

**THE RELATIONSHIP BETWEEN MOTIVATION AND
TURNOVER INTENTION AMONGST NURSES IN
PRIVATE HEALTHCARE INDUSTRY OF KOTA
KINABALU, SABAH: ORGANIZATIONAL
COMMITMENT AS A MEDIATOR**



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PERPUSTAKAAN
UNIVERSITI MALAYSIA SABAH

**FACULTY OF BUSINESS, ECONOMICS AND
ACCOUNTANCY**

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JUDUL KAJIAN: THE RELATIONSHIP BETWEEN MOTIVATION AND TURNOVER INTENTION AMONGST NURSES IN PRIVATE HEALTHCARE INDUSTRY OF KOTA KINABAWA, SABAH: ORGANIZATIONAL COMMITMENT AS A MEDIATOR
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DECLARATION

I hereby declare that the material in this thesis is my own work except for the quotations, accepts, equations, summaries and references, which have been duly acknowledged.

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ABSTRACT

The purpose of this study is to study whether motivation have influence on turnover intention with the mediating effect of organizational commitment amongst nurses who are working in private healthcare industry in Kota Kinabalu, Malaysia. The study has been examining the relationship between the motivation and turnover intention; motivation and organizational commitment; organizational commitment and turnover intention; as well as the mediating effect between independent variable and dependent variable. Nevertheless, this study has conceptualized the motivation as a multidimensional construct which consisted of intrinsic and extrinsic motivation and multidimensional construct of organizational commitment which consisted of affective commitment, continuance commitment and normative commitment. Nurses who are working in the private healthcare industry were the participants in this study. Data from 218 nurses were used for the statistical analysis. The data were collected from different private hospital in Kota Kinabalu, Sabah using convenience sampling approach. The result of the study was fully supported that the intrinsic motivation and extrinsic motivation has a direct significant relationship with turnover intention amongst the nurse This study also found that there is a significant relationship between all of the dimensional of organizational commitment (affective, continuance, normative) and turnover intention. With regards to the mediating effect of dimensional of organizational commitment, the result support the finding that affective commitment was fully mediate the relationship of motivation (intrinsic motivation and extrinsic motivation) and turnover intention. While for continuance commitment, there is only the mediating effect of continuance commitment between extrinsic motivation and turnover intention amongst the nurse but no mediating effect for intrinsic motivation and turnover intention. Similarity to normative commitment, there is no mediating effect between intrinsic motivation and turnover intention but there is a mediating effect between extrinsic motivation and turnover intention amongst nurse. The result from this study is beneficial to the management in healthcare industry where it provides the better understanding of employee perceived motivation factor toward their turnover intention.

ABSTRAK

Tujuan kajian ini adalah untuk mengenal pasti sama ada motivasi mempunyai pengaruh ke atas niat perolehan dengan kesan pengantara komitmen organisasi di kalangan jururawat yang bekerja dalam industri penjagaan kesihatan swasta di Kota Kinabalu, Malaysia. Kajian ini telah mengkaji hubungan antara motivasi dan niat perolehan; motivasi dan komitmen organisasi; komitmen organisasi dan niat perolehan ; serta kesan yang menjadi orang tengah antara pembolehubah bebas dan pembolehubah bersandar. Walau bagaimanapun, kajian ini telah dikonsepskan motivasi sebagai membina pelbagai dimensi yang terdiri daripada motivasi intrinsik dan motivasi ekstrinsik dan pelbagai dimensi komitmen organisasi yang terdiri daripada komitmen afektif, komitmen berterusan dan komitmen normatif. Jururawat yang bekerja dalam industri penjagaan kesihatan swasta adalah responden dalam kajian ini. Data daripada 218 jururawat telah digunakan untuk analisis statistik. Data yang telah dikumpulkan dari hospital swasta yang berbeza di Kota Kinabalu, Sabah menggunakan pendekatan persampelan mudah. Hasil kajian ini disokong sepenuhnya bahawa motivasi intrinsik dan motivasi ekstrinsik mempunyai hubungan yang signifikan langsung dengan perolehan niat kalangan jururawat Kajian ini juga mendapati bahawa terdapat hubungan yang signifikan di antara semua dimensi komitmen organisasi (afektif, penerusan, normatif) dan niat perolehan. Merujuk kepada kesan yang menjadi orang tengah daripada dimensi komitmen organisasi, hasilnya menyokong dapatan bahawa afektif komitmen telah menjadi pengantara sepenuhnya hubungan motivasi (motivasi intrinsik dan motivasi ekstrinsik) dan perolehan niat. Manakala bagi komitmen berterusan, hanya ada kesan pengantara komitmen berterusan antara motivasi ekstrinsik dan perolehan niat kalangan jururawat tetapi tiada kesan menjadi orang tengah untuk motivasi intrinsik dan niat perolehan. Keserupaan dengan komitmen normatif, tidak ada kesan pengantara antara motivasi intrinsik dan perolehan niat tetapi terdapat kesan menjadi orang tengah antara motivasi ekstrinsik dan perolehan niat di kalangan jururawat. Hasil daripada kajian ini dapat memberi manfaat kepada pihak pengurusan dalam industri penjagaan kesihatan di mana ia menyediakan pemahaman yang lebih baik kepada pengurusan tentang faktor motivasi ke arah niat perolehan mereka.

TABLE OF CONTENT

	Page
TITLE	i
DECLARATION	ii
CERTIFICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
ABSTRAK	vi
LIST OF CONTENTS	vii
LIST OF TABLES	xii
LIST OF FIGURE	xiv
CHAPTER 1 INTRODUCTION	
1.1 Overview	1
1.2 Problem Identification	4
1.3 Problem Statement	8
1.4 Research Questions	9
1.5 Research Objective	10

1.6	Scope of Study	10
1.7	Significant of the Study	11
1.8	Term of Definition	12
	1.8.1 Turnover	12
	1.8.2 Motivation	12
	1.8.3 Intrinsic Motivation	13
	1.8.4 Extrinsic Motivation	13
	1.8.5 Organizational Commitment	13
	1.8.6 Affective Commitment	13
	1.8.7 Continuance Commitment	13
	1.8.8 Normative Commitment	13
	1.8.9 Herzberg's Two Factor Theory	14
1.9	Organization of the Research	14

CHAPTER 2 LITERATURE REVIEW

2.1	Introduction	15
2.2	Herzberg's Two Factor Theory	15
2.3	Turnover Intention	17
2.4	Motivation	19

2.4.1	Intrinsic Motivation	21
2.4.2	Extrinsic Motivation	21
2.5	Organizational Commitment	22
	2.5.1 Affective Commitment	23
	2.5.3 Continuance Commitment	24
	2.5.3 Normative Commitment	25
2.6	The Relationship between Motivation (Intrinsic, Extrinsic) and turnover intention.	25
2.7	The Relationship between Motivation (Intrinsic, Extrinsic) and Organizational Commitment (Affective, Continuance, Normative).	28
2.8	The Relationship between Organizational Commitments (Affective, Continuance, Normative) and Turnover Intention	33
2.9	Mediating Effect of Organizational Commitment (Affective, Continuance, Normative) on the relationship between Motivation (Intrinsic, Extrinsic) and Turnover Intention	38
2.10	Summary	40

CHAPTER 3 METHODOLOGY

3.1	Introduction	41
3.2	Research Framework	41
3.3	Research Design	43
3.4	Research Hypotheses	43
	3.4.1 Motivation (Intrinsic, Extrinsic) and Turnover Intention	44
	3.4.2 Motivation (Intrinsic, Extrinsic) and Organizational Commitment (Affective, Continuance, Normative)	45
	3.4.3 Organizational Commitment (Affective, Continuance, Normative) and Turnover Intention	46
	3.4.4 Motivation (Intrinsic, Extrinsic) , Organizational Commitment (Affective, Continuance, Normative) and Turnover Intention.	47
3.5	Sampling Design	48
	3.5.1 Unit of Analysis	48
	3.5.2 Targeted Population and Location of the Study	49
	3.5.3 Sampling Size	49
	3.5.4 Sampling Technique	50
3.6	Instrument Design	50

3.7	Data Collection Method	55
	3.7.1 Data Collection Procedure	55
3.8	Data Analysis Method	55
	3.8.1 Data Analysis Procedure	56
	3.8.2 Descriptive Analysis	56
	3.8.3 Reliability Test	57
	3.8.5 Validity Test	57
	3.8.6 Pilot Test	58
3.9	Summary	58
CHAPTER 4 DATA ANALYSIS AND FINDINGS		
4.1	Introduction	59
4.2	Data Collection and Response Rate	59
4.3	Profile of Respondents	60
4.4	Descriptive Analysis	63
4.5	Reflective measurement Model Evaluation	64
4.6	Structural Model Evaluation	68
CHAPTER 5 DISCUSSION AND CONCLUSION		
5.1	Introduction	75

5.2	Recapitulation of the Study	75
5.3	Discussion on Findings	78
5.3.1	The Relationship between Motivation (Intrinsic, Extrinsic) on Turnover Intention.	78
5.3.2	The Relationship between Motivation (Intrinsic, Extrinsic) on and Organizational Commitment (Affective Commitment, Continuace Commitment and Normative Commitment).	80
5.3.3	The Relationship between Organizational Commitment (Affective Commitment, Continuace Commitment and Normative Commitment) and Turnover Intention.	84
5.3.4	The Mediating Effect of Organizational Commitment (Affective Commitment, Continuace Commitment and Normative Commitment) on the Relationship between Motivation (Intrinsic, Extrinsic) and Turnover Intention.	86
5.4	Contribution of Research	89
5.4.1	Theoretical Implication	89
5.4.2	Practical Implicatoin	90
5.5	Limitation of the Study	90
5.6	Recommendation for Future Research	90
5.7	Conclusion	91
	REFERENCES	94
	APPENDIX	109

LIST OF TABLES

Table	Page
1.1 Total Turnover rate (%) in the year of 2015	4
1.2 Total population and nurse-to-population ratio	5
3.1 Targeted Private Healthcare Centre	49
3.2 Five-Point Likert Scale on independent and dependent variable	51
3.3 Measurement for Intrinsic Motivation	51
3.4 Measurement for Extrinsic Motivation	52
3.5 Measurement for Affective Commitment	53
3.6 Measurement for Continuance Commitment	53
3.7 Measurement for Normative Commitment	54
3.8 Measurement for Turnover Intention	54
3.9 Cronbach's Alpha Reliability Coefficient	57
4.1 Profile of Respondents	62
4.2 Mean and Standard Deviation for Variables in the Study	64
4.3 Internal Consistency Reliability and Convergent Validity	66
4.4 Discriminant Validity: Cross Loadings	67
4.5 Discriminant Validity: Fornell- Larker Criterion	67
4.6 Significance Testing Result of the Structural Model Path Coefficients	73
4.7 Significance Testing Result of the Structural Model Path Coefficients (Indirect Effect)	74
5.1 The Relationship of the Dimensions of Motivation (Intrinsic Motivation, Extrinsic Motivation) on Turnover Intention: Comparison of Hypotheses with Actual Results.	80

- 5.2 The Relationship of the Dimensions of Motivation (Intrinsic Motivation, Extrinsic Motivation) on Dimension of Organizational Commitment (Affective, Continuance, Normative) : Comparison of Hypotheses with Actual Results. 83
- 5.3 The Relationship of the Dimensions of Organizational Commitment (Affective Commitment, Continuance Commitment, Normative Commitment) on Turnover Intention: Comparison of Hypotheses with Actual Results. 86
- 5.4 Mediating Effect of Dimension of Organizational Commitment (Affective Commitment, Continuance Commitment, Normative Commitment) on the Relationship between Motivation (Intrinsic Motivation, Extrinsic Motivation) and Turnover Intention: Comparison of Hypotheses with Actual Results. 89



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LIST OF FIGURE

Figure		Page
3.1	Research Framework of This Study	41



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CHAPTER 1

INTRODUCTION

1.1 Overview

According to Malaysia Economic Transformation Program (2014), one of the most rapidly growing industries in the world economy included healthcare industry. Interestingly, healthcare industry also used to be the powerful driven of economic growth nowadays. Therefore, medical tourism was potentially to be implemented in developing countries like Malaysia. Therefore, Malaysia were putting many efforts in order to widespread the healthcare system in both government healthcare system and private healthcare system. Relatively, the demand of healthcare service is expected to expanding in the long run among the citizens in Malaysia due to the shifts of demographic like the rise in aging population, lifestyle disease as well as the increase of life expectancy.

According to World Bank Group (2015), Malaysia was announced as among 'Top 20 Best Economies and First Among Emerging East Asia Economies for Ease of Doing Business' by the World Bank Group recently. Frost & Sullivan (2009) declared that Malaysia has the great potential in medical tourism. With the outstanding and excellent healthcare service and facilities with affordable price provided by the private hospitals, Malaysia was generally become one of the leading choice for medical tourist who seeking healthcare treatment from abroad especially from South-East Asia as well as our neighboring counties which included Singapore and Indonesia.

In this context, nurse was plays an important role in order to improve the quality of healthcare system in Malaysia. Nurses plays a significant role and are needed in all healthcare organization since they are the one who need to attend patients and cope with variety task daily (Siew, Chitpakdee and Chontawan, 2011). Teng, Hsiao & Chou (2010) in their studied indicated that nurses played a pivotal role as customer-

contact employee especially in care delivery and healthcare service quality. Additionally, the Ministry of Health Malaysia (2012) also expressed that profession of being a nurse included the responsibility in promoting health and help patients to obtain better health level as well as provide care to ill patients. This is further explained by Benner, Tanner & Chesla (1996) stated that nursing was a very unique career that carries a variety of role and specification that requires nurses to have clinical competence, sufficient knowledge and the ability to be flexible and strong sense of critical thinking.

According to Malaysian Nursing Board (2015), student nurses in Malaysia are required to complete a diploma of nursing program for three years or degree of nursing program for four years. After the completion of their program study, all of the students are compulsory to sit for a National Malaysian Nursing Board examination in order for them to pass the course and to be registered nurse or junior nurse in the future.

Berens (2000); Nevidjon & Erickson (2001) stated that Malaysian Government was certainly making effective effort in order to upgrading the nursing qualification in healthcare industry. This effort not only able to improve the quality of healthcare service but also increasing the demand of tourism medical from abroad which result the increase of Gross Domestic Product (GDP) in the future. Therefore, an monthly graduate allowance of RM 400.00 are offered by Malaysia Ministry of Health (MoH) as an incentive for those qualified nurses for upgraded their nursing education qualification from diploma level to degree level. This action was a lined with the human capital development which implemented by Malaysian Government with the aims to produce more graduates with higher education level (Malaysian Ministry of Health, 2012).

However, the population of nurses in Malaysia was located in the low-density cluster in the world where there are only 84,968 nurses in the year of 2015. This can be explained by Malaysia had the lower nurse density due to the strong migration of nurses to other countries (Masroor & Fakir, 2010). The main reasons of Malaysia suffering the loss of nurse are due to the poor retention as well as the high turnover

occur amongst nurses in Malaysia (Casey, Regina. & Krugman, 2004). The rapid process of globalization had led to the migration of nurses were increasing worldwide as they tend to find the better career advancement and more training availability in health care industry. Therefore, "skill drain" phenomena amongst the nurses and nurses' shortage issue were occurring in many developing counties when migration of nurse take place (Kingma, 2001). Xu & Zhang (2005) found out that nurse shortage due to internal and external migration of nurses had creating a gap in healthcare industry in Malaysia as well as other developing countries as the quality of life among the citizens got affected in healthcare industry.

Thus, the issue deserves special attention so that healthcare industry had better prepared in all aspects to face such a phenomenon. As mentioned by McElmurry et al. (2006), high turnover rate of nurse was created a healthcare crisis in developing countries resulting in inequalities in healthcare, poor health (Yearwood, 2007) and the phenomenon has resulted in the increase of health care costs as well. The shortage of nurses had always been the major symptom of high turnover in the health care industry (Global Health Workforce Alliance, 2008). The high turnover rate of nurses can result in financial loss and weakens health systems in Malaysia.

The current shortage of nurse issue in Malaysia highlighted the significance for understanding the effects of motivation in order to reduce their intention to leave the organization. This is important in ensuring that nurses remain working in their respective hospitals and giving their full commitment as they are motivated (Galletta, Portoghese & Battistelli (2011). It is highly significant for organization to recognize employees' job contentment with motivation and so that they feel satisfied with their job performance. However, little is known on effective way to prevent Malaysian nurses quitting their job. Thus, this study aims to examine the motivation provided by organization can improve their organizational commitment to work therefore reduce their turnover intentions.

1.2 Problem Identification

According to Kingma (2001), the high turnover intention amongst nurses had cause the issue of nursing shortage becoming worldwide problem that faced by both developed and developing countries. Malaysia like other countries was also facing nursing shortages. Bares (2015) stated that the turnover rate in Malaysia of all industries in year 2015 was 16.7%. Surprisingly, healthcare industry was indicated the third highest turnover rate industry in Malaysia which is 18.9% in the year of 2015.

Table 1.1: Total Turnover rate in Malaysia in the year of 2015

Industries	Turnover rate (%)
Hospitality	25.9%
Baking and Finance	19.1%
Healthcare	18.9%
Not for Profit	15.7%
Services	14.9%
Manufacturing and Distribution	14.8%
Insurance	12.2%

Source: Compensation Force (Bares, 2015)

As required by the World Health Organization, by the year of 2020, Malaysia was critically needs 174,000 of nurses to achieve a ratio of 1 nurse to 200 population in order to serve the nation in healthcare industry (Barnet *et. al.*, 2010). Table 1 indicated the nurse to population ratio was in decreasing rate and it is far away to achieve a ratio of 1 nurse to 200 populations if the turnover intention among nurses becomes serious in healthcare industry. The main reasons of Malaysia suffering the loss of nurse are due to the poor retention as well as the high turnover intention occur amongst nurses in Malaysia (Casey & Fink, 2004).

Table 1.2: Total Population and Nurse-to-Population Ratio

Year	Population	Nurse : Population ratio
2006	26,631,878	1:559
2007	27,197,296	1:556
2008	27,754,496	1:512
2009	28,321,875	1:477
2010	28,335,100	1:410
2011	28,942,956	1:387
2012	29,313,960	1:345

Source: Malaysian Nursing Board (2012)

According to Simoens (2005) stated that increasing demand for nurse in Malaysia was due to the aging population as well as the associated burden of disease. According to Department of Statistics Malaysia 2008, Malaysia is a rapid developing country which consists of 27 million of population and the aging population is expected to be double by the year of 2030.

According to 10th Malaysia Plan 2011-2015, one of the plans for Malaysia Government is to build an environment that enhances quality of life by transforming healthcare in order to improve quality and provide universal access. In the conjunction to achieve the plan, Government had made some effort to increase the quality of human resources for health by investing in healthcare system of Malaysia. The nurse-population ratio is also expected to increase from 1:592 to 1:200 by the year. Therefore, in order to confront with the increasing demand for training, the Government planning to increasingly utilize specialists from the private sector for nurses' training. Additionally, Government also continues made the effort to outsource and work together with private training institutions for the training to improve and expanding post-basic training for nurses in healthcare industry. Not only that, Government also made the action to addressing nurses' retention through provision of

better remuneration, promotional opportunities and steps to provide greater job satisfaction (Ministry of Health Malaysia, 2015).

Moreover, in order to cope with challenge of nursing shortage issue, Malaysian Government had also allocated approximately 7% of the national budget to healthcare industry especially in nursing area to increase the number of nurses in Malaysia (Ministry of Health Malaysia, 2010). The allocation of budget including offer the nursing training program to the fresh graduates in 109 universities and colleges in Malaysia with the target to produce about 9,000 nurses in healthcare industry every year. By the way, the number of nurses in Malaysia was expected to rise 30% so that it's able to fulfill the need of nation in healthcare industry (Ministry of Health Malaysia, 2010).

However, although several steps had been taken by Government to improve the quality of nurses in healthcare industry, the issue of high turnover of nurse's still occurs nowadays. Most of the newly graduated nurses who are not ready to commit themselves to the nursing profession and the reality of nursing job are not under their expectations (Barnet.*et al.*, 2010). Thus, the turnover intention was high in nursing industry due to some of the nurses decide to leave nursing industry and move to other profession although Malaysia Government was actively involved in developing colleges and training program in order to produce more professional nurses in healthcare industry.

According to Siew, Chitpakdee and Chontawan (2011), the turnover rate of nurses in Malaysia has been increase about 50 per cent form the year 2005 to 2010. In between the time, 40 to 1,049 nurses are decided to quit their jobs as nurse. About 2,500 Malaysian nurses was tends to work at oversea and decided to migrated to other develop countries like United Kingdom and United States (Siew *et. al.*, 2011). Healthcare industry in Malaysia is definitely affected due to the loss of experienced nurses. The high turnover rate of nurses can contribute the high cost to the hospitals as well as disrupted the work environment as a whole (Bassett & Lloyd, 2005). The loss of nurses is due the low motivation level and lack insufficient training provided to those nurses in healthcare industry (Bassett & Lloyd, 2005).

Therefore, issues regarding the nurses' turnover intention are becoming the main concern for developing countries like Malaysia. Numerous studies have found that nursing shortages are caused by the loss of knowledge and motivation, exhaustion, burnout, and rapid employment turnover in nurses industry (Dehghan Nayeri, Nazari, Salsali, & Ahmadi, 2015; Zarea et al., 2009). Masroor & Fakir (2010) also declared that there are no any plan implement by Malaysia government in order to enhance the motivation of nurses in Malaysia. According to International Council of Nurses (2012), the turnover intention of qualified nurses has increase because of increasing alternative job opportunities for nurses at oversea. This indirectly causing nurse in Malaysia has low level of job commitment due to they received less motivation in current organization as well as the training opportunities was limited for them.

Limited research was conducted in Malaysia regarding the turnover intention of nurses in healthcare industry especially in private sector. There was some limitation in the research conducted by Siew, Chitpakdee and Chontawan (2011) where the commitment of nurses not only affected by unit variable of organizational commitment but also included the three dimensional of organizational commitment which consist of affective commitment, continuance commitment and normative commitment in the context to examine the employee turnover intention.

Besides that, the research that carried out by Muhammad Masroor Alam and Jamilha Fakir Mohammad (2010) were also limited to the level of motivation and turnover intention among Malaysian nurses in public sector only. The researcher recommended the future researcher to further investigating the turnover intention amongst nurses in private healthcare industry. This is due to finding to nurses' turnover intention might be differ in public sector and private sector with the different management system.

That has a limitation of previous study suggest that it is advised for the further researchers to consider other factors such as motivation factor that might influence