EXAMINING THE INFLUENCE OF FAMILY SUPPORT AND MOTIVATION AT WORK AS ANTECEDENTS OF EMPLOYEE LOYALTY AMONG PRIVATE ISLAMIC SCHOOL TEACHERS IN KELANTAN, MALAYSIA

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ABSTRACT

Employee loyalty is an important indicator of an organization's work environment and the quality of its management. Loyal employees represent a cost savings over recruiting and training new workers, and loyal employees can be incredible assets to a growing company. The objective of the study is to determine the relationship between family support and motivational factors on employee loyalty among 100 teachers in nine private Islamic schools in Kelantan. The sample was determined using systematic random sample and data was gathered using a self administered research questionnaires. Descriptive analysis was utilized to describe the respondents and the Pearson Product Moment Correlation was used to assess the influence of the independent variables on its dependent. The result indicates the positive significant relationship between variables and supports the hypotheses. This study suggests that family support along with the motivational factors employed in this study have a positive significant relationship with employee loyalty to the organization, and therefore both factors should be utilized by managers as a mechanism to promote organizational citizenship among employees.

Keywords: *Family Support, Motivational Factors, Employee Loyalty*

1.0   INTRODUCTION

Employers focused on different approaches to promote loyalty (Hiltrop, 1995) and many discovered family support and motivation at work, are among the factors. Employee loyalty reflects an individual's tendency to remain employed by his present employer. In today's highly competitive environment, talent retention and employee loyalty can have significant impact on the success of the organization. Talent retention and management entails following strategies for successfully enhancing employee retention and recruitment, ensure the employees' commitment to the success of the organization (Hughes & Rog, 2008).

In Malaysia it is a common phenomenon that employees shift from one organization to another within a period of five years. Employees would tend to leave their companies to slightly better pay due to low emotional attachment with their organization. According to Nijhof, de Jong and Beukhof (1998), the achievement of an organization does not only rely on how the organization utilizes its human capitals and competencies but also on how it incites commitment to the organization. Hence, the biggest challenge for Malaysian organizations is to promote a sense of commitment and belonging among their employees.

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2.0   PHENOMENON OF THE STUDY

The success of any company is directly linked to the satisfaction of the employees who embody that company. This means that enhancing people are critical to the success of any organization; and that no matter how temporarily challenged the economy may be, ultimately, a company's most talented performer always have other employment options (Freeman, 2005).

Most managers do not realize how expensive losing workers can be. Anything less than a loyal, productive worker will cost a company; which is why performance goal setting and review are critically important for weeding out the 'bad' ones; or for providing additional training and support to those who can be developed or rehabilitated (Shaw, Gupta & Delery, 2005). But there is more than just the replacement expense when a competent employee leaves. Replacement can cost a company anywhere from 35% to 50% of an hourly worker's salary. For a technical or professional worker, the cost can go as high as 125% of that worker's salary (Shaw et al., 2005).

At another flip of a coin, employee loyalty is crucial to the organization because it mirrors the overall organizational performance. Failure in managing employee loyalty can cause employee turnover. Employee turnover has been a major focus in human resource area as it causes losses to the organization in terms of institutional memory (Shaw et al., 2005) and affects the quality of products and services (Johnson, 1981).

According to Ministry of Human Resource Malaysia, there were 368,094 active registrants in 2010. Placements Statistics reported to the Labour Department by Industry for 2010 were 9,422 employees. Retrenchment Statistics reported to the Labour Department by Occupational Categories for the year 2010 were 7,085 employees. These statistics indicate that there are a lot of sources of employees in the Malaysia marketplace. But according to the statistics, percentage of placements and retrenchment were almost equal.

The former Prime Minister of Malaysia, Mahathir Mohamad (1992) stressed the importance of workers' loyalty to ensure economic growth. He even wrote an article, "Loyalty is Key to Business Success" (1992), which was published by all the national dailies. He warned that loyalty to the company was then not a virtue. Most workers laid their loyalty to those offering higher pay and perks. It is not durable. The next company to offer better rewards will kill whatever loyalty they may have from their previous employers (Mahathir Mohamad, 1992). Malaysia is one of the booming economies where the official unemployment rate is 2.8 percent effective full employment (NST, Oct 28, 1995). Many companies run at below capacity because they cannot get (or retain) skilled workers. This is true for both operational workers and management. Most Malaysians can walk out of their job and into another on the same day. This scenario has jolted the country's leadership, (NST, Oct 28, 1995).

As previously proposed by many researchers, this study is concerned about two of the factors, which have impact on employee's loyalty. Taking a closer look, this study focuses on family support and motivational factors as antecedents and how these factors play its important function in influencing employees' tenure in their organization. This study is conducted to measure the relationship between family support represented the first perspective and internal and external motivation as another perspective; on loyalty amongst teachers who work at the selected private Islamic schools in Kelantan, Malaysia.

3.0   PAST RESEARCHES

Loyalty is the willingness to make an investment or personal sacrifice to strengthen a relationship (Reichheld, Frederick, F., 1998). Employees serve as the brain and body of the organization on a daily basis. Whether they interact with clients by telephone or e-mail, or meet customers face-to-face every day, loyal employees are needed in order to have and retain loyal clients. Employees who are loyal and enthusiastic will encourage the customers to also feel emotionally attached and enthusiastic towards the organization (Reichheld, Frederick, F., 1998). This paper focuses on two elements of employee loyalty; family support and motivation.

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3.1   The influence of family support on employee loyalty

The study of family support on employee loyalty is based on the empirical findings that individuals whose family members are supported with care and cooperative manner are generally emotionally protected from less work-related stress and have better health and overall well-being (Cohen and Syme, 1985). In this study, emotional family support is referred to as one's perception that family members are willing to listen and offer constructive advice and encouragement (King et al., 1995). According to Lu, (1990) family support is inversely correlated with depression, anxiety, and somatic symptoms. This argument is in line with Bedein et. al, (1986) that conclude their findings as a propensity for providing emotional support in dual career contexts can diminish discontentment. Normally employees will discuss with family members about their job demand especially critical work issues and the intention to withdraw from the present company because a decision to leave one's job dramatically affects family life. This study proposes that emotional family support is necessary to alleviate the turnover intentions and motivates employee's organizational commitment and loyalty. Thus, the following hypothesis is posited:

Hypothesis1: There is a positive significant relationship between family support and employee loyalty.

3.2   The influence of motivational factors on employee loyalty

It is important for the organizations to meet and introduce new motivational needs of employees since the change have been observed on the workplace realities in today's organizations (Roberts, 2003). A motivated person has the awareness of specific goals; must be achieved in specific ways; therefore he/she directs its effort to achieve such goals (Nel et al., 2001). There are two main types of motivation; internal and external. Internal motivation is the driving force that comes from within your own self. When employees are internally motivated, they can produce a good quality of jobs and results in higher productivity. Another type; an external motivation is a motivation that comes from outside oneself. Doing the job because it will impress someone, or because it will be awarded a prize for it, or because be punished if the job unfinished, that's motivation comes from outside your internal value system. It's important to recognize what's driving workers along, and to build a sense of pride in the worker's work. It's culturally accepted to make other people proud of, but it's also important that workers impress themselves from time to time.

Motivation starts with the individual. Listening to employees' individual needs and concerns are the primary steps in preventing them from straying. Suggestion boxes and regular reviews are a great start, but casual conversations tend to reveal more than formal forums. By using an incentive program to initiate employee' accountability, every employee likes to know how the hard work reflects on the company. Setting up incentive programs that tie the individual's achievement to the company's success fosters pride and self-worth. Doing this rewards the employee ownership in his actions and will also provide a yardstick to measure productivity.

Understanding what motivated people and how they were motivated was the focus of many researchers following the publication of the Hawthorne Study in 1937, results (Terpstra, 1979). Five major approaches that have led to our understanding of motivation are Maslow's need-hierarchy theory, Herzberg's two- factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory. According to Maslow, employees have five levels of needs (Maslow, 1943): physiological, safety, social, ego, and self- actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level needs; would motivate employees. Herzberg's work categorized motivation into two factors: motivators and hygiene (Herzberg, Mausner, & Snyderman, 1959). Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction that paves the way direct to employee loyalty. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction. Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to rewards and employee loyalty (Vroom, 1964). Therefore this study posited that:

Hypothesis 2:   There is a positive significant relationship between motivational factors and employee loyalty

4.0   RESEARCH METHODOLOGY

4.1   Research Design and Procedures

This correlation research is conducted to determine the relationship between family support and motivational factors with employee loyalty. Data for this study was collected from 100 respondents representing nine Islamic schools in Kota Bharu and Kubang Kerian. The respondents were randomly selected by means of systematic random selection, whereby 98% of the respondents are Malay and the rest are Arabs.

4.2   Measurement
4.2.1   Family Support
Family support was measured using 6 items developed by Benson J.S et al., (2002). (e.g., My family supports my career in this organization.) The reliability coefficient was 0.704.

4.2.2   Motivation
Motivation was assessed by using standardized "objective" assessment procedures by Tangenberg (2005). Motivation consisted of two dimensions: motivation from external (e.g. My family motivates me a lot towards my career) and internal (e.g., I am creative and always eager to try new things or I have clear in my life goals.) The reliability coefficient was 0.892.

4.2.3   Employee Loyalty
Employee loyalty was measured by using 6 item questionnaire developed by Weiss, Darwis, England, and Lofquist, (1967). (e.g. I plan to stay with this organization for a long time to advance my career). For the current study reliability the value was 0.84. For all the above measurements, the respondents indicated their degree of agreement/disagreement on a 10-point Likert scale running from 1 (Extremely disagree) to 10 (Extremely agree).

5.0   FINDINGS AND DISCUSSION
5.1   Demographic profile
Results of descriptive analysis show the respondents' age are ranging from 20 to 45 years old and most of them (72%) are below 30 years of age. The highest level of education attained by respondents ranged from Sijil Pelajaran Malaysia (SPM) to Bachelor Degree. Slightly more than a half respondents (57%) completed their education with a Bachelor Degree, 15% with Diploma, 8 % with Sijil Tinggi Agama Malaysia (STAM), 14% with Sijil Tinggi Pelajaran Malaysia (STPM), and 6% with Sijil Pelajaran Malaysia (SPM). From the study, most respondents (61.0%) were serving the schools between one to three years and slightly above the quarter (28%) of them were working more than 5 years. From the analysis majority of the respondents (36%) had previously worked with two employers, 24% with a single employer, 20% with three employers), 14% with four employers, and 6% with 5 employers. Most of the respondents (88%) are teachers, 6% are senior teachers, and 6% of them are headmasters. From the study, most respondents (67%) worked about 8 hours per day and the rest (33%) worked more than 8 hours per day. The income received by respondents ranged from RM650 to RM700 were 37%, RM701 to RM750 (21%), RM751 to RM800 (2%), RM801 to RM850 (4%), RM851 to RM900 (3%), RM951 to RM1000 (15%), RM1001 to RM1050 (6%), and RM1051 to RM2000 (12%). From the analysis 45% of the respondents were married and 55% of the respondents were single. The study showed that 65% of the respondents have working spouses.

5.2   The influence of family support on employee loyalty
The finding of the data analysis indicates that as the level of family support of teachers increased, their level of loyalty ($r = 0.3437$, p = 0.005) increased. This finding supports the hypothesis that teachers who received high family support also experienced a high level of loyalty. The result has supported finding from Guest (2000) who concluded that those who reported more family support reported a better work life balance in terms of family and life satisfaction and less intention to leave (Clark, 2000). Thus, the above hypothesis is supported.

5.3   The influence of motivation on employee loyalty
From the study, as the level of employee motivation of teachers increased, their level of loyalty ($r = 0.578$, p = 0.001) increased. This finding supports the hypothesis that teachers who experience high motivation will have high loyalty to their organization. The finding is paralleled with a research by Frone, Yardley, & Markel, (1997) that found motivation served as an asset that enhanced performance and well-being in the family (Frone et al., 1997). The study also supports finding from Baker, Israel, & Schurman, (1996) that concluded motivation support from coworkers could decrease one's negative feelings about the job and associated with high loyalty with their organization (Baker et al., 1996). Therefore, the hypothesis is supported.

6.0   CONCLUSION
The findings suggest the importance of family support and motivational factors to enhance employee loyalty towards their organization. Higher level of understanding of the family needs and motivation at work can increase the level of organizational citizenship amongst employee. Therefore organizations are called to emphasize on these family support as well as motivational factors as dimensions to focus to when promoting loyalty amongst their employees.

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