



UNIVERSITAS INDONESIA

**RELATIONSHIP BETWEEN COMMITMENT PROPENSITY AND
PERSONALITY TRAITS WITH TURNOVER INTENTION AMONG
PUBLIC SERVICE DEPARTMENT OF MALAYSIA SPONSORED
CLINICAL CLERKSHIP MEDICAL STUDENTS IN INDONESIA :
INITIAL-ENTRY COMMITMENT AS MEDIATING VARIABLE**

THESIS

**Submitted in partial fulfillment of the requirements to obtain the degree of
Masters in Administration and Human Resource Development**

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**JAKARTA
May 2011**

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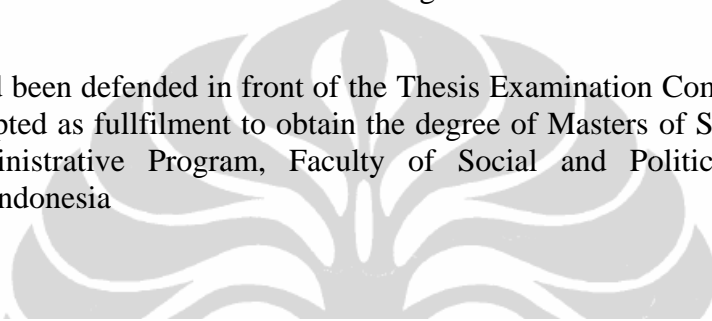


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ABSTRACT

Name : Sharenawane Hussin
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Title : “Relationship Between Commitment Propensity and Personality Traits with Turnover Intention Among Public Service Department of Malaysia Sponsored Clinical Clerkship Medical Students in Indonesia : Initial-Entry Commitment as Mediating Variable”.

Malaysia have been grappling with the issue of retaining public medical doctors. Voluntary turnover among public doctors to the private sector is high and this issue inflicted a great lost to the public especially for the poor. The goal of this study is to examine the relationship between commitment propensity and personality traits as well as initial-entry commitment as mediating variable with turnover intention. This study used mixed method approach and was conducted among 211 Public Service Department of Malaysia (PSDM) sponsored clinical clerkship medical students, currently undergoing their clinical clerkship session in various hospitals in Indonesia. The data was collected through questionnaire and a Focused Group Discussion (FGD) was conducted in order to understand deeper the matter. This study revealed that commitment propensity made a positive influence on respondents' turnover intention while there was no significant relationship between personality traits and turnover intentions among them. Commitment propensity and personality traits when being regressed silmutaneously resulted in a significant and positive relationship towards turnover intention. Meanwhile, initial-entry commitment does mediates the relationship between commitment propensity and personality traits with turnover intention.

The main findings is that respondents possess high commitment propensity. However, this is of no significance since they also possess high intention to leave after their legal bonding expires. Further investigation using FGD reveals that the respondents have a perception that there are abundance of opportunities to work in the private hospital which offer more attractive remuneration packages with less workload as compared to government hospitals. Thus the onus in on the Ministry of Health Malaysia to constantly improve the organizational factors such as the working conditions and the compensation aspects so that to meet the expectations of public medical officers, only then the issue of shortage of public medical officer will put to an end.

Key words : Commitment Propensity, Personality Traits, Initial-Entry Commitment and Turnover Intention

ABSTRAK

Nama : Sharenowane Hussin
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Judul : “*Relationship Between Commitment Propensity and Personality Traits with Turnover Intention Among Public Service Department of Malaysia Sponsored Clinical Clerkship Medical Students in Indonesia : Initial-Entry Commitment as Mediating Variable*”.

Malaysia pada saat ini masih bergulat dengan isu mempertahankan dokter umum di rumah sakit milik Pemerintah. Dampak dari *turnover* dokter umum ke rumah sakit swasta memberi kerugian yang besar khususnya terhadap kesejahteraan kesehatan bagi masyarakat kelas menengah ke bawah. Tujuan dari penelitian ini adalah untuk menguji hubungan antara kecenderungan komitmen dan ciri kepribadian dengan *initial-entry commitment* sebagai variabel mediasi terhadap keinginan berpindah. Penelitian ini menggunakan metode gabungan (*mix-method approach*) melibatkan 211 mahasiswa ko-asisten kedokteran yang mendapat beasiswa dari Jabatan Perkhidmatan Awam Malaysia (JPA). Mereka pada saat ini sedang menjalani ko-asisten di berbagai rumah sakit umum dan swasta di Indonesia. Data dikutip menggunakan soal selidik dan diskusi kelompok sasar bertujuan untuk memahami lebih mendalam terkait judul penelitian. Hasil penelitian mendapati kecenderungan komitmen mempunyai hubungan yang positif dan signifikan terhadap keinginan berpindah manakala ciri kepribadian tidak mempunyai hubungan yang signifikan terhadap keinginan berpindah. Kecenderungan berkomitmen dan ciri kepribadian apabila digabung ternyata menghasilkan hubungan yang positif dan signifikan terhadap keinginan berpindah. Sementara itu, *initial-entry commitment* memediasi hubungan antara kecenderungan berkomitmen dan ciri kepribadian terhadap keinginan berpindah.

Temuan utama adalah bahwa responden memiliki kecenderungan komitmen yang tinggi. Namun, kecenderungan ini tidak berarti karena tingkat keinginan berpindah mereka juga tinggi khususnya setelah *legal bonding* selama 10 tahun berakhir. Hasil temuan ini telah diinvestigasi lebih lanjut menggunakan *Focus Group Discussion* (FGD). Hasil FGD menunjukkan bahwa responden memiliki persepsi bahwa bekerja di rumah sakit swasta lebih memberikan banyak peluang dari segi paket remunerasi yang lebih menarik dan beban kerja lebih sedikit dibandingkan dengan bekerja di rumah sakit milik pemerintah. Dengan demikian Kementerian Kesehatan Malaysia harus membenahi faktor-faktor organisasi seperti kondisi kerja dan paket remunerasi supaya persoalan turnover ini dapat diatasi.

Kata Kunci : Kecenderungan Berkomitmen, Ciri-ciri Kepribadian, dan Keinginan Berpindah

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CHAPTER 1

INTRODUCTION

1.1 Introduction to the Background of Research

Almost all organization that exist today, regardless of it's size and type of business, wantto sustain and remain competitive in their business ventures. Besides money, machine and other source of capitals, other critical source for sustainability and competitiveness of an organization lie on none other than human resource or "human capital"of the organization. Due to such awareness,nowadays the battle for recruiting and retaining the best talents is becoming very stiff among organizations and have become a global phenomenon.Global competition for talents occurs almost everyday where companies around the world hired talented employee globally. Thus, movement of human resources from one organization to another is becoming very fluid.However retaining the best talents might not be as easy as recruiting them since the best talent that we have today might be captured by another organization tommorow. Thus, recruiting the best talent is one part of the story but retaining them is another different part which is more important.

Nowadaysall employers acknowledge the importance of human resource or human capital in determining the success and continuity of the organization. This is due to the fact that ineffective human resource can lead an organization to a failure. However, if the organization manage to get the best human resources, or the right people at the right time, they will be the change agents to transform a dying organization into a successful one. In other words human resource or human capital is a critical key elements in determining high or low productivity and profitability in an organization. Due to this awareness organization today select their employees carefully or even try to attract the best talents from other organizations to join their organization. However, once an organization manage to get the best employee, there is no assurance that the employee will remain with the organization forever. Thus, ensuring the best talents to forever remain loyal and committed to the organization throughout their career life is becoming a main challenge in all organization.

We are now living in a boundary-less world. The rapid advancement in information technology had altered present work habits and methods. Our future suggest flexibility especially in working environment. Previously we lived in a worker-intensive industrial society but then we moved towards an automated information industry. Skilled employees or “knowledge workers”, such as doctors,engineers, accountants, research specialists and so on preferd to work independently without having to adhere to certain restrictions and limitations in performing their works. They also kept with them a large part of an organization’s intellectual capital and tacit knowledge. Due to the concept of demand and supply, they can easily hopped to another organization since their expertise are much needed in the market.Thus, organizations can no longer assured that their human capital or employees will remain with them forever.

According to a survey by Watson Wyatt Worldwide, a management consulting firm based in Bethesda, Md., 86 percent of the polled companies are experiencing difficulty in attracting employees, and 58 percent are having trouble retaining them (Wah, 1998, pg.5).Surveys by the Malaysian Employee Federation and Malaysian Productivity Centre, indicates that many organizations face skilled employee shortages, due to the willingness of employees to change employers, resulting from low organizational commitment. Another survey by the Ministry of Human Resource Malaysia identifies salary, georgraphic location of the company and new oppportunities as leading to employee turnover (Muthuveloo and Che Rose, 2005).

In the area of health human resource, it has long been recognized that health workforce in general and doctor in particular is the most valuable asset in the health services. The foundation of health service delivery,whether it be in a public or private healthcare service, depends heavily on the size, skills and above all the commitment of the health workforce. According to Dieleman et al. (2003) and Hongoro et al. (2004), in any country, it has been described that human resources are the focal point and most important aspect of health care systems and critical component in health policies (Kaye et al., 2010).Thus, retention of health human resources especially doctors are of utmost important in the medical field especially in the public healthcare service.Retaining public doctorsfrom

moving to the private hospitals or even to practice medicine on their own has been a great challenge to all health human resource professionals or managers not only in Malaysia but also all around the world.

Turnover happens at every organizational level in almost all organization around the globe regardless of its type and size. According to Thatcher et al. (2003), turnover intention is among the strongest predictors of actual turnover and organizational commitment is one of the most important antecedents to turnover intention (Kuean et al., 2010). Employee turnover has been a growing concerns among employers and management scholars since employee is the most valuable asset or human capital of an organization. When an organization hire an employee, it is hoped that the employee will give full commitment and remain loyal with the organization throughout his career life. However this is not always happen because if an employee feel unsatisfied with his current work in that organisation for whatever reasons, or later found that what he expected to gain from his work is not come to a reality, turnover and move to other organization is normally will be the next logical move for him. When this happens it is clear that within that employee there is no more personal commitment attach to the organisation.

The overall effectiveness of an organization depends on its resources and capabilities. Among those resources include human resource, money, machine and so on. The critical key resources of an organization are human resources or employees since they are “the nucleus” that doing or overseeing the daily operations of business in an organization. Due to this awareness, almost all organizations tried their very best to prevent voluntary turnover among their employees. Voluntary turnover that take place in any organization will definitely caused several implications that have to be faced by the organization such as additional cost incurred for the replacement, lack of continuity and ineffectiveness, reduce client loyalty and so on.

Organization that has to face lack of continuity in its employees, has to bear a risk of low effectiveness and high operation cost. Human resources associated with a firm possessed experience, knowledge, judgement, risk taking

propensity and wisdom. Most of the organizational knowledge especially tacit knowledge and experiences are with the employees. Either tacit knowledge or experiences accumulated by the employees cannot be easily created and cannot be monetarily measured. When leaving the organization the employee bring with him the knowledge and experience which is most valuable to the organization. Consequently the overall effectiveness of an organization may decrease due to the lost of the knowledge and experience that the departing employee possessed (Barney, 1998, pg.129).

Besides that, to ensure the overall daily operation of the organization to run smoothly, the vacant place left behind by the departing employee has to be filled up by new employee. The process of replacement of new employee will definitely incurred additional cost in time and money. Ideally, the effort and resources to recruit, select and train new employees are worth it if the organization manage to get the replacements whose performance exceed the performance of those who have gone. However, if the performance of the new employee is far below or even not up to the minimum standard required as compared to the departing employee, the replacement process is a waste to the organization. Thus, the costs of employee turnover are extremely high. For instance in the banking industry, direct employee turnover costs include various general administrative costs, wages and benefits, and incidentals. However, the really high costs of turnover are indirect. These relate to the fact that new employees, as a group, have a worse performance record than experienced employees. Indirect costs relate to the time needed to correct mistakes, audit costs, and security costs (Creery, 1986, pg.113).

Generally turnover is associated with cost. Typical cost of employee turnover figures are based on the measureable direct costs such as administration fee, recruitment cost, selection and hiring cost and so on. Meanwhile indirect cost of turnover can range from loss in productivity, co-workers's time, manager's time, lost of client satisfaction and so on. According to Cascio (1991), regardless of the type of organization, lack of organizational commitment among workers will definitely lead to voluntary turnover which is disruptive and harmful to the

organization and it is also costly, both direct and indirect since recruitment, testing, selection and training of new staff are expensive.

Based on the previous study, it is essential for organizations to have a committed employees as they can increase their work performance as well as their profit, lower employees' turnover rate and also intention to leave. According to Mohd Najib (2006) as cited in Syed Zainal Abidin et al. (2010), as far as the public sector is concerned, the government needs civil servants who possessed high integrity, are proficient and professional in carrying out their task, able to face any challenges and possess positive work attitudes. Civil servants must possess high professionalism, a deep commitment to the organisation and at the same time must have willingness to put full effort in achieving organizational goals.

According to a study, that had been conducted by Syed Zainal Abidin et al. (2010), among state civil servants in Malaysia (i.e Terengganu, Pahang and Kelantan) which attempted to examine the level of civil servants' organizational commitment and the factors associated with it, found out that there is a correlation between organizational commitment (affective, continuance and normative) with empowerment, job characteristics and organizational communication variables. Empowerment variable is the most dominant predictor of civil servants' organizational commitment. Meanwhile, organizational communication variable appeared to be the most significant factor to influence civil servants' affective commitment. Civil servants with continuance commitment were found to be best predicted by empowerment variable and finally civil servants with normative commitment tend to be mostly influenced by job characteristics variable.

In a study which investigated the level of job satisfaction and intent to leave among Malaysian nurses in one of the public hospital in Perlis (Alam and Fakir Muhammad, 2010) suggested that the nursing staff were moderately satisfied with their job in all the six facets of job satisfaction (i.e satisfaction with supervisor, job variety, closure, compensation, co-workers and HRM/management policies) and therefore exhibits a perceived lower level of their intention to leave the hospital and the job.

Meanwhile, in another previous research which examined the relationship of organizational commitment and job satisfaction with turnover intention among 300 government doctors working in government hospitals in Malaysia, revealed that organizational commitment and job satisfaction made a negative influence on doctors' turnover intentions. Among all the facets of independent variables, affective commitment appeared to be the most significant predictor to turnover intentions (Samad, 2006).

In a study conducted by Kaplan (2009), which examined the determinants of job satisfaction and turnover among physicians found out that the physicians satisfaction with their current position was related to their perceptions of their autonomy, workload, work/private life conflict, pay and community satisfaction. In addition, all predictors (administrative requirements, autonomy, ability to provide quality patient care, workload, work/private life conflict, pay, community satisfaction and locus of control) except workload had an impact on physician's satisfaction with the current career.

According to international human resource consulting firm Hewitt Associate's 2007 Total Compensation Management Survey, the average turnover rate in Malaysia is 18% (Kuean and Wong, 2010). Turnover of human resources in health care industry especially public doctors, who work in the public government hospitals, move to private sectors or private hospitals is not an exceptional. Retaining public doctors from moving to the private hospitals has been a great challenge to all health human resource professionals not only in Malaysia but also all around the world. Among the underlying reasons behind the turnover or movement of public doctors to private sectors are related to organizational factors. Low income, long working hours and limited job promotion opportunities as compared to the private sector are among the common organizational factors that caused the public doctors to move to private sectors. This factors not only exclusively happen in Malaysia but also around the world. By joining the lucrative private sector, they enjoyed high pay, less working hours and more opportunities in terms of their career development.

According to the statistics of turnover among Malaysian public medical officers and specialists (refer Appendix A (i) for further details), we can see a fluctuate condition in terms of total turnover among them. From the data, the numbers of turnover among medical officers and specialists had decreased in 2006 where 248 medical officers and specialists as compared to 401 in 2005 resigned from the public hospitals. The number increased in 2007 where 300 of them decided to quit from the public hospital. In 2008, the figure keep on increasing where another 452 decided to end up their terms with the public hospitals. Meanwhile in 2009 the number of turnover among medical officer and specialists decreased to 338 and once again showed an increase in 2010 where 386 of them decided to turnover from public hospital. From this scenario, on average the government losses one doctor daily to the public sector.

Doctors are professionals and their skills are much needed in the health industry. In the case of public doctors, they can easily moved to private sectors that can offer them much more benefits such as high pay, reasonable working hours and various other opportunities. When a public doctors leave public hospitals, the ability of the remaining doctors in public hospitals to complete their duties in attending to patients may be affected. An alarming figure of public doctors turnover, calling into question the continuity of patient care. Thus in order to sustain and enhance public hospitals' effectiveness, we have to ensure the continuity of doctors in public hospitals. Indeed it is a great challenge and critical task for health human resource professionals and managers. Thus, the above facts developed further interest in the mind of the researcher to examine deeper in order to understand this phenomenon.

1.2 Problem Statements

The responsibility to provide a good quality of healthcare services to citizens lie on the government. Since independence 54 years ago, Malaysian government has recognized the importance of health as a basic right and committed to provide and enhance the quality of public healthcare services. The services also being extended to the rural areas where health centres and clinics were built to cater for the needs of rural citizens.

Almost 75% of Malaysia's healthcare needs managed by the government. Civil servants, pensioners including their dependents and the poor enjoys free healthcare services provided by the government. In 2007 there are about 22,500 medical practitioners in Malaysia. Public sector employed about 13,500 medical practitioners and the rest were in the private sector. There was an increasing in Health Ministry's operating expenditure from almost RM3 billion in 1996 to almost RM12 billion in 2008 (The Star, 14 March 2009). Meanwhile private health sector is playing an increasingly important role. According to World Health Statistics 2010, in 2007, Malaysian government total expenditure on health care was about 44.4% while the private sector share of the health care expenditure was about 55.6%.

To boost rapid development in social and economic sector, Malaysian government encourage and facilitate the role of private sector in various field. For instance, since early eighties, Malaysian government's policy encourage private sector to play a greater role in areas such as health and education. Before 1980, there were only few private hospitals which were financed and supported by generously wealthy people. During that time private practice were run mainly by individual general practitioner and the number of specialists in those private hospitals were also limited. But over the years, especially in the eighties, in the urban areas, profit oriented private hospitals have mushroomed. The previously not for profit private hospitals are now dominated by investors and become private healthcare business. Like many other business, the private healthcare business sacred goal of helping and curing the sick are now change to profit oriented organization.

This created a huge disparity between public and private healthcare services in Malaysia. According to Ministry of Health Malaysia, there is still inequitable distribution of doctors between the public and private sectors and between rural and urban areas. Although the number of doctors to population ratio have improved over the years, there are some clinics in Sabah and Sarawak that are still manned by the Assistant Medical Officers (AMO). Thus, numbers alone is not meaningful without considering the distribution factor. The goal of medical education is to train knowledgeable, competent, and professional physicians

equipped to care for the nation's sick, advance the science of medicine, and promote public health (Merican, 2009).

This rapid growth of private hospitals and clinics has resulted in a "brain drain" of the public healthcare sector. Government hospitals and clinics losing its trained and experienced doctors to the more lucrative private sector. About two third of surgeons and physicians prefer to work in private sectors, with the remaining one third in government hospitals (Metto, 2005). At present, the public sector accounts for about 39,000 or 77% of the total hospital beds in the country, the private sector accounts for the remainder of about 12,000 beds. There are almost 9,000 doctors in the private sector, compared with about 13,500 doctors employed by the government. So the ratio of doctors to hospital beds is still lower for the private sector, which has one doctor to attend to every 1.3 beds, versus the public sector's one doctor for every three beds (The Star, 14 March 2009). The consequence is the overwhelming workload for the government healthcare system and a perceived decline in the quality of healthcare in the public sector.

The medical profession is rightly regarded as "the noble profession". On the eyes of the people, doctors are saviours. They save lives and relieving patients' suffering. Like in many countries, the medical profession is the much sought-after profession in Malaysia. Each year the number of students who take up medicine keep on increasing. Malaysia, like other countries, have been facing a very hard obstacle in retaining medical practitioners especially those who are in the public service from moving to the private sectors (Merican, 2009). Voluntary turnover in healthcare service especially among public doctors to the private sector is a great lost to the public especially to the poor who cannot afford to pay the price of healthcare service offer by the private.

According to Clark and Vaccaro (1987) as cited in Samad (2006), numerous studies have noted that the turnover rates of medical specialists, including psychiatrists were quite high. Further, in certain cases, turnover rates in the medical field are double than business managers and professionals. As reported in The Sun, June 1, 2004, in Malaysia, the government loses on average one doctor daily to the private sector. According to the report from New Strait

Times, May 1, 2005, this includes shortage of neurosurgeon that has caused the Malaysian government to have a plan on improving more capital development in the 9th Malaysian Plan. Igharia and Greenhaus (1992) stated that excessive turnover can be fatal to organization due to the shortage of expertise in the job market and the high cost of training new employees (Samad, 2006). Thus, losing of staffs especially doctors to the private sector has long been the problem of the public healthcare sector. This unending sporadic problem has yet to be resolved or tackled sensibly and judiciously. According to the Ministry of Health Malaysia, the government was still facing a severe shortage of doctors in government, with only 60% or 13,000 positions filled so far. This meant the doctor to patient ratio was 1:1,145, when the ratio for developed countries was 1 to 600 (Koh and Ting, 2008).

As in many other countries, Malaysian government put much effort in reducing the shortage of doctors especially in public hospitals. For instance, in an attempt to produce more doctors in the country, Malaysian government open up quite a number of higher institutions and gave permission for private medical school to offer medical education that can cater for those who wanted to pursue their study in medicine. At present there are thirty three medical schools (eleven public and twelve private) that offers medical education throughout Malaysia. In identifying and choosing the right candidate to enroll in the medical programme, those medical school have to undertake an extensive selection process. The main reason is none other than to find an intelligent and altruistic individuals with a high level of commitment to become a doctor. After selection being made, those medical schools spend five to six years trying to prepare the selected candidate to achieve the goal that is becoming a doctor (Merican, 2010).

Malaysian government also sent students abroad, for instance to United Kingdom, Australia, Republic of Czech, Ireland, New Zealand, Russia, Jordan, Indonesia, Egypt and India, to study medicine if there are no more place in the local universities. In this regard, Public Service Department of Malaysia (PSDM) provide scholarship for selected students to study medicine locally or abroad. As medicine is one of the most expensive and time consuming course, getting PSDM scholarsip is very competitive and much sought after by students in Malaysia.

Those selected students who were offered PSDM scholarship are human capital that have been identified from the very beginning to join the Malaysian public health care sector. The sponsorship awarded to them were definitely with the hope that after graduating they will serve the publics by working as a doctor in a public sector throughout their career life.

In an attempts to give a clear picture about what it means to be a doctor, all those student who wish to pursue their study in medicine have to undergo three days of exposure programme. This programme is prepared and specially organized by PSDM for students who wish to study medicine, locally or abroad. Through this programme they will be exposed to all aspects of doctor's profession like doctor's private life, rights and responsibilities, remuneration packages and so on. In other words they will have general ideas about professional as well as organizational commitment related to this profession. This programme will be an eye opener for those candidates because they can learn a lot and have a better understanding and gain clearer picture what is medical field all about before making their mind to pursue medicine. This exposure is very important in the sense that they will have an insight before making decision in choosing medical field as their profession.

Malaysia practices a dual healthcare system where public healthcare is heavily subsidised and private healthcare system is thriving but concentrated mainly in urban areas. In terms of services, doctors have to adhere to the compulsory national service as spelled out in the Medical Act 1971 (Act 50). Every fully registered practitioner has to serve a minimum period of three years within the public services (as defined under Article 132 of the Federal Constitution) to overcome the shortage of medical practitioners in the country in a medical post as ordered by the Director General of Health. This provision is stipulated in Part VII of the Medical Act 1971. Newly graduated medical students in Malaysia have to pass a housemanship programme for two years and then be given a full registration certificate and serve three years of compulsory service in the public hospitals before they can open private practice or work with private hospitals. That means doctors in Malaysia have to work in government service for a minimum of five years.

Meanwhile, in the case of a sponsored medical students who receive scholarship by PSDM who study in the local universities or abroad, they have an obligation to complete the above 5 years service and another five years service as public medical officers. Only then, their legal bonding is completed and free to serve in private hospitals or anywhere. In other words, according to the contract bonded between the individual and the government, they have to serve in the government service for ten years failing which, they are subject to penalties among others, paying back the full amount of money that government had spend on their studies.

Despite all the efforts taken by the government especially in providing scholarship for those selected student, the reality is that at some point in their career those public doctors who used to enjoy scholarship from PSDM, opted for private practice leaving behind their responsibility to serve for the public. This shows lack of their commitment to serve in the public service. Legally it was not wrong to do so since the choice was in individual's hand especially after they had completed the ten years compulsory service as stated in the contract. However it seems that those public doctors had put aside their moral obligations to serve the publics especially the poor who have limited access and cannot afford to enjoy the private healthcare service. Thus it seems like the scholarship provided by PSDM was a stepping stone for them to achieve their goal as a doctor and then move to greener pastures when opportunity comes from the private hospitals. Obviously here we can say that the private sector is on the "profit" side because they can directly harvest the fruit without even plant it. In other words they do not have to spend their money in training those doctors. Private sector can "buy" those talented public doctors whom the government had put so much investment on them.

Unfortunately, this condition proves that government is on the "loser" side since government cannot retain those doctors to serve in the public service throughout their career life after all of the investment that government put on them (see Appendix A (ii) for further details). Obviously government has spend so much money to sponsor medical students locally or abroad with the expectation that those sponsored medical students will serve in the public hospitals until

retirement. This will definitely be a great loss for the government financially. In addition the country human resource planning especially in healthcare workforce will be affected tremendously if many of government sponsored medical students have the intention of not serving the public hospitals upon completing their contract.

Upon completing their study, those PSDM sponsored undergraduate medical students will be directly appointed as a government servant that is being a public doctor. Unlike many other graduates from other programmes like social studies and so on, who have to search and compete in getting a job, those fresh graduates whom government sponsored to pursue medical education is assured in getting a place in as public medical officers. Such privileges granted by the government are with the hope that they will remain loyal to the government service till the end of their career life. Unfortunately, reality features that quite a number of public doctors opted to private sectors due to several reasons. As mentioned earlier, according to Ministry of Health Malaysia there are about 40% vacancy of doctors in government service that need to be filled up and in average one public medical officer quits in a day.

Thus, there is a need to study and investigate further whether PSDM sponsored undergraduate medical students in Indonesia possess commitment propensity (a tendency to become committed to the organization) and do personality traits have any significant relationship with turnover intention among them. This can serve as an early lesson for PSDM to offer their scholarship only to the “best and right candidates” in the future. In this regard, the commitment propensity towards organization, that is working in the public service, of those PSDM sponsored undergraduate medical students from the very beginning need to be given considerable attention and must be taken into account to minimize the loss that might be faced by the government in the future.

Although significant research has been conducted on the turnover intention of professionals who work with the government or in public sectors once they are engaged in an employment relationship, not much is known about the turnover intention of future doctors especially among clinical clerkship

medical students who received sponsorship from PSDM. They have moral as well as legal responsibility to fulfill their contract with the government. This study will only focus on the intention whether to stay and remain in government service throughout their career life or have the intention leaving public sector to private sector within at some point in their career lifewhen they engage in an employment in the future. To the best knowledge of the researcher, there is no study conducted to examine the relationship between commitment propensity and personality traits with initial-entry commitment as mediating variables that influence the turnover intention among clinical clerkship medical students who received PSDM scholarship. Thus, this create further interest in the mind of the researcher to investigate deeper in the aspect of commitment and whether personality traits affect the turnover intention among PSDM sponsored clinical clerkship medical students in Indonesia.

This research is undertaken as an initial study to identify whether those clinical clerkship medical students, sponsored by PSDM, who are definitely going to be future public doctors of Malaysia, currently studying in several universities in Indonesia, possess propensity to become committed before entry into the organization. This research also tries to find which type of personality traits that are most common among themand whether certain personality types have relationship with turnover intention. Since not much attention given to explore from the very begining whether theinvestment that government put on by sponsoring those selected undergraduate medical students to complete their study to become a doctor that is in the hope will totally committed and “moral obligation to pay back to the people” through their service to the public throughout their career life as a doctor, worthwhile or otherwise, this issue deserved some attention to be studied.

1.3 Research Questions

The study tries to answer the following questions :

- i) Does commitment propensity has relationship with turnover intention among PSDM sponsored clinical clerkship medical students in Indonesia?

- ii) Does individual's personality traits have relationship with turnover intention among PSDM sponsored clinical clerkship medical students in Indonesia?
- iii) Do commitment propensity and personality traits have relationship with turnover intention among PSDM sponsored clinical clerkship medical students in Indonesia?
- iv) Does initial-entry commitment has any influence on the relationship between commitment propensity and personality traits with turnover intention among PSDM sponsored clinical clerkship medical students in Indonesia?

1.4 Research Significance

The study hopes to provide significant practical and academic contributions in the area of employee turnover intention as follows:

1.4.1 Practically

- (a) to supply useful information for PSDM to recruit and select new candidate to be given PSDM scholarship to study medicine.
- (b) to give some insight for PSDM on giving some thought and preference on individuals who possessed propensity to become committed as well as put priority over certain type of personality traits when selecting and sponsoring new undergraduate medical students with the hope to select the best candidates with right propensity to become committed to organization.
- (c) to shed some light for PSDM in devising effective strategies in recruiting and selecting the best candidates for the undergraduate medical programme scholarship.

1.4.2 Academically

- (a) this study will add to the existing body of knowledge especially in the area of public health human resource management.
- (b) the study will contribute additional knowledge and better understanding of relationship between commitment propensity and personality traits with turnover intention prior to engage with Ministry of Health Malaysia.

- (c) to create further interest among future researcher to undertake research on other factors of turnover intention especially among public medical officers which received scholarship from government prior to his/her engagement to the certain organization.
- (d) to enrich the existing literature concerning turnover intention among health human resources.

1.5 Research Objective

The objective of the research are divided into two main parts; that are the general objective and the specific objective.

1.5.1 General objective

- (a) to investigate the relationship between commitment propensity and personality traits with turnover intention and to find out the influence that initial-entry commitment has on the relationship between the two mentioned predictorson turnover intention among PSDM sponsored clinical clerkship medical students in Indonesia.

1.5.2 Specific objective

- (a) to identify the relationship between commitment propensity with turnover intention among PSDM sponsored clinical clerkship medical students in Indonesia.
- (b) to identify the relationship between personality traits with turnover intention among PSDM sponsored clinical clerkship medical students in Indonesia.
- (c) to identify the relationship between commitment propensity and personality traits with turnover intention among PSDM sponsored clinical clerkship medical students in Indonesia.
- (d) to identify the influence of initial-entry commitment on the relationship between commitment propensity and personality traits with turnover intention among PSDM sponsored clinical clerkship medical students in Indonesia.

1.6 Research Delimitation and Limitation

1.6.1 Research Delimitation

This study involves medical students sponsored by PSDM in Indonesia who are currently undergoing clinical clerkship at various teaching hospitals in Indonesia.

1.6.2 Research Limitation

- (a) This study only focus on the factors that influence the turnover intention among clinical clerkship medical students who received PSDM scholarship who currently study in Indonesia and thus excluded those who are currently study in other countries including Malaysia.
- (b) This study only involves Malaysian clinical clerkship medical students who received PSDM scholarship and thus excluded Malaysian clinical clerkship medical students who receive a study loan from the PSDM as well as private or self sponsored Malaysian clinical clerkship medical students within the same university.
- (c) This study only involves Malaysian clinical clerkship medical students and thus excluded clinical clerkship medical students from other nationality within the same university.

1.7 Organization of Thesis

The study consists of five chapters in which each will discussed in depth later.

CHAPTER 1 : INTRODUCTION

Chapter one consists of various important aspects of the study. It will give the introduction and is apprehensive in terms of preparing the whole research by concerning various important aspects such as problem statement, an illustration of the general and specific objectives of the study, significance of the study and limitations of the study.

CHAPTER 2 : LITERATURE REVIEW

Chapter two offers a review of literatures and researchers related to the problem being investigated. The theoretical framework also will be presented and will guide and explain the contain of this study. Last but not least hypothesis that this study try to verify also will be given in this chapter.

CHAPTER 3 : RESEARCH METHODS

Chapter three presented and discussed about the methodology and procedure being used for the study. Those are including research design, and measurement that were used in this study. In addition, this chapter will also explain about population of the study and data analysis method.

CHAPTER 4 : ANALYSIS AND DISCUSSION

Chapter four potrayed the discussion, analysis and result of the study.

CHAPTER 5 : CONCLUSION AND SUGGESTION

Chapter five is the final chapter contains a conclusion of the study and suggestion for further research.

CHAPTER 2

LITERATURE REVIEW

2.1 Commitment Propensity

2.1.1 Definition of Commitment Propensity

Employee commitment has been associated with a variety of attitudinal behavioural consequences. Committed employees possess positive attitudes such as high level of motivation, organizational citizenship behaviour and is likely to remain in the organization. Committed employees will not feel reluctant to sacrifice and contribute their valuable time and energy to pursuit the organizational goals (Robertson et al, 2007). According to Weitz (1992), commitment is a kind of desire to develop a stable relationship, a willingness to make a sacrifices on short-term benefits so as to maintain the relationship and confidence in the stability of the relationship (Muthusamy, 2009). According to Salancik (1977), commitment is “ a state of being in which an individual becomes bound by his actions”. Based on the definition given Salancik put forward the argumentation that behaviour conducted without any force or pressure develop consistent attitude based on individuals choices (Pierce and Dunham, 1987).

Based on a study that had been carried out, commitment had a strong association with behavioural intention to turnover, which in turn were significantly associated with subsequent turnover behaviour (Pierce and Dunham, 1987). Employees who are less committed will potentially low in their motivation, show negative attitudes and thus might be leaving the organization at any time compared to those who are committed. Thus it remarks a crucial point for employers to have some insight on their employees commitment even during pre-entry into the organization.

Each and every individuals has been blessed with different personal characteristics that make individuals a unique creature. In addition, throughout a journey from childhood to adulthood, individuals encountered different kinds of experiences. Later with a wide variety of personal characteristics and experiences individuals get together and form an organization as a means to achieve their goals. As such, when they engaged together in an organization, it is unclear which

personal characteristics or experiences will have more effect on their subsequent adaptation and attachment to the organization. In an attempt to integrate several variables theorized as relevant to the entry process, Mowday et al. (1982) proposed the concept of commitment propensity. Commitment propensity is a summary concept proposed by Mowday et al. (1982) to integrate several of the personal characteristics and experiences that individuals bring into the organization (Lee et al., 1992).

Commitment propensity was defined as the incorporation of specific personal characteristics and experiences, which individuals bring into the organizations, such as a persistent attachment to the organization more likely to develop (Lee et al., 1992). Several organization scholars suggested that personal attributes brought to the workplace may have a significant effect on the subsequent development of organizational commitment. To illustrate, based on their research, O'Reilly and Caldwell (1981) and Salancik and Pfeffer (1978) believe that the formation of subsequent attitude can be shaped by information, ideas and attitudes that individual carried into the work place. Meanwhile Buchanan (1974), Mowday (1980), Mowday and McDade (1980) and Wanous (1980) stated that expectation that employees have even during pre-employment will have an impact on employment commitment (Pierce and Dunham, 1987).

Van Maanan (1975) suggested that, much like anticipatory socialization commitment propensity was proposed as a summary concept that integrates personal characteristics, expectations about the organization, and choice factors in selecting the organization. Unlike anticipatory socialization, which focusses on occupations, commitment propensity focuses on the organization. In particular, according to Mowday et al. (1982) commitment propensity was hypothesized to predict, positively, subsequent organizational commitment (Lee et al., 1992).

Research results suggest that commitment propensity measured prior to entry into organization can be used for predicting subsequent commitment and turnover. All incidents that take place during anticipatory pre-entry period does has an impact on post-entry attitudes and behaviours (Liden et al. 2005). For instance Lee et al. (1992) found that commitment propensity measured prior to

entry into organization, had a positive relationship with commitment measured over the course of various time following entry. Furthermore, in addition to support the existence of relationship between commitment propensity measured at pre-entry and later commitment and turnover, Pierce and Dunham (1987) found commitment propensity to be positively related to subsequent employee perception of leader consideration behaviour.

In an attempt to have a deep understanding of the development of commitment, Mowday, Porter and Steers (1982) outlines three stages in the development of commitment: pre-entry stage (anticipation), early employment period work experiences (initiation), and the middle to late career (entrenchment) (Meyer et al., 1991). At the pre-employment stage when individuals enter organizations, the levels of a 'propensity to become committed' is different from one individual to another resulted from different personal characteristics, outcomes of what they expect from the job and what they really get as well as circumstances associated with the decision to join the organization (Pierce and Dunham, 1987).

It has been theorized that commitment propensity develops prior to organizational entry yielding to a greater likelihood that actual commitment develops after entry. Thus according to Mowday et al. (1982), regardless for the theoretical or applied purposes, a major reason to study commitment propensity is because actual commitment cannot theoretically exist prior to organizational entry and therefore cannot be meaningfully measured prior to entry. Commitment propensity is an integrative, summary concept that reflects the likelihood of becoming committed where its primary effects occur during organizational entry and actual organizational commitment results as its main, though not sole, outcome (Lee et al., 1992).

The importance of examining the commitment propensity, prior to enter into organization as a predictor of organizational commitment, have been suggested by several researcher such as Griffeth et al. (2000); Kline & Peters (1991); Pierce & Dunham (1987) and Taylor & Giannantonio (1993). By examining these pre-entry predictor of organizational commitment, behavioural

and cognitive processes related to turnover can be better predicted (Hunter, 2003). Measure of personal characteristics, expectations and choice in selecting organization as commitment propensity components however received less attention from the researcher. This study try to examine whether commitment propensity and organizational commitment have any significant relationship with turnover intentions.

2.1.2 Components of Commitment Propensity

Mowday et al. (1982) as cited in Lee et al. (1992), proposed three components of commitment propensity believed as contributing significantly in the development of commitment. Those components are :

2.1.2.1 Personal Characteristics

The first component consists of personal characteristics. In particular, newcomers who enter with a stronger desire for an organizational career and more familiarity with the organization's core values should develop stronger subsequent organizational commitment than those who enter with lower levels of such personal characteristics. According to Van Maanen and Schein (1979), less effort is required to socialize newcomers who already desire such a career and are familiar with the organization's core values than those who do not. Jones (1983) as cited in Lee et al. (1992) further stated that, personal characteristics such as self-efficacy and self-confidence should also affect the newcomer's reactions. Newcomers with higher self-efficacy and self-confidence, may respond more positively to the challenges of an environment that offers opportunities for accomplishment than those with lower self-efficacy.

2.1.2.2 Expectations

The second component consists of expectations. Based on research involving met expectations by Wanous & Collela (1989), suggested that new employees usually bring with them some expectations when entering the organization. Later as they encountered with new experiences, the expectation that they have will serve as a frame of reference in evaluating the situations around them. They interpret their subsequent experiences differently based on the expectations. If the expectations are positive and consistent with their prior belief,

they tend to interpret their subsequent experiences more favourably, particularly when the early experiences present ambiguous stimuli that are not easily evaluated with objective criteria (Lee et al., 1992)

2.1.2.3 Organizational Choice Factors

The third component consists of organizational choice factors. It has been suggested that subsequent individual's attitude as well as reaction are influenced by the determination of choosing one organization compared to another. Based on research involving behavioural commitment by Salancik (1977), suggested that people become committed to the implications of their own actions to the extent that those actions are associated with three key perceptual states that are volition, revocability and publicness (Kline and Peters, 1991).

2.1.3 Relationship between Commitment Propensity and Initial-Entry Commitment

An aggregate measure of commitment propensity, combining personal characteristics, expectations and choice in selecting organizations is likely to relate to each of three dimensions of initial-entry commitment represented by affective, continuance and normative.

2.1.3.1 Commitment Propensity and Initial-Entry Affective Commitment

Specifically several aspects of commitment propensity lead to the likelihood of developing the employee's emotional attachment and identification with the organization. Initial-entry affective commitment develops through one of the components of commitment propensity that is personal characteristics displayed through the desire for the specific career, self-efficacy and self-confidence. Desire for the career is expected to relate positively to initial-entry affective commitment because individuals who work in a career that they truly desire are expected to be more satisfied with the work experience and become more involved than those not desiring that particular career (Hunter, 2003). Meanwhile, individual commitment propensity also can be measured through self-efficacy and self-confidence as both may be related to affective commitment. Those with high levels of self-efficacy and self-confidence will be more attached and satisfied working with the organization because they feel more certain that

they can achieve something in their jobs. In contrast those with low self-efficacy and self-confidence will not easily see the opportunities offered in their job as a possibility of success. To support this argument, Bauer, Bodner, Erdogan, Truxillo and Tucker (2007) as cited in Hunter (2003) found that self-efficacy has a positive relationship with social acceptance, job performance, job satisfaction, organizational commitment and intentions to remain at the organization. In addition, Meyer et al. (2002) found out a significant positive correlation ($p=.11$) between self-efficacy and affective commitment.

2.1.3.2 Commitment Propensity and Initial-Entry Continuance Commitment

Previous research gave evidence that some of the dimensions of commitment propensity will also relate to initial-entry continuance commitment. Meyer and Allen (1991) as cited in Hunter (2003), stated that continuance commitment develops based on an awareness of the cost that are associated with leaving an organization. Higher continuance commitment develops if an individual find out higher cost incurred if leaving the organization. The 'choice factors in selecting the organization' dimension of commitment propensity measures an individual's volition in selecting the organization (i.e was the decision made quickly or was there a substantial cost / benefit analysis) and their sacrifice in selecting the organization (Hunter, 2003). Volition refers to the perception that an action has been undertaken out of free choice. When perceived volition is high, an individual should feel more personally responsible for an act than when perceived volition is low. Therefore the individual should feel to justify the wisdom of the choice made by behaving in a manner consistent to it (Kline and Peters, 1991). Sacrifice in the choice of selecting one organization over the other deals with the availability and pursuit of other job opportunities besides the one taken. Individuals scoring higher on the 'choice' and 'sacrifice' dimensions of commitment propensity are more likely to have higher continuance commitment (Hunter, 2003). Previous study on career commitment also found that there is a significant relationship between the dimension of 'desire for a career' with continuance commitment. When an individual has a desire for the career, they will show commitment to a particular career. This indicates that (Chang, 1999) when

individuals are committed to the organization, they are less willing to leave the organization and the degree are stronger for those highly committed to their careers. If they have no other alternative available, the continuance commitment will be developed more stronger due to the cost that might be incurred if they leave the organization without having other job alternative.

2.1.3.3 Commitment Propensity and Initial-Entry Normative Commitment

Initial-entry normative commitment refers to individual's feelings of moral obligation to the organization that push individual to remain in it (WeiBo et al., 2010). If individuals possess normative commitment, they will continue employment within the organization because they believe that they have to behave that way and perceived it as morally right. One component of commitment propensity that particularly lead to the development of a stronger sense of normative commitment during the beginning of employment is individual familiarity with the organization. Some students (Cohen, 2007) may decide to study medicine because one of their parents was a physician and the person developed a strong normative commitment propensity to this profession during his or her socialization process. Another may have a strong normative commitment propensity because he or she sees the occupation as a focus for self-actualization, the fulfillment of oneself. This factor of familiarity with the organization (Hunter, 2003) assesses the individual's connection to the organization and experience with individuals within the organization prior to the organizational entry.

2.2 Initial-Entry Commitment

The development of commitment undergo an evolution and is not a static process. Previous approach to commitment hold the opinion that individual commitment to the organization developed mostly during the post-entry to the organization. In an attempt to delve deeper into the attachment of an individual to the organization, it is also important to examine the commitment prior to entry into the organization. Since individual brings together with him the experience and expectation that he has when entering the organization, it is likely that the experience and expectation can give a significant impact on the later development

of commitment to the organization. In other words exploring differences between initial-entry and subsequent organizational commitment is an important topic.

Based on Lee et al. (1992) research on commitment propensity, Cohen (2007) suggests that personal characteristics, values, beliefs, personality, characteristics of job choice and prior work experiences and expectations about job may play a meaningful role in the development of initial-entry commitment. Meanwhile subsequent commitment is influenced more by actual experiences on the job such as higher order exchange factors (i.e justice and leadership), organizational socialization and lower order exchange factors (i.e salaries and promotions).

Due to a limited number of research that examined initial-entry commitment as a divergent construct, the definition, dimension as well as theoretical view of organizational commitment were discussed so that to get the picture of initial-entry-commitment. This is based on the evidence from a previous study that the three factor structure of commitment (affective, continuance and normative) exist across times starting from the beginning of entry into organization and continue throughout the course of employment. The study mentioned was carried out to test the hypotheses concerning the influence prospective and retrospective rationality in the development of organizational commitment among university graduates, they measured, prior to entry, variables presumed to bind individual to their choice of organization (i.e volition, irrevocability and importance) as well as perceived decision quality. Following entry they measured perceptions of job quality, investments and alternative employment opportunities (Meyer, Bobocel and Allen (1991). Based on Meyer et al. (1991) findings and the emergence of the three-factor structure of commitment in the majority of past research on commitment, the three dimensions of commitment (affective, continuance and normative) are expected to be found at entry into the organization (Hunter 2003).

2.2.1 Definition of Organizational Commitment

As defined by Porter et al (1974), commitment refers to attachment and loyalty. It is the relative strength of the individual's identification with, and

involvement in, a particular organization. It consists of three factors which are a strong desire to remain a member of the organization, a strong belief in, and acceptance of, the values and goals of the organization and a readiness to exert considerable effort on behalf of the organization (Armstrong, 2006). The meaning of identification with here refers to that a person identifies himself with a group when, in making a decision, he evaluates the several alternatives of choice in terms of their consequences for the specified group (Simon, 1997, pg.284).

Definition of organizational commitment differs. According to McEwan et al. (1988), organizational commitment might be defined as readiness to pursue objectives through the individual job in cooperation with others while Coopey and Hartley (1991) defined organizational commitment as a strong desire to remain a member of a particular organization, in other words loyalty to the company. According to this definition commitment refers to an individual's psychological bond to the organization, as an effective attachment and identification (Cooper, 2003). Organizational commitment implies a social psychological states of deep identification with a work organization and acceptance of its goals and values (Bratton and Gold, 2000). The concept of organizational commitment plays an important part in Human Resources Management (HRM). As Guest (1987) has suggested HRM policies are design to maximize organizational integration, employee commitment flexibility and quality of work (Armstrong, 2006).

Turnover intention is among the strongest predictors of actual turnover and organizational commitment is one of the most important antecedents to turnover intention (Thatcher et al, 2003 ; Mitchel, 1981). These findings underscored the importance of organizational commitment in retaining employees and the appropriate use of intention to leave as the dependent variable because of the link to actual turnover. According to many studies previously conducted, there is a significant association between organizational commitment and turnover intention. For example Gellatly (1995) found that the relationship between organizational commitment and turnover intention was significantly negative. He hypothesized that organizational commitment is significantly correlated with turnover intention among medical representatives of national pharmaceuticals

companies of Pakistan (Ali and Baloch). Organizational commitment can be used to predict turnover.

2.2.2 Three Component Model of Organizational Commitment

For more than two decades the three-dimensions of commitment (affective, normative and continuance) has been the leading approach to studying organizational commitment among researchers. This approach was rooted in earlier approaches to organizational by Becker (1960) and Porter et al. (1974) and was affected by their strengths and weaknesses.

Based on the three-component model of organizational commitment by Meyer and Allen affective, normative and continuance can be defined as follows :

2.2.2.1 Affective commitment

Affective commitment refers to the employee's emotional attachment to, identification with and involvement in the organisation (based on the positive feelings, or emotions, toward the organization). According to Mathieu and Zajac (1990), organizational commitment refers to the attachment that individuals have towards their organizations while Mowday et al. (1982) stated that organizational commitment refers to employees' loyalty to and their identification with the organization as well as the internalization of organizational goals. Affectively committed employees tend to invest more time and effort in their jobs because they want to and not because they have to. They are more likely to have low intention to leave or job hop (Wong and Tay, 2010). Literally hundreds of studies have examined the correlations between affective commitment and hypothesized to be its antecedents. Generally the wide range of variables that have been examined can be categorized as organizational characteristics, person characteristics and work experiences (Meyer and Allen, 1997).

2.2.2.2 Continuance Commitment

The second category of organizational commitment is continuance commitment. It refers to commitment based on the costs the employee associates with leaving the organisation in other words they committed due to the high cost of leaving it not because of an emotional attachment (Muthuvelloo and Che Rose,

2005). Potential antecedents of continuance commitment include age, tenure, career satisfaction and intent to leave. Age and tenure can function as predictors of continuance commitment, primarily because of their roles as surrogate measures of investment in the organization. Continuance commitment is based on Becker's (1960) theory of "side-bets" : an individual remain in the employ of an organization for longer period of time, they accumulate greater benefits by remaining with the organization (or incur greater costs of departing from the organization) that discourage them from seeking alternative employment. According to the "side-bets" theory of organizational commitment (Meyer and Allen, 1984), continuance commitment increases with the accumulation with the side bets or investments.

2.2.2.3 Normative Commitment

Normative commitment refers to an employee's feeling of obligation to remain with the organization based on the employee having internalised the values and goals of the organization. The potential antecedents for normative commitment include co-worker commitment including affective and normative dimensions as well as commitment behaviours (Muthuvelloo and Che Rose, 2005). Normative commitment can be experienced either as a moral duty or a sense of indebtedness. It is also characterized by a mindset of obligation (i.e obligation to remain with the organization or support a change of initiative) (Meyer and Parfyonova, 2010).

2.2.3 Theoretical View of Organizational Commitment

Typically during the early era of organizational commitment study, the theory that describes the organizational commitment is derived primarily from the side-bet theory by Howard Becker (1960). According to Becker (1960), commitment can be described as a disposition to engage in "consistent line of activity" as a result of the accumulation of side-bets that would be lost if the activity were discontinued. To explain further, the consistent line of activity refers to maintaining membership or employment in the organization (Meyer and Allen, 1984).

This approach was one of the earliest attempt to study a comprehensive conceptual framework about organizational commitment from perspective on the individual's relationship with the organization. According to Becker's theory, the relationship between employee and organization are based on the "contract" of economic exchange behaviour, committed employees are committed because they have totally hidden or somewhat hidden investment, "side-bets", they have made by remaining in a given organization. If someone left, the investments of "side-bet" will be claimed hardly. The term "side-bets" refer to the accumulation of investments valued by the individual. Becker (1960) argued that over a period of time certain costs accrue that make it more difficult for the person to disengage from a consistent pattern of activity, namely, maintaining membership in the organization. (WeiBo et. al, 2010).

Meanwhile, during the middle era, the focus of commitment shifted from tangible side-bets to the psychological attachment one had to the organization. This approach was advanced by Porter et. al (1974). As stated by Mowday, Steers and Porter (1979), Porter and his followers defined commitment as the relative strength of an individual's identification with and involvement in a particular organization. They argued that organizational commitment consists of three parts that are "strong acceptance", "participation" and "loyalty". According to Mowday, Porter and Steers (1982), to explain the process of commitment the exchange theory was established. They advanced commitment as an alternative construct to job satisfaction and argued that commitment can sometimes predict turnover better than job satisfaction (WeiBo et al., 2010).

The multi-dimensional approaches later being advanced during the third era, one by O'Reilly and Chatman (1986) and the other by Meyer and Allen (1984). According to O'Reilly and Chatman's theory, commitment as the psychological attachment felt by the person for the organization, reflecting the degree to which the individual internalizes or adopts the characteristics or perspectives of the organization. The psychological attachment can be predicted by compliance or instrumental involvement for specific, extrinsic rewards, identification or involvement based on a desire for affiliation and internalization

or involvement predicted on the congruence between individual and organizational values.

Meyer and Allen (1984) approach is the most dominant approach to study commitment. For more than 20 years the three-dimensional (affective, normative and continuance) became the leading approach to studying organizational commitment. This approach was rooted in earlier Becker's side-bet theory. Meyer and Allen proposed that continuance dimension as a better representation of Becker's side-bet approach. It was designed to assess the extent to which employees feel committed to their organization by virtue of the costs that they feel are associated with leaving. The side-bet approach was inappropriately operationalized. The better way to measure side-bets is to use measures that more directly assess individual's perceptions regarding the number and magnitude the side-bet they have made. They compared the interrelationships among several common scales of commitment and two scales they had developed, one representing affective commitment and the other continuance commitment (Meyer and Allen, 1986). A few years later, the normative commitment was added as the third dimension. A normative commitment was defined as a feeling of obligation to continue employment and those with a high level of normative commitment feel that they ought to remain within the organization and it is affected in the main by socialization and or culture prior to entry into an organization (Cohen, 2007).

2.2.4 New Model Based on Two Dimensions of Time and Style of Commitment

Normally, individuals will try to find a job in an organization which suits their values and goals. If the values and goals of an organization turned out to be congruence with their own values and goals, they might be willing to work for that organization for a longer period or might decide to remain in it. Thus, in many ways, before making any decision to work with an organization, individuals already have some attitude toward commitment. The commitment behaviour can be predicted through intention. However, intention are general perceptions of commitment that were developed during the socialization process. Among other

factors believed to have a significant influence on individuals' intention such as personal beliefs, values expectations about the job and prior experiences.

Conceptualization of organizational commitment suggested the model of two dimensions to commitment that is the timing of commitment and the bases of commitment. The timing of commitment distinguishes between commitment propensity, which develops before entry into the organization and organizational commitment, which develop after entry into the organization. The second dimension, the bases of commitment, makes a distinction between commitment based on instrumental considerations and commitment based on psychological attachment (Cohen, 2007).

The conceptualization of organizational commitment of Cohen (2007) is presented in Figure 2.1 below :

Figure 2.1
The Two-Dimensional Commitment Model

		Bases of commitment	
Commitment dimensions		Instrumental attachment	Psychological attachment
	Timing	<i>Before entry to the organization</i>	<i>After entry to the organization</i>
		Instrumental commitment propensity	Normative commitment propensity
		Instrumental commitment	Affective commitment

Source : Cohen, Aron. (2007). Commitment Before and After : An Evaluation and Reconceptualization of Organizational Commitment. Human Resource Management Review.

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As illustrated in Figure 1, two of these forms developed before entry into the organization and two develop after. The first two forms that develop before one's entry into the organization are instrumental commitment propensity, which is derived from one's general expectations about the quality of the exchange with the organization in terms of the expected benefits and rewards one might receive

from it, and normative commitment propensity, which is a general moral obligation towards the organization. The two forms developed after entry are instrumental commitment, which results from one's perception of the quality of the exchange between one's contributions and the rewards that one's receives, and affective commitment, defined as a psychology attachment to the organization demonstrated by identification with it, emotional involvement and a sense of belonging (Cohen, 2007).

It is suggested that normative commitment as defined and measured by Allen and Meyer (1990) can be better understood as a pre-entry commitment propensity or rather a kind of tendency that employees might have than a true commitment behaviour as post-entry. Normative commitment propensity can be defined as the belief that one has a moral obligation to demonstrate loyalty and duty in all social situations in which one has a significant personal involvement. A committed individual retains membership in the organization not because he or she has determined that doing so is to his or her personal benefit, but because he/she believes that he/she "should" behave this way, because it is "right" and expected (Wiener and Vardi, 1980).

As mentioned above, normative propensity is relevant before one's entry into the organization. It represents commitment propensity, an inclination to become committed and as such best described as a personal value that acts as an antecedent to commitment (Angel and Lawson, 1993).

2.2.5 Initial-Entry Commitment and Turnover Intention

Previous research suggest that affective, continuance and normative commitment relate to employee turnover intention. However, most of the previous research on the relationship between the three dimensions of commitment with employee turnover did not specify the point in time during which commitment is measured. Several existing literature give evidence that the three components of organizational commitment are each related to either turnover or turnover intentions (Wasti, 2003; Kuean et al., 2010; Tett and Meyer, 1993; Shore and Martin, 1989).

2.3 Personality Traits

2.3.1 Definition of Personality Traits

Organization put so much effort in understanding the behaviour and attitudes of their employees for various management as well as career development purposes. For instance among other ways to delve deeper into employees organizational commitment is through examining employees personality traits. From an employee's personality we can have a good judgement on how well the employee will perform in his job (Barrick and Mount, 1991), whether he will be a hardworking person, how organized and creative he is and how well he will interact with others especially with his colleagues. Such information are very precious for the organization in selection and placement process. Thus employees' personality are now becoming so meaningful to management. There are several definitions of personality traits as given below :

- 2.3.1.1 Allport (1937, pg.48) proposed the definition of personality as “the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment” (Barrick and Ryan, 2003, pg.1),
- 2.3.1.2 Cattell (1950, p.2) defined personality as “ that which permits a prediction of what a person will do in a given situation” (Carducci, 2009, pg. 272),
- 2.3.1.3 Carver and Scheier (2000, pg.5), defined personality as “a dynamic organization inside the person, of psychophysical systems that create a person's characteristic patterns of behaviour, thoughts and feelings” (Chamorro-Premuzic, 2007, pg.15); and
- 2.3.1.4 A personality traits is “a durable disposition to behave in a particular way in a variety of situations” (Weitan, 2007, pg. 491).

Personality traits refer to the continuum of intrinsic motivation and corresponding behaviour pattern among individual. Trait is the unit of personality structure, it is the stable and lasting reactive mode about the environmental stimulus and also is an obvious diacritical characteristic (Zhang and Kong). From

the definition above, we can derive some fact about the concept of personality traits that is personality make individuals unique and behave differently in different situations.

2.3.2 The Five-Factor Model of Personality

Most researchers agree that there are more than five dimensions of personality present in human beings. For better and easy understanding of personality, all those dimensions have been grouped into five dimensions. The Big Five model implies that personality consists of five relatively independent dimensions that altogether provide meaningful taxonomy for the study of individual differences (Erdheim et al., 2006). The Big Five serve as the dominant model of personality structure in trait personality. The five-factor model of personality consists of the dimensions of extraversion, neuroticism, agreeableness, conscientiousness and openness to experience (McCrae & John, 1992). The Big Five factors are as follows :

2.3.2.1 Extraversion

The behavioural tendencies used to measure this factor include being sociable, gregarious, assertive, talkative and active.

2.3.2.2 Neuroticism

It represents individual differences in the tendency to experience distress. Typical behaviours associated with this factor include being anxious, depressed, angry, embarrassed, emotional, worried and insecure (Barrick & Mount, 1991). Emotional Stability dimensions - often labelled by its converse neuroticism- taps a person ability to withstand stress. People with positive emotional stability tend to be calm, self-confident and secure. Those with high negative scores tend to be nervous, anxious, depressed and insecure (Roodt, 2009, pg.94).

2.3.2.3 Agreeableness

It describes the humane aspects of people. According to Digman (1990) characteristics such as altruism, nurturance, caring and emotional support at one end of the dimension, and hostility, indifference to others, self-centeredness, spitefulness and jealousy at the other end. The

behavioural tendencies typically associated with this factor include being courteous, flexible, trusting, good-natured, cooperative, forgiving, soft-hearted and tolerant (Barrick & Mount, 1991).

2.3.2.4 Conscientiousness

It is related to dependability and volition and the typical behaviours associated with it include being hard-working, achievement-oriented, persevering, careful and responsible (Barrick & Mount, 1991).

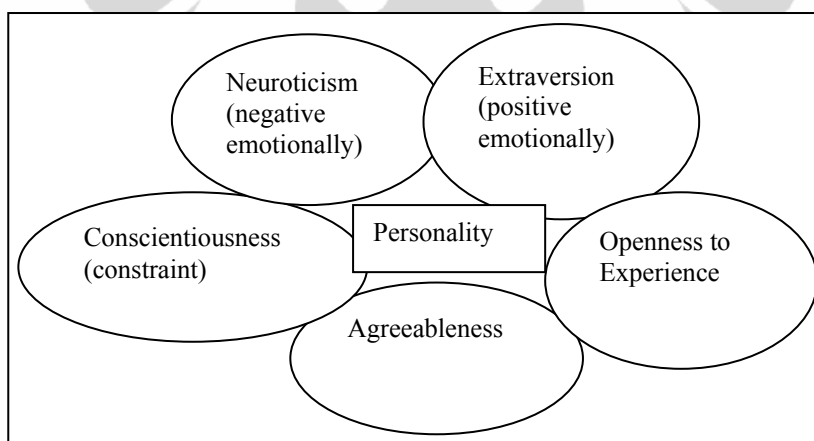
2.3.2.5 Intellect/Openness to experience

It is related to scientific and artistic creativity, divergent thinking and political liberalism. The behavioural tendencies typically associated with this factor include being imaginative, cultured, curious, original, broad-minded, intelligent and having a need for variety, aesthetic sensitivity and unconventional values (McCrae & John, 1992).

Figure 2.2 illustrate The Big Five Model of Personality as follows:

Figure 2.2

The Big Five Model of Personality



Source :Weitan,Wayne. (2007). Psychology, Themes and Variations. Eight Edition. Wadsworth. United States of America. Pg. 491

2.3.3 Personality Traits, Commitment and Turnover

Previous research show some interest in studying the Big Five personality dimensions to several outcomes in workplace. The study investigated the relationship between the Big Five personality dimensions with three job

performance criteria (job proficiency, training proficiency and personal data) for professionals, police, managers, sales and skilled / semi skilled find out that, Conscientiousness, one dimension of personality, showed consistent relation with all job performance criteria for all occupational groups (Barrick and Mount, 1991).

Meanwhile, in the topic of organizational commitment, there is only few research examining the relationship between personality and organizational commitment. One of such research was carried out by three academicians namely Barbara Hoffmann (from the University Centre “Cesar Ritz”, Switzerland), Elizabeth M. Ineson (from the Manchester Metropolitan University, United Kingdom) and Morag I. Stewart (from the Emirates Academy of Hospitality Management Dubai, UAE). Their study examined whether personality is an indicator of organizational commitment. The findings support a relationship between personality and affective commitment. The implication from the study is that personality assessment could determine employees with higher affective commitment and hence identify those persons most likely to contribute to organizational effectiveness and success. In another study by Erdheim et al. (2006), each of the Big Five personality dimensions related to at least one dimensions of organizational commitment (affective, continuance and normative).

Individual differences variables represented by personality traits is as much important as commitment propensity in the study of individual-level of antecedents of initial-entry commitment. Based on several literature, it was suggested that personality relates to employee turnover. As such in the process of employee turnover, personality does play an important role. The advent of Five Factor Model of personality enabled researchers to have better review on the value of particular personality factors for predicting work outcomes. Over the past two decades, several meta-analyses and large scale studies on relations between personality traits and employee turnover have confirmed findings from single studies demonstrating that personality seems to be related to employee turnover (Hunter, 2003).

The main objective and concern of most of organizations when hiring an employee is to retain and boost up the employee commitment towards the organization. Organization need to consider whether some individual have the propensity to leave the organization despite all measures taken to improve the working conditions while others remain loyal to the organization under less-than-ideal circumstances. Thus understanding the personality traits on turnover is important theoretically and practically (Zimmerman, 2006).

Despite the importance of personality traits as one of the most critical aspect in understanding individual behaviour and attitude within the organization, this individual differences variables are among the least researched predictor of turnover. Most researchers seems to disregard the influence that personality traits have on the employee turnover process. Instead they put more emphasized and treated job satisfaction and organizational commitment as main variables in predicting turnover among employees.

Significant empirical research has shown relationships between individual dispositions and job satisfaction, an important predictor of turnover. A meta-analysis by Judge, Heller and Mount (2002) found that the personality traits of extraversion, conscientiousness and neuroticism had true score correlation with job satisfaction of .25 (k=75, N=20,184), .26(k=79, N=21,719) and -.29 (k=92, N=24,527) respectively. In another meta-analysis Judge and Bono (2002) showed that the Core Self Evaluation traits of self-esteem, generalized self-efficacy, internal locus of control and emotional stability had true score correlation with job satisfaction .26 (k=56, N=20,189), .45 (k=12, N=12,903), .32 (k=80, N=18,491) and .24(k=21, N=7658) respectively. Theoresen, Kaplan, Barsky, de Chermont and Warren's (2003) meta-analysis found that positive and negative affect had moderate relationships with job satisfaction (p=.33, k=71, N=22,148 ; p=-.37, k=145, N=52,120), an intent to quit (p=-.17, k=18, N=5,327 ; p=.28, k=25, N= 6,741). These results demonstrate the importance of dispositional traits as predictor of the antecedents to turnover and as such should be included to create a more comprehensive model of organizational withdrawal (Zimmerman, 2006).

In a study examining the relationship between the Big Five personality dimensions and the three-components of organizational commitment proposed by Meyer and Allen (1991), the findings stated that Extraversion, Agreeableness were positively related to normative commitment. Conscientiousness was positively related to continuance commitment but Openness to Experience was negatively related to continuance commitment. Extraversion was also positively related with affective commitment but negatively correlated with continuance commitment (Erdheim et al., 2006). Alternatively, Neuroticism, Openness to Experience, Conscientiousness and Agreeableness should not relate to normative commitment. According to Barrick and Mount (1991), neurotics tend to worry excessively which should diminish thoughts that their organization has upheld its end of the psychological contract. Openness to experience is related to divergent thinking (McCrae, 1996), suggesting that those high on Openness may not value things that are often valued, such as organizational investment.

According to Organ and Lingl (1995), Conscientiousness is not expected to relate to normative commitment because it has been argued to reflect a “virtue is its own reward” ethic which suggest that highly conscientious employee will work hard regardless of whether they perceive their organization has invested in them. Lastly, those high on Agreeableness have been found to get along with co-workers in pleasurable ways, however according to Organ and Lingl (1995), it is unclear whether this pleasant behaviour would serve as a catalyst for, or reaction to, an organization upholding its end of the psychological contract (Erdheim, 2006).

The first published meta-analysis examining the relationship between personality and performance in the civilian sector had been conducted by Barrick and Mount (1991). The relationship between the Big Five personality factors and personnel data have been examined through absenteeism, turnover, tenure, accidents, wages and so on. The strongest predictors of personnel data were found to be Conscientiousness and Agreeableness ($p=.20$, $p=.14$ respectively). In addition this research also found out that Conscientiousness and Emotional Stability predicted voluntary turnover. Meanwhile in another meta-analysis study done by Salgado (2002) reported that each of the Big Five personality dimensions

predicted turnover. However, the best predictors of turnover is Emotional Stability ($p=.35$), followed by Conscientiousness ($p=.31$) and then Agreeableness ($p=.22$) (Hunter, 2003).

Several previous researchs indicated that Emotional Stability, Conscientiousness and Agreeableness are the most important in commitment process as well as a significant predictors of turnover. One of the past research was conducted by Zimmerman (2008) who made a meta-analytic path analysis examining the relationship between personality, job satisfaction and performance and organizational turnover. The findings of the study stated that Emotional Stability best predicted employees' intention to quit the organization while Conscientiousness and Agreeableness were the strongest predictors of actual turnover. This study also found out that personality had direct effect on employee's turnover behaviour regardless of performance and satisfaction (Zimmerman, 2008). For the purpose of this study, all dimensions of the Big Five personality namely Neuroticism, Conscientiousness, Extraversion, Agreeableness and Openness to Experience will be examine to find out their relationship with turnover intention and whether initial-entry as a mediating variable influences the relationship between personality traits with turnover intention.

2.4 Turnover Intention

2.4.1 Turnover

There are several definitions by researchers regarding what is meant by turnover as follows:

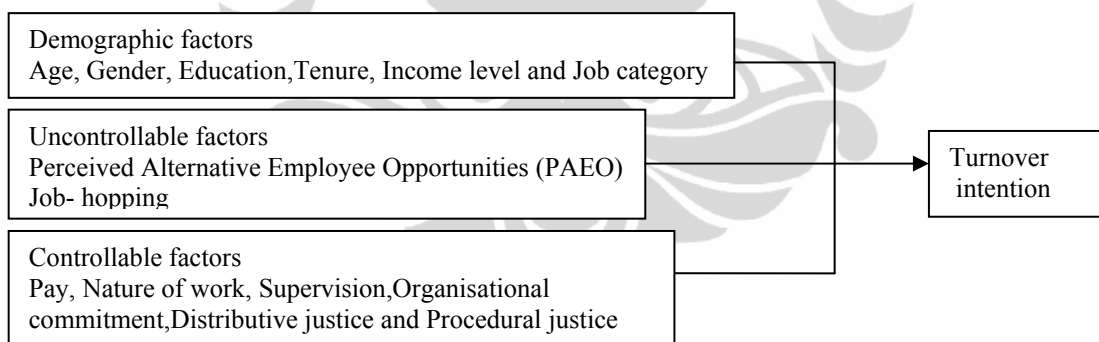
- 2.4.1.1 According to Bludorn (1982), in general turnover refers to either voluntary or involuntary separation from organization (O' Fallon and Rutherford, 2007).
- 2.4.1.2 Employee separations often called turnover occur when an employee permanently leaves an organization (Cascio and Boudreau, 2008).
- 2.4.1.3 Turnover is the voluntary and involuntary permanent withdrawal from an organization (Robbins et al, 2009).

2.4.1.4 Meanwhile Hom and Griffeth (1995), stated that turnover is the movement of employees moving out of the boundaries of an organization(Ou, 2004).

Employee turnover can be troublesome for employers who struggle to retain employees in a tight labour market. It is believed that a high amount of voluntary turnover adversely influences organizational effectiveness. Another definition stated that turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment (Abassi and Hollman, 2000). From the definitions we can understand that turnover is the voluntary or involuntary workforce activity which resulted in the termination of formal relations or in other words put an end in terms of relationship between employee and an organization.

Employee turnover model according to Khatri et al being pictured in Figure 2.3 below:

Figure 2.3
Employee Turnover Model



Source :Khatri, Naresh. Fern, Chang Tze and Budwar, Pawn (2001). Explaining Employee Turnover in an Asian Context. Human Resources Management Journal. Vol. 11. Pg.57

There are two categories in this workforce activity that are voluntary and involuntary. Among involuntary turnover such as layoff, dismissal and retirement whereas voluntary turnover occurs when employees resign. From these two situations we can say that involuntary turnover can be controlled by the management since the decision is made by the managers whether to retain or dismiss any employees whom they feel not suitable to work for the organization.

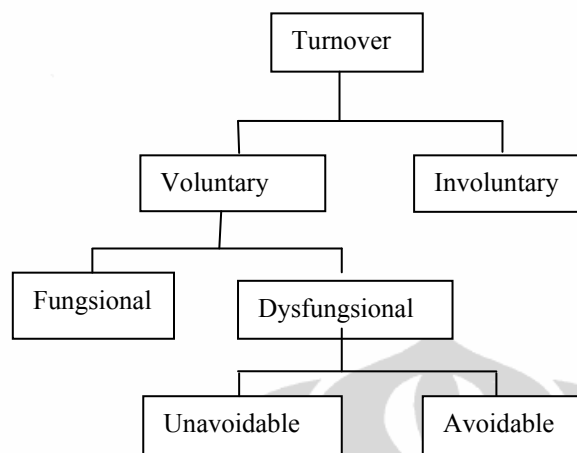
anymore and in contrast voluntary turnover is beyond the control of the managers since it is genuinely come from the employee himself who decide to leave and quit from working to the organisation.

Among voluntary quits we can further differentiate between functional and dysfunctional turnover. Functional turnover represents the exit of substandard performers, whereas dysfunctional turnover represents the exit of effective performers (or highly skilled or trained employees who are not easily replaced). Only the latter type of resignations disadvantage employers. Further we can divide dysfunctional turnover into avoidable and unavoidable quits. According to Abelson (1987) and Campion (1991), unavoidable quits represent those employee separations that employers cannot control, such as terminations due to childbirth, full-time care for relatives, family moves, acute medical disability and death(Griffeth and Hom, 2001).

The avoidable categories include both voluntary and involuntary issues. In most situation the focus of attention would be the voluntary and the other avoidable category, involuntary, such as terminations for substandard performance, layoffs, early retirement encouragement and resignations *in lieu* of terminations could, for the most part, be prevented (Phillips and Edwards, 2008). Employees may leave an organisation either voluntarily or involuntarily. For the purpose of this study, the definition of turnover intention is an employee's decision to leave the organisation voluntarily.

Turnover classification according to Griffeth et al being illustrated as Figure 2.4 below :

Figure 2.4
Turnover Classification



Source : Griffeth, Rodger W. and Hom, Peter W. (2001). Retaining Valued Employees. Sage Publications Inc. California. Pg.7

2.4.2 Turnover Intention

According to various scholars there are relationship between intention of an employee to leave the current job with turnover in actual behaviour. Thus by studying one's intention we can predict what will be the real behaviour that he will take in the future. Turnover intention is one's behavioural intention to quit and has been used very often in past research. Turnover intention was conceived to be a conscious and deliberate willfulness to leave the organization (Tettand Meyer, 1993). According to Bigliardi, Petroni and Ivo Dormio (2005) intention to leave refers to individuals perceived likelihood that they will be staying or leaving the employer organization. Mowday et al. (1982) suggested that employees with high withdrawal intention from the organization subjectively assess that they will be leaving the organization in the near future (Masri, 2009).

Intention are believed to be comprised of two components: a personal factor and a social factor (subjective norm, which pertains to the nature and degree of expected social pressure to perform or not perform the behavior) (Ajzen and Fishbein 1980). These factors have been incorporated into the Ajzen's Theory of Planned Behavior (1985). Therein, intention were redefined as an intention to try or attempt a certain behavior. Intention, therefore, "can only be expected to predict a person's attempt to perform a behavior, not necessarily its actual

performance” (Ajzen 1985, p. 29). Intention are viewed as an internal phenomenon independent of external obstacles or personal deficiencies which may interfere with the performance of the behavior. The Theory of Planned Behavior has withstood extensive empirical testing, having been applied in varying situations, disciplines, applications, and cultures (Weber and Gillespie 1998).

Theory of attitude postulated that, the best predictor of individual behaviour will be measure of his intention to perform that behaviour (Fishbein and Ajzen, 1975). Turnover intention is an appropriate dependent variable as noted by Shore and Martin (1989) because it is linked by actual turnover. Meanwhile Steve and Ovalle (1984) in their metal-analysis on turnover found a weighted average correlation of 50 between the two construct (Khatri et al, 2001). Turnover intention is the best predictor of voluntary turnover (Lambert, 2006).

Much of the empirical research on turnover is based on actual turnover, although some studies are based on intention to quit. Apart from the practical difficulty in conducting turnover research among people who have left an organisation, some researchers suggest that there is a strong link between intention to quit and actual turnover. Turnover intention is described as the cognitive process of thinking, planning and desiring to leave a job (Mobley, 1977). Early literature reports that intention to leave is linked with actual turnover (Tett and Meyer, 1993). It occurs just before individuals actually leave their jobs.

Bluedorn (1982) recommends the use of turnover intention over actual turnover because the latter is more difficult to predict than intention. He adds that there are several external factors that affect actual turnover. In an analysis of occupational turnover, Dalessio et al. (1986) focuses on the direct and indirect antecedents of intention to quit, as opposed to the actual act of turnover (Wong and Tay, 2010).

Mobley et al. (1979) noted that the relationship between intention and turnover is consistent and generally stronger than the satisfaction-turnover relationship, although it still accounted for less than a quarter of the variability in turnover. According to Kirschenbaum & Mano-Negrin (1999), much of the research on perceived opportunities has been found to be associated with intention

to leave but not actual turnover. One of the possible reasons is that intention do not account for impulsive behaviour and also that turnover intention are not necessarily followed through to lead to actual turnover.

2.4.3 Variables Related to Turnover Intention

Previous studies have found out a wide range of factors related to turnover intention. When it comes to understand and interpreting employee turnover, those factors have been found useful and have been used to model turnover in a range of different organizational and occupational setting. Besides actual turnover, other variables have also been associated to employee's desires or intention to leave the organization.

Job satisfaction, organizational commitment, turnover intention cognition and turnover are among the variables related to turnover intention. Satisfaction and commitment each contribute independently to the prediction of intention, intention are predicted more strongly by satisfaction than by commitment, intention mediate nearly all of the attitudinal linkage with turnover (Teet and Meyer, 1993). Analysis of previous study also showed that organizational commitment was a better predictor of turnover than overall job satisfaction (Griffefth et al, 2000).

Administrative requirements, autonomy, ability to provide quality patient care, workload, work/private life conflict, pay, satisfaction with community and locus of control have been studied as variables that related to turnover intention. Results indicated physicians' satisfaction with their current position was related to their perceptions of their autonomy, workload, work/private life conflict, pay, and community satisfaction. In addition, all predictors except workload had an impact on physicians' satisfaction with the current career. The only predictor that influenced the likelihood of leaving was community satisfaction (Kaplan (2009).

Among General Practitioners, (Kuusio et al., 2010) work-related psychosocial factors such as high job demands, low job control, and poor colleague consultation were all significant risk factors for low organizational commitment which in one way or the other will lead to turnover intention among General Practitioners.

Previous study also tried to examined the relationship between organizational commitment, turnover intention and cultural values in predicting employee turnover intention. The study found out that affective commitment was an important predictor of turnover intention irrespective of idiocentric or allocentric value, normative commitment and social factors were weaker predictors for individuals who endorsed idiocentric, values and social factors were a stronger predictor for allocentrics. This underlined the importance of normative perspective on organizational commitment especially for collectivistic contexts (S Arzu, 2003).

Besides several variables being highlighted earlier, personality traits also have been studied as one of the variables related to employee turnover. In a study based on Masters of Business Administration (MBA) students' gender nearly shows no significant difference in these variables. MBA students as knowledge workers and managers, have no significant difference in organizational commitment, job satisfaction, personality traits and turnover intention on gender (Zhang and Kong, without year).

Higher organizational commitment lower intentions to leave. Study on organizational commitment as independent variable and intention to quit as the dependent variable showed that employee's affective commitment to the organization was the most important predictor. Employees were less likely to leave when they have emotional commitment to and identify with their organization (Kuen, Kaur & Wong, 2010).

Meanwhile another finding of a study which examined organizational commitment, job satisfaction and turnover intention as variables in predicting employee turnover intention stated that organizational commitment and job satisfaction were negatively related to turnover intentions. Among all the facets of independent variables affective commitment appeared to be the most significant predictor to turnover intentions (Samad, 2006).

In a study conducted among teller where work performance and turnover intention, as the dependent variables while job satisfaction and organizational commitment as the independent variables found out that organizational

commitment was more strongly related than job satisfaction with turnover intention for the tellers but not for the professionals. Job satisfaction was more strongly related than organizational commitment with supervisory ratings of performance for both samples. The findings suggest that specific job attitude are more closely associated with task-related-outcomes such as performance ratings whereas global organizational attitude are more closely associated organization-related outcomes like turnover intention (Shore and Martin, 1989).

Research also shows that job opportunity is another variable that may determine turnover decisions among employees. Job opportunity has significant positive influence on turnover intention. Affective commitment has significant negative influence on turnover intention, but continuous commitment does not (Qi, 2008).

In a study among music teachers (Feng and Tay, 2010) there was also relationship among perceived organizational support, employee exhaustion, job satisfaction, affective commitment and turnover intention and job hopping. The study found out that music teachers were less likely to leave when they perceive their music schools supported them, and when they are job satisfied, and not emotionally exhausted from the pressures of teaching. Unlike their job hopping behaviour, the relationships between each of the three antecedents and the turnover intention of music teachers were mediated by their affective commitment to music schools. The music teachers were also not likely to job hop when they have a low perception of organizational support. Instead, they would job hop if they experience emotional exhaustion and are not job satisfied.

Other variables such as job satisfaction, organizational commitment, job characteristics, perceived job alternatives and perceived competitiveness of pay also being studied as factors related to turnover intention. Job satisfaction was found to be the predictor of turnover intention rather than organizational commitment and that job satisfaction itself is function of perceived competitiveness of pay and job feedback (Termsnguanwong, 2009).

2.4.4 Theories on Turnover Intention

Various studies on the turnover intention previously, found out that turnover intention consists of a broad range of antecedents. Thus there are different theoretical approaches that can be used to further explain and cover a broad range of these antecedents. Traditional turnover theory, expectancy theory and the theory of planned behaviour will be highlighted in this study to explain the employee turnover intention. These theories were chosen according to Griffeth et al (2000) and Maertz and Campion (1998) due to they focus on different aspects of the employee's situation, and have successfully predicted turnover intention and behaviour in previous research (Van Dam, 2008).

2.4.4.1 Traditional Turnover Theory

The traditional theory on voluntary turnover has extensively examined the ease and desirability of movement theories on an employee's intent to leave the organization. Traditional turnover theories have relied heavily on March and Simon's (1958) ideas about the perceived ease and desirability of movement that is the decision to participate (Beach, 1996). Ease of movement refers to the availability of alternatives forms of employment and desirability of movement is generally regarded as job satisfaction or a lack thereof.

March and Simon (1958) predicts that lowered levels of job satisfaction and organizational commitment, and the perception of job alternatives are related to thoughts about quitting and actual turnover. Extended evidence by Griffeth et al (2000) has shown that job satisfaction relates negatively to turnover and Kim et al (1996) research relates positively to retention (Van Dam, 2008). March and Simon introduced their motivational analysis called organizational equilibrium in their classic book entitled Organizations based on Barnard (1938) and Simon (1945). According to them individuals sustain their participation in an organization as long as the inducements to stay (e.g. pay) match or exceed their contributions (e.g. effort). The two major factors that impact this equilibrium are described as the perceived desirability and ease of movement.

2.4.4.2 Expectancy Theory

Expectancy theory states that motivation depends on how much people want something and their estimate of the probability of getting it. Employees' intention to leave the organization may also be affected by their expectations of the outcome of turnover. According to Vroom (1971), who popularized the expectancy theory during the 1960s, motivation for specific behaviour depends on an individual's beliefs regarding effort-performance-outcome relationships, in combination with the value placed in this outcome. The theory thus predicts that employees are more inclined to leave when they expect that turnover will result in more positive outcomes, such as higher income and more opportunities for personal development, than negative outcomes, such as leaving valued colleagues and increased travelling time. From expectancy theory employees who emphasize positive over negative expectations will be more ready to leave shortly, whereas employees who are less optimistic about the expected outcomes of leaving will intend to stay for a longer time in the organization (Van Dam, 2008).

2.4.4.3 Theory of Planned Behavior

The most widely used intention model was introduced by Fishbein and Ajzen (Ajzen & Fishbein, 1980; Fishbein, 1967; Fishbein and Ajzen, 1975). According to this model, people generally do what they intend to do, and a measure of someone's behavioural intention is often a good predictor of whether he or she will perform the specified behaviour in the future. Intention to perform behaviors of different kinds can be predicted with high accuracy from attitudes toward the behavior, subjective norms, and perceived behavioral control. These intentions, together with perceptions of behavioral control, account for considerable variance in actual behavior (Ajzen, 1991, pg. 179).

The theory of planned behaviour, by Fishbein & Ajzen (1975), is composed of three variables (belief, intention, and behaviour) and projects that intention is correlated with behavior. Beliefs are the fundamental building blocks of the model and underlie the attributes of a person, group, organization, policy or code. In addition, beliefs are influenced by attitude and feelings of people sharing experiences and include both personal and social aspects that interact in complex

ways unexplained by the theory. Intentions are the immediate determinant of behavior. Specifically, the formation of intention is influenced by beliefs about personal outcomes and social acceptance. The stronger the intent that a person will behave in a specified way, the stronger the likelihood that person will engage in the behavior. Behavior is the action taken by a person. Once a person makes decision for action, then the intent transfers to actual behavior (Wilson, 2008).

The theory of planned behavior is rooted in the theory of reasoned action by Fishbein and Ajzen (1975) and Ajzen and Fishbein (1980). The theory of reasoned action postulates that behavioral intentions are a function of salient information and beliefs about the likelihood that performing a particular behavior will lead to a specific outcome. Furthermore, the stronger the intention to undertake a certain course of action, the more likely that an individual will engage in that activity (Weber and Gillespie 1998).

According to the Theory of of Reasoned Action, therefore, individuals' intention to act in a certain way in the presence of a potentially ethically troublesome situations should provide a much superior prediction of the actions which an individual will take when faced with such a situation than merely their ethical perceptions. Research which has focused on individuals' ethical perceptions of potentially ethically troublesome situations and practices are in fact examining only a single aspect of an individuals' attitudes toward the behavior. Such perceptions or beliefs relate to what an individual believes should be done. This is in contrast to what individual believes they will actually do (Weber and Gillespie 1998). As a result, beliefs are the least powerful predictor of an individual's behavior; however, beliefs directly affected intentions. Intentions are the stronger predictor of behavior" (Weber and Gillespie 1998, p. 449).

According to Ajzen (1985), before most actions are undertaken by individuals, there is a plan, or an intention to choose that course of action. Theory of Reasoned Action by Ajzen and Fishbein (1980) ; Fishbein and Ajzen (1975), stated that intentions to behave in a certain way represent the immediate determinant of that action or choice. Behavior, both ethical and unethical, is controlled by intentions, and, as such, intentions appear to be an area worthy of

study. There is general agreement among social scientists that most behavior is goal-directed for instance Heider (1958) was interested in the conditions underlying attributions of “intent” or “motives”.

Researchers such as Ajzen and Fishbein (1990); Igabaria and Greenhouse (1992)cited from Firth, Mellor, Moore and Loquet (2004); believed that intentions are the most immediate determinants of actual behaviour. The study found that, the more individual implemented behavior to quit the more likely he/she will leave the organization. Gregory (2007) supported the idea that behavioral intention to quit has been found to be strong predictor of personal turnover across industries and theoretically is believed to be an important antecedent to turnover. Ajzen (1985) reports on research which empirically tests the Theory of Reasoned Action and concludes “the theory permits highly accurate prediction of a wide variety of behavioral domains. Generally speaking, people were found to act in accordance with their intentions (Masri, 2009).

For the purpose of this study, the researcher will try to find out the relationship between commitment propensity and personality traits with turnover intention from public to private hospitals among clinical clerkship medical students who received scholarship from PSDM. Besides that, the role of initial-entry commitment as a mediating variable will be examined to see whether it influences the relationship between commitment propensity and personality traits with turnover intention.

2.5 Review of Previous Research

One of the previous research which try to examine how commitment propensity, initial-entry commitment and personality acts to influence decision to stay or leave the organization was carried out by Arwen E. Hunter in 2003. It was a dissertation submitted to The George Washington University for the degree of Doctor of Philosophy. The study adopted a commitment-based model of turnover to explore the role of personality and other pre-entry individual characteristics in turnover decision. A military sample (i.e U.S Army) was chosen as the respondent of the study. The study tried to explore the influence of commitment propensity, initial-entry commitment and personality to the army decision to

attrite or separate from the military prior to the completion of the contractual active-duty obligation. The hypotheses regarding the relationship between personality factors (i.e Emotional Stability, Conscientiousness, Agreeableness and Nondelinquency), commitment propensity, initial-entry commitment and later turnover were put forward to be tested.

The findings of the study showed that all of the variables were significantly related to 24-month attrition. Higher scores on commitment propensity, each of the personality variables and each of the dimensions of initial-entry commitment are indicative of lower attrition rates. Commitment propensity was positively related to initial-entry affective, continuance and normative commitment. Each of the personality variables examined in the study (Emotional Stability, Conscientiousness and Agreeableness) were each found to have a positive relationship with initial-entry affective and normative commitment.

From the above findings, commitment propensity, initial-entry commitment and personality traits did play a significant role in the decision to leave the organization. This generate further interest in the mind of the researcher to conduct similar study not on military but on civilian to find out the differences between commitment propensity, initial-entry commitment and personality traits to later turnover intention among civilian as compared to military. Thus the current study is based on the previous study aim at testing the Dynamic Model of Commitment developed by Hunter (2003) to the sample of clinical clerkship medical students who received PSDM scholarship.

2.6 Operationalization of Concept and Theoretical Framework

2.6.1 Operationalization of Concept

Commitment propensity, one of the independent variable in this study, composed of three dimensions which are personal characteristics, expectations and organizational choice factors. Among indicators of personal characteristics are desire for the medical career, familiarity with doctors's profession, self-efficacy and self-confidence. Volition and sacrifice are the indicator for the organizational choice factors. The dimensions of initial-entry commitment as a mediating variable in this study comprised of affective, continuance and

normative commitment. Indicators for affective commitment are emotionally attached, sense of belonging and feeling proud. Cost incurred associated with an act of leaving the organization and lack of alternatives are the indicators of continuance commitment and normative commitment indicated by obligation and feeling guilty if leaving the organization.

Another independent variable of this study that is personality traits, consist of five personality dimensions which are Emotional Stability (indicators are secure, stable, calm and resistant to stress), Conscientiousness (indicators are careful, responsible, persevering and responsible), Agreeableness (indicators are soft-hearted, altruism, caring and emotional support), Extraversion (indicators are excitable, talkative, gregarious and socialable) and Openness to experience (indicators are imaginative and curious). The dimension of dependent variable (turnover intention) which is going to be examined in this study is the cognitive parts of turnover intent. The indicators are thinking of quitting and a desire to leave current organization. The operationalization of the concept of independent variables (commitment propensity and personality traits), mediating variable (initial-entry commitment) and dependent variable (turnover intention) are given in the Table 2.1 as follows :

Table 2.1
Operationalization of Concept

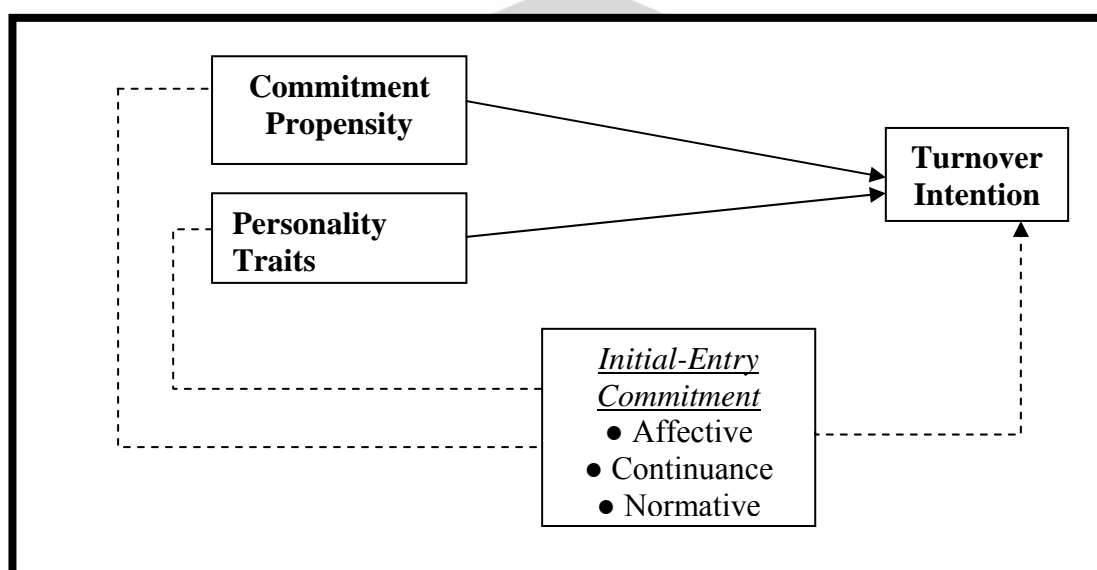
Variables		Dimensions	Indicators	Scale Use	Dimensions /Indicators based on
1.	Commitment Propensity (Independent Variable)	1. Personal characteristics	a. Desire for medical career	Interval	Lee et al. (1992)
			b. Familiarity with doctor's profession		
			c. Self-efficacy		
			d. Self-confidence		
		2. Expectations	Having a good idea about the organization		
3. Organizational choice factors	a. Volition				
	b. Sacrifice				
2.	Initial-Entry Commitment (Mediating Variable)	1. Affective	a. Emotionally attached	Interval	Hunter (2003)
			b. Sense of belonging		
			c. Feeling proud		
		2. Continuance	a. Costly		
			b. Lack of alternatives		
		3. Normative	a. Feeling guilty if leaving the organization		
			b. Obligation		
3.	Personality Traits (Independent Variable)	1. Neuroticism	Anxious, depressed, insecure and angry	Interval	Donnellan et al. (2006)
		2. Conscientiousness	Careful, responsible, persevering and responsible		
		3. Agreeableness	Soft-hearted, altruism, caring and emotional support		
		4. Extraversion	Excitable, talkative, gregarious and socialable		
		5. Openess to experience	Imaginative and curious		
4.	Turnover Intention (Dependent Variable)	1. Cognitive parts	a. Thinking of quitting or planning to stay or leave	Interval	Lambert (2006)
			b. A desire to leave current organization		

2.6.2 Theoretical Framework

The purpose of this study is to examine the relationship between commitment propensity and personality traits with turnover intention. This study also try to find out whether relationship between commitment propensity and

personality traits to turnover intention will be mediated by initial-entry commitment. The theoretical framework of this study is based on the Dynamic Model of Commitment developed by Hunter (2003) with some modification to suit the purpose of the study. Following model as illustrated in Figure 2.5 depicts the relationship between the independent variables, mediating variable and dependantvariable, forming the theoretical framework.

Figure 2.5
Theoretical Framework



Theoretical framework was adapted based on the Dynamic Model of Commitment developed by Hunter (2003)

2.7 Hypotheses

The hypothesis is a theoretical answer to the problem of research. In other words it is a temporary declaration of effects, causal or linkage relationships between two variables or more. Emperically it can be tested through analyzing the data (Sugiyono, 2006, pg. 71). From the literature that have been highlighted above the hypotheses of the study are proposed to be tested. The sound of the hypotheses areas follows :

- 2.7.1 Ho: Commitment propensity has a negative relationship with turnover intention
Ha: Commitment propensity has a positive relationship with turnover intention
- 2.7.2 Ho: Personality traits have a negative relationship with turnover intention
Ha: Personality traits have a positive relationship with turnover intention
- 2.7.3 Ho: Commitment propensity and personality traits have a negative relationship with turnover intention
Ha: Commitment propensity and personality traits have a positive relationship with turnover intention
- 2.7.4 Ho: Initial-entry commitment does not mediate the relationship between commitment propensity and personality traits with turnover intention
Ha: Initial-entry commitment does mediate the relationship between commitment propensity and personality traits with turnover intention

CHAPTER 3

RESEARCH METHODS

3.1 Research Design

The goal of this study is to examine the relationship between commitment propensity and personality traits with turnover intention. The role of initial-entry as a mediating variable also will be look into to find out its influence on the relationship between commitment propensity and personality traits with turnover intention. This study uses mixed method approach where data was collected by using questionnaire and Focused Group Discussion (FGD). Statistical techniques such as reliability and validity test, frequency analysis and regression analysis will be used to examine the strength of the relation between these variables.

3.2 Population

Population refers to the entire group of people, events or things of interest that the researcher wishes to investigate. It is the group of people, events or things of interest for which the researcher wants to make inferences (based on sample statistics) (Sekaran and Bougie, 2009, pg. 262). In other words, population composed of whether it is an objects or subjects that have certain qualities and characteristics that being set by the researchers and then draw conclusions from it (Sugiyono, 2006, pg. 89). The population of this study comprises of all clinical clerkships medical students sponsored by PSDM currently enroll in various universities in Indonesia and undergoing clinical clerkship in the hospitals.

For medical students, clerkships occur after the basic science curriculum and are supervised by medical specialists at the teaching hospitals or medical school. Typically, certain clerkships are required to obtain the Doctor of Medicine degree. The aim of the clinical clerkship is to teach the medical student the fundamentals of clinical examination, evaluation and care provision and to enable the student to have practical knowledge in order to perform his/her duties effectively as a medical officers. During the clinical clerkship, medical students will interact with real patients much as a physician does under the supervision by the specialist or more senior physicians. This clinical clerkship give the students

an opportunity to gain practical experience before truly engage into the real situation as a physician at a later stage.

Currently there are approximately 211 medical students sponsored by PSDM who are doing their clinical clerkships in various hospitals or teaching hospitals in Indonesia. Details of the composition and distribution of those students was illustrated in the Table 3.1 below :

Table 3.1
Enrollment of Clinical Clerkship Medical Students Sponsored by PSDM in Various Universities in Indonesia as at 2010

No.	University	Numbers of PSDM Sponsored Clinical Clerkship Medical Students
1.	Universitas Indonesia	33
2.	Universitas KRIDA	39
3.	Universitas Trisakti	29
4.	Universitas Gadjah Mada	44
5.	Universitas Padjajaran	46
6.	Universitas Sumatera Utara	5
7.	Universitas Hasanuddin	3
8.	Universitas Brawijaya	3
9.	Universitas Airlangga	5
10.	Universitas Udayana	4
Total		211

*Source : Education and Training, Public Service Department of Malaysia,
Jakarta, Indonesia*

Clinical clerkship students started their clinical clerkship hours after three or three and a half year of their academic programme provided they had passed all

the subjects during their academic session. The reason for choosing clinical clerkship medical students as the respondent of this study is they already experienced the real situation as a physician since they already been exposed to interact with real patients, diagnosed sick people, attending people in the emergency room, experiencing the surgery procedure in the operation theater and another tasks and responsibilities similar like physician. Generally speaking they already know the working environment (hospitals) that they are going to engage in their real work life in the future. The number of population for this study is relatively small, therefore the researcher decided to use total sampling and include all of the clinical clerkship medical students sponsored by PSDM as the respondent for the study.

3.3 Variables and Measures

3.3.1 Variables Classification

This study try to examine the relationships between two independent variables and one dependent. Additionally, the role of mediating variable will be examine to find out its influence on the relationship between independent variables and dependent variables. The variables that are going to be examine are as follows:

1. Independent variables :
 - a. Commitment propensity
 - b. Personality traits
2. Mediating variable : Initial-entry commitment
3. Dependent variable : Turnover Intentions

3.3.2 Operational Definitions of Variables

Operational Definitions of Variables are as follows :

a. Independent variables

1. Commitment Propensity

It is one's propensity to become committed to the organization and served as the individual predictor of organizational commitment. As proposed by Mowday et al. (1982), there are three components of commitment propensity which are personal characteristics, expectations and

organizational choice factors. These components can be used as an indicators to know the existence of commitment propensity among employees.

2. Personality Traits

According to Jung' theory (1921), a person's personality can be categorized into two mental functions, that are determined on a preference scale comprising the two dichotomous pairs thinking/feeling and sensing/intuition, and one attitude function, that is individuals are naturally either introverts or extroverts (Hoffmann et al., without year). The Big Five Personality Traits serves as the dominant model of personality consists of the dimensions of extraversion, neuroticism, agreeableness, conscientiousness and openness to experience. A personality traits is a perennial disposition to behave in a particular way in a different kind of situations.

b. Mediating Variable

1. Initial-Entry Commitment

Initial-entry commitment is based on the three dimensions model of organizational commitment by Allen and Meyer (1990). The three dimension of commitment namely affective, continuance and normative. The affective components refers to individual's emotional attachment to, identification with and involvement in, the organization. The continuance component refers to commitment based on the costs that individual associate with leaving the organization and the normative component refers to individual's feeling of obligation to remain with the organization (Kuean et al., 2010).

c. Dependent Variable

1. Turnover Intentions

It is one's behavioral intention to quit and it refers to the 'conscious and deliberate willfulness of the workers to leave the

organization' (Teet and Meyer, 1993). It also can be defined as the individual own estimated probability (subjective) that they are permanently leaving their organization at some point in the near future (Vandenberg and Nelson, 1999). The intention that the employees have to leave the present organization voluntarily and transfer to another organization at some point in the future.

3.4 Research Instruments

Based on the research methods approach whether it is qualitative, quantitative or mix-methods, there are several ways that can be used to gather data from the respondents. Among others such as questionnaires, observation, interviews and so on. This study uses questionnaires as a primary source to collect data from respondents. The questionnaire measurement uses Likert scales (seven-point scale) ranging from strongly disagree to strongly agree. The reason for using seven-point scale is to give the respondent more choice in answering the questionnaires. Details of the scale is as shown in Table 3.2 below :

Table 3.2
Seven-point Likert Scale

Choices	Score
Strongly disagree	1
Moderately disagree	2
Slightly disagree	3
Undecided	4
Slightly agree	5
Moderately agree	6
Strongly agree	7

The questionnaire was divided into five parts. The first parts (Section A) contain data about personal information. The second part (Section B) contains data about commitment propensity of the respondent. The third part (Section C) contains data about initial-entry commitment. The fourth parts (Section D) contains data regarding personality traits and the final part (Section E) contains data related to turnover intention. All questionnaires are in English.

3.4.1 Demographic Information

Section A –Background of the Respondents

The first section of the questionnaire consist of information regarding the background of the respondents. Personal information that the respondents have to supply covering from which university are they, gender, age, ethnicity, marital status, parents' occupation and last but not least whether the respondents have relatives that work as a doctor in public or private hospitals or otherwise.

3.4.2 Commitment Propensity

Section B – Commitment Propensity Measurement

Section B tries to find out whether the respondent possess commitment propensity. The measurement of commitment propensity was adapted from Hunter (2003) where the items were modified to suit the respondents. As proposed by Mowday et al. (1982), there are three components of commitment propensity namely personal characteristics, expectations and organizational choice factors. Personal characteristics are indicated by desire for a medical career, familiarity with doctor's profession, self-efficacy and self-confidence. Organizational choice factors are assessed through volition and sacrifice made when choosing the organization. Respondents were asked to indicate their level of agreement with each item (1 = strongly disagree to 7 = strongly agree). There are 33 items that separated in three components.

The examples of items in personal characteristics are (desire for a medical career) "I have a strong desire to become a doctor" (seven-point Likert type scale ranging from strongly agree to strongly disagree);(familiarity) "I am aware about latest career development as a public doctor in Malaysia" (yes/no); (self-efficacy) "I expect to do well in my study" (seven-point Likert type scale ranging from strongly agree to strongly disagree) and (self-confidence) "My success as a public doctor is assured". Items to measure expectation such as "I have a good idea about what the life of a public doctor is really like" (seven-point Likert type scale ranging from strongly agree to strongly disagree); and examples of items in measuring organizational choice factors are "I always carefully weigh cost and benefits when making decisions which affect my life"(seven-point Likert type

scale ranging from strongly agree to strongly disagree); and “I did not pursue alternative opportunities outside the medical programme” (seven-point Likert type scale ranging from strongly agree to strongly disagree).

3.4.3 Initial-Entry Commitment

Section C – Initial-Entry Commitment

Section C tries to find out whether the initial-entry commitment, as the mediating variable, has any influences in the relationship between the independent variables with dependent variable. The measurement of initial-entry commitment was adapted from Hunter (2003) based on Allen and Meyer (1991) three separate forms of commitment : affective, continuance and normative. Some questions are being modified accordingly to suit the respondents. In the initial-entry measurement, the respondents were asked to indicate their level of agreement with each item (1 = strongly disagree to 7 = strongly agree).

There are four items to measure initial-entry affective commitment. An example of the items is “Being a public doctor has a great deal of personal meaning to me”. Initial-entry continuance commitment was measured through five items. One of such items is “It would be too costly for me to leave the government service in the near future” and there are three items to measure initial-entry normative commitment. For example “If I left the government service, I would feel like I had let my country down”. There are 12 items altogether.

3.4.4 Personality Traits

Section D – Personality Traits Measurement

Section D measures the Big Five personality dimensions (Extraversion, Neuroticism, Conscientiousness, Agreeableness and Openness to Experience/Intellect) of the respondents. Measures of the Big Five trait is based on The Mini-IPIP Scales developed by Donnellan et al. (2006). The Mini-IPIP scales composed of 20-item short form of the 50-item International Personality Item Pool (IPIP) – Five-Factor Model measure which were developed and maintained by Lew Goldberg (1999). All of the items can be accessed through <http://ipip.ori.org/ipip/>. IPIP scales are 100% public domain and no permission required for those who wanted to use it. The Mini-IPIP is a short measure of the

Big Five factors of personality and has been proven psychometrically acceptable and practically useful (Donnellan et al., 2006). There are four items per Big Five trait. The respondents were asked to indicate how accurate each statement represent their personality. In the original measure Five-point Likert type scale ranging from “1 = very inaccurate” to “5 = very accurate” were offered to be chosen by the respondents. However, in this study Seven-point Likert type scale ranging from “1 = very inaccurate” to “7 = very accurate” were offered to be chosen by the respondents so as to be consistent with the other items scale. The examples of items in this parts are, “Don’t talk a lot”, “Am relaxed most of the time”, “Get up set easily”. There are 20 items to measure the Big Five personality traits.

3.4.5 Turnover Intention

Section E–Turnover Intention Measurement

Turnover intention measures was adapted from Lambert (2006). The composition of the items were being modified to suit the respondent. Turnover intention was measured with 6 items such as “I will not going to look for an opportunity to work in a private hospital in the future” and “I intent to work in a private sector after 10 years working with the government”. Respondents were asked to indicate their level of agreement with each item (1= strongly disagree to 7=strongly agree).

3.5 Validity and Reliability Test

As mentioned above the instrument that is used for this research purpose is questionnaire. In order to avoid failure in data analysis, the questionnaire need to be tested by instrument test, which are validity and reliability test. Validity test is used to make sure that the instrument represents the actual situation, while Reliability test is used to see the consistency of data collected. Test of validity for knowing if all the research' statement (instrument) to measure research variables are valid. If they are valid, they mean that instrument can be used for measuring the subject.

3.5.1 Validity Test

The validity of the questionnaire was tested using factor analysis with SPSS version 15.0. According to Tabachnick and Fidell as cited in Pallant (2003) recommend an inspection of the correlation matrix for evidence of coefficient greater than 0.3. Two statistical measures are also generated by SPSS to help assess the factorability of the data : Bartlett Test of Sphericity, Bartlett (1954) as cited in Pallant (2003), and the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy. The Bartlett Test of Sphericity should be significant ($p < 0.05$) for the factor analysis is to be considered appropriate. The KMO index ranges from 0 to 1, with 0.6 suggested as the minimum value or a good factor analysis (Pallant, 2003, pg. 151).

3.5.2 Reliability Test

A reliable measurement is one where we obtain the same result on repeated occasions. Is a respondent answer a question on the same way on repeated occasions the it is reliable (De Vaus, 2002). The realibility of the questionnaire was tested using Cronbach's Alpha or called Alpha Coefficient to show the internal consistency of the questionnaire. According to Sekaran and Bougie (2010, p.325), in general, realibility less than 0.60 are considered to be poor, those in the 0.70 range, acceptable, and those over 0.80 good. The closer Cronbach's alpha is to 1, the higher the internal consistency reliability (Sekaran and Bougie, 2010, p. 324). Moreover, the decision establishment is :

If Cronbach's alpha > 0.60 → construct reliable (acceptable)

If Cronbach's alpha < 0.60 → construct reliable (unacceptable)

3.6 Location and Time of the Study

This study was conducted among clinical clerkship medical students sponsored by PSDM who are currently pursuing their undergraduate medical degree in various universities in Indonesia. This study had been carried out approximately fourmonth started on February to May 2011.

3.7 Pilot Test

Pilot test was carried out on 10 April 2011. Forty respondents, who are currently doing their clinical clerkship session in various hospitals in Jakarta and received scholarship from PSDM, have been selected to be in the pilot test. The purpose of pilot test is to test the validity and reliability of the questionnaires. The researcher will know whether the questionnaire is fully understood by the respondents or otherwise. If the questionnaires turn out to be unclear and cannot be fully understood by the respondents, necessary recomposition of the questionnaires need to be made.

The questionnaires were distributed personally as well as via email to the selected respondents. Researcher sought some co-operation from the Counsellor of Education and Training, Public Service Department of Malaysia in Jakarta especially in getting the e-mail address of the selected respondents as well as their contact numbers to facilitate the distribution of questionnaires personally by the researcher. The completed questionnaires reached back to the researcher within four days.

The reliability or internal consistency of the questionnaire was tested by using Cronbach's Alpha or also called Alpha Coefficient. In general, reliabilities less than 0.60 are considered to be poor, those in the 0.70 range acceptable and those over 0.80 good (Sekaran and Bougie, 2010). The closer the reliability coefficient to 1.00, the better. In this study, all the independent variables, mediating variable and dependent variable met the above requirement.

Table 3.3
Cronbach's Alpha of Reliability Test

Variable	Item	Cronbach's alpha	Decision
Commitment Propensity	33	0,891	Reliable
Initial Entry Commitment	12	0,895	Reliable
Personality Trait	20	0,847	Reliable
Turnover Intention	6	0,615	Reliable

As shown in the Table 3.3 above, from the result, it can clearly be seen that the entire outcome for the calculations are above 0.6, which means that the whole statements answered by respondents are consistent and reliable.

Meanwhile, the validity test for the research instrument was conducted using factor analysis with SPSS version 15.0. The result of the instrument's validity test are as presented in Table 3.4 below:

Table 3.4
Factor Analysis of Validity Test

Variable	KMO	P – value	Decision
Commitment Propensity	0,852	0,000	Valid
Initial Entry Commitment	0,855	0,000	Valid
Personality Traits	0,852	0,000	Valid
Turnover Intention	0,730	0,000	Valid

Based on the calculation presented in the above table, figures of KMO Measure of Sampling Adequacy (MSA) amounted from 0,730 to 0,855 with a significance level of 0.000. These figures are above 0.5 and 0.000 significance which is smaller than 0.05. This indicates that the variables are valid and can be analyzed further.

3.8 Data Collection

3.8.1 Types and Sources of Data

This study uses primary as well as secondary data as follows:

(a) Primary data

Primary data for this study was collected mainly through questionnaires that had been distributed to the respondents. Scores obtained are in the form of interval data.

(b) Secondary data

Secondary data for this study came from various books relating to the topic, earlier research included in international journals, thesis

and dissertation relating the topic as been highlighted in literature review.

3.8.2 Data Collection

One of the most important aspects in conducting a research is the data collection and procedure since the data will be analyzed in an attempt to obtain the solution for the problem statements. Researchers use several different approaches when gathering primary data in quantitative research studies. Questionnaires or instruments are the most popular way to gather primary data (McNabb, 2008. pg. 135). It is one of the main tools for collecting data from respondents. Thus in this study the data from the respondents will be obtained mainly through questionnaires.

All of the respondents are under the supervision of Counsellor of Education and Training, Public Service Department of Malaysia in Jakarta. Therefore, researcher sought for permission from him prior to conducting the study. Preceding the distribution of questionnaire, with the help from Education and Training, Public Service Department of Malaysia in Jakarta as well, the information about the study was communicated to the students' representative who later will be responsible to convey it to all the students respectively. For the purpose of distributing the questionnaires to all respondents in Jakarta, Some of the questionnaires were distributed personally and the rest were through e-mail. Meanwhile for those respondents who are at the outside of Jakarta, such as in Yogyakarta, Bandung, Medan, Surabaya, Makassar, Malang and Bali, the questionnaire were distributed via e-mail. The respondents were given two weeks (17 to 30 April, 2011) to complete and e-mailed back to the researcher. Contact details for the respondents, such as e-mail address and handphone numbers, were obtained from the database of Education and Training, Public Service Department of Malaysia, Jakarta for further follow-up.

By nature of clinical clerkship period, the respondents are extremely occupied and have limited access to internet especially for those who were posted to *puskesmas* (*pusat kesehatan masyarakat* – public health centre) in remote area. They are also bound by on-call in teaching hospital and most of the time are

occupied with assignments in the hospitals. Thus, although the respondent were given ample time to answer the questionnaires, due to the tight schedule in the hospitals as well as some of them had difficulty in accessing internet due to their location in remote areas, only 136 completed questionnaires were collected (out of 211 that had been distributed) resulting in 64.5% of return rate after an intensive follow-up by the researcher. Notwithstanding all that, they have extended good cooperation for this research.

3.9 Data Analysis

Data analysis was used and can help researcher to summarize the conclusion of the study. The data was analyzed using 'Statistical Package for Social Science (SPSS) version 15.0. The Cronbach's Alpha Coefficient will also be used to investigate the consistency and reliability of the instrument. On the other hand, the researcher will carry out the frequency analysis for the respondent's demographic factors such as gender, race, age etc. Subsequently, Multiple Regression Analysis was used to examine the relationship between independent variables (commitment propensity and personality traits) and dependent variable (turnover intentions). Further to this, Path Analysis will also be used to determine the influences of mediating variable on the relationship between both independent variables with the dependent variable.

3.9.1 Descriptive Statistics

Descriptive Statistics such as frequency and percentage are used to describe the respondents characteristics.

3.9.2 Inferential Statistics

Multiple regressions are used to indicate the relative importance of each of the independent variables (i.e commitment propensity and personality traits) in the prediction of the dependent variable (i.e turnover intention). In other words it identifies the dominant factor among commitment propensity and personality traits that has significant relation with turnover intention. The factors are considered dominant if the beta value is the largest among the significant factors. Further multiple regression also was used to examine the relationship between

independent variables with dependent variable through initial-entry commitment as mediating variable.



CHAPTER 4

ANALYSIS AND DISCUSSION

4.1 Overview of the study

The present study seek to measure the relationship between commitment propensity and personality traits with turnover intention among PSDM sponsored clinical clerkship medical students who currently study in 10 universities in Indonesia. The role of initial-entry commitment as mediating variable was also examined.

Clinical clerkship medical students who received scholarship from PSDM was selected to be the respondents of this study. The reason for choosing these clinical clerkship medical students was on the basis that they are indeed “public employees” in the sense that they received a monthly allowance, all costs with regard to their study is taken care and paid by the Government and in returns they are obliged to adhere to Government regulations including legal bonding to work as public medical officers minimum 10 years after completion of the study.

In the case of normal process after completion of their study, clinical clerkship medical students will be automatically absorbed as public doctor and must complete houseman ship program in public hospitals for two more years. In addition, although they are not really working as a public doctor, during the clinical clerkship session, they already been exposed and experienced the real working environment and conditions that they are going to engage in their real work life as a public doctor in the future. Thus somehow they can be regarded as “employee in the organization”. However, if they fail to graduate from the program or reluctance to honor the legal bonding/contract, they will be subjected to monetary penalty where they have to pay back the actual amount of money the government had invested on them. Thus, choosing clinical clerkship medical students as respondents is appropriate since they are having an actual experience as a doctor. The experience is vital to measure the effect of mediating variable (initial-entry commitment) upon turnover intentions.

The population of the study consist of 211 clerkship medical students sponsored by PSDM in 10 universities throughout Indonesia. Questionnaire was

distributed personally and via email to the respondents. Out of 211 questionnaires distributed to the respondents, 136 were returned to the researcher which accounts 64.5% of the total respondents.

4.2 Demographic Characteristics of Respondents

Demographic characteristics included in this study consist of from which universities are the respondents from, gender, age, ethnicity, marital status, parents' occupation and last but not least whether the respondents have relatives who work as a doctor in public or private hospitals or otherwise. Frequency distributions from which universities are the respondents from and other demographic characteristics as mentioned earlier were described in Table 4.1 onwards.

Table 4.1
Frequency Distribution of Respondents' Universities

	University	Frequency	Percent (%)
1.	Universitas Gadjah Mada, Yogyakarta	35	25,7
2.	Universitas Trisakti, Jakarta	26	19,1
3.	Universitas Indonesia, Jakarta	24	17,6
4.	Universitas Kristen Krida Wacana, Jakarta	23	16,9
5.	Univeritas Padjadjaran Bandung	15	11,0
6.	Universitas Sumatera Utara, Medan	5	3,7
7.	Universitas Hasanuddin, Makassar South Sulawesi	3	2,2
8.	Universitas Brawijaya, Malang	2	1,5
9.	Universitas Udayana, Bali	2	1,5
10.	Universitas Airlangga, Surabaya	1	0,7
	Total	136	100

Source : Data Processed from the questionnaire

Table 4.1 shows the frequency distribution from which university the respondents are. Out of 211 questionnaire that being distributed to the respondents, 136 questionnaire were answered and returned back to the

researcher which is 35 or 25,7% from Universitas Gadjah Mada, 26 or 19,1% from Universitas TRISAKTI, 24 or 17,6% from Universitas Indonesia, 23 or 16,9% from Universitas Kristen Krida Wacana, 15 or 11,0% from Universitas Padjajaran, 5 or 3,7% from Universitas Sumatera Utara, 3 or 2,2% from Universitas Hasanuddin, 2 or 1,5% from Universitas Brawijaya, 2 or 1,5% from Universitas Udayana and 1 or 0,7% from Universitas Airlangga.

Table 4.2
Frequency Distribution – Gender

Gender	Frequency	Percent (%)
Male	44	32,4
Female	92	67,6
Total	136	100

Source : Data Processed from the questionnaire

Based on the descriptive analysis presented in Table 4.2 above, out of 136 respondents, 44 or 32,4% are male and the rest are female which represent 92 or 67,6%. Table 4.2 above shows the distribution of gender in this study.

Table 4.3
Frequency Distribution – Age

Age	Frequency	Percent (%)
22	6	4,4
23	36	26,5
24	38	27,9
25	23	16,9
26	31	22,8
27	1	0,7
28	1	0,7
Total	136	100

Source : Data Processed from the questionnaire

The result of age distributions in Table 4.3 above suggest that out of 136 respondents, 6 people are in the age of 22 years old or 4.4% of the total respondents. There are 36 people who are in the age of 23 years old or 26.5% of the total respondents followed by 38 people who are in the age of 24 years old or 27,9% of the total respondents. Meanwhile about 23 people in the age of 25 years old which contributed 16.9% of the total respondents. 22,8% of the total respondents or 31 people are in the age of 26 years old and lastly only 1 person is in the age of 27 years old which is 0,7% of the total respondents and 1 person is in the age of 28 years old which is 0,7% of the total respondents.

Table 4.4
Frequency Distribution – Race

Race	Frequency	Percent (%)
Malays	116	85,3
Chinese	13	9,6
Indian	5	3,7
Others (Melanau)	2	1,5
Total	136	100

Source : Data Processed from the questionnaire

Table 4.4 above shows the distribution for race group in the study. 85,3% of the respondents are Malays or 116respondents, followed by Chinese 13respondents or 9,6%, Indian 5 or 3,7% and the remaining 1,5% or 2 respondents are Others or Melanau (one of ethnic groups in Malaysia) who live on the island of Borneo, primarily in Sarawak Malaysia.

Table 4.5
Frequency Distribution – Marital Status

Marital Status	Frequency	Percent (%)
Single	127	93,4
Married	9	6,6
Others	-	-
Total	136	100

Source : Data Processed from the questionnaire

Table 4.5 above shows that majority of the respondent are still single which represents 93,4% that is about 127 respondents out of 136 respondents. Meanwhile only 9 respondents or 6,6 % are married.

Table 4.6
Frequency Distribution – Parents' Occupations

Parents' Occupation	Frequency	Percent (%)
Government servant	65	47,8
Private Sector	30	22,1
Own Business	12	8,8
Retired	28	20,6
Deceased	1	0,7
Total	136	100

Source : Data Processed from the questionnaire

Based on Table 4.6 above, 65 respondents or 47,8% having their parents as government servant, 30 respondents or 22,1% having parents working in the private sector, 12 or 8,8% having parents that own business, 28 respondents or 20,6% having retired parents and 1 respondent or 0,7% having parents that already deceased.

Table 4.7
Frequency Distribution – Have relatives who work as a doctor in public or private hospital

Have relatives who work as a doctor	Public or Private Hospital	Frequency	Percent (%)
Yes	Public Hospital	41	30,1
	Private Hospital	9	6,6
	Public and Private Hospital	3	2,2
No	-	83	61,0
Total		136	100

Source : Data Processed from the questionnaire

Table 4.7 above shows the frequency distribution for those respondents who have relatives who work as a doctor in public or private hospital. Out of 136 respondents, 41 or 30,1% have relatives working in public hospitals and 9 or 6,6% have relatives working in private hospital. There 3 or 2,2% of the total respondents have relatives working in both public and private hospitals. In summary, 53 respondents or 38.9% have relatives working in public or private hospitals or both.

Table 4.8
Frequency Distribution – Aware about the existence of Malaysian Medical Council (MMC)

Aware about the existence of Malaysian Medical Council (MMC)	Frequency	Percent %	Cumulative Percent %
No	1	,7	,7
Yes	135	99,3	100,0
Total	136	100	

Source : Data Processed from the questionnaire

Table 4.8 above shows frequency distribution on respondents' awareness about existence of Malaysian Medical Council (MMC) which serves as Government regulatory body overseeing and administering the doctor's profession in Malaysia. The findings show 99,3% of respondents aware about MMC's existence and only 0,7% did not aware about it.

Table 4.9
Surfing Information about Doctor's Profession in the Malaysian Medical Council (MMC) Website

Frequency of Surfing	Frequency	Percent %	Cumulative Percent %
Never	15	11,0	11,0
Rarely	101	74,3	85,3
Most of the time	13	9,6	94,9
Always	7	5,1	100,0
Total	136	100	

Source : Data Processed from the questionnaire

While 99,3% of respondents are aware about MMC's existence, Table 4.9 above indicates that majority which is 74,3% or 101 of the respondents "Rarely" surf information regarding the doctor's profession as well as about Malaysian Medical Council (MMC) roles and functions as Government regulatory body overseeing and administering doctor's profession in Malaysia, 11,0% or 15 of the respondents "Never" surf the website, 9,6% or 13 of the respondents surf the website "Most of the Time" and only 5,1% or 7 of the respondents "Always" surf the website.

Table 4.10
Aware about the existance of Malaysian Medical Association (MMA)

Aware about the existance of Malaysian Medical Association	Frequency	Percent %	Cumulative Percent %
No	25	18,4	18,4
Yes	111	81,6	100,0
Total	136	100	

Source : Data Processed from the questionnaire

Table 4.10above shows frequency distribution on respondents' awareness about existence of Malaysian Medical Association (MMA) which serves as national association of medical doctors in Malaysia. The findings show 81,6% or 111 of the respondents aware about MMA's existence and 18,4% or 25 of the respondents did not aware about it.

Table 4.11
Surfing Information about Doctor's Profession in the Malaysian Medical Association (MMA) Website

Frequency of Surfing	Frequency	Percent %	Cumulative Percent %
Never	45	33,1	33,1
Rarely	79	58,1	91,2
Most of the time	8	5,9	97,1
Always	4	2,9	100,0
Total	136	100	

Source : Data Processed from the questionnaire

Table 4.11above indicates that 58,1% or 79 of the respondents "Rarely" surf information regarding this national association of medical doctors in Malaysia, 33,1% or 45 of the respondents "Never" surf the website, 5,9% or 8 of

the respondents surf the website “Most of the Time” and only 2,9% or 4 of the respondents “Always” surf the website.

Table 4.12

Aware about Latest Career Development as a Public Doctor in Malaysia

Aware about Latest Career Development as a Public Doctor in Malaysia	Frequency	Percent %	Cumulative Percent %
No	54	39,7	39,7
Yes	82	60,3	100,0
Total	136	100	

Source : Data Processed from the questionnaire

Table 4.12 stated that 60,3% of the respondents aware about latest career development as a public doctor in Malaysia as compared to 39,7% who are not aware about it.

Table 4.13

How Much Do You Know About What It Means to be a Public Doctor

How Much Do You Know About What It Means to be a Public Doctor	Frequency	Percent %	Cumulative Percent %
Little	13	9,6	9,6
Quite A Lot	68	50,0	59,6
A Lot	42	30,9	90,4
Very Much	13	9,6	100,0
Total	136	100	

Source : Data Processed from the questionnaire

Table 4.13 above presented descriptive information regarding how much do the respondents know about what it means to be a public doctor. Based on the analysis, 13 or 9,6% have little knowledge about what it means to be a public

doctor, 68 or 50% knew quite a lot, 42 or 30,9% knew a lot and 13 or 9,6% knew very much.

Table 4.14
Job Preference

Job Preference	Frequency	Percent %	Cumulative Percent %
Job Security	113	83,1	83,1
High Income	23	16,9	100,0
Total	136	100	

Source : Data Processed from the questionnaire

Table 4.14 above presented descriptive information regarding job preference among the respondents. Out of 136 respondents, 113 or 83,1% chose job security as their first preference while 23 or 16,9% regarded high income as their job preference. The conclusion that can be made from this finding is since medical profession is of high demand, the job security factor does not mean much because doctor as a profession enjoys stable income and position regardless in the public or private sector.

4.3 Descriptive Statistics of Research Variables

Descriptive statistic(statistics description of research variables) is used to display quantitative data or summarize information about a population's responses towards measurement items for the independent variables (commitment propensity and personality traits), mediating variable (initial-entry commitment) and dependent variable (turnover intention). The level of disagreement or agreement is organized from the lowest point (1= strongly disagree) to the highest (7= strongly agree) according to the Likert Scale.

This descriptive statistics presented the mean, standard deviation and frequency distribution of each variables. *Mean* is the measure of the central tendencies for interval data that describes a general picture of the central location

for the data. Meanwhile, *standard deviation* is to give general picture of the variability of the range from the data.

4.3.1 Descriptive Statistics on Commitment Propensity

Based on the statistics description of commitment propensity variable, the overall mean scores of commitment propensity resulted 4,6876 with standard deviation 0,77322. Minimum value of the measurement is 1 and maximum value is 6 (refer Appendix D).

Table 4.15
Respondents' Response on Commitment Propensity Statements

Respondents' Response	Frequency	Percent %	Cumulative Percent %
Strongly Disagree	4	2,9	2,9
Moderately Disagree	0	0	0
Slightly Disagree	0	0	0
Neutral	33	24,3	27,2
Slightly Agree	94	69,1	96,3
Moderately Agree	6	3,7	100,0
Strongly Agree	0	0	0
Total	136	100	

Source : Data Processed from the questionnaire

The frequency distribution of the respondents' response towards measurement of commitment propensity as been described in Table 4.15 above. Based on the frequency distribution for the measurement of commitment propensity showed that 2,9% or 4 of respondents said they "strongly disagree" with the statements to measure commitment propensity, 24,3% or 33 said they are "neutral", 69,1% or 94 said they "slightly agree" and 3,7% or 6 of the respondents said they are "moderately agree".

4.3.2 Descriptive Statistics on Personality Traits

Based on the statistics description of personality traits variable, the overall mean scores of personality traits resulted 4,4794 with standard deviation 0,81428. Minimum value of the measurement is 1 and maximum value is 6.

Table 4.16

Respondents' Response on Personality Traits Statements

Respondents' Response	Frequency	Percent %	Cumulative Percent %
Strongly Inaccurate	4	2,9	2,9
Moderately Inaccurate	0	0	0
Slightly Inaccurate	4	2,9	5,8
Neutral	57	42,0	47,8
Slightly Accurate	63	46,3	94,1
Moderately Accurate	8	5,9	100,0
Strongly Accurate	0	0	0
Total	136	100	

Source : Data Processed from the questionnaire

Based on the frequency distribution of the respondents' response for the measurement of personality traits as shown in Table 4.16 above showed that 2,9% or 4 of respondents said the statements "strongly inaccurate" in describing their personality traits. Meanwhile, 2,9% or 4 said the statements are "slightly inaccurate" to describe their personality, 42,0% or 57 said "neutral", 46,3% or 63 said "slightly accurate" and 5,9% or 8 said "moderately accurate".

4.3.3 Descriptive Statistics on Initial-entry Commitment

Based on the statistics description of initial-entry commitment variable, the overall mean scores of initial-entry commitment resulted 4,8290 with standard deviation 1,11441. Minimum value of the measurement is 1 and maximum value is 7.

Table 4.17
Respondents' Response on Initial-entry Commitment Statements

Respondents' Response	Frequency	Percent %	Cumulative Percent %
Strongly Disagree	4	2,9	2,9
Moderately Disagree	1	0,7	3,6
Slightly Disagree	6	4,5	8,1
Neutral	31	22,8	30,9
Slightly Agree	54	39,7	70,6
Moderately Agree	36	26,5	97,1
Strongly Agree	4	2,9	100,0
Total	136	100	

Source : Data Processed from the questionnaire

Based on the frequency distribution for the measurement of initial-entry commitment as shown in Table 4.17 above, 2,9% or 4 of respondents said they “strongly disagree” with the statements to measure initial-entry commitment, 0,7% or 1 said they are “moderately disagree”, 4,5% or 6 said they are “slightly disagree”, 22,8% or 31 said they are “neutral”, 39,7% or 54 said they are “slightly agree”, 26,5% or 36 said they are “moderately agree” and 2,9% or 4 said they are “strongly agree” with the statements.

4.3.4 Descriptive Statistics on Turnover Intention

Based on the statistcis description of respondents' response to the items that measure turnover intention, the overall mean scores of turnover intention resulted 3,8061 with standard deviation 0,76661. Minimum value of the measurement is 1 and maximum value is 6.

Table 4.18
Respondents' Response on Turnover Intention Statements

Respondents' Response	Frequency	Percent %	Cumulative Percent %
Strongly Disagree	4	2,9	2,9
Moderately Disagree	1	0,7	3,6
Slightly Disagree	27	19,9	23,5
Neutral	83	61,0	84,5
Slightly Agree	19	14,0	98,5
Moderately Agree	2	1,5	100,0
Strongly Agree	0	0	0
Total	136	100	

Source : Data Processed from the questionnaire

Table 4.18 above presented the frequency distribution of the respondents' response to the items that measure turnover intention. As shown above, 2,9% or 4 respondents said they "strongly disagree", 0,7% or 1 said they are "moderately disagree", 19,9% or 27 said they are "slightly disagree", 61,0% or 83 said they are "neutral", 14,0% or 19 said they are "slightly agree" and 1,5% or 2 said they are "moderately agree" with the statements.

4.4 Relationship between Commitment Propensity with Turnover Intention

Table 4.19

Relationship between Commitment Propensity with Turnover Intention

Variable	F-Test		t-Test		R-square	Conclusion
	F-statistic	Sig.value (p-value)	t-statistic	Sig.value (p-value)		
Commitment Propensity-Turnover Intention	74,163	0,000	1,435	0,154	0,426	Horejected

Source : Appendix C

The first objective for this research is to examine the relationship between commitment propensity and turnover intention. Commitment propensity is the aggregate measures of personal characteristics, expectation and organizational choice.

The results of regression analysis above shows the details of regression result for commitment propensity and turnover intention. As can be seen in the table 4.19, the value of the statistical test ($F = 74,163$) is statistically significant at $p\text{-value} \leq 0,05$. It explains that there is significant positive relationship from commitment propensity towards turnover intention. The R-square measures the strength of relationship among variables. The value of R-square ($R^2 = 0,426$) suggested that 42.6% of commitment propensity were predictive of turnover intention and the relationship between them was a weak relationship.

In other words, commitment propensity influenced the intention of turnover among respondents. The higher commitment propensity, the higher respondents' intention to turnover from the public service medical profession. This is substantiated by respondents' higher commitment demonstrated by this positive relationship.

This finding is somehow different from the finding of the previous study in this area particularly by Hunter (2003) and Lee et al. (1992) who found out that higher scores on commitment propensity relate negatively to turnover decision

among military sample (army and air force personnel). However, it turns out not to be the case among prospective Malaysian public medical officers represented by clinical clerkship medical students who received PSDM scholarship and are currently completing their clinical training (*ko-assisten*) in Indonesia.

In order to understand this finding further, we can utilize the theory of supply and demand in economy. The fact that the demand for doctors is high from private hospitals coupled with a competitive package of remuneration, better condition of working environment, flexibility and scope of works that are negotiable as compared to government hospitals, this make the supply of doctors always in the decreasing side. This explains the increased mobility among public doctors is higher as compared with mobility in the military service. In other words, if they are not happy and satisfied with the present job in public hospitals, they can always easily have the option to quit and search for a greener pasture either domestically or abroad. In some ways, this confirmed the study by March and Simmon's (1958) about the perceived eased and desirability of movement that is the decision to participate. Ease of movement refers to the availability or alternatives forms of employment and desirability of movement is generally regarded as job satisfaction or a lack thereof. According to them, individual sustains their participation in an organization as long as inducement to stay (e.g pay etc) match or exceed their contributions (e.g effort etc). Another observation by Drucker (2005) corroborated these studies.

“... Where in a knowledge society, we expect everyone to be a success. This is clearly an impossibility. For a great many people, there is at best an absence of failure. Wherever there is success, there has to be failure. And then it is vitally important for the individual, and equally for the individual family, to have an area in which he/she can contribute, make a difference, and be somebody, that means finding a second area – whether in a second career, a parallel career, or a social venture that offers an opportunity for being a leader, for being respected, for being a success ... Every existing society, even the most individualistic one, take two things for granted, if not subconsciously; that organization outlive workers, and

that most people stay put. But today the opposite is true. Knowledge workers outlive organization, and they are mobile...”(Drucker, 2005).

This finding suggests that the clinical clerkship medical students' perception on current working environment in public hospitals is still much to be desired. This variable is derived from observations regarding unsatisfactory public medical officers working condition as reported by one individual in Berita Harian newspaper dated 22 April, 2011 titled “*Kerajaan perlu prihatin doktor berhijrah ke sektorswasta*”.

One thing of positive note from the findings is the level of commitment on their future profession is high. They never regret enrolling themselves in the medical programme, enjoy taking care of patients in all walks of life and very enthusiastic to be a good medical officers. Until and unless the present working condition is improved, this study suggests that the turnover of public medical officers in the future is still going to be a perennial phenomenon. This issue cannot be solved by PSDM effort in giving out scholarship to the best and brightest Malaysian students to read medicine but significant changes and improvement must continued to be introduced by the Ministry of Health in order to make Public Medical Officers scheme as attractive as in the private hospitals.

In an attempt to understand deeper on other variables contributed to higher turnover intention among PSDM sponsored clinical clerkship medical students, Focused Group Discussion (FGD) was conducted with five respondents (1 student from Universitas of Indonesia, Jakarta, 2 students from Universitas Trisakti, Jakarta and 2 students from Universitas Kristen Krida Wacana, Jakarta) on Saturday, 14 May, 2011 at researcher's place. The session was held at 1500pm to 1600pm. The selection of those respondents are made based on their response in the questionnaire whereby they clearly indicated their intention to quit as a public medical officer. Since all responses will be kept confidential, thus the details or identity of those selected respondents will not be disclosed. However, the general identity of those selected respondents are as in Table 4.20 below :

Table 4.20
General Identity of Respondents Who Were Selected for Focused Group
Discussion (FGD)

General Identity	University
Miss A	Trisakti
Miss B	Trisakti
Miss C	Ukrida
Mr. D	Ukrida
Mr. E	Universitas Indonesia

The objective of the FGD session is to ascertain other possible variables that contribute to the higher turnover intentions among the said respondents. The questions that were asked are as follows:

- (i) Based on the answer from your questionnaire, you said that you intend to work with the private sectors within/after 10 years working with the government. If you can explain, why was it and what are the reasons behind it?
- (ii) Do you think, the current remuneration package for public medical officers is commensurate with the length of studies and 10 years time taken to be a medical officers (e.g. foundation study (Matriculation) 2 years, Medicine Programme 5 or 6 years, Housemanship 2 years and the workload as a public doctors?
- (iii) Are you familiar with the current improvement on the remuneration package introduced by the Ministry of Health Malaysia especially Career Development Plan as Medical Officers?

The findings from the session are as follows:

- (i) The respondents has a perception that medical profession in the private sector is attractive, rewarding in terms of monetary aspects with less responsibility. In private sector hospitals, the salary is higher and the workload is lesser and working hour is clearly stated with minimal on-calls as compared with the public sector. The doctors in the private hospitals is not burdened by the administrative works, paperwork, reports and so on.
- (ii) There are also abundance of opportunities to serve in the private sector hospitals. As the Government is aiming to establish Malaysia as a hub for medical tourism, the mushrooming of private healthcare institutions is in great demand for doctors with much more rewarding and attractive remuneration package. For example, the salary offered by the private hospitals is said to be three folded as compared with the public sectors. The demand is so high to the extend that even factories that employ Indonesian workers in Penang, Malaysia is searching for doctors graduated from Indonesian universities to be resident doctors with competitive benefits. The respondents perceived that the current remuneration packages and benefits as Government public medical officers is still lag behind despite Career Development Plan launched by the Ministry of Health Malaysia. Also, as important as remuneration packages, the present working condition especially on-calls, the issue of unequal distribution of public medical doctors in urban and rural areas which make them stressful (the general practitioners need to attend about 200 patients a day in the general hospitals in big cities) and subjected to on-call duty in the said hospitals.
- (iii) The respondents are keeping tab with the reality of public medical officers' career in Malaysia. Some of them connect with their friends and relatives working both in public and private hopitals.

This finding is in harmony with the descriptive finding in Table 4.7, Frequency Distribution – Have relatives who work as a doctor in public or private hospital where out of 5 respondents selected for FGD, 3 of them have relatives who work either in public or private hospital. Thus, they are well versed with the present condition and benefits for both hospitals. This has been the determinant factor that make them decide to quit from public service. The same conclusion can be made based on frequency distribution form Table 4.13, stated that 40,5% “knew a lot” and “knew very much” about what it means to be a public medical officers.

4.5 Relationship Between Personality Traits with Turnover Intention

Table 4.21
Relationship Between Personality Traits with Turnover Intention

Variable	F-Test		t-Test		R-square	Conclusion
	F-statistic	Sig.value (p-value)	t-statistic	Sig.value (p-value)		
Personality Trait → Turnover Intention	5,324	0,230	-1,086	0,154	0,031	Ho accepted

Source : Appendix C

The table 4.21 above shows the relationship from personality traits upon turnover intention. Based on the F-test above, the value of statistical test ($F=5,324$) was small value. The significant value for F statistics was more than $\alpha(0,05)$. The t-statistics among both variables was negative which is -1.086 and the significant value was above $\alpha(0,05)$. Thus, the result fails to reject null hypothesis which stated that personality traits has negative relationship with turnover intentions. The R-square is ($R^2 = 0,031$); personality traits upon turnover intention has a weak relationship. The personality traits have been interpreted only 0,31% of the variance in turnover intention. In other words, based on the result, personality traits has no significant relationship with turnover intention.

The effects of personality in the employee withdrawal process have been examined either using a predictive regression approach or a commensurate measurement approach. Generally, the predictive regression approach involves examining the effects of single personality characteristics on the outcome variables, such as satisfaction, turnover intention and actual turnover. Commensurate measurement approach to personality fit, on the other hand, requires measuring the congruence between the person's personality and the organization's ideal personality type using the same content domain.

The study used the predictive approach and found out that there is no relationship between personality traits and turnover intention where the influence is not significantly proven with p – value above 0.05. This finding is consistent with Urbaniak's finding (2009) stating that none of the Big Five Personality Traits and goal orientations had significant direct effect on the dependent variable (i.e turnover intention) among domestic employees and expatriates. Nevertheless, this factor cannot be discounted because Zimmerman (2006) found out that Emotional Stability best predicted employees' intention to quit while Conscientiousness and Agreeableness were the strongest predictors of actual turnover. This study also found out that personality had direct effect on employee's turnover behaviour regardless of performance and satisfaction.

Further simultaneous tests was conducted to find out which of the five personality dimensions has a significant relationship with turnover intention. The following tables explained the details.

Table 4.22

Simultaneous Test of Five Personality Dimensions on Turnover Intention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,449 ^a	,202	,171	5,58297

a. Predictors: (Constant), Open, Neuro, Agree, Extra, Cons

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1025,598	5	205,120	6,581	,000 ^a
	Residual	4052,042	130	31,170		
	Total	5077,640	135			

a. Predictors: (Constant), Open, Neuro, Agree, Extra, Cons

b. Dependent Variable: Turnover Intention

From the analysis as stated in Table 4.22 above, F-value and p-value (6,581, 0,000) for personality dimensions have a significant ($p < 0.05$) positive relationship with turnover intention. The value of R square (R^2 of 0.202) suggested that 20.2% of personality dimensions were predictive of turnover intention. While the remaining amount ($100\% - 20.2\% = 79.8\%$) are another factors that are not included in the research model.

Table 4.23
Coefficient Table

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,646	2,814		5,916	,000
	Neuro	,465	,128	,296	3,648	,000
	Agree	,373	,124	,294	2,997	,003
	Cons	-,004	,131	-,003	-,030	,976
	Extra	-,001	,109	-,001	-,006	,995
	Open	,008	,119	,007	,068	,946

a. Dependent Variable: Turnover Intention

Table 4.23 above summarized the overall beta value for each personality dimensions. As can be seen from the result above, the significant dimensions upon turnover intention were Neuroticism and Agreeableness. It is proved by examining the t statistics for Neuroticism is 3,648 with sig. value less than $\alpha(0.05)$ and t-statistics for Agreeableness is 2,997 with significant value less than $\alpha(0.05)$. Coefficients values for both variables were positive value, means that Neuroticism and Agreeableness positively have direct impact on the turnover intention. Meanwhile, Conscientiousness, Extraversion and Openness have not statistically significant because the significant value of t statistic were more than $\alpha(0.05)$.

This finding also inline with a study using the predictive approach among managers, carried out by Bodreau, Boswell, Judge and Bretz (1999). The study found that personality characteristics, such as agreeableness and neuroticism were predictive of employee withdrawal.

According to Bodreau et al. (1999), agreeableness represents a tendency to be compliant, and thus perhaps less likely to seek higher wages or ask for more responsibility. Agreeable managers when dissatisfied would rather quietly leave an organization rather than complain in order to improve their job. Meanwhile, neurotic individuals may place themselves in situation of anxiety, failure and dissapointment. Neurotic individuals may have a tendency to perceive an organization as unsuccessful. Anxiety and neuroticism are related, suggesting that anxious employee may leave more frequently.

Based on the analysis, there are two dominant characteristics among respondents which are "*sympathized with others' feelings*"(item statement in Agree1) which shows the highest mean scores of 5,6176and "*does not have frequent mood swing*"which shows the lowest means of 2,9412. In other words, this demonstrates respondents possess a calm and stable personality. These two characteristics qualities are vital to become a good medical officers as among values that are emphasized by Malaysian Medical Council and Malaysian Medical Associations.

4.6 Relationship between Commitment Propensity and Personality Traits with Turnover Intention

Table 4.24
Relationship between Commitment Propensity and Personality Traits with Turnover Intention

Dependent Variable : Turnover Intention				
Independent Variable	F-Test		R-square	Conclusion
	F-statistic	Sig.value (p-value)		
Commitment Propensity and Personality Traits	25,744	0,000	0,279	Ho rejected

Source : Appendix C

Table 4.24 is the summary of result regression between commitment propensity and personality traits towards intention of turnover. Since F-statistics is 25,744 with significant value lower than $\alpha=0.05$, it is statistically significant. Therefore, we can conclude that there is a significant relationship between commitment propensity and personality traits towards turnover intention. The strength of relationship is measured by looking at R-square, ($R^2 = 0.279$). This means that both variables have been interpreted (27.9%) of the variance in the turnover intention. The relationship between them was a weak relationship. While the remaining amount ($100\% - 27.9\% = 72.1\%$) are another variables that are not included in the study.

Table 4.25

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11,797	2,862		4,122	,000		
	Commitment Propensity	,146	,026	,608	5,625	,000	,464	2,157
	Personality Traits	-,044	,041	-,117	-1,086	,279	,464	2,157

a. Dependent Variable: Turnover Intention

Table 4.25 summarised the coefficient values for both variables and also multicollinearity. Based on the multicollinearity test, variance inflation factors

(VIF), commitment propensity and personality traits has 2,157 for each of them. The problem of multicollinearity in regression must be avoided. The result of the VIF above, below the threshold point which is 10. Both of variables correlated among them and no multicollinearity problem was appeared. Based on the t-statistics, significant value for commitment propensity was 0.000 which is below $\alpha=0.05$. Therefore commitment propensity has a significant impact to the turnover intention rather than personality traits. Personality traits was not significant because its significant value was 0,279 which is above $\alpha=0.05$.

4.7 Initial-Entry Commitment as a mediating variable of the relationship between Commitment Propensity and Personality Traits with Turnover Intention

Table 4.26
Initial-Entry Commitment as a mediating variable of the relationship between Commitment Propensity and Personality Traits with Turnover Intention

Variabel	F-Test		R-square
	F-stat	Sig.Value	
Commitment Propensity and Personality Traits → Initial-entry Commitment	69,692	0,000	0,512
Initial-entry commitment → Turnover Intention	31,545	0,000	0,191

Source : Appendix C

Initial-entry commitment, based on Meyer and Allen (1991), is comprised of three separate forms of commitment : affective, continuance and normative. Research examining the relationship between each of the three dimensions of commitment separately (measured at the time of entry into the organization) and organizational turnover was not found in the existing literature. Therefore research examining relationship between (Hunter, 2003) the three dimensions of commitment (measured at any point in time throughout employment) and turnover intention was used to have a deeper understanding of the matter.

Initial-entry commitment as mediating variable helps to conceptualize and understand how commitment propensity and personality traits brings about the turnover intention. Initial-entry commitment, surfaces at time t_2 , as a function of commitment propensity and personality traits, which was in place at t_1 , to bring about turnover intention in time t_3 (Sekaran and Bougie, 2010, pg. 78).

Table 4.26 above examines whether initial-entry commitment has indirect effect on relationship between commitment propensity and personality traits with turnover intention using Path Analysis. The result shows that commitment propensity and personality traits were statistically significant and have an effect on initial-entry commitment. It was proved by F-statistics (69,692) and significant value (0,000) was lower than 0.05. The R-square= 0.512. This means that 51.2% of commitment propensity and personality traits were predictive of initial-entry commitment. Since it is above 50%, thus it indicated strong relationship among them. While the remaining amount (100% -51.2%=48.8%) are another variables that are not included in the study.

The result also revealed that initial-entry commitment has an effect on turnover intention based on the significant value for F-statistics (31,545) and significant value which is less than 0.05 but the relationship is weak (R-square = 0.191). This means that only 19.1% of initial-entry commitment were predictive of turnover intention. While the remaining of 80.9% was other variables which was not been considered in the study. Based on both statistics result above, as a conclusion, there is a significant relationship between commitment propensity and personality traits with turnover intention, when initial-entry commitment entered as mediating variable.

4.8 Hypothesis Testing

A hypothesis can be defined as a tentative, yet testable, statement, which predict what the researchers expect to find in their empirical data. Hypotheses are derived from the theory on which our conceptual model is based and are often relational in nature (Sekaran and Bougie, 2010, pg.87). This study used the regression method to measure and analyse the relationship as well as impact between the variables. Based on the formulated null hypotheses, the appropriate

statistical tests; F-statistics, t-statistics and significant value known as p-value will be considered to make decision to reject or accept the hypothesis testing. The decision-making in the regression test was based on:

If p-value < significant level $\alpha = 0.05 \rightarrow H_0$ is rejected

If p-value > significant level $\alpha = 0.05 \rightarrow H_0$ is accepted

The sound of hypotheses are as follows :

(1) Hypothesis 1:

H_0 : Commitment Propensity has a negative relationship with turnover intention

H_a : Commitment Propensity has a positive relationship with turnover intention

Table 4.27

Hypothesis 1

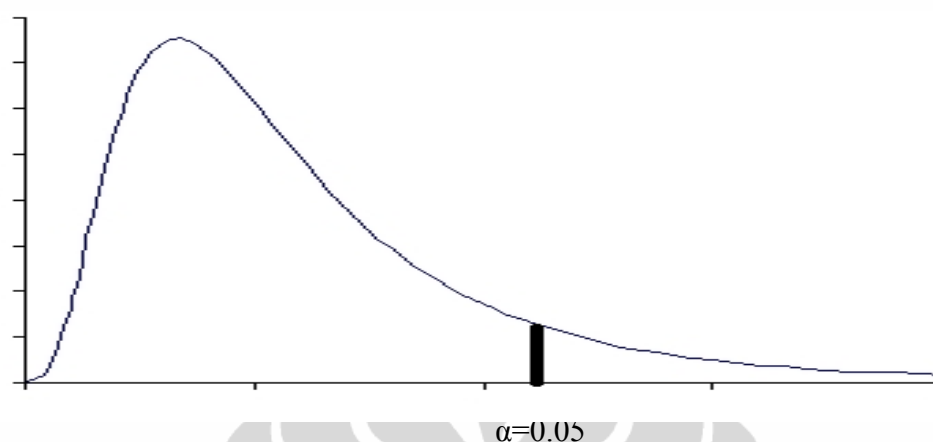
Variable	F-Test		t-Test		R-square	Conclusion
	F-statistic	Sig.value (p-value)	t-statistic	Sig.value (p-value)		
Commitment Propensity-Turnover Intention	74,163	0,000	1,435	0,154	0,426	Horejected

The tables examined the influence of commitment propensity towards turnover intention. The F-statistic with p-value was examined to decide whether to reject or accept the hypothesis testing. Since F-statistic was 74,163 with p-value 0.000 therefore H_0 to be rejected. So we can conclude that there is a significant positive relationship between commitment propensity towards turnover intention.

The acceptance curve of the hypothesis testing is as shown in figure 4.1 below:

Figure 4.1

Acceptance Curve of the Hypothesis Testing



(2) Hypothesis 2:

Ho : Personality Traits have a negative relationship with turnover intention

Ha: Personality Traits have a positive relationship with turnover intention

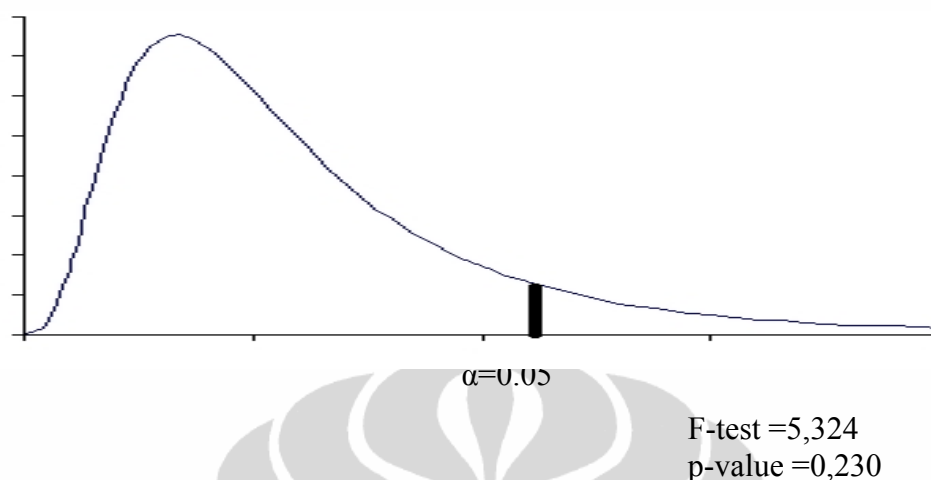
Table 4.28
Hypothesis 2

Variable	F-Test		t-Test		R-square	Conclusion
	F-statistic	Sig.value (p-value)	t-statistic	Sig.value (p-value)		
Personality Trait → Turnover Intention	5,324	0,230	-1,086	0,154	0,031	Ho accepted

Table 4.29 above examined the influence of personality trait towards turnover intention. To measure the extent of personality influence towards turnover intention, the standardized beta coefficient were also provided. Based on the comparison between $t_{\text{statistic}}$ and t_{table} the result showed that $t_{\text{statistic}}(-1,086) < t_{\text{table}}(1,658)$. However since F-statistic was 5,324 with p-value 0,230 therefore failed to reject Ho. So we can conclude that there is no significant positive relationship between personality traits towards turnover intention.

The acceptance curve of the hypothesis testing is as shown in figure 4.2 below:

Figure 4.2
Acceptance Curve of the Hypothesis Testing



(3) Hypothesis 3:

Ho : Commitment Propensity and Personality Traits have a negative relationship with turnover intention

Ha: Commitment Propensity and Personality Traits have a positive relationship with turnover intention

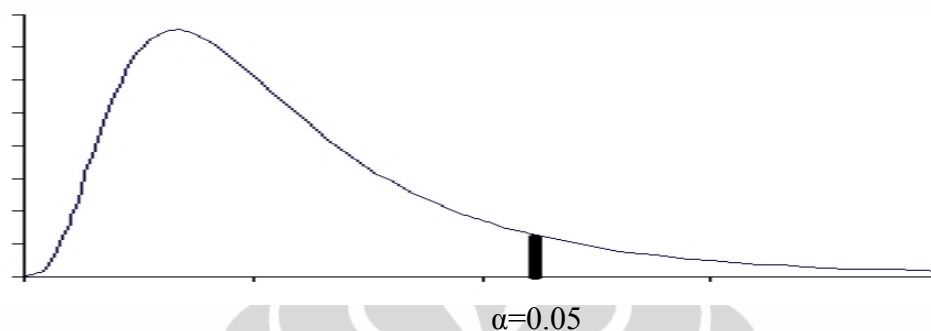
Table 4.29
Hypothesis 3

Dependent Variable : Turnover Intention				
Independent Variable	F-Test		R-square	Conclusion
	F-statistic	Sig.value (p-value)		
Personality Traits and Commitment Propensity	25,744	0,000	0,279	Ho rejected

The Table 4.30 above summarized the relationship between commitment propensity and personality traits with turnover intention. To decide the acceptance of hypothesis 3, researchers will examine the F-statistics and p-value. Based on the output above the value of F-statistics was 25,744 with p-value 0,000. The p-value was less than 0.05, so failed to reject Ho. It is an eye opener to find out that

these two variables when combined they starts to give significant effect on turnover intentions. Refer to the curve as shown in figure 4.3 below:

Figure 4.3
Acceptance Curve of the Hypothesis Testing



(4) Hypothesis 4:

Ho : Initial-entry Commitment does not mediates the relationship between Commitment Propensity and Pesonality Traits with turnover intention

Ha: Initial-entry Commitment does mediates the relationship between Commitment Propensity and Personality Traits with turnover intention

Based on the Path Analysis, initial-entry commitment has an effect on turnover intention based on the significant value of F-statistics was less than 0.05. As a conclusion, there is significant relationship between commitment propensity and personality traits with turnover intention, when initial-entry commitment comes in as mediating variable. Refer to Figure 4.4 below:

Figure 4.4
Indirect Effect – Mediating With Path Analysis

Commitment Propensity (X1)	Initial Entry Commitment (X3)	F-test =31,545 (0,000)	Turnover Intention (Y)
Personality Traits (X2)		F-test =69,692. p-value=0.000	

Indirect Effect : Path 1: F-statistics =69,692, p-value =0.000

Path 2 : F-statistics =31,545, p-value =0.000

4.8.3 Summary of the Hypothesis Testing

Table 4.30
Summary of the Hypothesis Testing

Hypothesis	Conclusion
H1 Ho: Commitment propensity has a negative relationship with turnover intention Ha : Commitment propensity has a positive relationship with turnover intention	Ho rejected Ha accepted
H2 Ho: Personality traits have a negative relationship with turnover intention Ha : Personality traits have a positive relationship with turnover intention	Ho accepted Ha rejected
H3 Ho : Commitment propensity and personality traits have a negative relationship with turnover intention Ho : Commitment propensity and personality traits have a positive relationship with turnover intention	Ho rejected Ha accepted
H4 Ho : Initial-entry commitment does not mediate the relationship between commitment propensity and personality traits with turnover intention Ha : Initial-entry commitment does mediate the relationship between commitment propensity and personality traits with turnover intention	Ho rejected Ha accepted

Based on the result above, the first hypothesis testing, Ho was rejected and it can be concluded that commitment propensity has statistically significant positive relationship with turnover intention. In other words, those who possessed high commitment propensity have high turnover intention. Second hypothesis, Ho was accepted and this indicated that the personality traits have no significant relationship with turnover intention. Next hypothesis, Ho was rejected and this can be concluded that commitment propensity and personality traits have a significant positive relationship with turnover intention. Finally, the last hypothesis, Ho was rejected and this indicated that initial-entry commitment does mediate the relationship between commitment propensity and personality traits with turnover intention.

CHAPTER 5

CONCLUSION AND SUGGESTION

5.1 Conclusion

This study undertook the aim to determine the level of commitment propensity and its relationship towards turnover intention among PSDM sponsored clinical clerkship medical students, who are currently studying in various universities in Indonesia, the influence of their personality traits and whether it will affect the turnover intentions with initial-entry commitment as mediating variable. The feedback from the respondents were analysed using statistical techniques such as reliability and validity test, frequency analysis and regression analysis to examine the strength of the relation between the variables. From the analysis it can be concluded that:

- 5.1.2 there is no significant positive relationship between commitment propensity with turnover intention;
- 5.1.3 there is no significant relationship between personality traits with turnover intention;
- 5.1.4 there is no significant positive relationship between commitment propensity and personality traits with turnover intention; and
- 5.1.5 initial-entry commitment does mediate the relationship between commitment propensity and personality traits with turnover intention.

5.2 Suggestion

In an attempt to tackle the shortage of doctors in public service, PSDM provide scholarship to suitable and qualified candidates to study medicine at Government's cost in return with the legal bonding for 10 years working as public medical officers. This strategy has been in place for many years. However, the shortage of public medical officers or the percentage of turnover among public medical officers (including doctors who had been the recipients of Government scholarships such as from PSDM) has been in the increasing trend with no concrete solution in sight.

The trend is further corroborated by the main findings of this study indicating that the *respondents propensity* to become committed as public medical officers is *high* (which is a positive sign) but unfortunately they also have *high turnover intentions* as well. Thus, it is suggested that the Ministry of Health Malaysia undertake comprehensive study on turnover intention among present public doctors to understand this phenomenon accurately. Consequently, the findings can be leveraged to enhance, revise and improve certain organizational aspects as well as human resource management policies and practices in the ministry. In the final analysis, this will assure Malaysian public or taxpayers, who funded PSDM's scholarship at the first place, gain and enjoy maximum benefit from the availability of public doctors in terms of quality, quantity, effective and efficient healthcare services for years to come. This above mentioned finding bears substantial significance in its own right. Indeed it is an eye opener in itself which is in contrast with the previous studies that used military samples (Hunter, 2003).

Retaining public doctors in the public service has been a great challenge to human resource professionals not only in Malaysia but also around the world. The general conclusion drawn from this research which is very encouraging is that clinical clerkship medical students sponsored by PSDM possess high commitment propensity. However, this high commitment is of no significance since they also possess high intentions to leave their duty some time after their legal bonding expires. Therefore, the main objective from offering scholarship to bright medical students in order to create a critical mass of Malaysian public doctors is not going to end soon since the more doctors we produced, the more they will leave the government because higher commitment propensity leads to higher turnover intentions.

Thus, the future challenges for PSDM is to inculcate the spirit of national service to the existing and prospective students who are pursuing the medical degree programme. One thing can be pondered upon is inculcating patriotism spirit through the signing of Pledge Letter which once again reminding students on their duties and responsibilities to serve minimum 10 years as public doctors. Other suggestions is for PSDM as human resource manager for public

service to think about giving out special incentives such as monetary or other rewards for their sponsored students, who successfully completed their service duty as public doctor when they retire as part of compensation in order to decrease the turnover intentions which actually led to real turnover.

This study also indicates that personality traits is negatively related and has no significant relationship with turnover intention among PSDM sponsored clinical clerkship medical students. Thus the present regime of selection and criterion used by PSDM (high academic achievers, positive psychological test and medical profession career exposure programme) to recruit and identify potential candidates for offering medicine scholarship is effective and sufficient. This is due to the findings that the current clinical clerkship medical students have high commitment propensity towards medical profession. However, as said earlier this recruiting process can be enhanced by selecting candidates which possess high level of patriotism to serve the country until they retire.

In reading the findings where higher commitment propensity and personality traits when jointly considered have positive significant impact on turnover intention, the researcher wish to suggest that Ministry of Health Malaysia formulate special programs to handle medical officers with high neuroticism (anxious, depressed, insecure, angry) and agreeableness (softhearted, altruism, caring and emotional support) traits. This is due to these two traits have positive and significant impact respectively towards turnover intention. Such findings is in congruent with the fact that public medical officers in Malaysia has mental depression with a rate of 1 person per day in average due to certain working conditions factor as public medical officers. This kind of program is very important to retain them in the public service after substantial investment from Government's. This must be given due emphasis because the fact that to train new doctor in replaced for those who left is far more expensive than re-training them or giving them new skills (exit policy) to serve in other areas in the hospitals. As reported in The Sun, June 1, 2004, as cited in Samad (2006), in Malaysia, the government loses on average one doctor daily to the private sector. Thus, by providing scholarship alone is not enough to ensure that those public doctors will remain in the public health service throughout their career life.

Thus, the future challenges is to determine the real independent variables that have negative relationship on turnover intention among medical profession. This is vital to understand that unknown variables and its' dimension is the root of the turnover intentions motive and can be improve or minimize further it in order to decrease the turnover percentage among public medical officers in Malaysia in particular. This future study also will give a glimpse on the future direction for public service human resource professional to formulate the best package to retain the workforce in the civil service in general. Organizational aspects of the profession are among other variables that can be investigated further such as competitive package of remuneration, better condition of working environment, flexibility of scope of works that are negotiable in the private hospitals as compared to government hospitals. The variable of psychological stress among public doctors can also be an interesting predictor to be look into so that deeper undersatnding of the matter can be acquire. Another suggestion for further study to delving deeper into the factors that can bring about turnover intention is by conducting exploratory study. It is hope that through exploratory study much more factors can be found so as to understand deeper regarding the matters. Last but not least, with regard to the initial-entry commitment as mediating variable, it is suggested that housemanship be continued since it bears positive indirect effect on the turnover intention among respondents.

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APPENDIX A

Appendix A (i)

**COST FOR SPONSORING UNDERGRADUATE MEDICAL STUDENTS
LOCALLY AND ABROAD**

i) Public Universities in Malaysia

PROGRAMME	DURATION (YEARS)	ACADEMIC FEE PER-YEAR (RM)	TOTAL COST BASED ON STUDY DURATION (RM)
MEDICINE	5	1,800	9,000

ii) Private Universities in Malaysia

PRIVATE UNIVERSITIES	DURATION (YEARS)	ACADEMIC FEE PER-YEAR (RM)	TOTAL COST BASED ON STUDY DURATION (RM)
INTERNATIONAL MEDICAL UNIVERSITY (MEDICINE)	5	48,000	240,000
UNIVERSITY COLLEGE SEDAYA INTERNATIONAL (MEDICINE)	5	61,020	305,100
ROYAL COLLEGE OF MEDICINE PERAK (RCMP) (MEDICINE)	5	51,000	255,000
MONASH UNIVERSITY SUNWAY CAMPUS (MEDICINE)	5	88,500	432,500
AIMST UNIVERSITY (MEDICINE)	5	44,000	220,000

iii) Universities Abroad

COUNTRY	DURATION (YEARS)	ACADEMIC FEE PER-YEAR (RM)	TOTAL COST BASED ON STUDY DURATION (RM)
AUSTRALIA	6	132,483	794,898
INDIA	5	84,335	421,675
INDONESIA	6	30,898	185,388
IRELAND	5	216,457	1,082,285
JORDAN	6	32,288	193,728
EGYPT	6	25,556	153,336
NEW ZEALAND	6	133,836	803,016
POLAND	6	57,944	347,664
REPUBLIC OF CZECH	6	57,944	347,664
RUSSIA	6	21,914	131,484
UNITED KINGDOM	5	184,133	920,665

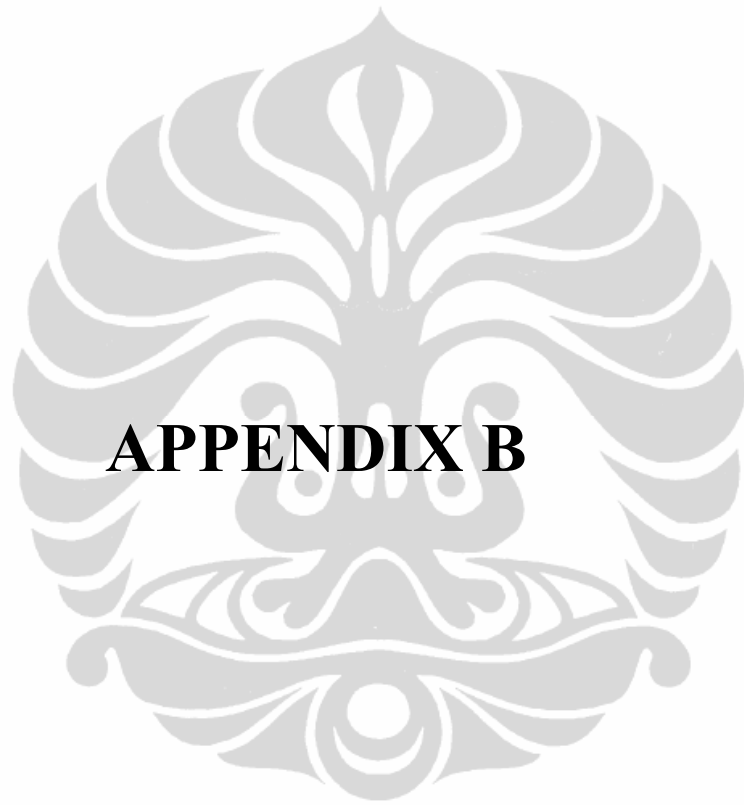
Source : Public Service Department of Malaysia

Universitas Indonesia

**NUMBERS OF PUBLIC MEDICAL OFFICERS AND SPECIALISTS
WHO RESIGNED FROM PUBLIC HOSPITALS FROM 2005 TO 2010**

YEAR	MEDICAL OFFICER/CLINICAL ADMINISTRATOR	SPECIALIST	TOTAL
2005	311	90	401
2006	188	60	248
2007	254	46	300
2008	416	36	452
2009	286	52	338
2010	288	98	386
TOTAL	1743	382	2125

Source : Ministry of Health Malaysia



APPENDIX B



QUESTIONNAIRE

Dear valued respondents,

We kindly ask for your participation in a survey designed to study on commitment propensity and individual differences variables in predicting the intention to leave the organization. Your response is very important to this study and will be kept strictly confidential. The survey results will be used for academic purposes only and will not be used for any other purposes. Please be ensure that no specific comments will be attributed to you since all responses are analysed in aggregate and not in an individual level. Please kindly fill in the attached questionnaires which should take you no more than 30 minutes and return the completed questionnaire at your earliest convenience.

Your participation and valued feedback are much appreciated and thank you for your cooperation.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

Please fill up and tick (✓) which one applicable to you.

1. You are from which University?

2. Gender

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

3. Age : _____

4. Race

Malays	<input type="checkbox"/>
Chinese	<input type="checkbox"/>
Indian	<input type="checkbox"/>
Others	<input type="checkbox"/>

5. Marital status

Single	<input type="checkbox"/>
Married	<input type="checkbox"/>
Others	<input type="checkbox"/>

6. Parents' Occupations

1	Government servant	<input type="checkbox"/>
2	Private sector	<input type="checkbox"/>
3	Own Business	<input type="checkbox"/>
4	Retired	<input type="checkbox"/>
5	Deceased	<input type="checkbox"/>

7. Have relatives who work as a doctor ? In public or private hospitals?

		Public Hospital	Private Hospital
Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION B : COMMITMENT PROPENSITY

How do you agree with the following statement? Please rate according to the following scale

Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
-------------------	---	---	---	---	---	---	---	----------------

1) Personal Characteristics

		1	2	3	4	5	6	7
Desire for a medical career								
1.	I have a strong desire to be a Doctor							
2.	I think I will enjoy attending patients from all walks of life							
3.	I regret my decision to enroll in medical programme							
4.	I am committed to be a government medical officer							
5.	I am interested to be a doctorbut, if it doesn'twork out, I will probably be just as happy doing something else							
6.	Being a public doctor is really the only career I can imagine for myself							
7.	I can't imagine staying as a public doctor until retirement							
8.	I see being a public doctor as my life's work							
Self-efficacy								
9.	Based on my ability and the amount of work I do, I think I will excel in my study							
10.	I expect to do well in my study							
11.	I really have not failed at too many things I have tried to do							
12.	I am never sure I can do something I have never tried to do							
13.	I have always been able to do well in anything I have tried							
14.	I expect to accomplish whatever I set out to do							
15.	Anything I try I can usually do							
Self-confidence								
16.	I am sure that I can gain all the competencies needed to							

	become a good public doctors								
17.	My success as a public doctor is assured								
18.	I have the necessary abilities to succeed as a public doctor								

The following questions requires an answer in 'yes' or 'no'.

Familiarity		Yes	No
1.	Are you aware about the existance of Malaysian Medical Council's (MMC)		
2.	If yes, please indicate by giving \surd remark on the frequency of surfing information about doctor's profession in the Malaysian Medical Council's (MMC) website throughout your study period a) Always : _____ b) Most of the time : _____ c) Rarely : _____ d) Never : _____		
		Yes	No
3.	Are you aware about the existance of Malaysian Medical Association (MMA)		
4.	If yes, please indicate by giving \surd remark on the frequency of surfing information about doctor's profession in the Malaysian Medical Association (MMA) website throughout your study period a) Always : _____ b) Most of the times : _____ c) Rarely : _____ d) Never : _____		
		Yes	No
5.	I am aware about latest career development as a public doctor in Malaysia		

How do you agree with the following statement? Please rate according to the following scale

Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
-------------------	---	---	---	---	---	---	---	----------------

2) Expectation

		1	2	3	4	5	6	7
1.	I have a good idea about what the life of a public doctor is really like							
2.	I have a good idea about what are the things that I have to go through during my clinical clerkship							
3.	I have a good idea of what my job in the public hospital							

	will be like							
4.	During the clinical clerkship period I have a good idea of how senior doctors will treat me							

Please use the scale below for the following question

None	Little	Quite A Lot	A Lot	Very Much
1	2	3	4	5

	1	2	3	4	5
How much do you know about what it means to be a public doctor?					

Following are the various aspect of jobs. Please indicate your preference by giving number "1" for the first preference and number "2" for the second preference.

Job security	High income

Use the scale below for the following questions

Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
--------------------------	----------	----------	----------	----------	----------	----------	----------	-----------------------

3) Choice in selecting organization

		1	2	3	4	5	6	7
Volition								
1.	I always carefully weigh costs and benefits when making decisions which affect my life							
2.	I often make quick decisions which have a lot of implications for my life							
3.	I never make major decisions quickly							
4.	I am a somewhat impulsive person							
5.	I am comfortable making major decisions according to "gut" feel							
Sacrifice								
6.	I turned down offers from other programme of studies such as accounting, laws etc to enroll in the							

	medical programme							
7.	I did not pursue alternative opportunities outside the medical programme							
8.	The medical programme in Indonesia was the only programme available otherwise my scholarship will be terminated							
9.	The medical programme was only one alternative from among many opportunities							
10.	The medical profession was my preferred job choice							
11.	When I chose medical programme, I had many other opportunities							

SECTION C : INITIAL-ENTRY COMMITMENT

How do you agree with the following statement? Please rate according to the following scale

Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
--------------------------	----------	----------	----------	----------	----------	----------	----------	-----------------------

		1	2	3	4	5	6	7
Affective commitment								
1.	Being a public doctor has a great deal of personal meaning to me							
2.	I feel a strong sense of belonging to the public healthcare service							
3.	I feel “emotionally attached” to the public healthcare service							
4.	I am quite proud to tell people that I am going to serve as a public doctor in the government hospitals							
Continuance commitment								
5.	It would be too costly for me to leave the government service in the near future							
6.	I am afraid of what might happen if I quit from the government service without having another offer from the private sector							
7.	Too much of my life would be disrupted if I decided I wanted to leave the government service							

8.	One of the problem of leaving the government service would be lack of good alternatives							
9.	My personal or family situation would make it difficult for me to leave the government service in the near future							
Normative commitment								
10.	I would feel guilty if I left the government service							
11.	I would not leave the government service because I have a sense of obligation to the public							
12.	If I left the government service, I would feel like I had let my country down							

SECTION D : PERSONALITY TRAITS

Please use the scale below for the following questions

Very Inaccurate	1	2	3	4	5	6	7	Very Accurate
------------------------	----------	----------	----------	----------	----------	----------	----------	----------------------

		1	2	3	4	5	6	7
1.	I am relaxed most of the time							
2.	I sympathize with others' feelings							
3.	I make a mess of things (I leave a mess in my room)							
4.	I seldom feel blue (sad,depressed, down)							
5.	I am not interested in other people's problems							
6.	I get chores done right away (I complete my duties right away)							
7.	I often forget to put things back in their proper place							
8.	I get upset easily							
9.	I am not really interested in others							
10.	I like order(a condition in which each thing is properly arranged in sequence or organized)							

11.	I have frequent mood swings								
12.	I feel others' emotions								
13.	I add energy and give life to a party								
14.	I have a vivid (clear) imagination								
15.	I do not talk a lot								
16.	I am not interested in abstract ideas								
17.	I talk to a lot of different people at parties								
18.	I have difficulty understanding abstract ideas								
19.	I prefer to work behind the scene (does not like to draw attention, goes with the flow or low profile)								
20.	I do not have a good imagination								

SECTION E : TURNOVER INTENTION

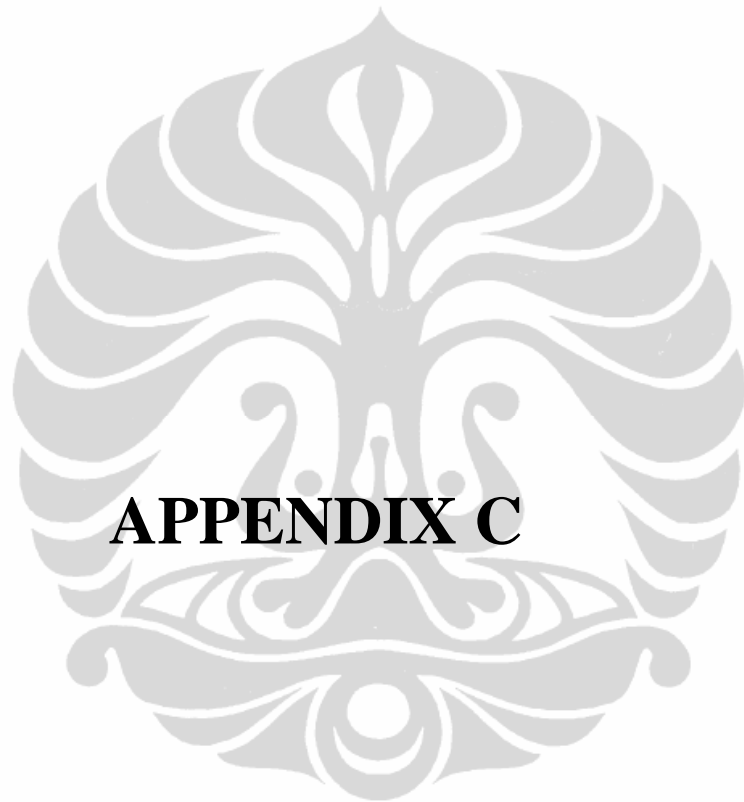
How do you agree with the following statement? Please rate according to the following scale

Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
--------------------------	----------	----------	----------	----------	----------	----------	----------	-----------------------

		1	2	3	4	5	6	7
1.	Working in a private hospital is much better than working in a public hospital							
2.	If I were given the choice I will opt to work in a private sector (private hospital)							
3.	I will not going to look for an opportunity to work in a private hospital in the future							
4.	I intend to work in a private sector within 10 years working with the government							
5.	I intend to work in a private sector after 10 years working with the government							
6.	If I could not get what I expected before joining the service (government service as public doctor) I might consider quitting							

THANK YOU FOR YOUR COOPERATION





APPENDIX C

Universitas Indonesia

Regression Hypothesis 1

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Commitment Propensity ^a		Enter

a. All requested variables entered.

b. Dependent Variable: Turnover Intention



Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.653 ^a	.426	.420	.44967	.426	74.163	1	135	.000

a. Predictors: (Constant), Commitment Propensity.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.996	1	14.996	74.163	.000 ^a
	Residual	20.220	134	.202		
	Total	35.216	135			

a. Predictors: (Constant), Commitment Propensity

b. Dependent Variable: Turnover Intention

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	2.614	.401		6.518	.000					
	Commitment Propensity	.185	.129	.142	1.435	.154	.142	.142	.142	1.000	1.000

Dependent Variable: Turnover Intention



Regression Hypothesis 2

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Personality Trait ^a		Enter

a. All requested variables entered.

b. Dependent Variable: Turnover Intention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.324 ^a	.031	.410	.44967	.031	5.324	1	135	.230

a. Predictors: (Constant), Personality Trait

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.711	1	14.996	5.324	.230 ^a
	Residual	34.505	134	.202		
	Total	35.216	135			

b. Dependent Variable: Turnover Intention

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
	1	(Constant)	2.614			.401		6.518	.000		
	Personality Trait	.185	.129	.142	-1.086	.154	.142	.142	.142	1.000	1.000

Dependent Variable: Turnover Intention



Regression Hypothesis 1 & 2

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Personality Traits, Commitment Propensity ^a	.	Enter

a. All requested variables entered.

b. Dependent Variable: Turnover Intention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,528 ^a	,279	,268	5,24622

a. Predictors: (Constant), Personality Traits, Commitment Propensity

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1417,106	2	708,553	25,744	,000 ^a
	Residual	3660,533	133	27,523		
	Total	5077,640	135			

a. Predictors: (Constant), Personality Traits, Commitment Propensity

b. Dependent Variable: Turnover Intention

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11,797	2,862		4,122	,000		
	Commitment Propensity	,146	,026	,608	5,625	,000	,464	2,157
	Personality Traits	-,044	,041	-,117	-1,086	,279	,464	2,157

a. Dependent Variable: Turnover Intention

Regression Personality Traits Dimension → Turnover Intention

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Open, Neuro, Agree, Extra ^a , Cons	.	Enter

a. All requested variables entered.

b. Dependent Variable: Turnover Intention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,449 ^a	,202	,171	5,58297

a. Predictors: (Constant), Open, Neuro, Agree, Extra, Cons

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1025,598	5	205,120	6,581	,000 ^a
	Residual	4052,042	130	31,170		
	Total	5077,640	135			

a. Predictors: (Constant), Open, Neuro, Agree, Extra, Cons

b. Dependent Variable: Turnover Intention

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,646	2,814		5,916	,000
	Neuro	,465	,128	,296	3,648	,000
	Agree	,373	,124	,294	2,997	,003
	Cons	-,004	,131	-,003	-,030	,976
	Extra	-,001	,109	-,001	-,006	,995
	Open	,008	,119	,007	,068	,946

a. Dependent Variable: Turnover Intention

Regression Commitment Propensity & Personality Traits → Initial Entry Commitment

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Personality Traits, Commitment Propensity ^a	.	Enter

a. All requested variables entered.

b. Dependent Variable: Initial Entry Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,715 ^a	,512	,504	9,41460

a. Predictors: (Constant), Personality Traits, Commitment Propensity

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12354,216	2	6177,108	69,692	,000 ^a
	Residual	11788,423	133	88,635		
	Total	24142,640	135			

a. Predictors: (Constant), Personality Traits, Commitment Propensity

b. Dependent Variable: Initial Entry Commitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1,723	5,136		-,335	,738
	Commitment Propensity	,302	,047	,577	6,481	,000
	Personality Traits	,144	,073	,176	1,974	,050

a. Dependent Variable: Initial Entry Commitment

Regression Initial Entry Commitment → Turnover Intention

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Initial Entry Commitment	.	Enter

- a. All requested variables entered.
 b. Dependent Variable: Turnover Intention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,437 ^a	,191	,185	5,53826

- a. Predictors: (Constant), Initial Entry Commitment

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	967,551	1	967,551	31,545	,000 ^a
	Residual	4110,089	134	30,672		
	Total	5077,640	135			

- a. Predictors: (Constant), Initial Entry Commitment
 b. Dependent Variable: Turnover Intention

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,848	2,119		8,893	,000
	Initial Entry Commitment	,200	,036	,437	5,616	,000

- a. Dependent Variable: Turnover Intention