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Factors Influencing Employee Turnover in Healthcare Industry: A Roadmap to Retention

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Abstract

Employee turnover is a significant challenge, especially in businesses where specific skills are required. When critical employees with niche expertise leave, it can disrupt organizational operations, reduce productivity, and jeopardize strategic objectives. This issue becomes particularly acute in industries with a restricted talent pool, as acquiring and replacing competent individuals is difficult and time-consuming. The research topic focuses into the elements that influence employee retention, with an emphasis on the work environment, compensation and benefits, and career advancement possibilities. The research is carried out at Regency Specialist Hospital in Bandar Seri Alam, with quantitative data collected from 300 employees via Likert-scale questionnaires. SPSS is used to conduct the analysis in order to gain insight into employee satisfaction and retention rates. This research is based on the Social Exchange Theory, which proposes that employees' decisions to stay or leave are impacted by the perceived balance of incentives and contributions in the employment relationship. To investigate the intricacies of employee turnover, the research uses both primary data from private sector employees and secondary data from publicly available sources. The initial findings indicate a significant negative relationship between compensation and benefits and employee turnover, implying that well-structured compensation packages are crucial for retaining employees. This emphasizes the necessity of businesses, particularly in healthcare, focusing on enhancing employee compensation and benefits to reduce turnover. Subsequently the research intends to equip businesses, particularly those in the healthcare industry, with a better knowledge of the risks involved with employee turnover and how to improve retention through effective compensation schemes. The findings that were collected could help businesses create more effective retention strategies, allowing them to keep their crucial workforce and achieve long-term success.

Keywords: Employee Turnover, Retention, Employee Satisfaction, Working Environment, Compensation and Benefits, Career Advancement

1. Introduction

The employee turnover and retention has consistently caught the interest of researchers and practitioners alike in the constantly evolving field of human resource management. There has been a significant framework shift in workforce resourcing methods in the modern era highlighted by digital transformation (Kotarba, 2018). Some businesses have actively pursued digital initiatives in order to lessen their dependency on traditional physical labour. However, that not all industries have successfully shifted to a wholly digital labour model. Notably, industries like healthcare continue to rely heavily on a physical manpower paradigm, owing to the intrinsic necessity for specialized skills and the particular nature of the services they provide. The contrast between the rise of digital initiatives and the continued need on physical labour in certain industries adds levels of complication to the broader conversation about employee attrition.

Nowadays, healthcare providers globally face an inadequate number of competent nurses, high turnover rates, and low retention (Oliver, 2019). According to the World Health Organization, Malaysia needs 174,000 nurses by 2020 to maintain a nurse-to-population ratio of one to 200 (Barnett T, 2010). Bobbio & Manganelli (2015) reveal that nurse retention is one of the most

significant issues for healthcare providers around the world. This high turnover rate has contributed to the nursing shortage (McDermid et al., 2020). Previous research has shown that turnover incurs monetary and non-monetary costs for healthcare businesses. Hiring new employees incurs monetary costs (Mueller, 2024), while non-monetary costs include loss of expertise and abilities (Ampomah et al., 2015). Hiring of new nurses has resulted in higher costs and economic losses for healthcare businesses (Buerhaus, 2007). Malaysia, like many other countries, is experiencing a nurse deficit. It was reported that the turnover rate of nurses in Malaysia increased by nearly 50% from 400 in 2005 to 1,049 in 2010 (Mun, 2018).

Based on the projection conducted by Ministry of Health Malaysia (Division, 2019), there is a shortage of nurses to meet the population's healthcare needs beyond 2030. By 2021, Malaysia will face a shortage of nurses to fulfil healthcare demands. By 2025 and 2030, there will be a shortage of nurses to meet demand and needs. By 2030, Malaysia would have a 57.9% deficit of nurses to meet healthcare demands. There would be a 61.9% shortfall of nurses due to population health care needs. There is still a significant gap between forecast supply and need. Even by 2030, there will be insufficient nurses to meet the demand.

Year	Supply	Requirement (Need)		Requirement (Demand)	
		n	Gap (Supply - Need)	n	Gap (Supply - Demand)
2016	17,015	27262	-10,247	23022	-6,007
2017	18,422	27844	-9,422	23476	-5,054
2018	20,120	28406	-8,285	23895	-3,775
2019	21,808	28959	-7,151	24335	-2,527
2020	23,483	29518	-6,035	24745	-1,261
2021	25,146	30063	-4,917	25156	-10
2022	26,793	30592	-3,799	25526	1,267
2023	28,424	31093	-2,669	25895	2,530
2024	30,037	31618	-1,580	26253	3,784
2025	31,631	32107	-476	26585	5,046
2026	33,203	32571	632	26915	6,288
2027	34,752	33044	1,708	27235	7,517
2028	36,277	33507	2,770	27563	8,713
2029	37,775	33962	3,813	27891	9,883
2030	39,244	34405	4,839	28203	11,041

Figure 1.1: Nurse Requirement Projection Based on Need and Demand

Malaysia's public healthcare system is also at a critical point, facing a variety of issues that highlight the importance of employee retention within its workforce. According to Manaf (2010) the nation's socioeconomic evolution, combined with rising healthcare expenses, changing demand from patients, and changing in demographics, placed significant strain on the public healthcare sector. In this dynamic environment, the need to retain competent

employees becomes increasingly important, especially given the fierce competition offered by the private healthcare industry, as underlined by Van Dam et al. (2008). Chowdury (2019) discovered that highly engaged employees are an asset for a company to attract more competent individuals, whereas disengaged employees are a liability to the company due to lower productivity, higher absenteeism, recruitment, and involved training costs. The availability of alternative employment possibilities in the market

has a considerable impact on employees' intentions to stay or leave their existing positions, highlighting a common battle between the public and private healthcare sectors to attract and retain highly qualified employees.

Effective Human Resource Management Practices (HRMPs), as defined by Harter et al (2002) serve as an effective mechanism to enhance workforce's knowledge, motivation, synergy, and commitment, generating an efficient source of sustainable competitive advantage. This viewpoint is consistent with Storti et al. (2023) perspective that an organization's approach to managing its human resources, as reflected in its HRMPs, fundamentally influences the environment and dynamics of the employee-employer relationship. Evaluating and reevaluating HRMPs (e.g., hiring, training, compensation, and empowerment) led to consistent implementation of corrective measures, resulting in reduced turnover and intent to leave healthcare organizations Boushey et al. (2012). According to Blau (2017), when employees have a positive perception of their company's HRMPs, a reciprocal social exchange connection develops. Within this framework, highly effective HRMPs foster a strong sense of belonging among employees, who see themselves as important contributors to the company's growth and success. This sense of involvement and belonging not only increases employee satisfaction, but it also fosters a stronger dedication to company goals and objectives, resulting in a vibrant and unified organizational culture.

According to Gouldner's reciprocity concept, employees are more likely to react in kind to positive treatment from their employers with positive work attitudes and behaviours, while exhibiting fewer negative behaviours (Kilroy et al., 2023). In accordance to the studies (Tawk, 2021), high-performance work practices (HPWPs) serve as components of a strategy that emphasizes high-quality products and services, as well as an engaged employee. Training, involvement, empowerment, communication, and rewards can all be used together to increase effectiveness. These sections should be consistent so that the practices can work together to improve employee performance in accordance with the organization's goals. Individuals who feel appreciated and respected are more prone to express their emotions. In the workplace, companies are constantly making future commitments to encourage employees to work diligently and remain with the company (Seopa et al., 2015). In the context of nursing in the private healthcare sector, when employees are scarce and market competition is fierce, the implementation of HPWPs appears as a critical retention instrument. By implementing efficient HPWPs, companies can position themselves as appealing employers capable of attracting new talent while also nurturing the retention of existing employees, assuring their continued relevance and competitiveness in the industry.

Turnover intention is an employee's demonstrated willingness to leave his or her organization within a specified period of time, and it is frequently used for analysing actual employee turnover. Employee turnover can have a negative impact on businesses and the labour market as an entire, so it is critical to understand the factors that influence such decisions (Lazzari et al., 2022). In general, employees plan to resign after a short length of time if they are dissatisfied with their existing working environment. If their current company is unable to match their long-term expectations, they will begin to plan for their professional advancement. As a result, emerging countries such as Malaysia are increasingly concerned about nurses' intentions to leave the profession.

Quality of work life emerges as a subjective construct impacted by individual perceptions and emotional responses, as found in previous research (Lee et al., 2013). It captures employees' views regarding their occupations, general satisfaction with their work-life balance, and sentiments of worth and respect within the organizational setting (Faraji et al., 2017). A favourable work environment, together with the satisfaction of employee requirements, not only promotes employee retention but also improves organizational performance (Hashempour et al., 2018). Providing caring and supportive work environments for health professionals, particularly nurses, is crucial within healthcare organizations. Creating a healthy work environment is crucial for attracting and retaining them, and ensuring a company's financial stability (Mabona et al., 2022). Evidence from a Taiwanese study supports the importance of quality of work life as a predictor of nurse turnover intention (Lee et al., 2017). Previous research consistently demonstrates the adverse correlation between quality of work life and turnover intention, emphasizing the importance of high quality of work life in maintaining individuals within an organization (Yusoff et al., 2015). Maintaining a balanced working environment is critical for industries such as healthcare, where patients and their families place high demands, especially when employees is scarce. Recognizing this, companies must emphasize efforts that promote quality of work life to assure the well-being of their nursing employees, hence increasing retention rates and maintaining high-quality patient care delivery.

In an experimental study on Human Resource Management practices, Lee & Lee (2007) discovered that core methods of Human Resource Management such as training and development, performance appraisal, job security, and career growth are capable of helping companies improve their business performance, including employee efficiency, product excellence, and business's flexibility. The availability of career growth opportunities emerges as an important consideration for employees seeking prospects for advancement, while increasing employee engagement may be critical for improving overall job satisfaction. Career development possibilities focus on an employee's advancement, making them beneficial to both the individual and the company as a whole. When a company implements effective high-performance work systems (HPWS) techniques, employees' job competencies align with the organization's standards, leading to improved service quality, creativity, and extra-role behaviour (Kamna et al., 2022). Helmi et al. (2023) highlighted the significance of career development opportunities in minimizing hotel employee turnover intentions. These findings are especially significant in the healthcare industry, which is experiencing a shortage of employees. The scarcity of experienced healthcare employees emphasizes the importance of not only developing excellent HR practices, but also fostering an environment that encourages career growth and progression. Failure to provide opportunities for career progression could inadvertently cause employees to seek opportunities elsewhere, especially if other options appear more attractive.

2. Literature Review

The objective of this research study is to test and measure how elements such as working environment, compensation and benefits, and career advancement affect employee turnover in the healthcare industry. This research is based on the Social Exchange Theory, which proposes that employees' decisions to stay or leave are

impacted by the perceived balance of incentives and contributions in the employment relationship. According to Redmond (2015), social exchange theory focuses on social interactions between people, which include costs and rewards. Homans believed nothing in social groups could be described without considering individuals as individuals and the surroundings of their interactions (Cook et al, 2013).

2.1. EC employee Turnover

Employee turnover can result in both direct and indirect costs for a company. Direct costs for new employees include recruitment, and training, whereas indirect costs may include productivity losses, loss of institutional knowledge, disruption to team dynamics, and negative influence on employee morale. According to Hosen (2022) when an employee notices an inconsistent arrangement

between his or her expectations and the company's objectives, the employee becomes unsatisfied and considers leaving the company.

As shared by Mobley's Intermediate Linkage Model, dissatisfaction leads to turnover through three key thought processes:

- 1) Thinking of quitting - An employee is considering leaving the company.
- 2) Intention to search - An employee decides to start looking for a job outside the company.
- 3) Intention to quit - An employee decides to leave the company at some point in the future.

Mobley's theory describes withdrawal behaviour as a decision-making process that begins with work evaluation and ends with emotional pleasure or dissatisfaction (Long et al., 2012).

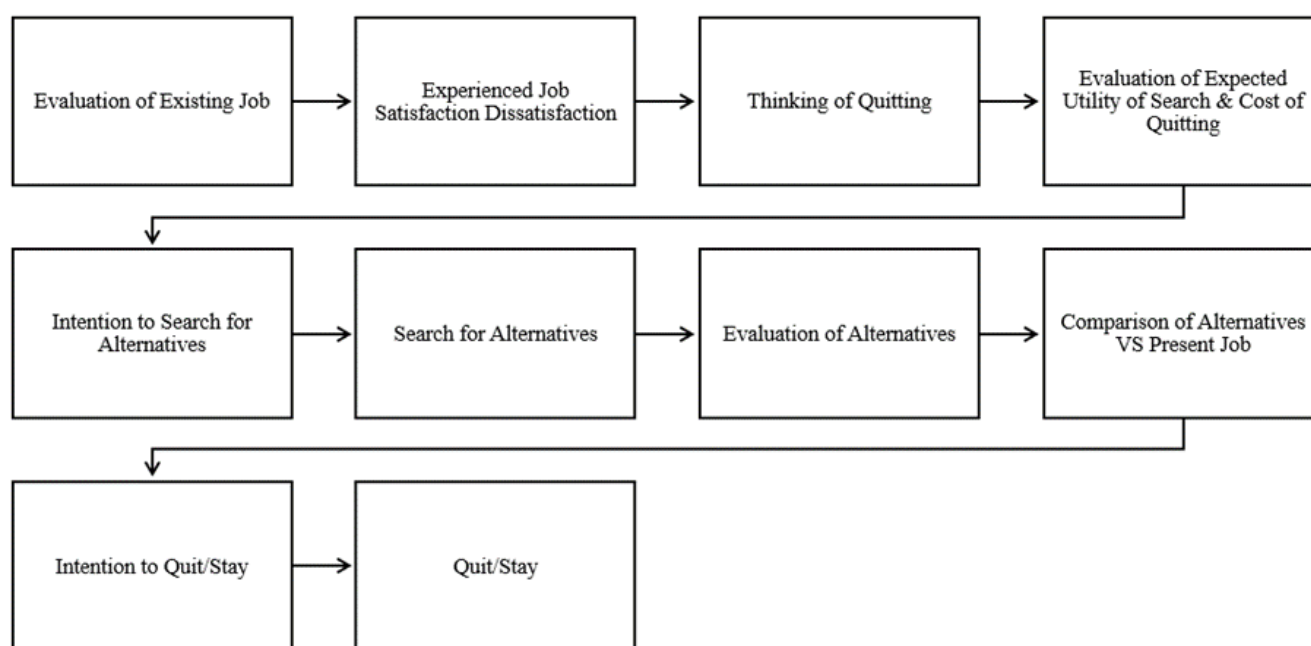


Figure 2.1: Mobley's Intermediate Linkage Model

Healthcare administrators face the difficult task of maintaining high-quality care while addressing factors that influence nurses' job satisfaction and motivation (Al-Mailam, 2005). The demanding nature of round-the-clock shifts, in combination with a scarcity of workforce, raises the risk of higher intention to leave among healthcare employees. To mitigate the aforementioned, management ought to prioritize strategies such as equitable compensation, opportunities for career advancement, and a supportive work environment in order to boost job satisfaction.

Job satisfaction leads to high performance. Job satisfaction is determined by the extent to which a job meets an individual's needs. Individuals with higher levels of satisfaction are more likely to actively participate to accomplishing the company's objectives (Bahamon et al., 2006). Utriainen & Kyngas (2009) identified the following factors that influence a nurse's level of job satisfaction: interpersonal relationships, patient care, and job site structure. The first category, interpersonal relationships, includes relationships with coworkers, feelings of belonging, pleasant interactions and communication, teamwork, an ethical work environment, and peer support. Nurses place a great value on patient care, as well as the opportunity to provide high-quality treatment and establish positive

interpersonal relationships with patients. Finally, there are several approaches for managing work, such as supportive leadership, manageable and appropriate workload, nursing practice system, compensation and benefits, variety of work, autonomy, professionalism, and possibilities for career development.

2.2. Working Environment

Burnout is characterized as a symptom of emotional exhaustion, depersonalization, and a lack of personal accomplishment that leads to decreased productivity at work. Burnout appears to occur primarily in occupations that need engagement with other individuals, such as physicians, nurses, social workers, and teachers (Kaschka et al., 2011).

Healthcare profession is extremely demanding and takes a considerable emotional toll. Healthcare employees frequently engage with critically ill patients, make life-or-death choices, and deal with patient loss, which can be emotionally draining. They usually work extended hours and shifts, including nights, weekends, and holidays, which disrupts their personal lives and causes physical and emotional exhaustion. Manpower shortages cause severe workloads, which raises the risk of burnout and errors. The job is also physically demanding, requiring extended

periods of standing, lifting patients, and performing repetitive activities.

According to the De Hert (2020), The symptomatology of burnout appears to be rather complex as the syndrome seems to develop in

several consecutive stages. Freudenberger described this 5-stage model as follows:

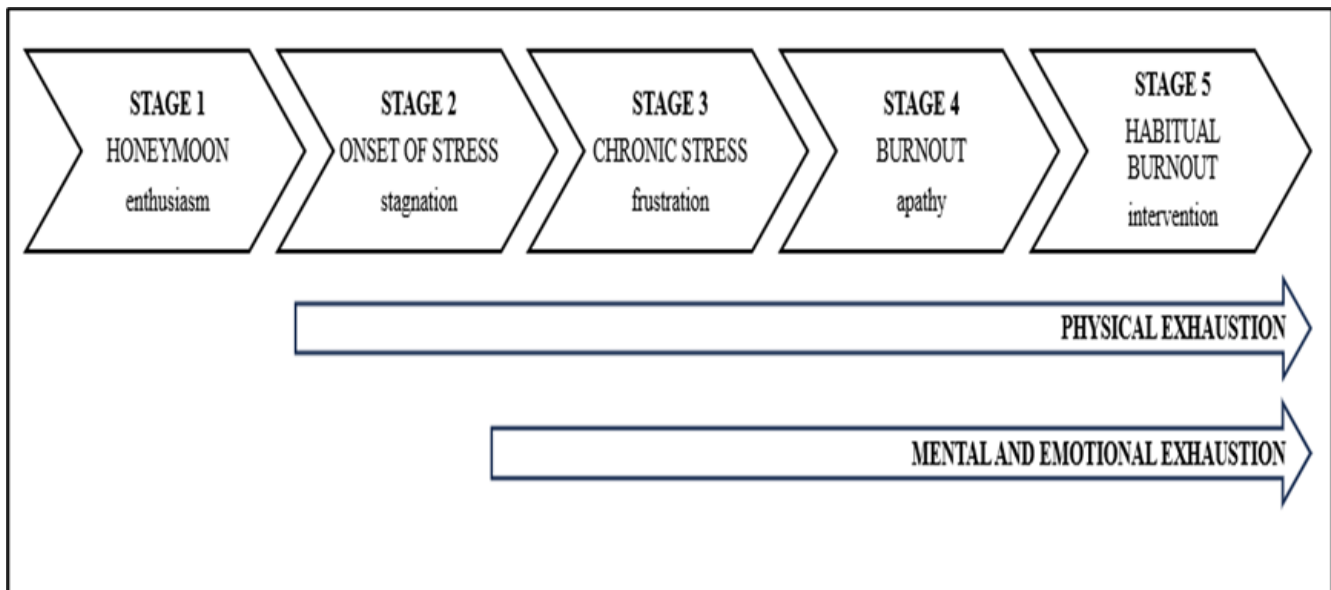


Figure 2.2: Freudenberger 5-stage Model

- Stage 1 (Honeymoon): phase of full of energy and excitement
- Stage 2 (Onset of Stress): starting to feel stressed
- Stage 3 (Chronic Stress): stress becomes more persistent, or chronic
- Stage 4 (Burnout): begin to feel numb and experience extreme self-doubt
- Stage 5 (Habitual Burnout): begin to experience significant and ongoing mental, physical, and emotional problems

Additionally, the administrative burden of documentation and regulatory compliance increases their level of commitment. Healthcare employees are also continuously at risk of contracting contagious infections, working with hazardous chemicals, and experiencing employment injuries. While providing emotional support to patients and their families is delightful, it can also lead to increased stress and emotional exhaustion. Despite these limitations, many healthcare employees find their jobs to be extremely rewarding, motivated by a desire to serve others and make a difference in the lives of their patients. Addressing these difficulties through supporting policies, proper recruitment, and mental health resources is critical to maintaining a healthy and productive workforce.

2.3. Compensation and Benefits

Compensation has played an essential function in motivating employees and enhancing organizational productivity. Compensation and benefits have an impact on employee performance and organizational effectiveness, depending on the company's existing performance management processes (Reddy, 2020).

The intense competition among Johor hospitals to attract and retain top healthcare employees has resulted in the widespread provision of remuneration packages that beyond the market range. This competitive climate is driven by the necessity to compete with the higher compensation and benefits offered in Singapore. As a result,

hospitals in Johor are competing not only with neighbour country's offers, but also with one another, resulting in a large increase in the region's standard market package range. To remain competitive, hospitals offer higher base salaries, extensive allowances, and benefits packages that exceed industry standards.

There are two types of compensation: direct and indirect compensation. Indriyani & Heruwasto (2016) define direct compensation as an employee's monthly salary. Indirect compensation is provided to all employees depending on company's policy to increase their overall well-being (Putri et al., 2015). A well-designed compensation and benefits plan serves the purpose of attracting, motivating, and retaining employees in the following ways (Reddy, 2020):

- Job satisfaction: Employees are more likely to be satisfied and enthusiastic about their jobs when they are fairly compensated for their efforts. When a company recognizes and compensates individuals fairly for their contributions, it creates a positive work environment.
- Motivation: Each individual has distinct needs and preferences. A well-designed compensation plan which considers the various needs of employees is more likely to motivate them to perform at their best. Understanding and meeting these various criteria helps develop motivation and commitment, resulting in greater performance and job satisfaction. When employees believe their personal and professional needs are being fulfilled, they are more likely to contribute effectively to the company's goals.
- Drive employee performance: The basic idea is that if an employee is aware that their bonus is dependent on the occurrence of a specific event, is linked to performance, or is based on accomplishing a particular objective, they will work harder to guarantee that this event occurs, improve their performance, or achieve the specified goal. In other word, the bonus is a motivator to improve corporate performance.

- **Low Absenteeism:** When employees are content with their workplace and their compensation, they perform effectively and have reduced absenteeism rates. A pleasant and encouraging workplace, along with fair and motivating packages, promotes employees to be more engaged and productive.
- **Low Turnover:** Employees are less likely to pursue opportunities for work elsewhere if their current employer provides fair compensation. Employees feel more loyal and satisfied when their contributions are recognized and adequately compensated by their employer.
- **Peace of Mind:** A company that provides a range of insurance packages to its employees alleviates many of their concerns, allowing them to work in a more calm and focused manner. Knowing they are protected from unforeseen events, such as health problems or accidents, alleviates their stress and anxiety.
- **Increases self-confidence:** A well-designed reward system considerably boosts employees' self-confidence, which improves their performance within the company. When employees are recognized and rewarded for their hard work and achievements, it improves their sense of value and competence.

2.4. Career Advancement

A boundaryless career involves an employee taking charge of their career advancement within a single employer, transcending traditional boundaries (Arthur et al., 2001). Individuals with a boundaryless career orientation emphasize improving their marketability and employability in the job markets over limiting their progression within their current company (Arthur et al., 2001). Therefore, in the fast-paced healthcare industry, comprehensive career path planning is critical to retaining a large and diverse workforce. Providing clear career pathways makes employees feel appreciated and involved, which reduces the risk of turnover. Without such plans, employees may feel undervalued and decide to leave in pursuit of better opportunities. Providing lifelong learning, development, and advancement opportunities may improve employee commitment and performance (Boxall et al., 2022).

Career development is an effective approach to engage, motivate, and retain employees. Managers should meet with employees individually to assess their strengths, areas for improvement, and long-term career aims before establishing a career development plan (Dhyani et al., 2017). Mc Daniels & Gysbers (1992) define career development as the combination of psychological, sociological, educational, physical, economic, and chance elements that influence an individual's career throughout their life. According to Patton & McMahon (2001), life management encompasses managing life, learning, and employment throughout an individual's life. Deckop et al. (2006) discovered that employee development may reduce turnover. Investing in employee development is critical for company success and retention (Jehanzeb et al., 2013).

Previous research has examined the relationship between training, career advancement, and employee engagement. According to Dobbs (2000), employee training and career development plans enable employees to build essential soft and technical skills for their respective positions. Training and development programs improve employee satisfaction (Wagner, 2000) and reduce attrition rates.

According to Armstrong (2000), training instils a sense of purpose in employees, leading to increased commitment within the company. A comprehensive career path should include continuous education and training programs that keep employees up to date on the latest developments in healthcare and technologies. Offering certificates and specialized courses might assist employees in developing new skills and expertise.

Participation in a mentoring program offers advantages to both the mentor and the mentee, including enhanced career advancement and job satisfaction (Hoffmeister et al., 2011). Mentoring can help both mentors and mentees learn with regard to different aspects of the business and provide unique perspectives on work-related challenges (Homitz et al., 2008). Furthermore, mentorship programs are able to provide direction, support, and useful insights from highly qualified individuals, establishing a culture of learning and growth. Additionally, mentoring programs can help to attract and retain employees, improve communication, workplace loyalty, and performance, and reduce turnover (Siegel et al., 2011). It is a common method for developing organizational leaders and has the potential to influence behaviour, attitudes, and overall performance (Lester et al., 2011).

2.5. Work Environment and Employee Turnover

Retaining top talent requires a positive work environment. Employees are more likely to stay at a company where they feel valued, supported, and feel that they belong. Companies can reduce employee turnover and the associated expenses of recruitment and training by cultivating a healthy work environment. According to Hanaysha (2016), to succeed, companies should design their work environments in such a way that they may boost employees' commitment and motivation, which will ultimately lead to positive outcomes.

Effective leadership is crucial for establishing and sustaining an enjoyable workplace that promotes employee happiness, engagement, and retention. Leaders can impact employee behaviour and contribute to a vibrant and productive workplace by setting the direction, offering guidance and support, creating trust, boosting collaboration, and supporting employee growth. Employees' intrinsic motivation and engagement levels may decline if they feel disempowered and that their thoughts and ideas are not recognized in an authoritarian leadership context. Employees may feel as if they have no say in how cases are handled or completed and when skilled and experienced employees feel as if their experience and skills are disregarded, it may be very upsetting (Ekhsan, 2019).

2.6. Compensation & Benefits and Employee Turnover

Given their potential preferences for extrinsic rewards (e.g., salary and fringe benefits), generation-Y employees' attitudes (i.e., satisfaction with pay and fringe benefits) are a possible outcome once their extrinsic rewards are fulfilled; this concept is rooted in the theory of values fulfilment. The impact of compensation and benefits on behavioural intention to leave the company has been extensively studied in the existing literature, with multiple studies revealing a persistent negative relationship between them (Nawab et al., 2018).

Compensation is one approach for employer to boost work performance. Remuneration is vital to employees as individuals since the quantity of remuneration represents the magnitude of their job among the employees themselves, their families, and society. Compensation, sometimes known as an award, is any type

of reward given to employees as a reward for their contributions to the company (Mukhtar et al., 2019).

2.7. Career Advancement and Employee Turnover

Employees can achieve their professional targets and objectives through career advancement. Employees feel more accomplished and satisfied when they have the opportunity to learn new skills, take on challenging tasks, and advance up the organizational structure. Employees who are satisfied are more likely to be productive, loyal, and contribute favourably to the overall success of the organization. According to Team (2023), with proper preparation in the career of an individual path, mediocrity and job dissatisfaction can be avoided by directing the individual to take on more roles and duties within the current company or with a new employer.

Companies may develop a strong leadership pipeline, retain top talent, improve organizational performance, attract promising individuals, and foster an innovative and adaptable culture by identifying and cultivating high-potential employees for crucial positions. This comprehensive approach to managing employees supports the organization's long-term success and sustainability. Career advancement is an employment activity that supports employees in planning their future careers in the company so that both the company and the employees involved are able to develop to their full potential (Jumawan et al., 2018).

2.8. Research Framework

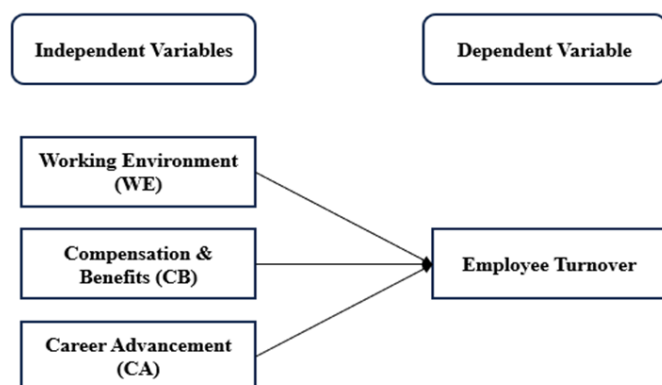


Figure 2: Research Framework

The relationship between independent variables and dependent variable are shown Figure 2. The independent variables are working environment, compensation & benefits, and career advancement. Moreover, the dependent variable is employee turnover. The section is a review of relevant literature, discussing previous studies on similar topics, underpinning theories and construction of conceptual frameworks.

3. Methodology

This descriptive study employs a quantitative approach to measure employee satisfaction with extrinsic and intrinsic motivations, such as autonomy, feelings of accomplishment, work security, and benefits (Casey et al., 2012), at Regency Specialist Hospital. Respondents were briefed regarding the study and were asked for their consent as voluntary participation in the study. Upon obtaining their consent, the questionnaires were distributed to the participants. The primary researcher handed out self-administered questionnaires to the individuals. The questionnaire responses were captured directly in Google Forms and manually downloaded to

Excel software. The data was then analysed via the Statistical Package for the Social Sciences (SPSS).

4. Findings and Discussion

4.1. Demographic Profile of the Respondents

The demographic profile was generated from 119 responses given to the survey questionnaire, with no invalid entries. Descriptive statistics have been applied to determine the frequency of each characteristic and provide a summary of the sample.

CHARACTERISTIC	FREQUENCY	PERCENTAGE(%)
<u>GENDER</u>		
Male	24	0.20
Female	95	0.80
<u>EDUCATION BACKGROUND</u>		
SPM	24	0.20
Certificate	3	0.03
Diploma	52	0.44
Degree	32	0.27
Master	7	0.06
PHD	1	0.01
<u>AGE RANGE</u>		
18 - 20 years old	3	0.03
21 - 30 years old	42	0.35
31 - 40 years old	55	0.46
41 - 50 years old	14	0.12
51 - 60 years old	4	0.03
> 60 years old	1	0.01
<u>TOTAL YEAR OF SERVICE</u>		
0 - 2 years	29	0.24
More than 2 years - 5 years	24	0.20
More than 5 years - 10 years	33	0.28
More than 10 years	33	0.28
<u>SALARY RANGE</u>		
RM1500 - RM3000	61	0.51
RM3001 - RM 5000	37	0.31

More than RM5001	21	0.18
DESIGNATION		
Non-Executive	71	0.60
Executive	30	0.25
Manager and above	18	0.15
DIVISION		
Non-Clinical	60	0.50
Clinical/Nursing	53	0.45
Allied Health	6	0.05

Table 4.1: Demographic Profile of the Respondents

Table 4.1 shows the demographic characteristics of the 119 respondents. Referring to the frequency measures, a majority of 80% of the respondents are female, with only 20% male respondents. In terms of educational level and background, the majority of respondents are Diploma holders, 20% hold a SPM, 3% hold a Certificate, 27% hold a Degree, 6% hold a Master and the remaining 1% is a PHD holder.

The 119 respondents are also divided into six different age groups, where almost half of the respondents are between the age of 31 to 40, followed by 3% respondents in the 18 to 20 age group, 35% respondents in the 21 to 30 age group, 12% respondents in the 41 to 50 age group, 3% respondents in the 51 to 60 age group and the least are 1% from the age group of 60 and above. In this research, we analyse the total years of service of respondents, spanning the

	N	Mean	Std. Deviation	Minimum	Maximum
	Statistic	Statistic	Statistic	Statistic	Statistic
WE	119	2.0050	0.4705	1.0000	3.8000
CB	119	2.4672	0.5222	1.0000	4.0000
CA	119	2.2067	0.4584	1.0000	4.0000
ET	119	2.5193	0.4796	1.6000	3.6000
Valid N (listwise)	119				

Table 4.2: Descriptive Analysis

Table 4.2 summarizes the descriptive analysis of independent and dependent variables (mean, range, and standard deviation) for N = 119 using SPSS. The table shows that the independent variable of compensation and benefits yielded 2.467, indicating that the average score is greater than 2 (disagree).

time since the initiation of their professional careers, which is not restricted to their employment in the current organization. The 119 respondents are divided into for different range of their total years of service. 24% has 0 – 2 years of service, 20% with more than 2 years to 5 years of service, 28% has more than 5 years to 10 years of service, and the balance of 28% has more than 10 years of service.

Another factor we consider is how salary range influences employee turnover intentions. Understanding the relationship between salary ranges and turnover intentions is critical for determining employees' dynamics and organizational stability. The respondents have been divided into three salary ranges. Half of the respondents are in the RM1500 - RM3000 circles. Following that, 31% came from the RM3001 - RM5000 range, with the remainder falling into the more than RM5001 group. Recognizing the critical significance of both designation and division in defining employees' professional development and organizational experiences, we seek to identify patterns that emphasize which target groups are most likely to have high turnover intentions. Therefore, for designation, respondents were divided into three categories: non-executives, executives, and managers and above. The majority of responders (60%) were non-executives, followed by 25% executives and 15% managers and above. Meanwhile, three major divisions have been established: non-clinical, clinical/nursing, and allied health. Half of the responders were from non-clinical, 45% from Clinical/Nursing, and the rest from Allied Health.

4.2. Descriptive Analysis

SPSS was applied to generate descriptive statistical tests on data from 119 distributed questionnaires, which were prepared in an excel sheet template. The following table summarizes the results of descriptive analysis.

4.3. Normality Analysis Result

There are numerous approaches for conducting a normality assessment. In this research, the Kolmogorov-Smirnov (K-S) and Shapiro-Wilk tests are performed using SPSS to determine whether the data is normally distributed.

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
WE	.319	119	<.001	.802	119	<.001
CB	.135	119	<.001	.941	119	<.001
CA	.166	119	<.001	.946	119	<.001
ET	.264	119	<.001	.813	119	<.001

a. Lilliefors Significance Correction

Table 4.3 Tests of Normality

Smirnova and Shapiro-Wilk results indicating that the data is non-parametric and not normally distributed.

Table 4.3 indicates the normality tests performed on the data collected from the survey questionnaire. The Kolmogorov-

4.4. Data Screening Result

Case Processing Summary						
	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
WE	119	100.0%	0	0.0%	119	100.0%
CB	119	100.0%	0	0.0%	119	100.0%
CA	119	100.0%	0	0.0%	119	100.0%
ET	119	100.0%	0	0.0%	119	100.0%

Table 4.4(a): Case Processing Summary

The table 4.4(a) summarises the dataset's completeness for the variables WE, CB, CA, and ET. Each of these variables has 119 valid cases, representing 100% of the total data points. Notably, none of these variables have missing cases, indicating that the

dataset is comprehensive. This thorough coverage indicates that the data collection process was methodically carried out, ensuring that each data point was reliably recorded and included in the analysis.

Extreme Values				
			Case Number	Value
WE	Highest	1	112	3.8000000000
		2	10	3.0000000000
		3	20	3.0000000000
		4	26	3.0000000000
		5	36	3.0000000000 ^a
	Lowest	1	70	1.0000000000
		2	66	1.0000000000
		3	62	1.0000000000
		4	56	1.0000000000
		5	50	1.0000000000 ^b
CB	Highest	1	106	4.0000000000
		2	47	3.4000000000
		3	94	3.4000000000
		4	112	3.4000000000
		5	10	3.2000000000 ^c
	Lowest	1	56	1.0000000000
		2	50	1.0000000000
		3	41	1.0000000000
		4	46	1.2000000000
		5	107	1.8000000000 ^d
CA	Highest	1	112	4.0000000000
		2	86	3.4000000000
		3	7	3.0000000000
		4	26	3.0000000000
		5	38	3.0000000000 ^a
	Lowest	1	56	1.0000000000
		2	41	1.0000000000
		3	50	1.2000000000
		4	46	1.2000000000
		5	117	1.4000000000 ^e
ET	Highest	1	6	3.6000000000
		2	60	3.6000000000
		3	35	3.2000000000
		4	73	3.2000000000
		5	12	3.0000000000 ^a
	Lowest	1	44	1.6000000000
		2	116	2.0000000000
		3	115	2.0000000000
		4	114	2.0000000000
		5	112	2.0000000000 ^f

Table 4.4(b): Extreme Value

Table 4.4(b) summarizes the most extreme values according to the variables:

- Working Environment: the highest values recorded were 3.8 and 3.0, found in cases 112, 10, 20, 26, and 36. The lowest values were all 1.0, in cases 70, 66, 62, 56, and 50.
- Compensation & Benefits: the highest values were 3.4, 3.2, and 3.0, in cases 106, 47, 94, 112, and 13, while the lowest values were 1.0 and 1.2, noted in cases 56, 50, 41, 107, and 44.
- Career Advancement: highest values were 4.0 and 3.0, in cases 112, 86, 80, 26, and 38, and its lowest values were 1.0, 1.2, and 1.4, found in cases 56, 41, 50, 46, and 117.

- Employee Turnover: highest values at 3.6 and 3.2, in cases 6, 60, 35, 73, and 12, with the lowest values being 1.6 and 2.0, seen in cases 44, 116, 115, 114, and 112.

4.5. Reliability Test Result

In this research, we employed a 4-point Likert scale to evaluate the variables and Cronbach's Alpha test is used to verify that these measurements were reliable. The results demonstrated that all four variables had dependability values greater than 0.70. This level indicates that the variables have a high degree of internal consistency, which supports their validity and reliability. As a result, the data acquired using these variables can be considered reliable for future research, establishing a solid foundation for the findings of the research.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.750	.761	5

Item Statistics			
	Mean	Std. Deviation	N
WE 1	1.94	.509	119
WE 2	2.05	.518	119
WE 3	2.21	.636	119
WE 4	2.05	.649	119
WE 5	2.03	.700	119

Table 4.5(a): Reliability Test – Working Environment (WE)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.770	.766	5

Item Statistics			
	Mean	Std. Deviation	N
CA 1	2.39	.627	119
CA 2	1.86	.557	119
CA 3	2.34	.704	119
CA 4	2.08	.591	119
CA 5	2.36	.686	119

Table 4.5(b): Reliability Test – Career Advancement (CA)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.838	.840	5

Item Statistics			
	Mean	Std. Deviation	N
CB 1	2.39	.639	119
CB 2	2.50	.662	119
CB 3	2.57	.658	119
CB 4	2.57	.720	119
CB 5	2.30	.671	119

Table 4.5(c): Reliability Test – Compensation & Benefits (CB)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.942	.943	5

Item Statistics			
	Mean	Std. Deviation	N
ET 1	2.57	.576	119
ET 2	2.57	.530	119
ET 3	2.57	.497	119
ET 4	2.38	.552	119
ET 5	2.50	.502	119

Table 4.5(d): Reliability Test – Employee Turnover (ET)

4.6. Pearson Correlation Coefficient Findings

The relation between all of the independent variables and the dependent variable was determined using Pearson correlation coefficient, which is:

- between Working Environment (WE) and Employee Turnover (ET)
- between Compensation & Benefits (CB) and Employee Turnover (ET)
- between Career Advancement (CA) and Employee Turnover (ET)

Correlations					
		WE	CB	CA	ET
WE	Pearson Correlation	1	.411**	.541**	-.314**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	119	119	119	119
CB	Pearson Correlation	.411**	1	.574**	-.725**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	119	119	119	119
CA	Pearson Correlation	.541**	.574**	1	-.425**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	119	119	119	119
ET	Pearson Correlation	-.314**	-.725**	-.425**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	119	119	119	119

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

Table 4.6: Pearson Correlations Coefficient

The correlation coefficients, which range from -1 to 1, indicate the strength and direction of these linear correlations. A value of 1 indicates a perfect positive linear relationship, -1 indicate a perfect negative linear relationship, and 0 indicates no linear relationship. The significance level (Sig. 2-tailed) represents the p-value of the correlation, with values less than usual thresholds (0.05 or 0.01) having it statistically significant.

Pearson correlation analysis indicates significant relationships amongst the variables WE, CB, CA, and ET. Increases in WE are significantly positive correlated with increases in CB ($r = 0.411$, $p < 0.001$) and CA ($r = 0.541$, $p < 0.001$), however indicate a slightly negative correlation with ET ($r = -0.314$, $p < 0.001$). CB has a relatively strong positive correlation with CA ($r = 0.574$, $p < 0.001$) and a significant negative correlation with ET ($r = -0.725$, $p < 0.001$). Furthermore, an increase in CA has a moderately negative correlation with ET ($r = -0.425$, $p < 0.001$). These findings demonstrate that as WE improve, consequently do CB and CA, however ET decreases relatively. Similarly, as CB improves, CA tends to increase while ET decreases significantly. Lastly, an increase in CA correlates with a moderate decrease in ET. These correlations demonstrate complex interdependences amongst the variables, providing insights into their interrelated dynamics. In conclusion:

- **between Working Environment (WE) and Employee Turnover (ET):** The Pearson correlation coefficient of -0.314 indicates that **WE and ET have a weak negative relationship**. It demonstrates that as WE increase, ET decreases. Although statistically significant ($p < 0.001$), the correlation is not strong.
- **between Compensation & Benefits (CB) and Employee Turnover (ET):** The findings indicate a **significant negative relationship between CB and ET**, with a Pearson correlation coefficient of -0.725. This indicates that as CB improves, ET decreases significantly. The correlation is highly significant ($p < 0.001$).
- **between Career Advancement (CA) and Employee Turnover (ET):** The analysis indicates a **moderately negative relationship between CA and ET**, with a Pearson correlation coefficient of -0.425. This demonstrates that as CA improves, ET decreases. The relationship is statistically significant ($p < 0.001$).

4.7. Multiple Regression Analysis Result

Multiple Linear Regression is used to make predictions and lead future actions.

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	4.186	.176		23.819	<.001	3.838	4.534
	WE	-.017	.079	-.017	-.222	.825	-.173	.138
	CB	-.657	.073	-.716	-9.030	<.001	-.802	-.513
	CA	-.004	.090	-.004	-.049	.961	-.182	.174

a. Dependent Variable: ET

Table 4.7 (a): Multiple Regression Coefficients

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.725 ^a	.526	.514	.33441861597	.526	42.576	3	115	<.001
a. Predictors: (Constant), CA, WE, CB									

Table 4.7 (b): Predictor Model Summary

The extent to which influencing factors would affect employee turnover in this particular healthcare organization is examined using linear regression, as shown in Table 4.5 (b). The adjusted R^2 is 0.514, indicating that the three independent variables contribute to 51.4% of the variance, with the remaining 48.6% explained by other factors ($F = 42.576$, $p < .001$).

Table 4.5 (a) demonstrates the multiple regression analysis applied primarily to assess the research hypothesis. Unstandardized coefficients describe how much the dependent variable can differ when all other independent variables remain constant. Based on the aforementioned data, the researcher may now validate the three hypotheses:

- **H1: There is a negative relationship between working environment and the employee turnover**
WE's coefficient is -0.017, indicating a **slight negative correlation** with ET. However, this coefficient is not statistically significant ($p = 0.825$), as the p-value is significantly greater than the typical threshold of 0.05. This value indicates that as WE increase by one unit, ET decreases by 0.017 units. However, this difference is minor and may not be significant.
- **H2: There is a negative relationship between compensation and benefits and the employee turnover**
The p-value for CB is less than 0.001, which is **significantly lesser** than the typical threshold of 0.05. This indicates that the correlation between CB and ET is highly unlikely to be due to a random occurrence. The coefficient for CB is -0.657. The negative sign indicates a negative relationship. It also implies that as CB improves, ET decreases.
- **H3: There is a negative relationship between career advancement and the employee turnover**
CA's coefficient is -0.004, indicating a **slight negative correlation** with ET. However, this coefficient is not statistically significant ($p = 0.961$), as the p-value is significantly greater than the typical threshold of 0.05. This value indicates that as CA increases by one unit, ET decreases by 0.004 units. However, this difference is minor and may not be significant.

From the regression analysis result, it is found that compensation and benefits contribute the most to employee turnover, followed by working environment, and then career advancement.

5. Conclusion

This strong correlation indicates that increases in CB are often associated with significant decreases in ET. The strength of this correlation reflects a fundamental inverse dynamic, in which changes in CB have significant effects on ET. This finding is crucial for understanding the fundamental mechanisms that drive ET, and it emphasizes the significance of tracking and managing

CB in order to mitigate its detrimental impact on ET. The significant negative correlation between CB and ET implies a potential causal relationship that requires further study. Overall, these findings provide a thorough comprehension of the variable interdependencies, with the significant CB-ET correlate highlighting an important field for future research and practical applications.

Understanding the critical function of compensation and benefits packages is becoming increasingly important as organization attempt to improve employee retention and reduce turnover rates. As we discussed in Chapter 1, the impact of MYR Ringgit currency weakening appears as a compelling element contributing to high turnover in the context of industries in Johor Bahru. The appealing nature of working in Singapore, driven by its strong SGD currency, is a significant challenge for businesses in the Johor Bahru region.

Although more employers have discovered the need for effective employee retention strategies in Malaysia's healthcare industry, further studies are needed on a regular basis due to the constant changes in the labor market and business environment. It is critical to keep data up to date, and future industry-focused research would benefit all stakeholders.

5.1.1. Managerial Implication

In the healthcare industry, where maintaining high-quality patient care and operational efficiency is vital, addressing compensation and benefits is critical to reducing turnover intentions. Given the sector's specific challenges, such as high-demand work environment, demanding schedules, and emotionally exhausting duties, a systematic approach to compensation and benefits is required. Healthcare businesses should develop a comprehensive compensation strategy that includes regular market analysis, competitive salaries, performance-based incentives, and open communication regarding compensation policies.

Enhancing benefits programs that include comprehensive health insurance, retirement savings options, and work-life balance initiatives is also important. Investing in development for employees, establishing clear paths to career advancement, and rewarding employee accomplishments through organized recognition programs will all contribute to boost job satisfaction. Furthermore, creating a favourable work environment, ensuring adequate number of employees, and providing cutting-edge technology and resources will boost employee morale and retention. By implementing these management practices, healthcare businesses may successfully manage turnover intentions, maintain high-quality patient care, and improve overall organizational performance.

5.1.2. Theoretical Implication

In a crucial sector like healthcare, where employee is required for providing quality patient care and maintaining operational

efficiency, the impact of compensation and benefits on turnover intention is especially significant. Healthcare businesses have specific challenges such as high-demand work environments, demanding schedules, and emotionally exhausting duties. Given these challenges, the importance of maintaining talented and experienced healthcare personnel increases. Understanding the impact of compensation and benefits on turnover intention in the healthcare sector emphasizes the need of offering competitive and appealing packages to recruit and retain top talent.

Failure to address employees' compensation and benefits concerns may result in higher turnover, causing disruptions in patient care, low employee morale, and, ultimately, degraded organizational performance. As a result, in the healthcare industry, recognizing and responding to the implications of compensation and benefits on turnover intention is more than just a matter of employee satisfaction; it is a strategic imperative required to maintain service quality, patient safety, and organizational effectiveness in an ever-changing healthcare landscape.

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