

**HUMAN RESOURCE FACTORS AND DISASTER RESPONSE MANAGEMENT
MEDIATED BY COMMITMENT AND MOTIVATION**

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ABSTRACT

Disaster is a serious disruption that cause a lot of damage, human suffering, poverty as well as community's psychological and emotional disturbance. In Malaysia, infantry personnel are one of the first mover to provide response and conduct search and rescue during the disaster. The human resource factors together with commitment and motivation are important to consider in performing their tasks during disaster response. Hence, the objective of this study is to determine the level of infantry personnel's human resource factors, i.e. knowledge, skills and abilities, training, welfare, morale, commitment and motivation in performing disaster response operations. In addition, this study aims to determine the relationship between infantry personnel's human resource factors with effective disaster response management, mediated by commitment and motivation. The research design of this study is descriptive and correlational, applying quantitative research method. The respondents of this study is 1999 infantry personnel's consisting of officers and other ranks in Sarawak. 400 questionnaires were distributed to these infantry personnel in Sarawak in four selected infantry regiments by using stratified random sampling method. The questionnaire survey was analyzed using SPSS version 22.0 and SmartPLS version 3.0 to analyze the descriptive analysis, correlational analysis, algorithms and bootstrapping.

The findings show that the respondents have the knowledge, skills and abilities from the training given as well as good morale in performing their task and satisfied with the welfare provided by the military towards themselves and their families. There is also a significant positive relationship between human resource factors with effective disaster response management, commitment and motivation. Moreover, commitment and motivation is a significant complementary partial mediating effect on the relationship between human resource factors with effective disaster response management. However, the result from overall analysis shows that there is no mediation effect of commitment as mediator but there is full mediation effect of motivation between human resource factors with disaster response management. In general, the respondents indicated that the current disaster response management is somewhat effectual. The findings suggest that the infantry personnel do require additional knowledge, skills, abilities and training in conducting disaster response operations through comprehensive disaster operations training and education. This is because the current training programs provided is focuses on combat training, specialized skills and leadership development courses. This study also found that infantry personnel's welfare, morale, commitment and motivation have to be considered and cared for by the superiors in the military in order for them to perform disaster response operations effectively and the objectives of the operations could be achieved.

Keywords

Disaster, disaster response management, human resources, knowledge, skills, abilities, training, welfare, morale, commitment, motivation, infantry personnel

ABSTRAK

Bencana adalah gangguan yang serius yang menyebabkan banyak kerosakan, penderitaan manusia, kemiskinan serta gangguan psikologi dan emosi masyarakat. Di Malaysia, anggota infantri adalah salah satu penggerak utama yang memberi tindak balas dalam menjalankan pencarian dan menyelamatkan semasa bencana. Faktor-faktor sumber manusia, komitmen dan motivasi merupakan faktor penting perlu dipertimbangkan dalam melaksanakan tugas mereka semasa tindak balas bencana. Oleh itu, objektif kajian ini adalah untuk menentukan tahap faktor-faktor sumber manusia, iaitu pengetahuan, kemahiran dan kebolehan, latihan, kebajikan, semangat, komitmen dan motivasi dalam melaksanakan operasi tindak balas bencana. Di samping itu, kajian ini juga bertujuan untuk menentukan hubungan antara faktor-faktor sumber manusia anggota badan infantri dengan pengurusan tindak balas bencana yang berkesan, diikuti oleh komitmen dan motivasi. Reka bentuk penyelidikan kajian ini adalah deskriptif dan korelasional, menggunakan kaedah penyelidikan kuantitatif. Responden kajian ini adalah anggota infantri iaitu seramai 1999 orang yang terdiri daripada pegawai dan lain-lain pangkat di Sarawak. Sebanyak 400 soal selidik diedarkan kepada anggota infantri di Sarawak dalam empat rejimen infantri terpilih dengan menggunakan kaedah pensampelan rawak berstrata. Kajian soal selidik dianalisis dengan menggunakan SPSS versi 22.0 dan SmartPLS versi 3.0 yang digunakan untuk menganalisis analisis deskriptif, analisis korelasi, algoritma dan *bootstrapping*. Penemuan menunjukkan bahawa responden mempunyai pengetahuan, kemahiran dan kebolehan dari latihan yang diberikan serta semangat yang baik dalam menjalankan tugas mereka dan berpuas hati dengan kebajikan yang disediakan oleh tentera terhadap diri dan keluarga mereka. Terdapat juga hubungan positif yang signifikan antara faktor-faktor sumber manusia dengan pengurusan tindak balas bencana yang berkesan, komitmen dan motivasi. Selain itu, komitmen dan motivasi merupakan kesan pengantara sebahagian besar yang penting kepada hubungan antara faktor sumber manusia dengan pengurusan tindak balas bencana yang berkesan. Secara keseluruhan analisis, keputusan menunjukkan bahawa komitmen tidak memberi kesan sebagai pengantara tetapi motivasi menunjukkan terdapatnya kesan pengantara yang penuh diantara faktor-faktor sumber manusia dengan pengurusan tindakbalas bencana. Secara umum, responden menunjukkan bahawa pengurusan tindak balas bencana semasa adalah agak berkesan. Penemuan menunjukkan bahawa anggota infantri memerlukan pengetahuan, kemahiran, kebolehan dan latihan tambahan dalam menjalankan operasi tindak balas bencana melalui latihan dan pendidikan operasi bencana menyeluruh. Ini kerana program latihan semasa memberi tumpuan kepada latihan tempur, kemahiran khusus dan kursus pembangunan kepimpinan. Kajian turut mendapati bahawa kesejahteraan, semangat, komitmen dan motivasi anggota infantri perlu dipertimbangkan dan dijaga oleh pegawai atasan supaya mereka dapat melaksanakan operasi tindak balas bencana dengan berkesan dan objektif operasi dapat dicapai.

Kata kunci

Bencana, pengurusan tindak balas bencana, sumber manusia, pengetahuan, kemahiran, kebolehan, latihan, kebajikan, semangat, komitmen, motivasi, anggota infantri

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LIST OF ABBREVIATIONS

AVE - Average Variance Extracted

Htmt - Heterotrait-Monotrait Ratio

CDC - Center for Disease Control and Prevention

NAP - National Action Plan

DRR - Disaster Risk Reduction

CRED - Centre for Research on the Epidemiology of Disasters

CHAPTER 1

INTRODUCTION

1.1 Introduction

Disaster can cause a lot of damage and affect the economic growth, safety and health, human suffering, poverty and many others. According to UNISDR (United Nations International Strategy for Disaster Reduction) (2009), disaster refers to a serious disruption of the functioning of a society and community which involving the widespread of material, human, environmental and economic losses. The impacts of all of these things exceeds the ability of the affected society or a community to cope using its own resources.

According to Saltbones (2006) disaster could result in a major death, illness, a substantial economic or social misfortune. Disaster could be a flood, earthquake, landslide, tsunami, hurricanes, tornadoes, volcanic eruptions and so much more. However, the researcher only focusing on the disaster that is always happen in Malaysia such as flood, earthquake and landslide. Meanwhile, according to Niekerk (2011) disaster risk reduction refers to the reducing the number of disaster risks by increasing the resilience of communities and building capacity at risk, thus enhancing the security and wellbeing of the community.

In the planning to reduce the disasters in Malaysia, the Human Resource factors is one of the part that plays an important role. According to Alakoç (2014) the Human Resource Management practices are important and perceived as necessity. This is because the employee should have the sense of fit with the organization and the job. However, the persons with high anxiety will feel uncomfortable with the organization and the job which lead to the unsatisfied with the work. Alakoc (2014) also stated that it is important source of competitive advantages for the company in changing the internal and external environmental conditions. Tasks were allocated according to the skills such as the ability to plan the strategy, ability to read the compass, ability to cook and so on. For example, if the person has the skills on how to plan the strategy thus this person is chosen to prepare the strategy on how to reduce the time to rescue the victim during the disaster operation. Besides that, a person who has specific ability will allocate according to the specific job they can do. Thus, this indicate that in human resource management, the task, people, internal and external environmental condition will affect the organization success (Price, 2007).

An organization is able to achieve the success through people when human resource management exist. Armstrong (2006) also pointed out that all the strategies of human resource management is aimed to support any programs in improving the organizational effectiveness by developing the policies in such areas as knowledge management, talent management and generally creating a great place to work. Thus, this shows that the performance of the employees depends on the satisfaction of the employees' work (Armstrong, 2006).

Moreover, Meyer, Becker & Van Dick (2006) view commitment as a force that binds an individual to a target which is social or non-social and to a course of action of relevance to that target. Meanwhile, a strong commitment gives employees a sense of purpose for their work and acts as a resource that buffers against the harmful effects of stressors. This is mean by giving a commitment, the employees are willing to do the work without any complain. Thus, the commitment is one of the factors that can influence a person to finish the job and also help in disaster readiness response (Kobasa, 1982: Lazarus and Folkman, 1984).

Commitment and motivation has the same concept with egg and chicken. Which one will come first? No one knows the answer. Usually, the high commitment will influence the high motivation inside people. Thus, motivation refers to the internal and external factors that stimulate the desire and energy in people to be continuously interested and committed to a job or role and make an effort to achieve a goal (Meyer, Vandenberghe and Becker, 2004).

As people can see, human resource factors such as knowledge, skills and abilities, training, welfare and morale play an important role towards the disaster response management. Moreover, there are also the mediating factor which are commitment and motivation between the human resource factors (knowledge, skills and abilities, training, welfare and morale) with disaster response management. All these factors ensure the long-term relationship sustainability beyond individual staff movements. Hence, this research hopes to determine how these factors affecting the commitment and motivation of infantry personnel on the disaster response management.

This chapter will discuss on the introduction of the research, problem statement, research objectives, research questions, scope of research, significant of research and operational definition of term.

1.2 Problem Statement

Disaster respond management should be conducted properly and systematically. Human resource factors such as knowledge, skills and abilities, training, welfare and morale can contribute towards commitment, motivation and disaster response management. This is because in an organization, planning for reducing the disaster need to be done by the expertise who had knowledge, skills and abilities. Thus, by attending the training, an individual acquire the competencies needed by the organization then implement and practice it for the disaster operation. However, if the organization take a good care of the employees especially regarding the welfare, automatically the morale of an individual will be increase and this will lead to the high commitment and motivation of employees in doing the job (Upadhyay and Gupta, 2012).

In Thailand, the laws and department such as Department of Disaster Prevention and Mitigation (DDPM) of 2002 and its updated act of 2007 are one of the agencies that has been given the ability to deal with natural disaster management (Wongsa, 2011). The National Disaster Plan cannot be fully functional because Thailand's government or subsequent department does not have right over another. However, the provincial governors have independent ability to bring support from military into the province in the wake of natural disaster. Due to inefficiencies in government and also the geography of

the region, Thailand is limited in abilities to appropriately deal with the disaster response management. This is mean that without any abilities, there is hard to response in managing the disaster (Botlo, 2014).

Furthermore, all the factors related to the dynamic changes are correlated with the changes in human resource. Hence, all these factors must be grab to confirm that the organization has employed the right human resources with the right knowledge, abilities and skills that are required for a specific job to be done. The changing environment is worthy for the stability and the fundamental values of both people and organization (Hassan, Mehmood, Naeem and Badar, 2013).

According to Indermun (2014) human resources driving the organization and the nation throughout the challenges with the motivation and encouragement. The effectiveness of an employee also has an effect with the trainers' performance during training session. There are a few items that the trainers need to concentrate during training session including the item that will give the impact of the trainers, items that will increase the harmonious in relating the employees' information with the job, and also providing motivation to learn by letting the employees being familiar with the task given (Reza, Reza, Abdul, Ali, Milad and Hassan, 2015).

Besides that, there is high chances of self-radicalization or organized group radicalization when the governance is weak and the security, socio-economic welfare and the justice are seen to be virtually non-existent. Thus, this can lead to the context facilitates the "ease of transmission" of the extremist ideas and radicalization into violent extremist (Ramakrishna, 2014). In addition, in Australia, a first-world democratic country implements a strong welfare system as the pull factors. That strong welfare system

encouraged a large number of migrants from refugee-generating countries such as Iraq and Sri Lanka which then affecting the 'chain migration' (Saboor, 2012).

In managing the disaster response for pre- and post-event, the need of commitment from everyone is important. Local effected community and government is needed to assess and identify the resources, skills and capacity for the reconstruction. Developed agencies who managing the resources must be in line with the political, socio-economic, cultural with the context in the disaster-affected areas. The involvement of the government such as legislation, policies, administrative interventions and facilities supported by effective consultation is essential for disaster response management. Moreover, quick reconstruction and restoration of infrastructure such as transport and telecommunication system is important for the basic logistics for the reconstruction (Chang, Wilkinson, Potangaroa, and Seville, 2012). Furthermore, understanding people and factors that motivates them in their job could strengthening the organizational commitment. This is because the motivated employees are crucial to an organization's success (Idris and Wan, 2011).

Then, human resources management can directly or indirectly being a vital role in improving many indicators such as increasing the quality of the product or the production services, employee absenteeism, relocation or turnover of the employees, accidents, flexibility, compatibility of the norm and role, adaption for changing the standard operating procedures in response to environmental changes, job satisfaction, employee motivation and staff morale (Lawler and Mohrman, 2003).

Therefore, the researcher is going to do a research on human resource factors with disaster response management mediated by commitment and motivation. Hoping that this study may help in managing the disaster response in future for the prosperity of the country.

1.3 Objectives of the Research

The main objective of this research is to determine the relationships between knowledge, skills, abilities, training, welfare and morale with disaster response management mediated by commitment and motivation. The specific objectives of this study are:

1. To examine the levels of human resources factors, commitment, motivation and disaster response management.
2. To determine the relationship of human resource factors (knowledge, skills and abilities, training, welfare and morale) with commitment.
3. To determine the relationship of human resource factors (knowledge, skills and abilities, training, welfare and morale) with disaster response management.
4. To determine the relationship of human resource factors (knowledge, skills and abilities, training, welfare and morale) with motivation.
5. To determine the relationship of commitment and motivation with disaster response management.
6. To examine the mediating effect of commitment between the relationship of knowledge, skills and abilities, training, welfare and morale with disaster response management.