

The Relationship of Succession Planning, Career Attitude and Job Security with Turnover Intention at Private University in Malaysia

Nurul Irdina Fahmi¹, Idaya Husna Mohd^{1*}, Nursaadatun Nisak Ahmad¹, Shereen Noranee¹,
Syarifah Mastura Syed Abu Bakar¹, Wong Chee Hoo²

¹Faculty of Business and Management, Universiti Teknologi MARA, Malaysia

²Faculty of Business and Communications, INTI International University, Malaysia

n.irdinafahmi@gmail.com, *idayahusna@uitm.edu.my, nursa040@uitm.edu.my, shereen@uitm.edu.my,
syarifahmastura@uitm.edu.my, cheeHoo.wong@newinti.edu.my

Abstract: Employee turnover has long been acknowledged as a silent threat to any organization. The turnover phenomenon has been a highly pressing concern for private universities' faculties. Despite the attentiveness and responsiveness of high rates of turnover around the globe, research on the area of turnover or turnover intention, as well as succession planning, career attitude and job security is limited. Past studies have not assessed the scale and nature of the association between these three variables. Thus, this study aims to explore the relationship between succession planning, career attitude and job security toward turnover intention. The study specifically focused on a private university in Malaysia and data was gathered through 148 questionnaire surveys. The conceptual framework developed consisted of dimensions of succession planning, career attitude, job security and turnover intention. A set of three hypotheses was developed that assessed whether there existed a positive or negative relationship between these three variables. For data analysis, the study utilized various numbers of statistical techniques such as exploratory factor analysis, confirmatory factor analysis, and cross-case analysis. The study results indicated that the research model developed was a good predictor of turnover intention and provided general support for all three hypotheses. The study also found that there was a positive relationship between succession planning, career attitude, and job security toward turnover intention. The empirical relationships between variables further proposed that it would be favorable and advantageous to the private university management to recuperate university turnover situations. Further discussions included the research contributions and implications.

Keywords: *Turnover Intention, Succession Planning, Career Attitude and Job Security.*

1. Introduction and Background

In recent times, the turnover cost has become a critical issue since it substantially drains the institutional operating revenue and the previous researchers mentioned that the hiring and training of a replacement staff would approximately cost an institution 50% of an employee's annual salary (De Winne et al., 2019).

When an employee chooses to leave the organization, it is expected due to low productivity. The organization should have a negligible amount of lost time in finding a competent replacement for the job and institution (De Winne et al., 2019). Besides, if the vacancy is not filled, the workload left needs to be distributed among the remaining employees until the position is filled. This situation will eventually pressure other employees to leave the organization with the increasing and unbearable workload. It has become a concern, even with the employment of contract employees, 'job hopping' or loyalty, information leakage, and monetary investment associated with employees' job training (De Winne et al., 2019). As a consequence, general turnovers and turnover intentions have since increased and have become precarious hiccups among many organizations.

According to Chazali et al.(2021), the deliberate turnover of employees, especially the valuable ones will not only affect the organization in terms of replacement costs and disruption of work, but it will also have a procrastinating effect on the nation's plans to produce high-caliber human capital and workforce. The search of literature further illuminates the fact that there are close links between human resource management practices, particularly regarding succession planning, career attitude, and job security (Ali and Mehreen, 2019). The purpose of this paper is to research the determinants influencing turnover intention in a private university, such as succession planning, career attitude, and job security, and to evaluate the relationship between the determinants and turnover intention. This study will examine the following research question which is whether there is a relationship between succession planning, career attitude, and job security with turnover intention among employees at a private university. We should be mindful and take action to strategize

and be aware of the reason behind the employee turnover intention so that we will easily find the strategy and solution to solve the issue.

2. Literature Review

Relationship between Succession Planning and Turnover Intention

In their empirical investigation of the connection between succession planning and employee performance in the service industry, Ali et al.,(2019) discovered a substantial association between performance evaluation and succession planning while Ali and Mehreen (2019) theorized that the firm's efforts, include succession planning, is necessary to ensure the workers do not have the intention to leave the firm and move toward employee retention. It benefits businesses since it lowers the cost of human resources for acquiring and training replacement employees. Hassan and Siddiqui (2020) on the other hand stated that companies that employ autocratic management styles have higher absenteeism and employee turnover. At the same time, using case study techniques in the banking industry, Hassan and Siddiqui (2020) discovered that it helps employees advance in their careers, which in turn motivates them and lowers the organizations' turnover.

According to research done by Bano et al. (2022) on succession planning, it promotes leadership continuity, which benefits businesses by ensuring success and sustainability while that continuity decreases the human cost of worker turnover. Raz (2017) however, found that ethical leadership significantly minimizes turnover intentions among employees. A cost-benefit analysis of succession planning among leaders done by Raz (2017), noted that this method greatly reduces the cost of replacement while creating a pipeline of potential future leaders. In the study of Odim et al. (2017) on the leadership succession for school principals in an urban district, the researchers noted that the district did not put succession plans in place to ensure sustainability and seamless transitions of successors in place of predecessors. There is also a recent study that looked at management perceptions of succession planning in the agricultural industry from a theoretical perspective which revealed that succession planning is essential at all organizational levels to address the problems of retirement, termination, death, and resignation (Hassan and Siddiqui, 2020).

Relationship between Career Attitude and Turnover Intention

People assess their success in their jobs by comparing it to the accomplishments of others (Guo and Baruch, 2021). According to the hypothesis, people may experience feelings of deprivation when they compare their career journey to those of a referent hence it leads to turnover intention in their current profession. Besides, the employee must also plan their career path which reflects their career attitude throughout their journey. Employees must have a future ahead career plan to boost their career attitude instead of comparing the organization's perks and benefits. When there is a difference between the result they seek and what they get, they notice that a comparative other has more than they do and this is where the social comparisons may lead people to feel frustrated and intend to leave to look for a better future (Lin and Chen, 2020).

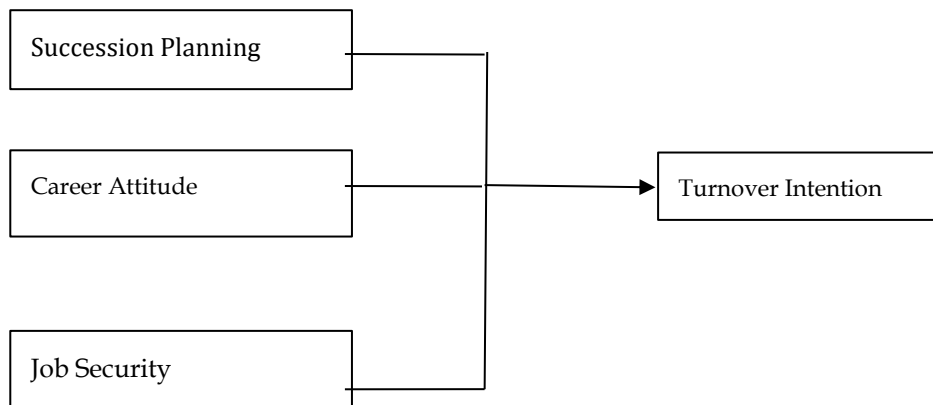
In fact, studies have shown that people who compare themselves with those who do better and earn more frequently experience feelings of deprivation and dissatisfaction with their career aspirations (Offergelt et al., 2019). In comparison, contrast effects establish a lower benchmark against which to measure one's current circumstance, improving a person's belief that they are making career advancements. This inflates one's sense of control and capability (Esteves et al., 2021).

Relationship between Job Security and Turnover Intention

Ali and Mehreen (2019), in their research, revealed that job stability affects workers' health and has a good impact on employee turnover. Altinay et al. (2019) on the other hand, proposed a model of job security that is tested while examining the connections between employee performance, absenteeism, and this creates the intention to leave the company. It has been discovered that job security has more complicated consequences and increases stress. In a similar research, according to Ullah (2018), job security improves organizational effectiveness where employees will perform more productively if they are secured in terms of their jobs. For this reason, employers are integrating job security with chances for career progression, which includes talent management to keep smart, ambitious, and competent employees. Such organizational policies have a significant negative impact on employees' intention to leave their jobs.

Employee turnover has been a major issue that raises concerns for employers regarding job security. Ullah (2018) explained that job security bridges the gap between employment and unemployment. This refers to employees' feelings of impending joblessness. Job security is defined by Ali and Mehreen (2019) as having a job that is secure and from which one is unlikely to be fired. As a result, employees respond negatively to this situation (Arijanto et al., 2020). However, Obeng et al. (2020) referred to the general concern about the future existence of work as job security. Employment dissatisfaction and insecurity in this context influence organizational conditions, thus leading to a raised overall likelihood of turnover (Arijanto et al., 2020). Research has shown that job security among employees is the contributor to job frustration (Arijanto et al., 2020) where workers who feel their jobs are insecure are likely to engage in intention to leave, which primarily affects the turnover rate. Also, Arijanto et al. (2020) assumed that employees who feel uneasy at work are more likely to leave their jobs. As such, empirical research has repeatedly shown that the likelihood of turnover and job stability are inversely connected (Rangrez et al., 2022).

Figure 1: Conceptual frameworks of the relationship of succession planning, career attitude, and job security toward turnover intention.



Thus, the hypotheses addressed for this research are:

- H01: There is no significant relationship between succession planning and turnover intention.
- HA1: There is a significant relationship between succession planning and turnover intention.
- H02: There is no significant relationship between career attitude and turnover intention.
- HA2: There is a significant relationship between career attitude and turnover intention.
- H03: There is no significant relationship between job security and turnover intention.
- HA3: There is a significant relationship between job security and turnover intention.

3. Research Methodology

For this research study, researchers chose a quantitative cross-sectional method using standardized questionnaires for conducting a causal study to identify the relationship between variables. Descriptive (frequency analysis) studies were undertaken to describe the characteristics of respondents (age, gender, education, year of employment, etc.). The unit of analysis for this study was the individual employees in one of the Malaysian private universities. For this study, the researcher chose a non-probability sampling design of convenience sampling. The total sample size is 148. The researcher used an interval scale which is also known as the Likert scale for all variables in this study ranging from 1 = 'Strongly Disagree' to 5 = 'Strongly Agree'.

4. Results and Discussion

The respondents of this study consisted of 75 (49.3%) male respondents and 77 (50.7%) female who took part in this survey. As for the age group, the highest was those in the range 36-40 years old with 41 (27.0%) respondents followed by those who are in the age group of 41-45 years old with 31 (20.4%). Next was the respondents with the age group of 46-50 years old which contributed to 29 (19.1%) respondents. Respondents who are 31-35 years old represent 14.5% (22) of the total number of respondents. 14 (9.2%) respondents from

the age category of more than 55 years old also took part in this survey. Only 8 (5.3%) employees whose age is below 30 years old and 7 (4.6%) employees whose age range between 51-55 participated in this survey. Therefore, the finding shows that most of the respondents were in their 36s and 40s age range. Furthermore, Malay ethnicity represents the majority of respondents with 147 (96.7%) respondents. It was shadowed by 2 (1.3%) respondents from the other ethnicity and Indian respectively. However, the least are Chinese with 1 (0.7%) respondent. Most of the respondents are married with 122 (80.3%) respondents. Next, 23 (15.1%) respondents were still single. 4 (2.6%) respondents are divorced and 3 (2.0%) are in complicated marital status (others). The demographic questions also required the respondents to provide information on their overall working experiences. The responses indicate that most of the respondents, 79 (52.0%) have been working for more than 15 years whilst 33 (21.7%) respondents have overall working experiences of 6 – 10 years. Furthermore, 32 (21.1%) respondents who have working experiences for 11 - 15 years and 8 (5.3%) have overall working experiences for less than 5 years participated in this survey.

Table 1: Descriptive Statistics, Cronbach Alpha, and Pearson Correlation of All Study Variables

Variables	Turnover Intention	Succession Planning	Career Attitude	Job Security
Turnover Intention	(0.74)			
Succession Planning	-.332**	(0.82)		
Career Attitude	-.381**	-.572**	(0.85)	
Job Security	-.404**	.587**	-.802**	(.87)
Mean	3.15	3.08	3.31	3.37
SD	.987	.904	.696	.826

Note: ** Correlation is significant at the 0.01 level (2-tailed); Entries in parenthesis indicate Cronbach Alpha values.

Table 1 has tabulated the Cronbach Values for both the dependent and independent variables. The turnover intention, which is the dependent variable, has the range of reliable consistency of Cronbach Alpha value of .74. As for independent variables, job security has the highest Cronbach Alpha value of .87 which represents a very reliable consistency for research followed by succession planning and career attitude which contest a very reliable consistency of .82 and .85 respectively. Based on the Cronbach value results, all questions representing the variables (dependent and independent variables) in the questionnaire are proper and reliable for the research.

Table 1 also shows the descriptive statistics of all study variables. The mean for succession planning was the lowest i.e. 3.08 out of 5, while the highest was Job Security at 3.37. These indicate that on average employees neither agreed nor disagreed with the items that have been asked in the questionnaire. Hence it can be concluded that their Succession Planning, Career Attitude, Job Security, and Turnover Intention were at a moderate level. Pearson Correlation was used to analyze the strength of association between all variables in this research study. The first independent variable which is Succession Planning indicated that $r = -0.332^{**}$ while $p = 0.000$. The result shows that there was a negative significant and low association between Succession Planning and Turnover Intention. The second independent variable which is Career Attitude indicated that $r = -0.381^{**}$ while $p = 0.000$. The result showed that there was a negative significant and low association between Career Attitude and Turnover Intention. The result shows that there was a positive significant and strong association between both variables.

Table 2: Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	5.054	.356	Beta	14.209	.000
Succession Planning	-.135	.101	-.126	-1.340	.000
Career Attitude	-.173	.177	-.124	-.979	.006
Job Security	-.270	.151	-.230	-1.788	

F value	11.000
Sig	.000
Adjusted R2	1.66
R2	.182

As shown in Table 2, the outcome for the succession planning variable is not significant as it stands at 18.2% (0.182) which is higher than the significant level of 5%. Thus, it explains that succession planning has a negative and no significant relationship among the management staff of this private university. Next, the p-value of career attitude is 32.9% (0.329) and it is higher than the 5% significant level which shows the career attitude variable is not significant. Following, the job security variable is not a significant p-value of 7.6% (0.076) which is more than 5%. All variables in the equation are using the standard beta unit. When the standard deviation of the dependent variables such as succession planning, career attitude, and job security increase by one-unit, turnover intention among employees increases by 0.101, 0.177, and 0.151 standard deviations respectively.

Based on the study, There is no significant relationship between succession planning and turnover intention in the management staff of the private university. This was supported by Gusanto et al., 2023 who found no significant relationship between succession planning and turnover intention in their study. There is no significant relationship between career attitude and turnover intention in the management staff of the private universities which is supported by Von Hippel et al., 2013. There is a significant relationship between career attitude and turnover intention while Job attitude by employees has no significant effect on increasing turnover intention because this factor is more directed at a positive factor which is considered not to interfere with employee turnover (Ramlawati et al., 2021). This study also found that there is no significant relationship between job security and turnover intention to management staff in a study from Sun et al. (2020), the perception of job security does not have a significant and direct effect on turnover intent.

5. Conclusion

The main objective of this study was to examine the relationship between succession planning, career attitude, and job security towards turnover intention in a private university in Kuala Lumpur. The study was conducted among 148 respondents. Based on the findings where all the variables i.e. succession planning, career attitude, and job security do not have significant relationships with turnover, the results of multiple regression analysis confirmed that all the variables are not significant where it is based on the standardized coefficients Beta value.

In this study, we use turnover intention as the dependent variable. Since turnover intention leads to actual turnover, the use of turnover intention as the dependent variable is appropriate (Hossain, 2019). The study also suggests that turnover intention be used over turnover behavior because many external factors affect turnover behavior, predicting actual turnover more difficult than intention. Therefore, we found out that the turnover is categorized under voluntary turnover intention which is specifically discussing and using the terms of general turnover. This organization needs to put stress on these factors that impact turnover intention. Finally, the recommendation for future research includes examining other factors that will influence the turnover intention of management staff of this organization which might include wages and benefits, working hours, and working environment. HR manages employees' perceptions, expectations of their employers' commitment and support towards them will shape their feelings toward the organization. Therefore, having encouragement and a positive feeling may decrease these employees' turnover intentions, especially if succession planning, career attitude, and job security are linked with higher levels of career commitment.

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