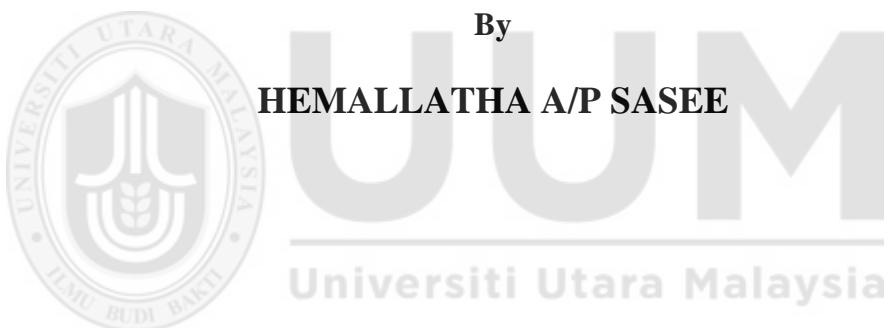


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**HUMAN RESOURCE MANAGEMENT PRACTICES AND
EMPLOYEE RETENTION AMONG PRIVATE HOSPITAL
NURSES**



**Thesis Submitted to
School of Business Management,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the
Master of Human Resource Management**



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ABSTRACT

The biggest challenge that organizations are facing today is not only managing human resources but also retaining them. Securing and retaining skilled employees plays an important role for any organization, particularly in the service industry. The service sector such as the healthcare has been recognized as one of the main contributors to the growth of Malaysian economy. Nurses tend to leave the workplace, nation and even profession because of the amount of healthcare associations and the challenging economic situation of a country. The shortage of nurses has become a worldwide issue. It is even a critical issue in that the demand for nurses is expected to increase and how to retain the nurses' has become a topic of great importance to researchers. Thus, it is essential for organization to manage their capable workforce with a specific end goal to increase upper hand. This research is carried out to examine the relationship between compensation and benefits, training and development and work environment with employee retention among nurses in a private hospital in Penang. In order to discover factors that have significant impact in retaining the nurses, a survey was carried out in a private hospital in Penang. A total of 250 questionnaires were distributed but only 200 questionnaires were returned and utilized for data analysis. Regression analysis results indicate that only compensation and benefits were positively related and have significant relationship with employee retention. Thus, compensation and benefits is considered as the most important variable in influencing the nurses to retain in an organization. On the other hand, training and development and work environment were not significant in predicting retention among private hospital nurses. Finally, implications, limitations of the study, recommendations and conclusion were also highlighted.

Keywords: Employee retention, compensation and benefits, training and development, work environment, nurses.

ABSTRAK

Cabaran terbesar yang dihadapi oleh organisasi masa kini ini bukan sahaja untuk menguruskan sumber manusia tetapi juga mengekalkannya. Mengekalkan pekerja mahir merupakan peranan penting bagi organisasi, terutamanya dalam industri perkhidmatan. Sebagai contoh, sektor perkhidmatan penjagaan kesihatan telah diiktiraf sebagai penyumbang utama kepada pertumbuhan ekonomi Malaysia. Jururawat cenderung untuk meninggalkan tempat kerja, negara dan juga profesi kerana tahap penjagaan kesihatan dan keadaan ekonomi yang mencabar di sesebuah negara. Kekurangan jururawat telah menjadi isu di seluruh dunia. Ia juga merupakan isu kritikal apabila permintaan jururawat dijangka meningkat dan bagaimana untuk mengekalkan jururawat menjadi topik yang sangat penting dikalangan penyelidik. Oleh itu, adalah penting bagi organisasi untuk menguruskan tenaga kerja mereka yang berkebolehan dengan matlamat untuk meningkatkan kebolehan dan prestasi. Kajian ini dijalankan untuk melihat hubungan antara pampasan dan manfaat, latihan dan pembangunan serta persekitaran kerja dengan pengekalan pekerja di kalangan jururawat di sebuah hospital swasta di Pulau Pinang. Kajian dilakukan di sebuah hospital swasta di Pulau Pinang untuk mengetahui faktor-faktor yang mempunyai kesan yang signifikan dalam mengekalkan jururawat. Sebanyak 250 soal selidik diedarkan tetapi hanya 200 soal selidik yang dikembalikan dan digunakan untuk analisis data. Keputusan analisis regresi menunjukkan bahawa hanya pampasan dan faedah mempunyai hubungan yang signifikan dengan pengekalan pekerja. Oleh itu, pampasan dan faedah dianggap sebagai pembolehubah yang paling penting dalam mempengaruhi jururawat untuk dikenalkan dalam organisasi. Sebaliknya, latihan dan pembangunan dan persekitaran kerja tidak signifikan dalam meramalkan pengekalan di kalangan jururawat hospital swasta. Akhirnya, implikasi, batasan kajian, cadangan dan kesimpulan juga dibincangkan.

Kata kunci: Pengekalan pekerja, pampasan dan faedah, latihan dan pembangunan, persekitaran kerja, jururawat.

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ABBREVIATION

| | |
|------------|--|
| CBRE | Community-Based Research and Evaluation |
| GDP | Gross domestic product |
| HRM | Human resource management |
| MIDA | Malaysian Investment Development Authority |
| MOH | Ministry of Health |
| Std. Error | Standard Error |
| Sig. | Significance |
| SPSS | Statistical Package for the Social Science |
| TCM | Total Compensation Measurement |



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In rapid global world, organizations have competitive advantage that differentiates among other organization in the similar industry. It requires highly skillful and knowledgeable employees in the organization to create the competitive advantage. Competitive advantages are conditions where organization produces a different and unique value of product or service at a lower. Expertise and capability of an organization to go through the opportunities helps to gain competitive advantages. The greatest need and difficulties for business pioneers in 2017 is to retain employees in a competitive marketplace. This is due to increase of talent competition in the market.

In order to achieve that, organizations must hire capable employees. However, retaining the talented employees is more important than hiring because it is part of the recruitment objectives of most organization. When an employee leaves the organization, there might be competitors who will attract them with a great compensation and benefits for the key talents. It will cause shortage of talented employees in organization especially during sharp competition in labor markets. Organizations must maintain their intellectual assets in order to be the best and successful. According to Kumudha and Harsha (2016), employee retention is the capability of an organization to maintain its employees and maintain a low turnover ratio.

In today's business world, human capital is considered as the strength for organizations compared to technology which easy to transferable to competitors

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APPENDICES

APPENDIX A- QUESTIONNAIRE



SURVEY

Dear respected respondent,

I am a postgraduate student at University Utara Malaysia seeking your assistance in this survey entitle “The Impact of Human Resource Practices on employee retention”.

The confidentiality of information given will be kept preserved and to be used only for academic purposes in order to fulfill the Master studies requirement of the university.

I realize that you are busy and thus, I have designed the survey that it should **not take you longer than fifteen minutes** to answer. Please do answer all the items in the questionnaire.

Thanking you in advance for sparing your time and support rendered in accomplishing this project.

Yours sincerely,

Hemallatha Sasee,

Master of Human Resource Management (MHRM) Candidate,

School of Business Management,

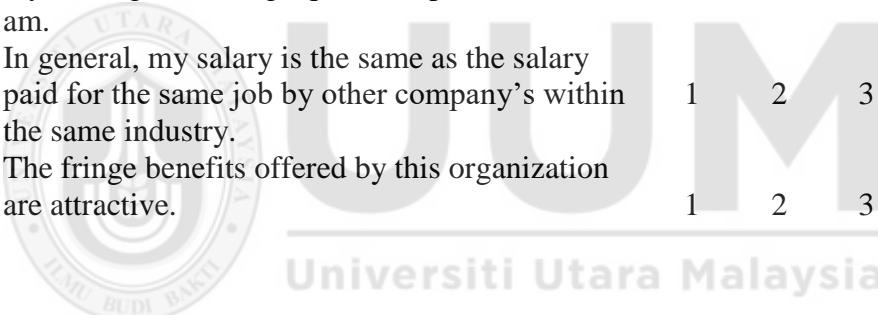
University Utara Malaysia.

Email:hemallatha2010@gmail.com

Part A: Human resource practices

Indicate your level of agreement on the following statements by circling the number that best relates to you choosing from 1- Strongly disagree to 5- Strongly Agree.

| COMPENSATION AND BENEFITS | Strongly → Strongly | | | | |
|---|---------------------|---|---|---|-------|
| | Disagree | | | | Agree |
| 1. I received recognition for my achievement. | 1 | 2 | 3 | 4 | 5 |
| 2. The salary I receive encouraged me to do a better job. | 1 | 2 | 3 | 4 | 5 |
| 3. Incentives such as bonuses motivate me do more than that is required. | 1 | 2 | 3 | 4 | 5 |
| 4. I received a total salary that commensurate the job that I am doing. | 1 | 2 | 3 | 4 | 5 |
| 5. In general, my salary is the same as the salary of my colleague holding equivalent position as I am. | 1 | 2 | 3 | 4 | 5 |
| 6. In general, my salary is the same as the salary paid for the same job by other company's within the same industry. | 1 | 2 | 3 | 4 | 5 |
| 7. The fringe benefits offered by this organization are attractive. | 1 | 2 | 3 | 4 | 5 |



TRAINING AND DEVELOPMENT

| | Strongly → Strongly | | | | |
|---|---------------------|---|---|---|-------|
| | Disagree | | | | Agree |
| 1. I am encouraged to attend the training and development programs that are available for me. | 1 | 2 | 3 | 4 | 5 |
| 2. My superior decides on the training and development that I need. | 1 | 2 | 3 | 4 | 5 |
| 3. I am given the opportunity to upgrade my knowledge and skills to improve my performance through continuous training. | 1 | 2 | 3 | 4 | 5 |
| 4. I received the necessary training to perform my job assignment well. | 1 | 2 | 3 | 4 | 5 |
| 5. I am given the opportunity to be involved in activities that promote my professional development. | 1 | 2 | 3 | 4 | 5 |

WORK ENVIRONMENT

| | Strongly Disagree | | | | Strongly Agree |
|--|----------------------|---|---|---|-------------------|
| 1. This company provides a caring-culture environment for its employees. | 1 | 2 | 3 | 4 | 5 |
| 2. This company creates a fun work environment for its employees. | 1 | 2 | 3 | 4 | 5 |
| 3. This company has policies that allow individual employees to use discretionary decision-making. | 1 | 2 | 3 | 4 | 5 |
| 4. This company provides job enrichment opportunities for its employees. | 1 | 2 | 3 | 4 | 5 |
| 5. This company offers its employees job enlargement opportunities. | 1 | 2 | 3 | 4 | 5 |
| 6. This company offers a work-life balance environment for its employees. | 1 | 2 | 3 | 4 | 5 |
| 7. This company supports job rotation of employees. | 1 | 2 | 3 | 4 | 5 |
| 8. This company has ad hoc committees comprised of employees from different departments. | 1 | 2 | 3 | 4 | 5 |

Part B: Employee Retention

The following are statements about employee willingness to stay in organization. Circle the number that best relates to you, choosing from 1- Strongly disagree to 5- Strongly Agree.

| | Strongly Disagree | | | | Strongly Agree |
|---|----------------------|---|---|---|-------------------|
| 1. I have the desire and intend to remain working at this company. | 1 | 2 | 3 | 4 | 5 |
| 2. I plan to continue working for this company in the future. | 1 | 2 | 3 | 4 | 5 |
| 3. For me, continue working for this company is very likely. | 1 | 2 | 3 | 4 | 5 |
| 4. I expect to work at my present company for as long as possible. | 1 | 2 | 3 | 4 | 5 |
| 5. Barring unforeseen circumstances, I would remain in this company definitely. | 1 | 2 | 3 | 4 | 5 |
| 6. If I were completely free to choose, I would prefer to continue working in this company. | 1 | 2 | 3 | 4 | 5 |

Part C: Respondent Background

Please tick [√] in the box provided. *CHOOSE ONLY ONE OPTION.*

1. Gender:

Male Female

2. Age:

< 21 years old -35 years old
 21-25 years old -40 years old
 26-30 years old years old

3. Marital Status:

Single Divorced
 Married Others, please indicate: _____

4. Highest Education achievement:

SPM Degree Others, specify: _____
 Diploma Masters

5. Years of Service in this organization

< 2 years 4- 5 years > 8 years
 2- 3 years 6 -7 years

5. Monthly Income:

< RM2000 RM 4001- RM 6000 RM 8001-RM10, 000
 RM 2001 - RM 4000 RM 6001- RM 800 > RM 10,001

6. Is this the first organization you work after graduation?

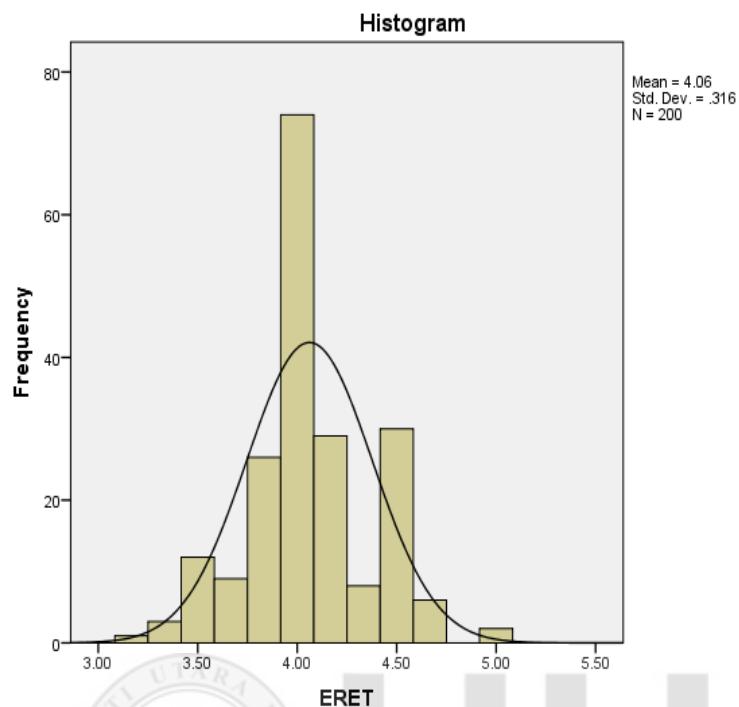
Yes No

7. If you have answered the previous question “No”, please indicate the number of organization you had work before joining this organization.

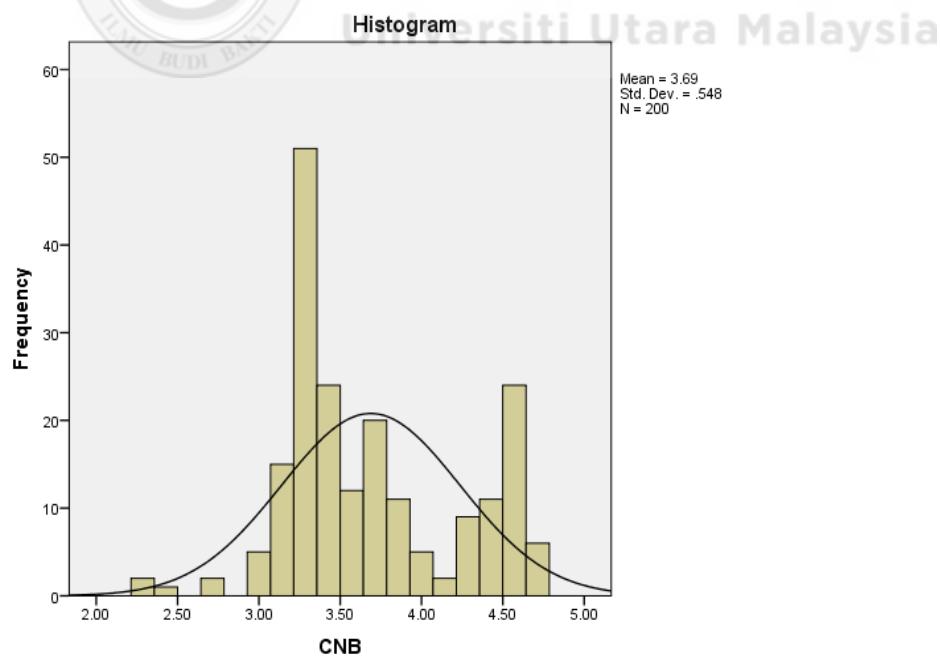
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|--------------------------|---------|--------------------------|---------|--------------------------|-----------|
| <input type="checkbox"/> | 1 time | <input type="checkbox"/> | 4 times | <input type="checkbox"/> | > 6 times |
| <input type="checkbox"/> | 2 times | <input type="checkbox"/> | 5 times | | |
| <input type="checkbox"/> | 3 times | <input type="checkbox"/> | 6 times | | |



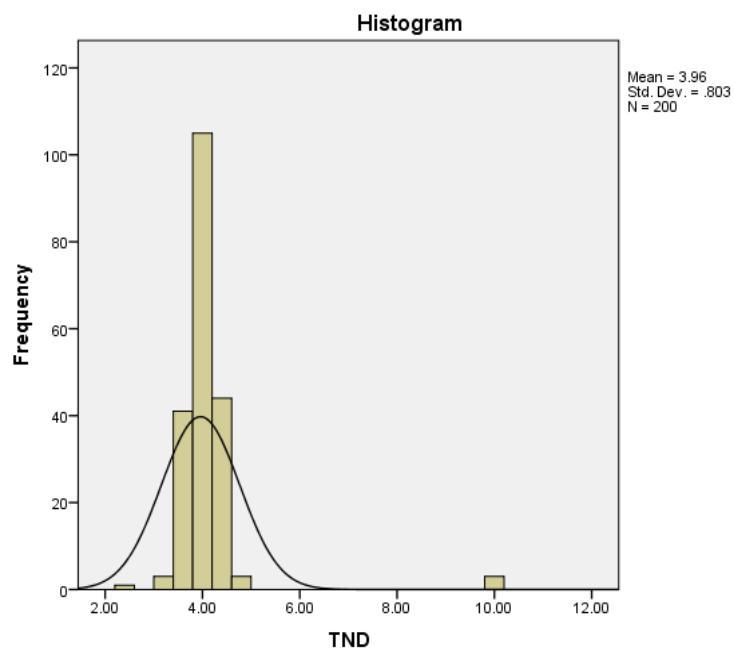
APPENDIX B: NORMALITY TEST OF VARIABLES



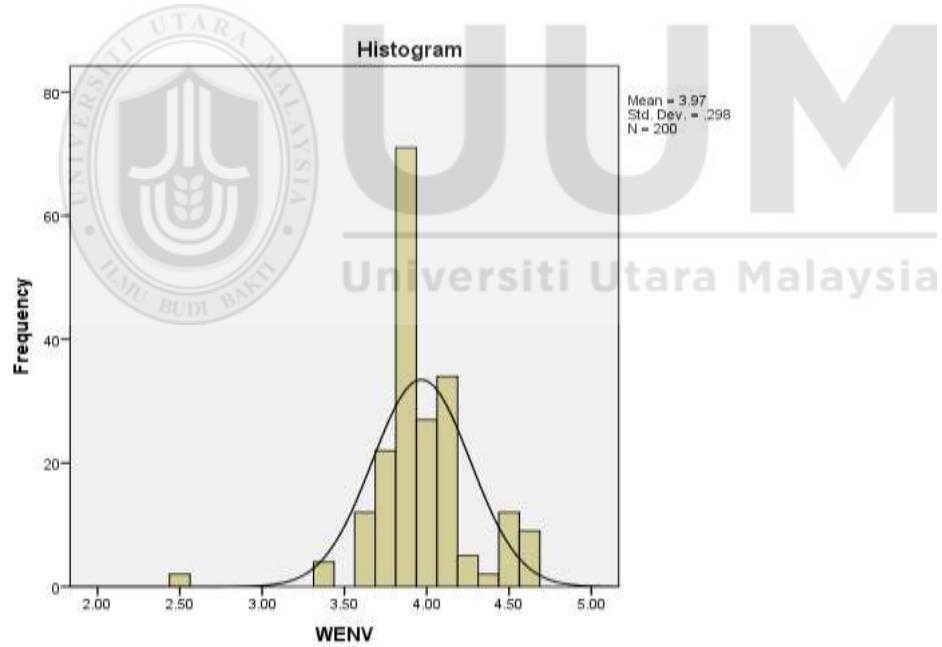
Normality test of employee retention



Normality test of compensation and benefits



Normality test of training and development



Normality test of Work environment

APPENDIX C: DESCRIPTIVE STATISTICS OF VARIABLES

Descriptive Statistics

| | Mean | Std. Deviation | N |
|---------------------------|------|----------------|-----|
| Employee Retention | 4.06 | 0.32 | 200 |
| Compensation and benefits | 3.69 | 0.55 | 200 |
| Training and development | 3.96 | 0.80 | 200 |
| Working environment | 3.96 | 0.30 | 200 |

APPENDIX D: PEARSON CORRELATION RESULTS

| Correlations | | | | | |
|--------------|---------------------|----------|--------|-----------|--------|
| | JD | TRAINING | COMPEN | RETENTION | |
| JD | Pearson Correlation | 1 | .082 | .565** | .267** |
| | Sig. (2-tailed) | | .249 | .000 | .000 |
| | N | 200 | 200 | 200 | 200 |
| TRAINING | Pearson Correlation | .082 | 1 | .066 | .096 |
| | Sig. (2-tailed) | .249 | | .351 | .175 |
| | N | 200 | 200 | 200 | 200 |
| COMPEN | Pearson Correlation | .565** | .066 | 1 | .339** |
| | Sig. (2-tailed) | .000 | .351 | | .000 |
| | N | 200 | 200 | 200 | 200 |
| RETENTION | Pearson Correlation | .267** | .096 | .339** | 1 |
| | Sig. (2-tailed) | .000 | .175 | .000 | |
| | N | 200 | 200 | 200 | 200 |

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

APPENDIX E: MULTIPLE REGRESSION RESULT

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .358 ^a | .128 | .115 | .34978 | .128 | 9.590 | 3 | 196 | .000 | 2.178 |

a. Predictors: (Constant), JD, TRAINING, COMPEN

b. Dependent Variable: RETENTION

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|--------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | B | Std. Error | | | | Tolerance | VIF |
| | | | Beta | | | | |
| 1 (Constant) | 2.731 | .351 | | 7.783 | .000 | | |
| COMPEN | .163 | .048 | .274 | 3.390 | .001 | .680 | 1.470 |
| TRAINING | .073 | .071 | .069 | 1.036 | .302 | .993 | 1.007 |
| JD | .098 | .075 | .107 | 1.316 | .190 | .679 | 1.473 |

a. Dependent Variable: RETENTION

Universiti Utara Malaysia