

INFLUENCE OF CORE VALUES ON EMPLOYEES JOB PERFORMANCE IN THE ROYAL MALAYSIAN NAVY

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Abstract

Purpose of the study: This study is to investigate the influence of Core Values (Honor, Loyalty, Courage, Pride) on the employees' job performance (JP) in the Royal Malaysian Navy (RMN) at Lumut Naval Base.

Methodology: The data was analyzed using SPSS statistical tools. A descriptive-analytical approach; a simple random sampling of 260 employees was used for analysis. Employed quantitative analysis, data collected through a close and open-ended questionnaire with a 5-point Likert scale. The respondents represented came from the three branches of the RMN consisting of Seaman, Technical, and Supply branch.

Main Findings: The findings were found that courage has a significant influence on the employees' job performance. The findings also revealed that honour has positively influenced employees' JP in the RMN

Applications of this study: The implications of this study found that the Honour value is the main factor amongst the other variables. It is the most important component in manipulating the Job Performance of the RMN personnel followed by the Courage value. The other two core values, Pride and Loyalty values did not influence Job Performance as expected. At the beginning of the study, it was expected that the Core Values of the RMN would be the elements that would influence the job performance in the RMN organization since it was launched on 16 August 2011.

Novelty/Originality of this study: Models and theoretical application that can be used for future research could also offer a different perspective of understanding and comprehension as opposed to previous study and research, thus this is one of the Novelties in this study.

Keywords: Core Values, Honor, Loyalty, Courage, Pride, Employees' Job Performance.

INTRODUCTION

This study is to investigate the impact of core values on employees' performance in the Royal Malaysian Navy (RMN). The research study will specifically focus on whether the core values implemented by RMN have a direct effect on the job performance of their employees. Employees are considered an asset to any organization, without them, the organization cannot achieve the organizational goals or meet the target of the organization. Most of the organization will always recognize their staff through the performance of their employees by the human resource department (Joharia, Yean, Adnan, Yahya, & Ahmad, 2012). According to the Ministry of Defense statistics, the average military personnel turnover rate in Malaysia was 23% in 2013. Similar to other industries, the Malaysian Armed Forces is often faced with a high turnover rate among officers and soldiers (sailors) thereby affecting productivity, efficiency, job performance, and last but not least the overall fighting capability of a combat unit or mission-capable warship.

Table 1: RMN Sailors Retirement and Discharges Table

| Year | Normal Retirement | Dishonourable Discharges | | | | | Total |
|---------|-------------------|--------------------------|------|-------|------------|--------|-------|
| | | Drugs | AWOL | Theft | Discipline | Others | |
| 1. 2015 | 1273 | 49 | 7 | 1 | 1 | - | 1331 |
| 2. 2016 | 1662 | 73 | 8 | 9 | 9 | 5 | 1766 |

Source: Human Resource Department, RMN

Table 1 highlights that, in 2016, 1,766 sailors left the RMN service either through normal retirement or dishonourable discharges. The total number of service personnel including officers' stands at 16,151 for the year 2016. It clearly shows that in 2016, the turnover rate of sailors in RMN stood at 11% - 13%.

SIGNIFICANCE OF THE STUDY

This research is to study whether the RMN core values implemented at all navy bases and warships have a significant impact on employees' job performance. RMN is a branch of the Malaysian Armed Forces, with a workforce of 16000 officers and sailors. Therefore, the outcome of this study may give RMN a better understanding of their employees' perception of the existing core values adaptation and inculcation in their career path. This valuable data could be used further in improving RMN human resources in particular and for the Malaysian Armed Forces as a whole.

UNDERPINNING THEORY

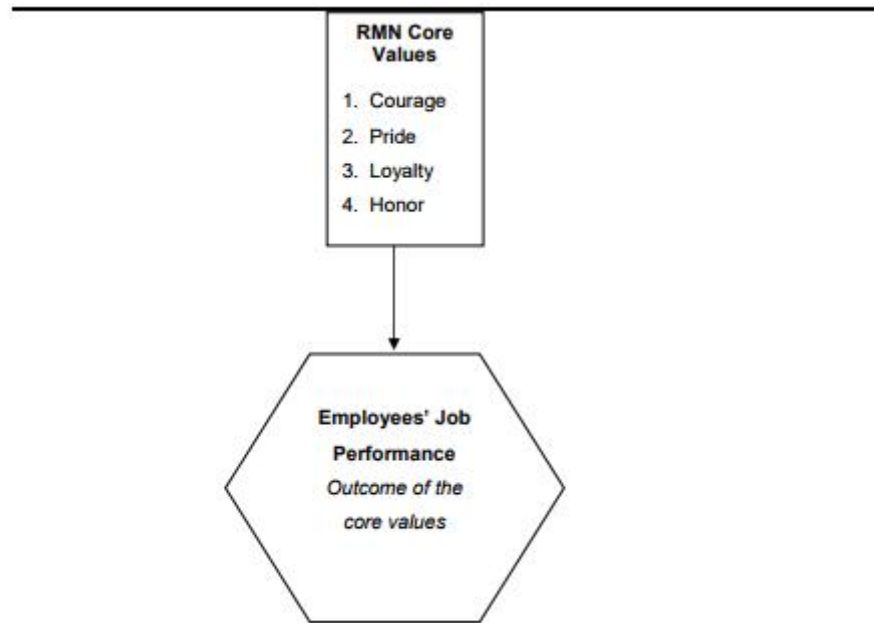


Figure 1: Underpinning theory

The underpinning theory of this research is illustrated in Figure 1. The dependent variable is the employees' JP and is considered an outcome of the core values. Employees' JP was measured based on the five items:

1. The extent to which you outperformed your colleagues.
2. The extent of how well you handle emergencies at work.
3. The extent to which you can achieve the objectives that are assigned.
4. The extent to which you can attain perfection in your work.
5. The extent to which you are prudent and seldom make mistakes while working.

The model outlines the role of core values and investigates how each of these characteristics affects employees' job performance in the Royal Malaysian Navy.

RESEARCH PROBLEM

In the RMN, based on the [Department of Statistic Malaysia \(2015\)](#), the average yearly turnover rate of the enlisted sailors are quite high, around 1,766 people out of 16,151 officers and men. From the Human Resource Management (HRM) perspective, a high turnover rate is a serious issue. There is the fear that the frequency of turnover will result in declining performance and productivity and also financial losses. When sailors leave the Navy, there is a need and necessity to select and train recruits, a process incurring high costs. To address this issue, RMN introduced four core values in 2008 into its Navy Plan 1320, to foster a sense of continuity in the workplace, boost productivity, improve performance and instil a sense of pride while serving the RMN in particular and the country as a whole. Therefore, this research intends to determine which RMN core values namely courage, pride, loyalty, and honour, are influencing the employees' job performance.

RESEARCH OBJECTIVES

The objective of this research is to study the influences of RMN core values namely courage, pride, loyalty, and honour on employees' JP. This study intends to:

1. To investigate the relationship between courage and employees' JP in RMN.
2. To examine the relationship between pride and employees' JP in RMN.
3. To identify the relationship between loyalty and employees' JP in RMN.
4. To determine the relationship between honour and employees' JP in RMN.

LITERATURE REVIEW

Dependent Variable

Employees' Job Performance

In simple words, employee job performance is defined as how well is the employees perform at the workplace and how well they perform their task or work ([Viswesvaran & Ones, 2000](#)) and towards to expected behaviours that the employees carry out over a certain period. Furthermore, job performance encompasses both direct determinants such as knowledge, skill, motivation, situational opportunities, and constraints, and indirect determinants including individual differences in ability, personality, and some types of situational variables ([Viswesvaran & Ones, 2000](#)).

Job performance measures a person's performance towards his or her goals by stressing it out whether the results match the expected target ([Borst, Krueger, Lako, & de Vries, 2019](#)). While for [Simons \(2005\)](#), found out that job performance is how an individual uses time, strategies, and connection with others to accomplish his or her tasks. [Kesari \(2014\)](#) says that job performance reflects an individual's quantity and quality of work. Same goes to ([Uli et al., 2011](#)), he was saying that physical and financial capitals make the strongest contribution in explaining variation of Quality of Life (QOL), meaning that, it related to person's performance and job performance toward QOL.

Similarly, [Hill, Fishbein, & Ajzen, \(1977\)](#), noted that general attitudes (honesty, pride, loyalty, and trustworthiness) can only influence behavior (job performance) when conduct is widely measured. However, according to ([Jamil et al., 2019](#)), job dissatisfaction can cause many problems related to job stress, poor morale, lack of productivity and high turnover. They further suggested that when measuring individual performance, attendance, compliance, coordination, and devoting personal time to work should be considered. Thus, that why [Mahmood et al., \(2011\)](#), consider a few dimensions related to QOL such as job characteristics, and interpersonal relationships in determine job performance of an employee in Public Sector.

Independent Variables

In this research, independent variables consist of four variables which are courage, pride, loyalty, and honour.

Courage

In simple terms, courage (also known as bravery or courage) is the choice and willingness to confront agony, pain, danger, uncertainty, or pressure. Physical courage is brave in physical pain, hardship, and the threat of death. While, [Woodard & Pury \(2007\)](#) says that decent courage is the capability to act correctly in the face of common opposition, shame, scandal, and personal loss. These moral virtues are courage, justice, and charity such as any donation of money, time, goods, and perishables for a charitable purpose ([Webber, 2006](#)). Courage together with prudence and temperance are also listed as the virtues of people ([Webber, 2006](#)). Courage is labelled as the strength of an individual mind as contrasting to the goodness of behaviors ([Baehr, 2011](#)). These virtues are meant to act in the interests of individuals or society while positive or negative effects on the society are merely by product ([Webber, 2006](#)).

Accordingly to [Baehr \(2011\)](#), further, explain courage is a virtue of an individual in a society to ensure a better chance of survival when facing the various state of nature; be it natural disasters, wars, conflict, riots, and/or tragedy. The word of courage can also be replaced by fortitude as an idea of virtue. Fortitude means to dare, but also explained as to "resist stoutly when facing any type of danger" ([Hobbes & Shapiro, 2010](#)).

Pride

In general, pride is considered to be profound virtue by famous philosophers such as Aristotle. According to [Cavanaugh, Bettman, & Luce \(2015\)](#) pride is one's ability that is known as virtuous pride, the greatness of soul or magnanimity when viewed as a virtue. Furthermore, scholar [Shimoni, Berger, & Eyal, \(2019\)](#) was mentioned that "Pride is the specific feeling through which egoism manifests". Another understanding of pride is resulting in creating self-directed satisfaction to meet personal goals.

As cited by [Weiner, \(1985\)](#) he said when having a positive performance, the outcome will be the pride of a person when the job is completely composed by himself or herself. Moreover, [Oveis, Horberg, & Keltner \(2010\)](#) found that a person's pride is a display of the strong self that will eventually promote the feelings of similarity to strong others in an organization. Furthermore, pride virtue can be theorized as a hierarchy-enhancing emotion whereby the individual experience, knowledge, and moral values help an organization to overcome challenges or conflict. In this context, pride involves bringing up pleasure and a feeling of great accomplishment.

[Weiner \(1985\)](#) saying that pride is also related to an individual or himself when positive behaviors and job outcomes are excellent, thus this will be associated with positive social behaviors such as helping fellow workers and outward promotion. Similarly, it is also described as an emotion that influences an individual performance accomplishment because it can trigger, maintain, sustain, focus and drive fellow employees to prepare for any upcoming events or crisis. In doing so it does tend to improve the quality and flexibility of the effort put into, ([Westphal & Fredrickson, 2001](#)). Ultimately, pride does have the positive benefits of enhancing the employee's job performance, productivity, and creativity towards the organizational performance too.

Loyalty

Loyalty is defined as when someone or an individual who is loyal and dependable and continuously right, like your trusty dog. “Loyal also comes from the Old French word ‘loial’ meaning that something like “legal,” but if your employees only loyal to you because they have or because of the law wants him to be or you have too, and that's not really loyalty or not true loyalty, where the true loyalty should come from owns heart, not a contract by an organization ([Guillon & Cezanne, 2014](#)).

Besides, loyalty is not merely a casual interest but a wholehearted commitment of a person to a cause or a job ([Oliver, 1999](#)). As cited by [Nathanson \(1993\)](#), he observes that loyalty is directly equated to patriotism and patriots do exhibit loyalty, but not all loyal persons are patriots. To prove his case, the example is a mercenary soldier, who only exhibits loyalty to the country, organization, or people that pays him. He also goes further in pointing out the difference in motivation value between a patriot (soldier) and a loyal mercenary. Any paid-for mercenary may be motivated by a sense of professionalism of what best he does or the belief in the terms of the contract. Whereas, a patriot (professional soldier), is solely motivated by duty, passion, affection, pride, and willingness to sacrifice for his/her country, ([Nathanson, 1993](#)). Besides, patriotic loyalty is not always a virtue. In general terms, a loyal person can be relied upon, and thus people view loyalty as virtuous. Moreover, if unchecked, loyalty can lead soldiers or patriots to support policies that are immoral or inhumane, resulting in atrocities. Arguably, loyalty can at times be a vice than a virtue, when its actions exceed the boundaries of morally desirable results, ([Nathanson, 1993](#)).

Honour

An honour-based society is “a person is what he/she is in the eyes of other people”, ([Parker, 2003](#)). Code of honour differs from a legal code and is concerned with justice, ([Blackstone, 2001](#)). The importance of honour exists in traditional institutions such as the military and also organizations with a military ethos; such as Scouts, Girl Guides, and USA ROTC, ([Gerner & Schraml, 2014](#)). As cited by [Gerner & Schraml \(2014\)](#), the honor was the cause of the War of 1812, in which the United States fought against Great Britain despite the latter having more powerful naval and military strength. During this historic moment, Americans from all walks of life saw the need to uphold national honour due to the third-class treatment of the United States by Great Britain, ([Ivie, 2005](#)). Besides, the humiliating attack by warship HMS Leopard against the warship USS Chesapeake in June 1807 became a decisive event as it sparked the reaction for a national movement ([Eisen, 1984](#)). As the war came to an end, the significant defeat of the main Great Britain army at New Orleans did eventually restore to the United States, pride and honour.

Hypothesis Testing

The research hypotheses developed as follows:

H1: There is a significant relationship between courage and employees’ JP.

H2: There is a significant relationship between pride and employees’ JP.

H3: There is a significant relationship between loyalty and employees’ JP.

H4: There is a significant relationship between honour and employees’ JP.

METHODOLOGY

Research Design

This study is focusing on the relationship between the job performance of an employee as the dependent variable and core values in RMN (courage, pride, loyalty, and honour) as the independent variables. This survey method has been employed; SPSS Version 22 was used for the analysis. The unit of analysis used in the study is on the employees in the Royal Malaysian Navy (RMN). There is around 16,000 personnel. They are located in various RMN bases in Malaysia, Kuala Lumpur, Klang, Lumut, Langkawi, Kuantan, Tanjung Pengelih, Kota Kinabalu, Sandakan and Tawau.

Measurement of Instruments

This research has been steered with a high accuracy process to eliminate every possible misleading data when quantifying a related subject. The questionnaire was segmented into three (3) parts - Part A, Part B, and Part C to examine the main characteristic of variables that define the performance of an employee as the dependent variable and core values in RMN as the independent variables such as honour, pride, courage, and loyalty.

Population and Sample of Study

This study uses a survey or questionnaire as a tool. The population sizes were estimated at 800 personnel. From the total of population, the researcher derived the sampling for only 260 which is enough sampling for the data collection with the confidence level and confidence interval respectively 95% and 5, ([Krejcie & Morgan, 1970](#)). However, 200 respondents returned with complete questionnaires and the numbers of respondents were practicable and enough to conduct the analysis. The sampling technique used for this research is probability sampling – Simple Random Sampling.

The study was coordinated by the Royal Malaysian Navy personnel in Lumut Naval Base. This represents the Lumut organization area.

This research has been steered with a high accuracy process to eliminate every possible misleading data when quantifying a related subject. The questionnaire was segmented into three (3) parts - Part A, Part B, and Part C to examine the main characteristic of variables that define the performance of an employee as the dependent variable and core values in RMN as the independent variables such as honour, pride, courage, and loyalty.

DATA ANALYSIS

In this study, our sample is the Pearson correlation analysis used to measure the strength of the relationship between the study variable. Simple linear regression analysis was used to examine whether the core values in RMN as part of the independent variable have a relationship with the dependent variable on employee performance.

RESULTS AND DISCUSSION

Correlation Analysis

This study used Spearman's correlation to understand whether there is an association between job performance and independent variables.

Table 2: Spearman rank-order Correlation

| | | PRIDE | HONOUR | COURAGE | LOYALTY |
|----------------|-------------------------|----------|----------|----------|----------|
| Spearman's rho | JOB_PERF | .502** | .646** | .600** | .516** |
| | Correlation Coefficient | | | | |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 |
| N | | 200 | 200 | 200 | 200 |
| Result | | Moderate | Moderate | Moderate | Moderate |

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

A Spearman's rank-order correlation was run to determine the relationship between the variables. Based on Table 3 above, there was a moderate, positive correlation between Pride and Job Performance, which was statistically significant ($r_s = .502, p = .000$). There was a moderate, positive correlation between Honor and Job Performance with statistical significance ($r_s = .646, p = 0.000$). There was a moderate, positive correlation between Courage and Job Performance which was statistically significant ($r_s = .600, p = 0.000$). Finally, there was also a moderate, positive correlation between Loyalty and Job Performance with statistical significance ($r_s = .516, p = 0.000$).

Table 3: Result of Hypothesis Testing

| HYPOTHESIS | P- VALUE | RESULT |
|--------------------|----------|---------------|
| H1 - Courage Value | 0.000 | H0 - Rejected |
| | | H1 - Accepted |
| H2 - Pride Value | 0.928 | H0 - Accepted |
| | | H2 - Rejected |
| H3 - Loyalty Value | 0.730 | H0 - Accepted |
| | | H3 - Rejected |
| H4 - Honor Value | 0.000 | H0 - Rejected |
| | | H4 - Accepted |

To summarize, since the p-value is less than 0.00 according to (Matzler, Bauer, & Mooradian, 2015) it shows that the honour value has a significant effect on the job performance. Therefore, H4 is accepted. And to answer the fourth research question, we can say that the honour value has positively influenced job performance among RMN personnel.

CONCLUSION

The study focuses only on RMN personnel who currently serve at the Lumut Naval base. From our study, we can conclude that there is a significant relationship between Honor and Courage values with job performance. However, loyalty and pride value does not have a significant relationship with job performance. Many factors influence the employees' job performance in the RMN. Therefore, the result of the analysis, findings, and relationship of influence of core values on employees' job performance in the Royal Malaysian Navy indicates that Honor has more influence on the employees' job performance compared to the other three core values.

IMPLICATION OF THE STUDY

From the result of the analysis, it is found that the Honour value is the main predictor among the other variables. It is the most important element in influencing the Job Performance of the RMN personnel followed by the Courage value. The other two core values, Pride and Loyalty values did not influence Job Performance as expected. At the beginning of the

study, it was expected that the Core Values of the RMN would be the elements that would influence the job performance in the RMN organization since it was launched on 16 August 2011.

The problem is that some of the RMN personnel may not be able to see how the Core Values of RMN can take place in their daily work. As a result, they will not see any significance on how the Core Values of RMN may impact their Job Performance. To rectify this weakness, perhaps the RMN may need to enhance programs related to the Core Values of RMN with programmes related to elements of Core Values of RMN, which will make the personnel see and appreciate the importance of their roles in the organization, to improve their job performance level.

LIMITATION AND RECOMMENDATION OF STUDY

The limitation of this study is the sample does not represent the whole population of RMN personnel. Due to time constraints, the study was limited only to the person who currently served in the Lumut Naval base. Another limitation is the longer time required to gather data for analysis.

This research was conducted at the Lumut Naval Base to get their feedback on the job performance in RMN. This study may be used in another RMN Naval Base in Malaysia. The result might be different when the study is done in other RMN Naval bases. Future researches can be conducted at other RMN bases around Malaysia and also Armed Forces such as Army and Air Force. In this case, each service has a different type of job requirement, but the demand for job performance of an employee is still relevant.

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