

Examining the Relationship of Herzberg's Motivation - Hygiene Theory Towards Turnover Intention of Military Officers

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Abstract:

The officers in the military either Short Service Commission (SSC) or Regular Commission cover most aspects in military operation such as planning and deployment, acquisition, storage, transport, distribution, maintenance, health service support, evacuation and disposition of material. Thus, following by the huge workload and work stress, the military officers are having high intention in turnover decision. The slow rank promotion among military officers demoralizes them in their working condition. Hence, this had decreased their work commitment in their workplace. Turnover will become a huge problem for the military organization. The purpose of the present study is to investigate the Herzberg [1]. Motivation-Hygiene Theory or also known as Herzberg's Two-Factor Theory that contributes to turnover intention amongst military Short Service Commission Officer (SSCO). It addresses the motivation factors (achievement, career advancement and recognition) and hygiene factors (personal life, rate of pay and working condition) with the discussions on the model of the Herzberg's Two-Factor Theory. The instrument used in this study was adopted from Ghanbahadur [2] and adapted to military setting. Survey questionnaire was distributed to 210 respondents. Findings from the study have found that the six independent variables (personal life, rate of pay, working condition, achievement, career advancement and recognition) has no relationship. Therefore, all null hypotheses are accepted with negative values for all the independent variables. None of the factors contribute to turnover intention.

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I. INTRODUCTION

Motivation - Hygiene Theory [1] was based on the belief that motivation is divided into hygiene factors and motivational factors. Motivation and Hygiene factors plays a vital role in reducing turnover intention within employees [2]. The theory emphasized that to motivate employees; employer must identify factors that caused satisfaction and dissatisfaction on the job. The importance of this theory at the workplace is that it relates to the turnover intention of the Short Service Commission

Officers (SSCO) who are bonded with significant year's contract, which can be terminated upon completion or continued to become Regular Service Commission. Hygiene factors are defined as factors that influence the career and organizational environment such as work policy, relationship with others, working condition, personal life, rate of pay and work security. Motivational factors are such as achievement, recognition, career advancement, nature of work and promotion. In this study, the element of hygiene factors is personal life, rate of

pay and work condition while achievement, career advancement and recognition are the motivation factors.

Turnover of trained and competent military officers is a large problem for most of the defense forces in the world. It cannot be denied that after some years of working, some employees may have intention to leave the organization. Among the reasons may be from few factors such as rate of pay, support, working peer relationship and working conditions.

This study focuses on examining several factors, which are achievement, career advancement and recognition as the elements of motivator factors. Based on a study in 2015 conducted with 54 navigators in Royal Malaysian Air Force from different operational squadron and units, it was discovered that motivational factors comprising of achievement, recognition, growth, work itself and promotion has strong and positively correlated to Herzberg motivation theory [1]. This study focused on elements related to motivation factors that is achievement, career advancement and recognition. Meanwhile for the hygiene factors, the variables of interest are personal life, rate of pay and working condition.

The officers in the military either SSC or Regular Commission cover most aspects in military operation such as planning and deployment, acquisition, storage, transport, distribution, maintenance, health service support, evacuation and disposition of material. Thus, followed with the huge workload and also work stress of the military officers, SSCO are having the thought or intention in turnover decision. The slow rank promotion among military officers demoralizes them in their working condition. Hence, this had decreased their work commitment in their workplace. Due to the confidentiality of the information, sources from informal talk with a group of SSCO has confirmed that they have the intention to leave their service due to factors identified with their work and family. Based on the Chief of Armed Force Directive in

2017, the Armed Forces has vowed to emphasize in improving quality of life and working condition. This shows that the issue has become a major concern among the top. Elevated rates of military SSCO turnover is costly and can bring the impact towards organization. The organization have put aside an average of at least RM 1,000,000.00 each year allocation in conducting recruitment interview for suitable candidates to fill up the unoccupied position and also the programs in term of training for new staff is taking a huge budget. The expenditure to develop one SSCO is not cheap as it 8 months of basic training would cost at least RM 100,000.00 each person consists of salary, allowance, food, facilities, training and etc. related to the career development of SSCO. Because of its exceptionally demanding nature, the enlistment and preparing new personnel is greatly exorbitant. Cost of retention activities are most presumably not as much as those cost involved with persistently selecting and preparing new personnel [5].

1.1 Herzberg's Motivation-Hygiene Theory

[1] is the foundation theory for the testing of the relationship between work satisfaction, work dissatisfaction and the possibility for a worker to quit an establishment. [6] stated pay is being reliably and contrarily related with turnover. Satisfaction with the idea of job is contrarily connected to turnover intention in a sample of South Western Nigeria higher learning institution lecturers and a sample of administrative employees in the Singapore financial institutions as quoted by [7]. [8] concluded in her research, pertaining to the variables influencing nursing turnover in selected private hospitals in Southern Finland. It was discovered that rate of pay appears to be an important factor in causing turnover among nurses.

In a study of [6], it was found out that the main factor contributing to lower employee's intention to quit the organization is motivation factor. According to [9], motivational factor is related to employee turnover intention. Nevertheless, to avoid

and decrease the employee turnover intention, the organizations should consider the officers' motivational factor wisely. Based on the study in 2015, which was conducted with 54 navigators in Royal Malaysian Air Force from various operational squadron and units, it was discovered that motivational factors like achievement, recognition, growth, work itself and promotion has strong and positive correlation to Herzberg's motivations theory [4]. In another study conducted on Air Defence Personnel emphasizing on variables from Herzberg's motivation-hygiene theory, it was found that rate of pay, achievement and responsibility was significant [10]. During the situation where employee gets the confirmation of their merit for a great task completion, the satisfaction will increase. If the employees task is ignored or censured, it will have the contrary impact. Recognize and use individuals qualities, appointing and giving them control and possession where suitable, is essential for the capability of the organization [10]. [10] also stated that actions such as equal achievement appraisal conduct, merit-based employment, chances for course and advancement could further improve the outcome and development of the organization. Every year Human Resource Department in the Armed Forces Headquarters (HQ), will nominate personnel who had shown their excellence or bravery in their duties to receive medal. It is part of recognition that can motivate SSCO to produce the best quality of work and to avoid turnover intention.

Career advancement is a compelling method to expand workers retention is by advancing them [11]. The employer should give a clear picture about the career plan to their employees so that they can be happier to stay in the same organization.

The hygiene factors are also referred to as the maintenance factors. These factors not specifically identified to the occupation but rather the environment that encompass in performing the occupation. They function mainly to disappoint workers during absence, nevertheless, such

conditions existence does not confirm develop strong motivation [12]. [13] mentioned in his previous study that personal life reflects significant relationship with turnover intention. This can be associated to turnover intention; therefore, an organization could proactively venture to activate their employee's workforce and assist them preserve stability within their working and personal life. Most of the military personnel especially in the infantry unit are involved in the operation during their career normally twice a year with period of three months for each operation. It goes to the Navy personnel who work onboard and are involved with operation at sea. [14] mentioned that workers are less inclined to leave their work if they see it to be a conducive working environment. Most number of employees who inclined to leave their job sees their workplace as not conducive.

[15] in their study stated that greater rate of pays, greater levels of job satisfaction, and greater levels of organizational commitment would contribute to lesser turnover intention. The turnover intention will come up with one package including level of salary, organizational commitment and job satisfaction. Employees who get the greater level of salary but not satisfied with the job will reduce their loyalty to the organization and they still have an intention to leave job. So, the level of salary for every employee need to be equivalent to their job specification and job scope in order to reduce their intention to turnover. The Ministry of Defense (MINDEF) through Malaysian Armed Forces (MAF) always look for a better payment scheme for the military personnel whether they are Army, Navy or Air Force. For the time being, there is no issue about the rate of pay because since 2013 the offered rate of pay for the military has been revised twice.

1.2 Theory of Planned Behavior

According to [16], the Theory of Planned Behavior is explained as the theory of human attitude towards behavior, subjective norms and perceived behavioral control that shapes the individual behavioral

intention and behavior. It is suggested that turnover intention shall be applied as a substitution for real turnover because the theory of planned behavior supports that behavioral intention is an acceptable forecast of the real turnover. The theory proposed is to assume on the possible future event and the power of the Theory of Reasoned Action by adding perceived behavioral control.

1.3 Concept and Overview of Turnover Intention

Turnover intention refers to thought or feeling of quitting however not certain about the action of quitting the establishment. It links to one-step prior to quitting which is preparing to quit. In opposite, worker's leaving is the exact turnover from an establishment [17]. In simple words, the workers are still serving in their company so that means turnover intention because they are not leaving the organization yet. It can be defined whereby the environment of organization also plays the vital character in order to create a conducive condition for the workers. Nevertheless, personal traits can also favor intention to quit such as membership in worker society, term, salary, age and job itself.

Turnover intention among military SSCO is an important factor in their career as military personnel. This is because the service itself spends almost RM 100,000.00 to train and develop professional officers. Replacing or retraining an officer can affect the organization structure, expenses and overall performance. If the turnover intention of the officers can be estimated, then the services can determine the likelihood of the officers leaving the organization. Every organization are facing the turnover problems; however, it is difficult for the organization to reduce the turnover rate to zero percent. High turnover rate can affect an organization operation, therefore an organization such as military service needs to review the factors that affect turnover intention. Meanwhile, high turnover rate could demotivate the remaining employees by imposing repetitive training obligation to them.

Motivation has a significant relation with turnover intention. [17] mentioned that the younger as well as unskilled employees had more likely to have turnover intention. The reasons for turnover intention are the unacceptable salaries and high stress level associated with the job. Organizations including the military aims to have lowered the turnover rate in order to reduce financial losses and to retain talent in the organization. Motivation factors has very indispensable role in decreasing turnover intention within workers. In the study of [6], it was found out that the main factor contributing to lower employee's intention to quit the organization is motivation. In this study, motivation was created to be significant detectors to reduce worker's intention to quit job. Therefore, to decrease and avoid the turnover intention in military perspectives the organizations, should wisely consider the motivation factors.

II. METHODOLOGY

An adopt and adapt questionnaire used by Ghanbahadur, (2014) served as a guide or basis of the instrument formulations. This study employed a quantitative approach and questionnaire was developed to gather data pertaining to the relationship of motivation and hygiene factors towards turnover intention. A total of 210 SSCO, selected using simple random participated in the study. They are at the rank of Major, Captain, Lieutenant and 2nd Lieutenant. They constituted 60% of the total target population of 459 people. Only 206 questionnaires were returned. However, only 203 respondents answered the questionnaires completely and produced results on the basis of these 203 questionnaires. The partial least squares method to structural equation modeling (PLS-SEM) was used to validate the model using SmartPLS [18].

II. RESULTS

The measurement model's convergent validity was evaluated through the factor loadings, composite reliability (CR), and average variance extracted

(AVE) [19][20][21]. The internal consistency of the constructs was calculated using composite reliability (CR) [22]. For CR, 0.70 is the threshold criterion [23] and all the latent variables involved in this study exceeded the threshold criterion (CR range = 0.904 - 0.948). Convergent validity of the constructs was assessed using the factor loadings as well as the average variance extracted (AVE). According to Hair et al. (2017), the factor loadings are acceptable between 0.6-0.7 for social science studies. The AVE value above 0.5 indicates an adequate convergent validity [19][24]. All the latent variables involved in this study were having factor loadings ranging from 0.729 to 0.916 and AVEs above their recommended levels (AVE range = 0.657-0.754). Discriminant validity of the model was assessed using Fornier-Lacker criterion as suggested by [19]. According to Hair et al. (2017) the square root of AVE of each of the latent variables should be greater than its correlation with other latent variable. In this study, the square root of AVE of each of the latent variables was greater than its correlation with other latent variable. The collinearity between the formative items of the construct were examined using the value of Variance Inflation Factor (VIF). According to [1], the threshold value of VIF is less than 5 and the VIF's result for this study ranging from 1.886 to 2.885, therefore collinearity is not an issue between the construct's formative indicators [20].

The bootstrapping procedure in Smart PLS using 1000 resamples was used [25][27] to assess the significance of weights of the formative indicators. The recommended weight for an indicator must be greater than 0.1 [28]. The results reveal that the indicators' weights ranging from 0.291 to 0.438, all above the recommended value of 0.1 with significant t-values that have provided an empirical support to maintain all the indicators [19]. The result of the analysis shows the magnitude of -0.244 (motivation → turnover intention) with p-value=0.004 and -0.284 (hygiene factor → turnover intention) with p-value=0.012 for the path coefficients between the

constructs and the R^2 value of 0.243. The predictive relevance, Q^2 assesses the predictive validity through the blindfolding procedure [20][26]. If $Q^2 > 0$ the model has predictive relevance, and if $Q^2 < 0$ the model lacks predictive relevance [29]. The value of Q^2 for this study is 0.212 which proved to have predictive relevance.

IV. CONCLUSION

This study proved that both motivation and hygiene factors has been considered as important factors in influencing turnover intention. If employees find that motivation and hygiene factors contributed to job satisfaction, thus there exists no turnover intention of employees in organizations.

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