

A STUDY ON FACTORS AFFECTING EMPLOYEE  
RETENTION IN NURSING INDUSTRY AT KLANG  
VALLEY

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We hereby declare that:

- (1) This undergraduate research project is the end result of our own work and that due to the acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the research project. ac
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## LIST OF ABBREVIATIONS

A	Agree
BBA	Bachelor of Business Administration
$\alpha$	Cronbach's alpha
D	Disagree
DP	Depersonalization
DV	Dependent Variable
EE	Emotional Exhaustion
ER	Employee Retention
H	Hypothesis
IV	Independent Variable
MLR	Multiple Linear Regression
N	Neutral
OC	Organizational Commitment
RPA	Reduced Personal Accomplishment
RC	Rewards and Compensations
SAS	Statistical Analysis System
SA	Strongly Agree
SD	Strongly Disagree
TD	Training and Development
WE	Working Environment

## PREFACE

Employee retention is the ability of holding the talented and valuable employees in the organization from leaving from their job for a longer period of time than the competitors. Employee retention is different from that of turnover intention. Employee retention is refer to the duration of employee to be employed in an organization while turnover intention was meant by the amount of employee wants to leave the organization.

Nursing personals in majority medical institution all around the world are one of the underestimated staffs because health care is a business about humans' life and they are the people who are closest to our dearest ones when they are admitted to hospitals

In this study, researchers will find out the factors which will affect the retention of employees in the nursing industry nowadays. This research is conducted due to the nurses' working hardship and faithfulness had not been appreciated which Malaysia government did not initiatively to increase the incentives until year 2009. Hospitals failed to retain the nurses as they are tend to leave due to several factors.

Hence, this study will be carried on as to discover more deeply and in details about the factors which will affect employee retention of nurses in Klang Valley as it is beneficial for future research.



## ABSTRACT

The retention of employees has been shown to be significant to the accomplishment of the organizations' objectives especially in building competitive advantage over other organizations. The objective of this exploration is to identify the factors of organizational commitment, job burnout and human resource practices contributing to employee retentions in nursing industry. Based on preceding researches, the other researchers concluded that there is significant relationship between those three variables and employee retention.

The primary data of this investigation was assembled by allocating 400 questionnaires to respective nurses in Klang Valley. The Cronbach's Alpha reliability test was executed on every variable which exhibited reasonable reliability results with more than 0.7 alphas.

Pearson Correlation Coefficient is utilized to analyze the strength of responses from the questionnaires that were collected. Overall, all the variables' obtained coefficient ranging from  $\pm 0.6$  to  $\pm 0.85$  which indicated moderate to high strength of association. Moreover, Multiple Linear Regressions Analysis discovered that all variables excluded depersonalization and reduced personal accomplishment had significant relationship with employees retention.

Overall, the analysis on the major findings, implications of the research, and limitations for the study and proposals for future research are deliberated in the end of this study.

## **CHAPTER 1 INTRODUCTION**

### **1.0 Introduction**

The purpose of this study is to test the relationship between organization commitment, burnout, human resource practices, and employee's retention in nursing industry at Klang Valley. This research will give further understanding about how organization commitment, job burnout, human resource practices able to increase the employee's retention. Research background, problem statement, research objectives and question, hypotheses of study, significance of study, chapter layout and conclusion are included in this chapter.

### **1.1 Background of Study**

Nursing industry consists of registered nurse, assistant nurse, mental health nurse, and public health nurse who are registered with Nursing Board Malaysia and Midwives Board Malaysia under Nurses Act, 1950 and Midwives Act, 1966 (The Ministry of International Trade & Industry [MITI], 2012).

Nursing personals in majority medical institution all around the world are one of the underestimated staffs; the reason is that health care is a business about humans' life and they are the people who are taking care of the life of our love ones when they are admitted to hospitals. Numerous nurses even taking the places of doctors in command, and they become one of the critical personal in healthcare system. The demand for services of top health care personnel has been increased due to increasing of aged population of the country, aggregated rates of chronic diseases

such as cancer and diabetes. The shrunk of public budgets, making it more difficult to hire and train those talents (International Council for Nurses, 2007; Koonar, 2008). Other than that, according to Omar, Anuar, Majid and Johari (2012), there's shortage of medical crew in whole world, and this had been another critical issue which that capacity of the nurses in hospitals will not meet the needs of patients if this happening continuously.

In order to become trained nurse in Malaysia, one need to go through three years of formal basic nursing training as required by the Nursing Board and undergoes the licensing examinations organized by the Nursing Board. After that, they can register themselves with the Nursing Board Malaysia and start to practices as a nurse. Licensing test is organized for the local nurses only and nursing program is attributed by the Joint Committee consisted of Nursing Board of Malaysia, Malaysian Qualifying Agency (MQA) and Ministry of Higher Board Malaysia (The Ministry of International Trade & Industry (MITI), 2012).

In other words, a qualified nurse has to gone through quite a number of procedure; however, their working hardship and faithfulness had not been appreciated; according to Malaysian Association of Nurses, Malaysia government did not initiatively to increase the incentives of Malaysian Nurses until year 2009, the prime minister of Malaysia realized the importance of nurses and hence, increase the incentives budget for nurses of Malaysia. This situation had caused the nurses in developing country with less resources had make their hopping of job either to other countries or other sectors of work due to other countries of sectors could offer higher benefits and salaries for them (Omar, Anuar, Majid, & Johari, 2012). This had also shows that the nursing density of Malaysia becomes the lowest in the region due to excessive nurse migration and low retention of Malaysia's hospitals (Casey, Fink, Krugman, & Propst, 2004).

According to Labour Force Survey Report Malaysia (2013 the sector that reported increased in employment rate is human health social work, which is from 0.4% in 2012 to 3.7% in 2013. This also means that there are a lot of people interested in contributing to this industry. However, hard work need to be done by hospital to retain the nurses as 46.8% of them intended to leave due to the offering from other

sectors or countries if compared to the staffs in other position such as medical lab technologist, assistant medical officer, dispenser, radiographer, physiotherapist, dentist and pharmacist (Roslan, Manaf, Filzatun, & Azahadi, 2014). There is shortage of nurses in Malaysia as the ratio of nurses to Malaysian residents was 1 to 387, which means one nurse in Malaysia hospitals needs to take care of 387 Malaysian (Ministry of Health Malaysia, 2012).

Employee retention or talent retention is different from that of turnover intention. Employee retention is refer to the duration of employee to be employed in an organization while turnover intention was meant by the amount of employee wants to leave the organization (Donoghue, 2010). Employee retention could reflects the tendency of an employee to work in a single organization for a long period of time other than only reflects the stability of organizational employment (Donoghue, 2010). The difference could be shown obviously when it comes to the duration of time which a loyalty employee services in a single organization (Donoghue, 2010).

## **1.2 Problem Statement**

The shortage of nurses is not the new issue plus it has becoming a critical issue throughout the world (Omar, Marhana, Halim, & Johari, 2012). In many developing countries, the shortage is worse because a lot of trained nurses want to leave their own countries and plan to work in developed countries for a higher salaries and compensations. Proper recruitment and staffing in addition to stable nurse workforce will guarantee the quality of healthcare system. Although increased hiring of nurses may temporary offset the problem of nurses' shortage but it is only applicable for short term. Retaining nurses may be the best strategy as the main objective of healthcare system is to provide high quality of healthcare service at reduced costs (Siew, Chitpakdee, & Chontawan, 2011). Consequently, to ensure there are sufficient of nurses available to meet the demands of populations they serve, retention strategies are in on-going efforts to strengthen the nursing industry in Malaysia (Liana, Mahmud, & Hasin, 2011).

Employee retention remains a critical issue for organizations and managers. Long term health and success of a company depends on retention of key employees. The challenge of retaining employees have stump many managers and business owners. A lot of organizations are concerning about their capability to sustain those key employees as they are in great demand and difficult to be replaced (Brown, Fraser, Wong, Muise, & Cummings, 2013). Knowledge workers are less likely to stay loyal to one organization with the new employment paradigm (Kumar & Santhosh, 2014). The constant turnover of employees will bring implications to the remaining employees as there will be disturbance and increased workloads to them (Neog & Barua, 2015).

Failure in retaining crucial employees will give rise in organizational issue such as training time and lost knowledge. Costs of employee turnover are high where it has seriously impact the organizations' bottom line (Appiah, Kontar, & Asamoah, 2013). Therefore, employee retention is vital as it brings implications for organizational competitiveness in an increasingly global landscape (Idris, 2014). In order to survive in this intensive business world, organizations need to obtain full contribution from their capable employees. However, the organizations have to find ways to retain their employees from joining their competitors. Many human resource managers are in rivals with each other in order to secure their employees (Narang, 2013). Low employee retention will affect company morale.

In order of resolving this problem, it is vital for the employers to examine the intention of the employees to leave and from that to increase the employees' retention rate. However, there are many researches were made on this topic, but it is in developed countries and in other industry. Besides, there is also limitation on previous study that there is inconsistent of findings on the determinants of employee retentions (Tourangeau, Cummings, Cranley, Ferron, & Harvey, 2010).

There are studies which discussed about the topic related with employee retention, but big portion of the studies were touching about job satisfaction, job stress or one of the single independent variable which we will discuss in this study such as "Organizational Commitment and Intention to Leave among Nurses in Malaysian

Public Hospitals” (Omar, Marhana, Halim, & Johari, 2012). There is no single study that proposed the framework with combination of organizational commitment, job burnout and human resource practices towards employee retention in nursing industry of Malaysia (AlBattat & Mat Som, 2013). Other than that, we can see that there are a lot of studies about nurse’s retention in other countries. However, most of the studies in Malaysia discussed about the retention of the medical staff other than nurses, for example Pre-hospital Emergency Medical Service Personnel (Said, Sukonthasarn, Chanpransit, & Wangsrikhun, 2014), Public Sector Health Workforce (Roslan, Hazilah, Filzatun, & Azahadi, 2014) but there is not much discussion about nurses of Malaysia. As we know that nurses are the critical personnel in health care industry, there is a need for us to conduct the study to fill the gap.

In short, the outcomes of this study will reflect the consequences of organizational commitment, job burnout and human resource practices to nurses’ retention in Malaysia mainly in Klang Valley. It is crucial items to be looked at seriously as the management and employers could discover the best retention strategies to tackle the problem of retaining nurses.

## **1.3 Research Objectives**

### **1.3.1 General Objective**

The general objective of this research is to inspect the relationship between organization commitment, job burnout (emotional exhaustion, depersonalization, and reduced personal accomplishment), human resource practices (training and development, rewards and compensations, and work environment), and employee’s retention in nursing industry.

### **1.3.2 Specific Objectives**

1. To determine whether there is a significant relationship between organization commitment and employee retention.
2. Job burnout
  - 2a. To determine whether there is a significant relationship between emotional exhaustion and employee retention.
  - 2b. To determine whether there is a significant relationship between depersonalization and employee retention.
  - 2c. To determine whether there is a significant relationship between reduced personal accomplishment and employee retention.
3. Human resource practices
  - 3a. To determine whether there is a significant relationship between training and development and employee retention.
  - 3b. To determine whether there is a significant relationship between rewards and compensations and employee retention.
  - 3c. To determine whether there is a significant relationship between working environment and employee retention.
4. To determine whether there is significant relationship between all independent variable (organization commitment, job burnout, and human resource practices) significantly influence the dependent variable (employee retention).

## 1.4 Research Question

The following are the research question for this study:

1. Does organization commitment has a significant relationship with employee retention in nursing industry?
2. Does burnout has a significant relationship with employee retention in nursing industry?
  - 2a. Does emotional exhaustion has a significant relationship with employee retention in nursing industry?
  - 2b. Does depersonalization has a significant relationship with employee retention in nursing industry?
  - 2c. Does reduced personal accomplishment has a significant relationship with employee retention in nursing industry?
3. Does human resource practices has a significant relationship with employee retention in nursing industry?
  - 3a. Does training and development has a significant relationship with employee retention in nursing industry?
  - 3b. Does rewards and compensations has a significant relationship with employee retention in nursing industry?
  - 3c. Does working environment has a significant relationship with employee retention in nursing industry?



4. Does all independent variable (organization commitment, job burnout, and human resource practices) significantly influence the dependent variable (employee retention)?

## **1.5 Hypotheses of Study**

- H1: There is a significant relationship between organization commitment and employee retention.
- H2: There is a significant relationship between job burnout and employee retention.
- H2a: There is a significant relationship between emotional exhaustion and employee retention.
- H2b: There is a significant relationship between depersonalization and employee retention.
- H2c: There is a significant relationship between reduced personal accomplishment and employee retention.
- H3: There is a significant relationship between human resource practices and employee retention.
- H3a: There is a significant relationship between training and development and employee retention.
- H3b: There is a significant relationship between rewards and compensations and employee retention.

H3c: There is a significant relationship between working environment and employee retention.

H4: All the independent variable (organization commitment, job burnout, and human resource practices) significantly influenced dependent variable (employee retention).

## **1.6 Significance of Study**

The thesis study could provide information on the determinants of nurses' retention particularly on the organization commitments, job burnout and human resource practices. Furthermore, this study would be a review on the recent nurse retentions based in Selangor especially in Klang Valley. This research will be the significant endeavour in promoting good work environment and thus increasing the retention of nurses. By understanding the needs of nurses and the benefits of retaining qualified nurses, various parties from healthcare industry are able to maintain their competitive advantage in providing the best healthcare services. Moreover, this research is able to provide recommendations on how to retain nurses based on the right issues and problems.

This study would be beneficial to the healthcare departments in the city as this study enhance the knowledge of the healthcare personnel about the possible determinants on nurses' retention issues. The knowledge they gained would provide the necessary information on the different threats and issues arises in retaining nurses. This would indirectly heighten the awareness of the healthcare departments to equip a contingency plan to handle that possible crisis.

The ability to retain nurses will not only impact the nurses themselves, but also the patients. Patient outcomes are extremely important when the nursing staffing is unstable due to high turnover rate and frequent resignations. Those disruption and inconsistency of healthcare services can cause a negative influence on patient

care and safety. Shortage of nurses may lead to medical error due to high nurse-to-patient ratio (Tummers, Groeneveld, & Lankhaar, 2013). Moreover, the existing nurses are burden with work overload, stress, fatigue which will lead to job dissatisfaction. The outcome would lead to the demands of nurses outweigh the supplies. This study will help those hospital managers to have a better insight in directing their resources to keep the workforce stable after knowing the positive and negative effect of nurse retention.

Furthermore, this study is expected to link the gap on the determinants of employee retentions in Malaysia. Obviously, there is more than one solution available to promote employee retention as there is definitely not only one factor or determinant of the subject (Tourangeau, Cummings, Cranley, Ferron, & Harvey, 2010). The outcomes of the research will serve as a fundamental platform for future research in identifying determinants of employee retentions. Researches regarding employee retention are available to provide a helping hand to organizations to curb unnecessary employee turnover by providing articles on employee retention strategies (Appiah, Kontar, & Asamoah, 2013). This research shall provide new evidence thus serves as reference and additional literature review for future research on the subject. Finally, opportunities for future research had emerged to investigate other variables on employee retentions in other industry such as manufacturing industry and hospitality industry. (Neog & Barua, 2015).

## **1.7 Chapter Layout**

### Chapter 1: Introduction

First chapter is introduction of factors that could affect the employee retention in nursing industry. It will outline the research background, problem statement, research objectives, research questions, hypothesis of the study, and significance of the study, chapter layout and conclusion.

### Chapter 2: Literature Review

Chapter two will discuss about the content includes review of literature, review of relevant theoretical models, proposed theoretical/ conceptual framework and hypotheses development.

### Chapter 3 Research Methodology

Chapter three describes the overview of research methodology involve with research design, data collection methods, sampling design, research instrument, constructs measurement, data processing and data analysis.

### Chapter 4: Research Results

Chapter four will shows questionnaires which will be constructed, in the form of charts and tables. The analytical results which get through Statistical Analysis System (SAS) version 9.3 will be discussed and relate to the hypotheses and research question.

### Chapter 5: Discussion and Conclusion

Chapter five will relate to chapter four and deliberate on final discussion and conclusion of the study. Synopsis of statistical analyses, discussion of major findings, implication of the study, limitations of the study and recommendation will be indicated in this section.

## **1.8 Conclusion**

In conclusion, the drive of this study is to discover the factors (Organization Commitment, Job Burnout, and Human Resource Practices) that are affected to the Employee Retention in nursing industry. It is significant to catch on details of the background before starting the research. Readers can also learn a better understanding about factors that affect employee retention and readings which had been constructed by previous academics in the subsequent chapter.

## **CHAPTER 2 LITERATURE REVIEW**

### **2.0 Introduction**

This chapter provides the definition for both independent variables which are organization commitment, job burnout, and human resource practices (HR practices) and dependent variable which is employee retention. The details about the dimensions of the independent variables including dimensions of job burnout which are emotional exhaustion, depersonalization, and reduced personal accomplishment; the different types of HR practices such as training and development, rewards and compensations and working environment will also discussed in this part. Furthermore, this study gives a more detail understanding about the correlation among independent variables and dependent variable. Meanwhile, this chapter also will provide relevant theoretical models and in the end of this chapter, conceptual framework of the study will be developed to give a clearer picture and idea for the reader.

### **2.1 Review of the Literature**

#### **2.1.1 Employee Retention (Dependent Variable)**

Employee retention can be defined as the ability of holding the talented and valuable employees in the organization from leaving from their job for a longer period of time than the competitors (Johnson, 2000). It also can be stated as commitment to work with particular company or organization in a continuous system (Zineldin, 2000). Other than that employee retention

also can be referred to the policies or practices of a particular organization or company applies for the prevention of leaving of sacred employees. It would consider promotion of the sustaining of employees in a single company or organization for a maximum duration (Hong, Hao, Kumar, Ramendran, & Kadiresan, 2012). Organizations have to put numerous efforts to encourage employees to be dedicated, devoted and rooted in the organization or company (Kyi, 2011). The hiring of new talented employees might be one of the most important issues for the sustainability of an organization; however, retaining the valuable employees could be a much better cost saving and more effective method for the organization. It could be an issue in current which plenty of the employers had neglect the costs involved with the leaving or turnover of the main key employees (Ahlichs, 2000). The high intrinsic cost of hiring new staff including cost of training had driven the increasing value of talented employees as the scarce resources of an organization or company.

In the 'war of talent' which is crucial for organization nowadays, the employees who should be retained in the organization must be those who could help in sustention of the organization's survivorship, they must not be those mismatched, incompetent or burnout employees. They should be those employees who are extremely perilous for the organization while the organization will suffer a great lost without them, and they are hard to be replaced and more precisely they are the most precious catalyst for the business strategy of the organization (Leign, 2002). For instance, retaining talented and skilful employees plays a great role in the process of sustaining a company due to the extraordinary importance of those employees in order to prosper the company's competitiveness in global market (Frank, Finnegan, & Taylor, 2004). If the organization or company failed in retaining of those skilful ones, understaff issues will stay; and the less talented workforce left will directly decrease the competitive advantage of the company in its industry (Rappaport, Bancroft, & Okum, 2003).

According to Logan (2000) studies had also stated that employee retention could be affected by some of the key factors that should be managed accurately, such as organizational culture, compensations, strategy, work life policy and etcetera.

### **2.1.2 Organizational Commitment (Independent Variable)**

Organizational commitment is the degree of which an awareness of employee's to the organization and willing to keep going on. It is a level of the employee's desire to stay in the organization in future (Rehman, Rehman, Saif, Khan, Nawaz, & Rehman, 2013). It reflects the belief of the employees in the goals and objective of employer establishment and willing to enlarge their achievement with the purpose to continue work in the organization (Singh & Pandey, 2004). Organizational commitments are multidimensional in nature and origin. It consists of three dimensions such as affective commitment, continuance commitment and normative commitment (Bashir & Ramay, 2008).

Affective commitment is the feelings and sense of attachment to the organization and correlation with work experience, personal traits, and organizational structure (Nafei, 2014). For example, an employee continues to stay in the organization because he aware of his value towards an organization (Moynihan & Pandey, 2007). Continuance commitment is consciousness of the expenses relate with the organization (Bodla & Naeem, 2008; Aydogdu & Asikgil, 2011). For instance, employees continue to stay in the organization because they aware of the cost of leaving such as risks for not getting employed and less choices of company to choose after leaving from the current organization (Nafei, 2014). Normative commitment is a kind of emotional requirements to carry on service (Bashir & Ramay, 2008). Employees continue to stay in the

organization because they feel thankful to retain employment (Singh & Pandey, 2004).

The number of employee's and variables of organizational such as age, positive and negative behavior, internal and external control, standards, morals, and the leadership style of employer are the determinants of organizational commitment (Singh & Pandey, 2004). The relationship between organizational commitment and turnover will affect the different stages of career. Procedural justice, willing to share information, and work life balance is able to attain lower turnover rates (Malik et al., 2010). Organizational commitment is a condition to which an employee's awareness with a specific goals and objective of the organization and maintain long-term relationship in the organization. It can leads to higher retention of employee's and lower turnover rate of worker's (Robbins & Coulter, 2005).

### **2.1.3 Job Burnout (Independent Variable)**

The word "burnout" was first introduced by Freudenberger (1974) and is described as a feeling of failure and being worn out followed by Edelwich and Brodsky (1980) that explained burnout was accelerating loss of energy, idealism and purpose. The outcomes of burnout will occur from a situation whereby minimal reward was given after large effort was putting in (Rupert & Morgan, 2005; Schaufeli & Baker, 2004). Other than that, burnout is in response to chronic interpersonal occupational stressors and related to the negative effect of human service work is view as psychological syndrome (Schaufeli, Leiter, & Maslach, 2009). Career burnout is a form of accumulative stress comes from the loads in their day-to-day working life and it is a type of physical and mental exhaustion triggered by depletion in the ability to cope with working environment (Maslach, Schaufeli, & Leiter, 2001; Potter, Deshields, Divanbeigi, Berger, Cipriano, Norris, & Olsen, 2010). An employee will lose his or her interest



and positive passion in serving people and will start to experience negative image (Lauvrud, Nonstad, & Palmstierna (2009); Maslach, Jackson, Leiter, Schaufeli & Schwab (1986).

Maslach Burnout Inventory (MBI) has been further categorized to measure the three defined groups which are the people they often serve with. Subsequently, this instrument includes Maslach Burnout Inventory- i) Human Services Survey (MBI-HSS), ii) Maslach Burnout Inventory-Educators Survey (MBI-ES) and iii) Maslach Burnout Inventory-General Survey (MBI-GS). MBI-HSS was used to measure occupational burnout for people with direct contact with service recipients. Examples that can apply in this instrument include nurses, physicians, mental health workers, police officers and professional social services worker. MBI-ES comprise of 22 items in questionnaires was used to measure burnout of people who work in education industry while MBI-GS was used to measure burnout of people's performance at work in general. MBI-GS was having least items in questionnaires compared with MBI-HSS and MBI-ES which only comprises 18 items.

MBI-HSS was chosen because nursing is one of the careers that provide services to serve people. The instrument consists of 22 items in a questionnaire which is used widely to measure job burnout (Maslach et al., 2009). Based on the study conducted by Maslach, Jackson and Leiter (1986), there were three dimensions under MBI, which consists of emotional exhaustion, depersonalization, and reduced personal accomplishment. The increasing level in stress and burnout is actually correlated with nurses to consider on other job options or leaving their job (Gillespie & Melby, 2003). According to Levert, Lucas and Ortlepp (2000); Hakanen, Bakker and Schaufeli (2006), they proved that employees who experience burnout tend to reduce the levels of commitment. Based on the research conducted by Hillhouse and Adler (1996), job burnout was found to affects nurse's intention to leave, job performance and job withdrawal. It is high possibilities that international health care standards will be reduced if job burnout does not control appropriately (Lei, Dong, & Hee,

2010). Last but not least, burnout has positive relationship to profession change intentions in nursing fields (Flinkman, Laine, Leino-Kilpi, Hasselhorn, & Salanterä, 2008).

#### **2.1.3.1 Emotional Exhaustion**

Emotional exhaustion often occurs as a healthcare worker's first symptom in burnout, followed with the degree of depersonalization and reduced personal accomplishments (Leiter & Maslach, 1988). Increased in work demand or work overload, affection in life and death situations, dealing with problem faced in nursing profession were having positive relationship with emotional exhaustion and reduced job satisfaction (De Jonge, Dormann, Janssen, Dollard, Landeweerd, & Nijhuis, 2001; Gelsema, Van Der Doef, Maes, Janssen, Akerboom, & Verhoeven, 2006). Apart from that, Maru (2002) stated that emotional exhaustion was the most vital dimension of burnout which is reflected by a shortage in one's energy and exhaust emotional storages. Employees will experience exhaustion first once they meet with job stress (Angerer, 2003). Even though the symptoms between stress and burnout are similar but these are the process develop from situational stress and simple work (Templeton & Satcher, 2007).

#### **2.1.3.2 Depersonalization**

Depersonalization or cynicism is defined as the interpersonal dimension of burnout and has been consider as a negative, unfeeling, or overly disconnected respond to the aspects of one's job (Maslach et al., 2001). In another word, it is an effort of employees to protect themselves from disappointment and exhaustion (Maslach & Leiter, 1997). On the other hand, individual will feel that their works are manageable when their client was view as impersonal objects in their work. Distancing was considered as an immediate action from exhaustion to depersonalization which was

proven in burnout research (Maslach et al., 2001). According to Gustavsson, Hallsten and Rudman (2010), they found out that depersonalization was a mechanism used by nurses to cope with stress. Apart from that, it is also described as withdrawal and mental distancing from recipients (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Besides, Maru (2002) view depersonalization as an effect of the stressors in one's job. It has been described as negative attitudes toward organization, colleagues and clients as well (Maslach & Jackson, 1981).

#### **2.1.3.3 Reduced Personal Accomplishment**

Lack of personal accomplishment or reduced efficacy consists of the self-evaluation type of burnout that is more likely to emerge from insufficient relevant information and resources on the job (Maslach et al., 2001). According to George and Brief (2004), it is reasonable to expect personality factors can affects how a person react towards stress exist in the working environment as personality is make reference to the way an individual feels, thinking or acts. Cordes and Dougherty (1993) indicated that individuals whom encounter this type of work related burnout will look themselves as negative individuals that failed to perform their task and having negative personal interactions with their colleagues. For instance, withdrawing from work related burnout will reduce sense of personal accomplishment because the person will becomes less productive and lead to a vicious circle for the burned out individual (William, Amy, Dee, & Katerine, 2015). An individual will feel the whole world is against them when they try to begin in new projects (Maslach & Leiter, 1997). Study conducted by Gil-Monte (2005) showed that nurses that experienced high degree of burnout leads by stressful characteristic of work will bring negative consequences on their productivity, mental and physical health.

## **2.1.4 Human Resource Practices (Independent Variable)**

### **2.1.4.1 Training and Development**

Training and development are defined as an organized mean of knowledge and skills acquisition required by employees to perform a task to improve their performances in organization (Ng, Lam, Kumar, Ramendran, & Kadiresan, 2012). Training and development also allow employees to take advantage of many distinctive methods of learning that benefit themselves and organization. Employees gain by experiencing better satisfaction in their ability to perform better in their job.

An organization can strengthen their bond with employees by invest in training and development. Training and development helps employees to develop personal competitive advantage (Aguenza & Mat Som, 2012). Many employees are looking for company that provide training and development programs that facilitate their career planning. These opportunities provided will increase commitment of employees. Managers who invest in developing employees to change and adapt the skills and knowledge concerning the business would receive the positivity and increased employee retention (Gul, Akbar, & Jan, 2012).

The necessity for training and development arise when there is a gap between current performances and desired performances. Training and development programs will increase the specificity of employee skills. Skilled, disciplined and punctual workers are produced to increase company performances (Gul, Akbar, & Jan, 2012). Training and development will produce an outcome in term of increased productivity, work quality, commitment and services if the skills learnt from the training are transferred to the job. Besides, the firm can reduces their cost and risk of recruiting labors from external markets by developing internal personnel (Appiah, Kontar, & Asamoah, 2013).

Benefits gained from training and development is positively correlated with employee retention because this practice meets the needs of the employees (Tummers, Groeneveld, & Lankhaar, 2013). If the employees' needs are fulfilled through the training and development provided, they are motivated to stay in the organization. Thus they are "locked" to their jobs where it is known as employee retention.

#### **2.1.4.2 Rewards and Compensations**

Rewards and compensations are seen as something given by organization to employees in response to their contributions and performances as well as to satisfy the employees' needs (Aguenza & Mat Som, 2012). It is frequently used to retain and attract employees. Rewards and compensations can be ranged from extrinsic and intrinsic. Rewards and compensations are the necessities for employees which cover the basic needs of income, feeling of job security and recognition for their works and effort.

The study found that rewards such as pension benefits, parental leave and salaries are important for employees to remain employed. There were other compensations which include formal recognition for knowledge, experience and effort that are strong incentive for employee retention (Tourangeau, Cummings, Cranley, Ferron, & Harvey, 2010).

Compensations packages are different from company to company. Generally, employees always have high anticipations on the compensations packages offered by the company they are recruited. Therefore, it is foreseeable that an attractive rewards and compensations package help to retain potential employees (Neog & Barua, 2015). It satisfies the financial and material desires of employees as well as

providing a mean of increasing social status and power in the organization (Narang, 2013).

Rewards and compensations are given to motivate employees for a better performances and positive behaviors. Organizations are in danger of initiating dissatisfaction among employees if there are no proper rewards and compensations planning (Ng, Lam, Kumar, Ramendran, & Kadiresan, 2012). An organization rewards and compensations strategy should be able to attract the scarce and talented employees, retain key and potential employees and also to sustain equity amongst employees (Terera & Ngirande, 2014). It is important that the rewards and compensations system is well-established in order to valued their employees. Fair rewards system makes employees feel they are appreciated for their work done. They will indirectly tend to stay with the organization.

#### **2.4.1.3 Working Environment**

Working environment is normally associated with physical aspects such as noise, heavy lifts and exposure to toxics. The psychological social dimension of working environment may include work support, workload and job stressors. The characteristics of working environment vary across different sectors due to interacting with different clients and customers (Tourangeau, Cummings, Cranley, Ferron, & Harvey, 2010). Healthy working environment involves good collaborative and communication culture, the presence of competent leadership, practice environment, professional advancement and the presence of adequate staffs (Ritter, 2011).

Working environment is a place employees expect to utilize their best abilities and satisfy their basic needs (Narang, 2013). Workplace should be designed to have a profound imprint on employees where they will tend to live with their career as long as pleased. Many organizations are providing different amenities that enhance the working environment.

A shift or a unit of nurses became unstable whenever the key nurse member leaves the department. The departure of desired nurses can create exodus within the unit where the nurses started to evaluate the options available after some changes in personnel arrangement (Christmas, 2008). The relationship among nurses provides the strongest work support for them to endure the hectic world of healthcare where it may influence the working environment.

Appiah, Kontar, & Asamoah (2013) suggest that promoting good, healthy and safe working environment had worked well in retaining employees. Improving working environment may be the antidote for motivating them to remain employed. Unavailability of right resources and facilities may impede employee retention. A good working atmosphere also includes appreciation of others' job, good relationship with colleagues and no personal harassment and bullying at workplace (Tummers, Groeneveld, & Lankhaar, 2013).

Working environment is essential and is affecting the ability to provide quality care. The atmosphere of the environment and facility is crucially important. Involving staffs in changing working environment can lead to a more favorable result as they are the one working in the system. They can provide insights on the deficiencies and adjustments can be made accurately (Ritter, 2011). Every impact on working environment such as management, equipment availability and workplace facilities should be assessed accordingly to improve the working environment (Christmas, 2008). It influences everything from the safety and healthcare of patients to job satisfaction of nurses. Poor hospital environments affect the patients' morality and nurses' outcomes. The emerging needs of good working environment are essential to retain talented employees.

## 2.2 Review of Relevant Theoretical Models

### Model 1

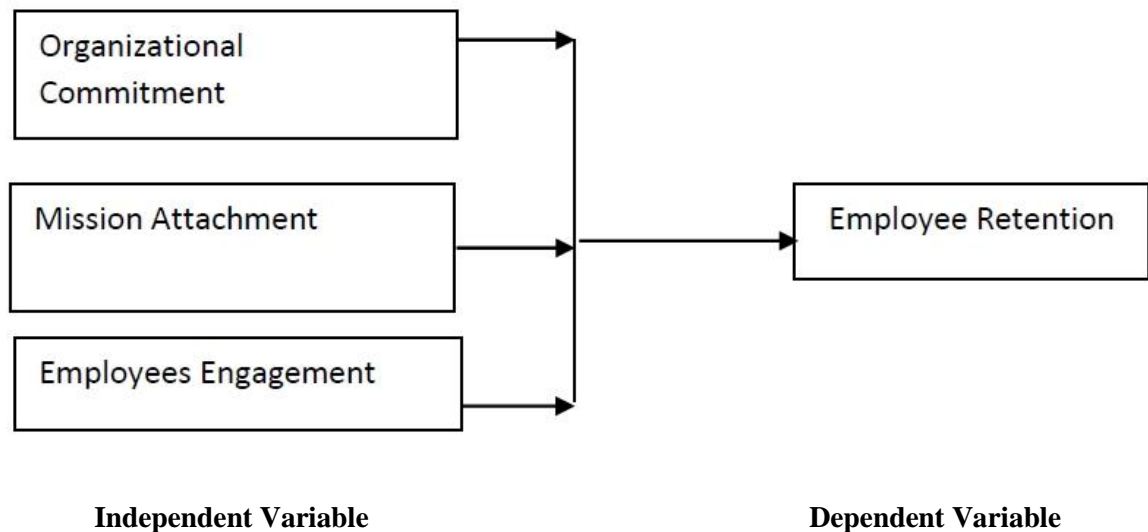


Figure 2.1

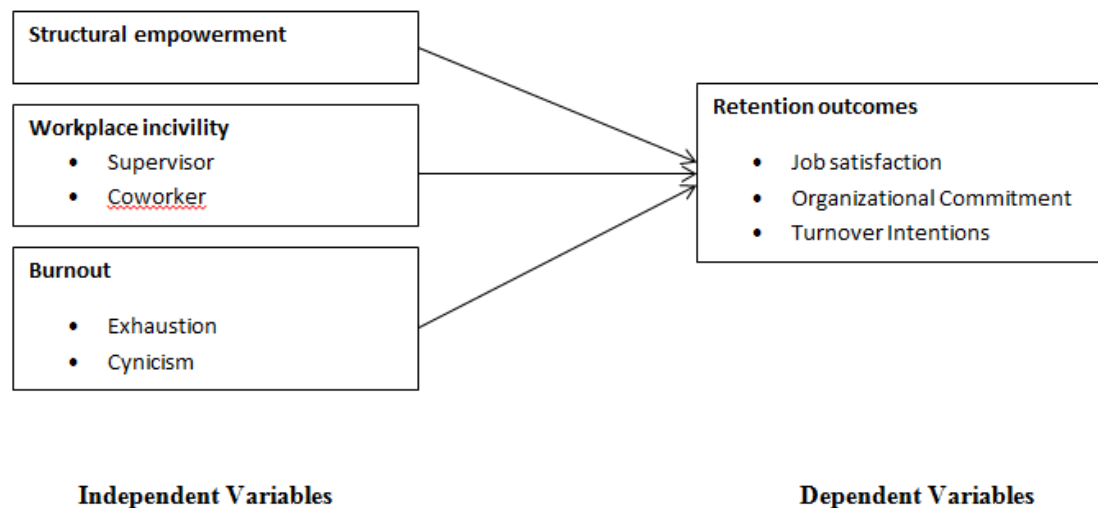
Source: Fukofuka, S. (2014). Factors That Predict Employee Retention in Profit and Not-For-Profit Organization. *Global Journal of Human Resource Management*, 2(4), 1-8.

According to Fukofuka (2014), the overall model showed factors that impact on employee retention for all organizations and how the factors (mission attachment, organizational commitment, and employee engagement) affected employee retention. She found that organizational commitment is the most essential concept to induce employee retention if compare mission attachment and employee engagement. Since commitment are tougher to nurture but it is intensely linked to the effects that organizations value such as the employee's aspiration to put effort to the organization's effectiveness. Organizations need to build commitment to prevent employees easy to leave and motivated those employees to contribute for the organization. The drive of this dissertation is to find out organizational commitment has the higher influence on employee retention. Based on previous literature study, organizational commitment can prompt employee retention



because more committed employees' stay loyal with the organization for long time than persons which are less committed (Sinha & Sinha, 2012). Slugoski (2008) claimed that organizational commitment has a larger effect on employee retention if compare with other constructs such as job satisfaction. Employee retention is high when employee's organizational commitment is high. Conversely, if employee retention is low while employee's organizational commitment is low (Barling & Cooper, 2008; Fukofuka, 2014).

## **Model 2**



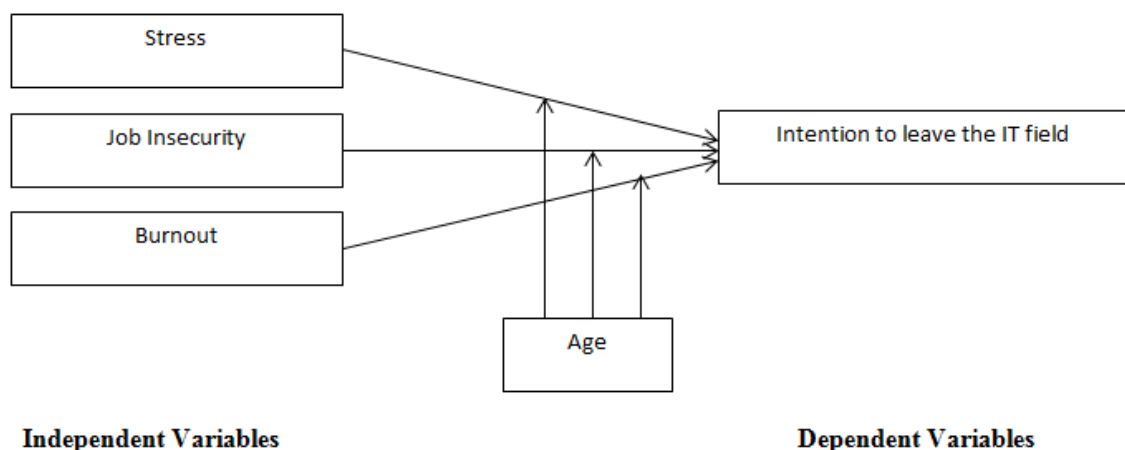
*Figure 2.2*

Source: Spence Laschinger, H. K., Leiter, M., Day, A., & Gilin, D. (2009). Workplace empowerment, incivility, and burnout: Impact on staff nurse recruitment and retention outcomes. *Journal of nursing management*, 17(3), 302-311.

The model shown in figure 2.2 was used to test the effect of workplace incivility, empowering work conditions and degree of burnout among nurses on importance of nurse retention. According to Spence Laschinger, Leiter, Day and Gilin (2009), nurse's perceptions towards supervisor discourteousness, empowerment and depersonalization were intensely affected on job satisfaction, turnover intention

and organizational commitment. These researchers used 612 Canadian staff nurses as their research sample and they found out that all the independent variables listed in figure 1.2 provide significant variance towards the dependent variables by using multiple linear regression analyses: job satisfaction showed  $R^2 = 0.46$ ; organizational commitment showed  $R^2 = 0.29$ ; turnover intention showed  $R^2 = 0.28$ . Besides, emotional exhaustion and depersonalization has been intensely indicated turnover intentions (Spence Laschinger et al., 2009). Others researchers such as Cass, Ling, Faragher and Cooper (2003); Griffetch, Hom and Gaertner (2000) established that job satisfaction which significantly correlated with burnout was a consistent predictor of voluntary turnover behavior.

### **Model 3**



*Figure 2.3*

Source: Shropshire, J., & Kadlec, C. (2012). I'm leaving the IT field: the impact of stress, job insecurity, and burnout on IT professionals. *International Journal of Information*, 2(1).

Figure 2.3 research model conducted by Shropshire and Kadlec (2012) showed that stress, job insecurity and burnout will affect workers turnover intention to leave the I.T field with age as mediator. The aim for this thesis is to recognize the elements which influence worker intention to leave the corresponding field.

According to the researchers, it is compulsory to review relevant journal articles from nursing industry and accounting paradigms because there is limited research existed on career change in IT field and the two paradigms have similar characteristic with IT. Other than that, the sample drawn includes IT workers in medium-sized community service organization in United States and out of 96 distributed surveys, 65 were usable. This research found out that IT workers who experienced stress, burnout and emphasize on job security are positively related towards turnover intention based on the hypothesis test in the study which having significant relationship at 0.001 alpha levels (Shropshire & Kadlec, 2012). Surprisingly, the mediator does not having too much influence on the dependent variable. Lastly, burnout is linked to occupational change intention in industry like nursing (Flinkman et al., 2008).

#### Model 4

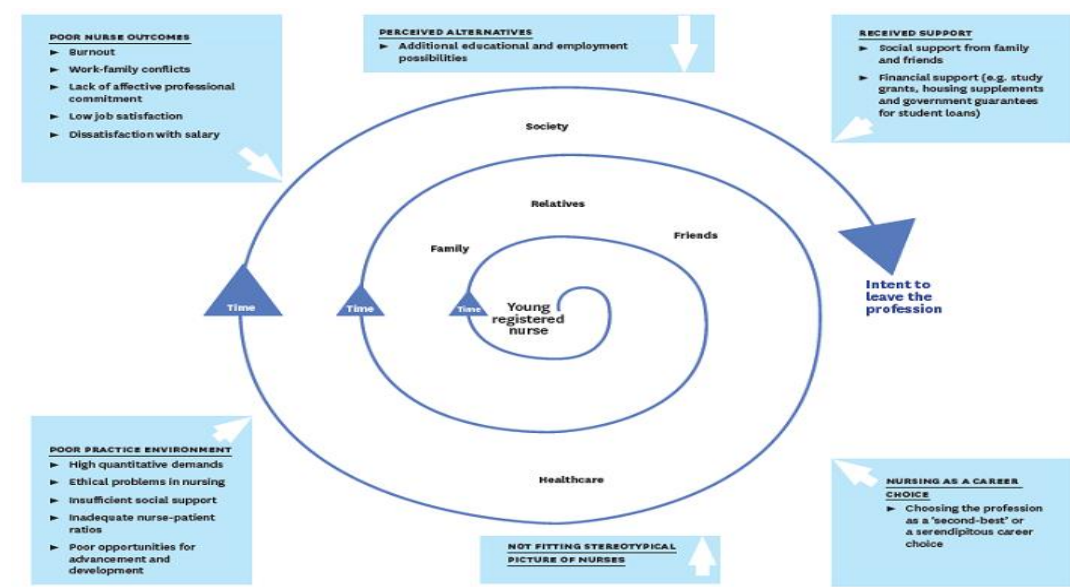


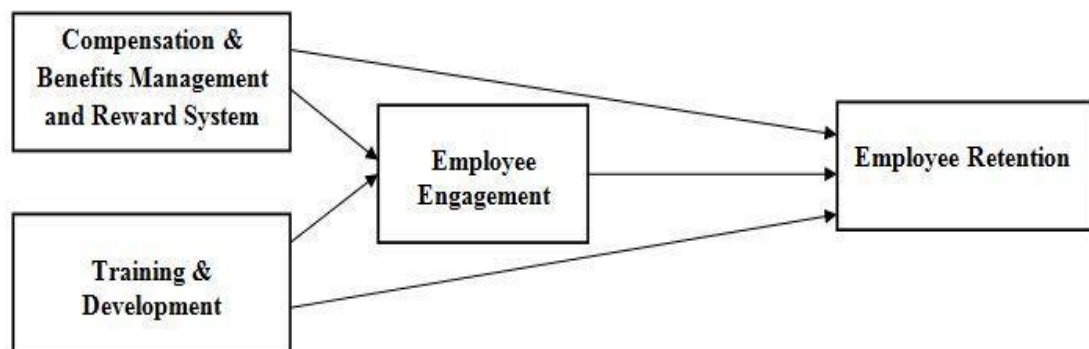
Figure 2.4

Source: Flinkman, M. (2014). Young registered nurses' intent to leave the profession in Finland-a mixed-method study.

According to Flinkman (2014), his main aim for this explorative descriptive research is to investigate and bringing more considerate concerning young registered nurses' turnover intention to leave their occupation since there is little

information about the independent variables associated with the dependent variables. The independent variables include individual, employment and practice environment related and other nursing related variables. The research carried out in three phase, which is Phase 1 (2005-2013) having 73 surveys, Phase 2 (2005-2006) having 150 samples and phase 3 (2006-2013) having 30 samples. The result of the study stated that 26% of registered nurses had always started to think of giving up their profession and wishes to start a brand new job. Independent variables that correlates with intention to leave consist of personal burnout, weak affective professional commitment, low job satisfaction, poor opportunities for development and work family conflicts (Flinkman, 2014).

### **Model 5**



**Independent Variables**

**Mediating Variable**

**Dependent Variable**

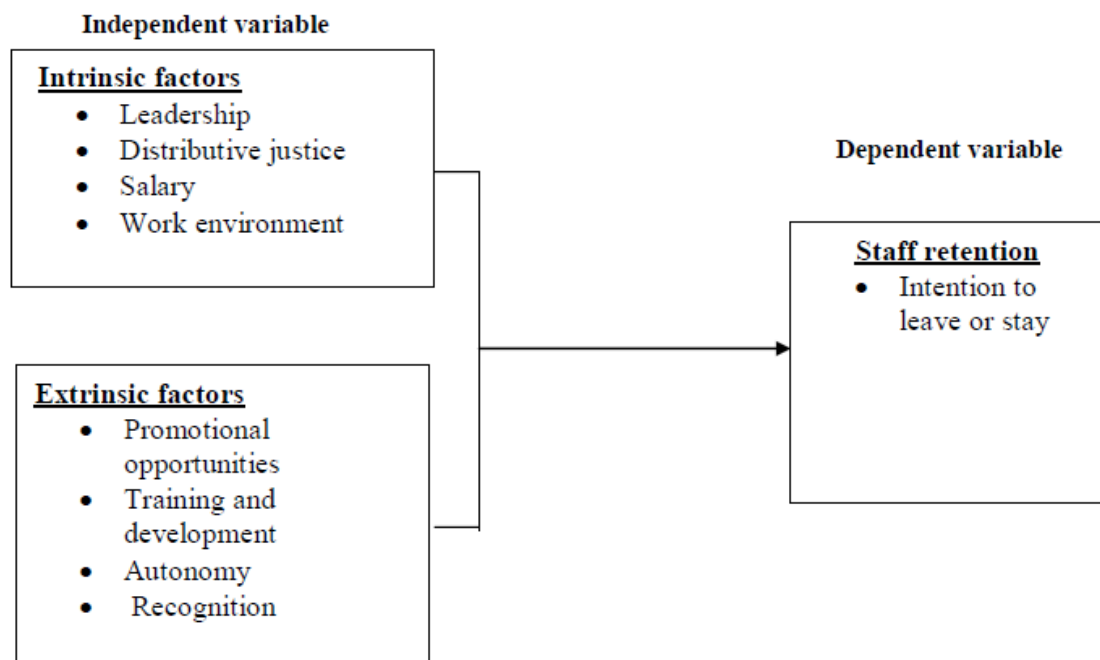
*Figure 2.5*

Source: Tangthong, S., Trimetsoontorn, J., & Rojniruntikul, N. (2014, April 2). HRM Practices and Employee Retention in Thailand—A Literature Review. *International Journal of Trade, Economics and Finance*, Vol. 5, No. 2, 2014.

In the model above, it shows that HRM practices included reimbursement, benefits management and reward system and training and development are the independent variables, employee engagement is the observed variables while employee retention as the dependent variables (Tangthong, Trimetsoontorn, & Rojniruntikul, 2014).

In this model, it stated that employee retention is affected by compensation and reward system; compensation could be a tool for organizations to assist in retains one of the most valuable assets which are their employees (Tangthong, Trimetsoontorn, & Rojniruntikul, 2014). It also propounds that training and development need to be conducted parallel with compensation and reward system which could obtain a better effect on retaining of employees.

### **Model 6**



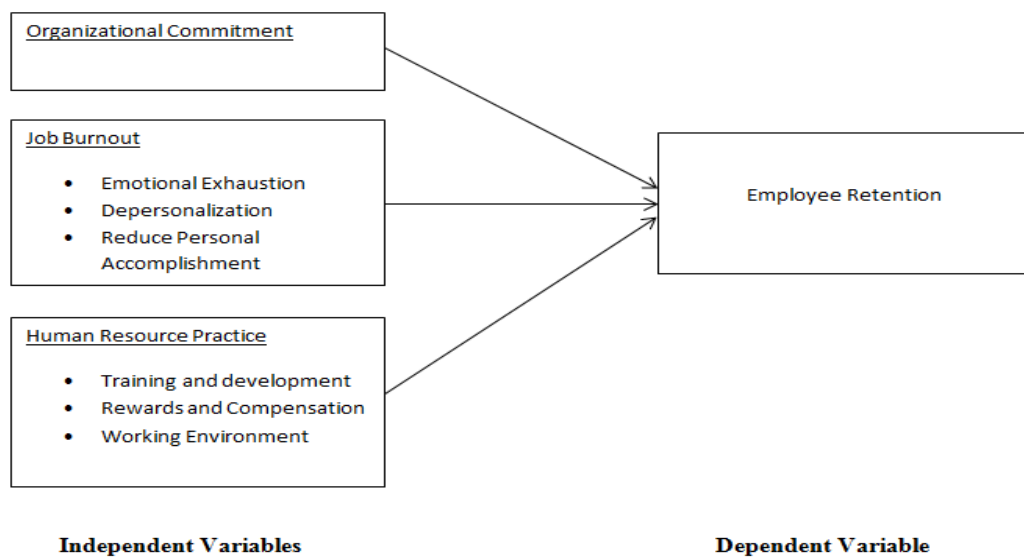
*Figure 2.6*

Source: Ng'ethe, J. M., Iravo, M. E., & Namusonge, G. S. (2012). Determinants of academic staff retention in Public universities in Kenya: Empirical review. *International Journal of Humanities and Social Science*, 2(13), 205-212.

According to Ng'ethe, Iravo, & Namusonge, (2012), retention of employees is concerned by the employers due to the increasing of employee turnover intention. The article also claims that the area which will affect retention of employees such as career opportunity, work environment, family and flex time. The researcher

argues that the intention of employees to stay within an organization could be affected by 3 major sets of variable which are employee particulars, including gender and age; the current job's nature of an employee; and adequate working arrangements such as promotion's opportunities ,training availability, and communication quality within the organization. These findings reveal that the variables are consisted of intrinsic and extrinsic factors. Intrinsic factors are included leadership, distributive justice, remuneration and working environment while extrinsic factors consist of promotional chances, training and development, independence and acknowledgement will directly affect employee retention (Ng'ethe, Iravo, & Namusonge, 2012).

## 2.3 Proposed Theoretical/ Conceptual Framework



With the reference of theoretical models from previous section, there will be 3 variables included in this study which are organization commitment; job burnout with dimensions of emotional exhaustion, depersonalization, and reduced personal accomplishment; and HR practices including training and development, rewards and compensation and working environment. In this study, a framework had been proposed in order to investigate the relationships between the independent variables and employee retention. Furthermore, this study also intends to determine the consequences of the variables on employee retention in details.

## **2.4 Hypotheses Development**

### **2.4.1 The Relationship between Organizational Commitment and Employee Retention**

According to Curtis and Wright (2001), organizational commitment is the most important variable to induce employee retention. Organizational commitment was the highest and significant predictors of employee retention (Fukufaka, 2014). Organizational commitment increased employee job commitment which in turn rise up the level of employee retention and toward to a positive way for organization (Nawab & Bhatti, 2011). Based on Mowday, Porter, & Steers (2013), employee with few desires has to be laid off from the organization if they are more committed. They more willing stays belonging with their organization, induce a stronger aspirate and good attitude toward their employment when employees who are “highly committed”. Arthur (1994) stated the probability of an employee looks for employment is considering lower when organizations would like to nurture a philosophy of commitment. Moreover, employee retention can increase or improved if employees have a strong organizational commitment in workplace. Employees are committed with their organization they are reluctant to exit from their current job (Humayoun, 2011). Commitment is important issue for employee and it has a positive impact on job performance and workforce retention. Core belief is suggestive on committed for employee to accomplish better performance at their work (Sinha, 2012).

$H_0$ : There is no significant relationship between organizational commitment and employee retention.

$H_1$ : There is significant between organizational commitment and employee retention.

### **2.4.2 The Relationship between Emotional Exhaustion and Employee Retention**

Based on the study conducted by Tourangeau, Cranley, Laschinger and Pachis (2010), high degree of job satisfaction correlates with lower degree of emotional exhaustion. On the other hand, higher turnover intention among healthcare staff associated with decreased in job satisfaction and increased in emotional exhaustion burnout. In the study conducted by Kar and Suar (2014), emotional exhaustion which was act as mediator was found to have positive relationship with both organizational commitments variable and turnover intention. Emotional exhaustion will affect turnover intention with the mediating effect of demographic variables as well (Cropanzano, Byrne, & Rupp, 2003).

Apart from that, Spence Laschinger et al., (2009), the study shows that the chronic emotional exhaustion may discourages nurses' psychological involvement at work. Exhausted nurses are lacking in energy necessary for enthusiastic participation in their work. As a result, it will prompt dissatisfaction which lead to low employee retention. O' Neill and Xiao (2010) found that emotional exhaustion may lead employees to leave the organization when economy improves or alternatives opportunities are available for them. As a result, the negative effects bring to low employee retention.

Emotional exhaustion is significantly and negatively related to organizational commitments for which it means that employees with high emotional exhaustion will exhibit lesser emotional attachment with the organization Rehman, Karim, Rafiq, & Mansoor (2012). Hence, high turnover intention displays low employee retention in the organizations.

$H_0$ : There is no significant relationship between emotional exhaustion and employee retention.



$H_1$ : There is significant relationship between emotional exhaustion and employee retention.

### **2.4.3 The Relationship between Depersonalization and Employee Retention**

Based on study performed by Ashill and Rod (2011), emotional exhaustion did not influence organizational commitment directly but indirectly through cynicisms and the organizational commitment has significant impact on turnover intentions. Although there is no exact agreement for the order of burnout symptoms but evidence do showed that emotional exhaustion leads to cynicisms (depersonalization) and later reduced personal accomplishments (Toppinen-Tanner, Kalimo, & Mutanen, 2002). The primary issues for turnover intentions is the extent to which the nurses involved in their work, for instance, cynicism that caused from i) exhaustion from unmanageable workload, ii) unfairness in setting and value conflicts, iii) insufficient reward systems (Leiter & Maslach, 2009).

According to Phapruke, Jindarat, Sakcharoen, Warawan and Dalika (2009), depersonalization is found to be the main factor of driving intention to leave because depersonalization generates a depletion of energy experiences by employees when they are overwhelmed by various problems at the workplace. It increases the probability of employees to leave the organization that in turn lead to low employee retention. Other than that, employees who are suffering from depersonalization are less motivated to interact with others due to emergence of negative self-concept about them and their job that will indirectly triggers low employee retention (Pourkiani, Farahmand, & Pour, 2014).

$H_0$ : There is no significant relationship between depersonalization and employee retention.

$H_1$ : There is significant relationship between depersonalization and employee retention.

#### **2.4.4 The Relationship between Reduced Personal Accomplishment and Employee Retention**

In the research conducted by Yeun, Bang and Soon Jeon (2013), they found out that there is positive relationship between decreased in supervisor support and reduced personal accomplishment that will in turn decreased nursing productivity and increased the desires to change jobs.

Furthermore, in the study conducted by Tourangeau et al. (2010), show that high level of employee satisfaction was associated with high perception of personal accomplishment. Determinant of job satisfaction is important as it impacts other organizational outcomes such as employee retention. The researchers also found that high turnover intention was also associated with reduced personal accomplishment. Thus, reducing personal accomplishment will lower the employee retention as followed the assumption on the greater the turnover intention, the lower the employee retention.

$H_0$ : There is no significant relationship between reduced personal accomplishment and employee retention.

$H_1$ : There is significant relationship between reduced personal accomplishment and employee retention.

### **2.4.5 Relationship between Training and Development and Employee Retention**

Training and development was found out to be significantly positive relationship with employee retention. The study showed that the retention rate will boost up if training and development are being concerned in the organization (Ng, Lam , Kumar, Ramendran, & Kadiresan, 2012). Employee retention also strongly affected by the availability of training and development provided by the hospitals. Training and development provided to the nurses act as a supportive to nurse retention (Tourangeau, Cummings, Cranley, Ferron, & Harvey, 2010).

The study showed that most of the respondents believed that training and development is an important factor in employee retention (Appiah, Kontar, & Asamoah, 2013). Training and development is viewed as a mean to cope with the changes in technological innovation and demographic shifts. According to Kumar & Santhosh (2014), training and development is found to be the highest influence on employee retention. This variable also has positive relationship and strong correlation with employee retention variable in the study by Neog & Barua (2015). The respondents are more inclined towards the training and development provided by the organization for their future prospects (Narang, 2013).

The research also found that training and development is the most vital factor in employee retention (Gul, Akbar, & Jan , 2012). Organizations should provide opportunities to employees to gain new knowledge and skills to improve their performances.

$H_0$  : There is no significant relationship between training and development and employee retention.

$H_1$  : There is significant relationship between training and development and employee retention.

### **2.4.6 Relationship between Rewards and Compensations and Employee Retention**

Talented employees can be retained through a fair rewards and compensation system. Employee rewards and compensation are positively related to employee retention (Ng, Lam, Kumar, Ramendran, & Kadiresan, 2012). According to Tourangeau, Cummings, Cranley, Ferron, and Harvey (2010), rewards and compensations influenced the nurses' intention to remain employed in the hospitals. Rewards and compensations such as pension benefits and access to fitness facilities were strong incentives to retain nurses retention.

The rewards and compensations are strong factor in determining the retention of employees. Employees tend to compensate their dissatisfaction by looking for other job (Appiah, Kontar, & Asamoah, 2013). Rewards and compensations is one of the important reason for employee to stay in an organization (Munsamy & Venter, 2009). Narang (2013) found that the organization should provide a fair and just rewards and compensations system in order to retain their best employees.

$H_0$ : There is no significant relationship between rewards and compensations and employee retention.

$H_1$ : There is significant relationship between rewards and compensations and employee retention.

### **2.4.7 Relationship between Working Environment and Employee Retention**

The study on determinants of hospital nurse retention discovered that working environment is an important factor that influence nurses retention. Unavailability of needed material resources, insufficient of supportive physical environments and inadequately nurse staffs are seen as unsafe working environment that unable to retain them in the hospitals (Tourangeau, Cummings, Cranley, Ferron, & Harvey, 2010).

A safe working environment will motivate employees to stay in the organizations. Safety factors are important. Employees will dissatisfy about the inadequate safety measures and hence the organization is unable to retain their employees (Appiah, Kontar, & Asamoah, 2013). The impact of working environment on employee retention is proved to be a strong factor (Tummers, Groeneveld, & Lankhaar, 2013). Ensuring a pleasant working environment could further foster the retention of nurses to remain in their job.

Narang (2013) also found that respondents are strongly agreed on working environment as the factors that affect their retention at work. A good working environment are to be delivered to ensure their employees are retained with the organization.

$H_0$  : There is no significant relationship between working environment and employee retention.

$H_1$  : There is significant relationship between working environment and employee retention.

## **2.5 Conclusion**

As a conclusion, the study has provided a complete review of literature background about the research and clear explanation of each of the independent variables and dependent variable based on the journal articles from previous researchers' study. Besides that, the proposed conceptual framework of this study which includes ten hypotheses is determined and further interpreting will be provided in the following chapter.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.0 Introduction**

In chapter three, methodology of research study will be deliberated. This chapter will undertake the phases of research design to determine whether it is qualitative or quantitative research and clarify whether it is exploratory, descriptive or casual research. For the data collection methods, which are primary data, will be collected from respondents while secondary data will be shown out. Process of sampling design is considered to be taken by discussion. Research instrument involve pilot study and questionnaire development, constructs measurement, methods of data processing and data analysis will also be conducted in this chapter.

### **3.1 Research Design**

Research design is used to ensure the evidences collected are able to answer the research questions as unambiguously as possible (Zikmund, 2003). The role and purpose of research design is to serve as a tool for researchers to have a better understanding on the determinants of nurse retention in Klang Valley. Research design is utilized to avoid invalid inferences and observations.

For the present study, quantitative research is being carried out as questionnaires are distributed as the mean to collect evidences for the study. The data collected through distribution of questionnaires are assessed using numerical measurement and analysis. Quantitative method is applied to cater the large number of respondents from a wide population. Quantitative experiments are proved by

mathematical and statistical means. Statistical exploration of the results can be justifiably discussed and published (Venkatesh, Brown, & Bala, 2013).

Qualitative methods are not suitable for the present study as the data cannot be mathematically analysed. It is limited to identifying general trends and observations. Describing the variation will be unable to deeply justify the determinants of nurse retentions (Venkatesh, Brown, & Bala, 2013).

Causal research is applied as cause-and-effect relationship between the independent variables and dependent variable is being investigated. It is the objective of the research to recognize the relationship of independent variables which are job burnout, organization commitment and human resource practices towards dependent variable which is nurse retention in Klang Valley.

On the other hand, explanatory research is a research method which emphasizes on answering '*why*' questions. Exploratory research is mostly used for a problem that has yet clearly defined (Zikmund, 2003). Therefore, exploratory research is not applied as the questionnaires set are in the form of close-ended questions.

Descriptive research also not appropriate as it is only good for defining an opinion, attitude or behavior of a group of people on a given subject. Descriptive research may be only suitable for demographic profile of respondents.

## **3.2 Data Collection Methods**

Primary data are used to conduct this research. Data collections from primary data are necessary for researchers to test the hypotheses according to statistics and information.



### **3.2.1 Primary Data**

Primary data is an original data collected for a specific research goal (Hox & Boeije, 2005). Questionnaire is used as primary data in this research which deliver a set of formulated questions for the respondents to answer. It is one of the most efficient and effective ways to gather the data from the respondents. It is an efficient mechanism as it provided the researchers the exact requirement and ways to measure the interested variables. Questionnaires will also provide more accurate and reliable data for researcher to conduct the research.

In order to conduct the actual study, we had set 8 of the hospitals in Klang Valley as our target respondents which are Arunamari Specialist Medical Centre, Klang; Assunta Hospital, Petaling Jaya; Columbia Asia Medical Centre, Puchong; Hospital Banting; Hospital Tengku Ampuan Rahimah, Klang; Sunway Medical Centre; Sime Darby Medical Centre Subang Jaya and Sri Kota Medical Centre, Klang.

Firstly, on 1<sup>st</sup> of July, we made appointment with the matrons of those hospitals around Klang Valley through phone calls and confirm the date and time for distribution of questionnaires with them. The matrons of the hospitals had approved our date from 4<sup>th</sup> of July to 5<sup>th</sup> of July accordingly. We drove car there to distribute the questionnaires personally after approver. We had obtained the pass from service counter before we went through each of the department of hospital. Then, we visited our target respondents who are the 50 general nurses of each hospital and gave briefing to them. We informed them about the date of the questionnaire which is one week after the date of distribution; we provided matrons with stamps and envelopes which enable them to post back the completed questionnaires to us. For hospitals which are unable to visit which are Assunta Hospital and Columbia Asia Medical Centre, we posted the

questionnaires to them on 6<sup>th</sup> of July and provided them the returning envelopes and stamps as well.

After a week, on 14<sup>th</sup> of July we successfully collected back first batch of the questionnaires with answers. We transferred all the data into computer with the use of SAS Enterprise Guide from time to time based on the answers of questionnaires collected. On 16<sup>th</sup> of July, Able to collect back 385 questionnaires, the response rate is 96.25%.

### **3.3 Sampling Design**

#### **3.3.1 Target Population**

In order to complete this research, target population need to be set. Target population is the specified assemblage of people, events or objects which that the researchers interested with and also sources of information which could help to success the study (Sekaran & Borgue, 2009). For instance, the target population of this study would be the nurses in the Klang Valley.

#### **3.3.2 Sampling Frame & Sampling Location**

Sampling frame is a complete representation of the elements in the population of which the sample had been drawn. However, the sampling frame of the nursing industry is unachievable; hence, the nurses of 8 hospitals in Klang Valley had been chosen as our sampling target.

The reason of choosing Klang Valley as sampling location is due to this location has the most concentrated population of nurses and hospitals. Selangor is the state in Malaysia which located the most numbers of hospitals; more precisely in Klang Valley, including Kuala Lumpur and

Putrajaya, there are 100 hospitals which allocate 29.5% of the total percentage in Malaysia (Selangor State Investment Centre, 2013). Other than that, there are 24520 nurses work in those hospitals (Ministry of Health Malaysia, 2012).

### **3.3.3 Sampling Elements**

A sampling element is one of the members of the population (Sekaran & Borgue, 2009). The sampling element of this study are the professional nurses who registered with Nursing Board Malaysia and practises nursing event in Malaysia. They are the persons who had successfully completed 3 years of basic formal nursing training required and gone through the licensing tests which set by the nursing board (The Ministry of International Trade & Industry [MITI], 2012).

Our respondents are the nurses who work in the public and private hospitals of Klang Valley; nurses from different hospitals of Klang Valley will be chosen as respondents to ensure the validity of the data.

### **3.3.4 Sampling Technique**

Non-probability sampling is adopted as the sampling technique to collect the information for study; this is because the specified population of nurses in different hospitals of Klang Valley is undefined. Apart from that, convenience sampling will be used in this study, by using this sampling technique; the questionnaires will be distributed to the nurses who are conveniently available.

### **3.3.5 Sampling Size**

Sample size is comparatively important during a conduction of business research, especially when it comes to quantitative studies. A suitable sample size must be calculated accurately before the collection of data. It must be an optimum number which could reflect the reliability of data and result, could not be too big or too small (Rahman, 2013). Krejcie and Morgan (1970) had simplified the sample size into a table to ensure that the decision model is correct and adequate. Thus, according to the table provided, the sample size for nurse population of 24520 should be around 378 respondents since the sample size for 20000 respondents is 377 and for 30000 respondents are 379. A pilot test with sample size of 30 respondents will be conducted before the actual distribution of questionnaires.

## **3.4 Research Instrument**

### **3.4.1 Questionnaire**

A cover letter had been attached to the first page of the questionnaire; it is the introduction which reveals the identities of the researchers and the necessity of the questionnaire distribution. It will also ensures the data and identities provided by the respondents are completely confidential so that the respondents would be motivated to answer the questions sincerely and passionate. A courteous note will be placed in the ending of this section to recognize the contribution of the respondents.

The questionnaire is divided into 3 categories which are section A, section B, and section C in order to study the factors affecting the employee retention. Section A is using nominal and ordinal scale to form a

questionnaire and it consists of 5 questions which are demographic to measure the personal details such as gender, race, age, working experience, and working hour per day. The nominal scales are used to determine gender and races. However, the ordinal scales are used to determine age, working experience, and working hours per day.

Section B comprise of 5 questions and all about the dependent variables which is employee retention. It is adapted from Jun, Cai, and Shin (2006). However, section C has 3 independent variables which are organizational commitment, job burnout, and human resource practices.

Moreover, section B and section C are using interval scale to determine the dependent variable and all independent variables. They are measured by five-point Likert scales which are one, two, three, four, and five representing strongly disagree, disagree, neither, agree, and strongly agree. Besides that, with the use of Five- point Likert scale enable researchers to analyze the data which included Person Correlation and Multiple regressions tests.

### **3.4.2 Pilot test**

Pilot test is a small part of a bigger study which is conducted to prepare the study or research (Zikmund, 2003). Constructing the pilot test diminishes the likelihood of making errors in the questionnaires before giving out questionnaire to the target respondents. Thirty set of questionnaires designed for pilot test were spread to the respondents in Klang to check the consistency of the questionnaires. For the pilot test study, the questionnaires had been sent by mail to one of the hospital in Klang Valley which is Seri Kota Hospital Klang, after getting permission by the matron of the hospital. The questionnaires had been collected back after a week from the date of distribution; feedback had been read through and reliability test had been done onto the pilot test result before the actual

study being processed. The result of the reliability test is presented in the table below.

Table 3.1: Reliability of Pilot Test

<b>Variables</b>	<b>Dimensions</b>	<b>Sum of Items</b>	<b>Cronbach's Alpha</b>
Independent Variables	<b>Organizational Commitment</b>	6	0.837
Independent Variables	<b>Job Burnout</b>		
	Emotional Exhaustion	3	0.746
	Depersonalization	3	0.724
	Reduced Personal Accomplishment	3	0.886
Independent Variables	<b>Human Resource Practices</b>		
	Training and Development	6	0.876
	Rewards and Compensations	5	0.864
	Working Environment	6	0.793
Dependent Variable	<b>Employee Retention</b>	5	0.758

Basically, the Cronbach's Alpha value for the dependent variable (Employee Retention) falls into the good reliability range (0.758). The first independent variable, Organizational Commitment has a very good reliability indeed with Cronbach's Alpha value of 0.837. Other than that, the Cronbach's Alpha value for two of Job Burnout's dimension, Emotional Exhaustion and Depersonalization are 0.746 and 0.724 respectively, this indicated both of the dimension has good reliability whereas Reduced Personal Accomplishment has Cronbach's Alpha value

of 0.886 which shown a very good reliability. For the dimensions of Human Resource Practices, both Training and Development and Rewards and Compensations fall into the range of very good reliability which has 0.876 and 0.864 of Cronbach's Alpha value respectively. The last dimension which is Working Environment had been indicated with good reliability with Cronbach's Alpha value, 0.793.

### 3.5 Construct Measurement

In this research, close ended questionnaire has been adopted for data collection because it is less complex and clearly display. The questionnaire is simple and easy to be understood for the respondents as it gives precise, limited-alternative response and asked to select the one nearest to their own standpoint. Fixed-alternative question takes lesser time for respondents to complete and enables clearer comparison between the answers given by the respondents.

The summary of the questionnaires data are shown in the tables 1 and 2.

Table 3.2: Summary Questionnaires (Section B)

Section and Sub-section	Number of question	Sources	Scales
Employee retention	5	Jun, Cai, & Shin (2006)	Five point Likert Scale(Strongly Disagree – Strongly Agree)

The questionnaires for employee retention is adapted from Jun, Cai and Shin (2006), there are 5 items consisted for this variable. One of the sample items is “I feel a lot of loyalty to this hospital”.

Table 3.3: Summary Questionnaires (Section C)

Section and Sub-section	Number of question	Sources	Scales
Organizational commitment	6	Marsden, Kalleberg & Cook (1993)	Five point Likert Scale(Strongly Disagree – Strongly Agree)
<b>Job Burnout:</b>			
Emotional exhaustion	3	McManus, Smithers, Partridge, Keeling, & Fleming (2003)	Five point Likert Scale(Strongly Disagree – Strongly Agree)
Depersonalization	3	McManus, Smithers, Partridge, Keeling, & Fleming (2003)	Five point Likert Scale(Strongly Disagree – Strongly Agree)
Reduced personal accomplishment	3	McManus, Smithers, Partridge, Keeling, & Fleming (2003)	Five point Likert Scale(Strongly Disagree – Strongly Agree)
<b>Human Resource Practices:</b>			
Training and development/ Career opportunities	6	Demo, Neiva, Nunes, & Rozzett (2012)	Five point Likert Scale(Strongly Disagree – Strongly Agree)
Rewards and compensations	5	Demo, Neiva, Nunes, & Rozzett (2012)	Five point Likert Scale(Strongly Disagree – Strongly Agree)
Working environment/ conditions	6	Demo, Neiva, Nunes, & Rozzett (2012)	Five point Likert Scale(Strongly Disagree – Strongly Agree)

Organizational commitment is adapted from Marsden, Kalleberg and Cook (1993), consisted of 6 items, sample item include “I am willing to work harder than I have to in order to help this organization succeed”. Job burnout consisted of 3 dimensions which are emotional exhaustion (3 items), depersonalization (3 items), and reduced personal accomplishment (3 items). The items are adapted from



McManus, Smithers, Partridge, Keeling and Fleming (2003). Sample items for emotional exhaustion is “I feel emotionally drained from my work”, for depersonalization is “I don’t really care what happens to some patients” and for reduced personal accomplishment is “I feel I’m positively influencing other people’s lives through my work”.

On the other hand, human resource practices consist of training and development (6 items), rewards and compensations (5 items), and working environment (6 items) which are adopted from Demo, Neiva, Nunes and Rozzett (2012). The sample item for training and development is “I can use knowledge and behaviors learned in training at work”. Sample item for rewards and compensations is “In the organization where I work, my salary is influenced by my results” while sample item for working environment is “The organization I work for is concerned with my health and quality of life”.

### **3.6 Data Processing**

Data processing is an important part in conducting a research study. Researchers will need to develop data collected and manipulate it into useful information after done the collection of questionnaires from respondents (Sekaran et al., 2009). Data checking, data editing, data coding and data transcribing are all the steps involved in this section in order to ensure the accuracy and quality of data.

#### **3.6.1 Data Checking**

Data checking is the first step of data processing which is to ensure that all the questionnaires are completely formed. It is a vital step that could affect the reliability of end result obtained. Hence, every single question in the questionnaires is checked to ensure that the respondents had fully completed the questionnaires without leaving any missing answer behind.

### **3.6.2 Data Editing**

The second step involve will be data editing that require researchers to identify the unclear answer provided by the respondents. Ambiguous or inconsistent answer often happen when respondents did not complete the entire question in the questionnaires given or not willing to answer it. Thus, adjustment and editing for completeness is needed to control the consistency and readability of the data (Zikmund, Babin, Carr, & Griffin, 2010).

### **3.6.3 Data Coding**

The step after data editing will be data coding. It is a systematic way to summarize broad data groups into minor units by categorized the response derived from the data collected. Researcher need to assign a number for the responses given by the respondents. For instance, in section B and C which using 5 likert scale, 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree, 99=missing data.

For section A of the questionnaire that is more towards to demographic variables, the questions are designed in nominal and ordinal scale. For example, 1 is coded for male, 2 is coded for female; 1 is coded for respondents age below 30 years old, 2 is coded for respondents age between 31-40 years old, 3 is coded for respondents age 41-50 years old and 4 is coded for respondents above 50 years old.

### **3.6.4 Data Transcribing**

Data transcribing which is the last step for data processing requires inserting all coded responses into computer and transcribed into Statistical Analysis System (SAS) for data analysis.

## **3.7 Data Analysis**

After the data had been gathered, the data will be interpreted and analysed with the use of Statistical Analysis System Enterprise Guide (SAS) software.

### **3.7.1 Descriptive Analysis**

Descriptive analysis is the process of converting those data which is literately recorded into statistical information which is useful for the empirical study (Zikmund, Babin, Carr & Griffin 2010). In order to do so, the data collected in section A of questionnaires will be represented in pie chart, histogram and bar chart according to the scale of measurement used which are nominal and ordinal scales. The reason of using pie chart is in purpose to indicate the nominal scale items in a clear and easy way. Ordinal scale items will be displayed in bar chart to show the ranking of the data.

### 3.7.2 Scale Measurement

#### Cronbach Alpha Reliability Analysis

Reliability is the most critical criteria which used to test for the stability and reliability of a measurement. Cronbach's alpha is the coefficient which been used to measure and represent the degree of reliability of free from random error (Sekaran & Borgue, 2009). For instance, Cronbach's alpha or Coefficient alpha is the suitable measurement to test the reliability of the variables of this study. It could be used to measure the reliability and accuracy of the variables which stated in section B and C of the questionnaires.

The range of the Cronbach's alpha has been shown in the table below:

Table 3.4: Cronbach's Alpha Range

Level of reliability	Coefficient Alpha ranges, $\alpha$
Poor reliability	Less than 0.60
Fair reliability	0.60 to 0.70
Good reliability	0.70 to 0.80
Very good reliability	0.80 to 0.95

Source: Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill building approach* (5th ed.). Chichester, West Sussex: John Wiley & Sons, Inc, (page325.)

### **3.7.3 Inferential Analysis**

#### Pearson Correlation Coefficient Analysis

Pearson correlation test will be conducted to test the following hypotheses:

H1: There is a significant relationship between organization commitment and employee retention.

H2: There is a significant relationship between job burnout and employee retention.

H2a: There is a significant relationship between emotional exhaustion and employee retention.

H2b: There is a significant relationship between depersonalization and employee retention.

H2c: There is a significant relationship between reduce personal accomplishment and employee retention.

H3: There is a significant relationship between human resource practices and employee retention.

H3a: There is a significant relationship between training and development and employee retention.

H3b: There is a significant relationship between rewards and compensations and employee retention.

H3c: There is a significant relationship between working environment and employee retention.

The hypotheses above are designed in interval scale (Likert scale) for both independent variables and dependent variable. There are only one-to-one relation and both variables are continuous variables for the each of the hypotheses; thus, the hypotheses will be underwent Pearson Correlation test to analyse the strength linear relation between the independent variables and the dependent variables.

### Multiple Regressions

H4: All the independent variable (organization commitment, job burnout, and human resource practices) significantly influenced dependent variable (employee retention).

Other than that, multiple regression analysis would be used to evaluate the effects for two or more than one independent variables toward the dependent variable. It would develop the proportion of variance of dependent variable explained from two or more independent variables (Zikmund, Babin, Carr, and Griffin, 2010). Hence, this analysis will be used to test the hypothesis:

## **3.8 Conclusion**

The research methodology with components research design, data collection methods, sampling design and research instrument, which had been use in this study had been discussed briefly in this chapter.

For the scale measurement, Cronbach Alpha Reliability Analysis had been used to test the reliability of the variables in this study. For the inferential analysis, all the hypotheses had been tested by using Multiple Regressions and Pearson Correlation Coefficient Analysis and to evaluate the correlation between the

independent variables and dependent variable. With these 2 tests, we can know that whether all the independent variable (organization commitment, job burnout, and human resource practices) significantly influenced dependent variable (employee retention) or not. In conclusion, all the parts in this chapter had been done and interpretation of the results of the tests will be shown in next chapter.

## **CHAPTER 4 RESEARCH RESULTS**

### **4.0 Introduction**

This chapter conducts descriptive and inferential analysis according to statistic data generated from prior chapter via the data collected in primary survey; the results of questionnaire were being evaluated. The data gathered from 379 respondents from Klang Valley will be analyzed using Statistical Analysis System (SAS) version 9.3 where reliability of instrument has been more verified to display study validity. The result will be analyzed and separated into numerous fragments such as demographic analysis, reliability test, Pearson Correlation Analysis and Multiple Regression Analysis.

### **4.1 Descriptive Analysis**

#### **4.1.1 Respondent Demographic Profile**

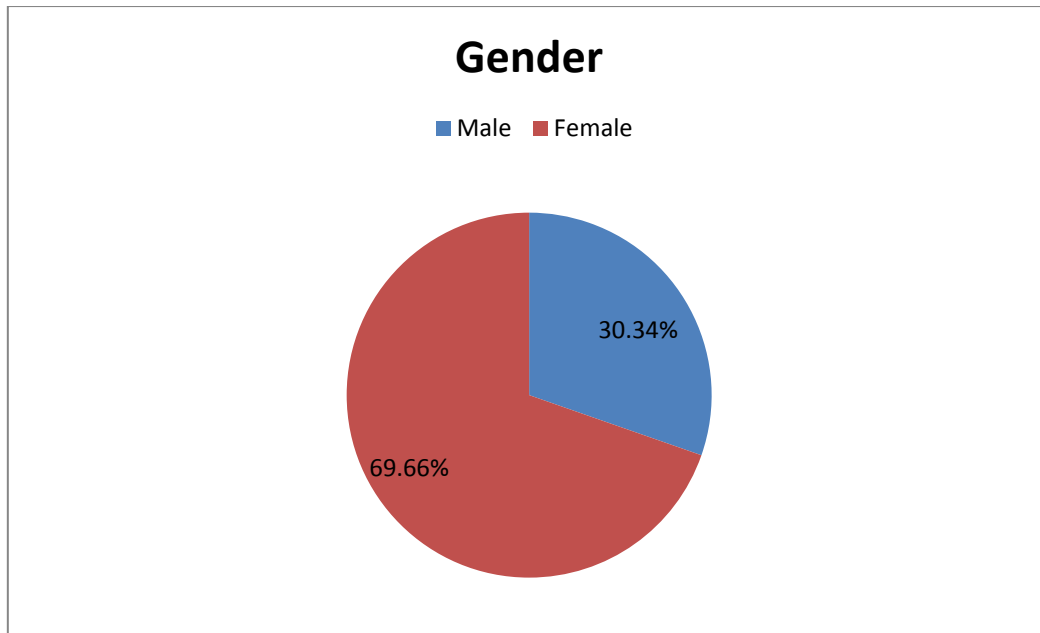
##### **4.1.1.1 Gender**

Table 4.1: Gender

Gender, 1=Male, 2=Female				
Gender	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	115	30.34	115	30.34
2	264	69.66	379	100.00

Source: Data generated by the SAS system version 9.3



Figure 4.1: Distribution of Gender

Source: Data generated by the SAS system

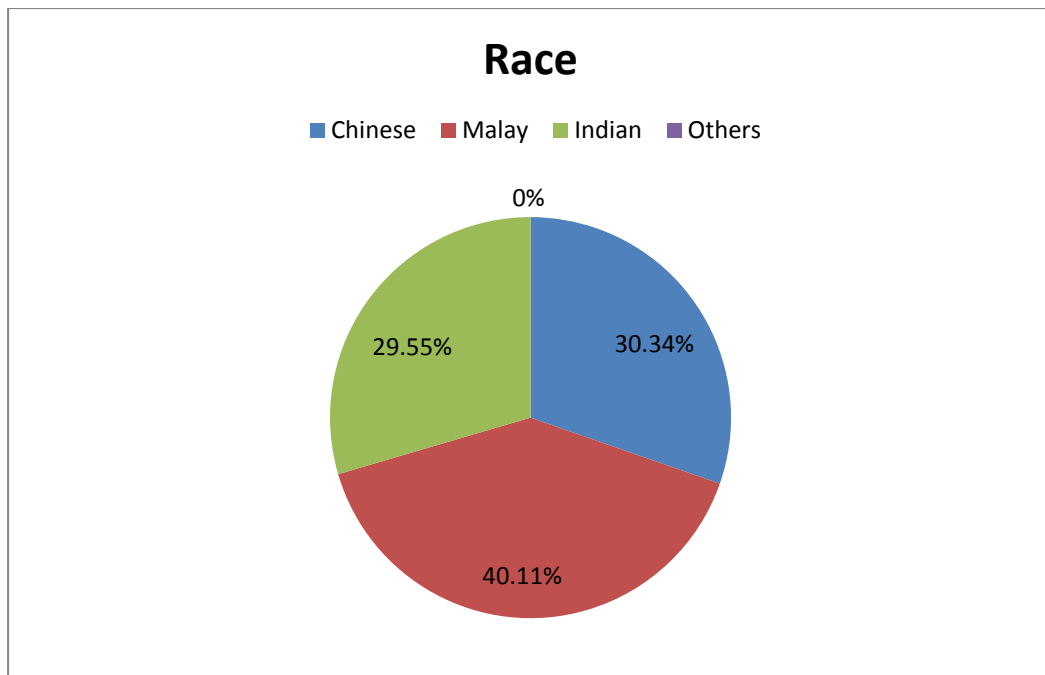
The table and figure 4.1 shows the frequency of male and female who participate in the questionnaire. The total number of respondents is 379. Out of the total respondents, 115 respondents or 30.34% are male and 264 respondents or 69.66% are female.

#### 4.1.1.2 Race

Table 4.2: Race

Race, 1=Chinese, 2=Malay, 3=Indian, 4=Others				
Race	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	115	30.34	115	30.34
2	152	40.11	267	70.45
3	112	29.55	379	100.00
4	0	0	0	0

Source: Data generated by the SAS system version 9.3

Figure 4.2: Distribution of Race

Source: Data generated by the SAS system

The table and figure 4.2 shows the frequency of different races of respondents which is Chinese, Malay, Indian, and others who participated in the questionnaires. The total number of responders is 379. Out of the total respondents, 115 of respondents or 30.32% are Chinese, 152 of respondents or 40.11% are Malay, 112 of respondents or 29.55% is Indian, and zero responders are other races.

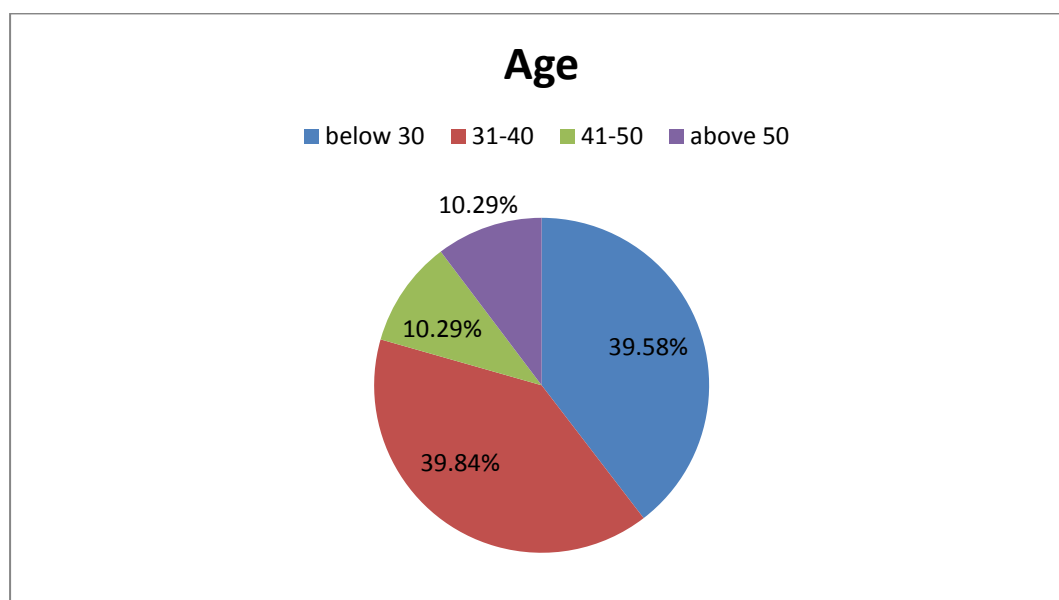
### 4.1.1.3 Age

Table 4.3: Age

Age, 1=below 30, 2=31-40, 3=41-50,4= above 50				
Age	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	150	39.58	150	39.58
2	151	39.84	301	79.42
3	39	10.29	340	89.71
4	39	10.29	379	100.00

Source: Data generated by the SAS system version 9.3

Figure 4.3: Distribution of Age



Source: Data generated by the SAS system

The table and figure 4.3 shows the frequency of different age range of respondents who participated in the questionnaires. The total number of responders is 379. Out of the total respondents, 150 of respondents with 39.58% are age below 30, 151 of respondents or 39.84% are age 31-40, 39 of respondents or 10.29% are age between 41-50, and 39 of respondents or 10.29% is age above 50.

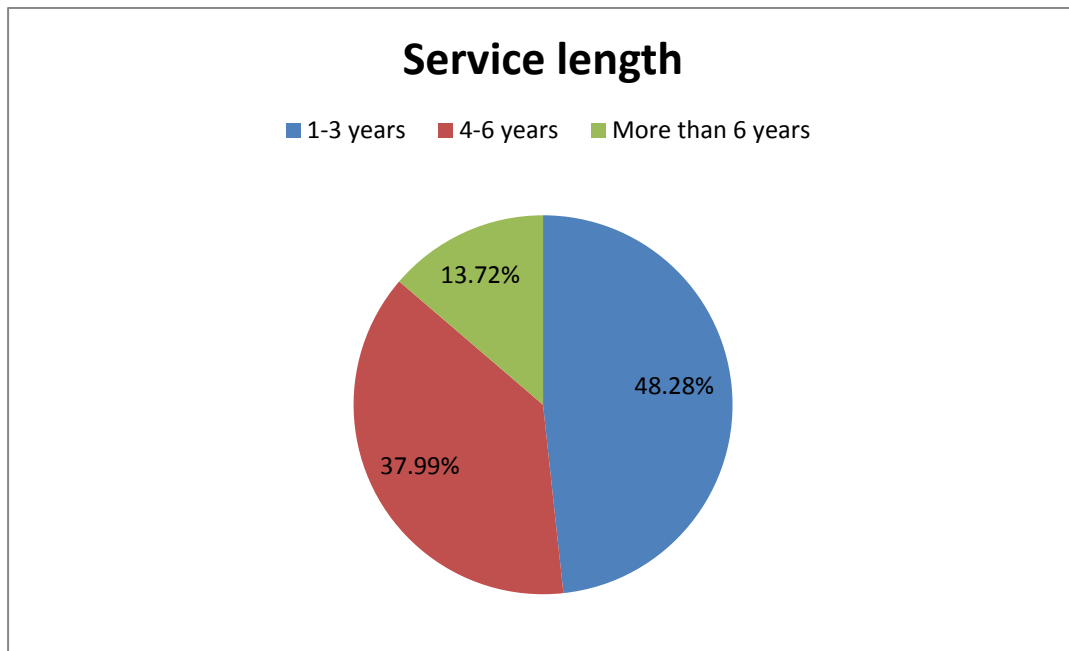
#### 4.1.1.4 Service length

Table 4.4: Service length

Service length, 1=1-3 years, 2=4-6 years, 3=more than 6 years				
Service length	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	183	48.28	183	48.28
2	144	37.99	327	86.28
S	52	13.72	379	100.00

Source: Data generated by the SAS system version 9.3

Figure 4.4: Distribution of service length



Source: Data generated by the SAS system

The table and figure 4.4 shows the frequency of different service length of respondents who participated in the questionnaires. The total number of responders is 379. Out of the total respondents, 183 or 48.28% of respondents serviced for 1-3 years of service length, 144 or 37.99% of respondents with 4-6 years of service length, and 52 or 13.72% of respondents have more than 6 years of service length.

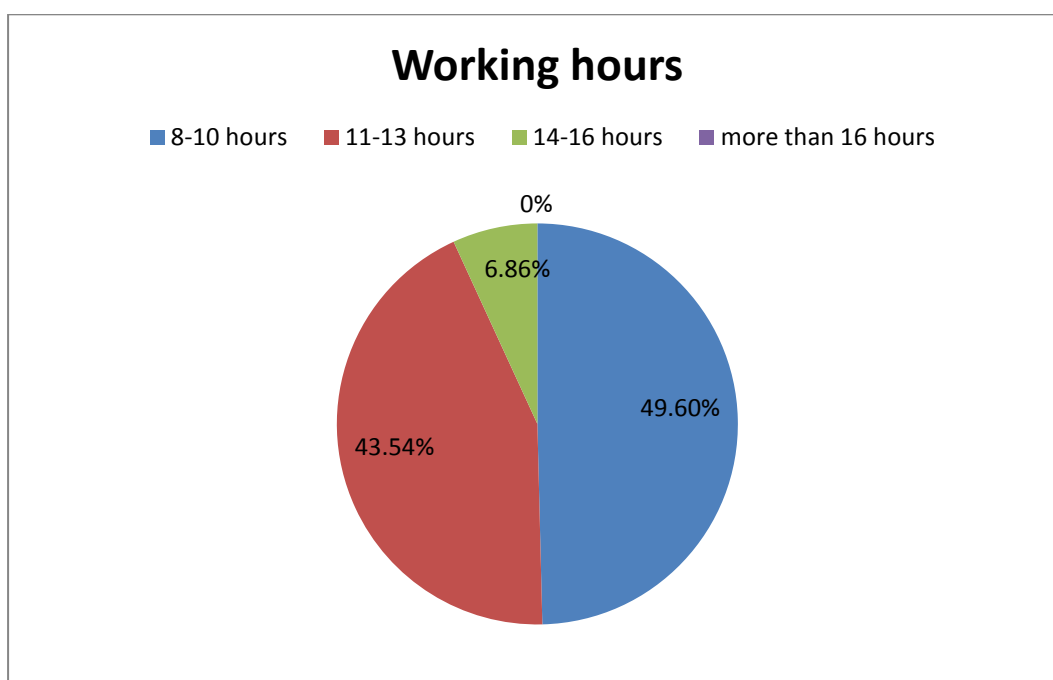
#### 4.1.1.5 Working hours

Table 4.5: Working hours

Working hours, 1=8-10 hours, 2=11-13 hours, 3=14-16 hours, 4=more than 16 hours				
Working hours	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	188	49.60	188	49.60
2	165	43.54	353	93.14
3	26	6.86	379	100.00

Source: Data generated by the SAS system version 9.3

Figure 4.5: Distribution of working hours



Source: Data generated by the SAS system

The table and figure 4.5 shows the frequency of different working hours of respondents who participated in the questionnaires. The total number of responders is 379. Out of the total respondents, 188 or 49.60% of respondents work for 8-10 of hours per day, 165 or 37.99%, of respondents are with 11-13 of working hours, and 25 or 6.86% of

respondents are 14-16 of working hours, and none of respondents are having more than 16 working hours.

#### 4.1.2 Central Tendencies Measurement of Constructs

Central tendencies are used to display the value of mean and standard deviation of all the questions in the questionnaires. SAS system version 9.3 has been used to find out the value of mean and standard deviation of each of the question.

##### 4.1.2.1 Employee Retention

Table 4.6: Central Tendencies Measurement of Employee Retention.

No.	Statement	Sample size, N	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
ER1	I am prepared to put in a great deal of effort beyond what is normally expected in order to help this hospital to be successful.	379	4.177	0.789	3	1
ER2	I plan to make this hospital my own career.	379	4.440	0.685	1	5
ER3	I feel a lot of loyalty to this hospital.	379	4.177	0.789	4	2
ER4	This is the best hospital for me to work for.	379	4.182	0.735	2	4
ER5	I would recommend this hospital to a friend if he/she is looking for a job.	379	4.071	0.785	5	3

Source: Data generated for the research

As stated on the table above, ER2 has the highest mean ranking which is 4.440 while ER5 has the lowest mean ranking which is 4.071; whereas ER1 and ER3 has the same mean ranking. The highest standard deviation ranking is belonged to ER1 and ER3 which are 0.789 while ER2 has the lowest standard ranking is 0.685.

#### 4.1.2.2 Organizational Commitment

Table 4.7: Central Tendencies Measurement of Organizational Commitment

No	Statement	Sample size, N	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
OC 1	I am willing to work harder than I have to in order to help this organization succeed.	379	3.826	0.631	5	4
OC 2	I feel very little loyalty to this organization.	379	3.797	0.708	6	3
OC 3	I would take almost any job to keep working for this organization.	379	3.844	0.650	4	6
OC 4	I find that my values and the organizations are very similar.	379	4.148	0.650	1	5
OC 5	I am proud to be working for this organization.	379	4.016	0.781	2	2

OC 6	I would turn down another job for more pay in order to stay with this organization.	379	4.016	0.787	3	1
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Source: Data generated for the research

Table above consist of six statements and the ranking of organizational commitment is arranged in descending order. The highest value of mean and standard deviation is OC4 and OC6 with 4.148 and 0.787. However, OC2 and OC4 shared the lowest standard deviation with 0.650.

#### 4.1.2.3 Emotional Exhaustion

Table 4.8: Central Tendencies Measurement of Emotional Exhaustion

No.	Statement	Sample Size, N	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
EE1	I feel emotionally drained from my work.	379	1.939	0.590	1	3
EE2	I feel fatigued when I get up in the morning and have to face another day on the job.	379	1.736	0.637	3	2
EE3	Working with people all day is really a strain for me.	379	1.792	0.683	2	1

Source: Data generated for the research

The table above shows the ranking of emotional exhaustion which is the first dimension of job burnout. Based on the data shown above, statement for EE1 reflects the highest mean (1.939) but it has the lowest standard deviation (0.590) among the other statements while statement for EE2



reflects the lowest mean (1.736) and standard deviation (0.637). Statement for EE3 ranked second by having 1.792 as the mean and 0.683 as the standard deviation.

#### 4.1.2.4 Depersonalization

Table 4.9: Central Tendencies Measurement of Depersonalization

No.	Statement	Sample Size, N	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
DP1	I feel I treat some patients as if they were impersonal objects.	379	2.061	0.503	2	3
DP2	I've become more callous towards people since I took this job.	379	2.074	0.519	1	2
DP3	I don't really care what happens to some patients.	379	1.654	0.686	3	1

Source: Data generated for the research

The table above shows the ranking of depersonalization which is the first dimension of job burnout. Based on the data shown above, statement for DP2 reflects the highest mean (2.074) and its standard deviation (0.686) is not the highest among the other statements while statement for DP3 reflects the lowest mean (1.654) and standard deviation (0.503). Statement for DP3 ranks second by having 2.061 as the mean and 0.686 as the lowest standard deviation among the other statement.

#### 4.1.2.5 Reduced Personal Accomplishment

Table 4.10 Central Tendencies Measurement of Reduced Personal Accomplishment

No.	Statement	Sample Size, N	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
RPA1	I deal very effectively with the problem of my patients.	379	1.923	0.636	1	2
RPA2	I feel I'm positively influencing other people's lives through my work.	379	1.918	0.610	2	3
RPA3	I feel exhilarated after working closely with my patients.	379	1.861	0.684	3	1

Source: Data generated for the research

The table above shows the ranking of reduced personal accomplishment which is the third dimension of job burnout. Based on the data shown above, statement for RPA1 and RPA3 reflects the highest mean (1.923) and standard deviation (0.684) respectively compare to statement for RPA2; it reflects the lowest standard deviation (0.610) and with second ranked mean (1.918).

#### 4.1.2.6 Training and Development

Table 4.11: Central Tendencies Measurement of Training and Development

No.	Statement	Sample Size, N	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
TD1	I can use knowledge and behaviours learned in training at work.	379	3.987	0.792	4	1
TD2	The organization I work for helps me develop the skills I need for the successful accomplishment of my duties (e.g., training, conferences, etc.).	379	4.551	0.524	1	6
TD3	The organization I work for invests in my development and education promoting my personal and professional growth in a broad manner (e.g., full or partial sponsorship of undergraduate degrees, postgraduate programs, language courses, etc.).	379	3.707	0.555	6	5
TD4	In the organization where I work, training is evaluated by participants.	379	4.290	0.600	2	4
TD5	The organization I work for stimulates learning and application of knowledge.	379	3.763	0.610	5	3
TD6	In the organization where I work,	379	4.187	0.790	3	2

	training needs are identified periodically.					
--	---------------------------------------------	--	--	--	--	--

Source: Data generated for the research

Based on the table above, it showed that the ranking of training and development which is under human resource practices. Statement of TD2 has the highest ranking in mean (4.55) but has the lowest ranking in standard deviation (0.524). On the other hand, statement of TD3 has the lowest ranking in mean (3.707). The second highest ranking in mean is statement of TD4 (4.290) follow by TD6 (4.187), TD1 (3.987), TD5 (3.763) and TD3 (3.707) has the lowest ranking in mean. The highest ranking in standard deviation is statement TD1 (0.792) follow by TD6 (0.790), TD5 (0.610), TD4 (0.600) and lastly is TD3 (0.555).

#### 4.1.2.7 Rewards and Compensations

Table 4.12: Central Tendencies Measurement of Rewards and Compensations

No.	Statement	Sample Size, N	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
RC1	In the organization where I work, I get incentives such as promotions, commissioned functions, awards, bonuses, etc.	379	3.662	0.656	4	2
RC2	In the organization where I work, my salary is influenced by my results.	379	3.744	0.659	3	1
RC3	The organization	379	3.910	0.636	1	3

	where I work, my salary is influenced by my results.					
RC4	The organization I work for remunerates me according to the remuneration offered at either the public or private marketplace levels.	379	3.794	0.524	2	5
RC5	The organization I work for considers the expectations and suggestions of its employees when designing a system of employee rewards.	379	3.641	0.607	5	4

Source: Data generated for the research

Based on the table above, it showed that the ranking of rewards and compensations which is under human resource practices. Statement of RC3 has the highest ranking in mean (3.910) while statement of RC5 has the lowest ranking in mean (3.641). The second highest ranking in mean is statement of RC4 (3.794) followed by RC2 (3.744), and RC1 (3.662). The highest ranking in standard deviation is statement RC2 (0.659) followed by RC1 (0.656), RC3 (0.636), RC5 (0.607) and lowest is RC4 (0.524).

#### 4.1.2.8 Working Environment

Table 4.13: Central Tendencies Measurement of Working Environment

No.	Statement	Sample Size, N	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
WE1	The organization I work for provides basic benefits (e.g., health care, transportation assistance, food aid, etc.).	379	3.615	0.5572	6	4
WE2	The organization I work for has programs or processes that help employees cope with incidents and prevent workplace accidents.	379	3.673	0.581	5	3
WE3	The organization I work for is concerned with the safety of their employees by having access control of people who enter the company building/facilities.	379	3.683	0.530	4	5
WE4	The organization I work for provides additional benefits (e.g., membership in gyms, country clubs, and other establishments, etc.).	379	3.749	0.517	2	6

WE5	The facilities and physical condition (lightning, ventilation, noise and temperature) of the organization I work for are ergonomic, comfortable and appropriate.	379	3.815	0.60	1	1
WE6	The organization I work for is concerned with my health and quality of life.	379	3.699	0.586	3	2

Source: Data generated for the research

Based on the table above, it showed that the ranking of working environment which is under human resource practices. Statement of WE5 has the highest ranking in mean (3.815) and also highest ranking in standard deviation (0.607). On the other hand, statement of WE1 has the lowest ranking in mean (3.615). The second highest ranking in mean is statement of WE4 (3.749) followed by WE6 (3.699), WE3 (3.683) and lastly WE2 (3.673). The second highest ranking in standard deviation is statement WE6 (0.586) follow by WE2 (0.581), WE1 (0.572), WE3 (0.530) and lastly WE4 (0.517).

Table 4.14 Summary of Central Tendencies Measurement

<b>Variables</b>	<b>Dimensions</b>	<b>Mean</b>	<b>Standard Deviation</b>
Independent Variables	<b>Organization</b>	3.949	0.466
	<b>Commitment</b>		
Independent Variables	<b>Job Burnout</b>		
	Emotional Exhaustion	1.822	0.520
	Depersonalization	1.930	0.470
	Reduced Personal Accomplishment	1.901	0.515
Independent Variables	<b>Human Resource Practices</b>		
	Training and Development	4.081	0.426
	Rewards and Compensations	3.750	0.425
	Working Environment	3.706	0.380
Dependent Variable	<b>Employee Retention</b>	4.209	0.610

Source: Data generated for the research

Table above showed the mean and standard deviation of each of the variables. As stated in the table, training and development have the highest rank of mean which is 4.081 while emotional exhaustion has the lowest rank of mean (1.822). The highest standard deviation among the independent variables is belongs to emotional exhaustion which is 0.520 while working environment has the lowest standard deviation which is 0.380.



## 4.2 Scale Measurement

### 4.2.1 Reliability Test

In previous chapter, reliability test had been mentioned for the purpose of examine the accuracy and consistency. It had been used to test on all 379 sets of questionnaires distributed in actual study to determine the reliability of the questions. The table below shows the result of the reliability test.

Table 4.15 Result of the Reliability Test

Variables	Dimensions	Cronbach's Alpha
Independent Variables	<b>Organizational Commitment</b>	0.743
Independent Variables	<b>Job Burnout</b>	
	Emotional Exhaustion	0.746
	Depersonalization	0.751
	Reduced Personal Accomplishment	0.719
Independent Variables	<b>Human Resource Practices</b>	
	Training and Development	0.728
	Rewards and Compensation	0.720
	Working Environments	0.757
Dependent Variable	<b>Employee Retention</b>	0.864

As shown in the table above, the Cronbach's Alpha value of employee retention of actual study is 0.864 which is 0.106 more than the result of

pilot study and this also indicated that it has a very good reliability. However, the Cronbach's Alpha value of organizational commitment is 0.743 which is slightly lower than the result of pilot test (0.837), but it still stays in the very good reliability range. For the 3 dimensions of Job Burnout, which are emotional exhaustion, depersonalization and reduced personal accomplishment remain in range of good reliability; the Cronbach's Alpha of emotional exhaustion, depersonalization and reduced personal accomplishment are 0.746, 0.751 and 0.719 respectively. The dimensions of Human Resource Practices are training and development, rewards and compensation and work environment. The Cronbach Alpha's value of training and development is 0.728 which stay in the range of good reliability. The Cronbach's Alpha value of rewards and compensation is 0.720 is lower than that of 0.864 in pilot test. The reliability result of work environment is 0.757 which is almost the same with 0.758 of pilot study result.

### **4.3 Inferential Analysis**

As referred to Burns and Bush (2000), inferential analysis is used to provide the conclusion regarding the features about the population based on the sample data. The purpose of this analysis is aim to look at the individual variable and its relationship with other variables. In this research, all hypotheses will be tested using Pearson's Correlation Coefficient and Linear Regression Analysis. Pearson's Correlation Coefficient shows the results of correlation while Linear Regression Analysis shows the results of model summary and coefficient.

#### **4.3.1 Pearson's Correlation Coefficient**

A Pearson correlation coefficient will indicate the direction, strength and significance of the bivariate relationships among all the variables that were measured at an interval or ratio level. Hair et al. (2007) proposed the rules

of thumb about the coefficient range and the strength of association as shown in table 4.16 below.

Table 4.16: Rules of Thumb about Pearson Correlation Coefficient size

<b>Coefficient range</b>	<b>Strength of Association</b>
$\pm 0.91$ to $\pm 1.00$	Very strong
$\pm 0.71$ to $\pm 0.90$	High
$\pm 0.41$ to $\pm 0.70$	Moderate
$\pm 0.21$ to $\pm 0.40$	Small but definite relationship
$\pm 0.01$ to $\pm 0.20$	Slight, almost negligible

Source: Hair, Jr., Money, A. H., Samouel, P., and Page, M. (2007). Research Methods for Business. West Sussex: John Wiley Sons, Inc

#### **4.3.1.1 Organization Commitment and Employee Retention**

H0: There is no significant relationship between organizational commitment and employee retention.

H1: There is significant between organizational commitment and employee retention.

Table 4.17: Correlations between Organizational Commitment (OC) and Employee Retention (ER)

		ER
OC	Pearson Correlation p-Value N	0.845 <0.001 379
	Pearson Correlation p-Value N	1 379

Source: Data generated by Statistical Analysis System (SAS) version 9.3

Based on the results, the relationship between organizational commitment and employee retention is positive due to the positive value for correlation coefficient. The organizational commitment has a 0.845 correlation with the employee retention. Thus, when organizational commitment is high, employee retention is high. The value of 0.908 falls within the coefficient range of  $\pm 0.71$  to  $\pm 0.90$ . Therefore, the correlation between organizational commitment and employee retention is high. The relationship between organizational commitment and employee retention is significant because the p-value  $< 0.0001$  is less than alpha value 0.05. Therefore, null hypothesis ( $H_0$ ) is rejected while the alternative hypothesis ( $H_1$ ) is accepted.

#### 4.3.1.2 Emotional Exhaustion and Employee Retention

$H_0$ : There is no significant relationship between emotional exhaustion and employee retention.

$H_1$ : There is significant between emotional exhaustion and employee retention.

**Table 4.18: Correlations between Emotional Exhaustion (EE) and Employee Retention (ER)**

		ER
EE	Pearson Correlation	-0.732
	p-Value	$< 0.001$
	N	379
	Pearson Correlation	1
	p-Value	
	N	379

Source: Data generated by Statistical Analysis System (SAS) version 9.3

Based on the results, the relationship between emotional exhaustion and employee retention is negative due to the negative value for correlation coefficient. The emotional exhaustion has a (-0.732) correlation with the

employee retention. Thus, when emotional exhaustion is high, employee retention is low. The value of (0.732) falls within the coefficient range of  $\pm 0.71$  to  $\pm 0.90$ . Therefore, the relationship between emotional exhaustion and employee retention is high. The relationship between emotional exhaustion and employee retention is significant because the p-value  $< 0.0001$  is less than alpha value 0.05. Therefore, null hypothesis ( $H_0$ ) is rejected while the alternative hypothesis ( $H_1$ ) is accepted.

#### 4.3.1.3 Depersonalization and Employee Retention

$H_0$ : There is no significant relationship between depersonalization and employee retention.

$H_1$ : There is significant between depersonalization and employee retention.

Table 4.19: Correlations between Depersonalization (DP) and Employee Retention (ER)

		ER
DP	Pearson Correlation	-0.808
	p-Value	$< 0.001$
	N	379
	Pearson Correlation	1
	p-Value	
	N	379

Source: Data generated by Statistical Analysis System (SAS) version 9.3

Based on the results, the relationship between depersonalization and employee retention is negative due to the negative value for correlation coefficient. The depersonalization has a (-0.808) correlation with the employee retention. Thus, when depersonalization is high, employee retention is low. The value of (0.808) falls within the coefficient range of  $\pm 0.71$  to  $\pm 0.90$ . Therefore, the relationship between depersonalization and employee retention is high. The relationship between depersonalization and employee retention is significant because the p-value  $< 0.0001$  is less

than alpha value 0.05. Therefore, null hypothesis (H<sub>0</sub>) is not accepted while the alternative hypothesis (H<sub>1</sub>) is accepted.

#### 4.3.1.4 Reduced Personal Accomplishment and Employee Retention

H<sub>0</sub>: There is no significant relationship between reduced personal accomplishment and employee retention.

H<sub>1</sub>: There is significant between reduced personal accomplishment and employee retention.

Table 4.20: Correlations between Reduced Personal Accomplishment (RPA) and Employee Retention (ER)

		ER
RPA	Pearson Correlation	-0.688
	p-Value	<0.001
	N	379
	Pearson Correlation	1
	p-Value	
	N	379

Source: Data generated by Statistical Analysis System (SAS) version 9.3

Based on the results, the relationship between reduced personal accomplishment and employee retention is negative due to the negative value for correlation coefficient. The reduced personal accomplishment has a (-0.688) correlation with the employee retention. Thus, when reduced personal accomplishment is high, employee retention is low. The value of (0.688) falls within the coefficient range of  $\pm 0.41$  to  $\pm 0.70$ . Therefore, the relationship between reduced personal accomplishment and employee retention is moderate. The relationship between reduced personal accomplishment and employee retention is significant because the p-value <0.0001 is less than alpha value 0.05. Therefore, null hypothesis (H<sub>0</sub>) is rejected while the alternative hypothesis (H<sub>1</sub>) is accepted.

#### 4.3.1.5 Training and Development and Employee Retention

H0: There is no significant relationship between training and development and employee retention.

H1: There is significant between training and development and employee retention.

Table 4.21: Correlations between Training and Development (TD) and Employee Retention (ER)

		ER
TD	Pearson Correlation	0.839
	p-Value	<0.001
	N	379
	Pearson Correlation	1
	p-Value	
	N	379

Source: Data generated by Statistical Analysis System (SAS) version 9.3

Based on the results, the relationship between training and development and employee retention is positive due to the positive value for correlation coefficient. The organizational commitment has a 0.839 correlation with the employee retention. Thus, when training and development is high, employee retention is high. The value of 0.839 falls within the coefficient range of  $\pm 0.71$  to  $\pm 0.90$ . Therefore, the relationship between training and development and employee retention is high. The relationship between training and development and employee retention is significant because the p-value <0.0001 is less than alpha value 0.05. Therefore, null hypothesis (H0) is rejected while the alternative hypothesis (H1) is accepted.

#### 4.3.1.6 Rewards and Compensations and Employee Retention

H0: There is no significant relationship between rewards and compensations and employee retention.

H1: There is significant between rewards and compensations and employee retention.

Table 4.22: Correlations between Rewards and Compensations (RC) and Employee Retention (ER)

		ER
RC	Pearson Correlation	0.848
	p-Value	<0.001
	N	379
	Pearson Correlation	1
	p-Value	
	N	379

Source: Data generated by Statistical Analysis System (SAS) version 9.3

Based on the results, the relationship between rewards and compensations and employee retention is positive due to the positive value for correlation coefficient. The rewards and compensations has a 0.848 correlation with the employee retention. Thus, when rewards and compensations is high, employee retention is high. The value of 0.848 falls within the coefficient range of  $\pm 0.71$  to  $\pm 0.90$ . Therefore, the relationship between rewards and compensations and employee retention is high. The relationship between rewards and compensations and employee retention is significant because the p-value <0.0001 is less than alpha value 0.05. Therefore, null hypothesis (H0) is rejected while the alternative hypothesis (H1) is accepted.



#### 4.3.1.7 Working Environment and Employee Retention

H0: There is no significant relationship between working environment and employee retention.

H1: There is significant between working environment and employee retention.

Table 4.23: Correlations between Working Environment (WE) and Employee Retention (ER)

		ER
WE	Pearson Correlation	0.803
	p-Value	<0.001
	N	379
	Pearson Correlation	1
	p-Value	
	N	379

Source: Data generated by Statistical Analysis System (SAS) version 9.3

Based on the results, the relationship between working environment and employee retention is positive due to the positive value for correlation coefficient. The working environment has a 0.803 correlation with the employee retention. Thus, when working environment is high, employee retention is high. The value of 0.803 falls within the coefficient range of  $\pm 0.71$  to  $\pm 0.90$ . Therefore, the relationship between working environment and employee retention is high. The relationship between working environment and employee retention is significant because the p-value <0.0001 is less than alpha value 0.05. Therefore, null hypothesis (H0) is rejected while the alternative hypothesis (H1) is accepted.

### 4.3.2 Multiple Linear Regressions

As discussed in the previous chapter, multiple regression analysis would be used to evaluate the effects for two or more than one independent variables toward the dependent variable. The analysis of variance has been shown in the table below.

H0: There is no significant relationship between all independent variable (organization commitment, job burnout, and human resource practices) and the dependent variable (employee retention).

H1: There is a significant relationship between all independent variable (organization commitment, job burnout, and human resource practices) and the dependent variable (employee retention).

Table 4.24: Analysis of Variance

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F value	Pr> F
Model	7	123.510	17.644	385.52	<.0001
Error	371	16.980	0.046		
Corrected Total	378	140.490			

Source: Data generated by Statistical Analysis System (SAS) version 9.3

The p-value of the model is less than 0.0001 which is lower than the alpha value which is 0.05 as stated in the table and hence the F-statistic is proved to be significant. This result also indicated that proposed model can well describe the relationship between all independent variable (organization commitment, job burnout, and human resource practices) and the

dependent variable (employee retention). Furthermore, the result also supports that between all independent variable (organization commitment, job burnout, and human resource practices) can explain the dependent variable (employee retention).

Table 4.25: Model Summary of R-square Value

Root MSE	Dependent Mean	Coefficient Variance	R-Square	Adjusted R-Square
0.214	4.209	5.083	0.8791	0.8769

Source: Data generated by Statistical Analysis System (SAS) version 9.3

R-square value is the percentage or value that indicates how the independent variables can explain the dependent variable. The more significant the independent variables can explain the dependent variable, the higher the R-square value would be. The R-square value of the current study is 0.8791 which propounds that the model is 87.91% explain the dependent variable variation. There are 12.09% of the variation cannot be explained through this model which means that there are other factors can be used to explain employee retention.

Table 4.26: Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	t Value	Pr> [t]
Intercept	1	-0.244	0.273	-0.89	0.373
OC	1	0.338	0.434	7.78	<0.0001
EE	1	-0.124	0.043	-2.91	0.004
DP	1	-0.092	0.051	-1.80	0.073
RPA	1	-0.004	0.041	-0.11	0.916
TD	1	0.269	0.048	5.58	<0.0001
RC	1	0.439	0.044	9.90	<0.0001
WE	1	0.213	0.051	4.20	<0.0001

Source: Data generated by Statistical Analysis System (SAS) version 9.3

The table above is representing the significance of explanation of each of the independent variable towards dependent variable.

Organizational commitment has a significant result to explain the dependent variable (employee retention) for current study with a p-value of <0.0001 which lesser than the alpha value of 0.05.

The first dimension of job burnout which is emotional exhaustion does significantly explain the dependent variable with a p-value of 0.004. However, depersonalization and reduced personal accomplishment also could not describe employee retention significantly due to their p-value which is 0.073 and 0.916 respectively and these figures are higher than the alpha value of 0.05.

The p-value for the dimensions of human resource practices (training and development, rewards and compensations, and working environment) are <.0.0001, thus all the dimensions can explain dependent variables significantly.

#### Regression Equation:

$$Y = a + b_1 (x_1) + b_2 (x_2) + b_3 (x_3) + b_4 (x_4)$$

Employee retention = -0.244 + 0.338 (organization commitment) - 0.124 (emotional exhaustion) - 0.092 (depersonalization) - 0.004 (reduced personal accomplishment) + 0.269 (training and development) + 0.439 (rewards and compensations) + 0.213 (working environment)

The predictor variable for the model is rewards and compensations as this variable contributes the highest to the variation of the employee retention with the highest parameter estimate of 0.439. The second highest contributor is organization commitment with parameter estimate of 0.338. The third ranking of contribution is training and development with

parameter estimate of 0.269. The ranking of contribution to the variation of the employee retention is followed by working environment with parameter estimate of 0.213, emotional exhaustion (0.124), depersonalization (0.092) while reduced personal accomplishment contribute the least, with parameter estimate of 0.004 only.

H4 is partially supported as only organization commitment, training and development, rewards and compensations, working environment and emotional exhaustion is significantly influent employee retention whereas depersonalization and reduced personal accomplishment is not showing its significance.

## **4.4 Conclusion**

The hypotheses from the current study have being tested in this chapter. The results analyzed in this chapter would greatly contribute to the smoothness of proceeding to chapter 5 which the major findings will be discussed.

## **CHAPTER 5: DISCUSSION AND CONCLUSION**

### **5.0 Introduction**

In last chapter, statistical analysis will be further discussed followed by the discussion of major implications and findings of the study. This includes descriptive and inferential analysis which has been discussed in Chapter four. Additionally, limitations of this study and the recommendations for future research are also emphasizing. Last at all, overall conclusion of the whole research project is developed to project the clear picture and ideas of the thesis.

### **5.1 Summary of Statistical Analysis**

#### **5.1.1 Summary of Descriptive Analysis**

In current study which had been conducted, among the respondents who involved in answering the questionnaire, 69.66% of them are female nurses while the rest is male nurses. There is a well diversification shown among the respondents in term of race, there are 30.29 % of Chinese nurses, 40.11% are Malay nurses and 29.55% are Indian nurses.

From the view of age group, out of the total respondents, 39.58% of respondents are age below 30, 39.84% are within age of 31-40, 10.29% is age between 41-50, and 39 of respondents or 10.29% with age above 50.

For service length, 48.28% of respondents were working about 1-3 years in their hospital, 37.99% of them worked for 4-6 years while the rest of them serviced more than 6 years.

In the perspective of working hours, 49.60% of respondents work for 8-10 hours per day, 37.99% of respondents with 11-13 of working hours per day, while the rest work for 14-16 hours per day and none of the respondents are work more than 16 working hours.

### 5.1.2 Summary of Inferential Analysis

Table 5.1 Summary of Pearson Correlations Results

Hypotheses	r-Value p-Value	Conclusion
Hypotheses 1 H <sub>1</sub> : There is significant between organizational commitment and employee retention.	r= 0.845 p<0.001	H <sub>1</sub> is supported.
Hypotheses 2(a) H <sub>1</sub> : There is significant between emotional exhaustion and employee retention.	r= -0.732 p<0.001	H <sub>2(a)</sub> is supported.
Hypotheses 2(b) H <sub>1</sub> : There is significant between depersonalization and employee retention.	r= -0.808 p<0.001	H <sub>2(b)</sub> is supported.
Hypotheses 2(c) H <sub>1</sub> : There is significant between reduced personal accomplishment and employee retention.	r= -0.688 p<0.001	H <sub>2(c)</sub> is supported.
Hypotheses 3(a) H <sub>1</sub> : There is significant between training and development and employee retention.	r= 0.839 p<0.001	H <sub>3(a)</sub> is supported.
Hypotheses 3(b) H <sub>1</sub> : There is significant between rewards and compensations and employee retention.	r= 0.848 p<0.001	H <sub>3(b)</sub> is supported.
Hypotheses 3(c) H <sub>1</sub> : There is significant between working environment and employee retention.	r= 0.803 p<0.001	H <sub>3(c)</sub> is supported.

However, for the result of multiple linear regressions, the p-value of depersonalization and reduced personal accomplishment are more than 0.05, hence they are insignificant correlate with employee retention. other variables is significantly correlate with employee retention.

## **5.2 Discussion of Major Findings**

### **5.2.1 Organizational Commitment**

*H<sub>1</sub>*: There is significant relationship between organizational commitment and employee retention in nursing industry.

According to SAS result as show in the previous chapter, there is positive relationship between organizational commitment and employee retention in nursing industry. The positive of correlation coefficient of organizational commitment has indicated that when the organizational commitment of the employee is high, the employee retention in nursing industry is also high.

According to Sinha and Sinha (2012), organizational commitment can prompt retention because more committed employee stay loyal with the organization for long time than persons which are less committed. Based on Humoyoun (2011), when the employees are committed with their organization, they are reluctant to exit their current job and the employee retention can be improved. High organizational commitment means an employee who are strong in sense of organizational identify, sense of member's value, and accept with the organization goals and value system, are likely to continue stay in that organization and put more effort in their work (Curtis & Wright , 2001). Employees who are more committed in the organization are less likely to quit the organization and more concern and care about the patients' requirement. According to Baskin (2007),



employees who are less committed in the organization will take the initiative to quit the organization.

Besides that, the task of nurses' replacement in the hospital is very difficult to manage and spend a lot of money. Therefore, employee retention is very important for the hospitals. Organizational commitment also is a crucial part for the nursing industry because it will influence the employee retention as well (Archana & Mineko, 2014). Regarding some of the studies indicate that organizational commitment is a mental state which connecting with the employee to the organization. In other word, it related with employee retention in the organization (Archana & Mineko, 2014). According to the Chang et al., (2007) show that organization commitment makes significant positive relationship to employee retention. Based on Hsu et al., (2011), Factor such as social connection, trust between nurses, and share common mission affect organizational commitment significantly and will bring benefit to retain the nurse talent.

## **5.2.2 Job Burnout**

### **5.2.2.1 Emotional Exhaustion**

*H<sub>1</sub>*: There is significant relationship between emotional exhaustion and employee retention in nursing industry.

According to SAS result shown in previous chapter, there is a significant relationship between emotional exhaustion and employee retention by result multiple regressions. However, there is a negative result for Pearson correlation is negative relationship between emotional exhaustion and employee retention. In short, the increase in the degree of emotional exhaustion, worse employee retention will be resulted.

The negative result showed is because there is reverse definition between turnover intention and employee retention. Turnover intention is defined by Bigliardi, Petroni and Ivo Dormio (2005) as the intention to leave of an individual will affects the decision whether to stay or leave an organization while employee retention is being stated as commitment to work with particular company or organization in a continuous system (Zineldin, 2000). Therefore, when emotional exhaustion having positive relationship with turnover intention, it will not having significant positive relationship with employee retention. Hence, assumption has been made in chapter 2 is consistent with the result generated in chapter 4 by stating that when there is an increase in emotional exhaustion in an individual, employee retention will be reduced. In another words, when there is an increase in emotional exhaustion, there will be an increase in turnover intention. For instance, in Yeun and Kim study (2015), emotional exhaustion was prove to have significant relationship on turnover intention because of frequent exposed towards stress and heavy workloads. Besides, researchers like Kim (2010); Kim, Choi, Kim (2009); Cho, Ketefian, Barkauskas, Smith (2003) also supported this statement in their research.

According to Cartledge (2001), emotional exhaustion is the main causes in failure of ICU nurses' retention as what has been agrees in a qualitative study in United Kingdom. This is due to the increase in work demand and job stress of ICU nurses that will increase the degrees of emotional exhaustion and lead to lower performance of employee retention and increase in turnover intention (Jourdain & Chênevert, 2010). In the study conducted in Spence Laschinger et al., (2009), chronic emotional exhaustion may discourage nurses' psychological involvement at work because exhausted nurses are lacking in energy necessary for enthusiastic participation in their work. In a nutshell, the variable with the greatest influence on turnover intention is emotional exhaustion.

### **5.2.2.2 Depersonalization**

*H<sub>0</sub>*: There is no significant relationship between depersonalization and employee retention in nursing industry.

According to SAS result shown in chapter 4, there is no significant relationship between depersonalization and employee retention. The result for Pearson correlation also shows that there is a negative relationship between depersonalization and employee retention. In conclusion, the increase in degree of depersonalization in one individual, the worse employee retention will result.

In literature review and discussion in previous part, due to limited journal articles discuss about depersonalization and employee retention, the same assumption has been formed to explain the negative relationship between depersonalization and employee retention. Depersonalization is having significant positive relationship with turnover intention but not employee retention. Ismail (2015) stated that depersonalization was the most vital antecedent of turnover intention because employees which experienced high levels of depersonalization tends to distance themselves from clients and work and this will constitute turnover. In another words, most important antecedent in turnover intention will be the least important antecedent in employee retention. Leiter and Maslach (2009) explored that the only job burnout dimension that will mediate turnover intentions relationship is depersonalization.

There is a relationship between depersonalization and job satisfaction has been confirmed in the study conducted by Pourkiani, Farahmand and Pour (2014). This signifies that by reducing the depersonalization elements of the employees, their job satisfaction are less motivated to interact with others due to emergence of negative self-concept about themselves and their job. The negative attitude of the employees will lead to low employee

retention. High depersonalization will lead to high turnover intention and it will indirectly promote low employee retention (Tourangeau et al. 2010).

### **5.2.2.3 Reduced Personal Accomplishment**

*H<sub>0</sub>*: There is no significant relationship between reduced personal accomplishment and employee retention in nursing industry.

According to SAS result shown in previous chapter, there is no significant relationship between reduced personal and employee retention. Other than that, the result for Pearson correlation also reflects that there is a negative relationship between reduced personal accomplishment and employee retention. In another word, the increase in the degree of reduced personal accomplishment, worse employee retention will result.

As what has been mentioned in the discussion of previous dimension of job burnout, the same assumption is formed to justify the negative relationship of reduced personal accomplishment to employee retention due to limited information available. Assumption as there is significant positive relationship of reduced personal accomplishment to turnover intention has been formed because of reverse defined on employee retention and turnover intention. Reduced personal accomplishment is having important influence on turnover intention (Yeun & Kim, 2015). In Hui, Qun and Lin (2014) study, reduced personal accomplishment will be reduced when an individual gain social support from organization. Thus, reduce the health workers turnover intention.

According to Tourangeau et al., (2010), high perception of reduced personal accomplishment will affects employee satisfaction. Job satisfaction is important because it will bring consequences on organizational outcomes such as employee retention and turnover intention. High turnover intention will be resulted from higher degrees of reduced personal accomplishment and decrease in job satisfaction. Thus, in order to

get high employee retention outcome, lower degrees of reduced personal accomplishment and increase in job satisfaction is necessary.

### **5.2.3 Human Resource Practices**

#### **5.2.3.1 Training and Development**

*H<sub>1</sub>*: There is significant relationship between training and development and employee retention.

In line with exploration from Neog and Barua (2015) and Gul, Akbar, and Jan (2012), nurses who are given the opportunity to attend training and development are more inspired to execute their profession thus boost retention rate.

Gul, Akbar, and Jan (2012) additionally revealed that training and development are confirmed associated with nurses' retention. Employees who are groomed with additional skills and knowledge feel appreciated and motivated. The management behavior to develop their employees will lead employees to perform better for the organizations as well as achieve the organization goals.

Our investigation also consistent with the conclusions done by Appiah, Kontar, and Asamoah (2013) and Narang (2013). Their preceding researches also imply that training and development is intensely linked to nurses' retention. Training and development offered to employees are beneficial in term of motivation and job satisfaction which will lock the employees to their job.

### **5.2.3.2 Rewards and Compensations**

*H<sub>1</sub>*: There is significant relationship between rewards and compensations and employee retention.

This investigation discovered that the variable of rewards and compensations is part of the strong indicator that stimulates nurses' retention. Healthcare centre or hospitals with a balanced rewards and compensations package are able to retain their nurses to reduce their retention. Effective compensations policy aids to retain high core capabilities nurses in the industries.

The outcomes generated after the analysis are sustained with research conducted by Narang (2013) and Ng, Lam , Kumar, Ramendran, and Kadiresan (2012). They concluded that rewards and compensations is part of basic consideration for nurses to remain employed in their job. Similar to results obtained by Kumar and Santhosh (2014) who also found that rewards and compensations is highly linked to nurses' retention.

In addition, Neog and Barua (2015) concluded that rewards and compensations plays an important function in retaining nurses. Consequently, nurses locate large portion of values on rewards and compensations. All these previous studies indicated that nurses constantly report the huge weightage of rewards and compensations. Therefore, rewards and compensations is one of the elements that under no circumstances can be deleted as a scheme to safeguard their nurses from quitting their jobs.

### **5.2.3.3 Working Environment**

*H<sub>1</sub>*: There is significant relationship between working environment and employee retention.

Fostering a supportive and optimistic working environment is essential for nurses' retention. Understanding the elements of working environment may enhance nurses' motivation. Thus, nurses' retention is sustained. The working environment that is not conducive will affect the productivity of the nurses (Mabuza & Proches, 2014). Thus, they are not motivated and may leave the organizations.

Key of findings was concerning the facilities and physical circumstance of the work environment. Tourangeau, Cummings, Cranley, Ferron, and Harvey (2010) uncovered that supportive amenities were nurses' stimuli to continue employed. Neog and Barua (2015) and Stordeur, Hoore, and the Next-Study Group (2007) also revealed that nurses' attitude are positive towards a good working environment. Nurses feel secured and safe to work in a protective working environment.

Tummers, Groeneveld, and Lankhaar (2013) study demonstrated a strong related relationship between working environments on nurses' retention. No personal harassment or bullying plus pleasant working environment is important to increase nurses' retention.

## **5.3 Implication of Study**

### **5.3.1 Organizational Commitment**

The result from this research will be useful for nursing industry to improve their employee retention. The Pearson correlation test in the previous chapter shows that there is significant relationship organizational commitment and employee retention. The result consistent with Ria, Yusuf, Siti, and Muhlis (2012), states that the nurses who are loyalty, trust and willing to share information with others, mean that they will stay longer and continue to serve the client in hospital.

When nurses love their current job and working environment, they may tend to continue and stay longer, that allowing them to build stronger relationship with their workmate nurses and improve their technical skill (Williams, 2001). Hospital service policy makers and managers must know well about using an appropriate strategy to increase commitment of nurse as well as increase the level of retention. Next, developments of appropriate strategies first need to identify those factors such as personal characteristic, environmental factor, and organizational factor which will strongly affect the nurse keep and continue stay in the hospital (Archana & Mineko, 2014). Supervisor and manager are very important for hospital nursing staff. If they have knowledgeable and strong management skill, the nurse will exert higher trust and commitment toward the hospital and retain to the work.

### **5.3.2 Job Burnout**

Based on the result formed in previous chapter, there is no significant positive relationship between job burnout (emotional exhaustion, depersonalization, reduced personal accomplishment) and employee retention. Therefore, assumption that job burnout is having significant positive relationship with turnover intention has been made from various support of journal articles and researchers in previous part and in chapter 2. In order to retain nurses which suffered high degrees of job burnout, human resource management in nursing industry should implement various retention strategies by looking into the factors that will predict the nurses' intention to leave their profession (Alam & Mohammad, 2010). For example, human resource management could offer services such as Critical Incident Stress Management training that provide in-house yoga, health and wellness programs, musical meditation, grief therapy, workshops on emotional intelligence and so on. The management team can also create a meditation gardens or quiet space for nurses and organize a



talk on response to workplace violence so that the nurses will experienced the feeling of “controllable” working environment. Hence, it helps in reducing the client-related stress and fatigue which in turn reduce the degrees of job burnout (Jacobs, Nawaz, Hood & Bae, 2012). Low employee retention and high turnover intention will be the major negative outcomes for hospital if the nurses experiencing high level of job burnout which might put the patients on risk.

Besides, this study has practical implications because it signals organizations to improve the effort in employee retention. The supervisor’ leadership roles are important in retaining nurses as well by having realistic communication with nurses, enhancing mutual trust, playing a good mentor relationship toward nurses, given flexible work arrangements for nurses, exercising fairness in management can help nurses cope with job burnout (Ismail, 2015). Other than that, the supervisor need to express clear messages to the nurses so that they feel being valued by the hospital management. It will certainly reduce their intention to leave and resulting high employee retention. If there is no such effort in supervisor, there will be lower job security among nurses that lead to lower job satisfaction and low employee retention. The hospital will need to bear the extra expenses in recruiting new nurses if they do not solve the problem immediately that cause low employee retention.

### **5.3.3 Human Resource Practices**

Human resources practices are the most common tools being evaluated in the companies. The effective application of human resource practices will intensify the nurses’ retentions. Training and development, rewards and compensations, and working environment are major contributors in nurses’ retention. To promote retention in nurses, focus should be placed on modifying the HR practices rather than on modifying nurses and their behaviors (Tourangeau, Cummings, Cranley, Ferron, & Harvey, 2010).

Practical executions are applied to enhance human resources practices in the companies. A well analysis of rewards and compensations policy should be executed to ensure equity and fairness to the nurses. Training and development programmes are conducted to equip nurses with the mandatory skills to perform well in their jobs (Appiah, Kontar, & Asamoah, 2013). Management also needs to ensure the working environment is hazard-free to reduce the vulnerability of danger and risk (Mabuza & Proches, 2014). Management should regard their employees as the most treasured assets to achieve organization goals (Narang, 2013). Management should emphasize on human resources practices in their company to prevent loss of talented and potential nurses. The loss of capable nurses will jeopardize the efficiency of the hospitals or healthcare centres (Appiah, Kontar, & Asamoah, 2013).

## **5.4 Limitation of Study**

### **5.4.1 Adequacy and Competency of the Sample Chosen**

Section 3.3 (Chapter 3) portrays the samples chosen in the current exploration which indicates that the samples are selected based on convenience sampling retrieved within Klang Valley contexts. This specified context may not be taken to symbolize the whole populations of nurses in Malaysia. It indirectly reduces the scope of study and the generalizability of this research. Within particular boundaries, momentous of the findings may deduce a general conclusion but the existence of other or additional unmeasured variables may limit the inference (Marshall, Cardon, Poddar, & Fontenot, 2013). However, engaging in sample rather than population has its own justification. As the size of the sample is smaller compared to population, the time and cost involved are less and smaller in amount (Bacchetti, Wolf, Segal, & McCulloch, 2005). Sampling is also practical as the population of respondents in Malaysia is infinite.

#### **5.4.2 Limitations of a Quantitative Methodology**

The potential impact to our study is the inadequacy of the quantitative method. Our current study is applying non-probability technique involving convenience sampling. Quantitative research will be significant with the manipulation of probability sampling techniques. Failure of practicing effective probability sampling will expressively limits the generalizations of a research (William, 2007). However, the degree of impact to our findings is insignificant. There are many justified reasons for adopting non-probability convenience sampling. It is nearly impossible to acquire the full list of respondents of the population that are studied (Castellan, 2010). Subsequently the probability sampling is only achievable with the present of such list. The unavailability of the list is justifiable reason for employing convenience sampling.

#### **5.4.3 Respondents' Biases**

There is another drawback which could negatively influence the quality of current study. The target respondents are the nurses who always deal in heavy workloads. This might cause some of the biases within the target respondents. This is because they will have a chance for not analyzing the questions precisely and also, there is a very high possibility that the respondents may lose attention in the answering the questions. This could be due by they are lacking of time in doing this kind of extra works. Moreover, the respondents may provide misleading answers as they tend not to unveil their real thinking about those sensitive questions, this will lead to a negative impact on the results. However, this drawback would not induce a remarkable unreliability on the study that we have done as it is a hardship to make sure that every respondents could give a truly reliable answers for most of the researches in the world (Ng, Lam , Kumar, Ramendran, & Kadiresan, 2012).

#### **5.4.4 Limited Options of Answers**

The closed ended questions with interval scale as measurement was applied in constructing the questionnaires which will be distributed to the respondents provided limited options which range from 1 to 5 only. There would have a bias appears that the options of answer were too subjective and limited. Other than that, there is a chance that the respondents will select the answers from the scale due to they want to choose the scale out of the readily provided answers. The interval scale could not reflect all the intrinsic feeling of the respondents (Spector, 2006).

### **5.5 Recommendations**

There are some other elements which could affect employee retention other than the factors which had been discussed in this study. From this, the academicians or researcher could conduct the study about employee retention constantly to discover this very critical issue for organizations. The researcher could add in the mediating variables between job burnout and employee retention in a new proposing model. As in this rapid changing environment, employee retention is one of the non-negligence elements for an organization to promote its sustainability and survivorship (Ng, Lam , Kumar, Ramendran, & Kadiresan, 2012).

In order to solve the limitation which that the data of respondents given in the questions consists of several biases, the future research is suggested that longer period of time should be arranged for the nurses to answer the question in the questionnaires. The lengthen time constraints would enable the nurses to analyse the questions more precisely and more accurate answers could be obtained. Other than that, more types of nurses should be included as the respondents; the job scope of the nurses should be taken into account to get more diversified answers (Ng, Lam , Kumar, Ramendran, & Kadiresan, 2012).

Moreover, the researchers could include more than one type of questions in the questionnaires; open-ended question would be a good choice. In such, the researchers could have a better understanding about what's the respondents truly thinking and the respondents would have a good platform to express their feeling in more detail. Similarly, the academicians can use more types of data collecting method to be more understanding about the respondents thinking. For example, they may perhaps conduct interview with the nurses. Same with the open-ended questions, they could earn more in-depth information on employee retention and a more trustworthy feedback from the respondents.

The suitability of convenience sampling applied in this research is uncertain. The uncertainty increases with the limited scope of respondents. Sample size is crucial in determining the significant difference whenever it exists. Therefore, it is proposed to increase the sample size as well as the areas of study. Larger sample size amplifies the chance of significance where it is a more reliable indicator to display population means (Lin, Henry C. Lucas, & Shmueli, 2013). Larger sample size also prevents the effect of extreme observations. Sample size that are sufficiently large is important to ensure the results produced are significantly different. The precision of data collected may improve the outcome of the study. To investigate a comprehensive research, large sample size is applicable as it able to closely and specifically mirror the performance of the entire populations (Fugard & Potts, 2015). Thus, the future researchers are capable to conduct a better and outstanding overall view on the determinants of nurse retentions.

There is a slight hindrance of using quantitative methodology in conducting our research. Therefore, it is recommended to enhance the research by integrating both qualitative and quantitative methods in a research (Castellan, 2010). Apart from scalable measure obtained through quantitative approaches, qualitative means are available to improve the results obtained. Qualitative modes able to explore a more generalized and detailed review from the respondents (Opdenakker, 2006). Combination of both quantitative and qualitative techniques is possible to deliver a much greater insight and understanding regarding the determinants of

nurse retention. Moreover, qualitative data may likely to discover other new items and variables that may be included in the study. Quantitative modes are limited within the measurable boundaries. However, applying qualitative methods may facilitate researchers to attain beyond the preliminary rationales and responses.

## **5.6 Conclusion**

In a nutshell, the findings in this research is show the factors which are organization commitment, burnout (emotional exhaustion, depersonalization, and reduced personal accomplishment), human resource practices (training and development, rewards and compensations, and working environment), having significant relationship with employee retention in nursing industry.

All of these independent variables act an essential role in affecting employee retention, and should be more concerned by hospital and government. Moreover, this research also provided researcher and medical practitioner valuable understanding for future studies. Future and present studies need put attention on other factors affecting employee retention. Therefore, next generation can obtain knowledge and information through.

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## Appendix 1: Permission Letter

 **UNIVERSITI TUNKU ABDUL RAHMAN**  
Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

15<sup>th</sup> April 2015

To Whom It May Concern

Dear Sir/Madam

**Permission to Conduct Survey**

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

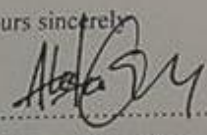
The students are as follows:

<u>Name of Student</u>	<u>Student ID</u>
Lam Chee Liang	13ABB00450
Law Siew Foon	13ABB00464
Loo Yoo Jia	13ABB00375
Ng Wan Yin	13ABB00304
Ooi Soo Ling	13ABB00274

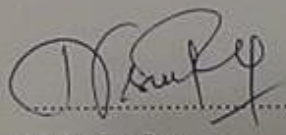
If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely,

  
.....

Mr Choong Yuen Onn  
Head of Department,  
Faculty of Business and Finance  
Email: choongyo@utar.edu.my

  
.....

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Tel: (603)7958 2628 Fax: (603) 7956 1923 Homepage: <http://www.utar.edu.my>

## Appendix 2: Questionnaire



### Universiti Tunku Abdul Rahman

#### **A Study on Factors Affecting Employee Retention in Nursing Industry at Klang Valley.**

Dear Respondents:

We are students of Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR). We are currently conducting our final year project with the title “The Factors Affecting Employee Retention in Nursing Industry at Klang Valley” in purpose to complete our honours degree program.

The purpose of this study is to determine the significant relationship between the variables (Organizational Commitment, Job Burnout and Human Resource Practices) and employee retention. This study will help us to understand more about the factors in which affect the nurses to be retained in their job.

There are 3 parts included in this questionnaire which that Part A is about the personal details of the respondents; Part B is the general information on employee retention while Part C is related to the factors that influence the employee retention.

Finally, please read the instructions carefully before answering the questions. Thank you for your cooperation and willingness to answer the questionnaire. Your response will be kept confidential and be used solely for academic purpose.

Lam Chee Liang	13ABB00450	016-2653711
Law Siew Foon	13ABB00464	017-2911382
Loo Yoo Jia	13ABB00375	018-9572613
Ng Wan Yin	13ABB00304	017-3527228
Ooi Soo Ling	13ABB00274	016-5916072

**Section A: Personal detail**

Tick your answer in the appropriate box.

1. Gender:

- ☐ Male
- ☐ Female

2. Race:

- ☐ Chinese
- ☐ Malay
- ☐ Indian
- ☐ Others (please specify)\_\_\_\_\_

3. Age:

- ☐ Below 30 years old
- ☐ 31-40 years old
- ☐ 41-50 years old
- ☐ Above 50 years old

4. How long you have serviced in nursing industry?

- ☐ 1-3 years
- ☐ 4-6 years
- ☐ More than 6 years

5. Working Hours per day:

- ☐ 8-10 hours
- ☐ 11-13 hours
- ☐ 14-16 hours
- ☐ More than 16 hours



**Section B: Dependent Variable**

The statement in this section is related to employee retention in nursing industry.

Please circle the number that best reflects your opinion about the statement using 5 Likert scale which that [(1) = strongly disagree, (2) = disagree, (3) = neutral, (4) = agree and (5) = strongly agree]

**Employee Retention:**

Statement	SD	D	N	A	SA
1. I am prepared to put in a great deal of effort beyond what is normally expected in order to help this hospital to be successful.	1	2	3	4	5
2. I plan to make this hospital my own career.	1	2	3	4	5
3. I feel a lot of loyalty to this hospital.	1	2	3	4	5
4. This is the best hospital for me to work for.	1	2	3	4	5
5. I would recommend this hospital to a friend if he/she is looking for a job.	1	2	3	4	5

**Section C: Independent Variable**

The statement in this section is related to the factors (Organizational commitment, Job Burnout and Human Resource Practices) affecting employee retention. According to your experience as a nurse, please circle the number that best reflects your opinion about the statement using 5 Likert scale which that [(1) = strongly disagree(SD) , (2) = disagree(D) , (3) = neutral(N) , (4) = agree(A) and (5) = strongly agree(SA) ]

**Organizational Commitment:**

Statement	SD	D	N	A	SA
1. I am willing to work harder than I have to in order to help this organization succeed.	1	2	3	4	5
2. I feel very little loyalty to this organization. (R)	1	2	3	4	5
3. I would take almost any job to keep working for this organization.	1	2	3	4	5

4. I find that my values and the organization's are very similar.	1	2	3	4	5
5. I am proud to be working for this organization.	1	2	3	4	5
6. I would turn down another job for more pay in order to stay with this organization.	1	2	3	4	5

**Job Burnout:****i) Emotional Exhaustion**

Statement	SD	D	N	A	SA
1. I feel emotionally drained from my work.	1	2	3	4	5
2. I feel fatigued when I get up in the morning and have to face another day on the job.	1	2	3	4	5
3. Working with people all day is really a strain for me.	1	2	3	4	5

**ii) Depersonalization**

Statement	SD	D	N	A	SA
1. I feel I treat some patients as if they were impersonal objects.	1	2	3	4	5
2. I've become more callous towards people since I took this job.	1	2	3	4	5
3. I don't really care what happens to some patients.	1	2	3	4	5

**iii) Reduced Personal Accomplishment**

Statement	SD	D	N	A	SA
1. I deal very effectively with the problem of my patients.	1	2	3	4	5
2. I feel I'm positively influencing other people's lives through my work.	1	2	3	4	5
3. I feel exhilarated after working closely	1	2	3	4	5

with my patients.					
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**Human Resource Practices:****i) Training and Development**

Statement	SD	D	N	A	SA
1. I can use knowledge and behaviors learned in training at work.	1	2	3	4	5
2. The organization I work for helps me develop the skills I need for the successful accomplishment of my duties (e.g., training, conferences, etc.).	1	2	3	4	5
3. The organization I work for invests in my development and education promoting my personal and professional growth in a broad manner (e.g., full or partial sponsorship of undergraduate degrees, postgraduate programs, language courses, etc.).	1	2	3	4	5
4. In the organization where I work, training is evaluated by participants.	1	2	3	4	5
5. The organization I work for stimulates learning and application of knowledge.	1	2	3	4	5
6. In the organization where I work, training needs are identified periodically.	1	2	3	4	5

**ii) Rewards and Compensations**

Statement	SD	D	N	A	SA
1. In the organization where I work, I get incentives such as promotions, commissioned functions, awards, bonuses, etc.	1	2	3	4	5

2. In the organization where I work, my salary is influenced by my results.	1	2	3	4	5
3. The organization I work for offers me a salary that is compatible with my skills, training, and education.	1	2	3	4	5
4. The organization I work for remunerates me according to the remuneration offered at either the public or private marketplace levels.	1	2	3	4	5
5. The organization I work for considers the expectations and suggestions of its employees when designing a system of employee rewards.	1	2	3	4	5

**iii) Working Environment**

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1. The organization I work for provides basic benefits (e.g., health care, transportation assistance, food aid, etc.).	1	2	3	4	5
2. The organization I work for has programs or processes that help employees cope with incidents and prevent workplace accidents.	1	2	3	4	5
3. The organization I work for is concerned with the safety of their employees by having access control of people who enter the company building/facilities.	1	2	3	4	5
4. The organization I work for provides additional benefits (e.g., membership in gyms, country clubs, and other establishments, etc.).	1	2	3	4	5
5. The facilities and physical condition (lighting, ventilation, noise and temperature) of the organization I work for are ergonomic, comfortable, and appropriate.	1	2	3	4	5

6. The organization I work for is concerned with my health and quality of life.	1	2	3	4	5

Feedback:

Thank You for Your Precious Time and Cooperation.

## Appendix 3: Reliability of Pilot Test

### Reliability of Organizational Commitment

Correlation Analysis of OC							
The CORR Procedure							
6 Variables: OC1 OC2 OC3 OC4 OC5 OC6							
Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
OC1	30	3.96667	0.71840	119.00000	3.00000	5.00000	Organizational Commitment(1=SD, 2=D, 3=N, 4=A, 5=SA)
OC2	30	4.06667	0.73968	122.00000	3.00000	5.00000	Organizational Commitment(1=SD, 2=D, 3=N, 4=A, 5=SA)
OC3	30	4.13333	0.73030	124.00000	3.00000	5.00000	Organizational Commitment(1=SD, 2=D, 3=N, 4=A, 5=SA)
OC4	30	4.13333	0.68145	124.00000	3.00000	5.00000	Organizational Commitment(1=SD, 2=D, 3=N, 4=A, 5=SA)
OC5	30	4.46667	0.57135	134.00000	3.00000	5.00000	Organizational Commitment(1=SD, 2=D, 3=N, 4=A, 5=SA)
OC6	30	4.40000	0.62146	132.00000	3.00000	5.00000	Organizational Commitment(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.837370
Standardized	0.827717

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
OC1	0.795096	0.770882	0.784068	0.759513	Organizational Commitment(1=SD, 2=D, 3=N, 4=A, 5=SA)
OC2	0.812766	0.765847	0.803294	0.755164	Organizational Commitment(1=SD, 2=D, 3=N, 4=A, 5=SA)
OC3	0.799411	0.769383	0.788600	0.758491	Organizational Commitment(1=SD, 2=D, 3=N, 4=A, 5=SA)
OC4	0.678572	0.797441	0.662276	0.786264	Organizational Commitment(1=SD, 2=D, 3=N, 4=A, 5=SA)
OC5	0.544969	0.824132	0.542395	0.811273	Organizational Commitment(1=SD, 2=D, 3=N, 4=A, 5=SA)
OC6	0.091564	0.897297	0.094487	0.893844	Organizational Commitment(1=SD, 2=D, 3=N, 4=A, 5=SA)

### Reliability of Emotional Exhaustion

Correlation Analysis of EE							
The CORR Procedure							
3 Variables: EE1 EE2 EE3							
Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
EE1	30	3.83333	0.46113	115.00000	3.00000	5.00000	Emotional Exhaustion(1=SD, 2=D, 3=N, 4=A, 5=SA)
EE2	30	3.40000	1.37966	102.00000	1.00000	5.00000	Emotional Exhaustion(1=SD, 2=D, 3=N, 4=A, 5=SA)
EE3	30	3.20000	1.18613	96.00000	1.00000	4.00000	Emotional Exhaustion(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.746435
Standardized	0.681688

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
EE1	0.147161	0.974359	0.145778	0.980045	Emotional Exhaustion(1=SD, 2=D, 3=N, 4=A, 5=SA)
EE2	0.916270	0.156965	0.748620	0.223940	Emotional Exhaustion(1=SD, 2=D, 3=N, 4=A, 5=SA)
EE3	0.907934	0.178130	0.712825	0.279721	Emotional Exhaustion(1=SD, 2=D, 3=N, 4=A, 5=SA)

Pearson Correlation Coefficients, N = 30			
Prob >  r  under H0: Rho=0			
	EE1	EE2	EE3
EE1	1.00000	0.16260	0.12609
Emotional Exhaustion(1=SD, 2=D, 3=N, 4=A, 5=SA)		0.3906	0.5067
EE2	0.16260	1.00000	0.96087
Emotional Exhaustion(1=SD, 2=D, 3=N, 4=A, 5=SA)	0.3906		<.0001

## Reliability Depersonalization

Correlation Analysis of D

The CORR Procedure

3 Variables: D1 D2 D3

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
D1	30	3.80000	0.92476	114.00000	2.00000	5.00000	Depersonalization(1=SD, 2=D, 3=N, 4=A, 5=SA)
D2	30	3.90000	0.75886	117.00000	3.00000	5.00000	Depersonalization(1=SD, 2=D, 3=N, 4=A, 5=SA)
D3	30	3.76667	0.85836	113.00000	2.00000	5.00000	Depersonalization(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.723655
Standardized	0.732555

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
D1	0.431226	0.785106	0.429590	0.788720	Depersonalization(1=SD, 2=D, 3=N, 4=A, 5=SA)
D2	0.596252	0.587455	0.602782	0.588607	Depersonalization(1=SD, 2=D, 3=N, 4=A, 5=SA)
D3	0.631425	0.525755	0.646822	0.533316	Depersonalization(1=SD, 2=D, 3=N, 4=A, 5=SA)

Pearson Correlation Coefficients, N = 30  
Prob > |r| under H0: Rho=0

	D1	D2	D3
D1	1.00000	0.36362	0.41704
Depersonalization(1=SD, 2=D, 3=N, 4=A, 5=SA)		0.0482	0.0219
D2	0.36362	1.00000	0.65115
Depersonalization(1=SD, 2=D, 3=N, 4=A, 5=SA)	0.0482		< .0001

## Reliability of Reduced Personal Accomplishment

Correlation Analysis-RPA

The CORR Procedure

3 Variables: RPA1 RPA2 RPA3

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
RPA1	30	3.96667	0.71840	119.00000	3.00000	5.00000	Reduced Personal Accomplishment(1=SD, 2=D, 3=N, 4=A, 5=SA)
RPA2	30	4.06667	0.73968	122.00000	3.00000	5.00000	Depersonalization(1=SD, 2=D, 3=N, 4=A, 5=SA)
RPA3	30	4.13333	0.68145	124.00000	3.00000	5.00000	Depersonalization(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.885670
Standardized	0.885945

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
RPA1	0.718575	0.888889	0.717026	0.890548	Reduced Personal Accomplishment(1=SD, 2=D, 3=N, 4=A, 5=SA)
RPA2	0.837594	0.782298	0.838888	0.782962	Depersonalization(1=SD, 2=D, 3=N, 4=A, 5=SA)
RPA3	0.781307	0.835746	0.780066	0.835953	Depersonalization(1=SD, 2=D, 3=N, 4=A, 5=SA)

Pearson Correlation Coefficients, N = 30

Prob > |r| under H0: Rho=0

	RPA1	RPA2	RPA3
RPA1	1.00000	0.71814	0.64333
Reduced Personal Accomplishment(1=SD, 2=D, 3=N, 4=A, 5=SA)		< .0001	0.0001
RPA2	0.71814	1.00000	0.80269
Depersonalization(1=SD, 2=D, 3=N, 4=A, 5=SA)	< .0001		< .0001



### Reliability of Training and Development

Correlation Analysis TD							
The CORR Procedure							
6 Variables: TD1 TD2 TD3 TD4 TD5 TD6							
Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
TD1	30	4.20000	0.66436	126.00000	3.00000	5.00000	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD2	30	3.76667	0.72793	113.00000	3.00000	5.00000	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD3	30	3.60000	0.81368	108.00000	3.00000	5.00000	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD4	30	3.60000	0.81368	108.00000	3.00000	5.00000	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD5	30	3.80000	0.76112	114.00000	3.00000	5.00000	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD6	30	3.46667	1.00801	104.00000	2.00000	5.00000	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.875585
Standardized	0.863717

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
TD1	0.195683	0.918647	0.188461	0.917150	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD2	0.349649	0.902567	0.345856	0.893176	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD3	0.905858	0.813549	0.888622	0.797323	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD4	0.905858	0.813549	0.888622	0.797323	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD5	0.905983	0.816584	0.895912	0.795888	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD6	0.871859	0.817540	0.861136	0.802699	Training and Development(1=SD, 2=D, 3=N, 4=A, 5=SA)

### Reliability of Reward and Compensation

Correlation Analysis of RC							
The CORR Procedure							
5 Variables: RC1 RC2 RC3 RC4 RC5							
Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
RC1	30	4.06667	0.73968	122.00000	3.00000	5.00000	Reward and Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
RC2	30	3.96667	0.71840	119.00000	3.00000	5.00000	Reward and Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
RC3	30	4.30000	0.59596	129.00000	3.00000	5.00000	Reward and Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
RC4	30	3.96667	0.71840	119.00000	3.00000	5.00000	Reward and Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
RC5	30	3.96667	0.71840	119.00000	3.00000	5.00000	Reward and Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.863544
Standardized	0.847201

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
RC1	0.696199	0.831971	0.686229	0.807621	Reward and Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
RC2	0.928127	0.767952	0.912491	0.742827	Reward and Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
RC3	0.027500	0.959902	0.027435	0.960604	Reward and Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
RC4	0.928127	0.767952	0.912491	0.742827	Reward and Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)
RC5	0.928127	0.767952	0.912491	0.742827	Reward and Compensation(1=SD, 2=D, 3=N, 4=A, 5=SA)

Pearson Correlation Coefficients, N = 30					
Prob >  r  under H0: Rho=0					
	RC1	RC2	RC3	RC4	RC5



## Reliability of working environment

Correlation Analysis WE							
The CORR Procedure							
6 Variables: WE1 WE2 WE3 WE4 WE5 WE6							
Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
WE1	30	3.96667	0.71840	119.00000	3.00000	5.00000	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE2	30	4.30000	0.59596	129.00000	3.00000	5.00000	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE3	30	4.20000	0.66436	126.00000	3.00000	5.00000	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE4	30	3.93333	0.73968	118.00000	3.00000	5.00000	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE5	30	3.60000	0.49827	108.00000	3.00000	4.00000	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE6	30	4.30000	0.59596	129.00000	3.00000	5.00000	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.792392
Standardized	0.788078

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
WE1	0.648586	0.733537	0.591632	0.742899	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE2	0.411127	0.789659	0.464059	0.773540	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE3	0.697757	0.721581	0.647457	0.728923	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE4	0.669107	0.727626	0.620211	0.735788	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE5	0.437232	0.784001	0.450154	0.776772	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE6	0.411127	0.789659	0.464059	0.773540	Work Environment(1=SD, 2=D, 3=N, 4=A, 5=SA)

## Reliability of Employee Retention

Correlation Analysis ER							
The CORR Procedure							
5 Variables: ER1 ER2 ER3 ER4 ER5							
Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
ER1	30	4.00000	0.64327	120.00000	3.00000	5.00000	Employee Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
ER2	30	3.93333	0.78492	118.00000	3.00000	5.00000	Employee Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
ER3	30	4.20000	0.61026	126.00000	3.00000	5.00000	Employee Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
ER4	30	3.96667	0.71840	119.00000	3.00000	5.00000	Employee Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
ER5	30	4.33333	0.66089	130.00000	3.00000	5.00000	Employee Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.757547
Standardized	0.757593

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
ER1	0.650696	0.671175	0.638390	0.672162	Employee Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
ER2	0.634029	0.670826	0.645331	0.669518	Employee Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
ER3	0.414162	0.749725	0.406585	0.755080	Employee Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
ER4	0.406324	0.757379	0.411786	0.753331	Employee Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)
ER5	0.541580	0.708415	0.535609	0.710196	Employee Retention(1=SD, 2=D, 3=N, 4=A, 5=SA)

Pearson Correlation Coefficients, N = 30					
Prob >  r  under H0: Rho=0					
	ER1	ER2	ER3	ER4	ER5

## Appendix 4: Reliability of actual study

### Reliability of Organizational Commitment

Correlation Analysis of OC

The CORR Procedure

6 Variables: OC1 OC2 OC3 OC4 OC5 OC6

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
OC1	379	3.82586	0.63100	1450	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
OC2	379	3.79683	0.70777	1439	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
OC3	379	3.84433	0.65022	1457	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
OC4	379	4.14776	0.65004	1572	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
OC5	379	4.06332	0.78086	1540	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
OC6	379	4.01583	0.78664	1522	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.743252
Standardized	0.722047

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
OC1	0.147047	0.785187	0.150841	0.768396	(1=SD, 2=D, 3=N, 4=A, 5= SA)
OC2	0.654239	0.655573	0.632075	0.628453	(1=SD, 2=D, 3=N, 4=A, 5= SA)
OC3	0.559577	0.686517	0.543990	0.656639	(1=SD, 2=D, 3=N, 4=A, 5= SA)
OC4	0.012636	0.815885	0.013716	0.802348	(1=SD, 2=D, 3=N, 4=A, 5= SA)
OC5	0.826494	0.589380	0.800948	0.570970	(1=SD, 2=D, 3=N, 4=A, 5= SA)
OC6	0.760226	0.613178	0.735459	0.593810	(1=SD, 2=D, 3=N, 4=A, 5= SA)

### Reliability of Emotional Exhaustion

Correlation Analysis of EE

The CORR Procedure

3 Variables: EE1 EE2 EE3

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
EE1	379	1.93931	0.59005	735.00000	1.00000	3.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
EE2	379	1.73615	0.63749	658.00000	1.00000	3.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
EE3	379	1.79156	0.68339	679.00000	1.00000	3.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.745781
Standardized	0.740197

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
EE1	0.399014	0.838447	0.397338	0.839623	(1=SD, 2=D, 3=N, 4=A, 5= SA)
EE2	0.638965	0.581806	0.622222	0.586249	(1=SD, 2=D, 3=N, 4=A, 5= SA)
EE3	0.706810	0.487230	0.699741	0.488332	(1=SD, 2=D, 3=N, 4=A, 5= SA)

**Reliability of Depersonalization**

### Correlation Analysis of DP

#### The CORR Procedure

**3 Variables:** DP1    DP2    DP3

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
DP1	379	2.06069	0.50291	781.00000	1.00000	3.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
DP2	379	2.07388	0.51929	786.00000	1.00000	3.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
DP3	379	1.65435	0.68568	627.00000	1.00000	3.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.750601
Standardized	0.763954

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
DP1	0.616719	0.639191	0.619618	0.655892	(1=SD, 2=D, 3=N, 4=A, 5= SA)
DP2	0.581134	0.670679	0.587816	0.691925	(1=SD, 2=D, 3=N, 4=A, 5= SA)
DP3	0.579071	0.701010	0.579468	0.701244	(1=SD, 2=D, 3=N, 4=A, 5= SA)

**Reliability of Reduced Personal Accomplishment**

Correlation Analysis of RPA

The CORR Procedure

3 Variables: RPA1 RPA2 RPA3

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
RPA1	379	1.92348	0.63575	729.00000	1.00000	3.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
RPA2	379	1.91821	0.60959	727.00000	1.00000	3.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
RPA3	379	1.86280	0.68403	706.00000	1.00000	3.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.719001
Standardized	0.715700

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
RPA1	0.638429	0.506062	0.627600	0.508569	(1=SD, 2=D, 3=N, 4=A, 5= SA)
RPA2	0.378535	0.804955	0.378813	0.806242	(1=SD, 2=D, 3=N, 4=A, 5= SA)
RPA3	0.622198	0.520835	0.617992	0.521175	(1=SD, 2=D, 3=N, 4=A, 5= SA)

## Reliability of Training and Development

Correlation Analysis of TD							
The CORR Procedure							
6 Variables:		TD1	TD2	TD3	TD4	TD5	TD6
Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
TD1	379	3.98681	0.79171	1511	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
TD2	379	4.55145	0.52389	1725	2.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
TD3	379	3.70712	0.55514	1405	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
TD4	379	4.29024	0.59999	1626	2.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
TD5	379	3.76253	0.60994	1426	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
TD6	379	4.18734	0.78965	1587	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
Cronbach Coefficient Alpha							
Variables				Alpha			
Raw				0.727934			
Standardized				0.706237			
Cronbach Coefficient Alpha with Deleted Variable							
Deleted Variable	Raw Variables		Standardized Variables		Label		
	Correlation with Total	Alpha	Correlation with Total	Alpha			
TD1	0.691028	0.607222	0.658167	0.593511	(1=SD, 2=D, 3=N, 4=A, 5= SA)		
TD2	0.171295	0.757460	0.186734	0.740773	(1=SD, 2=D, 3=N, 4=A, 5= SA)		
TD3	0.660633	0.641137	0.618091	0.607430	(1=SD, 2=D, 3=N, 4=A, 5= SA)		
TD4	-.032568	0.809564	-.000673	0.789997	(1=SD, 2=D, 3=N, 4=A, 5= SA)		
TD5	0.602289	0.651021	0.552310	0.629690	(1=SD, 2=D, 3=N, 4=A, 5= SA)		
TD6	0.768215	0.575141	0.733654	0.566545	(1=SD, 2=D, 3=N, 4=A, 5= SA)		

## Reliability of Reward and Compensation

Correlation Analysis ER

The CORR Procedure

5 Variables: ER1 ER2 ER3 ER4 ER5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
ER1	379	4.17678	0.78874	1583	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
ER2	379	4.43799	0.68486	1682	2.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
ER3	379	4.17678	0.78874	1583	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
ER4	379	4.18206	0.73542	1585	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
ER5	379	4.07124	0.78524	1543	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.863808
Standardized	0.851636

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
ER1	0.927829	0.767654	0.916018	0.750331	(1=SD, 2=D, 3=N, 4=A, 5= SA)
ER2	0.010770	0.968571	0.010595	0.968241	(1=SD, 2=D, 3=N, 4=A, 5= SA)
ER3	0.927829	0.767654	0.916018	0.750331	(1=SD, 2=D, 3=N, 4=A, 5= SA)
ER4	0.802859	0.805553	0.792200	0.785962	(1=SD, 2=D, 3=N, 4=A, 5= SA)
ER5	0.868788	0.784974	0.858457	0.767145	(1=SD, 2=D, 3=N, 4=A, 5= SA)



## Reliability of Working Environment

Correlation Analysis of WE							
The CORR Procedure							
6 Variables: WE1 WE2 WE3 WE4 WE5 WE6							
Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
WE1	379	3.61478	0.57219	1370	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
WE2	379	3.67282	0.58062	1392	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
WE3	379	3.68338	0.52956	1396	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
WE4	379	3.74934	0.51739	1421	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
WE5	379	3.81530	0.60656	1446	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
WE6	379	3.69921	0.58579	1402	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.757082
Standardized	0.750452

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
WE1	0.588014	0.696738	0.582579	0.688409	(1=SD, 2=D, 3=N, 4=A, 5= SA)
WE2	0.583548	0.697677	0.578714	0.689516	(1=SD, 2=D, 3=N, 4=A, 5= SA)
WE3	0.027567	0.827961	0.028467	0.827620	(1=SD, 2=D, 3=N, 4=A, 5= SA)
WE4	0.566834	0.705361	0.562006	0.694277	(1=SD, 2=D, 3=N, 4=A, 5= SA)
WE5	0.664144	0.672216	0.659839	0.665857	(1=SD, 2=D, 3=N, 4=A, 5= SA)
WE6	0.602588	0.691955	0.598138	0.683933	(1=SD, 2=D, 3=N, 4=A, 5= SA)

## Reliability of Employee Retention

Correlation Analysis ER							
The CORR Procedure							
5 Variables: ER1 ER2 ER3 ER4 ER5							
Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
ER1	379	4.17678	0.78874	1583	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
ER2	379	4.43799	0.68486	1682	2.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
ER3	379	4.17678	0.78874	1583	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
ER4	379	4.18206	0.73542	1585	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)
ER5	379	4.07124	0.78524	1543	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5= SA)

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.863808
Standardized	0.851636

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
ER1	0.927829	0.767654	0.916018	0.750331	(1=SD, 2=D, 3=N, 4=A, 5= SA)
ER2	0.010770	0.968571	0.010595	0.968241	(1=SD, 2=D, 3=N, 4=A, 5= SA)
ER3	0.927829	0.767654	0.916018	0.750331	(1=SD, 2=D, 3=N, 4=A, 5= SA)
ER4	0.802859	0.805553	0.792200	0.785962	(1=SD, 2=D, 3=N, 4=A, 5= SA)
ER5	0.868788	0.784974	0.858457	0.767145	(1=SD, 2=D, 3=N, 4=A, 5= SA)

## Appendix 5: Multiple Regressions

## Linear Regression Results

The REG Procedure  
Model: Linear\_Regression\_Model  
Dependent Variable: ER AVG (1=SD, 2=D, 3=N, 4=A, 5=SA)

Number of Observations Read	725
Number of Observations Used	379
Number of Observations with Missing Values	346

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	7	123.50985	17.64426	385.52	<.0001
Error	371	16.97965	0.04577		
Corrected Total	378	140.48950			

Root MSE	0.21393	R-Square	0.8791
Dependent Mean	4.20897	Adj R-Sq	0.8769
Coeff Var	5.08278		

Parameter Estimates						
Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr >  t
Intercept	Intercept	1	-0.24379	0.27322	-0.89	0.3728
OC AVG	(1=SD, 2=D, 3=N, 4=A, 5=SA)	1	0.33760	0.04341	7.78	<.0001
DP AVG	(1=SD, 2=D, 3=N, 4=A, 5=SA)	1	-0.09201	0.05114	-1.80	0.0728
EE AVG	(1=SD, 2=D, 3=N, 4=A, 5=SA)	1	-0.12435	0.04271	-2.91	0.0038
RPA AVG	(1=SD, 2=D, 3=N, 4=A, 5=SA)	1	-0.00433	0.04075	-0.11	0.9155
TD AVG	(1=SD, 2=D, 3=N, 4=A, 5=SA)	1	0.26897	0.04822	5.58	<.0001
RC AVG	(1=SD, 2=D, 3=N, 4=A, 5=SA)	1	0.43857	0.04428	9.90	<.0001
WE AVG	(1=SD, 2=D, 3=N, 4=A, 5=SA)	1	0.21306	0.05075	4.20	<.0001

## Appendix 6: Pearson Correlation

Pearson Correlation Analysis							
The CORR Procedure							
7 With Variables:		OC AVG DP AVG EE AVG RPA AVG TD AVG RC AVG WE AVG					
1 Variables:		ER AVG					

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
OC AVG	379	3.94899	0.46580	1497	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5=SA)
DP AVG	379	1.92964	0.46988	731.33333	1.00000	3.00000	(1=SD, 2=D, 3=N, 4=A, 5=SA)
EE AVG	379	1.82234	0.51956	690.66667	1.00000	3.00000	(1=SD, 2=D, 3=N, 4=A, 5=SA)
RPA AVG	379	1.90150	0.51517	720.66667	1.00000	3.00000	(1=SD, 2=D, 3=N, 4=A, 5=SA)
TD AVG	379	4.08091	0.42558	1547	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5=SA)
RC AVG	379	3.75040	0.42497	1421	3.00000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5=SA)
WE AVG	379	3.70580	0.38049	1405	3.00000	4.50000	(1=SD, 2=D, 3=N, 4=A, 5=SA)
ER AVG	379	4.20897	0.60964	1595	2.80000	5.00000	(1=SD, 2=D, 3=N, 4=A, 5=SA)

Pearson Correlation Coefficients, N = 379 Prob >  r  under H0: Rho=0	
	ER AVG
OC AVG Q=D, 3=N, 4=A, 5=SA)	0.84503 <.0001
DP AVG Q=D, 3=N, 4=A, 5=SA)	-0.80803 <.0001
EE AVG Q=D, 3=N, 4=A, 5=SA)	-0.73217 <.0001
RPA AVG Q=D, 3=N, 4=A, 5=SA)	-0.68845 <.0001
TD AVG Q=D, 3=N, 4=A, 5=SA)	0.83942 <.0001
RC AVG Q=D, 3=N, 4=A, 5=SA)	0.84842 <.0001
WE AVG Q=D, 3=N, 4=A, 5=SA)	0.80290 <.0001

## Appendix 7: Distribution analysis

### Distribution of Organization Commitment

#### Distribution analysis of: OC AVG

The UNIVARIATE Procedure  
Variable: OC AVG ((1=SD, 2=D, 3=N, 4=A, 5=SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.948989	Std Deviation	0.46580
Median	4.000000	Variance	0.21697
Mode	4.000000	Range	2.00000
		Interquartile Range	0.83333

#### Distribution analysis of: OC1, OC2, OC3, OC4, OC5, OC6

The UNIVARIATE Procedure  
Variable: OC1 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.825858	Std Deviation	0.63100
Median	4.000000	Variance	0.39817
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000

#### Distribution analysis of: OC1, OC2, OC3, OC4, OC5, OC6

The UNIVARIATE Procedure  
Variable: OC2 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.796834	Std Deviation	0.70777
Median	4.000000	Variance	0.50094
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution analysis of: OC1, OC2, OC3, OC4, OC5, OC6**

The UNIVARIATE Procedure  
Variable: OC3 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.844327	Std Deviation	0.65022
Median	4.000000	Variance	0.42279
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution analysis of: OC1, OC2, OC3, OC4, OC5, OC6**

The UNIVARIATE Procedure  
Variable: OC4 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	4.147757	Std Deviation	0.65004
Median	4.000000	Variance	0.42255
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution analysis of: OC1, OC2, OC3, OC4, OC5, OC6**

The UNIVARIATE Procedure  
Variable: OC5 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	4.063325	Std Deviation	0.78086
Median	4.000000	Variance	0.60974
Mode	4.000000	Range	2.00000
		Interquartile Range	2.00000

**Distribution analysis of: OC1, OC2, OC3, OC4, OC5, OC6**

The UNIVARIATE Procedure  
Variable: OC6 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	4.015831	Std Deviation	0.78664
Median	4.000000	Variance	0.61880
Mode	4.000000	Range	2.00000
		Interquartile Range	2.00000



**Distribution of Emotional Exhaustion****Distribution analysis of: EE AVG**

The UNIVARIATE Procedure  
Variable: EE AVG ((1=SD, 2=D, 3=N, 4=A, 5=SA))

Basic Statistical Measures			
Location		Variability	
Mean	1.822339	Std Deviation	0.51956
Median	2.000000	Variance	0.26994
Mode	2.000000	Range	2.00000
		Interquartile Range	0.66667

**Distribution analysis of: EE1, EE2, EE3**

The UNIVARIATE Procedure  
Variable: EE1 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	1.939314	Std Deviation	0.59005
Median	2.000000	Variance	0.34816
Mode	2.000000	Range	2.00000
		Interquartile Range	0

**Distribution analysis of: EE1, EE2, EE3**

The UNIVARIATE Procedure  
Variable: EE2 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	1.736148	Std Deviation	0.63749
Median	2.000000	Variance	0.40639
Mode	2.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution analysis of: EE1, EE2, EE3**

The UNIVARIATE Procedure  
Variable: EE3 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	1.791557	Std Deviation	0.68339
Median	2.000000	Variance	0.46702
Mode	2.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution of Depersonalization****Distribution analysis of: DP AVG**

The UNIVARIATE Procedure  
Variable: DP AVG ((1=SD, 2=D, 3=N, 4=A, 5=SA))

Basic Statistical Measures			
Location		Variability	
Mean	1.929639	Std Deviation	0.46988
Median	2.000000	Variance	0.22079
Mode	2.000000	Range	2.00000
		Interquartile Range	0.33333

**Distribution analysis of: DP1, DP2, DP3**

The UNIVARIATE Procedure  
Variable: DP1 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	2.060686	Std Deviation	0.50291
Median	2.000000	Variance	0.25292
Mode	2.000000	Range	2.00000
		Interquartile Range	0

**Distribution analysis of: DP1, DP2, DP3**

The UNIVARIATE Procedure  
Variable: DP2 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	2.073879	Std Deviation	0.51929
Median	2.000000	Variance	0.26966
Mode	2.000000	Range	2.00000
		Interquartile Range	0

**Distribution analysis of: DP1, DP2, DP3**

The UNIVARIATE Procedure  
Variable: DP3 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	1.654354	Std Deviation	0.68568
Median	2.000000	Variance	0.47016
Mode	1.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution of Reduced Personal Accomplishment****Distribution analysis of: RPA AVG**

The UNIVARIATE Procedure  
Variable: RPA AVG ((1=SD, 2=D, 3=N, 4=A, 5=SA))

Basic Statistical Measures			
Location		Variability	
Mean	1.901495	Std Deviation	0.51517
Median	2.000000	Variance	0.26540
Mode	2.000000	Range	2.00000
		Interquartile Range	0.33333

**Distribution analysis of: RPA1, RPA2, RPA3**

The UNIVARIATE Procedure  
Variable: RPA1 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	1.923483	Std Deviation	0.63575
Median	2.000000	Variance	0.40418
Mode	2.000000	Range	2.00000
		Interquartile Range	0



**Distribution analysis of: RPA1, RPA2, RPA3**

The UNIVARIATE Procedure

Variable: RPA2 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	1.918206	Std Deviation	0.60959
Median	2.000000	Variance	0.37160
Mode	2.000000	Range	2.00000
		Interquartile Range	0

**Distribution analysis of: RPA1, RPA2, RPA3**

The UNIVARIATE Procedure

Variable: RPA3 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	1.862797	Std Deviation	0.68403
Median	2.000000	Variance	0.46790
Mode	2.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution of Training and Development****Distribution analysis of: TD AVG**

The UNIVARIATE Procedure

Variable: TD AVG ((1=SD, 2=D, 3=N, 4=A, 5=SA))

Basic Statistical Measures			
Location		Variability	
Mean	4.080915	Std Deviation	0.42558
Median	4.166667	Variance	0.18112
Mode	4.333333	Range	2.00000
		Interquartile Range	0.66667

**Distribution analysis of: TD1, TD2, TD3, TD4, TD5, TD6**

The UNIVARIATE Procedure

Variable: TD1 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.986807	Std Deviation	0.79171
Median	4.000000	Variance	0.62681
Mode	4.000000	Range	2.00000
		Interquartile Range	2.00000

**Distribution analysis of: TD1, TD2, TD3, TD4, TD5, TD6**

The UNIVARIATE Procedure  
Variable: TD2 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	4.551451	Std Deviation	0.52389
Median	5.000000	Variance	0.27446
Mode	5.000000	Range	3.00000
		Interquartile Range	1.00000

**Distribution analysis of: TD1, TD2, TD3, TD4, TD5, TD6**

The UNIVARIATE Procedure  
Variable: TD3 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.707124	Std Deviation	0.55514
Median	4.000000	Variance	0.30818
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution analysis of: TD1, TD2, TD3, TD4, TD5, TD6**

The UNIVARIATE Procedure  
Variable: TD4 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	4.290237	Std Deviation	0.59999
Median	4.000000	Variance	0.35998
Mode	4.000000	Range	3.00000
		Interquartile Range	1.00000

**Distribution analysis of: TD1, TD2, TD3, TD4, TD5, TD6**

The UNIVARIATE Procedure  
Variable: TD5 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.762533	Std Deviation	0.60994
Median	4.000000	Variance	0.37203
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution analysis of: TD1, TD2, TD3, TD4, TD5, TD6**

The UNIVARIATE Procedure  
Variable: TD6 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	4.187335	Std Deviation	0.78965
Median	4.000000	Variance	0.62354
Mode	5.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution of Rewards and Compensation****Distribution analysis of: RC AVG**

The UNIVARIATE Procedure  
Variable: RC AVG ((1=SD, 2=D, 3=N, 4=A, 5=SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.750396	Std Deviation	0.42497
Median	3.800000	Variance	0.18060
Mode	3.800000	Range	2.00000
		Interquartile Range	0.60000

**Distribution analysis of: RC1, RC2, RC3, RC4, RC5**

The UNIVARIATE Procedure  
Variable: RC3 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.910290	Std Deviation	0.63610
Median	4.000000	Variance	0.40463
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution analysis of: RC1, RC2, RC3, RC4, RC5**

The UNIVARIATE Procedure  
Variable: RC1 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.662269	Std Deviation	0.65621
Median	4.000000	Variance	0.43061
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000



**Distribution analysis of: RC1, RC2, RC3, RC4, RC5**

The UNIVARIATE Procedure  
Variable: RC2 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.744063	Std Deviation	0.65903
Median	4.000000	Variance	0.43432
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution analysis of: RC1, RC2, RC3, RC4, RC5**

The UNIVARIATE Procedure  
Variable: RC3 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.910290	Std Deviation	0.63610
Median	4.000000	Variance	0.40463
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution analysis of: RC1, RC2, RC3, RC4, RC5**

The UNIVARIATE Procedure  
Variable: RC4 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.794195	Std Deviation	0.52440
Median	4.000000	Variance	0.27499
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution analysis of: RC1, RC2, RC3, RC4, RC5**

The UNIVARIATE Procedure  
Variable: RC5 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.641161	Std Deviation	0.60683
Median	4.000000	Variance	0.36825
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution of Working Environment****Distribution analysis of: WE AVG**

The UNIVARIATE Procedure  
Variable: WE AVG ((1=SD, 2=D, 3=N, 4=A, 5=SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.705805	Std Deviation	0.38049
Median	3.833333	Variance	0.14478
Mode	4.000000	Range	1.50000
		Interquartile Range	0.66667

**Distribution analysis of: WE1, WE2, WE3, WE4, WE5, WE6**

The UNIVARIATE Procedure  
Variable: WE1 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.614776	Std Deviation	0.57219
Median	4.000000	Variance	0.32740
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution analysis of: WE1, WE2, WE3, WE4, WE5, WE6**

The UNIVARIATE Procedure  
Variable: WE2 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.672823	Std Deviation	0.58062
Median	4.000000	Variance	0.33712
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000



**Distribution analysis of: WE1, WE2, WE3, WE4, WE5, WE6**

The UNIVARIATE Procedure  
Variable: WE3 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.683377	Std Deviation	0.52956
Median	4.000000	Variance	0.28044
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution analysis of: WE1, WE2, WE3, WE4, WE5, WE6**

The UNIVARIATE Procedure  
Variable: WE4 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.749340	Std Deviation	0.51739
Median	4.000000	Variance	0.26769
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution analysis of: WE1, WE2, WE3, WE4, WE5, WE6**

The UNIVARIATE Procedure  
Variable: WE5 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.815303	Std Deviation	0.60656
Median	4.000000	Variance	0.36791
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution analysis of: WE1, WE2, WE3, WE4, WE5, WE6**

The UNIVARIATE Procedure  
Variable: WE6 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	3.699208	Std Deviation	0.58579
Median	4.000000	Variance	0.34315
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000

## Distribution of Employee Retention

### Distribution analysis of: ER AVG

The UNIVARIATE Procedure  
Variable: ER AVG ((1=SD, 2=D, 3=N, 4=A, 5=SA))

Basic Statistical Measures			
Location		Variability	
Mean	4.208971	Std Deviation	0.60964
Median	4.000000	Variance	0.37167
Mode	5.000000	Range	2.20000
		Interquartile Range	1.00000

### Distribution analysis of: ER1, ER2, ER3, ER4, ER5

The UNIVARIATE Procedure  
Variable: ER1 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	4.176781	Std Deviation	0.78874
Median	4.000000	Variance	0.62210
Mode	5.000000	Range	2.00000
		Interquartile Range	1.00000

### Distribution analysis of: ER1, ER2, ER3, ER4, ER5

The UNIVARIATE Procedure  
Variable: ER2 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	4.437995	Std Deviation	0.68486
Median	5.000000	Variance	0.46903
Mode	5.000000	Range	3.00000
		Interquartile Range	1.00000

### Distribution analysis of: ER1, ER2, ER3, ER4, ER5

The UNIVARIATE Procedure  
Variable: ER3 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	4.176781	Std Deviation	0.78874
Median	4.000000	Variance	0.62210
Mode	5.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution analysis of: ER1, ER2, ER3, ER4, ER5****The UNIVARIATE Procedure**

Variable: ER4 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	4.182058	Std Deviation	0.73542
Median	4.000000	Variance	0.54084
Mode	4.000000	Range	2.00000
		Interquartile Range	1.00000

**Distribution analysis of: ER1, ER2, ER3, ER4, ER5****The UNIVARIATE Procedure**

Variable: ER5 ((1=SD, 2=D, 3=N, 4=A, 5= SA))

Basic Statistical Measures			
Location		Variability	
Mean	4.071240	Std Deviation	0.78524
Median	4.000000	Variance	0.61660
Mode	4.000000	Range	2.00000
		Interquartile Range	2.00000