

## CONTRIBUTING FACTORS TO THE TURNOVER INTENTION OF MEDICAL EMPLOYEES OF NATIONAL HEART INSTITUTE KUALA LUMPUR (IJN)

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### **Abstract**

*The purpose of this paper is to present the findings on whether job satisfaction which is pay, promotion, the job itself, supervision, demographical factors which is age and tenure, have any relationship with turnover intention among medical employees of National Heart Institute Kuala Lumpur (IJN). Quantitative data were collected via a questionnaire distributed amongst the medical employees of IJN. A total of 210 medical employees of IJN completed the questionnaires. Respondents were selected through systematic sampling as the sample study. The result shows that pay, supervision, promotion, the job itself were significantly related to turnover intention while the demographical factors namely age and tenure were not significantly related. The research also found that the most dominant factor influencing the turnover intention among IJN's medical employees was pay.*

**Keywords:** Pay, promotion, the job itself, supervision, demographic, age and tenure.

### **Introduction**

Human resource in an organization is the most important asset or resource to enable organization to do their business. Without human resource, the organization will not be able to implement the developed business plan and it's very important to retain them as they are the assets of the organization. In order for an organization to be successful, it must continuously ensure the satisfactory of their employees (Allen & Katz, 1981). Organization with more satisfied employees tends to be more effective (Robbins & Judge, 2007), besides, happy workers are more likely to be productive workers. Therefore to be a successful organization, emphasis should be given to ensure satisfaction of the employees.

Turnover is the voluntarily and involuntarily permanent withdrawal from the organization (Robbins and Judge, 2007). Voluntarily turnover incurs significant cost, both in terms of direct cost such as replacement, recruitment and selection, temporary staff, management time, or in terms of indirect costs like morale, pressure on remaining staff, and cost of learning on products or services (Dess and Shaw, 2001). Therefore, the organization should reduce the turnover in the organization in order to remain competitive.

### **Background of the Study**

In Malaysia, service sectors have played important roles in the growth and development process of its economy. Service sector encompasses two broad categories: intermediate services and final services. Intermediate service includes several sub-sectors such as transport, storage and communication; and finance, insurance, real estate and business services. Final services include sub-sectors such as electricity, gas and water; Wholesale and retail trade, hotels and restaurants; government services; and other services including healthcare.

According to Chiu & Francesco (2003) the issues of staff retention and job satisfaction have continued to plague organization in Malaysia. He mentioned the annual surveys by

Malaysia Employers Federation (MEF 2004-2005) report that the annual labour turnover rated for 2003 and were high, approximately 17 percent and 16 percent respectively. Another survey by Chen, Hui & Sego (2004) reported that Malaysia respondents are willing to stay with their current organization for less than three years.

In Malaysia, the same phenomenon may hold true because the weakening of global economy during the last several years has resulted in substantial downsizing and retrenchments within the electronics sector which accounted for 60% of the country's total export (Bank Negara Malaysia, 2001). The main objective of this study is to examine the relationship of sources of job satisfaction which is pay, promotion, the job itself, supervision, demographic factors which is age and tenure, have any relationship with turnover intention among medical employees of National Heart Institute Kuala Lumpur also known as the Institut Jantung Negara (IJN).

### **Literature Review**

According to Morrell, Loan-clerk and Wilkinson (2004) the term 'turnover' is generally used to describe voluntary cessation of membership of an organization by an employee of that organization. However, involuntary turnover occurs when employees are forced to leave the organization, which might occur for reasons, such as the real or perceived need to reduce costs, restructure an organization or downsize its structure; or for individual reasons related to an employee, such as poor performance.

Turnover rate has been defined and estimated as a calculated percentage rate of employees who voluntarily leave an organization, or are dismissed, during a specific time period. According to the Ministerial Taskforce (the Queensland health document), turnover rate is the annual percentage of separation rate of a selected group of employees obtained by dividing the number of net leavers over the original number of employees at the start of the year.

Valentine (2001) stated that employee turnover in organizations has received substantial attention from both academics and managers. Much of this attention has been focused on understanding its causes. Implicit in this approach is the assumption that turnover is driven by certain identifiable characteristics of workers, tasks, firms, and markets, and that, by developing policies to address these characteristics, managers might reduce the occurrence of turnover in their respective organizations. Turnover intention is one's behavioral intention to quit the job. According to Bigliardi, Petroni and Ivo Dormio (2005), intention to leave refers to individuals' perceived likelihood that they will be staying or leaving the employer organization. Employees with high withdrawal intentions from the organization subjectively assess that they will be leaving the organization in the near future (Moynihan, Boswell & Boudreau (2000). Intention to depart from an occupation is a much more difficult decision than leave the job (Blau, 2000).

Although there is also standard framework in understanding the turnover processes a whole, a wide range of factors have been found useful when it comes to interpreting employee turnover and these have been used to model turnover in a range of different organisational and occupational settings. Besides actual turnover, other variables have also been associated to employee's desires or intention to leave the organization. Ton, Zeynep & Robert (2008) in their study at Singaporean companies had identified variables that related to turnover intention which are divided into three broad categories such as demographic factors (employee's age, gender, marital status and number of children); organisational factors (an employee's length of service, salary drawn and number of staff); attitudinal factors (job satisfaction, work-related stress and level of commitment in the organisation).

Bluedorn (1982) highlighted demographic characteristics such as race, age, education and pay that affect job expectations and environmental opportunities, which ultimately influence turnover and job satisfaction. Whereas, Carmeli (2005) found that employee's intention to search for alternative job together with his or her organizational tenure are the two related factors to his or their intention to search for alternative jobs will be more likely to leave the organization. Meanwhile, Arnold and Feildman, (1982) had discovered several factors like

organization tenure, job satisfaction, organization commitment, net expectations, conflicting standards and job security are precise availability of alternative.

Research also shows that gender and age are another variable that may determine turnover decisions among employees. Female employees have reportedly shown high turnover rates than their male counterparts. Gender biases and stereotypes are common in the workplace (Chang & McBride-Chang, 1997). Male professionals skilled workers disproportionately received higher pay than women. The motion is supported by Anderson and Tomaskovic-Devey, 1995; they claimed that pay inequity is a common problem for women and men frequently receive greater returns to human capital. However, Polling (1990) argued that distinct gender based-wage discrimination exists across a variety of industries. Despite women's negative work experiences, some research indicates that women are actually more satisfied with their job than men. This high job satisfaction maybe caused by a variety of positive workplace experiences. Ma and Mc Millan (1999) concluded that female teachers were more satisfied with their jobs than their male colleagues, and this satisfaction was a function of their perceived teaching competence. Moreover, women's lower expectations of justice and equity in the workplace and the low value women place on organizational rewards have caused satisfaction in their work.

In spite of that, members of minorities group experience many of the same problems in the workplace that women face. Many of them are underrepresented, cited from Valentine (2001); according to Steel (2002), minorities and women have generally been segregated by occupation and received opportunities mainly in the low-level clerical and service jobs. Many minorities feel that they have been discriminated against in terms of salary, placement, and promotion (Wagner & Rush, 2000).

Besides, Mobley (1997) specified that negative evaluations of an employee's present job increases job dissatisfaction and that negative feelings increased quit intentions. Employee turnover demands management attention because when high performing employees' leave, it puts pressure on the organization scarce source. According to Valentine (2001), much turnover research has focused on identifying individual characteristics that cause job separation, which include tenure, education, job satisfaction and organizational commitment.

Meyer and Smith (1993) define career commitment as the degree of commitment to one's profession or occupation while Gelinas and David (2004) define it as individuals' motivation to work towards personal advancement in their profession. Organizational commitment may determine the level of employee loyalty to the mission and vision of an organization. The level of employee commitment may determine who leaves and who stays in an organization. Employees who are highly committed show a small turnover rate and vice versa.

Research such as those of Griffeth (2000); Hanisch and Hulin (1991); Muerice ller and Price (2005) suggest that variables such as job satisfaction and organizational commitment are mediating factors for the actual action of quitting. An employee who is less satisfied with his or her job would be more likely to quit. Tett and Meyer (1993), Price (2001) and others found that job satisfaction predicted turnover. An employee who is more stressed is more likely want to quit his or her job. Stewart, Smith and Grussing (1987) also found that stress and exhaustion on the job can induce turnover in employees. Commitment as a variable was found by Mobley, Horner and Hollingworth (1978) to be inversely related to turnover. The intention to quit, however, has been found by Mobley (1977) as well as Steel and Ovalle (1984), to be a useful indicator for actual turnover and serves as a criterion variable.

Previous studies also showed that intention to leave has a relationship with the affective responses to work such as satisfaction and organization commitment. Mobley (1977) and Samad (2006) added that the insights into these decisions are gained by understanding an individual's job satisfaction and commitment. This evidence is supported by Spenser & Steers (1981), where they identified that organization commitment, job satisfaction and position characteristic are important predictors of turnover intention (Johnsurd & Rosser, 1999).

Turnover is motivated by the dissatisfaction of the individual with some aspect of work environment (including job, co-workers or organization), or the organization with some aspect of the individual, such as poor performance or attendance (Bigliardi, Petroni & Ivo Dormino, 2005). The loss of employees in the organisation is regarded as a negative index of organisational effectiveness (Staw, 1980). In addition, Carmeli (2005) study on social workers from health institutions found that organizational culture that provide challenging job, diminishes employee's absenteeism and withdrawal intentions from the occupations, job and organization.

The labour market and the availability of alternative opportunities have as well contributed to the high turnover among certain professions for example health professionals; has given nurses and other healthcare providers' strong bargaining power in the market.

### **Job Satisfaction**

Job satisfaction refers to an emotional state of mind that reflects an affective reaction to the job and work situation (Dipboye, 1994; Furnham (1995); Kanugo & Conger (1993); and Sager & Johnston (1980). An employee tends to react negatively towards their job which caused withdrawal of behaviour and feeling de-motivated towards their work function. Thus, job satisfaction is the positive and negative feelings and attitudes the people hold about the job (Schultz & Schultz, 1994) i.e. to the extent a person satisfies or dissatisfies in doing their work. Huselid (1995) defined job satisfaction as pleasurable or positive personal state resulting from the appraisal of one's job experiences. Therefore, keeping one person happy in their work is intuitively appealing to employers in any organization.

As stated by Schultz and Shultz (1994), job satisfaction is influenced by many work related factors and it depends on the workers' sense of fulfilment that they get from their daily work. This is supported by Cascio (2000), that the work itself, co-workers, supervision and opportunities to grow mostly influence the job satisfaction of the workers. Recent research by Seta *et. al.* (2000) also found that the nature of the works, the reward systems, relation with co-workers and supervision would contribute to the job satisfaction.

According to McCormick and Ilgen (1985), there are many previous researchers that support the relationship between job satisfaction and turnover. One of it is from Spencer and Steers (1981) in which they found that there is a strong negative relationship between job satisfaction and turnover of the hospital employees who were relatively low performers. Rusli Ahmad (2007) also found that job satisfaction is consistently and negatively related to turnover.

Jackofsky and Peter (1983) in McCormick and Ilgen (1985) have another opinion on the relationship between job satisfaction and turnover intention. They argued that the employee would leave the job cause by dissatisfaction based on belief that there are other opportunities available at the job market. Data from a simple retail employees' in several south western cities confirmed this prediction.

From the previous literature, Schermerhorn, Hunt and Osborn (2000) stated that job satisfaction can affect turnover or decision by worker to terminate their employment. They also agreed that dissatisfied workers are more likely than satisfied workers to quit from their job. The first is to join and remain in an organization and the other is to work hard in achieving high performance.

Moreover, Rumery (1997) said that several past literature such as done by Lucas, Atwood and Hagaman (1993) shown that factors such as age and job satisfaction are good predictors of the intention of turnover of the workers. Studies have also shown that intention to turnover can be used to predict future turnover. According to Jone, Thompson & Knodel (2008) employee turnover in the healthcare sector is extremely high; so high in fact that in some state in United States, the turnover rate is more than double of the national average of 15.6%. This alarming statistic cost healthcare systems billions of dollars every year and is a direct threat to the future of the healthcare systems billions of dollars every year and is a direct threat to the future of the healthcare sector. Based on the finding from the nursing sector, Jones, Thompson & Knodel (2008), concludes the real cause of this crippling

turnover of healthcare employee is due to poor human capital management in the health sector including the poor salary scheme. Jones, Havens, Thompson, & Knodel, (2008) in their study found that, approximately one-quarter of the Chief Nursing Officer had resigned because they were either asked to resign, terminated, or lost their job involuntarily. A high percentage of respondents (50%) of the Chief Nursing Officers reported leaving their position to pursue similar position with better pay and (29%) for career advancement, 26% reported leaving due to conflict with the CEO, VHA 2005. Mohammed M. Al-Mohami, (2008) discovered that Jordanian nurses left their job due to work related factors such as salary, promotion, and the workloads.

Furthermore, the outcome of research by Moynihan, Boswel & Boudreau (1998) found that the intention to leave is negatively correlated with job satisfaction (-0.70). The evidence from United States school suggests that schools with higher over age satisfaction among teachers also have higher retention rates (Moynihan, Boswel & Boudreau (1998). According to Moynihan, Boswell and Boudreau (1998) several studies (Hom & Griffeth (1995); Mobley (1977) and: Rasa (2008) found that negative work attitudes play an important role in model of turnover. Meanwhile, job dissatisfaction will cause the turnover cognition and the intention of employee to escape from the job environment. Moreover, result of path analysis based on Meta-analysis by Tett and Meyer (1993) found that the intention to leave is predicted more strongly by job satisfaction rather than organization commitment.

Hence, the hypotheses conjectured in this study are:

- H1: There is a significant relationship between pay and turnover intention
- H2: There is a significant relationship between promotion and turnover intention
- H3: There is a significant relationship between job itself and turnover intention
- H4: There is a significant relationship between supervision and turnover intention
- H5: There is a significant relationship between the age and turnover intention
- H6: There is a significant relationship between length of service and turnover intention
- H7: There is significant influence between job satisfaction factors and demographic factors with turnover intention.

### **The Methodology**

Respondents in this study consisted of 210 medical employees of National Heart Institute Kuala Lumpur (IJN). A total of 302 questionnaires were distributed to the medical employees of National Heart Institute Kuala Lumpur (IJN). It took one month for the researcher to distribute and collect the questionnaires and managed to get 210 respondents out of 302 questionnaire distributed.

### **Job Satisfaction**

The predictor variables in this study consist of pay, promotion, the job itself, supervision, have relationship with turnover intention while demographic factors which is age and tenure, have no relationship with turnover intention among medical employees of National Heart Institute Kuala Lumpur (IJN). Job satisfaction was measured using Job Descriptive Index (Smith, Kendall & Hulin, 1969) and the Minnesota Satisfaction Questionnaire (Weiss, Darwis, England & Lofquist, 1967). The JDI assesses satisfaction with five different job areas: pay, promotion, co-workers, supervision and the job itself. However, one area (co-workers) is excluded in this study. The JDI is reliable and has an impressive array of validation evidence. The MSQ has the advantage of versatility – long and short forms are available, as well as faceted and overall measures. This section is consisted of 32 items adapted from JDI and MSQ.

### Turnover Intention

The last section consists of questions that can measure the intention of respondents to leave the organization. Turnover intention was measured using a 3-item scale adapted from Camman, Fichman, Jenkins and Klesh (cited in Chen & Seago, 2004). Needleman et al. (2002) who made a mixed-method and comparison study between medical-surgical and home care nurses in the United States found that the former experienced higher stress than the latter.

### Demographical Characteristic

The demographical aspect covers medical employee's personal information such as gender, age, race, education level, career profession and tenure.

### Method of Analysis

#### Response and Profile of Respondents

At the end of the stated period, of the 302 questionnaires sent out, 210 useable responses were obtained representing a response rate of 69.5 per cent. The sample profile is shown in Table 1. The frequencies for the number of individuals in the 11 different career professions. It may be seen that the greatest number of respondents are female (72.4%), 54.7% are at the age of 26-34 years; majority of them are holding a diploma (63.8%) and about 52% of the respondents are nurses. As for the race of respondent 69.5% are Malay and 33.8% worked less than 3 years.

**Table 1: Sample Profile**

Demographic variable	Categories	Frequency	Percentage %
<b>Gender</b>	Male	58	27.6
	Female	152	72.4
<b>Age</b>	Below 25 years	48	22.9
	26 to 34	115	54.7
	35 to 44	29	13.8
	45 and above	18	8.6
<b>Highest Education Level</b>	Diploma	134	63.8
	Degree	48	22.9
	Professional Certificate	13	6.2
	Master/PhD	15	7.1
<b>Career Profession</b>	Specialist/Physician	15	7.1
	Dietician	4	1.9
	Cardiovascular Technologist	19	9.0
	Nursing	109	52.0
	Medical Lab Technician	10	4.8
	Pharmacist Technician	9	4.3
	Pharmacist	5	2.4
	Cardiac Perfusionist	9	4.3
	Cardiac Angiographer	14	6.7
	Physiotherapist	13	6.2
	Medical Assistant	3	1.4
<b>Race</b>	Malay	146	69.5
	Chinese	19	9.0
	Indian	25	11.9
	Other	20	9.5

<b>Tenure (length of service)</b>	Less than 3 years	71	33.8
	3 to 5 years	63	30.0
	6 to 10 years	27	12.9
	More than 10 years	49	23.3

### Turnover Intentions

All hypotheses were tested using inferential statistics. The hypotheses were tested using Pearson Correlation and using Multiple Regression.

### Usage of Pearson correlation

Pearson correlation was used to test the hypotheses. The analysis was meant to determine whether job satisfaction which is pay, promotion, the job itself, supervision, and demographical factors which is age and tenure, have any relationship with turnover intention among medical employees of National Heart Institute Kuala Lumpur (IJN).

**Table 2: Results of Pearson correlation analysis between pay, promotion, the job itself, supervision, tenure, have relationship with turnover intention among medical employees of National Heart Institute Kuala Lumpur (IJN).**

JOB SATISFACTION	TURNOVER INTENTION
Pay	.341
Promotion	.116
Job itself	.333
Supervision	.326
Age	.055
Length of Service (Tenure)	.434
* Correlation is significant at the 0.05 level (2-tailed)	
** Correlation is significant at the 0.01 level (1-tailed)	

The result of the analysis shows that there is a significant relationship between pay and turnover intention. The correlation value of this variable of  $r = 0.341$ , means that a positive and low relationship exists between the two. Thus H1 is accepted. The result shows that promotion has significant and positive relationship with turnover intention. The relationship between the two is low because the  $r$ -value = 0.116. Thus, Ho2 is accepted. The result of the analysis shows that there is a significant correlation between job itself and turnover intention. The correlation value of  $r = 0.333$  indicates that the two variables are positively and moderately correlated. Thus, H3 job itself and turnover intention are significantly correlated. Since the correlation value,  $r = 0.326$ , supervision and turnover intention are positively and moderately correlated. The age and turnover intention are not significantly correlated as the  $p$ -value of 0.05. Thus, we reject Ho5. There is a significant positive relationship between length of service and turnover intention ( $r = 0.434$ ). Since the  $p$ -value is 0.434, it is indicated that the relationship between the two variables is a moderate relationship. We may infer that higher scores on independent variables are associated with lower score on turnover intention (higher score indicates low level of turnover intention). As a conclusion, we have to reject Ha7 is substantiated. We may infer that higher scores on the independent variables are associated with lower score on turnover intention

### Usage of multiple regression

A multiple regression analysis is used to tell how much of the variance in the dependent variable can be explained by the independent variable. From the model summary indicated in Table 4.31, we can see that the  $R^2$  value is 0.265 which means that independent variable only explains 26.5% of the variation in the dependent variable. The adjusted  $R^2$  value is 0.252

which means that the dimensions of occupational stress contributed only 25.2% of psychological well-being. The remaining 74.8% were contributed by other factors not included in this study.

**Table 3: Multiple regression analysis of Turnover Intention**

Variables	Beta	t	Significant t
pay	.098	2.045	.042
Promotion	.099	.067	.006
Job itself	.033	.296	.000
Supervision	.250	5.096	.000
Age	.035	.716	.475
Length of service	-.001	-.030	.976

Dependent variable: Adjusted  $R^2 = .265$ ,  $F = 19.381$ ,  $** p < 0.01$

The regression analysis on all six dimensions of the independent variables were significant at  $p < 0.05$ , at  $F = 19.381$ . However, It was found out that only four dimensions were significant which have p-value  $< 0.05$ , namely is pay, promotion, job itself, and supervision have a significant relationship with turnover intention among the medical employees of National Heart Institute Kuala Lumpur (IJN). Another two dimensions, i.e. age and length of service were not significant to turnover intention since the p-value of each was 0.475, and 0.976. We may conclude by saying that at least 4 dimensions of turnover intention, namely pay, promotion, job itself, and supervision have a significant relationship with turnover intention among the medical employees of National Heart Institute Kuala Lumpur (IJN). Hence,  $H_07$  is rejected.

We may conclude by saying that the 4 dimensions of the independent variables namely promotion and the job itself have significant relationship with turnover intention while age and the length of service have no significant relationship with turnover intention among the medical employees of National Heart Institute Kuala Lumpur (IJN).

### Recomendations

The result shows that the mean score for interest is the highest (3.848) among all dimensions of the independent variables. This indicates that medical employees perceived pay as the main factor which contributes to their intention to turnover. This finding is in agreement with the documented sources of turnover intention of medical staff in IJN. Many researchers (Salmon et. al. (2000), Stewart (1987), and Vandewalle (2001) found that pay, promotion, job itself and relationship with supervisors are significantly strong reasons to leave. The result also showed pay as the most dominant factor influencing the turnover intention among IJN's medical employees. It is in agreement with researched done by Scott & Taylor (2005) who discovered that job satisfaction level of workers who are dissatisfied with their pay and supervisors are lower compared to those workers who are satisfied.

As expected from the result of correlation analysis, a multiple regression analysis shows that four dimensions of independent variables have significant relationship with turnover intention among the medical employees of National Heart Institute Kuala Lumpur (IJN). As indicated by the multiple regression analysis, 26.5% of medical employees of National Heart Institute Kuala Lumpur (IJN) turnover intention is due to the independent variables, whereas another 74.8% were contributed by other factors not included in this study. The researcher recommends that other variable such as organizational commitment should be included in future research.

### Research Limitation

This study acknowledges several limitations. First, the time duration to complete this research is very limited. As such, data collection cannot be expanded to all medical employees. Second,



this study is a cross-sectional design in which data were gathered at one point within the period of study. This may not be able to capture the developmental issues and/or causal connections between variables of interest. Only four job satisfaction factors are being investigated, namely pay, promotion, the job itself and supervision.

### Future Research

Future researchers should select organization with higher turnover rate as their study location. Future research can also emphasize on human resource policies such as procedure of recruitment and selection. Research can also be conducted in the servicing area. This is because most of the previous studies were done in manufacturing area or education field.

### Conclusion

This study has been fruitful in identifying the relationship between pay, promotion, the job itself, supervision, and tenure relationship with turnover intention among medical employees of National Heart Institute Kuala Lumpur (IJN). Analysed their impact on intention turnover to ascertain job satisfaction, discovered that only pay, promotion, the job itself, supervision, and tenure relationship with turnover intention among medical employees of National Heart Institute Kuala Lumpur (IJN). It is hoped that this study would trigger an interest from all relevant parties related to job satisfaction to dwell further into the research questions, particularly, those related to the turnover intention of employees. Meanwhile, no significance differences were found between the two demographical variables to turnover intention. The research also discovered the most dominant factors which influence the turnover intention among IJN's medical employees is pay.

This conclusion is consistent with the findings in the literature, which stated that job satisfaction was lower for workers who are dissatisfied with their pay and supervision (Hatton and Emerson (1998) in Valias and Young (2000). Promotion and job itself were significantly related turnover intention this result coincide with researched done Mobley (1977), Hom and Griffeth (1995), Steward, Smith and Grussing (1978), Munn, Barber and Fritz, (1996) and Gupta & Jenkins (1991) this showed that majority of IJN's medical employees are not satisfied with the promotion exercised and their job. The two demographical factors namely age and tenure are not related to turnover intention. The result does not coincide with researched done by Saiyadain & Ahmad (1997) in Samad (2006), price, 1995, Bluedorn (1982) and Hellmann (1977). Therefore in order to reduce the turnover rate in IJN, the management should embark on improvement of their remuneration scheme and strengthen the supervisory team and constitute a vibrant and staff oriented environment in order to retain and reduce to the barest minimum, the amount spent on recruiting new staff and the bad image of losing credible and experienced staff.

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