Factors Influence the Level of Staff Turnover Rate: A Study among Private Nursing Homes in Malaysia

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Abstract: This study aims to identified the factors that influence the level of staff turnover rate in private Nursing Home in Malaysia to improve staff and organisational effectiveness. Survey study in five Nursing Homes were conducted via questionnaire by asking the staffs to participate in this study. The results indicates that the factor that influence the level of staff turnover rate integrates: people which are qualified staff and development of attitude, skills, knowledge and performance for the effectiveness of service delivery; programme which include training and motivation programme, practical courses and job rotation as the practices; process, is the strategy of continuous improvement of people and programme in the Nursing Home; compensation, are the including the salary, incentives and financial benefit and job content, are covered the guidelines and work flow for the staffs whose working in private Nursing Home in Malaysia.

Key words: Staff turnover, privatenursing home, Malaysia, job content, qualified

INTRODUCTION

Background of study: In general, Nursing Home is a place where people who are old, elderly and unable to take care of themselves properly. According to Ribbe, Nursing Home is an institution providing nursing care 24 h a day, assistance with activities of daily living and mobility, psychological and personal care, paramedical care such as physiotherapy, occupational therapy as well as room and board. Furthermore, Estabrooks has included Nursing Home constitute a resident care unit. However, Nursing Home as distinct from a resident care home which provide the kind of care which requires the specific skills of a qualified nurse or the supervision of a qualified nurse. In addition, Nursing Home is a critical part of the long-term-care system in the United States, although, many alternative facilities such as assisted living are emerging (Kenrick et al., 2010). In operating an Nursing Homes Management in Malaysia, the skill and leadership of a qualified nurse is vital. A qualified staff in this area requires management in decision-making which includes planning, organising, staffing, directing, coordinating, reporting and budgeting. Unlike in other acute health settings, NHM deals with the issue of inadequate nurse staffing and poor skills mix (Harrington et al., 2000).

According to Susan and Robyn, staff development is fundamental for the future of any Nursing Homes around the area as for rapid advancement and social changes. It would be basic to assume it as training to give the opportunity for staffs to implement their skills, knowledge and attitudes to the staff. Moreover, the individual staff is an essential to the quality improvement model. The staff at each level of a Nursing Home must clearly understand the process that relate to the specific goals of Nursing Home operation. On the other hand, the quality will improves when the staff clearly understand the data used to measure outcomes, are able to make changes in the way the staffs perform their scope of jobs and can reexamine the data to see if the changes have made any differences.

The objectives of this study is:
- To determine the relationship between people and the level of staff turnover rate among private Nursing Homes in Malaysia
- To determine the relationship between process and the level of staff turnover rate among private Nursing Homes in Malaysia
- To determine the relationship between program and the level of staff turnover rate among private Nursing Homes in Malaysia
- To determine the relationship between compensation and the level of staff turnover rate among private Nursing Homes in Malaysia

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- To determine the relationship between job content and the level of staff turnover rate among private Nursing Homes in Malaysia

Issues of the study: According to Statistic Department, Ministry of Health Malaysia, for the year 2015, the number of turnover rate in private Nursing Home in Malaysia is a significant problem with rates ranging from 55-75% for nurses and staff and sometimes over 100% for nurse alone. Having personally witnessed a great deal of turnover during the current year, it was curious about why the rate is so high and what could be done about it. In addition, the department conducted the sixth Nursing Home staffing survey that collected 2015 data to estimate the retention, vacancy and turnover of employees working in nursing facilities nationwide. More than 100 private and government Nursing Home participated in this survey. According to the Table 1, it shows about the turnover rates by nursing job position in year 2015.

The turnover rate for all nursing facility employees was 35.1% and exhibited a high degree of variability across job categories. As shown in the table, turnover rate was highest among nursing care staff (39.5%) and lowest for administrative staff (18.0%). As shown in the table also, turnover rates for Therapy Staff, Housekeeping, Medical Officer and Social Services and Activities ranged from 24.3-33.7 %, respectively. Thus, this study is conducted in order to analyze the factors influence the level of staff motivation among private Nursing Home in Malaysia.

Literature review

Nursing home development: Thomas (2012) stated that the integrated staffing model proposes a close relationship between staff development and execution evaluation. Like execution examination, staff development practices are dependent upon the setting of the foundation effective staff improvement ought to be harmonious with mission and objectives, articulation of expert practice, set of working responsibilities for the position that the staff part possesses and objectives of the individual staff as stated by Burgio *et al.* (2010).

Viable and extensive staff developmentrehearses must take care of staff and association change, get from a formative arrangement, incorporate consideration regarding both procedure and item, be tied down in everyday work, be multifaceted and continually changing and perceive development and development in staff, (Campbell, 1985). Moreover, staff development practices have a double concentrate in that they must take care of individual staff and to association improvement. For staff development to be effective, both objectives must be

Table 1: Number of staff turnover in nursing home malaysia for year 2015

Category	Percentage
Administrative	18.0
Nursing	39.5
Therapy	25.7
Housekeeping	33.7
Medical oficer	24.3
Social services and activities	22.5

Statistic Department, Ministry of Health Malaysia

accomplished-that is, they must be commonly steady as stated by Harrington *et al.* (2010). This dedication obliges innovativeness and adaptability in arrangements for staff improvement. Staff development must be deliberate, dynamic and powerful. An arrangement for individual development ought to reflect current individual and expert status with respect to ascribes expected to perform appointed obligations, short-and long haul objectives and option strategies for accomplishing those objectives. There ought to likewise be an arrangement for association change. Both individual and authoritative needs are incorporated in this arrangement as claimed by Simmons *et al.* (2012).

Process: The objective of staff development is change in staff and hierarchical adequacy (Fig. 1). This is a process that influences translations of employment necessities, associations with partners and points of view on the systems for education. Staff improvement happens in a social setting and stresses cooperation, based on an establishment of coordinated effort. Staff development is a procedure that exhibits the regularity of reason for all staff and the essential way of individual learning and aptitudes to perform doled out obligations in connection to the accomplishment of these bigger objectives (Campbell, 1985). As a process, staff development is progressing and tied down in everyday work making it obvious in all faculty elements of the division. All other staffing capacities are identified with staff development as stated by Zimmerman *et al.* (2010). This is particularly valid in supervision and execution evaluation. Staff improvement is multifaceted, focused to a wide range of individuals in distinctive parts and accordingly, it must be continually evolving as claimed by Harrington *et al.* (2010). Staff development exercises ought to require keen collaboration and reflection framed in a setting of prerequisite of the occupation. This is more prone to result in sought impacts on behaviour.

In order to adopt research based practices for staff that working in nursing home, process must be supported with quality professional development that helps them develop an extensive knowledge and skills base. In addition, nursing this process is one of the foundations of practice where it offers a framework for thinking
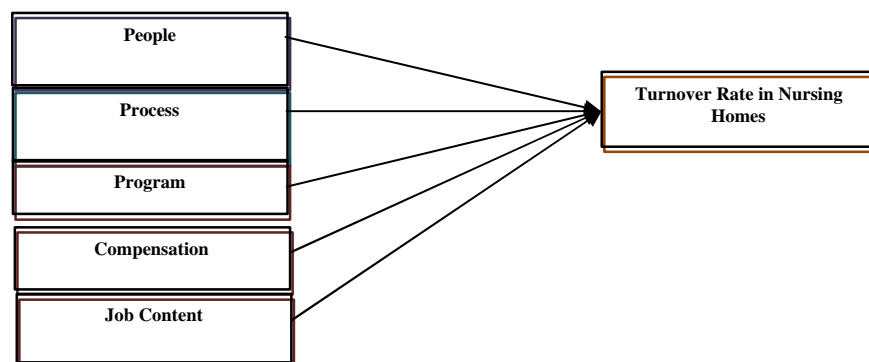
Fig. 1: Staffing model in staff development (equity-sensitive perspectives): a model for managing change. Adopted from Dixon

through problems and provides a staff to a nurse's critical thinking skills. Besides that, it's important to point out that this process is flexible and not rigid. On the other hand it is a tool to use in nursing home care but one that should allow for creativity and thinking outside of the box.

Firstly, staff need to gone through the nursing home process which assessing where in data is gathered about the patient, family or community that the staff is working with. Nursing home process also involve the process of gather objective data or data that can be collected through examination, is measurable. This includes things like vital signs or observable patient behaviours. Besides that, process in managing nursing home also include diagnosing where the staff will takes the information from the assessment, analyzes the information and identifies problems where management outcomes can be improved through the use of nursing interventions. This moves the staff forthe nursing home process which is planning where staff prioritizes which diagnoses need to be focused on. The nursing home staff can and should be involved in this process. Planning starts with identifying nursing home goals where it is the statements of what needs to be accomplished and stem from the diagnosesboth short and long term goals should be established Next, the staffplans the steps needed to reach those goals and an individualized plan with related nursing home interventions is created.

On the other hand, a nursing home works within clearly set boundaries of process and standards of management practice which require a staff to work based on the standard of procedure. In addition, staffs that works in nursing homes can must follow the process and practice to ensure of the quality of management, (Harrington *et al.*, 2010).

People: Staff development must be aware of the varieties in the development and development of people and the association. While some staff individuals may have served the calling for a long time, others may be just starting their expert professions as stated by Simmons *et al.* (2012).The practical parts of people might likewise change and may oblige retooling for the new obligations. Such circumstances may oblige customizing staff improvement opportunities in the event that they are to be powerful. These improvement opportunities must mirror different individual and authoritative conditions. Assorted qualities can be depicted as a mosaic of people who bring a mixed bag of foundations, styles, points of view, values and convictions as advantages for the gatherings and associations with which they collaborate as stated by Weiner. An assorted quality strengthening gives the philosophical establishment to the human execution framework model. It is a deliberate, proactive, way to deal with making a domain in which individuals acknowledge, regard, celebrate and adequately utilize the assorted qualities inside of an association as a wellspring of included worth as claimed by Burgio *et al.* (2010).

In light of this, the earth ought to completely bolster the advantages of differing qualities inside of groups and associations, incorporate individuals from various social gatherings as full members, mirror the commitments and hobbies of these assorted voting demographics and act to kill all types of social foul play (Campbell, 1985).

The staffs as a people that manage the nursing home will work with residents in the nursing home by identifying their psychosocial, mental and emotional needs along with providing, developing and or aiding in the access of services to meet those needs. In addition, as a people that working and managing the nursing home, services that serve by them will be provided in accordance with the National Association of Social

Workers (NASW) Code of Ethics along with strict adherence to government regulations. The nursing home staffs are responsible for encouragement a climate, policies and routines that enable residents to maximize their individuality, independence and dignity. Nursing staff as a main people that run and manage the nursing home shall provide residents with the highest practical level of physical, mental and psychosocial well being and quality of life. In fulfilling staffprimary duties and responsibilities as a people, the nursing home social worker shall exercise professional judgment in carrying out a variety of activities that maximize the well being and quality of life of nursing home.

The nursing home staff is mandated to adhere to be as a people that fully manage nursing home. Nursing homes have a legal obligation to adhere to governmental laws where staff as a people have a professional responsibility to provide good service and to bring about change when laws unjustly affect the nursing home quality and reputation. In addition, as a people, staff are responsible for fostering a climate,policies and routines which enable residents to retain individuality, independence and dignity. One of a staff principal functions as a people, according to the Massachusetts chapter of the National Association of Social Workers, is advocacy.

Besides that, the staff in a nursing home is expected to collaborate with other staff and medical professionals to ensure a patient's wishes are carried out. This is especially important in cases where the patient cannot communicate his wishes or is not competent to make his own decisions. So that, staff as a people in nursing home is also expected to protect the patient from abuse and improve the quality of life whenever possible.

Program: All program which are connected with distinguishing potential expert staff applicants, recognizing the competitors who are the best fit for both the occupation and the establishment and giving frameworks and exercises intended for guaranteeing that staff individuals stay in the association as claimed by Harrington *et al.* (2000). Staff ought to create execution arranges and participate in a persistent procedure of driving and inspiring staff individuals as stated by Simmons *et al.* (2012). Compelling instructing permits directors and staff individuals to manufacture more grounded connections and to work collectively to accomplish execution goals. Program are important to build up and keep up the conditions needed for powerful execution administration as stated by Stone *et al.* (2012).

At the point when legitimately encouraged, execution appraisal affirms representative comprehension of parts, assesses the degree to which execution objectives are being met, distinguishes issues and obstructions in the workplace, gives positive and useful criticism, energizes standard occupation related discussions in the middle of administrators and staff individuals and gives the data expected to the execution reward process. It is vital that remuneration by adjusted to authoritative objectives and encourages staff improvement (Burgio *et al.*, 2010). Representative improvement incorporates all exercises that straightforwardly or by implication impact the capacity of the understudy undertakings expert to do her or his present or future occupation. This obliges distinguishing the skills required by staff individuals to perform one's employment and guaranteeing that development exercises are designed for upgrading those capabilities as stated by Wunderlich and Kohler (2011). This can take the type of expert gatherings, at work preparing, new representative introduction, on location workshops and programs.Thomas (2012) created preparing activities that he marked "esteeming contrasts" for the administration of business that are progressively enlisting workers and working with organizations with differing foundations. Thomas proposes that projects ought to concentrate on ways that men and ladies, or individuals of diverse races, reflect contrasts in qualities, dispositions, conduct styles, methods for considering and social foundation as stated by Stone *et al.* (2012).

Compensation: Compensation has been defined in a variety of way where it is something that counterbalances, offsets, or makes up for something else's. Most people work for a living and that why employees demand an appropriate level of compensation for their effort such as compensation may be offered in direct reward such as salary and bonus, or bundled with other indirect reward such as medical insurance. In the past studies, indicated that employees would be attracted, retained and motivated to achieve organizational goals when the employers used money to be the incentive. Besides that, compensation is the core component of the production reward exchange process and the employment relationship. Once the employees perceive that their employers cannot offer their expected level of compensation, they may leave the organization. As Milkovich and Newman observed, employees tended to leave the company when a competing company has a better compensation offer. According to Deluca, compensation is defines as pay, reward, remuneration or salary and wage management. These terms are often used interchangeably in organization. In an organization perspective, compensation is often defines as an important human resource management function where it

emphasizes planning, organizing and controlling various types of pay systems. Normally, it is the major source of employees financial security. Zhou, Qian, Henan and Lei stated that compensation provides competitive base salary levels necessary to attract and retain talent and compensates for day-to-day responsibilities performed at fully acceptable level and above. Chen and Brian propose that the types of compensation typically contain the following components base salary, overtime pay, bonuses, commissions, the dollar value of restricted stock awards and gains from exercising stock options, profit sharing and so on.

Job content: In general, job content is an organized study of jobs to recognize the visible work activities, tasks and responsibilities related with a particular job or cluster of jobs. Furthermore, it is a process of look at exactly what a job entail and to identify the exacting job duties and desires in detail reflecting the importance of these duties for a given job. The significance of job content in applying human resource practice cannot be ignored and has been described as the basic building block upon which all later decisions in the process would rest.On the other hand, the significance of job content has been relate in the subject of personnel psychology which determines the personal attributes like knowledge, skills and abilities which are imperative for the thriving job performance. Moreover, Brannick and Levine (2012) defined the job content as a structured process whereby nature of a job is discovered. Besides that, in Human Resources functions such as recruitment and selection. Levine *et al.* (2010) claimed that incorrect practice of the job analysis may affect other HR activities based on it practice of job analysis as a management tool. Since, then job content become one of the imperative tools by which managers and professionals directed the organizations. On the other hand, Cascio, Bowin and Harvey stressed the significance of job content as a strategic practice linked with the organizational performance. Besides that Antheny recommended that with the identification of the Human Resource Performance connection, organizations dynamically adopting job content as a human resource strategy were likely to grow up more and put on hostile benefits. as claimed by Gatewood and Field.

Turnover rate: Turnover rate can briefly describe as how fast the employers recruit and lose employees. In addition, it is use to measure the effectiveness of recruitment and is sometimes consider as one of the indicator of organizational performance (Campbell, 1985). According to Monday clearly defined turnover rate as numbers of new recruitments were hired to replace resigned employees. Moreover, by these definitions, turnover occur only when a replacement is successfully hired. On the other hand, turnover rate can be either intended or unintentional. Intended turnover happens when the employees initiate the termination of employment regardless the reasons while unintentional turnover happens when a termination is initiated by the employers. Besides that, unintentional turnover may help improving productivity because underperforming employees were removed. For the most part of the research on turnover is committed to the causes and consequences of voluntary turnover. On the other hand turnover rate is costly from the view of the organisation. In addition, intended quits which represents an exodus of human capital venture from organisations Monday and the succeeding substitute process entails manifold costs to the organisations. These substitute costs include for example, search of the outside labour market for a possible replacement and formal and informal training of the substitute until he or she attain presentation levels equivalent to the individual who quit Chikwe. Adding together to these substitute costs, production would be affected to some extend or output would be maintain at the cost of overtime payment. The cause so much attention has been paid to the issue of turnover is because turnover has some important effects on organisations.

MATERIALS AND METHODS

In this research is highlight about the factors that can influences the level of staff turnover among staffs in private Nursing Homes in Malaysia. In order to make an analysis, this research is using quantitative study as a data collection from respondent and finds the result that can answer this research. From this basic research, it is using descriptive study to analyse the result to find the factors that can influencing the level of staff turnover. This method objective is to quantify data and generalize result from a sample to the population. A set of questionnaire will be distributed to 108 staff in the selected private nursing home in Klang Valley. This question will be used to gather all of the information needed regarding the research topic in which the question will be divided into several parts that will fulfil the research objectives that the researcher wants to achieve and to study. Population is a group of potential participants to whom researcher want to generalize the results of the study (Sekaran and Bougie, 2011). In this research, the researcher will select the staffs that are currently working in private Nursing Homes including staff nurse, staff administration, housekeeping, social

activist and medical officer. The sampling method taking the selection of population and using the collection of data as information. The sampling method that the researcher used is non-probability sampling. This element does not have equal chance of being selected. It is very economical and easily performed. The researcher used chooses to use the convenience sampling. The researcher can obtain the sample at convenience. It is the method that is least expensive and least time consume compared to other sampling techniques. This research utilize approach by distribute the questionnaire survey. Survey is activities when respondents answer questions administered through questionnaires or interviews sessions. After they answer the questions, the researchers will describe the response given (Sekaran and Bougie, 2010). Secondary data refer to any information gathered by someone other than the researcher.conducting the current study such as from magazine, newspaper, article or any others sources. Its means that the data were second hand any can be interpreted also re-interpreted by others users or info. In Research Methods book written by Awang secondary data is data that has been collected by someone else to use in many purpose. Usually, this data was already assembled and did not need to access by respondents or subject.The data will be analyzed using Statistical Packages for the Social Science (SPSS) Version 22.

RESULTS AND DISCUSSION

Demographic profile of respondents: The Table 2 shows about the demographic profile of respondents that involved in this study. For the gender analysis, it indicated that 74% of the respondents is a male while 26% is a female. Next for the analysis of respondent's age, most of the respondents was fall at the category age of 20-29 years old, 10.1% for year 30-39 years old, 4.8% for the age > 50 years old, 4.6% is at 40-49 years old and 0.9% at the age less than 20 years old. For the marital status, it shows that 78.7% of the respondents is single, 17.6% is married while 3.7 with others status. Furthermore, for the analysis on race, it indicate that 63.9% is a Malay, 11.1% is a Chinese, 13.9% is an Indian while 11.1% is others. For the working duration, 24% of the respondents had working for <1 year, 29.6% had working between 2-5 years, 26.9% had working in between 6-10 years while 19.5% had working <10 years. In term of educational level, 21.3% was having a primary school qualification and secondary school, 25.9% was having a diploma level, 29.6% was having a bachelor and 1.9% was having a master/phd. For the job position, it can be analyzed that 44.4% of the respondents is a nurse, 13.9% is a medical officer while 41.7% is others.

Table 2: Demographic profile of respondents

Category	Frequency	Percentage
Gender		
Male	80	74.0
Female	28	26.0
Age		
<20 years old	1	0.9
20-29 years old	86	79.6
30-39 years old	11	10.1
40-49 years old	5	4.6
>50 years old	5	4.8
Marital status		
Single	85	78.7
Married	19	17.6
Others	4	3.7
Race		
Malay	69	63.9
Chinese	12	11.1
Indian	15	13.9
Others	12	11.1
Working duration		
<1 year	26	24.0
2-5 years	32	29.6
6-10 years	29	26.9
>10 years	21	19.5
Educational level		
Primary school	23	21.3
Secondary school	23	21.3
Diploma	28	25.9
Bachelor	32	29.6
Master/Phd	2	1.9
Job position		
Nurse	48	44.4
Medical officer	15	13.9
Others	45	41.7

Table 3: Descriptive analysis

Factors	Mean	SD
People	3.7138	0.65138
Program	3.9380	0.68347
Process	3.8147	0.79934
Compensation	3.6145	0.63456
Job content	3.4560	0.65890
Turnover rate	3.7577	0.74695

Descriptive analysis: Based on Table 3, respondents were asked to point out their perceptions and agreement towards the statement in the questionnaires by using the five points Likert Scale answers. The scales were ranged between 1 = strongly disagree to 5 = strongly agree. An even numbered scale would not have a midpoint and thus, forced respondents to make a choice. The overall mean for people was 3.7138 (SD = 0.65138), program was 3.938 (SD = 0.68347), process was 3.8147 (SD = 0.79934), compensation was 3.6145 (SD = 0.63456), job content was 3.456 (SD = 0.65890) and turnover rate was 3.7577 (SD = 0.74695).Based on the results, it can be summarize that most of the respondents which are agree to participate in this study where the majority of the answers fall at point of 3 which is they agree to each statement.

Pearson correlation analysis: From this analysis, Table 4 shows the correlation relationship among the

Table 4: Correlation analysis

Variables	Turnover rate	People	Program	Process	Job content	Compensation
Turnover rate	1.000	-	-	-	-	-
People	0.817**	1.000	-	-	-	-
Program	0.850**	0.216**	1.000	-	-	-
Process	0.751**	0.312**	0.044**	1	-	-
Job Content	0.473**	0.216**	0.187**	0.232**	1	-
Compens-ation	0.432**	0.173**	0.245**	0.192**	0.289**	1

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

independent variables and dependent variable. Result of the analysis indicates positive correlations between people, program, process, job content, compensation and turnover rate. The person correlation coefficient (r) for these five variables ranged from (r) = 0.473 to (r) = 0.850 with significance at 0.01 level (2-tailed). Identically, correlation between job content and turnover rate (r = 0.473, p<0.01) is considered positive but moderate correlated and statistically significant. As for the program and turnover rate, the correlation coefficient value is (r = 0.850, p<0.01). It illustrates a highly positive and statically significant correlation between the program and turnover rate to adopt. Meanwhile, compensation and turnover rate (r = 0.432, p<0.01) are considered as positive but moderate correlated and statistically significant. Furthermore, it show that the Pearson correlation value between people and turnover rate (r = 0.817, p<0.01) where highly positive and significant. Other else is process where the pearson correlation value is (r = 0.751 p<0.01) and it also indicate for highly positive and statically significant with turnover rate. Even though the results shows the existence of correlation among the variables-none of the Pearson correlation coefficient (r) value is >0.90 which indicates no multicollinearity problem between the correlations of all variables. This correlationanalysis meeting the research objectives that aims to examine the relationship. Based on the results in this correlation analysis, it can be concluded that people, program and process is positive and highly correlated with the dependent variable. However, job content and compensation is moderately correlated and significant.

CONCLUSION

Employee turnover is costly and disruptive to any organisation also for any private nursing homes. While no company or organization can realistically expect zero employee attrition, there are strategies that the researcher recommend to public nursing homesfor implement in order to retain the best employees and reduce the likelihood of their employees joining the proverbial revolving door. For private nursing home, the best time to avoid turnover

is before engagement with the true employee. This organziation can use an employee survey designed to help accurately identify skill gaps and workloads and implement theirrecruitment plans accordingly. Here, some of the components of hiring right highlighted here such as behaviour-based testing, competency screening, background checking and others related. In addition, this private nursing homes need to discover whether the employee has the right skills, competency and character. In general, the compensation and benefitpackages individually where possible especially for line manager and executive positions and review them at least annually. As an organization, private nursing homes need to keep up to date with market salary rates or make sure the HR department is up to speed. Not surprisingly, there is a clear relationship between benefits and turnover rates where this company need to ensure that they are provide standard industry benefits, such as disability insurance, flexible hours, or life insurance where appropriate. Always be open to negotiation with valuable employees and tie pay to performance.As the social organziation, private nursing homes need to set the tone for their employee morale. Don't set up repetitive meetings unless they are truly productive and the company are open to suggestions from their employees. For maximum employee engagement, the employer need to ensure that communication is not a one way cycle in their nursing homes. In addition, the employer need to make an effort to listen to feedback, such as one-on-one meetings, orfeedback through an employee satisfaction survey and be ready to act on the feedback that they receive.

RECOMMENDATIONS

True employee engagement can be a long-term goal and not necessary achieved overnight. Furthermore, the researcher recommend to the the private nursing homes to provide plenty of training opportunities to keeptheir employees interested and in line with the professional development standards in the market. In addition, the company need to allow for multiple roles or allocate different tasks to encourage variety and motivation thus set goals for employees or involve them by sitting down with them and asking them about their future aspirations with in the organisation. On the other hand, the company can promote their employee for career development baseon employee's performance and cultivate a perception of fairness in career progression. If there are better opportunities for growth and career progression in this organisation and the management team have demonstrated to employees that they have long term prospective, then the employees will be more likely to stay on.

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