

Rudzi Munap, Mohd. Nazrul Hashim, Mohd. Hazahazuanmohd. Zain,  
Roslimohd. Amin

Turkish Online Journal of Qualitative Inquiry (TOJQI)  
Volume 12, Issue 3, June 2021:876- 883

Research Article

## **Examining the Relationship of Herzberg Two-Factor Theory towards Job Performance in Royal Malaysian Navy**

<sup>1</sup>Rudzi Munap, <sup>2</sup>Mohd. Nazrul Hashim, <sup>3</sup>Mohd. Hazahazuanmohd. Zain,  
<sup>4</sup>Roslimohd. Amin

### **Abstract**

Royal Malaysian Navy (RMN) is one of the three Malaysian Armed Forces that is responsible to keep the country in peace and serve the people and sovereignty of the nation. The big challenge to achieve RMN goal is to maintain and improve job performance among employees in order to achieve the vision and mission. This study examined the relationship of hygiene and motivation factors towards job performance of Malaysian. The research centered to [1] Two-Factor Theory (1959) on hygiene factors (quality of supervision, pay, relation with others, and job security) and motivation factors (opportunities for personal growth, recognition, responsibility and achievement) towards job performance. From a total of 190 questionnaires distributed, only 169 were returned, equivalent to 92 percent response return rate. The navy people served onshore acted as participants of the study. Based on [2], the findings indicated quality of supervision ( $r = 0.47$ ), relation with others ( $r = 0.49$ ), job security ( $r = 0.58$ ) has a moderate positive relationship to job performance. As for motivation factors, opportunity for personal growth ( $r = 0.66$ ) indicated a strong positive relationship, recognition indicated a positive moderate ( $r = 0.54$ ) relationship, whilst there exists a positive strong relationship of responsibility ( $r = 0.64$ ) achievement ( $r = 0.68$ ) towards job performance.

**Keywords-** Job Performance, Hygiene Factors, Motivation Factors, Royal Malaysian Navy.

## **I. INTRODUCTION**

Organizations offer incentives and attractive career development in order for employees to maintain and improve job performance, so that the organizational vision and mission can be achieved[3]. RMN is one of the three Malaysian Armed Forces that is responsible to serve the people, keep peace and sovereignty of the nation. The big challenge to achieve RMN goal is to maintain and improve job performance among employees in order to achieve the vision and mission.

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<sup>1</sup>Associate Professor at UNITAR International, University, Petaling Jaya, Malaysia

<sup>2,3</sup>Electrical engineer at Royal Malaysian Navy, Malaysia

<sup>4</sup>Mechanical engineer at Royal Malaysian Navy, Malaysia

E-mail: <sup>1</sup>rudzi@unitar.my, <sup>2</sup>nasrul.hashim@navy.mil.my, <sup>3</sup>hazahazuan@navy.mil.my, <sup>4</sup>rosliamin@navy.mil.my

Working in critical environment and situation may cause emotional problems due to argument between personal psychological needs and responsibility to the nation that may contribute to not performing well in the organization. The responsibilities to be shouldered are rather heavy and also pose to risks when onboard operation may expose these navy personnel to weather uncertainty, fire and flooding onboard ship, ship collision, war fighting other than leaving the immediate family behind for several weeks or even months.

In RMN, people do and react to multitasking job to support organization vision and mission. Although in different situation and environment, they have to maintain their individual performance for them to keep continuing their services. The concept of motivation-hygiene theory by [1] explain the employees' satisfaction and dissatisfaction that have an effect towards job performance.

### **1.1 Research Problem**

Most Navy organizations in the world are passage towards to be a credible workforce and high-performance organization. For that RMN has launched a very challenging and futuristic program to strengthen and modernize its armada for the next 30 years. This RMN 15 to 5 Transformation Program (TP) (RMN 15 to 5 TP) initially focuses on managing the aging assets which is burdening for RMN to distribute annual budget for maintenance and fleets operation. This RMN 15 to 5 TP truly support and blended together with RMN's vision "To be a World Class Navy" and the mission "To Protect National Sovereignty and Maritime Interest". Everyone in this organization must support and perform efficiently to portray a good image to the public, to accomplish successful operation mission and to gain government trust. Some of the navy people striving hard to be good performers but it is not denial that some put less effort to perform better when placed in a critical and dangerous situation affecting their personal psychological needs. Recently, the number of navy people being terminated in their services are increasing, recorded about 671 from 2012 to 2017.

Another group, are requested to submit the application of extension but the service does not approve due to policy conditions such as failure to meet Body Mass Index (BMI) below 26.9, Medical Status below than Forward Everywhere (FE) as certified by Military Medical Board, disciplinary records and not granted by Commanding Officers of the Unit.

## **1.2 Herzberg (1959) Two-Factor Theory**

### **1.2.1 Hygiene Factors**

Previous studies in nursing have used this theory as theoretical framework in testing job performance among nurses [4]. Good relationships between management and employees will create a positive impact on employees and organization's performance [5]. Supervisors support facilitates changes and improve employee job performance, facilitates changes in employees' level of affective commitment [6]. [7] found that employee perceptions of supervision influence employee job performance. According to [8] "a supervision system makes a contribution to the transformation and reforms of the organization in many countries". [9] (2012), said that sense of a team has an effect on employees' job performance. When employees work with *esprit de corps*, performance can be enhanced. If an employee feels the organization provides assurance to their job, employee will notice the organization is supportive that resulting in commitment set to succeed organizational goals. [10]. A study performed in nine companies in Finland found that if the employees received support from supervisors, they experienced less job insecurity [11].

### **1.2.2 Motivation Factors**

The encouragement of employee's motivation will give positive impact that bring productivity, higher quality of human resources, enhance employees and organizations' performance. Motivation in organizations is dynamic and needed because it could transform and increase the employees' performance in a good approach [12]. Motivation attain employee's maximum reaction towards work and knowing employee's capacity of working for managers to set work-to-their ability and put effort to-get maximum productivity [13]. [14] identified themes confirming [1]that recognition is an antecedent of employee job performance that serves as psychic income, compensates for undesirable job characteristics, and mitigates voluntary employee turnover. [15]indicated that recognition in the form of psychological rewards is an antecedent of employee job performance, and in the absence of recognition voluntary employee turnover may increase. A need for achievement can be developed once employees received trust from their superior in order to achieve organizational goal and at the same time being appreciated. Achievement motivation is fueled by the need for competence, which is generally considered to be a fundamental psychological need [16].Job performance are the general attitudes of their work. Job factors such as salary, work itself, promotional opportunities, support from supervisors and relationships with co-workers can affect employees' performance[17].

## II. METHODOLOGY

An adopt and adapt questionnaire from sources such as [18], [19]served as a guide for the formulation of instrument with Alpha value ranges 0.776 to 0.943. The study employed a quantitative approach and questionnaire was distributed to the randomly selected to 169 respondents in RMN from ranks such as Junior Abele, Leading Hand, Petty Officer and Warrant Officer.

## III. RESULTS

This study applied the Pearson Correlation to measure the strength and direction that exist between hygiene and motivation factors to job performance and this is illustrated Table 4.1. Correlation is an effect size and can be verbally describe the  $r$  = strength of the correlation using the guide by [2].

**Table 4.1: Pearson Correlation**

	Relation - with - othe rs	Quality_of_ Supervision	Job _ Sec urit y	Opportuniti es _ for_Person al_Growth	Recog nition	Respon sibility	Achie vemen t	Job_ Perfor mance
Relatio n_with_ Pearson C orrelation	1	.674**	.60 0**	.620**	.471**	.527**	.354**	.499**

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Others	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	169	169	169	169	169	169	169	169
Quality_of_Supervision	Pearson Correlation	.674**	1	.593**	.500**	.519**	.396**	.415**	.474**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	169	169	169	169	169	169	169	169
Job_Security	Pearson Correlation	.600**	.593**	1	.667**	.611**	.685**	.581**	.589**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	169	169	169	169	169	169	169	169
Opportunities_for_Personal_Growth	Pearson Correlation	.620**	.500**	.667**	1	.676**	.674**	.588**	.661**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	169	169	169	169	169	169	169	169
Recognition	Pearson Correlation	.471**	.519**	.611**	.676**	1	.737**	.676**	.540**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	169	169	169	169	169	169	169	169
Responsibility	Pearson Correlation	.527**	.396**	.685**	.674**	.737**	1	.719**	.647**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	169	169	169	169	169	169	169	169
Achievement	Pearson Correlation	.354**	.415**	.581**	.588**	.676**	.719**	1	.683**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	169	169	169	169	169	169	169	169
Job_Performance	Pearson Correlation	.499**	.474**	.589**	.661**	.540**	.647**	.683**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	169	169	169	169	169	169	169	169

\*\* . Correlation is significant at the 0.01 level (2-tailed).

As illustrated in Table 4.1, quality of supervision ( $r = 0.47$ ,  $N = 169$ ,  $p = 0.01$ ), relation with others ( $r = 0.49$ ,  $N = 169$ ,  $p = 0.01$ ), and job security ( $r = 0.58$ ,  $N = 169$ ,  $p = 0.01$ ) all shows a moderate positive relationship to job performance. In the context of motivation factors, Opportunities for personal growth ( $r = 0.66$ ,  $N = 169$ ,  $p = 0.01$ ), responsibility ( $r = 0.64$ ,  $N = 169$ ,  $p = 0.01$ ), and achievement ( $r = 0.68$ ,  $N = 169$ ,  $p = 0.01$ ) indicated a strong positive relationship. Whilst, in recognition ( $r = 0.54$ ,  $N = 169$ ,  $p = 0.01$ ), there exist a moderate positive relationship. Hence, all these accept the hypotheses.

## CONCLUSION

It can be concluded that the moderate relationship findings probably indicated that the respondents need proper supervision as that will enhance their feelings of job security. As for the positive strong relationship, it is important for the organization to maintain the value of such relationship.

## ACKNOWLEDGEMENT

This conference fee was funded by Unitar International University. The author wishes to thank UNITAR which resulted in the publication of this paper. Special thanks are also extended to the respondents of the study.

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## **AUTHORS' INFORMATION FORM**

### **First Author – Information**

Name : Rudzi bte Munap  
Designation : Associate Professor  
Department : Faculty of Business and Technology  
University : UNITAR International University  
Mail ID. : rudzi@unitar.my  
Contact No. : 03-76277411 (office)  
Residential Address : No. 11, Jalan SS7/17E, Taman Sri Kelana, Kelana Jaya, 47301 Petaling Jaya, Selangor, Malaysia.

### **Second Author – Information**

Name : Mohd Nasrul bin Hashim  
Current Designation : Lieutenant Commander  
Current Department : Fleet Engineering Authority Branch, RMN Headquarters.  
Organization : Royal Malaysian Navy  
Mail ID. : nasrul.hashim@navy.mil.my  
Contact No. : 05-6817130 (office)

Rudzi Munap, Mohd. Nazrul Hashim, Mohd. Hazahazuanmohd. Zain,  
Roslimohd. Amin

Residential Address : No. 125 Jalan Sejati Suria 5, Taman Sejati Suria 32000, SITIAWAN  
Perak, Malaysia.

**Third Author – Information**

Name : Rosli bin Mohd Amin  
Current Designation : Commander  
Current Department : Section of Planning and Development, RMN Headquarters.  
Organization : Royal Malaysian Navy  
Mail ID. : rosliamin@navy.mil.my  
Contact No. : 03-20713168 (office)  
Residential Address : No. 293 Jalan SM 1E/11 Fasa 2C Tambahan 32040 SERI MANJUNG,  
Perak, Malaysia.




**Fourth Author – Information**

Name : Mohd Hazahazuan bin Mohd Zain  
Current Designation : Lieutenant Commander  
Current Department : Eastern Naval Logistic Headquarters.  
Organization : Royal Malaysian Navy  
Mail ID. : hazahazuan@navy.mil.my  
Contact No. : 088-482187 (office)  
Residential Address : No. 306, Jalan Seri Wangsa 2, 32040, SERI MANJUNG Perak,  
Malaysia.



**Assoc. Prof. Dr. Rudzi bte Munap (Rudzi)** is currently an Associate Professor at UNITAR International University, Petaling Jaya, Malaysia. She is a lecturer specializing in the area of human resource management, organizational citizenship behavior, human resource practices. During her tenure with MARA University of Technology, before joining UNITAR International University, she has held positions as the Deputy Dean of Student Affairs and Dean for the Faculty of Office Management and Technology, Deputy Dean for Faculty of Business and Management and also as a Management Coordinator.

She is still actively involved in writing papers and has presented papers in conferences, both locally and internationally. **Assoc. Prof. Dr. Rudzi** has over 30 years of active teaching in the fields of human resource management, human resource development, organizational behavior, management and management of change. She has taught students at all levels: diploma, degree, master's as well as doctoral. She has supervised several undergraduate theses, master's theses (leading to MBA and MOM degree) and also at PhD level. She also earlier had conducted training programs on a regular basis, especially with the group of administrative staff at both the government and private sectors in Malaysia.

	<p><b>*Date of Birth: 13/06/1955</b></p>
	<p><b>Mohd Nasrul bin Hashim (Mohd Nasrul)</b> is an electrical engineer at Royal Malaysian Navy, Malaysia. He obtained his Master's degree in Management from UNITAR International University, Malaysia and Bachelor of Electrical Engineering (Power System) from University Malaysia PAHANG. His research works are focused job performance among RMN personnel. <b>Mohd Nasrul</b> is a registered engineer with Board of Engineer Malaysia (BEM) and registered professional technologist with Malaysia Board of Technologist (MBOT).</p> <p><b>*Date of Birth: 20/09/1986</b></p>
	<p><b>Rosli bin Mohd Amin (Rosli)</b> is a mechanical engineer at Royal Malaysian Navy, Malaysia. He obtained his Master's degree in Management from UNITAR International University, Malaysia and Bachelor of Mechanical Engineering from University of Science Malaysia. His research works are focused job performance among RMN personnel at base unit. <b>Rosli</b> is a registered engineer with Board of Engineer Malaysia (BEM).</p> <p><b>*Date of Birth: 17/01/1975</b></p>
	<p><b>Mohd Hazahazuan bin Mohd Zain (Mohd Hazahazuan)</b> is an electrical engineer at Royal Malaysian Navy, Malaysia. He obtained his Master's degree in Management from UNITAR International University, Malaysia and Bachelor of Electrical Engineering from University Tun Hussien Onn, Malaysia. His research works are focused job performance among RMN personnel. <b>Mohd Hazahazuan</b> is a registered engineer with Board of Engineer Malaysia (BEM).</p> <p><b>*Date of Birth: 25/01/1983</b></p>