

## **The Relationship between Motivational Factors and Job Satisfaction in Royal Malaysian Navy (RMN) Headquarters**

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### **Abstract**

The purpose of this study is to explore and evaluate the relationship between motivation factors (MF) and job satisfaction (JS) in the Royal Malaysian Navy (RMN) personnel. There are among the 250 personnel who are serving at Royal Malaysian Navy Head Quarters (RMN HQ), and questionnaires have been distributed to them for data gathering. The study adopted the Herzberg's Motivation-Hygiene Theory (1959) as a framework in determining the relationship between MFs and JS among the personnel. To simplify, when an individual has a high level of MFs, which in this study refers to the opportunity for personal growth, promotion opportunity, responsibility, recognition and achievement, the level of satisfaction in doing his/her job is also increased. While for JS refers to workers' who are happy with their job, despite any kind of job, with or without supervision the workers will do their best in doing their work. JS can be measured in cognitive, affective, and behavioural components. Having JS will make an individual more positive and motivated to work independently. SPSS

version 22 is used for the analysis of data. The outcomes indicated that there are significant relationships between MFs towards JS among RMN personnel.

## **Keywords**

Motivational Factors (MFs), Job Satisfaction (JS).

## **Introduction**

### **Background of the Study**

According to (Mahmood, 2019) JS refers to the individual who like and happy with their current job. While (Spector, 1997) said that with such satisfaction will increase their motivational level and love their work so much until they will perform up to the best level of their satisfaction in doing their job. Individual's JS becomes the most crucial topic in the researches and discussions at the workplace and organizational psychology. This is because they believed that JS has a relationship with job performance. People tend to evaluate their work experiences based on feelings of satisfaction or dissatisfaction regarding their job, as well as the organization in which they work. According to Teck-Hong & Waheed (2011), generally found in previous studies that JS is closely associated to their salary, occupational stress, employees empowerment, organizational policy, accomplishment, personal development, rapport with colleagues and the general working environment, hence this research intends to get some insights of the truth of this.

### **Problem Statement**

In recent years, it is observed that there have been a few rises of personnel who are opting for early retirement or termination of service. From the records extracted from the Human Resource Department RMN HQ, the number has risen for as much as 15% from 2015. Other than official records obtained, it is also claimed that serving a certain department in the RMN Headquarters plays a role in the decision of whether to continue serving or otherwise. The reality of the turnover rate in RMN is rather baffling. The government has done quite a lot in controlling the turnover rate of the armed forces personnel, as it takes a considerable amount of effort and fund to train them, only to see them leaving the service before their talent and skill are fully utilized. Other than increasing the term of service from 18 years to 21 years to qualify for the pension, the government has also revised the armed forces salary scheme to be the highest among civil servants (Ibrahim, 2016). Furthermore, there is an easier way to climb up the ranks now that the policy has changed from appointment opening basis to time-based which improvement has been made from 2013 (Mokhtar et al., 2015) until the latest update in 2017.

Personnel is promoted to the rightful rank according to the number of years served since day one of joining the service, rather than to be promoted only when there is a vacancy in an available appointment for the rank. Increased number of absenteeism and turnover inflicts cost and time as new personnel would require training and train a soldier into specific expertise involves a long and lengthy process. Time and training would ultimately equate to cost and to train a soldier does take a lot of money and time. This is stated in the report 2017 Estimated Federal Expenditure that was reported by the Ministry of Finance, the Ministry of Defence received an allocation of approximately RM80 million for training. Thus, this research intends to dig whether such phenomenon is has anything to do with the JS level of RMN personnel. In order to do this, this research would try to identify the connection between several MFs and JS level of RMN personnel.

### **Objectives of the Research**

The purpose of this research is to identify and examine the relationship between MFs towards JS among Royal Malaysian Navy Personnel (RMNP). The research objectives of the study are summarized below:

- a. To examine the relationship between promotion opportunities and JS among Royal Malaysian Navy Personnel (RMNP).
- b. To examine the relationship between opportunities for personal growth and JS among RMNP.
- c. To examine the relationship between recognition and JS among RMNP.
- d. To examine the relationship between responsibilities and JS among RMNP.
- e. To examine the relationship between achievement and JS among RMNP.

### **Research Questions**

From the research objectives stipulated in this study, several research questions that revolve around MFs that affect RMNP satisfaction have developed as per below:

- a. Is there a relationship between promotion opportunities and JS among RMNP?
- b. Is there a relationship between opportunities for personal growth and JS among RMNP?
- c. Is there a relationship between recognition and JS among RMNP?
- d. Is there a relationship between achievements and JS among RMNP?
- e. Is there a relationship between responsibility and JB among RMNP?

## **Significance of Study**

This study will contribute towards JS in the RMN HQ. The findings can be used to examine trends conducted by the RMN personnel that can positively or negatively impact on RMN HQ and others. These findings can assist top management at headquarters in enhancing JS among the personnel in order to increase job performance and consequently contributes to organizational excellence. This study will also provide an opportunity for the Human Resource Division to improve their understanding of communication, work attitude and work ethics as well as the job description. With this insight, the HR Division can plan the enhancement program to increase the motivation of RMN personnel. Increased motivation is predicted to increase the level of JS which might reduce the turnover rate in the organization (Roslan et al., 2012). The lower turnover rate would then prevent an influx of costs to recruit and train new personnel. Another important point is that the higher JS level in personnel would also ensure good performance among them, which is important to keep the military robust and forward moving. Other than that, this finding can be shared with other services such as the Royal Malaysian Air Force and Malaysian Army, other government agencies, and even defence industry players who are involved in human resource. These agencies can benefit from this research in the aspect of the usefulness in handling matters that relate to JS which is important for the organization efficiency. The findings of the study also can be used by other researchers as their cross-reference in producing holistic research write up that come from a different perspective.

## **Literature Review**

### **Job Satisfaction (JS)**

In the aspect of JS, employers must consider the elements of motivation on employees and it must be done in daily basis as a routine in order to achieve the organization goal or target (Jex & Britt, 2014). Employees who are happy at the job would perform well at work hence contributes to the success of the organization. This will also result in higher revenue, production and lower turnover. This corroborates with Eleswed & Mohammed (2013) who found that JS and organizational commitment is significant and positive, in which literally explains that, as the level of JS increases, so does the level of commitment and vice versa. JS is also a significant predictor of work behaviour that relates to organizational manpower, absenteeism and turnover (Mustapha & Zakaria, 2013).

## **Underpinning Theory**

Underpinning theory for this research is from Frederick Herzberg's Two-Factor Theory. Many studies related to employees motivation and related factors were are comes from F. Herzberg (1987) and Two-Factor Theory are also among other works of the author. According to the Two-Factor Theory, a division of the workplaces, motivators and hygiene factors has to be done due to motivation factors will make their employees enhance their level of performance and efficiency of the workplace that comprises profession development, accountability, and accomplishment. Thus, fixing problems related to hygiene factors may improve job dissatisfaction, but it won't essentially progress employee's JS. According to Herzberg, motivation requires a twofold approach: eliminating dissatisfies and enhancing satisfiers. Hygiene factors, on the other hand, are essential in the workplaces for the employees not to be dissatisfied, at the same time, when these factors do not cause satisfaction. Therefore, apart from ensuring the provision of hygiene factors in an effective manner, managers need to invest in motivational factors as well. The Two-Factor Theory by Herzberg is based on the traditional fact that gives the outlook on employee satisfaction and dissatisfaction definition. Hygiene factor plays a great role in determining the dissatisfaction dimension including quality of supervision, pay, company, policies, physical working condition, relation with other employee and job security. Herzberg is confident by focusing on the hygiene factor will change employee satisfaction to produce a more positive result. This is when the hygiene factor been concentrated and improved, it will reflect on employee motivation and performance.

## **Job Satisfaction (JS)**

JS represents one of the most intricate subjects that managers need to face when it comes to the management of employees. There are many factors that contribute to JS, such as salary, work conditions, the relationship between peers and etcetera, but before this subject is further delved into, one needs to first identify its definition. According to Im (1991), JS is a set of favourable and unfavourable feelings with the job content (such as nature of work) and those that are related to the job content (such as managers or supervisors, colleagues and organization itself). Information obtained from the level of employee JS is useful for the organization to avert and resolve problems regarding employee performance. This knowledge is essentially crucial for the organization because job dissatisfaction may lead to increased absenteeism, turnover and other detrimental behaviours, which costs suffered by the organization may translate to monetary and profit loss. In research by Istiaque & Molla (2015) and Majid et al., (2019), they concluded that in order to ensure employee's JS, the management needs to balance out the creation of

task demand and fulfilling the individual demand. The stability between the two is important as when an employee lacks faith towards the organization, consequently, JS diminishes. Thus, one could not deny that managing people to ensure JS is vital for the organization's survivability in the current ragingly competitive market, which must go hand in hand with the sustenance and encouragement of employees to deliver maximum effort towards achieving the organization target and goals.

### **Promotion Opportunities**

It is defined as the advancement of an employee within a company position or job tasks. A job promotion may be the result of an employee's proactive pursuit of a higher ranking or as a reward by employers for good performance. It is also associated with a higher rate of pay or financial bonus. Wan, Sulaiman, & Omar (2012) stated in their research that employees who think that there is a fair procedure of promotion decisions in an organization would more likely to show dedication and devotion towards the organization, enjoy JS, do better at their jobs and have a lower intention to quit their job. Another research by Lee et al. (2016) found that employees who decided to seek job opportunities elsewhere from their current organizations as listed better career advancement as their reason for the search. This would mean that the current organization has not done enough to promote employees and would likely face an increase in training cost as new employees would need to be trained as the experienced ones leave the organization. Other than an incurred high cost of retraining newcomers, existing employees would also feel underappreciated as new employees are taken in to fill the positions, bearing the feeling that the organization did not think that they are qualified enough for the position which would indirectly affect the level of their JS (Lee et al., 2016).

### **Opportunity for Personal Growth**

The extent to which organizations offer personal and professional growth opportunities for employees generally has a role in the overall work environment (Odembo, 2013). Employees who undergone development personally and professionally increase goal commitment, organizational commitment and JS. In research by Odembo (2013), it was stated that most people would continually search for opportunities to advance. When employees get such opportunities from the organization, when they feel that the organization, they serve supports their development and growth, skill achievement and profession growth, it directly enhances employees' well-being. It is vital to guarantee that development chances spread beyond learning, specifically in technical skills that crucial for job performance. This is also included the opportunities to acquire individual and

interpersonal skills that are critical and successfully caring for oneself and others. Other than instilling a ‘feel good’ perception of employees, expanding and improving employee’s skills and knowledge also helps them to be proficient and master the responsibilities of their current post. An organisation that allocates a sum of money to be spent on employees training gives the message that the organisations truly care enough to invest in them. Lee et al. (2016) found in their survey that forty per cent (40%) of employees under the Society for Human Resource Management deemed this as an important aspect of JS.

## **Recognition**

Recognition can be considered as a reward to the employees by employer or management. This is mark as by which experience, or performance of an individual is considered unique and exceptional from the rest of the performances of the kind in the environment. Such recognition does not confine only to official recognition where employees get an award, incentive or certificate. It can be any act of recognition from the supervisor, managerial bodies, client, peer, professional colleague or the general public. Gostick & Elton (2007) also refer recognition to praise or personal note that acknowledges the achievements of employees, which includes small gestures that are seen as important to employees. Recognition is one of many ways to show some support from management. Hence, the motivation element also applied to the managerial level in motivating the employees for high performance and innovative. Studies have shown that employees who feel that they are appreciated for their work are more positive about themselves and their ability to contribute which in turn promotes confidence in oneself (Gostick & Elton, 2007). Basically, not only does it can enhance productivity and increase engagement and satisfaction in employees, Gostick & Elton (2007; Dalila et al., 2020) also found that a properly conducted employee recognition can heighten profitability and customer service levels. And although recognition alone may not be enough to keep hold of top performers from leaving the organization, it actually helps in clarifying the organization’s goals and project a clearer picture of employees’ achievements (Lee et al., 2016).

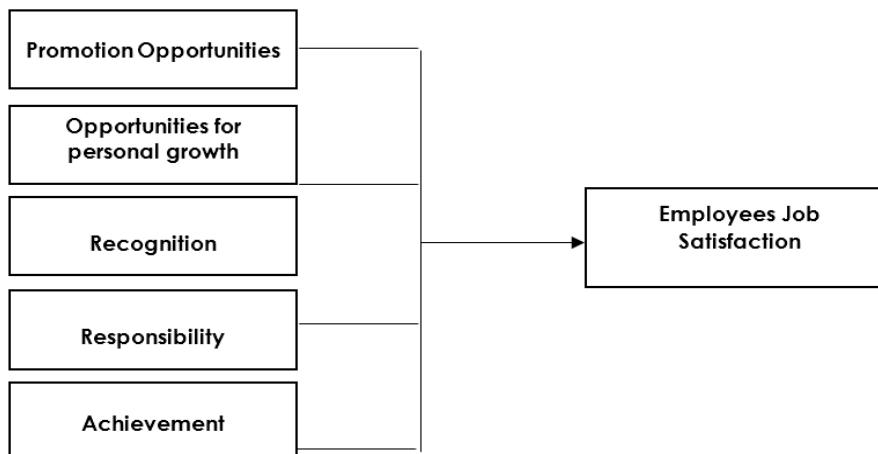
## **Responsibility**

Responsibility is categorized as a part of intrinsic motivational factors as stated by Raza, Akhtar, Husnain, & Akhtar (2015). In their study, intrinsic MFs include job security, achievement, job responsibility and the work itself. Also, in this study, it is found that intrinsic motivational factors are related quite significantly to employee’s JS. The study quoted that higher job responsibility will engage employees in a variety of tasks and will

motivate them to get actively involved in problem-solving activities. This will subsequently increase employees' involvement which would contribute to process improvements. It would ultimately expand employees' abilities, knowledge and skills that would play a major role in the increase of production. The findings of this research conform to earlier research by Musenze, Thomas, & Lubega (2014) and Nasir et al., (2020) that found when teachers who were assigned with responsibilities such as class leaders, head of departments and etcetera maintained a high standard of performance in each of their respective responsibilities. They have a feeling of obligation to drive the organization forward, which translates to JS for the responsibilities bestowed upon them by the administration of the school.

## Achievement

Behaviour which aims the development and demonstration of high abilities of its subject call as an achievement. The expression of high capacity is defined in a sense when the achievements of an individual increase meaning that s/he is making equal effort while his or her pace of improvement is still increasing or s/he is making less effort compared to what s/he did before yet there has been no changes occurred in his or her organizational status (Nicholls, 1984). According to F. Herzberg, (1987), achievement can also be defined as the successful completion of job, solutions to problems, vindication and seeing the results of one's work. However, the definition also includes failure and absence of achievement. Another study by Lo, Nessa, & Li (2016) defined achievement as a positive result while the employee is completing a particular task that leads to praise or special status given to the employer by the organisation. By building employee achievement, it would subsequently enhance JS as achievement is seen as a kind of empowerment and shows the organization's trust towards employees.



**Figure 1 Proposed Research Framework Model**

Based on the empirical study, the hypotheses of the current study are:

- H1. There is a relationship between promotion opportunities and JS among Royal Malaysian Navy personnel.
- H2. There is a relationship between opportunities for personal growth and JS among RMN personnel.
- H3. There is a relationship between recognition and JS among Royal Malaysian Navy personnel.
- H4. There is a relationship between responsibility and JS among Royal Malaysian Navy personnel.
- H5. There is a relationship between achievement and JS among Royal Malaysian Navy personnel.

## **Methodology**

### **Research Design**

In the context of this study, the survey method is adopted, mainly because it can be conducted in a relatively short period of time. Based on the theoretical framework, this study is inclined towards a correlation study. This is supported by Sekaran (2013) which stated that any research that relates to the measure a magnitude of the relationship among variables must be examined by the correlation study. In this research, the main concern is to examine the relationship of 5 dimensions namely promotion opportunity, the opportunity for personal growth, recognition, responsibility and achievement toward JS of staffs at Royal Malaysian Navy (RMN) Headquarters (RMN HQ).

### **Population of the Study and Sampling Techniques**

The survey has been conducted by using quantitative data collection method, specifically questionnaires, as the primary approach for data gathering. The questionnaires have been distributed to 250 respective respondents. The respondents are required to return the material within 1 week from the day the respondent received the questionnaire. In this research, this study used the simple random sampling technique to determine the distributing pattern of the sample. A list of names of all officers and staff of RMN HQ are obtained from Secretariat, and the computer was used to generate numbers that refer to a name and these names will then become the sample for this study.

## Data Analysis Technique

In order to identify causal relationships between the variables, this study has adopted the quantitative descriptive analysis method which characterizes a phenomenon by recognizing patterns in the collected data (Loeb et al., 2017). This research also used correlation analysis to test the strength of the relationship between variable using Statistical Package for Social science (SPSS).

## Results

**Table 1 Reliability Analysis**

Variables	No of item measured	Cronbach's Alpha
Promotion	4	0.607
Personal Growth	4	0.851
Recognition	4	0.818
Responsibilities	4	0.736
Achievement	4	0.820
Job Satisfaction	4	0.993

Reliability testing is conducted to measure the reliability and consistency of the questions in the questionnaires. All six variables will be tested for their reliability. Cronbach's Alpha values will be used as determinants to verify the validity of the questions. Cronbach's Alpha values of 0.7 and above are considered as good (Manerikar & Manerikar, 2015). Table 1 shows Cronbach's Alpha values of 0.607 for promotion, 0.851 for personal growth, 0.818 for recognition, 0.736 for responsibilities, 0.820 for achievement and 0.993 for intention. Totally, five out of six variable values are more than 0.7, hence the questions for each variable are consistent and reliable.

**Table 2 Correlation Analysis**

Motivational Factor		Job Satisfaction	Promotion	Personal Growth	Recognition	Responsibilities	Achievement
Job Satisfaction	Spearman Correlation	1	.590**	.510**	.406**	.166**	.509**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	250	250	250	250	250	250
Promotion	Spearman Correlation	.590**	1	.608**	.321**	-.231**	.133**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	250	250	250	250	250	250
Personal Growth	Spearman Correlation	.510**	.608**	1	.472**	-.119**	.245**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	250	250	250	250	250	250
Recognition	Spearman Correlation	.406**	.321**	.472**	1	.253**	.288**
	Sig. (2-tailed)	.0000	.0000	.0000	.0000	.0000	.0000
	N	250	250	250	250	250	250
Responsibilities	Spearman Correlation	.166**	-.231**	-.119**	.253**	1	.533**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	250	250	250	250	250	250
Achievement	Spearman Correlation	.509**	.133**	.245**	.288**	.533**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	250	250	250	250	250	250

The result of correlation analysis as depicted in Table 2, it shows that there is a significant relationship between Promotion, Personal Growth, Recognition, Responsibilities and Achievement towards JS among RMN personnel with  $p=0.000 < 0.05$ . The variables are statistically significant when the Significant value (2 tailed) is 0.05 or below.

**Table 3 Result of Hypothesis Testing**

Hypothesis	p-Value	Result
H1. There is a relationship between promotion opportunities and JS among RMN personnel.	0.000	Reject H <sub>0</sub> , accept H <sub>1</sub>
H2. There is a relationship between opportunities for personal growth and JS among RMN personnel.	0.000	Reject H <sub>0</sub> , accept H <sub>2</sub>
H3. There is a relationship between recognition and JS among RMN personnel.	0.000	Reject H <sub>0</sub> , accept H <sub>3</sub>
H4. There is a relationship between responsibility and JS among RMN personnel.	0.000	Reject H <sub>0</sub> , accept H <sub>4</sub>
H5. There is a relationship between achievement and JS among RMN personnel.	0.000	Reject H <sub>0</sub> , accept H <sub>5</sub>

Based on the hypothesis testing results, we can summarize that there is a significant relationship between all the variables among the respective RMN personnel. Elements of promotion opportunities, opportunities for personal growth, recognition, responsibility and achievement are being held by RMN personnel in Headquarters really contributes towards JS while conducting their daily routine works.

## **Discussion**

### **Relationship between Variables**

From the results of SPSS analysis, the research found that the independent variables go hand in hand with the dependent variable where when one element is at a high level, the other element is also at a high level. To simplify, when an individual has a high level of MFs, which in this study refers to the opportunity for personal growth, promotion opportunity, responsibility, recognition and achievement, the level of satisfaction in doing his/her job is also increased. This shows that motivational factors directly influence the level of JS in RMN personnel who are working in RMN HQ. The relationship between the motivational factor and JS in this study shows a significant presence probably since the high echelon of RMN emphasizes in ensuring JS of RMN personnel are given the utmost attention with various programs and roadshows involving career progression of personnel being conducted successfully. Personnel's role should not be missed too since their cooperation and willingness to adapt to the working environment also play a major role in obtaining the maximum level of JS.

## **Contribution to Research**

Based on the discussion of the research results, it is feasible to suggest that the RMN could take this research as a guidance in order to further increase employee performance by making sure that motivational factors that can lead to JS are investigated. A strong organization such as RMN should not stop the progress of making sure employee satisfaction is achieved if higher employee performance is expected. Up-to-date research and studies should be considered as the reference in order to assimilate the current working environment, conditions and job practice to identify and carry out the right career progression programs and policies for its personnel. This is to ensure that the motivation and JS level of the personnel remain high. Other than that, active involvement from personnel with activities conducted by the organization should also be emphasized with systematic and proper planning as to ensure that their state of motivation and JS at an optimum level which affects how they could comply to current organization requirements. The organization should also do its best to ensure that information sharing between personnel is clear and precise so that they would not feel wrongfully overburdened with work. RMN could also organize activities or programs of motivational themes that could instil the sense of harmony and common acceptance among personnel, which could also be one of the future research options. To maintain a dynamic and progressive organization, RMN would have to devise meticulous planning in order to retain and boost what they have already built today.

## **Recommendation**

From the observation of this research, it is perceived that studies regarding employee motivational factors that lead to JS can be further expanded through the intrinsic or extrinsic method. Motivational factors can also be linked to leadership which can be a benchmark to mediate the dimension of motivation with JS. Other factors other than motivational factors should be investigated to see the latest findings that could be applied to the current market. Mediators may be considered to see whether they could influence the results of employees' JS. Research conducted locally, preferably within the Malaysian military community is highly in need as the currently available published literature are rather scarce. This is important in order to assess and determine whether JS and motivational factors are linkable with leadership and whether leadership can affect the aspect of motivational and JS of military personnel. It is also recommended for future researchers to further expand this research in order to contribute to society, which can enhance the motivation and JS level of employees. The implication of such research would not only affect the organization but also the field itself by contributing to the

literature pool of aforementioned research elements. Models and theoretical application that is used in future research could also offer a different perspective of understanding and comprehension as opposed to previous study and research. If findings of such research show that the JS level of RMN personnel is at a disturbing level, then the adequate correctional effort should be worked out by the RMN higher management in order to curb the further decline of personnel's interest in staying in the service.

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