opportunities
- iv) Performance Appraisal

Dependent Variable – The dependent variable in this research is:

- i) Turnover Intention

Based on the literature review, several studies have examined the relationship between training, job security, career development opportunities, performance appraisal and turnover intention (Lee & Lee, 2007). Consistent with the literatures, the following hypothesis was developed:

Evidence on the influence of training in term of improvising the rate of employees intention to leave an organization were conducted by Oakland et. al., (2001). According to Frazis et. al., (1998), training that involves improvement on a particular skills require by the organization will leads to a greater productivity whereby in turn may increase the remunerations beyond the employee's expectation which they might gain in another place thus providing an incentive to remain. A positive impact on employee intention to stay is expected to have via training. This can be supported by opinion shared from Rowden and Conine (2005) that employees without any training skills or get an unvalued training will leave the organization but employees who experienced proper training will satisfied even more and are eager to attached with the present organization. Similarly, Sieben et.al, (2007) also confirmed existence of a positive relationship between training and turnover. Hence, it is hypothesized as below:

Ha1: There is a significant relationship between training and employee turnover intention.

Williams et.al., (2003) shares his view on employee's intention to quit is constantly found to be positively linked with perceived job insecurity. Employees are confronted with a stressful environment when served with notification of possible retrenchment, and they might struggle to handle with those uncertain conditions that affect security of their current job within the organization (De Witte, 2005). Thus, the following hypothesis was developed.

Ha2: There is a significant relationship between job security and employee turnover intention

Based on views of Miller and Wheeler, (1992), found that the existence of important work and opportunities is significantly related with employee's turnover intention. Effective career development programs enhance individual work performance by continuously learning and adapting, while the organization offers favourable developmental relationship with their employees. Employees who receive such developmental opportunities would boost their motivation and confidence in their work. Subsequently, employees who receive such opportunities might repay their organization with the likeliness of extending their self-fulfilment, leading to reduced turnover. Therefore, it is hypothesized as below:

Ha3: There is a significant relationship between career development opportunities and employee turnover intention

Zimmerman, (2009); Abdullah, (2011) found that performance appraisal which will encourage to a reasonable reward, high incentive and well career development is considered as one of the common objectives of performance appraisal to retain the topmost performing employees. Heywood et.al., (2005) sharing the similar view that human resource

management practices alike formal training and incentive pay are the prospect of performance appraisal that can be developed which at the end leads to greater influences on turnover intention of employees in a particular organization. In view of being underrated, the employee willingness to be in employment will weaken. Hence, the following hypothesis is established.

Ha4: There is a significant relationship between performance appraisal and employee turnover intention

According to Robbins and Coulter, (2002), Human Resource Management Practices is the main factor that could motivate employees also fulfil their expectations in order to remain in a particular organization for a certain period of time. Few studies have been conducted revealed that HRM practices play a significant role in influencing employees turnover intention. This can be supported with views from Guthrie, (2001) surveyed in New Zealand Corporations who manage to identify that HRM practices are interrelated with an employee turnover intention. In view of the above, it is hypothesized as below:

Ha5: There is significant influence between training, job security, career development opportunities, performance appraisal and employee turnover intention

3.4 Research Design

Mondofacto, (2009) states that a strategy to gather information for data collection are called as research design. Through research design, the appropriate instruments and methods used to gathered accurate data and how those instruments and gathered material was evaluated and directed accordingly can be identify. The purpose of this research is to examine the relationship between influential factors which is training, job security, career development opportunities and performance appraisal on turnover intention among hospital

employees in Kuala Lumpur. This research is a quantitative research as it is the best method to measure the influence of the variables which have been proposed by the research framework. Cohen et.al, (2000) stated that survey research is one of the methods that use scientific sampling and questionnaire design uses statistical method for measurement. Cohen also explained that the benefit for quantitative research is it provides estimation of population at large. A quantitative research will be able to gather valuable data and prove the correlation between training, job security, career development opportunities, performance appraisal and employee turnover statistically. Therefore, a set of questionnaires was design and to ensure the questionnaire reliability, a pilot test was run before distributing to actual respondents.

3.5 Operational Definition

3.5.1 Training: Micheal Armstrong stated that “Training is systematic development required by an individual in term of knowledge and skills to perform adequately a given task or job”. (Source: A Handbook of Human Resource Management Practice, Kogan Page, 8th Ed., 2001).

Training is characterised as an instructor-led, content-based intervention which leading to desired changes in behaviour and attitudes of employees.

3.5.2 Job Security: According to James (2012), job security is an employee’s job continuity assurance due to the general economic conditions in the country. Job security is defined by Adebayo and Lucky (2012) as a possibility or probability of an individual keeping his/her job. In order not be unemployed, job security deals with the chances of employees keeping their jobs (Simon, 2008).

3.5.3 Career Development Opportunities: Zheng & Kleiner (2001), career development opportunities as a proper approach taken by an organization to ensure that people with the

proper qualifications and experience are available when needed. The knowledge, skills and attitudes that evolve through this path of discovery will enable planning and decision making, not only about work exploration and related employment and vocational choices but also about personal management and work skills.

3.5.4 Performance Appraisal: Performance appraisal as an evaluation of employee performance by subordinates, peers, supervisors, other managers and even workers themselves based on their judgements or opinions (Jackson & Schuler 2003). According to Boice & Kleiner (2009), performance appraisal helps for advancement of the employees towards their job since its plays an important operation in the organization. Performance appraisal also known as regular reviews of employee performance in an organization. Performance appraisal is strongly related to organizational performance and as a key contributor for successful human resource management (Erdogan 2002).

3.6 Research Instrument

Instrument used in this research is a questionnaire to gather the data from the research sample. The questionnaire consists of 31 questions which are divided into three sections as follows:

- i. Section A - Respondents Background/Demography
- ii. Section B – Training, Job Security, Career Development Opportunities
& Performance Appraisal
- iii. Section C - Turnover Intention

The questionnaire applied was adopted from previous empirical studies by researchers in the past. A total of 274 questionnaires were distributed via hardcopy. Data collection

method was taken into consideration while structuring the questionnaire so that the questionnaire distributed could be collected easily and conveniently. Respondents participated by selecting from the multiple choice responses using a 5 point Likert Scale which varying from 1 to 5 (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree). This method is chosen because it is not only quick and easy but less costly. Johns (2010) says that Likert Scale used to measure the broader attitudes and values. They argued that attitudes may vary among a dimension from negative to positive. Johns (2010) further explained that the ranking of this codes could be summed or averaged to give an indication of each respondent's overall positive or negative orientation towards that subject matter. The reason why five scale used is probably to strikes a compromise between the conflicting goals of offering enough choice since there are only two or three options mean to measure direction rather than strength of opinion. The gathered data was analysed using Statistical Package for Social Sciences (SPSS).

There are four variable evaluated which influenced employee turnover intention from five respective hospitals. The questionnaires to evaluate *Training* elements were adopted from *Aksu & Yildiz (2011)*. The questionnaire used five items to access respondent's level of agreement about Training that influence turnover intention. The five items for *Job Security* variable were adapted from *G.R. Oldham (1986)* to rate how secure is their job in their workplace. The measurement for *Career Development Opportunities* variable was adopted from *Briscoe (2006)*. The respondents are requested to rate their level of agreement about the opportunities that their gain in their workplace to develop their career life. The five items to evaluate the *Performance Appraisal* were adopted from *Evan (1978)*. The respondent were requested to evaluate the impact of performance appraisal on turnover intention.

Table 3.1: Summary of Questionnaire's Items (Training, Job Security, Career Development Opportunities & Performance Appraisal Scale)

Variable	Items	Descriptions
Training	T1	I learned new knowledge and skills through training.
	T2	The training helped me to understand all functions in my department.
	T3	The training creates confident on my relation with colleagues in workplace.
	T4	The training gives high contribution to improved performance.
	T5	I have been effectively applying the knowledge/skills learned in the training to my current job.
Job Security	JS1	I am confident that I'll be able to work for my organization as long as I wish.
	JS2	If my job were eliminated, I would be offered another job in my current organization.
	JS3	I am secure in my job.
	JS4	Regardless of economic conditions, I'll have a job at my current organization.
	JS5	The numbers of hours I work each week will

		not cut back in my current organization.
Career Development Opportunities	CDO1	Developed plans and goals for your future career.
	CDO2	Actively sought to design your professional future.
	CDO3	Employees who need any career counselling are freely to see their supervisor or manager.
	CDO4	Maintained professional development opportunities or job market in your desired area.
	CDO5	Assumed duties or positions that will help you progress professionally.
Performance Appraisal	PA1	My appraiser acquainted with all stages of your work?
	PA2	Performance appraisal should takes into consideration the contribution made by an employee beyond his/her formal responsibilities?
	PA3	Do you think your personal development needs be discussed during performance?
	PA4	Is there all employee performance be officially appraised at least once a year?
	PA5	Performance should be appraised based on

		previous standards, responsibilities & goals.
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Turnover intention scale is adopted from Jaros (1997) which used to help measure employee’s tendency to continue as a member of an organization.

Table 3.2: Turnover Intention Scale

Turnover Intention		
	TI1	I often think about quitting this organization.
	TI2	I would likely search for a position with another employer.
	TI3	It is likely that I will leave this organization in the next year.
	TI4	I am starting to ask friends about other job possibilities.
	TI5	As soon as possible, I will leave the organization.

3.7 Population and Sample

According to Gall, Gall & Borg (2003), the overall group that researcher intend to study on is referred as population. They defined that a sample can be considered as a small group of an identified population. There are twenty five public and private hospitals in Kuala Lumpur and for the purpose of this study only five hospitals was participated. Those hospitals are as listed below:

Table 3.3: Numbers of Working Staff in Five Respective Hospitals

HOSPITALS	NO. OF STAFF

KPJ Tawakal Specialist Hospital	160
Pusrawi Hospital	150
Gleneagles Hospital	120
Pusat Perubatan Universiti Malaya (PPUM)	270
Pusat Perubatan Universiti Kebangsaan Malaysia (PPUKM)	250
TOTAL	950

The population for this study consists of 950 hospital staff from the above mentioned hospitals. The sample size in this study is determined by setting the number of respondents to 274 hospital employees. Sampling involves procedures which used a small number of samples as representative of the whole population. As proposed by Krecjie and Morgan (1970), for a population of 950 staffs, 274 samples are adequate to be used in the data analysis. The respondents are individuals who work in five respective hospitals. Simple random sampling was used in this study. It randomly selected all the respondents throughout the samples. This type of sampling was chosen as equal chances to be included in the sample for each element in the population are guaranteed (Zikmund, 2009).

3.8 Reliability Test

Reliability test is done to identify the internal consistency of the items in every section of the questionnaires. The questionnaire is considered to be reliable when it is repeated application results in consistent scores and the stronger the relation between items, the higher the reliability of the scale. According to Uma Sekaran (2003), the closer the reliability coefficient to 1.00, is the better. In general, reliabilities less than 0.60 are considered poor, those in the range of over 0.80 are considered good and acceptable.

3.9 Validity Test

a) Content Validity

Content validity ensures that the measures include an adequate and representative set of items that tap the concept. The content validity will be greater when more scale items represent the domain of the concept being measured. In this study, instruments for all the related items have adopted from previous literature. For example, instrument for Training was adopted from *Aksu & Yildiz (2011)*, *G.R. Oldham (1986)* for Job Security, *Briscoe (2006)* for Career Development Opportunities variable, *Evan (1978)* for Performance Appraisal and Turnover Intention scale is adopted from *Jaros (1997)*.

b) Construct Validity

Construct validity testifies how well the results obtained from the use of the measure fit the theories around which the test is designed (Uma Sekaran, 2001). In this study, a factor analysis was conducted to ensure construct validity of the research instrument. Before executing factor analysis, prerequisite test such as Kaiser-Meyer-Olkin (KMO), Bartlett, Anti Image correlation and Measure of Sampling Adequacy (MSA) must be performed. The KMO measures the sampling adequacy should be greater than 0.5 to proceed for factor analysis. The results of the analysis as shown below:

i) Training

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy value for this variable is 0.664 as the recommended value of 0.6 by Kaiser, 1970 and Bartlett's Test of Sphericity reached significant level of 0.000. In examining the anti-image correlation matrix, it reveals the coefficients of 0.5 and above for all items.

In determining the distribution of items according to factors, it is performed by using varimax rotation. The appropriate loading factor for each item is 0.3 to indicate items that converge in a particular factor (Meyers et al., 2001). The rotated factor matrix indicates that a five-solution is evident in the data. As shown in the table 3.4, item TR5 loads in factor 1; item TR4 loads in factor 1,3, & 5; item TR1 & TR2 loads in factor 2 & 4; item TR3 loads in factor 1 & 3.

Table 3.4 Rotated factor Matric for Training

Item	Factor				
	1	2	3	4	5
TR5	.956				
TR4	.845		.318		.335
TR2		.939		.323	
TR3	.361		.918		
TR1		.371		.903	

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization
a. Rotation converged in 6 iterations

ii) Job Security

The KMO value for job security is acceptable for factor analysis and the Bartlett's Test of Sphericity has shown a significant value. The KMO value for this variable is 0.660 and and Bartlett's Test of Sphericity reached significant level of 0.000.

Thus, factor analysis is permitted to be performed. The correlation matrix revealed the presence of all coefficients of 0.5 and above.

By using varimax rotation, the rotated factor matrix shows that four factors were extracted as shown in table 3.5, the rotated factor matrix indicates that a five-solution is evident in the data. All items do not appear to be grouping relatively well in the same factors. As shown in the table below, item JS2 loads in factor 1; item JS5 loads in factor 2; item JS3 & JS4 loads in factor 3 & 4; item JS1 loads in factor 1, 2 & 5. Items score equal to 0.3 or above will be unite in the same factor as shown in the table below:

Table 3.5 Rotated factor Matric for Job Security

Item	Factor				
	1	2	3	4	5
JS2	.944				
JS5		.926			
JS4			.937	.303	
JS3			.337	.906	
JS1	.481	.306			.804

Extraction Method: Principal Component Analysis
 Rotation Method: Varimax with Kaiser Normalization

a. Rotation converged in 6 iterations

iii) Performance Appraisal

Based on the results, the KMO value for this variable is 0.602 and Bartlett's Test of Sphericity reached significant level of 0.000. In determining the anti-image correlation matrix, it reveals the coefficients of 0.5 and above for all items.

In examining the items that converge in a particular factor, varimax rotation has been used. The rotated factor matrix indicates that a five-solution is evident in the data. All items do not appear to be grouping relatively well in the same factors.

Items score equal to 0.3 or above will be congregated in the same factor. As shown in the table below, item PA4 loads in factor 1; item PA5 loads in factor 2; item PA2 & PA3 loads in factor 3 & 4; item PA1 loads in factor 5.

Table 3.6 Rotated factor Matrix for Performance Appraisal

Item	Factor				
	1	2	3	4	5
PA4	.954				
PA5		.944			
PA3			.909	.396	
PA2			.400	.907	
PA1					.927

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization
a. Rotation converged in 6 iterations

iv) Career Development Opportunities

For this variable, the Bartlett's Test of Sphericity is significant at 0.000 level and the KMO value is 0.631 which is acceptable for factor analysis. This is followed by the anti-image correlation value which shows all the items for career development opportunities are 0.5 and above.

In examining the items that converge in a particular factor, varimax rotation has been used. The rotated factor matrix indicates that a five-solution is evident in the data. As shown in the Table 3.7, item CDO3 loads in factor 1; item CDO2 loads in factor 2; item CDO4 & CDO 5 loads in factor 3 & 5; item CDO1 loads in factor 4. All items do not appear to be grouping relatively well in the same factors. Items score above or equal to 0.3 will be converge in the same factor.

Table 3.7 Rotated factor Matric for Career Development Opportunities

Item	Factor				
	1	2	3	4	5
CDO3	.935				
CDO2		.938			
CDO4			.884		.350
CDO1				.986	
CDO5			.410		.844

Extraction Method: Principal Component Analysis
 Rotation Method: Varimax with Kaiser Normalization
 a. Rotation converged in 6 iterations

v) Turnover Intention

For this variable, the KMO value is greater than 0.6 with a value of 0.726 and that Bartlett's Test of Sphericity indicate statistical significance at 0.000. In addition, the anti-image correlation value for all items are 0.5 and above. Therefore, factor analysis is allowed to be executed.

In examining the items that converge in a particular factor, varimax rotation has been used. The rotated factor matrix indicates that a five-solution is evident in the data. All items do not appear to be grouping relatively well in the same factors. Items score above or equal to 0.3 will be diverge in the same factor and as shown in the Table 3.8, item TI4 loads in factor 1; item TI5 loads in factor 1,2, & 4; item TI3 loads in factor 1 & 3; item TI1 & TI 2 loads in factor 2.

Table 3.8 Rotated factor Matric for Turnover Intention

Item	Factor				
	1	2	3	4	5
TI4	.980				
TI5	.856	.331		.395	
TI3	.844		.473		
TI1		.965			
TI2		.908			

Extraction Method: Principal Component Analysis
 Rotation Method: Varimax with Kaiser Normalization
 a. Rotation converged in 6 iterations

3.10 Normality Test

Normality test is performed by determining skewness and kurtosis for all variables. As shown in the table 3.9, the skewness and kurtosis values are within the range of ± 2.00 which indicate that all variables are normally distributed (Hair et al, 2010).

Table 3.9: Skewness & Kurtosis result for every variable

Variable	Range		Conclusion
	Skewness	Kurtosis	
N	Valid	30	30
	Missing	0	0
<u>IV</u>			
Training	-0.878	-0.704	Normal Distribution
Job Security	-1.222	-0.052	Normal Distribution
Career Development Opportunities	-1.292	-1.025	Normal Distribution
Performance Appraisal	-0.805	-1.363	Normal Distribution
<u>DV</u>			
Turnover Intention	-0.526	-1.645	Normal Distribution

Besides that, there are other methods can be used to test normality of variable such as stem and leaf plot, box plot and normal Q-Q plot. The attached Appendix shows histogram and Q-Q Plot for the normality test.

3.11 Pilot Test

The pilot test on 30 respondents was conducted among hospital employees from five respective hospitals in Kuala Lumpur. Randomly select the targeted respondent for this test and their willingness to participate in the research was confirmed. The purpose of the pilot test is to determine the proposed questionnaire quality, identify real time required by respondents to fill up questionnaires, and identifies problems which may arise to test its reliability and validity. Questionnaires were then distributed to the employees after their working hours using the convenience technique. It was completed under our supervision and collected back immediately. The certainty of these target respondents carrying out the survey was checked. Santos, 1999 have highlighted that scores that shows values more than 0.60 is considered to indicate an acceptable degree of reliability that the variables are related.

Table 3.10: Internal Consistency for Cronbach's Alpha

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent (High-Stakes Testing)
$0.7 \leq \alpha < 0.9$	Good (Low-Stakes Testing)
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

(Sources: Santos, 1999)

Therefore, Cronbach's Alpha Coefficient results of this research towards hospital employees turnover intention as below:

Table 3.11: Cronbach's Alfa Coefficient Result

Variables	Cronbach Alpha
Training	0.796
Job Security	0.779
Career Development Opportunities	0.839
Performance Appraisal	0.765
Turnover Intention	0.892

According to the above results, the instruments used to measure dependent variable (turnover intention) and independent variable (training, job security, career development opportunities and performance appraisal) shows higher value of Cronbach's Alfa Coefficient. This reflects an acceptable range of reliability results for those variables in this study. Turnover Intention has the highest Cronbach's Alpha of 0.892 indicating the instrument to be the most reliable amongst all the variables.

3.12 Descriptive Statistics

Leary et. al., (2004) stated that descriptive statistics are used to define and consolidate respondent's behaviours in an evaluation. Descriptive statistics is used to describe the findings in demographic characteristics. In this study, descriptive statistic is used to help describing the demographic characteristics being evaluated which are age, gender, annual salary, number of working years and highest qualification. The statistics uses percentages, means and frequencies as subjects of measurement and capacity.

3.13 Pearson's Correlation Analysis

This study analyses using correlation to see the relationship between independent variable and dependent variables. Through correlation analysis, this study determine the

linear relationship between each of the independent variable such as to training, job security, career development opportunities & performance appraisal with the dependent variable in which this study would like to evaluate is turnover intention. This analysis also will determine the significant of the variables. If the value of the $p < 0.05$, there is a relationship between independent variables and dependent variables and thus the H1 is failed to be accepted. If the value of $p > 0.05$ or $p = 0.05$, there is no relationship between independent variables and dependent variables. Hence, the H1 is failed to be rejected.

3.14 Multiple Regression Analysis

Multiple regression analysis is the analysis undertaken to measure linear relationships between two or more variables (Hair et. al., (2010)). By using regression analysis, the study can determine that the independent variables (here in this study refers to training, job security, career development opportunities & performance appraisal) are the factors of increased/decreased in dependent variable (turnover intention). The dimension which has shown the largest beta value is considered as the most dominant dimension among others.

3.15 Chapter Summary

Once the method is specified, it is essential to provide enough information on research methodology chapter about the execution plans. All steps were properly explained to detail the research process from start to the end. This chapter gives information on the sampling method involved, the preparation of a questionnaire and the method used to gain data collection. In addition, the testing method of the questionnaire also detailed along with the monitoring steps to be taken for getting the best results. Finally, the tools used for observation and analysis of the data collected will be highlighted.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presented results, analysis and findings of the data collected based on the research objectives and developed hypotheses for this study. This chapter divided into two main parts which are descriptive analysis of demographic profile and inferential analysis consists of correlation and regression analyses.

4.2 Descriptive Analysis

The objective of descriptive analysis is to gain details background information about the respondent's profile. This technique of analysis was used to describing the data collected from the distribution of the questionnaire, the frequency, percentage and the mode is the particular type of analysis use in order to get the general appreciation of the data. Thus, descriptive analysis will become initial point to represent the details information of sample data collected and its followed by the descriptive analysis of each of the element in each construct of this study namely the independent and dependent variables.

Table 4.1 Demographic Profile of Respondents

Demographic Variable	Frequency	Percentage (%)
Gender		
• Male	99	36.1
• Female	175	63.9
Age		
• More than 16 less than 20	24	8.8
• Between 21-30	115	42.0
• Between 31-40	95	34.7
• More than 41	40	14.6
Civil Status		
• Married	151	55.1
• Unmarried	102	37.2
• Widow	21	7.7
Educational Qualifications		
• SPM	32	11.7
• STPM	38	13.9
• DIPLOMA	103	37.6
• DEGREE	69	25.2
• MASTER	26	9.5
• PHD	6	2.2
Salary Scale		
• RM1500-RM2000	89	32.5
• RM2500-RM3000	114	41.6
• RM3500-RM4000	55	20.1
• Above 4500	16	5.8
Tenure (Years of Service)		
• Less than 1 year	32	11.7
• 1-3 years	97	35.4
• More than 3 years	88	32.1
• Others (please specify)	57	20.8

There are two hundred and seventy four hospital employees that participated in this study. As shown in Table 4.1, the total output obtained from the frequency and percentage analysis done by using the SPSS software version 18.0. The respondents background was

divided into six categories respectively gender, age, civil status, educational qualification, salary scale and years of working experience.

The descriptive analysis shows that female respondent stands as the highest among all. This can be seen in the above table as female reach 63.9% whereas male respondent stands for 36.1% only. This indicates that more than half of the hospital employees that participate in this study are female compare to male.

The highest range of age among hospital staff participants are ranged between (21-30) age group as they reach for 42%. This is not a surprise as understandably, young people or the youth group tend to voice out their rights. Whereas employees in age between (31-40) is not much lesser than the youth by 34.7% followed by employees in age group more than 41 is 14.6%. The least employees who participated are the ones ranged between (16-20) which only reach for 8.8% among the total employees. This is mainly due to the fact of lacking of qualification, thus less awareness of job rights.

Focusing on the participants marital status, 55.1% of the respondents are married, whereas 37.2% seems to be single and 7.7% left considered to be widows. This indicates, married participants are the most participated for this study.

In terms of educational background of the participants, majority are qualified with Diploma that is 37.6% followed by 25.2% with Bachelor Degree. SPM holders are 11.7% lesser than Bachelor Degree and not much difference as seen for the STPM holders as they 13.9% higher than SPM holders who participated. Whereas Masters holder participants are even lesser with 9.5%, same goes to PhD holders with only 2.2% of participants.

Focusing on the participants monthly salary range reflect that participants with salary range in between RM2500-RM3000 is the highest of 41.6% meanwhile salary range of RM1500-RM2000 stands for 32.5% which slight difference compare to the highest salary range. Participants with salary range of RM3500-RM4000 shows 20.1%. However the lowest participant who participated involves those with the highest salary range of above RM4500 which stands with 5.8% only.

Based on the analysis made, 35.4% participants experience between 1-3 years of working in hospitals whereas 32.1% experienced more than 3 years' experience meanwhile only 11.7% participants work for less than 1 year.

4.2.1 Descriptive Analysis of the Dependent Variable

The findings below describes about the responses received from each of the element in the variable construct. The dependent variables and independent variable consist of few questions to be evaluated by respondents. At this point, the desire answer need to be selected by respondents from the range strongly disagree to strongly agree. To determine the perception level of independent variable, 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 level 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

Table 4.2 indicates the descriptive analysis of turnover intention among hospital employees. Five questions are used to evaluate the turnover intentions among the selected

group of employees. The total mean calculated indicates various perceptions by employees with different range of ages and different education backgrounds towards turnover intention. Based on the analysis done, the highest turnover intention that manipulates the mind of the hospital employees the most is “I often think about quitting this organization” which eventually conquered the highest mean of 3.70, whereas the second highest rank of turnover intention that clouds the employees mind will be “As soon as possible, I will leave the organization” which scored for 3.61 in total. The total average mean shows that respondents give high importance for turnover intention. Simon, (2008) stress on the point that the withdrawal behaviour was a gradual process. Since talents are the key capital in an organization, researchers often do the research from multiple dimensions, expecting to understand the reason of turnover intention. Due to circumstance, it is clearly proves that healthcare sectors need to educate problems about employee’s retention so that numerous relevant actions can be accomplish as of now organizations are more on reasonable talent market.

Table 4.2 Descriptive Analysis of Turnover Intention

Turnover Intention Items	Mean
I often think about quitting this organization.	3.78
I would likely search for a position with another employer.	3.65
It is likely that I will leave this organization in the next year.	3.53
I am starting to ask friends about other job possibilities.	3.44

As soon as possible, I will leave the organization.	3.61
Total Average Mean	3.55

4.2.2 Descriptive Analysis of the Independent Variable

Table 4.3, going down to the analysis result from the respondent in terms of the training they received towards turnover intention. Interestingly, the response are found high level of agreement as the employees respond such as “I learned new knowledge/skills from the training” with 3.78 in total, “I have been able to successfully apply the knowledge/skills learned in the training to my job” with mean 3.68 in total and “The training helped me to understand all functions in my department” with 3.65 in total. These feedbacks from respondents is however contrary as to the results in table 4.3. The total average mean with 3.64 shows that majority of the respondent give high importance for training. Past researchers for example Oakland, 2001; Jones, 2004; Vorhies & Harke, 2000 reviewed in term of cultivating the rate of employee’s turnover intention which effect by training. From this, can be concludes that training can reduce turnover in the organization.

Table 4.3 Descriptive Analysis of Training

Training Items	Mean
I learned new knowledge and skills through training.	3.78
The training helped me to understand all functions in my department.	3.65

The training created positive influence on my relation with colleagues.	3.54
The training give high contribution to improved performance.	3.59
I have been able to successfully apply the knowledge/skills learned in the training to my job.	3.68
Total Average Mean	3.64

In terms of job security as in Table 4.4, the highest responded as “If my job were eliminated, I would be offered another job in my current organization” with 3.68 in total and the least responded “Regardless of economic conditions, I’ll have a job at my current organization” with just 3.06 mean in total. The total average mean achieved shows that respondents agreed with job security as they give high importance for that factor. Employees are confronted with a stressful environment when the moment they likely receive a notice of retrenchment, and they feel very hard to accept unavoidable situation which could leads to unsecure employment with the currently attach organization (De Witte, 2005). This proves that despite lacking of job security will create turnover probably because those employees who fear of retrenchment might be afraid that shifting to another jobs would be affect their career life that go beyond their capabilities (Thomas & Cornelius, 2010).

Table 4.4 Descriptive Analysis of Job Security

Job Security Items	Mean
I am confident that I’ll be able to work for my organization as long as I wish.	3.38

If my job were eliminated, I would be offered another job in my current organization.	3.68
I am secure in my job.	3.13
Regardless of economic conditions, I'll have a job at my current organization.	3.06
The numbers of hours I work each week will not cut back in my current organization.	3.53
Total Average Mean	3.35

The descriptive analysis towards career development opportunities and turnover intention among hospital employees has been shown in the table 4.5 below. Five elements were evaluated in this particular variable and the highest mean value is 3.79 which show that most of the hospital employees agreed hospitals “Developed plans and goals for your future career”. In the overall, the answer ranges of hospital employees are more to agree to say the existing of turnover intention among them as the total averages shows 3.56 mean indeed. The total average mean value shows that respondent give high importance for career development opportunities. According to Zheng and Kleiner (2001), when employers understand how their employees make decisions about future work, they can do a better job of planning for their human resource needs.

Table 4.5 Descriptive Analysis of Career Development Opportunities

Career Development Opportunities Items	Mean
Developed plans and goals for your future career.	3.79

Actively sought to design your professional future.	3.67
Employees who need any career counselling are freely to see their supervisor or manager.	3.35
Maintained professional development opportunities or job market in your desired area.	3.51
Assumed duties or positions that will help you progress professionally.	3.50
Total Average Mean	3.56

Looking into performance appraisal analysis as in Table 4.6, the highest responds will be “Performance should be appraised based on previous standards, responsibilities and goals” with 3.34 in total. The respondent also agreed that “Should all employee performance be formally appraised at least once a year?” with 3.33 mean in total. Based on the total average mean value, respondent only give moderate importance for performance appraisal. According to Erdogan (2002), an employee likely to perceive a fair appraisal process when the moment reasonable actions are taken in accordance with the evidences of appraisal and at the same time the employer rated them accurately against the specific performance standards. Therefore, the reflection in their perception of performance appraisal can affect their work behaviour such as remaining in the current organization.

Table 4.6 Descriptive Analysis of Performance Appraisal

Performance Appraisal Items	Mean
Is your appraiser familiar with all phases of	3.20

your work?	
Should performance appraisal takes into consideration the contribution made by an employee beyond his/her formal duties?	3.06
Should your personal development needs be discussed during performance?	3.16
Should all employee performance be formally appraised at least once a year?	3.33
Performance should be appraised based on previous standards, responsibilities & goals.	3.34
Total Average Mean	3.21

4.3 Correlation Analysis

The purpose of correlation analysis is to determine the association and type of the connection between the dependent and independent variable in the study. The following discussion is the result of correlation analysis carried out for the dependent and independent variable.

4.3.1 Correlation Analysis between Dependent & Independent Variable

Table 4.7 Correlation between Variables

		Correlations				
		MTR	MJS	MPA	MCDO	MTI
MTR	Pearson Correlation	1	.032	.271**	.118	.696**
	Sig. (2-tailed)		.598	.000	.052	.000
	N	274	274	274	274	274
MJS	Pearson Correlation	.032	1	.076	.148*	.125*
	Sig. (2-tailed)	.598		.213	.014	.038
	N	274	274	274	274	274
MPA	Pearson Correlation	.271**	.076	1	.035	.263**
	Sig. (2-tailed)	.000	.213		.562	.000
	N	274	274	274	274	274
MCD O	Pearson Correlation	.118	.148*	.035	1	.185**
	Sig. (2-tailed)	.052	.014	.562		.002
	N	274	274	274	274	274
MTI	Pearson Correlation	.696**	.125*	.263**	.185**	1
	Sig. (2-tailed)	.000	.038	.000	.002	
	N	274	274	274	274	274

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

MTR : Training

MJS : Job Security

MPA : Performance Appraisal

MCDO : Career Development Opportunities

MTI : Turnover Intention

The above table explains the relationship between Turnover Intention (dependent variable) among hospital employees and HRM practices includes training, job security, career

development opportunities and performance appraisal (independent variable) in hospitals. As indicated in the above table, the relationship between dependent and independent variable shows positive relationship.

Based on the Correlation Analysis, the degree of significant of each independent variable in relation to employee's turnover intention is 0.696 for training, job security as 0.125 followed by performance appraisal is 0.263 and career development opportunities as 0.185. Training has a greater relationship with turnover intention among hospital employees followed by performance appraisal, career development opportunities and job security.

4.4 Regression Analysis

Table 4.8 Summary of Regression Analysis
MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713 ^a	.508	.501	.61421

b. Predictors: (Constant), MCDO, MPA, MJS, MTR

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	104.849	4	26.212	69.481	.000 ^a
	Residual	101.483	269	.377		
	Total	206.332	273			

a. Predictors: (Constant), MCDO, MPA, MJS, MTR

b. Dependent Variable: MTI

COEFFICIENTS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.278	.248		1.118	.265
MTR	.682	.046	.663	14.822	.000
MJS	.082	.042	.085	1.959	.051
MPA	.061	.037	.073	1.646	.101
MCDO	.090	.042	.092	2.115	.035

a. Dependent Variable: MTI

Table 4.8 illustrated the result of regression analysis to determine the influence of training, job security, career development opportunities and performance appraisal on turnover intention among hospital employees. According to the above table, the adjusted R square shows result of 0.508 (50.8%). This results describes that the four independent variables includes training, job security, performance appraisal and career development opportunities are the main factors contributing towards hospital employee turnover intention. It also refer that 50.8% of the variance had been founded and explained by these independent variable. However, there are remaining 49.2% is unexplained in this study.

The overall conclusion of the regression analysis says that only 50.8% of HRM practices include training, job security, performance appraisal and career development opportunities have been identified towards hospital employee's turnover intention. There are still 49.2% remaining of other factors that lead to turnover intention among hospital employees. The F value is 69.481 and significant at .000. The most influential factor is training with the beta value of 0.663, $p = 0.000 < 0.05$ and job security with beta value of 0.085, $p = 0.051 > 0.05$. For performance appraisal, beta value equals to 0.073, $p = 0.101 > 0.05$. Last but not least, the beta value for career development opportunities is equals to

0.092, $p = 0.035 < 0.05$. These shows that Training has the highest beta value of 0.663 and has the most influence on turnover intention among hospital employees in Kuala Lumpur.

4.4.1 Hypothesis Testing

The correlation coefficient analysis result has been revealed the magnitude and direction of relationships of independent and dependent variables in this research. The indication or relationship between variables is much useful to test developed hypothesis. The following is the discussion of each hypothesis relationship between independent and dependent variables.

Hypothesis 1: There is a significant relationship between training and employee turnover intention

The correlation results conclude a strong relationship between training and hospital employee turnover intention. The relationship between training and employee turnover intention are positively correlated about 0.696 significant results. This strong result shows that training plays vital role to determine the turnover intention among hospital employees. This can be supported with studies conducted by Grace & Khalsa, (2003) and Rosser, (2004) on faculty turnover intention which obviously displays a connectivity between the training and turnover intention. However some of other studies highlighted that training is tool to produce dynamic and creative employees who are more capable to be employed in any other organizations. This shows that there is a positive relationship between training and turnover intention.

Hypothesis 2: There is a significant relationship between job security and employee turnover intention

The correlation results indicate a weak relationship between job security and hospital employee turnover intention. The relationship between job security and employee turnover are positively correlated about 0.125 significant points. This results show that there is a relationship exist between job security and employee turnover intention but in a weak level. This result indicates that hospital employees feel of uncertainty about their job continuity. Supporting such a view, Reisel and Banai, (2002) stated that one of the risk found in an individual job stability is through suggesting that job insecurity is an internal practice of the employee that is considered by insecurity in the face of job threats.

Hypothesis 3: There is a significant relationship between career development opportunities and employee turnover intention

The correlation results indicate a weak relationship between career development opportunities and hospital employee turnover intention. The relationship between career development opportunities and employee turnover are positively correlated about 0.185 significant points. This results show that relationship is exists between career development opportunities and employee turnover intention in a weak level. To the degree that individuals can meet their career growth needs within an organization, they are more likely to remain with that organization. Weng & McElroy (2012) stress on the point that failure to meet these expectations would lead these individuals to seek employment opportunities elsewhere. This proposes that hospitals plays an important role in providing better career growth for hospital employees to obtain further proficient expertise and also meet their career objectives so that employees less likely to think about quitting from a particular hospital.

Hypothesis 4: There is a significant relationship between performance appraisal and employee turnover intention

A weak relationship displays in correlation result between performance appraisal and hospital employee turnover intention. The relationship between performance appraisal and employee turnover are positively correlated about 0.263 significant points. This results show existence of weak relationship between performance appraisal and employee turnover intention. This can be supported with statement by Zhazykpayeva, 2011; Rubel & Kee, 2015 which stated that performance appraisal is one of the significant matters causing in greater performance which could leads to job satisfaction and increase motivation, because of its impacts on development of the human capital. Whereas avoiding those aspects would cause to adverse effects which may automatically increase employee turnover rate.

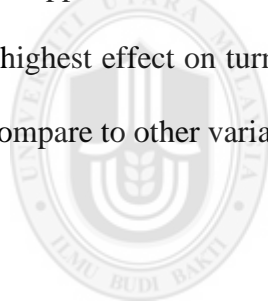
Hypothesis 5: There is a significant relationship between training, job security, career development, performance appraisal and employee turnover intention

The correlation results indicate a significant relationship between training, job security, career development, performance appraisal and hospital employee turnover intention. The relationship between training, job security, career development, performance appraisal and employee turnover are positively correlated about 0.696, 0.125, 0.185 and 0.263 respectively. According to Terpstra, E. D., & Rozell, J. E. (2005), HRM practice such as training, job security, career development and performance appraisal are main factor that could motivate employees fulfil their expectations in order to remain in a particular organization for a certain period of time. Few studies have been conducted revealed that human resource management practices such as training, job security, career development, and performance appraisal

practices is important for understanding and predicting organizational behaviour. This is supported by Stewart & Brown, (2009) study which found that training, job security, career development and performance appraisal had significant and positively related to turnover intention.

4.5 Chapter Summary

This chapter discusses the analysis of descriptive and inferential statistics results based on the data collection through questionnaire distribution. This chapter has successfully answered all research questions and achieved all research objectives. This study discovered that there are significant relationship between training, job security, career development opportunities, performances appraisal and turnover intention. Independent variable i.e. *training* was found to have the highest effect on turnover intention among healthcare employees and moderately correlated compare to other variables.



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CHAPTER 5

DISCUSSION, RECOMMENDATION & CONCLUSION

5.1 Introduction

This chapter summarizes and concludes the findings of the study. The results of correlation analysis, relating to each of the independent variables that were tested in previous chapter are examined to provide detailed explanation based on the analysis of the research data. All the related recommendations to management and HR practitioner and direction for future research and conclusions have been proposed.

5.2 Discussion

The purpose of this study is to measure the relationship between HR practices such as training, job security, performance appraisal, career development opportunities and turnover intention among hospital employees in Kuala Lumpur. The result of the statistical analysis shows that there is a significant relationship between training, job security, career development opportunities, performance appraisal and turnover intention among hospital employees in Kuala Lumpur. The most contributing factor on turnover intention is training with strong correlation value of 0.696. This strong relationship shows that hospital employees feel that training is the important elements for them to perform job task easily. Employees believe that training can help on the growth of their skills and develop their self to accomplish on their job task. The second highest contribution is performance appraisal with 0.263 correlation value, followed by career development opportunities with 0.185 and job security as the lowest contribution for turnover intention among hospital employees with 0.125 correlation value. Hence, training, job security, career development opportunities and performance appraisal could leads to some behaviour on employee's decision to quit from

hospitals and the actual reasons that caused employee to such behaviour must be studied in deeply. The finding of this study also confirmed that if hospital employees perceived training, good job security, fair appraisal and high career development opportunities, they will definitely committed with the current organization and probabilities to leave will be lesser. If organizations fail to implement any of these factors appropriately, then that organization is considered unsuccessful in overcome employee turnover.

5.3 Assessment of the Research Objectives

There are five objectives in chapter one and the following are the discussions of results obtained through the data analysis.

5.3.1 Objective One (There is a significant influence between training, job security, career development opportunities, performance appraisal and hospital employee turnover intention)

The first objective of this research is to determine the significant influence between training, job security, career development opportunities, performance appraisal among hospital employees turnover intention. The mean scores for independent and dependent variable demonstrate the tendency of agreement whether low, moderate or high. The total average mean for training equals to 3.64 and job security mean score is 3.35. This is followed by career development opportunities with the mean score 3.56, performance appraisal with 3.21 respectively and lastly, the mean score for turnover intention is equal to 3.55. The mean score shows that hospital employees give high importance for training, job security, career development opportunities, turnover intention and low importance for performance appraisal.

All mean score reflect the influence level of independent variable on dependent variable and through this the turnover intention level has been identified.

5.3.2 Objective Two (There is a significant relationship between training and hospital employee turnover intention)

The second objective of this research is to investigate the relationship between training towards turnover intentions among hospital employees. Based on the correlation analysis results, training strongly correlated with 0.696 significant points. This finding result extend previous literature which found that training of employees skills can positively facilitate their early turnover instead of reinforcing their retention Bussin (2002). Therefore, the present study found that providing employees with latest training raises their market value thus increasing their mobility.

5.3.3 Objective Three (There is a significant relationship between job security and hospital employee turnover intention)

The third objective of this study is to look into the relationship between job security and turnover intention among hospital employees. There is a relationship weakly exist between job security and turnover intention among hospital employee exists as the correlation analysis results shows a value of 0.125 and significant at 0.038 points. The result determine that job security significantly influence turnover intention and it is consistent with previous research that found by Williams, (2003); Berntson et al., (2010); Cheng and Hellgren, (2003). The more employees feel insecure with their job, the more he or she will search for another job.

5.3.4 Objective Four (There is a significant relationship between career development opportunities and hospital employee turnover intention)

The fourth objective of this research is to investigate the relationship between career development opportunities and turnover intention among hospital employees. According to the correlation analysis results which shows weak relationship with the value of 0.185 at 0.002 significant level. This finding similarly supported with previous study conducted by Hess et al. 2012, with respect to professional ability development, the degree to which one is able to get new abilities in one's current place of employment can make employment there attractive. All employers may perform better job planning according to their current human resource needs when they really understand on how their employees decide about future career accordingly (Zheng and Kleiner, 2001).

5.3.5 Objective Five (There is a significant relationship between performance appraisal and hospital employee turnover intention)

The fifth objective of this research is to determine the relationship between performance appraisals towards turnover intention among hospital employees. Based on the correlation analysis results that have been done shows a positive value 0.263 at 0.000 significant level. This finding is similar to previous literature Boswell (2004); Ganster & Cathro, (2005); Leppanen, 2005; Raphael, 2004; Tsutsumi et al., 2006 which stated that performance appraisal will give the positive impact on turnover intention. This means that employee's work behaviour such as intention to leave or quit can reveal in their performance appraisal review.

5.3.6 Objective Six (There is a significant relationship between training, job security, career development opportunities, performance appraisal and hospital employee turnover intention)

The last objective of this research is to determine the relationship between training, job security, career development opportunities, performance appraisal and turnover intention among hospital employees. Despite the theoretical support regarding the effect of human resource management practices on employee turnover intention, this research has been conducted on the process through which human resource management practices may exert significant influence on hospital employees. This research has discovered that the most contributing factors to turnover intention among hospital employees are training, job security, performance appraisal and career development opportunities. The adjusted R square value shows 0.508 (50.8%). This results shows that overall HRM practices has a significant relationship between turnover intentions. Specifically, the present study confirms previous research which conducted by Agarwal, 2003; Fiorito, 2010; Kooij, 2013) showing that human resource management practices play a significant role in explaining turnover intention (Khan, Yusoff, & Khan, 2014; Khan, Yusoff & Azam, 2014).

5.4 THEORETICAL AND PRACTICAL IMPLICATION

The implication of employee turnover has become a serious concern in today's organization. Many factors that contribute to the increase in the turnover rate of hospital employee from time to time. This study is proposed to associate previous research findings in order to create an organized structure of employee turnover so that organizations will be aware of affecting factors that leads to turnover intention. The current study reveals, factor such as training and performance appraisal are showing highest importance in determine turnover intention among

hospital employees. This is followed by job security and career development opportunities. Most importantly, strategic factor such as human resource practices should be given priority in this matter because it is important to make sure employee retention in an organization. There is a mutual relationship between employee and organization. Employees will repay in terms of their loyalty to the organization if they feel that they getting appreciation from the organization. On the other hand, managers are acting like a role model which can easily influence employee's turnover intention. Thus, managers must understand in depth the meaning and characteristics of turnover intention. As an employer, need to comprehend the real contributing factor on turnover intention among hospital employee and take a corrective action to prevent issues arise related to HRM practices which could employee look for a different job in the future.

5.5 RECOMMENDATION FOR FUTURE RESEARCH

This study has covered several directions for future studies. Specifically, future research should replicate the framework of this study in other settings, such as manufacturing, telecommunication, customer care, education and others which could bring the different insights to the body of knowledge in HRM practice and turnover literature. The results on turnover intention from different sector especially in terms of HRM practices will reveal different results. Comparative study from various sectors particularly from manufacturing, education or service sectors will be more accurate in term of identifying contributing factors for employee's turnover intention from unlike background. Expanding research area in other sectors at the same time can produce a vast view on the HRM practices. On the other hand, the regression analysis in this study shows that only 50.8% turnover intention has been identified through four independent variable that were training, job security, performance appraisal and career development opportunities among hospital employee. In other words,

there are remaining 49.2% of other relevant factors need to be identified by upcoming researchers. This is because turnover intention is attributed to many factors, not limited to training, job security, career development opportunities and performance appraisal only. In addition, the future research also need to extent the current study's quantitative design into a mixed mode design which should include additional data collection technique such as interviews to investigate the issues in depth way. This is because through interviews, more detailed information could be gain from the target respondent. By combining methods of qualitative and quantitative data collection, will increase the understanding on the influence of HRM practices on turnover intention.

5.5.1 Training

Training is one of the main factor indicate that there is a significant relationship with turnover intention among hospital employees. The correlation result shows that training has strong relationship within turnover intention. Training categorized as an important factor to retain an employee in hospitals. This is because in hospitals, training make employees become literate or expert which make them to continue their career path in the same field. As any medical professional knows, training will not stop helping employees to gain knowledge in a specific task even after their graduation. The chances in new healthcare research and technology frequently nowadays leads to Persistent Education/ Persistent Professional Development become very important to sustain for continuous improvement and understanding in working environment. Since Research and Development (R&D) always come out with new changes, comprehensive retraining is even necessary because "*best practices*" will also change at the same time. Lawsuits, heavy fines and other penalties can be charged if hospitals is highly structured and lack of compliance training. Generally, in most of the hospitals, it is very complicated to implement traditional healthcare training since its

challenging. There will be challenges in term of organizing the training because healthcare professional are often busy it might be difficult for them to find the right time to participate in the training sessions. Hospitals should more focus on providing eLearning which will help hospital employee to schedule training at their own convenient at time and place that suitable for them. It can help to increase retention and improve knowledge on medical course material that is often very visual, if the training that provided includes interactive and multimedia elements in eLearning. Through training program employee rather than eliminate them, makes them to stay longer and satisfied with the job. They believe that being guided by the supervisor trough training and being treated in a proper way when they need it.

5.5.2 Job Security

Based on the research finding, it is strongly recommended that the director of a particular hospital should focus the influence of job security on turnover intention. By referring to healthcare sector, job security is persistently weakening compare to other sector. This is because hospital employees are serving for people who really need to be cared in their daily live and it make them highly demanded. Similar to other sector, most of the hospital employees, eventually retire in the upcoming future. This is a great young professionals in the medical line to shift in and secure their job over the future. Since, medical profession is a market driven job, knowledge of expertise and talents will decide job employment and nowadays labour market continuously demands for medical employees. It is considered as one of the jobs that requires basic medical degrees and credentials, but also allows you to get jobs straight out of universities with an associate degree. Many entry level jobs require specific degree but healthcare require physical, trained workers who really can perform in medical sector. The Ministry of Health (MOH) should alert that healthcare is different in way that there is a strong pathway based on certain credentials meet in order to improve or even

gets a good job. Hospital employees have unique credentials whereby help them to be focused and allow them to become valuable asset to a specific job.

5.5.3 Career Development Opportunities

The relationship between career development opportunities and turnover intention is significant because an employee will consider the career development opportunities when he or she chooses their jobs. Hospitals must create appropriate workforce development programs in order to retain good employees for future growth so that employees would prefer to work since organization is supportive, caring and future oriented. Career ladders, career path and management development are three types of career development that plays an important role retaining employees. Career ladder deliver a method of improving an employee's skill level within a specific job task and in hospitals, clinical ladder practice should be implemented which could provide a structured reward recognition system. Secondly, career paths will provide connection between employees with internal opportunities apart from their current knowledge which allow organizations to fill up predicted vacancies through internal development of remaining employees. For instance, employees in provision positions become dissatisfied with lack of carer growth in their current departments and this dissatisfaction can be overcome by cultivating non-clinical employees about the opportunities for personal development and the possible for financial development through career progression training in a clinical area. For example, career development programs helps non-clinical employees to choose direct patient care positions easily. Meanwhile, leadership development can be educated to retaining employees through management development. Leadership development provides advance opportunities for top performer who actively searches for management positions and trained manager's to plays a vital role in term of handling employee development and workplace issues which reduced turnover intention among employees.

Hospitals need to make sure that talented in management skills and also knowledge that enable the employees to handle a specific task as well as management responsibilities should come from a proper management development programs.

5.5.4 Performance Appraisal

Based on this research, it is found that there is a significant relationship between performance appraisal and turnover intention. Performance appraisal is important because it plays a formal review of employee performance. It becomes the main indicator for the employee to choose their career in the long term. This is because performance appraisals discuss about salary, promotion, transfer and also help the employee to plan their future development in the particular organization. In hospital, the ministry should capitalize in grapping the suitable managers and at the same time encourage them in motivating their employees. Basically, talented employees will passionate to provide greater performance. For instance, selecting those employees who quickly and easily form emotional connections will be suitable when hospitals use quality care and patient satisfaction to measure their performance they will definitely meet those measures. Recruiting employees based on objective selection criteria will help hospitals achieve their performance goals more effectively. In addition, the relationship between employee and his or her manager is crucial for creating employee engagement. In hospital setting, engaged employees not only productive, they are also better able to engage patients. Managers should precisely communicate performance standards to foster engagement especially in term of good performance criteria, concentrate on employee capabilities rather than their weaknesses and regularly review employees on their performance expectation compare to once a year.

5.6 CONCLUSION

The appropriate human resources management is important to enable the medical services are delivered effectively and efficiently. This research shows that HRM practices such as training, job security, career development opportunities and performance appraisal has great influence on healthcare employee's turnover intention in order to achieve patient satisfaction. All the literatures reviews has determine the necessity of HRM practices in term of achieving organization goals, and also stress on the point to develop the performance of hospital employees through periodic training in order to improve the quality of healthcare service. On the other hand, it is critical to the success of the national healthcare to reform a strong, well-motivated and highly trained medical profession. Therefore, alternative approaches for practicing HRM practices successfully in order to reduce turnover intention among hospital employees should be determine by hospital since the practices of human resource management is crucial in most of the hospitals in Kuala Lumpur. The senior management in hospitals should have a clear strategic direction and clear objectives to improve the management of employees in the hospital.

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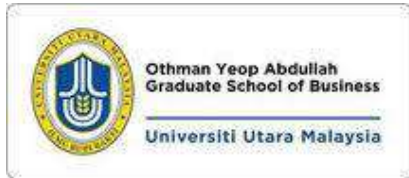
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APPENDIX A

RESEARCH QUESTIONNAIRE



Othman Yeop Abdullah
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Email: oyagsb@uum.edu.my

Dear Respondent,

I am currently pursuing a Master in Human Resource Management (MHRM) course from University Utara Malaysia (UUM). As part of this course, I am required to undertake a research project on the *influence of HRM practices on turnover intention among healthcare employees in Kuala Lumpur*.

I would like to invite your participation in this survey by filling up the attached questionnaire.

You are required to offer your insights by selecting the appropriate option against the range of parameters provided in the questionnaire. I assure you that the information shared would be strictly treated as confidential and is exclusively meant for academic exploration.

- This questionnaire consists of three (3) sections. Please attend all questions included here.
- Please tick (√) in relevant Section (A), Section (B) and Section (C).

Section A: Demographic Profile

Please tick (√) in relevant Section (A)

1. Gender :

Male

Female

2. Age :

More than 16 less than 20

Between 21-30

Between 31-40

More than 41

3. Civil Status :

Married

Unmarried

Widow

4. Educational Qualifications :

SPM

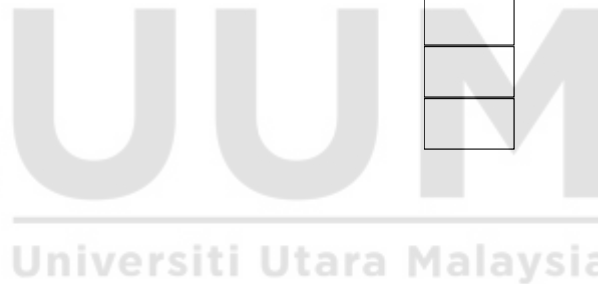
STPM

DIPLOMA

DEGREE

MASTER

PHD



5. Salary Scale

RM 1500-RM2000

RM 2500-RM3000

RM 3500-RM4000

Above 4500

6. How long have you worked in this organization?

Less than 1 year

1-3 years

More than 3 years

Others (please specify) _____

Section B: Human Resources Management (HRM) Practices

The statements below describe HRM practices in organizations. Please read each statement carefully and then indicate the extent to which you agree or disagree with HRM practices in your current organization by tick (√) the number on a scale of 1 (Strongly disagree) to 5 (Strongly agree).

1 Strongly Disagree	2 Disagree	3 Neither Agree Nor Disagree	4 Agree	5 Strongly Agree
--	-----------------------------	---	--------------------------	---

Training	1	2	3	4	5
7. I learned new knowledge/skills from the training.					
8. The training helped me to understand all functions in my department.					
9. The training created positive influence on my relation with colleagues.					
10. The training give high contribution to improved performance.					
11. I have been able to successfully apply the knowledge/skills learned in the training to my job.					
Job Security					
12. I am confident that I'll be able to work for my organization as long as I wish.					
13. If my job were eliminated, I would be offered another job in my current organization.					
14. I am secure in my job.					
15. Regardless of economic conditions, I'll have a job at my current organization.					
16. The numbers of hours I work each week will not cut back in my current organization.					
Performance Appraisal					
17. Is your appraiser familiar with all phases of your work?					
18. Should performance appraisal takes into consideration the contribution made by an employee beyond his/her formal duties?					

19. Should your personal development needs be discussed during performance?					
20. Should all employee performance be formally appraised at least once a year?					
21. Performance should be appraised based on previous standards, responsibilities & goals.					

For Career Development Opportunities such as career planning, career self-exploration, networking and human capital/skill development, please rate its effectiveness.

Career Development Opportunities	1	2	3	4	5
22. Developed plans and goals for your future career.					
23. Actively sought to design your professional future.					
24. Employees who needs any career counselling are freely to see their supervisor or manager.					
25. Maintained professional development opportunities or job market in your desired area.					
26. Assumed duties or positions that will help you progress professionally.					

Section C: Turnover Intention

Statements below describe your intention to leave from a particular organization. Please read each statement carefully and then indicate the extent to which you agree or disagree by tick (√) the number on a scale of 1 (Strongly disagree) to 5 (Strongly agree).

1 Strongly Disagree	2 Disagree	3 Neither Agree Nor Disagree	4 Agree	5 Strongly Agree
--------------------------------------	-----------------------------	---	--------------------------	-----------------------------------

Turnover Intention	1	2	3	4	5
27. I often think about quitting this organization.					
28. I would likely search for a position with another employer.					
29. It is likely that I will leave this organization in the next year.					
30. I am starting to ask friends about other job possibilities.					
31. As soon as possible, I will leave this organization.					

FINISHED

Thank You for Your Corporation

APPENDIX B

DESCRIPTIVE ANALYSIS

FREQUENCIES

		Statistics					
		GENDER	AGE	CIVILSTATUS	EDUCATIONAL QUALIFICATIO N	SALARYSCALE	TENURE
N	Valid	274	274	274	274	274	274
	Missing	0	0	0	0	0	0
	Mean	1.64	2.55	1.53	3.14	1.99	2.70
	Std. Deviation	.481	.847	.636	1.192	.873	.993
	Variance	.232	.717	.404	1.421	.762	.986
	Minimum	1	1	1	1	1	1
	Maximum	2	4	3	6	4	5

FREQUENCY TABLE

GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	99	36.1	36.1	36.1
	Female	175	63.9	63.9	100.0
	Total	274	100.0	100.0	

AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	More than 16 less than 20	24	8.8	8.8	8.8
	Between 21-30	115	42.0	42.0	50.7
	Between 31-40	95	34.7	34.7	85.4
	More than 41	40	14.6	14.6	100.0

AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	More than 16 less than 20	24	8.8	8.8	8.8
	Between 21-30	115	42.0	42.0	50.7
	Between 31-40	95	34.7	34.7	85.4
	More than 41	40	14.6	14.6	100.0
	Total	274	100.0	100.0	

CIVILSTATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	151	55.1	55.1	55.1
	Unmarried	102	37.2	37.2	92.3
	Widow	21	7.7	7.7	100.0
	Total	274	100.0	100.0	

EDUCATIONALQUALIFICATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	32	11.7	11.7	11.7
	STPM	38	13.9	13.9	25.5
	DIPLOMA	103	37.6	37.6	63.1
	DEGREE	69	25.2	25.2	88.3
	MASTERS	26	9.5	9.5	97.8
	PHD	6	2.2	2.2	100.0
	Total	274	100.0	100.0	

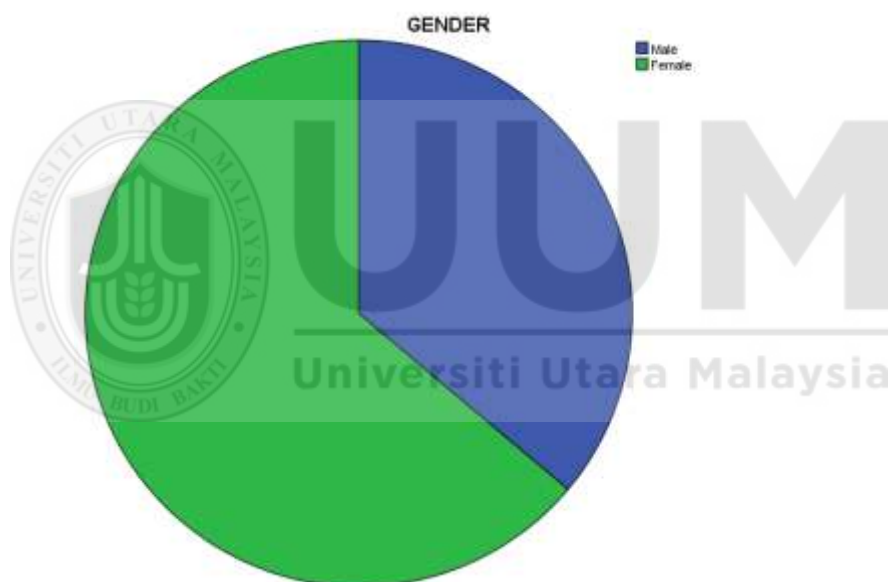
SALARYSCALE

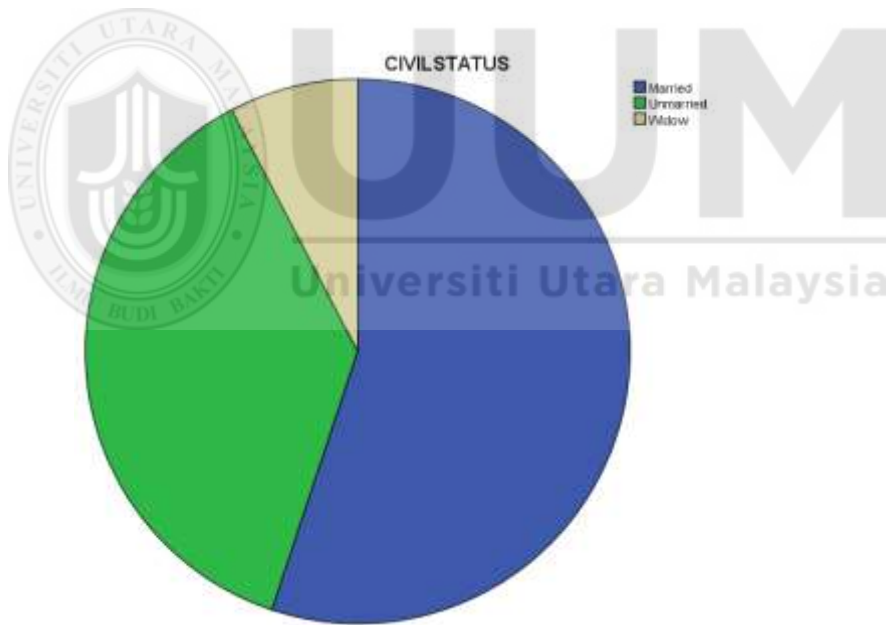
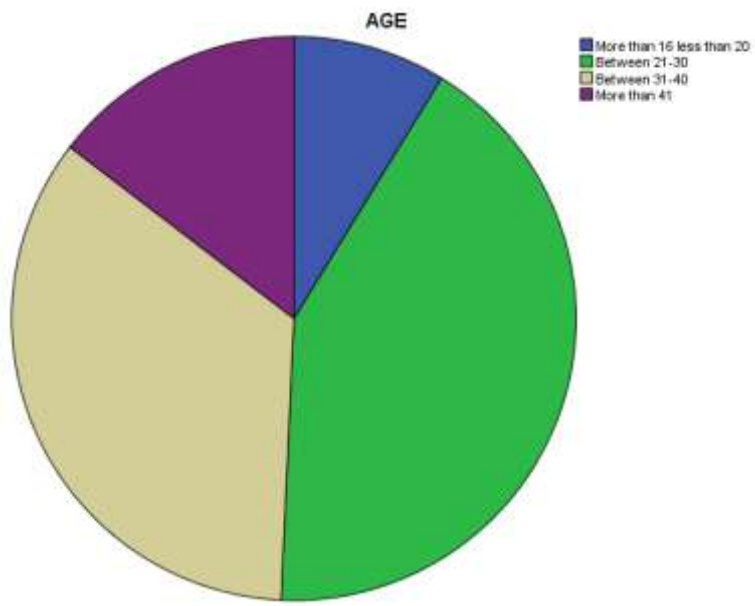
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM1500-RM2000	89	32.5	32.5	32.5
	RM2500-RM3000	114	41.6	41.6	74.1
	RM3500-RM4000	55	20.1	20.1	94.2
	ABOVE RM4500	16	5.8	5.8	100.0
	Total	274	100.0	100.0	

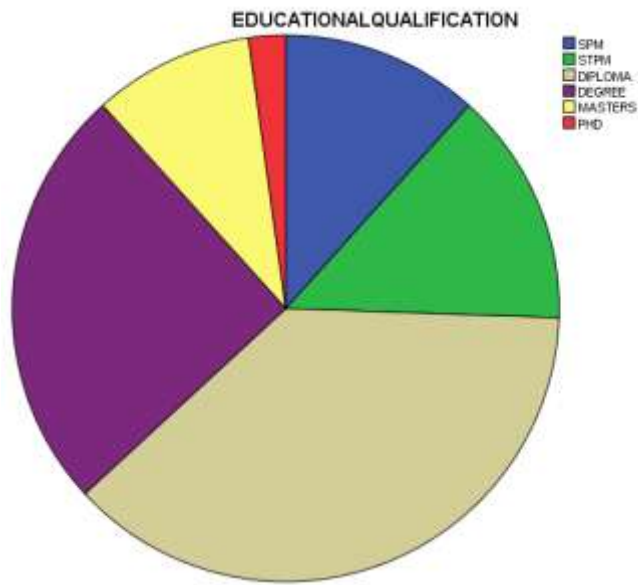
TENURE

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	30	10.9	10.9	10.9
1-3 years	93	33.9	33.9	44.9
More than 3 years	83	30.3	30.3	75.2
Others	64	23.4	23.4	98.5
5	4	1.5	1.5	100.0
Total	274	100.0	100.0	

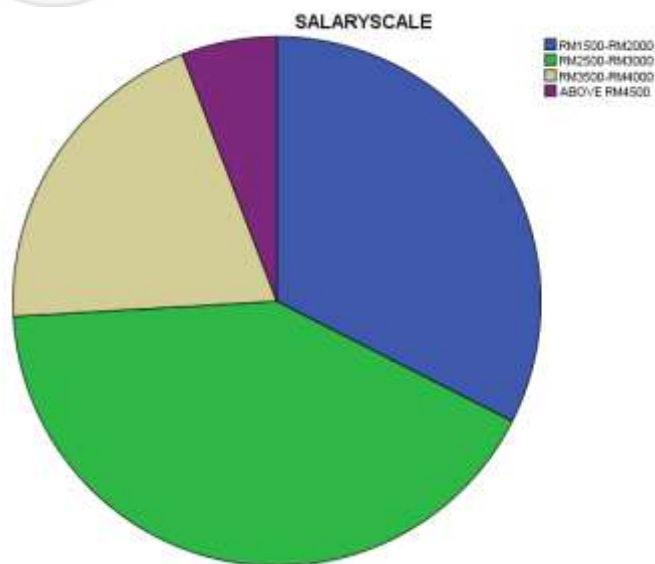
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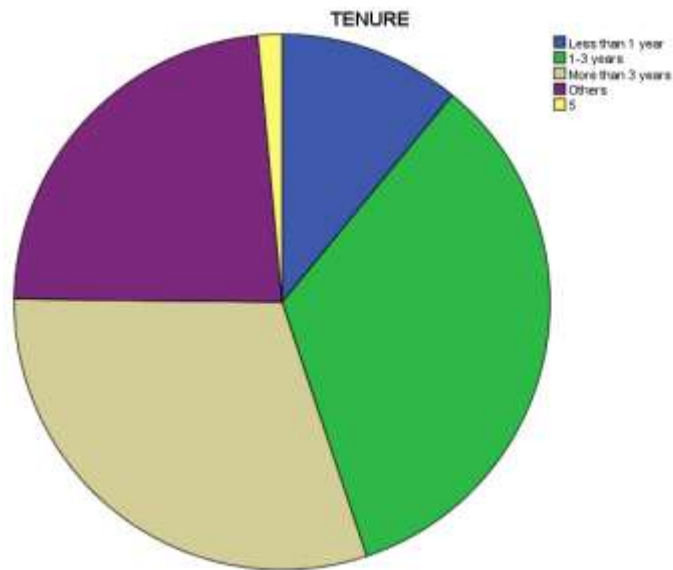






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APPENDIX C

DESCRIPTIVES

Descriptive Statistics

	N	Mean	Std. Deviation
MTR	274	3.6496	.84447
MJS	274	3.3562	.90395
MPA	274	3.2175	1.04800
MCDO	274	3.5642	.89182
MTI	274	3.5569	.86936
Valid N (listwise)	274		

CORRELATIONS

Correlations

		MTR	MJS	MPA	MCDO	MTI
<u>MTR</u>	Pearson Correlation	1	.032	.271**	.118	.696**

	Sig. (2-tailed)		.598	.000	.052	.000
	N	274	274	274	274	274
MJS	Pearson Correlation	.032	1	.076	.148*	.125*
	Sig. (2-tailed)	.598		.213	.014	.038
	N	274	274	274	274	274
MPA	Pearson Correlation	.271**	.076	1	.035	.263**
	Sig. (2-tailed)	.000	.213		.562	.000
	N	274	274	274	274	274
MCDO	Pearson Correlation	.118	.148*	.035	1	.185**
	Sig. (2-tailed)	.052	.014	.562		.002
	N	274	274	274	274	274
MTI	Pearson Correlation	.696**	.125*	.263**	.185**	1
	Sig. (2-tailed)	.000	.038	.000	.002	
	N	274	274	274	274	274

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).



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APPENDIX D

RELIABILITY TEST

1) TRAINING

Reliability Statistics

Cronbach's Alpha	N of Items
.662	5

Item Statistics

	Mean	Std. Deviation	N
I learned new knowledge/skills from the training	3.78	1.279	274
The training helped me to understand all functions in my department	3.65	1.262	274

The training created positive influence on my relation with colleagues	3.54	1.326	274
The training give high contribution to improved performance	3.59	1.275	274
I have been able to successfully apply the knowledge/skills learned in the training to my job	3.68	1.331	274

2) JOB SECURITY

Reliability Statistics

Cronbach's Alpha	N of Items
.600	5

Item Statistics

	Mean	Std. Deviation	N
I am confident that I'll be able to work for my organization as long as I wish	3.38	1.491	274
If my job were eliminated, I would be offered another job in my current organization	3.68	1.452	274
I am secure in my job	3.13	1.462	274
Regardless of economic conditions, I'll have a job at my current organization	3.06	1.455	274
The numbers of hours I work each week will not cut back in my current organization	3.53	1.427	274

3) PERFORMANCE APPRAISAL

Reliability Statistics

Cronbach's Alpha	N of Items
.831	5

Item Statistics

	Mean	Std. Deviation	N
Is your appraiser familiar with all phase of your work?	3.20	1.429	274
Should performance appraisal takes into consideration the contribution made by an employee beyond his/her formal duties?	3.06	1.404	274
Should your personal development needs be discussed during performance?	3.16	1.307	274
Should all employee performance be formally appraised at least once a year?	3.33	1.288	274
Performance should be appraised based on previous standards, responsibilities & goals	3.34	1.347	274

4) CAREER DEVELOPMENT APPRAISAL

Reliability Statistics

Cronbach's Alpha	N of Items
.700	5

Item Statistics

	Mean	Std. Deviation	N
--	------	----------------	---

Developed plans and goals for your future career	3.79	1.231	274
Actively sought to design your professional future	3.67	1.184	274
Employee who needs any career counselling are freely to see their supervisor or manager	3.35	1.401	274
Maintained professional development opportunities or job market in your desired area	3.51	1.373	274
Assumed duties or positions that will help you progress professionally	3.50	1.410	274

5) TURNOVER INTENTION

Reliability Statistics

Cronbach's Alpha	N of Items
.641	5

Item Statistics

	Mean	Std. Deviation	N
I often think about quitting this organization	3.70	1.336	274
I would likely search for a position with another employer	3.50	1.354	274
It is likely that I will leave this organization in the next year	3.53	1.375	274
I am starting to ask friends about other job possibilities	3.44	1.377	274
As soon as possible, I will leave this organization	3.61	1.341	274

APPENDIX E

REGRESSION ANALYSIS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.713 ^a	.508	.501	.61421	.508	69.481	4	269	.000

a. Predictors: (Constant), MCDO, MPA, MJS, MTR

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	104.849	4	26.212	69.481	.000 ^a
	Residual	101.483	269	.377		
	Total	206.332	273			

a. Predictors: (Constant), MCDO, MPA, MJS, MTR

b. Dependent Variable: MTI

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.278	.248		1.118	.265
	MTR	.682	.046	.663	14.822	.000
	MJS	.082	.042	.085	1.959	.051
	MPA	.061	.037	.073	1.646	.101
	MCDO	.090	.042	.092	2.115	.035

a. Dependent Variable: MTI

APPENDIX F

NORMALITY TEST

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
TR	30	100.0%	0	.0%	30	100.0%
JS	30	100.0%	0	.0%	30	100.0%
PA	30	100.0%	0	.0%	30	100.0%
CDO	30	100.0%	0	.0%	30	100.0%
TI	30	100.0%	0	.0%	30	100.0%

Descriptives

		Statistic	Std. Error	
TR	Mean	11.1000	.56599	
	95% Confidence Interval for Mean	Lower Bound	9.9424	
		Upper Bound	12.2576	
	5% Trimmed Mean	11.1481		
	Median	12.0000		
	Variance	9.610		
	Std. Deviation	3.10006		
	Minimum	5.00		
	Maximum	17.00		
	Range	12.00		
	Interquartile Range	5.00		
	Skewness	-.375	.427	
	Kurtosis	-.587	.833	
JS	Mean	19.0000	.71277	
	95% Confidence Interval for Mean	Lower Bound	17.5422	
		Upper Bound	20.4578	
	5% Trimmed Mean	19.1481		
	Median	20.0000		
	Variance	15.241		
	Std. Deviation	3.90402		
	Minimum	9.00		
	Maximum	25.00		
	Range	16.00		
	Interquartile Range	6.25		
	Skewness	-.522	.427	
	Kurtosis	-.044	.833	
PA	Mean	15.5333	.82313	

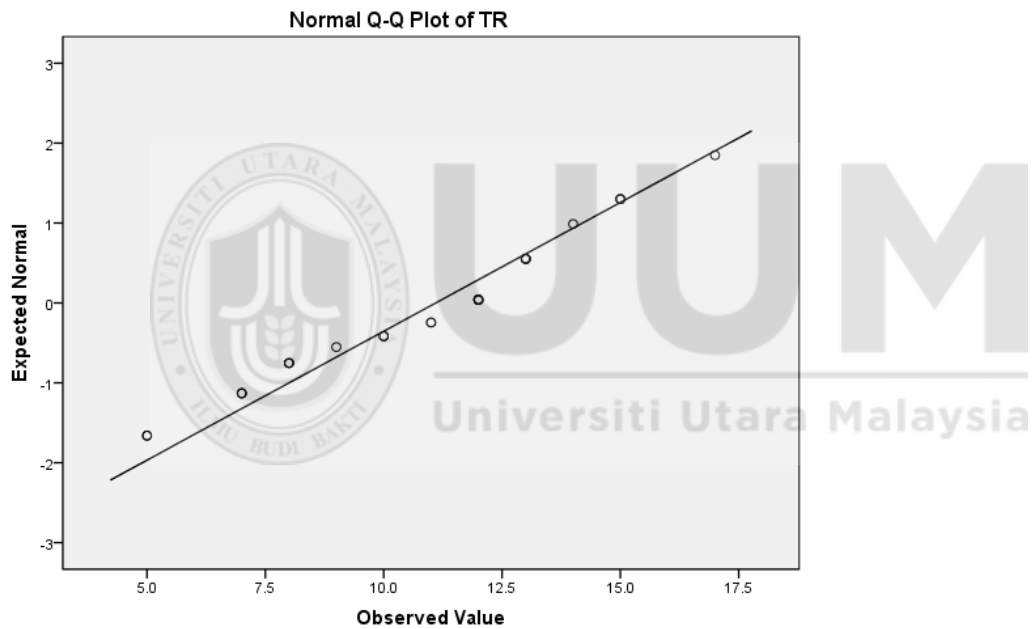
	95% Confidence Interval for Mean	Lower Bound	13.8498	
		Upper Bound	17.2168	
	5% Trimmed Mean		15.6296	
	Median		17.0000	
	Variance		20.326	
	Std. Deviation		4.50848	
	Minimum		7.00	
	Maximum		22.00	
	Range		15.00	
	Interquartile Range		8.25	
	Skewness		-.344	.427
	Kurtosis		-1.136	.833
CDO	Mean		17.2667	.89048
	95% Confidence Interval for Mean	Lower Bound	15.4454	
		Upper Bound	19.0879	
	5% Trimmed Mean		17.3704	
	Median		19.0000	
	Variance		23.789	
	Std. Deviation		4.87735	
	Minimum		8.00	
	Maximum		25.00	
	Range		17.00	
	Interquartile Range		7.25	
	Skewness		-.552	.427
	Kurtosis		-.854	.833
TI	Mean		16.1000	1.11659
	95% Confidence Interval for Mean	Lower Bound	13.8163	
		Upper Bound	18.3837	
	5% Trimmed Mean		16.2222	
	Median		16.5000	
	Variance		37.403	
	Std. Deviation		6.11584	
	Minimum		5.00	
	Maximum		25.00	
	Range		20.00	
	Interquartile Range		12.00	
	Skewness		-.225	.427
	Kurtosis		-1.371	.833

Tests of Normality

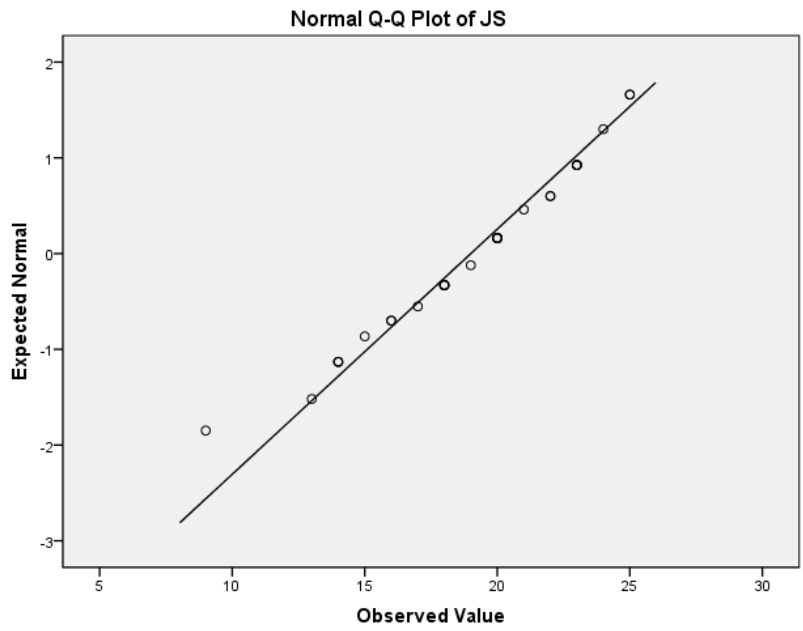
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TR	.181	30	.013	.947	30	.142
JS	.134	30	.176	.961	30	.323
PA	.175	30	.020	.933	30	.060
CDO	.172	30	.024	.924	30	.034
TI	.171	30	.025	.922	30	.029

a. Lilliefors Significance Correction

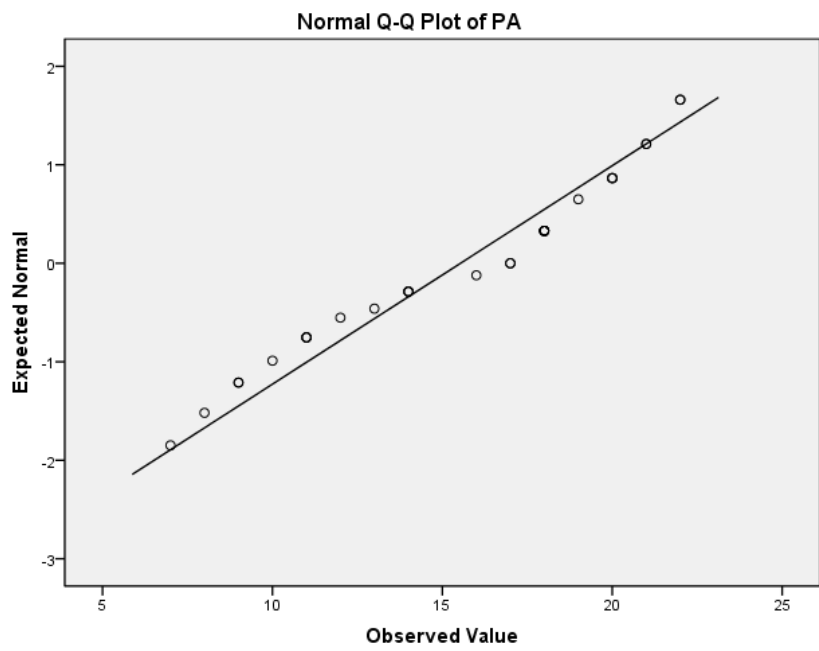
STEM & LEAF PLOT (TRAINING)



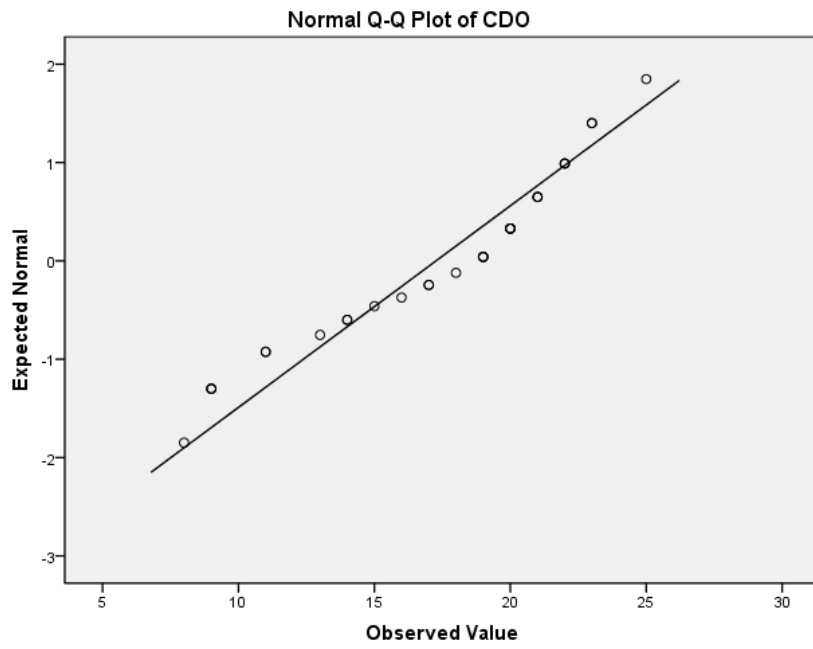
STEM & LEAF PLOT (JOB SECURITY)



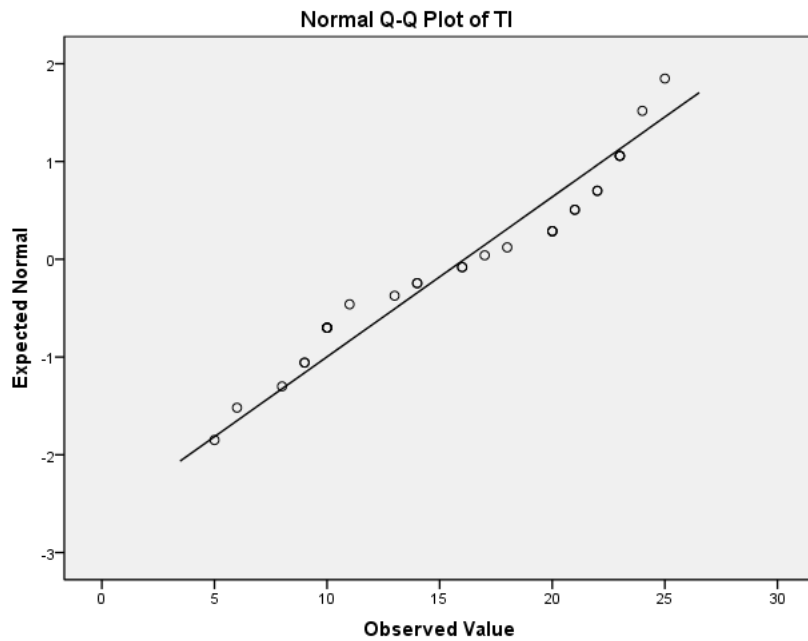
STEM & LEAF PLOT (PERFORMANCE APPRAISAL)



STEM & LEAF PLOT (CAREER DEVELOPMENT OPPORTUNITIES)



STEM & LEAF PLOT (TURNOVER INTENTION)





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APPENDIX G

FACTOR ANALYSIS (TRAINING)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.664
Bartlett's Test of Sphericity	Approx. Chi-Square
	75.268
	df
	10
	Sig.
	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.840	56.791	56.791	2.840	56.791	56.791	1.792	35.832	35.832
2	1.264	25.290	82.081	1.264	25.290	82.081	1.047	20.934	56.766

3	.474	9.472	91.553	.474	9.472	91.553	1.031	20.623	77.389
4	.312	6.248	97.801	.312	6.248	97.801	.999	19.971	97.360
5	.110	2.199	100.000	.110	2.199	100.000	.132	2.640	100.000

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component				
	1	2	3	4	5
TRAINING05	.956				
TRAINING04	.845		.318		.335
TRAINING02		.939		.323	
TRAINING03	.361		.918		
TRAINING01		.371		.903	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.



FACTOR ANALYSIS (JOB SECURITY)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.660
Bartlett's Test of Sphericity	Approx. Chi-Square
	53.339
	df
	10
	Sig.
	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.700	53.992	53.992	2.700	53.992	53.992	1.164	23.278	23.278
2	1.180	23.606	77.599	1.180	23.606	77.599	1.040	20.801	44.079

3	.549	10.980	88.579	.549	10.980	88.579	1.030	20.604	64.683
4	.357	7.146	95.725	.357	7.146	95.725	.978	19.566	84.249
5	.214	4.275	100.000	.214	4.275	100.000	.788	15.751	100.000

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component				
	1	2	3	4	5
JOBSECURITY02	.944				
JOBSECURITY05		.926			
JOBSECURITY04			.937	.303	
JOBSECURITY03			.337	.906	
JOBSECURITY01	.481	.306			.804

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.



FACTOR ANALYSIS (PERFORMANCE APPRAISAL)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.602
Bartlett's Test of Sphericity	Approx. Chi-Square
	41.077
	df
	10
	Sig.
	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.304	46.082	46.082	2.304	46.082	46.082	1.012	20.230	20.230

2	1.396	27.927	74.009	1.396	27.927	74.009	1.008	20.160	40.391
3	.626	12.514	86.522	.626	12.514	86.522	1.000	20.009	60.399
4	.427	8.539	95.061	.427	8.539	95.061	.995	19.893	80.292
5	.247	4.939	100.000	.247	4.939	100.000	.985	19.708	100.000

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component				
	1	2	3	4	5
PERFORMANCEAPP04	.954				
PERFORMANCEAPP05		.944			
PERFORMANCEAPP03			.909	.396	
PERFORMANCEAPP02			.400	.907	
PERFORMANCEAPP01					.927

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.



FACTOR ANALYSIS (CAREER DEVELOPMENT OPPORTUNITIES)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.631
Bartlett's Test of Sphericity	Approx. Chi-Square
	46.966
	df
	10
	Sig.
	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.596	51.916	51.916	2.596	51.916	51.916	1.034	20.671	20.671

2	1.093	21.853	73.769	1.093	21.853	73.769	1.024	20.481	41.152
3	.603	12.051	85.821	.603	12.051	85.821	1.023	20.451	61.603
4	.516	10.328	96.149	.516	10.328	96.149	1.013	20.258	81.862
5	.193	3.851	100.000	.193	3.851	100.000	.907	18.138	100.000

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component				
	1	2	3	4	5
CAREERDEVELOPMENT03	.935				
CAREERDEVELOPMENT02		.938			
CAREERDEVELOPMENT04			.884		.350
CAREERDEVELOPMENT01				.986	
CAREERDEVELOPMENT05			.410		.844

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

FACTOR ANALYSIS (TURNOVER INTENTION)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.726
Bartlett's Test of Sphericity	Approx. Chi-Square
	134.213
	df
	10
	Sig.
	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %

1	3.533	70.653	70.653	3.533	70.653	70.653	2.520	50.409	50.409
2	1.096	21.921	92.573	1.096	21.921	92.573	1.961	39.230	89.639
3	.178	3.552	96.125	.178	3.552	96.125	.247	4.940	94.579
4	.111	2.219	98.344	.111	2.219	98.344	.167	3.348	97.927
5	.083	1.656	100.000	.083	1.656	100.000	.104	2.073	100.000

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component				
	1	2	3	4	5
TURNOVERINTENTION04	.980				
TURNOVERINTENTION05	.856	.331		.395	
TURNOVERINTENTION03	.844		.473		
TURNOVERINTENTION01		.965			
TURNOVERINTENTION02		.908			

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

