

FACTORS INFLUENCING EMPLOYEE'S TURNOVER INTENTION IN BANKING SECTOR IN PENANG

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Abstract

This study aims to investigate factors that influence employee's turnover intention in banking sector in Penang. There are several factors expected to influence the employee's turnover intention which are distributive justice, job stress, job satisfaction and compensation. A total of 150 bank employees from different banking sectors were selected and questionnaires were distributed to them. The collected data was analyzed using SPSS version 25. The results revealed that there is a significant relationship between all factors and employee's turnover intention. All factors have an influence towards employee's turnover intention. This study will help the bank management to identify the potential factors that influence their staff to quit from the current job. Several recommendations and suggestions for further research are also discussed at the end of this study.

Keywords: Employee Turnover, Distributive Justice, Job Satisfaction, Compensation

1.0 INTRODUCTION

In this challenging world, no business enterprises are able to maintain their success until employee's turnover issue is managed effectively. Extreme employee's turnover rate may not just influence the business enterprises execution, but it also leads to negative effect, for example, high recruitment cost, impact in production, failure in accomplishing targets and others. There are a few factors cause the employees to quit from their employment. This research profoundly advantages business enterprises to discover reasons leading to the employee's turnover and to take necessary actions to overcome it.

The employee's turnover rate in our country is considered a fundamental issue for certain business enterprises. Employee's turnover is known as a moving of an employee beginning with one business enterprises then into the following with particular supposition (Letchumanan, Apadora & Ramasamy, 2017). Kassim and Ibrahim (2016) stated that investigation of turnover among bank employees' turnover

rate is expanding in the banking sector in Malaysia and they frequently changed their jobs. Moreover, successful moves should be taken by the banks to control their employees' turnover rate together with the improvement of their performances.

Silaban and Syah (2018) expressed turnover as unavoidable voluntary and vice versa. The unavoidable voluntary turnover may be due to different reasons, for example, working condition, salary package, and better offer from competitors. However, personal factors and changes in profession plans are among the foundations of unavoidable voluntary turnover. Hewitt Associates (2009/2010) noticed that the employee turnover rate in Malaysian banking sectors has risen from 9.3% in 2009 to 10.1% in 2010. Based on a study by Towers Watson (NYSE, NASDAQ: TW), in 2012 to 2013, the rate of job turnover in the Malaysian financial administrations sector has risen from 7.4% to 13.3% in 2012 to 2013. One of the fundamental explanations behind Higher Acquisition Rate in the Malaysian financial administrations industry are employees who feel that the Malaysian economy remain stable nevertheless of the unpredictable worldwide economy. The highest rate of turnover was recorded by financial administrations sector is 18.3%. Malaysia has recorded as the most voluntary below average turnover at 6.0% and the third most difficult acquisition rate at 9.5% in 2015 among Southeast Asian nations contrasted with 12.2% in 2014, reflecting vulnerability and uncertain financial conditions in Malaysia (Letchumanan et al., 2017). However, statistics indicate a high rise in turnover rates over the five years from 2009 to 2015.

This study is to assist the understanding on how to control the employee's turnover intention in the banking sector in Penang. The result of the study benefits both management and staff which they have an option to understand the variables that influence the employee's turnover intention. Understanding the main factors could assist the business enterprises to decrease the employee recruitment costs. Despite the fact that for any company, turnover is unprofitable and adverse to them. It is on the grounds that the organizations are exceptionally rely upon human factors. Recruitment, determination, and preparation of new staff has increased the company expenses and time. In the event that banks can spare the recruitment expenses and time, in the future they might have high opportunities to accomplish their targets and goals. Maintaining qualified employees in the banks and controlling the employee turnover rate will help the banks to sustain in the economy.

High recruitment leads to complication and rise in recruitment and training costs appear to be progressively attainable. This is more prominent possibilities and the board in this huge unstable decade (Talent Attraction and Retention at Larger Accounting Firm, 2012). Therefore, high turnover could not just affect the business enterprises execution in the market likewise boost recruitment and improvement expenses of workers. The consequences of this study are able to be another perspective of the past study on the subject of components impacting the employee's turnover intention in the banking sector. There is a main constraint in this study which it was only focusing on Penang, Malaysia. Subsequently, the result of this study cannot be generalized for other purposes. Hence, the current study could only be analyzed based on its distributive justice, job stress, job satisfaction, and compensation towards employee turnover. There might be different factors like workplace situation, career development, and procedural justice that should be tended to.

2.0 LITERATURE REVIEW

Literature review concentrate on the factors of employee's turnover intention and the subsequent theories. As per Two Factor theories (Motivator-Hygiene) Herzberg (1968) shows satisfaction and dissatisfaction originated from various variable gatherings (motivators) and hygiene factors. This theory indicates that individuals are happy with their work environment for self-improvement, acknowledgment, re-development in actuality, dissatisfaction is credited to work-around circumstances such as work

conditions, compensations, security, communication with others, and not simply the work itself as hygiene factors. Herzberg's theory is regularly connected with Maslow's Hierarchy Requirements Theory shows there are higher request necessities and lower demands require commitment and accomplishment to be alluded to as motivators.

The Vroom's expectancy theory puts few reasons that employees proposed some work and duty like what they hope to get consequently. The compensation structure of the commission utilizes this theory to enable employees to procure as a lot of benefit as they need dependent on their work execution. This is to ensure the staff to frequently expect future pay increments and job advancement that can possibly guarantee them to make a solid effort to accomplish individual objectives. In the event that laborers receive little compensation and no development prospects as an end-result of their commitment, they could work for some time to discover new employers.

Adam's theory (1965) energizes the utilization of equity rules to decide reasonableness. There are a few different arrangements that have been recognized, for example, likenesses and demands. What individuals stress over is not the supreme phase of the result whether the result is reasonable. Adams (1965) proposes an approach to decide if a reasonable outcome is to figure the proportion of an individual's commitment or information, for example, training, encounters and information to one's outcomes and then contrast that proportion and another correlation. Qureshi, Jamil, Iftikhar, Arif, Lodhi, Naseem and Zaman (2012) define employee's turnover intention is a conscious and intentional choices of an employee to leave a company. It could be no standard structure for understanding the employee turnover process. Employee turnover characterized as changes of staffs around employees' market, around organizations, professions and compliance (Sattar & Ahmed, 2014).

2.1 Distributive Justice

In a research that was done by Khan, Afsheen, Jan, Tariq (2018) in Peshawar district around 180 respondents are engaged. The research focused on the distributive justice towards employee's turnover intention. The outcome shows that there is a reverse connection between distributive justice towards employee's turnover intention. This implies that distributive justice affects employee turnover. No matter how many employee turnovers has risen, the distributive justice will keep on growing. Thus, there will be no fairness and reasonable in advantage among staff in the specific bank. Nevertheless, this outcome cannot be generalized to Malaysian circumstances and further research should be conducted. Akram, Khan, Yixin, Bhatti, Bilal, Hashim, and Akram (2016) had conducted a study on a connection between distributive justice and job satisfaction. The research was directed in a few private banks and 53 respondents participated. The outcome shows a positive connection between distributive justice and job satisfaction. This clarified whenever justice similarly appropriated among the employee, the employee tends to be happy with the administration and it will decrease the employee turnover rate.

Kassim and Ibrahim (2016) characterized the distributive justice as laborers' impression of justice in the distribution of human resource. Distributive justice has likewise been depicted as a justice that alludes to laborers' view of decency at work by contrasting their outcomes from the business enterprises. For the most part, distributive justice is viewed as progressively basic as it identifies the employees' assumptions about their close to personal outcomes, for example, paying and job satisfaction. Those are also directed the attention of the employees to think about estimation of their work, for example, exertion, commitment and enthusiasm towards results or rewards given by their business enterprises, in deciding reasonableness. A research conducted by Gul, Rehman, Usman and Hussain (2015) explored on the connection between distributive justice and employee's turnover intention. The research directed in Khost, Jalal Abad, and Kabul, and the survey was dispersed to 229 banking employees. The outcome shows that there is a

backwards connection between distributive justice and employee's turnover intention. Therefore, it tends to be said that there is fairness in allocating task, compensation, and so on at the specific banks. With the goal that the employees may feel distributive justice is not a factor for employee turnover.

As per Gul et al. (2015) distributive justice refer to the view of justice about outcomes and assets, for example, pay and rewards received at the workplace. Distributive justice is constantly identified by Adam's equity theory (1963 and 1965), proposing that outcomes are viewed as equivalent when they appear to fit an employee's difficult work and experience contrasted with others. At the point when employees understand that they do not get reasonable outcomes in their business enterprises at the present time, they are probably not going to be eager to remain in the work environment and will consider discovering more reasonable outcomes somewhere else. In other research, Arif (2018) performed a study to look at the connection between distributive justice towards turnover intentions. The research was conducted in a few private banks in Pakistan and 313 respondents had participated. Large part of the respondents was male, the researcher demonstrated that it was difficult to accumulate the information from female respondents because of their various duties. The outcome shown that there is a converse connection between turnover intention and distributive justice. This implies that the employees in the specific banks are not focus more on justice at work environment, possibly other factor may be their essential desire. Institutional justice (organizational justice) recently centered on the decency of results which is now and then alluded to as Distributive (justice in distributions) holds the thought as having a place with theories during 1950s to 1960s.

Distributive justice in the speculation is portrayed in perspective on fairness by refer to the motivation accommodation and the impact of choices. The equity theory of Adams recommends that the standards of justice can build up lack of bias against any outcomes. This theory (equity) can be utilized to portray the sort of employee mindset that is derived from the understanding of imbalance. The main component of justice is distributive, for example, an understanding or view of an individual in connection to the likeness in the arrangement of incentives that can be founded on the outcome of the laborer's contribution. The implementation of this characteristic definition depends on the probability of Adam's theory of equity. He expects that individuals accomplish an understanding of institutional likenesses or imbalance on corresponding info affiliation's sure factors and output comparative with other workforce in the organization. As a source of perspective to an organization fabricating an understanding of uniformity in the workplace of the workforce will feel increasingly fulfilled (Kashif, Mahmood & Aijaz, 2016).

Reasonable distribution in the work environment alludes to the view of decency about the work. The work incorporates compensation, arrangement, advancement openings, work transfer, and other specialists' exchanges influencing the work environments wellbeing. This work is additionally frequent on issue of protests, where laborers regularly document a grievance when they understand that the work has made injustice. The reasonable arrangement of punishments and prizes for employees should be possible by assessing their exhibition inside the business enterprises. Prizes may incorporate wages, blessings, travel, rejection from business, motivating forces and so on. The fundamental theory of distributive justice is the outcome of reasonable choices (Letchumanan et al., 2017). Chelangat, Were and Odhiambo (2018) conducted a research to inspect the connection between distributive justice and turnover intentions in Kenya. The researchers randomly pick respondents from 6 banks in Nairobi City County, Kenya. 326 questionnaires have been circulated to the respondents. However, the outcome demonstrated that there is a negative connection between distributive justice and turnover intention in the banking sector in Nairobi City County, Kenya. Consequently, this outcome cannot be generalized to the Malaysian circumstance and further research should be conducted.

2.1 Job Stress

As indicated by Akther, Akter and Uddin (2017) stress has existed since ancient times, however it is never regrettable until the 21st century. Work stress is characterized as dangerous physical and emotional that happens when the job prerequisites do not coordinate the limit, assets, or necessities of the employee. Work stress can lead to terrible wellbeing and damage. At present, stress is liable for excess of 50% of everything being equal. Regardless of this reality, the pressure phenomenon is as yet not specially considered. Work stress is viewed as an unmanaged awful practice where there is no reasonableness between the apparent state and the genuine state required. Right or suitable people are required for the accomplishment of an industrious business enterprises. Finding the most reasonable individual is not just about discovering somebody with the important aptitudes and capacities, however singular characters are likewise considered as the fundamental parts. Utilizing an off-base or inconsistent individual might be high for the business enterprises or can even create over-underlined workforce. Laborers put at work that are unreasonably hard for them or who are underutilized may feel uncomfortable and quit working (Purohit, 2016).

In a research conducted by Purohit (2016), he focuses on the connection between job stress and employee turnover. 97 respondents had taken part in the interview area from top, center and low-level administration of banking employees in India. In any case, the outcome demonstrates that there is a positive connection between job stress and employee turnover. This implies employees working in India's banking sector are confronted stress in their jobs. There are numerous literature definitions, and this term is frequently used to depict the sentiment of weakness, distress and the powerlessness to adapt. Nonetheless, stress is a condition that would constrain somebody to deviate from the typical capacity because of changes in mental and/or physiological conditions, in this manner the individual needed to deviate from normal functioning. Outstanding task affects work fatigue and will lead to various diseases.

Unreliable and undetermined workplaces which incorporate work security, manageability and reasonableness diminish the employee satisfaction levels which may cause stress and anxiety, the impact expand their turnover intentions. Unbound budgetary states of staff create pressure among them and they frequently quit the business enterprises for money related motivations to search for better openings. The accentuation of the job additionally prompts the obtaining of laborers. This causes vulnerability about our job. This might be because of absence of understanding of what is anticipated, how to meet desires, or the employee accepts that the work would be totally extraordinary. Insufficient data on the most proficient method to enough perform tasks, unpredictable desires from superior staffs and managers, and lack of confidence on work can make employees feel less included and less happy with their jobs and careers, less dedicated to their business enterprises, experienced pressure and at last uncover the propensity to leave the business enterprises (Qureshi, Jamil, Iftikhar, Arif, Lodhi, Nasee & Zaman, 2012).

Additionally, Shukla and Sinha (2013) defined stress as an individual's ecological improvements or nervousness among people and nature. In a research lead by Husain, Siddique, Ali, Ali and Akbar (2015), they study the connection between job stress and employee's turnover intention. The study had taken place in Bahawalpur, Pakistan of various banks. Questionnaires were disseminated among 160 respondents and questions were disclosed to the respondents. The outcome of the study shows a positive connection between job stress and employee's turnover intention. As per the outcome, job stress has given over 36.0% of the employee's intention to leave. This demonstrated that the employees are confronting stress while carrying out their responsibility at the specific banks. Moreover, this may be destructive to the specific banks that may prompt the employee turnover. In another research that led by Qureshi et al. (2012), they study the connection between job stress and employee's turnover intention in Pakistan. A random sampling was used and about 250 laborers from material industry of Pakistan

participated in the study. However, only 109 questionnaires had been filled by the participants. The outcome shows that there is a positive connection between job stress and employee's turnover intention. It can be reasonably stated that the employees in that specific banks attempted to adapt to their stress environment. Consequently, the specific banks need to discover the outcome of the study to decrease their employees' stressful working environment.

Work stress comprises of three categories such as job overload, job conflict, and job ambiguity. Job overload refers to somebody who needs to perform out a few jobs, for example, a single parent to do the obligations of guardians at home and company workers. The circumstance can be seen where an individual obviously does not have any desire or passion towards his or her job at work and their working environment leads to job ambiguity. Conflicts can happen as managers can utilize new employees for company laborers, punishments and dismissals in violation of organizational rules (Letchumanan et al., 2017). Laborers are accepted to be one of the advantages of any companies, however as changes happen, they are viewed as the most significant resource of the business enterprises and without having specialists, business enterprises cannot accomplish their own objectives and targets.

The impression of high stress at any bank goes about as an obstruction in execution, not just the weight on obtainment, in banks or different business enterprises that might be losing a portion of their potential employees and alongside, they have to prepare and spend significant expenses to recruit new employees. The executives will create arrangements to empower them to take a subjective method to diminish stress among laborers, to fulfill them and focused on their job (Bhatti, Bhatti, Akram, Hashim and Akram, 2016). Sattar and Ahmed (2014) conducted a research to analyze the connection between employee's turnover intention and job stress. The research was conducted in 116 branches of bank at Bahawalpur District (Pakistan). Around 150 questionnaires had been disseminated to the respondents. The respondents of the study are the private and open banks in Bahawalpur area (Pakistan). However, the outcome demonstrates that there is a positive connection between employee's turnover intention and job stress. Besides, this also shows that job stress highly affects employee's turnover intention. The employees are extremely like to have a stress-free workplace to contribute their best to the banks.

2.2 Job Satisfaction

As indicated by Islam and Rahman (2016), job satisfaction is an uplifting attitude towards an individual's work. In view of the research that conducted by Islam and Rahman (2016) on analyzing the connection between job satisfaction and employee's turnover intention. The study was conducted in a few selected banks in Bangladesh and 76 respondents were taken an interest in it. The outcome demonstrates a positive connection between job satisfaction and employee's turnover intention. This implies that employees who work in that specific banks are underlining in more hands-on satisfaction. The bank employees may leave their place of employment because of no job satisfaction in their present working environment. Job satisfaction is a convenient feeling experienced by an employee when there is a congruity between what the individual in question expects and what is really originating from his job (Devi and Nagini, 2013).

In a research conducted by Chen, Su, Lo, Chiu, Hu and Shieh (2014), the study distinguished the connection between work satisfaction and turnover intention. The study was conducted among dental specialists in clinics in Taiwan, around 29 hospitals were chosen and 473 questionnaires were disseminated. Just 175 questionnaires were substantial out of 473 which was represented by 37%. The outcome shows that there is a positive connection between work satisfaction and turnover intention. It implies that the higher the work satisfaction, the lower the turnover intention among employees. However, the administrations of the 29 hospitals should be aware of the employee turnover because of the dissatisfaction in job among employees. Job satisfaction express employee's advantage and want for work.

Distinctive job satisfaction components can be associated with rewards, benefits, job prerequisites, pay rates, advancements, supervision, and company policies or systems. Job satisfaction is characterized as a whole employee of a compelling personality circumstance because of the assent of all parts of their work. Employee satisfaction can likewise be defended as the advancement of the whole work of the laborer as unfavorable or productive.

Job satisfaction is a term used to portray the attitudes of laborers to the work and the pertinent jobs and obligations, in which a profoundly fulfilled employee has an inspirational mentality towards work and the other way around. Job satisfaction is commonly perceived as a multi-faceted development that grasps employee's emotions about the huge swath of key and abnormal components of work. The intrinsic work satisfaction component is derived from disguise rewards, for example, the work itself and the self-development and self-improvement. Here, the components of extrinsic job satisfaction are attributed to outer rewards, for example, satisfaction with wages and advantages, organization policies and support, supervision, associates, job security and chances for advancement. Job satisfaction is a significant marker of how laborers see their work and experts of job practices, for example, non-appearance of citizenship business enterprises, acquirement. Job satisfaction benefits the business enterprises including decreasing grievances and protests, non-appearance, income, and end; just as the practicality and excitement of the laborers. Job satisfaction is likewise connected with a more beneficial workforce and has been seen as a long term (Olusegun, 2013).

In a research conducted by Husain et al. (2015), it investigates the connection between job satisfaction and employee's turnover intention in Pakistan. The study was participated by a few banking sector employees in Bahawalpur, Pakistan. 160 questionnaires have been distributed to the respondents based on specific criteria that fixed by the researcher. Out of 160 questionnaires, only 150 were valid and the outcome demonstrated that there is a positive connection between job satisfaction and employee's turnover intention. It may be a risk to the administration of the few banks that employees may stop from their job because of job dissatisfaction and it prompts employee turnover. There are numerous examinations connected job satisfaction with securing intentions. As a matter of fact, job satisfaction is grouped by the quantity of people who are happy with their work. From the previous researches, job satisfaction directly affects profit intentions and indirect impacts through authoritative responsibility. In an effective compensation program laborer can expand their satisfaction with inspiration and prizes that will prompt expanded profitability. In the event that the employee has not happy with the job, at that point the intention to quit the job will be high.

Therefore, in the event that the employee is happy with his job, at that point the chances is less to quit their job (Husain et al., 2015). Work satisfaction is the way to attract and retain expert staffs in the organization. Notwithstanding, the level of work satisfaction may recognize from the span of satisfaction to dissatisfaction. Inspirational mentality will prompt expanded levels of job satisfaction among laborers. The research conducted by Akhtar, Awan, Saeed, Ali and Qurban (2016) was studied on the connection between turnover intention and job satisfaction. The research was conducted among employees at business college of Pakistan and 200 questionnaires were distributed to the respondents of office individuals from selected organizations. The outcome shows that there is a reverse connection between job satisfaction and turnover intention. This implies that the employee's job satisfaction is diminished as a result of employee's turnover intention increased and vice versa. Furthermore, this outcome cannot be generalized to the Malaysian circumstance and further research should be conducted. Despite what might be expected, dissatisfaction will cause numerous issues, for example, unfaithfulness, dissatisfaction, incapable output and others. Employees who are happy with their present working environment will be progressively work and take an interest to improve their quality or profitability of a company. Wages, advancement, fair compensation, supervisory behaviors of mind and different angles will influence the

satisfaction of employees. The higher the job satisfaction that laborers have, the higher the workforce occur in their jobs (Letchumanan, Apadora and Ramasamy, 2017).

2.3 Compensation

In a research conducted by Sattar and Ahmed (2014), they investigate the connection among compensation and employee turnover in banking sector. The researchers had selected a few private public banks in Bahawalpur district and distributed 250 questionnaires to the respondents. The outcome demonstrates there is a weak connection among compensation and employee turnover. Through this it very well may be said that possibly the employees are fulfilled with their present compensation at their working environment. Employees in Malaysia perhaps have distinctive idea of supposition in compensation factor. In this way, the outcome cannot be summed up to Malaysian circumstance, further research should be directed. As in a study conducted by Rusdi, Hubeis, Affandi and Dharmawan (2015), they found that all types of compensation and prizes gotten by employees were identified according to their exhibition level. The compensation might be coming as monetary and non-money related. Monetary compensation incorporates pay rates, rewards and different benefits got as material or in real money. Non-money related compensation might be as business advancement and different honors that are not as material or money. Compensations, rewards and different advantages are factors that provided decision to the employee to remain working or quitting from the business enterprises.

In view of the research directed by Purohit (2016) in India to recognize the connection among compensation and employee turnover. The study was directed by having meeting with 97 respondents including, top, center and lower level administration of banks in India. The primary concern was to recognize why the employees are plan to leave the place of employment or not, together with the reasons. The outcome demonstrates that there is a weak connection among compensation and employee turnover. Anyway, this outcome cannot be generalized to the Malaysian circumstance and further research should be directed. Primary reason why high turnover rate is occurred due to result of low pay and compensation plans. At the point when employees are occupied with low finance positions with constrained advantages, there is little support to remain if similar bosses offer much higher paces of compensation. While the inclusion of a low job jobs is the normal high normal employee turnover, they have the propensity for firms costing less every additional specialist than playing out a higher job. In any case, they keep costs all the more regularly (Sattar & Ahmed, 2014).

Silaban and Shah (2018) express that compensation can mean something else between various individuals. Essential compensation is required to keep up the correct specialist's way of life. Be that as it may, compensation additionally gives a quantifiable estimation of individual qualities for the business enterprises. Installment of compensation is a key human asset work that significantly affects other human asset capacities. There are a few kinds of compensation: the primary direct cash monthly payment as pay rates, pay motivations, commissions and rewards. Second, aberrant installments as stipends, for example, protection, and excitement at organization cost. Third, non-fiscal prizes that can't be effectively determined as a difficult workplace, adaptable working hours and comfortable office. The sorts of direct compensation are compensation, rewards and recompenses.

In view of the research that was conducted by Candra, Hana and Wulandari (2018), they examine the connection among compensation and turnover intention in south Kalimantan. The questionnaires were dispersed to 60 respondents who work in 3 coal mining bolster organizations in south Kalimantan. The outcome shows an opposite connection among compensation and turnover intention among employees. This can be presumed that the present employees desire is fit with compensation they get in work environment. Subsequently, the mining bolster organizations should know that employees desire may

change whenever and it might prompt turnover in the event that they expect for high compensation. Be that as it may, this outcome cannot be generalize for Malaysian circumstance and further research should be done in it.

Silaban and Shah (2018) likewise found out that the unsatisfactory compensation influences the intention of the securing. It very well may be presumed that a satisfactory compensation can keep an employee to stay faithful to the organization or business enterprisess. Compensation for employees is a type of gratefulness given to employees for their commitment to accomplishing organization objectives. Compensation is likewise an inspiration to function as well as can be expected. Capable compensation will likewise build the awareness of other's expectations for the work appointed to the employee. Banks should offer aggressive compensation to their laborers for responsive work to improve efficiency (Kweka & Sedoyeka, 2014). Shukla and Sinha (2013) contended that laborers leave their job because of monetary reasons. The essential driver for a high laborers turnover is a direct result of their pay range and laborers are typically searching for a significant salary. Low pay is a valid justification why employees may need execution. The uneven or lower wage structures are additionally in this classification. In the event that at least 2 staff work the equivalent and have proportionate obligations, the distinction in wage rates can prompt dissatisfaction and make quit the place of employment for the lower paid staff.

Bite, Ng and Fan (2016) pointed out that great compensation and advantages can be said to prompt job satisfaction and pledge to the business enterprisess, in this way lessening income. The alluring compensation has been accounted for rather than profit and compensation over the equalization of rates has been sorted out as high wages boost the employee's personal responsibility, pushing a more elevated level of satisfaction. In a research conducted by Silaban and Syah (2018), they investigate the connection among compensation and employee's turnover intention. The research conducted involves employees in Ciputra Hospital CitraGarden City West Jakarta, 120 questionnaires were distributed however just 105 were returned by the respondents. The outcome shows that there is a positive connection among compensation and employee's turnover intention. Hence, employees who work at the specific hospitals are focus more on compensation to contribute more in their working environment. The companies should highlight about the reasonable or higher compensation to bring down employee's turnover intentions.

3.0 METHODOLOGY

This section provides a clear view into the diverse methods and the procedures of the research methodology.

3.1 Research Framework

Figure 1 indicates the conceptual framework of this research, which was prepared based on the relationship between the different variables from the literature review.

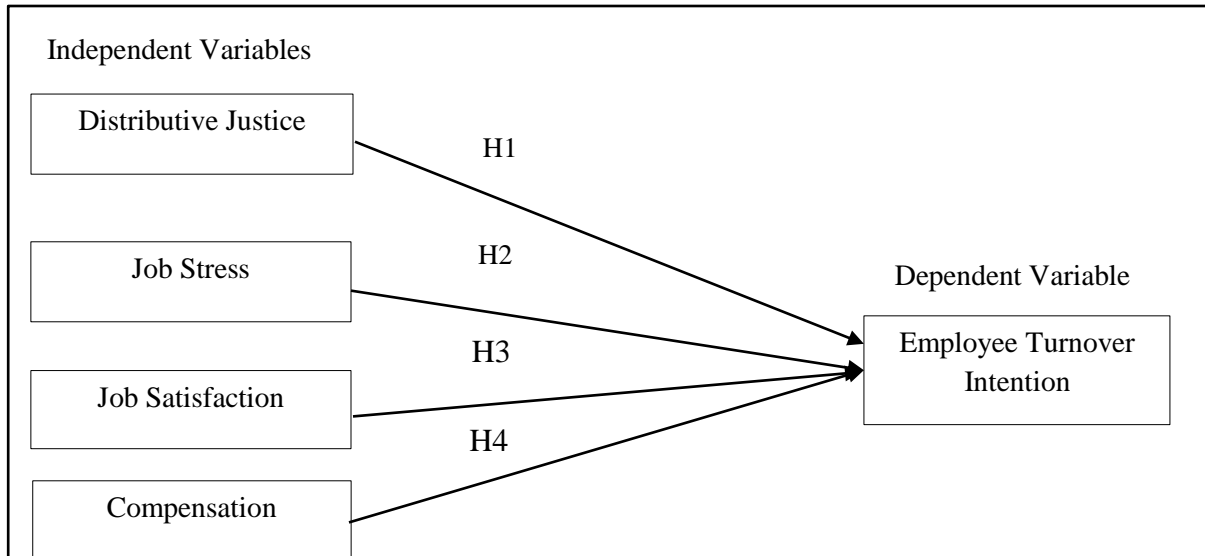


Figure 1: Research Framework

The above research framework of this study shows there are four independent factors are relied to have a relationship with the dependant variable. Furthermore, distributive justice, job stress, job satisfaction and compensation are assumed to have a relationship with employee's turnover intention. In the past research of Akhtar et al. (2016), examined about job satisfaction and compensation towards turnover intentions to distinguish the connection between the factors. In another research, Letchumanan et al. (2017), has been discussed about job stress, leadership empowerment behaviour, organizational culture, organizational justice and job satisfaction towards turnover intention to look at the connection between the factors. Chelangat, Were and Odhiambo (2018) research structure has been examined about perceived justice towards employee's turnover intention to distinguish the connection between the factors. The past research framework of Silaban and Syah (2018) has been indicate about compensation between turnover intention to investigate the relationship towards the factors.

3.2 Hypotheses Development

As indicated by Khan, Afsheen, Jan, Tariq (2018), their research result shows a reverse connection between distributive justice and employee's turnover intention. In another research done by Akram et al. (2016), the outcome demonstrates a positive connection between distributive justice towards job satisfaction. Gul et al. (2015) found in their research that that there is a weak relationship between distributive justice and employee's turnover intention. Arif (2018) was led a research and the outcome shows that there is a reverse connection between turnover intention and distributive justice. Although several authors found a positive relationship but few authors got a negative relationship from their researches. According to the changes in economical aspects, changes of workplace and to investigate the current impact factors for employee's turnover intention the below hypothesis has developed.

H1: There is a significant relationship between distributive Justice and employee's turnover intention in banks.

As per Purohit (2016), the outcome of his research demonstrates that there is a positive connection between job stress and employee turnover. Husain et al. (2015) conducted an examination and the outcome shows a positive connection between job stress and employee's turnover intention. In other investigation of Qureshi, Jamil, Iftikhar, Arif, Lodhi, Nasee and Zaman (2012), the outcome shows there is a positive connection between job stress and employee's turnover intention. The consequence of the research led by Sattar and Ahmed (2014), it shows there is a positive connection between employee's turnover intention and job stress. The below hypothesis has been created because of the monetary status of business enterprises, changes in workers desires and to investigate the current factors that impact employee's turnover intention.

H2: There is a significant relationship between job stress and employee's turnover intention in banks.

According to the study of Islam and Rahman (2016) the outcome shows a positive connection between job satisfaction and employee's turnover intention. Chen, Su, Lo, Chiu, Hu, Shieh (2014) conducted an investigation and the result shows that there is a significant connection among work satisfaction and employee's turnover intention. Furthermore, the research done by Husain et al. (2015) shows a positive connection between job satisfaction and employee's turnover intention. The outcome of the research conducted by Akhtar, Awan, Saeed, Ali and Qurban (2016) shows there is a backwards connection between job satisfaction and turnover intention. Hence, because of the improvement in innovation, current changes in financial status, economical changes of business enterprises and to recognize current factors that impact employee's turnover intention the below hypothesis has been created.

H3: There is a significant relationship between job satisfaction and employee's turnover intention in banks.

As per the research of Sattar and Ahmed (2014), the result demonstrates there is an inverse connection among compensation and employee turnover. In other investigation of Purohit (2016), the result demonstrates that there is a weak connection between compensation towards employee turnover. Candra, Hana and Wulandari (2018) conducted a research and the outcome shows a negative connection among compensation and turnover intention among workers. The consequence of the research by Silaban and Syah (2018) shown that there is a positive connection among compensation and employee's turnover intention. Moreover, according to current workplace, innovation improvement, new advancement in business enterprises and changes in financial status the below hypothesis has created to investigate current factors that impact employee's turnover intention.

H4: There is a significant relationship between compensation and employee's turnover intention in banks.

Conclusion

This study is expected to have a significant relationship between distributive justice, compensation, job satisfaction and job stress among employee turnover intention in banking sectors in Penang, Malaysia. Employee is an important asset for any organisations and their needs and requirement always to be fullfill. Although the concept of artificial intelligent to be introduced to replace the human capital, the custmers satisfaction can only be understand by human itself and not the machine.

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