

# **Turnover Intention Among the Navy People: The Role of Work Family Interference and Organizational Commitment**

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## **Abstract**

Human capital is a critical component of any organization's competitiveness. The absence of a high-capacity employee can have a negative impact on operational performance. The researcher examined the significance of organizational commitment as a mediator between work-family interference and turnover intention in the Royal Malaysian Navy. Data were collected from 400 navy personnel at the Lumut Naval Base in Perak, Malaysia, using structured questionnaires. Partial Least Squares-Structural Equation Modeling (PLS-SEM) was used to analyze the data. Organizational commitment serves as a mediator between work-family interference and turnover intention in the Royal Malaysian Navy. According to the findings of this study, organizational commitment mediated the relationship between work-family interference and turnover intention. Additionally, work-family interference is a significant predictor of intention to leave the RMN.

**Keywords:** Work-Family Interference, Organizational Commitment, Turnover Intention

## **1. Introduction**

The Royal Malaysian Navy (RMN) primary objective is to develop and retain high-quality personnel, both officers and non-commissioned officers, to build a more combat-ready force. Regrettably, the RMN has recently experienced turnover problems as a result of constantly changing factors in both the civil and military worlds. Currently, there has been an increase in the number of Navy personnel involved in early retirement from the RMN. The RMN appears to be in a precarious position at the moment, suffering from a severe human capital shortage. If not addressed appropriately, this shortage could jeopardize the RMN's operations. The Human Resources Department has concentrated on retention and turnover issues primarily because each has a monetary component, i.e. turnover is costly (Mehrez & Bakri, 2019). These costs are associated with recruiting, classifying, and training replacements. Excessive turnover also results in lost experiences, decreased productivity, and decreased readiness from a non-monetary perspective. A decline in retention rates could erode the military's overall capability, resulting in a slower rate of operation. Thus, the Navy's ability to recruit and retain qualified personnel is critical to maintaining its current level of operational capability. Numerous studies (Labrague et al., 2018; Albalawi, Naughton, Elayan, & Sleimi, 2019) have demonstrated that a variety of factors such as demographic characteristics, job satisfaction, organizational commitment, and job alternatives all influence the turnover rate.

Furthermore, many organizations recognize that their employees are their primary asset. Employees are the backbone of any organization, and they must be motivated to do an effective job. A job is a way to be compensated for a living. This means that working diligently to accomplish any task became second nature to the human. Vision is achieved in an organization when it is directed toward maximum profitability or effective functioning. However, numerous factors affect the achievement of the goal, one of which is work-family interference.

Retaining human talent has become critical in military organizations. This is because premature employee departures create a negative impression and harm the organization. According to Banker et al. (2016), employees leave an organization for a variety of reasons, including career advancement, better advancement, job dissatisfaction, work/family balance, salary and wages, promotion or rewards, poor management, job suitability, and personality issues (RMN Human Resources Interview Handbook, 2019). Employees who leave an organization may experience some degree of conflict between their personal and professional lives. The Navy believes that their work demands conflict with their family and other life responsibilities (RMN Division Log, 2019).

As a result of the increased responsibilities assigned to them, several navy personnel who lack commitment will experience decreased job satisfaction and enthusiasm. The study is recommended for the organization's benefit despite the lack of empirical evidence to support it. To address the Royal Malaysian Navy's high turnover rate, the current study investigates by examining the underlying factors that may influence Navy personnel's proclivity to leave the service before reaching their retirement age. Additionally, this study examines whether Navy Personnel is committed to the organization and whether they intend to remain with the RMN.

## **2. Literature Review**

### **2.1 Turnover Intention**

Royal Malaysian Navy's definition of early retirement is the decision to leave a long period of organizational work before the mandatory retirement age (RMN MBR Divisional Handbook, 1992). The employees' desire to leave the organization and change jobs in exchange is known as turnover intention. Employee turnover intention, according to Wirawan (2015), is the tendency or intention of employees to leave their jobs voluntarily and on their terms. The turnover intention has a negative impact on the organization because it can cause instability in individual conditions, create an unfriendly work environment, and increase the cost of human resources. Researchers have found a negative relationship between turnover intention and factors such as employee motivation (Malik et al., 2020), organizational commitment (Mayer et al., 1997; He et al., 2016; Bonds, 2017), and organizational culture (Belete, 2018). Essentially, the turnover intention has resulted in lower organizational performance and raises the cost of hiring and training new employees (Morin et al., 2015). When an employee decides to leave the company, whether, for a fresh opportunity or whatever other benefit he or she may be able to gain after departing, the company's credibility is undermined, its reputation is tarnished, and it loses trained and qualified people. (Gullu et al., 2020). Furthermore, these issues will have an impact on the remaining employees' satisfaction, motivation, and performance (Presbitero et al., 2019; Dartey-Baah et al., 2020). As a result, organization turnover has become a major concern in recent years, particularly if the organization loses key employees.

## 2.2 Work-Family Interference

Work-Family Interference studies often revolve around the issue of work-life balance and have concentrated on the conflict that occurs when competing priorities are managed (Greenhaus and Powell 2006). Researchers studying work-family interference (WFI) have identified three primary sources of conflict (Shockley et al. 2017; Greenhaus and Beutell 1985). To begin with, time-based conflict occurs as a result of various life responsibilities vying for one's attention. Staying late for duty while simultaneously picking up a child after school, for example, can cause timing conflicts. Second, when the energy required to perform one duty limits one's ability to fulfil other tasks, this is called strain-based conflict occurs. An irritated employee may emerge from stress from a disagreement with one's children spilling over into the job. Finally, when an individual tries to adjust the required behaviours associated with each position, role or behaviour-based conflict occurs. Transitioning between roles can be difficult for a nurturing parent who is expected to be more forceful and aggressive at work. According to research, these sources of conflict frequently result in workplace problems such as low job satisfaction, increased job-related tension, and withdrawal (King and Delongis 2014), all of which have been shown to spill over into the personal domain (Edwards and Rothbard 2000). Therefore, it is a crucial concern to study the effect of work-family interference and organizational commitment in the Navy.

## 2.3 Organizational Commitment

The concept of organizational commitment has gained prominence over time; it has become a critical characteristic for researchers concerned with employees and organizations (Al Momani, 2017). Organizational commitment is a proxy for an employee's level of identification with the organization. Meyer and Allen (1997) indicated the model of Organizational commitment is experienced by employees as three concurrent mindsets: affective, normative, and continuance. Affective Commitment reflects an employee's commitment to the organization based on emotional ties developed primarily through positive work experiences. Normative Commitment reflects commitment motivated by a sense of obligation to the organization, for example, by reciprocity norms. Continuance Commitment reflects commitment based on the perceived costs of leaving the organization, both economic and social. Researchers have used this model of commitment to forecasting critical employee outcomes, such as turnover. Furthermore, organizational commitment is an important aspect in any organization as it helps to improve employee quality and productivity. The high level of commitment demonstrated by the aforementioned employees is inextricably linked to their belief in management's ability to treat them well, namely the existence of a management philosophy that considers human resources as important assets., not just as resources to be exploited as management sees fit. According to Mahiri (2016), organizational commitment occurs when employees take a stand for a particular organization and its goals, to remain a member. According to Wibowo (2017), it serves as a bridge between organizational commitment and employee loyalty, serving as a point of identification for employees with the organization. Hence, the Navy People identify with the organization, demonstrating that they work well together and following organizational ethics and expectations and that they have a sense of belonging to the organization.

## 2.4 Hypotheses

This research paper advances four hypotheses. The newly developed research framework, which explained the interaction between work-family interference, organizational commitment, and turnover intention, contributed significantly to the academic community's understanding of the mediator roles (see figure 2).

- H1: Work-Family Interference has a positive relationship with Turnover Intention.
- H2: Work-Family Interference has a negative relationship with Organizational Commitment.
- H3: Organizational Commitment has a negative relationship with Turnover Intention.
- H4: Organizational Commitment mediates the relationship between Work-Family Interference and Turnover Intention.

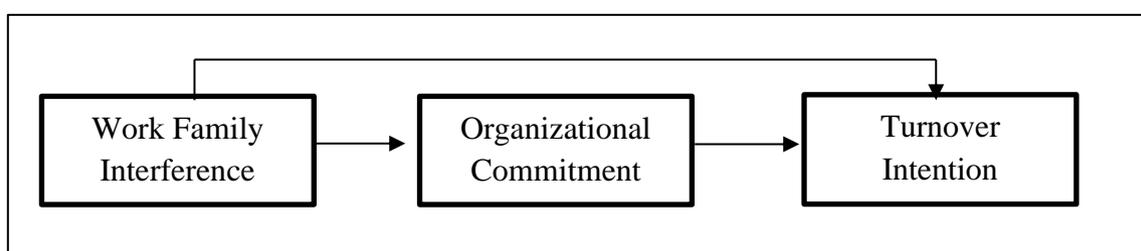


Figure 2. The research framework.  
Source: Author's work.

## 3. Research Methodology

This study employs a quantitative approach, which is a deductive method for establishing theories based on the test of a variable's means. The researcher employs a survey research design to collect data from Navy personnel to describe a trend in a large population. Furthermore, the positivist approach serves the purpose of comprehending complex phenomena as well as prediction and measurement in a real-world setting. For this study, stratified random sampling was used, which entailed a process of segregation or stratification followed by a random selection of subjects from each Rank (Sekaran & Bougie, 2016). The questionnaire survey was divided into two sections. Section 1 covers the demographic information, and Section 2 encompasses perceptions of work-family interference, organizational commitment, and turnover intention. The respondent consists of 400 Other Ranks who worked at the Lumut Naval Base in Perak. In this study, the researcher measured variables using an ordinal questionnaire. On a five-point Likert scale, with 1 indicating strong disagreement and 5 indicating agreement (strongly agree). The turnover intention section was adopted from Mobley et al. (1978). Five items are used to assess respondents' perceptions of their turnover intention. The work-family interference question was adapted from fifteen items in the Geurts et al., (2005) instruments. Meanwhile, three subscales are used to assess organizational commitment: affective commitment, normative commitment, and continuity commitment (Meyer and Allen, 1997). The construct for organizational commitment was treated as unidimensional. The Three-Component Commitment Model was used, which includes eight items for each sub-scale.

#### 4. Analysis of Results

Hair et al. (2014) introduced the PLS-SEM, which can be used for the structural model, depending on the research objectives. As a result, the PLS-SEM remains unique in the field of turnover intention perspective. PLS was used to analyse the relationships between variables in this study using the theoretical model.

##### 4.1 Measurement Model

The evaluations of the measurement models met the commonly recommended criteria, as demonstrated in Chin (2010). Convergent validity is a term that refers to the extent to which the items' representations of the underlying construct they purport to measure converge (Chin, 2010). The reflective indicator loading should be greater than .708 to analyse the measurement model using PLS criteria (Hair, Risher, Sarstedt, & Ringle, 2019). According to Hair et al. (2017), convergent validity is considered satisfactory when the AVE of the construct is 0.50 or greater. Table 1 below summarises the indicators loading and AVE results.

Table 1: Measurement model, item loading, construct reliability, and convergent validity

Construct / Item	Indicator Loading/Range Between	Average Variance Extracted (AVE)	Cronbach Alpha	Construct Reliability
Work-family Interference	0.902 - 0.923	0.868	0.985	0.986
Organizational Commitment	0.559 - 0.898	0.569	0.958	0.963
Turnover Intention	0.920 - 0.959	0.889	0.969	0.969

Source: Author's work.

As shown in Table 1, the relationships between observed and latent variables are significant; the estimated values exceed 0.70, the AVE values exceed 0.50, and the CR values exceed 0.70.

##### 4.2 Discriminant Validity

Henseler, Ringle, and Sarstedt (2015) proposed the Heterotrait Monotrait (HTMT) criterion for discriminant validity. Discriminant validity exists, according to Henseler et al. (2015), when the correlation between two constructs is less than one. However, in this study, a more conservative cutoff of 0.85 was used (Kline, 2011). Table 2 summarises the correlation estimates for the HTMT evaluations. Given that the correlation between the constructs was less than 0.85, the HTMT assessment demonstrated discriminant validity is met.

Table 2: Heterotrait (HTMT)

	Organizational Commitment	Work-Family Interference
Work-Family Interference	0.490	
Turnover Intention	0.546	0.830

Source: Author's work.

### 4.3 Collinearity Assessment

The VIF value is used to determine multicollinearity. Henseler, Ringle, and Sarstedt (2015) recommend using a VIF value of at least 5 to demonstrate issues with collinearity. Additionally, Diamantopoulos and Siguaw (2006) advise against VIF values less than 3.3. As a result, the variance inflation factor (VIF) is used in this study to determine the structural model's collinearity. A VIF value greater than 5 indicates that a collinearity problem exists (Hair et al., 2017). Table 3 below summarises the VIF results.

Table 3: Variance Inflation Tolerance (VIF)

Construct	Organizational Commitment	Turnover Intention
Organizational Commitment		1.418
Work-Family Interference	1.023	1.377

Source: Author's work.

### 4.4 The Measurement of Structural Model

The models causal relationships were identified through the structural model used in this study. The results of the model tests, which include the R<sup>2</sup> values, path coefficients, and t-values, show the findings. Work-family interference was found to have a positive and significant effect on turnover intention ( $\beta = 0.702$ ,  $p < 0.05$ ), supporting H1. Additionally, it has been demonstrated that work-family interference has a negative and significant relationship with organizational commitment ( $\beta = -0.499$ ,  $p < 0.05$ ), implying that H2 is supported. Meanwhile, organizational commitment was found to be negatively associated with turnover intention ( $\beta = -0.190$ ,  $p < 0.05$ ). As a result, H3 is supported.

To be predictive, and R<sup>2</sup> must have high explanatory power (Urbach and Ahlemann, 2010). There are numerous recommendations for R<sup>2</sup> benchmarking. Hair et al. (2019) proposes a predictive accuracy range of 0.75, 0.50, and 0.25. (Substantial, moderate, and weak). As a result of this study, Organizational Commitment's R<sup>2</sup> value (0.295) is considered to have low predictive power, whereas Turnover Intention (0.695) is considered to have moderate predictive power.

The F<sup>2</sup> effect size quantifies each predictor variable's predictive power in explaining endogenous variables. Chin (1998) reports that F<sup>2</sup> values of 0.02, 0.15, and 0.35 indicate small, moderate, and large effects for significant independent variables, respectively. As a result of this study, organizational commitment had a small effect on turnover intention (0.084). Meanwhile, the work-family interference had a large effect on organizational commitment (0.345). Lastly, work-family interference also indicates a large effect on turnover intention (1.173). Ideally, the magnitude of the effect should be greater than 0.02. Those with a value less than 0.02 are irrelevant in practice (Hair et al., 2019). Table 4 below summarises the effect size results.

Table 4: F<sup>2</sup> Square

Path	f <sup>2</sup>	Effect Size
OC----->TI	0.084	Weak
WFI----->OC	0.345	Substantial
WFI----->TI	1.173	Substantial

Source: Author's work.

The final section of the structural model evaluation is the computation of the Stone-Geisser Q2 values (Geisser & Stone, 1974). The Q2 values indicate a model's predictive relevance; they indicate that the PLS-SEM model predicted the data points for indicators in reflective measurement models of endogenous constructs correctly. When Q2 values exceed zero, it is concluded that exogenous constructs in the structural model are predictive of endogenous constructs (Hair et al., 2019). Greater than 0, 0.25, or 0.50 denotes a low, medium, or high predictive accuracy for the PLS path model, respectively (Fornell and Cha, 1994). As a result of this study, the values of Q2 are 0.135 for organizational commitment and 0.612 for turnover intention, indicating a low predictive accuracy for organizational commitment and high predictive accuracy for turnover intention.

The term path coefficients refer to a technique developed to develop double linear regression. The path coefficient between two latent variables is examined to validate the hypotheses and proposed structural model. The path coefficient analysis supports each of the proposed hypotheses. The analysis demonstrates that supported hypotheses are significant at the (P<0.05) level. The significance of the path coefficient for each construct, most notably all direct relationships, is summarised in Table 5.

Table 5: Path Coefficient

Hypotheses	OS	SM	SD	t	P Values	Decision
OC -> TI	-0.190	-0.192	0.037	5.101	0.000**	Supported
WFI -> OC	-0.499	-0.499	0.040	12.520	0.000**	Supported
WFI -> TI	0.702	0.698	0.044	15.927	0.000**	Supported

*Source: Author's work.*

The findings indicated a positive relationship between work-family interference and turnover intention. Hence, the findings appear to be consistent with previous research. As noted in role theory, when an individual has multiple roles to play in life, some degree of instability may be experienced. This can create conflict between work and family life, whether at work or home. The findings of this study indicated that Navy personnel who performed multiple roles were prone to personal conflicts.

#### 4.5 Mediating Analysis

The mediator variable describes the link between criteria and a predictor variable. Additionally, when analysing structural models, it is necessary to investigate the direct and indirect interactions between endogenous and exogenous latent variables (Henseler et al. 2009). Furthermore, the mediator is expected to be caused by the predictor variable and to cause the outcome variable (Kenny et al., 1998). This section is solely concerned with the existence of significant mediating interactions. Table 6 illustrates the models mediating effect. The method by which independent factors affect dependent variables (Mackinnon & Pirlott, 2015).

Table 6: Mediator

Hypothesis	Relationship	$\beta$	T Value	P-Value	Confidence Interval (CI)		Decision
					LL (2.5%)	UL (97.5%)	
H4	WFI ->OC->TI	0.095	4.573	0.000**	0.058	0.143	Supported

*Source: Author's work.*

The fact that organizational commitment functions as a mediator mean that the relationship between work-family interference and turnover intention can be traced to a zero value, as demonstrated by Preacher and Hayes (2008).

## 5. Conclusion

According to the findings of this study, organizational commitment has a significant effect on the relationship between work-family interference and turnover intention. All evaluation factors had a statistically significant effect on turnover intention, according to the PLS results. Additionally, work-family interference is a significant predictor of intention to leave the Navy. While this is a positive study with empirical support, additional research on the broad nature of the relationship between organizational commitment and employee engagement is necessary. This research has widened learning and made a significant contribution to the body of knowledge regarding the military's intention to leave. In either case, turnover intention studies are highly predictive and consistent across a range of national contexts. High-level interference with work-family life is expected to affect navy personnel's intention to leave. It is critical to understand how to retain navy personnel effectively to foster positive synergy in social change. As a result, this studies empirically supported hypothetical model lays the theoretical groundwork for future research and development to better understand how organizational commitments mediate the relationship between work-family interference and turnover intention in the Royal Malaysian Navy. The researchers hope that the findings will spur further research in managerial psychology, as well as assist navy practitioners in gaining meaningful insight into their careers.

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