



## Public Servants Transfer Factor Analysis and Discussion - A Case Study of a City Hall in Miaoli County

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**Abstract:** *In this study, the modified Delphi method was adopted to analyze and discuss the factors of transfer of public servants by synthesizing experts' opinions and uniting their consensus. Under various subjective and objective factors, the relative weight of each factor was obtained by using analytic hierarchy process. Finally, the ranking and importance of each factor were compared with each other.*

*The transfer of personnel within the organization will have an impact on the organization. This study hopes to find out why the public servants should be transferred from their original positions through the results. Under the influence of family, personal and environmental factors, the study explored various important factors affecting the transfer. It is expected that the results of the study can analyze the main reasons for the transfer of public servants, and provide government units and those who intend to serve as public servants with planning refinement and suggestions for reference.*

**Keywords:** *Transfer of public servants, Modified Delphi method, Analytic hierarchy process*

### 1. INTRODUCTION

Most public servants have had the experience of transfer. Why do most public servants transfer jobs, change working environment or try different types of work in seemingly simple and secure jobs? This is one of the research motives.

From the perspective of human resources theory, if an organization wants to survive in a changing environment, it must be able to attract, retain, motivate and develop people in the organization, allocate and manage limited human resources, and achieve maximum productivity to meet the needs of the environment (Chen, 2001). Appropriate job transfer is not a bad thing for public service career, and one can accumulate experience and skills through business adjustment and job changes. However, too frequent job transfer is not good for government agencies and ordinary people. Therefore, it is very important for government agencies to understand the factors of transfer of public servants if they want to enhance competitiveness and reduce excessive changes in human resources (Chang, 2011), and this is the second research motive.

### 2. LITERATURE REVIEW

The following is the discussion made by scholars who study resignation. Resignation refers to the voluntary or involuntary permanent departure of employees from the organization (Robbins, 1993). Voluntary resignation refers to the resignation of organization members due to organizational or personal factors. Involuntary resignation refers to the dismissal of organization members by the organization (Price, 1977). Chien-hui Lin thinks that resignation tendency refers to the intensity of an individual's intention to leave his or her current job and look for other job opportunities. Mobley (1977) thinks that resignation tendency refers to an employee's intention to leave an organization after working in an organization for a period of time. Generally, scholars believe that resignation tendency is the best indicator to judge the turnover behavior of employees. The higher the resignation tendency

of employees, the higher the occurrence rate of turnover behavior (Su, 2004).

A summary of the above scholars' arguments is as follows. Resignation tendency refers to a strong or weak resignation intention accompanied by other factors when an individual wants to leave his or her current job to find another job after evaluation and consideration after working in a specific organization for a period of time. The level of resignation tendency is an important predictor of resignation behavior. The resignation behavior refers to applying for resignation from the original organization to the new organization through a certain process or procedure after having the resignation tendency.

When a person leaves the organization where he or she has worked for a period of time, there must be a reason, and the strength of the factors will also affect whether he or she leaves the organization or not. There are many factors for leaving an organization and each person's reasons for leaving the organization are different. Wu and Chen (1986) took the public servants who left Taiwan's central governmental departments in 1984 as the research subjects, and made a report of "Study on the Turnover Factors of Public servants ", which divided the factors of public servants' leaving the organization into three categories: overall environmental factors, organizational environmental factors and personal characteristics factors.

### 3. RESEARCH METHOD

The first stage was a Delphi expert method. Through the modified Delphi method, the hierarchical structure of the influencing factors for the transfer of public servants was constructed. The second stage was to obtain the weight of each index through the hierarchical analysis method, and the consistency verification and ranking were made.

#### 3.1. Research Subjects

*Expert Questionnaire Subjects:* Dalkey (1969) proposed that the smallest error value and the highest group reliability can be obtained from an expert group with more than 10 people. This study invited 11 experts, who are respectively the heads or supervisors of various government agencies and departments, university professors and scholars, and managers of private companies and enterprises. *Analytic Hierarchy Questionnaire Subjects:* A questionnaire survey was conducted with the public servants of a city hall in Miaoli County as the target.

### 4. DEVELOPMENT OF DECISION FRAMEWORK

This study collected and summarized relevant documents on the transfer of military, public, teaching personnel and the employees of some private enterprise companies. It also referred to the research of many scholars such as Chang (2010), Yang (2010), Kuo (2012), Wu (2017) and so on to construct indicators of the transfer factors of public servants, and initially proposed analytic hierarchy question dimensions and impact evaluation criteria. The evaluation criteria for factors affecting the transfer of public servants, the hierarchical structure of the selection factors and the various indicators discussed in the expert questionnaire adopted three main criteria, namely, family factors, personal factors and environmental factors. The sub-criteria for family factors were divided into family economic status, family support and care needs of family members. The sub-criteria for personal factors were divided into personal ambition, enthusiasm for work, personality and characteristics, workload capacity and stress resistance. The sub-criteria for environmental factors were divided into working environment, treatment and welfare, relationship with the superior, relationship with colleagues and external influence factors of the organ, etc. The relevant descriptions of the evaluation items and selection factors of each influence factor are summarized as shown in Table 1.

**Table1:** Evaluation Criteria for Factors Affecting Transfer of Public Servants

| Evaluation item |                              | Description of selection factors  |
|-----------------|------------------------------|---|
| Family factors  | Family economic situation    | Job transfer is often accompanied by other livelihood issues, while the overall income and expenditure of the family and the problem of repaying loans will all affect the consideration of transfer.   |
|                 | Family support or not        | Apart from their own wishes, family members' approval or opposition will also affect their decisions.   |
|                 | Care needs of family members | If family members have mobility difficulties and need long-term outpatient medical care or children who are still young, need to be transported to and from school and taken care of after school, this will affect the decision of job transfer. |

|                       |   |   |
|-----------------------|---|---|
| Personal factors      | Personal ambition   | Personal ambition refers to an attempt to get a promotion or a raise.   |
|                       | Enthusiasm of work  | Full of love and enthusiasm for work, willing to give all one's efforts and get achievements or satisfaction due to work.   |
|                       | Own personality and characteristics                                   | If one is interested in and enthusiastic about certain job characteristics, it will affect his or her choice and willingness to transfer.   |
|                       | Workload capacity   | The same work performed by different people will produce different results, that is, not everyone can be competent for the same job.  |
|                       | Stress resistance   | Every job has its own stress, and the strength of stress resistance will affect job performance and adaptability.   |
| Environmental factors | Working environment   | Including whether the hardware and software equipment of the office building are clean and comfortable, whether the places where business trips are often required and surveys are conducted are in poor environment or dangerous, etc.   |
|                       | Benefits  | Different organs will also offer different benefits or bonuses.   |
|                       | Getting along with superiors  | Whether the leadership of the superiors and the distribution of work are fair and reasonable, and whether the relationship with the superiors is harmonious will affect the decision of the public servants to stay or not.   |
|                       | Getting along with colleagues   | Whether the relationship between colleagues in government agencies and units is harmonious and whether they are intrigued or suspicious of each other.  |
|                       | external influencing factors in the region where the organ is located | Public servants often have to face different situations and pressures from the public representatives and the public. The simple or tough local folkway, the quality and professionalism of the public representatives, etc. will affect the service and response of public servants, and will also affect their willingness to continue working. |

As shown in Table 1, the three major factors affecting the transfer of public servants are "family factors", "personal factors" and "environmental factors". Furthermore, the modified Delphi method was further applied to conduct expert questionnaire survey. The recovery rate of the first round of expert questionnaire was 100%, and according to the convergence conditions of Hung (2000), the importance of expert evaluation factors should be greater than 70%. According to the results of the first round of expert semi-open questionnaire survey on the selection factors in this study, the expert support of the remaining selection factors was above 70%, except for 67% of the external influence factors in the region where the organ is located. Therefore, items that meet the selection criteria were included in the decision-making hierarchy of this study.

According to the above-mentioned results of the first round of questionnaires, a second round of expert questionnaires on selection factors was developed to seek the opinions of experts. The recovery rate of the second round of expert questionnaires was 100%, and the experts all agreed that the factors influencing the transfer of public servants in this study were determined to be 12. Its decision-making hierarchy is as shown in Figure 1:

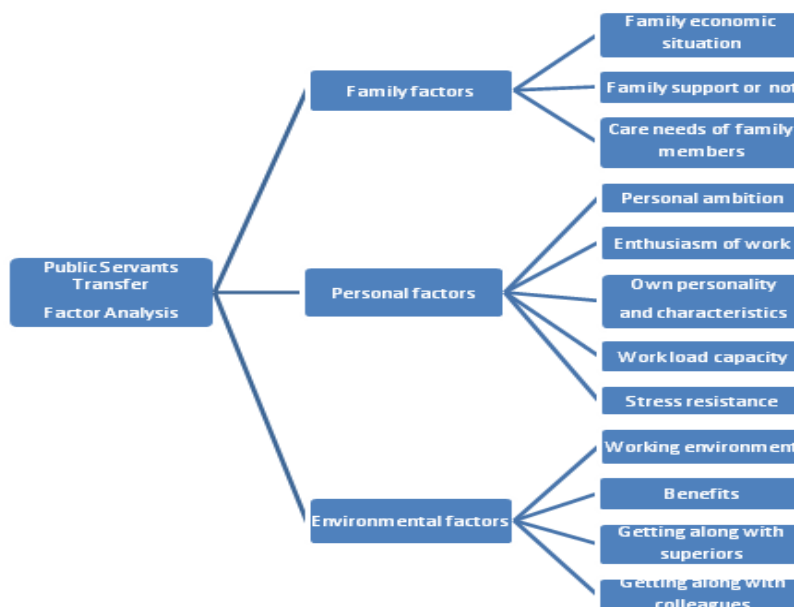


Figure1: Decision-making Level Architecture

5. EMPIRICAL STUDY AND RESULTS ANALYSIS

According to the sub-criteria of the proposed decision-making hierarchy, 65 questionnaires were distributed, and 60 valid questionnaires were actually recovered, with a recovery rate of 92.3%. The basic data of the respondents are sorted out as shown in Table 2:

**Table2:** Hierarchical analysis questionnaire (effective questionnaire section)

| Sample         | Project                          | Number of people |
|----------------|----------------------------------|------------------|
| Gender         | Male                             | 24               |
|                | Female                           | 36               |
| Age            | Under 25 years old               | 0                |
|                | 26-35 years old                  | 8                |
|                | 36-45 years old                  | 13               |
|                | 46-55 years old                  | 24               |
|                | 56-65 years old                  | 15               |
| Education      | High school                      | 5                |
|                | University or specialist         | 43               |
|                | Research institute or above      | 12               |
| Marital status | Married                          | 46               |
|                | Unmarried                        | 10               |
|                | Divorce                          | 4                |
| Position       | Supervisor                       | 10               |
|                | Other personnel (non-supervisor) | 50               |
| Working years  | Less than 5 years                | 6                |
|                | 5-10 years                       | 12               |
|                | 11-15 years                      | 11               |
|                | 16-20 years                      | 5                |
|                | More than 20 years               | 26               |

The continuous analysis method was to use the software "Expert Choice" to carry out the geometric average and weight of the two-two comparison evaluation values of the collected questionnaire data at each level, and then establish a pair of comparison matrices to find out whether the advantage vector, eigen value and consistency verification evaluation are acceptable. Table 3 is an analysis table of the degree of importance attached by public servants to the evaluation criteria of public servants' transfer factors after the analysis compilation:

**Table3:** Analysis of Importance Attached by Public Servants' to Various Evaluation Criteria

| Weights Sort | Attention               | Criteria evaluation                 | Weights distribution | Subordinate facet   |
|--------------|-------------------------|-------------------------------------|----------------------|---------------------|
| 1            | High importance ( 66% ) | Family economic situation           | 0.470                | Family level        |
| 2            |                         | Personal ambition                   | 0.362                | Personal level      |
| 3            |                         | Working environment                 | 0.361                | Environmental level |
| 4            |                         | Care needs of family members        | 0.278                | Family level        |
| 5            |                         | Benefits                            | 0.267                | Environmental level |
| 6            |                         | Family support or not               | 0.251                | Family level        |
| 7            | Emphasis ( 25% )        | Getting along with superiors        | 0.235                | Environmental level |
| 8            |                         | Enthusiasm of work                  | 0.188                | Personal level      |
| 9            |                         | Own personality and characteristics | 0.172                | Personal level      |
| 10           |                         | Workload capacity                   | 0.151                | Personal level      |
| 11           | Low importance ( 8.7% ) | Getting along with colleagues       | 0.137                | Environmental level |
| 12           |                         | Stress resistance                   | 0.126                | Personal level      |

To sum up, the overall evaluation factors show that the six evaluation criteria ranking 1st to 6th in weight accounted for 66% of the total weight. This study classified these six evaluation criteria as the transfer factors of "high importance" for public servants. The four evaluation criteria ranking 7th to 10th in weight accounted for 25% of the total weight. This study classified these four evaluation criteria as the transfer factor of "medium importance" for public servants. The remaining evaluation criteria were "low importance" transfer factors.

## 6. CONCLUSION AND SUGGESTIONS

After compiling the personal data of the interviewees, it is found that the factors that they attached great importance to transfer were family financial status, personal ambition, working environment, care needs of family members, benefits and support from family members, etc. After analyzing the above criteria, the conclusion is summarized as follows:

- Public servants with families pay more attention to the family's economic situation and work benefits. The possible reasons are that they pay more attention to money, such as home purchase loans, parents who are old and have no income and they have to provide living expenses, children who are studying, are not yet adults and need parents to provide living expenses. That is, they pay more attention to money, thus affecting the reasons for their transfer.
- Personal ambition and working environment are also important factors for the transfer of public servants. The possible reason is that the transfer of positions still has to return to the personal will. If public servants have no intention to transfer or they are even rejected to transfer, or they have a strong attempt to get promoted and pay rise and actively seek transfer opportunities, it will definitely have a significant impact on their job transfer. In terms of working environment, the work nature and environment that are safe, clean, simple and dispute-free are also valued by public servants.
- Human beings live in groups. Although there is competition among people, they also support and help each other. Family members are especially important. When transferring, public servants will worry about whether family members have care needs and whether family members like the transfer. If there are parents with mobility difficulties or children who are still young in the family, this type of family members needs to be taken care of in their daily life and will be taken into account upon job transfer. Therefore, the concerns and support of the family members mentioned above also have considerable influence on the transfer factors of public servants.

### 6.1. Government Departments

- The government should draw up policies and budgets to take care of the elderly or people with mobility difficulties, and to assist childcare and after-school counseling of children, so as to make employees at work feel ease at mind.
- They should also provide smooth promotion channels, promote the ranks of local government and grass-roots public servants, and increase their salary income.

### 6.2. Organs

- They should create a good working environment, and hardware and software facilities should keep pace with the times, and ensure the safety of colleagues on duty.
- The superior should sympathize with his or her subordinates, employs only people of ability and has the right ability to take responsibility. Subordinates should settle down in their work, have the courage to do things, serve the people and respond to their needs.

### 6.3. Personal Part

They should have the courage to learn and try all kinds of businesses in many ways. If they encounter any difficulties in work which hinders the efforts, they should ask for support and respond in a timely manner. Family work and economy should be shared by the family members, who should share their sympathy with each other. Investment and financial management or spending should make ends meet to avoid economic hardship. They also should foster personal interests to cultivate body and mind, and relieve pressure at the right time. In this way, they will have both a promising career and a happy family.

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