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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
UNIVERSITI UTARA MALAYSIA
DECEMBER 2016**

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INTENTION AMONG HOSPITAL EMPLOYEES IN
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
Graduate School of Business

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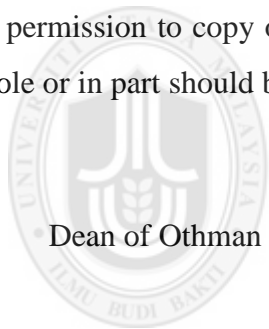
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ABSTRACT

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

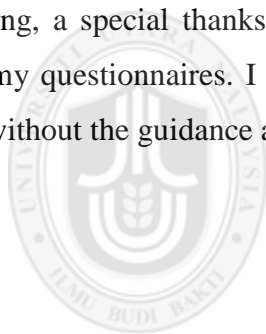
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CHAPTER 1

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

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