

THE MOTIVATION EFFECT ON TURNOVER INTENTION AMONG NURSES IN PRIVATE HEALTHCARE INDUSTRY

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Accepted date: 29 July 2017

Published date: 15 March 2018

To cite this document: Rahim, I. H. A., Sung, T. P., Bahron, A., & Xiang, T. H. (2018). The Motivation Effect On Turnover Intention Among Nurses In Private Healthcare Industry. *International Journal of Education, Psychology and Counseling*, 3(7), 31-43.

Abstract : *Nowadays, healthcare industry is one of the most rapidly growing industry in the world and also used to be the powerful driven economic growth. In this context, nurses playing an important role in order to improve the quality of healthcare system in Malaysia. However, the turnover rate among nurses is in alarming rates. This circumstance can result in financial loss and weakens health systems in Malaysia. Hence, this study aims to examine whether motivation has influence on turnover intention among nurses who are working in private healthcare industry in Sabah. This study has conceptualized the motivation as a multidimensional construct which consisted of intrinsic and extrinsic motivation. Quantitative approach has been used in this study by using questionnaires through survey. The sample size of this study was 218 nurses in Kota Kinabalu, Sabah. The data were analyzed by using Statistical Package for Social Sciences (SPSS) version 21 and SmartPLS 2.0. The result of this study was fully supported that the intrinsic motivation and extrinsic motivation has a direct significant relationship with turnover intention among nurses. 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.*

Keywords: *motivation, turnover intention, nurse, healthcare industry*

Introduction

According to Malaysia Economic Transformation Program (2014), one of the most rapidly growing industries in the world economy included healthcare industry. Interestingly, healthcare industry used to be the powerful driven of economic growth nowadays. Therefore, Malaysia were putting many efforts in order to widespread the healthcare system in both government healthcare system and private healthcare system. 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 & Chontawan, 2011). Besides, Teng, Hsiao and Chou (2010) in their studied also 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.

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). Surprisingly, healthcare industry was indicated the third highest turnover rate industry in Malaysia which is 18.9% in the year of 2015 (Compensation Force, 2015). Besides, according to Siew et al. (2011), the turnover rate of nurses in Malaysia has been increase about 50 per cent from the year 2005 to 2010. In between the time, 40 to 1,049 nurses are decided to quit their jobs as nurse.

Table 1.1: Total Turnover Rate in Malaysia in the Year of 2015

Industries	Turnover Rate (%)
Hospitality	25.9%
Banking 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 1.2 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). 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.

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)

The migration of nurses were increasing worldwide as they tend to find the better career advancement and more training availability in healthcare 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). About 2,500 Malaysian nurses

was tends to work at oversea and decided to migrated to other developing countries like United Kingdom and United States (Siew et. al., 2011). As a result, healthcare industry in Malaysia was definitely affected due to the loss of experienced nurses. Bassett & Lloyd (2005) stated in their study that the loss of nurses is due the low motivation level and lack insufficient training provided to those nurses in healthcare industry. Their study also declared that the increase in nurses' turnover intention can contribute the high cost to the hospitals as well as disrupted the working environment as a whole.

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). Furthermore, Bassett and Lloyd (2005) recommended that motivation was significant factor to reduce the turnover intention of nurses in healthcare industry. He declared that the high turnover intention of nurses was due to the low motivation level and lack of support from the organization in healthcare industry. Therefore, this study seek to examine whether the two dimensional motivation which divided into intrinsic motivation and extrinsic motivation have a direct linkage in order to reduce the turnover intention issue amongst the nurse in private healthcare industry.

Literature Review

Turnover Intention

Turnover is defined as the employee had left the organization and turnover intention, on the other hand, defined as the employee has the intention to leave (Price, 2001). This is in line with many scholars that turnover intention has been defined as the employee's intention to leave and withdraw from the current organization (Jansen & Roodt, 2015; Ma & Du, 2014; Chambers, 2008; Peterson, 2004). In addition, Tett and Meyer (1993) refer turnover intention as a conscious and deliberate wilfulness to leave organisation. Turnover intention occurred when individual feel the goal of organization is no longer a line with their goal as organization involved in charge management or policies (Tett & Meyer, 1993). According to Shaw, Dineen, Fang and Vellella (2009), turnover intention amongst the employee will bring a huge lost to organization specifically decrease the productivity level and profit of a particular organization will be effected accordingly

Pasewark and Strawse (1996) stated that turnover intention is a phenomena where individual plan to move out from the existing organization and seek for other job opportunities outside. In generally, employee usually plans to resign after working at the organization in short period of time when they are dissatisfied with the current working environment. They will started to plan for their career development if the current organization unable to meet their expectation in the long run. 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). 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.

Motivation

Many scholars have defined the definition of training broadly. According to Mohammad Saeid Aarabi, Indra Devi Subramaniam and Abu Bakar Alminitisir (2013), motivation will give an objective to an individual and he or she is required to achieve it. When there is a negative situation towards an individual, motivation plays an important role to help them overcome those negative situations (Mohammad Saeid Aarabi et al. 2013). Motivation is known as a force where it will help the employee to achieve the organization's goal and objectives (Irum Shahzadi, Ayesha Javed, Syed Shahzaib Pirazada, Shagufta Nasreen & Farida Khanam, 2014). Rizwan Saleem, Azeem Mahmood and Asif Mahmood (2010) defined motivation as a process where it helps to bring up, energize and maintains an individual's behavior and performance. Motivation is able to help an individual to get promoted in order to achieve the particular goals said by Rizwan Saleem et al. (2010). Motivation is also defined as the set of internal and external forces that initiate work-related behavior in order to determine its form, direction, intensity and duration (Pinder, 1998). A study by Olusegun (2012) stated that motivation can lead to an employee to have a high spirit of cooperation in order to commit in the workplace. The researcher emphasized where there is a strong motivation in performing their work, they will be less likely to have turnover intention.

Intrinsic Motivation

Intrinsic motivation refers to doing something because it is inherently interesting or enjoyable but also has emerged as an important phenomenon for employees as a natural wellspring of learning and achievement that can be systematically catalyzed or undermined by the organization (Ryan & Deci, 1991). Furthermore, intrinsic motivation has a high personal standard to be achieved and it emphasizes on the personal effort to gain what the employee wants in order to enhance the employee's performance in the organization (Laura, 2011). According to Choong, Wong and Lau (2011), the intrinsic variables include feeling of involvement, supervisor's help with personal problems, interesting work, promotion or career development, and appreciation of a job well done. Furthermore, Thakor and Joshi (2005) indicate that the feeling of accomplishment that arises from successful activity performance is regarded as an intrinsic motivator because it is a rewarding psychological state that is directly attained through successful activity performance.

In the research conducted by Gallette, Portoghesi and Battistelli (2011) found out that intrinsic motivation provided by the nurse is effective in retaining nurses in the hospital. The finding showed that nurses have lower turnover intention as hospitals giving them more opportunity of responsibility and wider freedom to involve in the workplace. Intrinsic motivation is able to encourage nurses to have more commitment in hospital due to the increasing sense of belongingness in hospital. Furthermore, Houkes, Janssen, Jonge and Bakker (2003) studied the specific determinants of intrinsic work motivation and turnover intention of bank employees and teachers. The result indicated that teachers are intrinsically motivated by the responsibility opportunities given as well as the meaningfulness that arises in work. However, bank employees tend to have turnover intention although intrinsic motivation was given by the organization. In other words, intrinsic motivation that is provided by an organization is able to reduce an employee's intention to leave the organization.

Extrinsic Motivation

Extrinsic motivation is defined as doing something because it leads to a separable outcome (Weinstein, 2010). This means that individuals perform a task due to outside encouragement or rewards rather than actual enjoyment of the task. According to Luara (2011), extrinsic

motivation involved external incentive such as reward. Mahaney and Lederer (2006) also declared that extrinsic motivation tools are comprise such factors as pay, fringe benefits, job security, promotions, private office space and the social climate. Moreover, they involve competitive salaries, pay raises, merit bonuses and such indirect forms of payment as vacation and compensatory time off and external to the job itself. (Mahaney & Lederer, 2006). In the study conducted by Shinew (1992) shows that extrinsic motivation has a negatively significant relationship with turnover intention of employee. In other words, by implementing extrinsic motivation able to motivated employee and reduce their turnover intention in workplace. In addition, the research by Oludayo and Omonijo (2013) indicated that fringe benefit which is a form of motivation that provided from employer to employer able to retain their loyalty to stay in the organization. In other word, this research proved that extrinsic motivation is essential in reduce employee turnover intention.

Herzberg's Two-Factor Theory

The theories that can be explain the research framework in this study is Herzberg's Two -Factor Theory. The two factors in Herzberg's Two-Factor Theory consisted in producing job satisfaction (motivation) are different from the factor that lead to job dissatisfaction (hygiene). Initially, both hygiene factor and motivator factor are significant in improve commitment level of an individual. Hygiene factor (dissatisfiers) is the extrinsic condition and it is same as the extrinsic motivation where individual get motivated due to the job content which included the salary, working condition company procedure, job security quality of technical supervision as well as the interpersonal relation among the co-worker and superior (Riley, 2005). On the other hand, motivator (satisfiers) in Herzberg's Two Factor Theory are the intrinsic condition from job content that make employee enjoy and satisfied doing the job due to the task itself. Motivators included feeling of achievement, opportunities for advancement, recognition, meaningful work, increase responsibility and opportunities to growth (Riley, 2005). The present of motivator will contribute to satisfaction amongst the employee.

By applying Herzberg's Two Factor Theory, both hygiene factor and motivators able to increase commitment level and it have a direct linkage to turnover intention of employee. This theory able to provide a better understanding on the element that could make employee feels motivated. In the context of this study, the level of turnover amongst nurse in healthcare industry could be decrease as organization provided the right motivation in term of intrinsic motivation and extrinsic motivation to them. Therefore, the ability to retain employee can reduce the nurse's turnover intention when organization operate effectively based to motivation theories of Herzberg (Herzberg, 2002).

Methodology

Research Design

Quantitative research was used in this study in order to test the hypotheses from the questionnaires developed and quantitative data is collect through self-administered questionnaires. Questionnaires through survey were used as data collection instruments and distributed to nurses, who are willing to participate in this study. The population of this study is targeted and focusing on nurses who are currently working in the private healthcare industry of Kota Kinabalu, Sabah. This study was focusing on the private healthcare in particular because of limited research was conducted in Malaysia regarding the turnover intention of nurses in healthcare industry especially in private sector. 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. This study also was focusing in Kota Kinabalu because of limited of the context had been done in Sabah in order to examine the turnover intention issue among nurses in private healthcare industry of Kota Kinabalu, Sabah, therefore it has embarked this study to be conducted.

According to the statistic provided by Malaysian Nursing Board (2013), the population of nurses who working at private healthcare industry in Kota Kinabalu, Sabah is 471 nurses. The study was using non-probability sampling, a convenience sampling technique in the selection of respondents. The respondents of this study included nurses of both male and female from different level of position who are working in private healthcare industry in Kota Kinabalu, Sabah. Relatively, the targeted nurses are only focusing in the five private healthcare centers which located in Kota Kinabalu, Sabah. The unit of analysis is individual, as a nurse of the private healthcare industry.

The questionnaire was distributed via personal contact, various networks and their extended network. Additionally, researcher also personally hand in the questionnaire to those five targeted private healthcare industry in Kota Kinabalu by meeting with the Human Resources managers. In order to obtain the approval of distributed questionnaire to the nurses, researcher needs to show the authorization letter from university for conducting this study. The questionnaire will distribute to nurses and the researcher will explain to the respondent in each section purpose. The required characteristic of the respondent were the nurses must have the turnover intention, thus a screening question of whether they satisfied with their current job will be ask to the respondent before distribute the questionnaire to them. The data collection from the nurses started from the first week of July 2016 until the end of the month which carried the duration of one month time. In order to 60 get the high possibilities to reach the nurses in hospitals, researcher was distributed the questionnaires during the rest time of nurses which is 12 pm to 2 pm at the cafeteria of hospitals.

The questionnaire items of intrinsic motivation (6 items) and extrinsic motivation (9 items) were adapted from Dundar, Ozutku and Taspinar (2007). On the other hand, the questionnaire items of turnover intention (5 items) were adapted from Farh's (1998). A five-point Likert scale was used in this study in order to indicate level of respondent's agreement and disagreement which ranging from strongly disagree (1) to strongly agree (5). A total of 250 questionnaires was distributed to the nurses in the respective hospitals but there are only 232 questionnaires were returned. There are total of 14 questionnaires out of 232 questionnaires was unusable due to incomplete information such as missed out of questions in the questionnaire and respondents ticked more than one answers in a question. Therefore, the usable number of questionnaire in this study is 218.

The Statistically Package for Social Science (SPSS) version 21 were used to key in the data collected whereas Partial Least Square Equation Modelling (PLS-SEM) by SmartPLS version 2.0 path modelling pathway was used in data analysis. This is due to PLS able to provide a comprehensive statistical test that includes evaluating the indicators validity, checking for collinearity problem and estimation of the path modelling relationship (Razilan, Fatimah & Diljit, 2012). SPSS was used to analyze the demographic data of the respondents by measuring

the respondents' demographic profile. On the other hand, the measurement model was conducted to determine the validity and reliability of the data by using PLS-SEM through convergent validity, construct validity and loadings. This analysis was conducted with the aims to determine the level of consistency on measuring items in the instruments as well as determine whether the group of items is consistently reflecting the measured construct.

Conceptual Framework

In this research, the conceptual framework was adapted based on Clugston's Model (2000). Figure 1 presents the multi-dimensional of motivation which consists of intrinsic motivation and extrinsic motivation as the independent variables and turnover intention as the dependent variable. Bassett and Lyoyd (2015) recommended that motivation is significant factor to reduce the turnover intention of nurses in healthcare industry. He declared that the high turnover intention of nurses is due the low level of motivation and lack of support from the organization in healthcare industry. The conceptual framework of this study in Figure 1, which as follows:

The Conceptual Framework



Figure 1

Hypotheses Development

Research conducted by Gallette, Portoghese, Penna, Battistelli and Saiani (2011) in Italian healthcare stated that intrinsic motivation has a negative significant relationship with turnover intention amongst the nurse in Italy. Furthermore, Ali, Akhter and Newaz (2007) found out that there is a negative significant relationship between intrinsic motivation and turnover intention in banking sector of Bangladesh. Houker, Janssen, Jonge and Bakker (2003) studies the specific determinants of intrinsic work motivation and turnover intention among bank employees and teacher. The result indicated there is a negatively significant relationship between intrinsic motivation and turnover intention among teachers. The result indicated that teachers are intrinsically motivated by the responsibility opportunities given as well as the meaningful arise in work. However, bank employee indicated the different result where the intrinsic motivation has a negative significant relationship to turnover intention. The finding showed that bank employee tends to have turnover intention although intrinsic motivation was given by the organization because they are morepreferable in extrinsic motivation like reward and better fringe benefit. Therefore, this study attempts to test the following hypothesis:

H1: There is a negative significant relationship between intrinsic motivation and turnover intention.

Oludayo and Omonijo (2013) indicated that extrinsic motivation especially fringe benefit is the strong determinant of turnover intention and it indicated a negative significant relationship with turnover intention, which in line with Ali et al. (2007). Shinew (1992) also found that that there is a negative significant relationship between extrinsic motivation and turnover intention in the service oriented organization in manufacturing sector. However, Newman, Maylor and

Chansarkar (2002) declared that the relationship between nurses and turnover intention is a significant positive. Therefore, this study attempts to test the following hypothesis:

H2: There is a negative significant relationship between extrinsic motivation and turnover intention.

Result

Measurement Model

The result of the convergent validity by evaluating the loadings, AVE and composite reliability values as presented in Table 1. The cut off values on the factor loadings for items retention might be differing from one scholar to another scholar which varies from 0.35 to 0.70. (Hair, Anderson, Tatham & Black, 1998; Chin, Gopal & Salisbury, 1997; Hair, Ringle Sarstedt, 2011). Hence, loadings of greater than 0.5 are considered 65 as minimum acceptable value and statistically significant in this study. The result in this study demonstrated that the loadings for all items are in the range between 0.705 and 0.927 which was achieved the cut off value of 0.50. The recommended value for the composite reliability (CR), which is minimum value of 0.70 (Gefen, Straub & Boudreau, 2000; Hair, Black, Babin & Anderson, 2010) while the cronbach's alpha accepted at the recommended value of 0.70 (George & Mallery, 2003).

In the average variance extracted (AVE), the acceptable value should exceed the recommended value of 0.50 (Fornell & Larcker, 1981; Bogozzi & Yi, 1998; Hair et al. 2010). In this research, the result shows that the value of composite reliability for all of the items measured was exceeding the minimum cut off value which is 0.7; the cronbach's alpha was all above cut off value of 0.7 and the average variance extracted was also all above 0.5 suggesting that the measurement items were reliable and valid.

Measurement Model					
Constructs	Items	Loadings	AVE ^a	CR ^b	Cronbach's Alpha (α)
Intrinsic Motivation	IM1	0.852	0.709	0.924	0.897
	IM2	0.860			
	IM3	0.793			
	IM5	0.857			
	IM6	0.846			
	IM4	0.705			
Extrinsic Motivation	EM1	0.860	0.689	0.939	0.924
	EM3	0.812			
	EM4	0.834			
	EM5	0.820			
	EM6	0.854			
	EM7	0.816			
	EM8	0.812			
	EM9	0.705			
Turnover Intention	TI1	0.915	0.772	0.931	0.901
	TI2	0.896			
	TI3	0.886			
	TI4	0.814			

Table 1

^aAverage Variance Extracted (AVE) = (summation of the square of the factor loadings)/{(summation of the square of the factor loadings) + (summation of the error variances)}

^bComposite Reliability (CR) = (square of the summation of the factor loadings)/{(square of the summation of the factor loadings) + (square of the summation of the error variances)}

Note: IM4 item in intrinsic motivation and EM2, EM9 item in extrinsic motivation are deleted due to the loading is below than 0.5.

Next, the result of the discriminant validity by comparing the square root of the average variance extracted and the correlations (Fornell & Larcker, 1981) as presented in Table 2. The discriminant validity result showed that all the values in the diagonal are greater than other indicator variables in their respective rows and columns, thus indicating all indicators are good measurement for their constructs (Fornell & Larcker, 1981; Chin, 2010; Chin, 1998).

	Extrinsic Motivation	Intrinsic Motivation	Turnover Intention
Extrinsic Motivation	0.83006		
Intrinsic Motivation	0.777332	0.84202	
Turnover Intention	-0.5927	-0.56544	0.8792

Table 2

Note: The square root of AVE values is shown on the diagonal and printed in bold; off diagonals are the latent variable correlations

Structural Model

Path coefficients (β) are obtained for the structural model relationship in order to testing the hypothesized relationship among the variable constructs by using bootstrapping procedure with 5000 subsamples. According to Chin (1998), bootstrapping procedure with 5,000 of bootstrap samples should be used in SmartPLS 2.0 in order to test the hypotheses of the research model. Meanwhile, the significant of the path coefficients is based on t-value. The significance testing results of the structural model as presented in Table 3.

The analysis showed that out of two (2) hypotheses one (1) were supported (H1) and one (1) was not supported (H2). For H1, the relationship between intrinsic motivation (IM) and turnover intention (TI) was negatively significant with $\beta = -0.184$ and T-value = 2.848 which indicating that the intrinsic motivation (IM) has direct influence on turnover intention (TI). This result indicated that a 100% changes in the intrinsic motivation (IM) bring 18.4% changes in turnover intention (TI). For H2, the relationship between extrinsic motivation (EM) and turnover intention (TI) was positively significant with $\beta = 0.272$ and T-value = 4.179 at which indicating that the extrinsic motivation (EM) has direct effect on turnover intention (TI). In other words, a 100% changes in the extrinsic motivation (EM) contributed 27.2% increase in turnover intention (TI).

Significance Testing Results of the Structural Model

H	Path		Beta (β)	Strd. Error (SE)	T-value ^a	Decision
H1	Intrinsic Motivation Turnover Intention	→	-0.184	0.064	2.848**	Supported
H2	Extrinsic Motivation Turnover Intention	→	0.272	0.065	4.179**	Not Supported

Table 3

*Significant at $p < 0.05$; **Significant at $p < 0.01$

aNotes: $t(499)$, One tailed test: $t(0.05; 499) = 1.65$; $t(0.01; 499) = 2.33$

Discussion and Conclusion

This research was conducted with the aims to provide a better understanding of the relationship between dimensional of motivation (intrinsic motivation, extrinsic motivation) and turnover intention amongst nurses in private healthcare industry. The specific research objectives on this study is to examine the relationship between motivation (intrinsic, extrinsic) and turnover intention among nurses in private healthcare industry of Kota Kinabalu, Sabah. The finding in this study shows that the motivation (intrinsic motivation and extrinsic motivation) has significant relationship with the turnover intention. This implies that the role of intrinsic motivation and extrinsic motivation as a platform in influence the nurse's turnover intention in private healthcare industry of Kota Kinabalu, Sabah. This result was a line with the previous study which conducted by Cernea (1975) that showing that there is a significant relationship between motivation and turnover intention in the industrial sector.

The result of the study was supported that the intrinsic motivation has positive significant relationship with turnover intention amongst the nurse which are a line the finding of previous researcher. This can be explained by nurses are intrinsically motivated by the responsibility related to work as a nurses because they feels respectable by the public. Therefore, intrinsic motivation able to affected the turnover intention of nurses because they perceived that the recognition working as a nurse is meaningful for them. This result was consistent with the finding of Janssen, Jonge and Bakker (2003) where the researcher also found that intrinsic motivation has negative significant relationship on turnover intention amongst the teachers. The teacher tends to stay at the same school to pursue their teaching career when the responsibility to teach is greater.

With the respect of extrinsic motivation, the finding in this study indicated that there is positive significant relationship between extrinsic motivation and turnover intention of nurses in private healthcare industry. Therefore, the result was not supported due to the positive significant relationship was found in this study. In other words, nurses are significantly influence by the extrinsic motivation toward turnover intention in private healthcare industry. This shows that the higher reward provided by the hospital led to higher nurses' turnover intention where they are extrinsically motivated by the extra pay for high performance. Therefore, nurses will leave their current working hospital as the extrinsic motivation such as reward, higher salary and greater promotion opportunities provided to nurses in private healthcare industry.

This result was different with the prior research which indicating that extrinsic motivation has the direct impact on employee turnover intention in service oriented organization in manufacturing sector (Shinew, 1992). The study indicated that with the extrinsic motivation provided able to enhance employee's productivity of customer service thus decrease their turnover intention. However, Newman, Maylor and Chansarkar (2002) declared that higher extrinsic motivation led to higher turnover intention amongst nurses was due to the pay that offered by private hospital in Malaysia was still considered low if compared to the pay offered by Saudi Arabia where the income is not taxable and commanded a salary of almost two to three times higher.

Lastly, the present study suggests that in order to reduce the turnover intention amongst the nurses in private healthcare industry, management officer in Human Resource Department in hospital should have the insight to develop a systematic nurse retention strategy plan by provide them the right motivation which able to generate higher level of commitment. Management in healthcare industry should have the understanding of employee perceived motivation factor

toward their turnover intention. This is because the management teams are usually looking in to the extrinsic motivation factor such as better reward and promotion opportunities but they are less likely to look into intrinsic motivation factor such as recognition and greater learning opportunities which are also very vital for a nurse who are regularly faced job stress in hospital. Consequently, management executives in Human Resource in healthcare industry able to figure out and identify the important of motivation factor that the nurses actually look into in order to reduce their turnover intention. This would be enhancing nurses' commitment at private healthcare industry of Kota Kinabalu, Sabah.

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