

## RESEARCH ON RETIREMENT TENDENCY OF PROFESSIONAL TECHNIQUE CADRES IN THE ARMED POLICE FORCE

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***Abstract:** Why highly educated and high-quality professional technical cadres that the troops needed the most ask to retire from service? On this issue, the paper discusses the retirement tendency of professional technical cadres based on the three-dimensional model of the job control. In the survey of 216 professional technical cadres, the data show that the job control has a significant negative influence on retirement tendency, which can significantly increase the model's explaining ability to retirement tendency. Finally, combining with the analysis results, it puts forward the suggestions to reduce the retirement tendency of professional technical cadres.*

***Keywords:** Armed Police Forces; Professional technical cadres; Job control; Retirement tendency*

### 1. INTRODUCTION

As the main carrier of modern knowledge of science and technology, professional technical cadres of Armed Police Force plays a more and more important role in terms of advancing forces modernization construction. However, the recent situation of the personnel construction of the Armed Police Force personnel is not optimistic. Especially it's difficult to attract and retain high quality professional technical cadres. Some highly educated, high-quality talents also have little interest to work in the troops. Part of the professional technical cadres can't set their minds to work and ask to retire from active service. The presence of these problems has influences on the stability of the troops and restricts the development of forces. Therefore, it has a positive theoretical and practical significance to focus on the professional technical cadres' idea that stay in the troops or not, analyzes the causes of their retirement tendency and does a good job of attracting and retaining high quality professional technical cadres.

Retired tendency means that due to the influence of various factors, cadres in the troops generate the wills or ideas of leaving troops and discharging from active service voluntarily.

In this paper, retired tendency is mainly refers to leaving forces spontaneously, rather than passive forced. The dependent variable adopted by the writer is the cadre's retired tendency, not the actual behavior of transferring to civilian work. As the important factors of retirement, job control is gradually attracts the attention of scholars. Averill summed up three kinds of different control: cognitive control and behavior control[1], decision-making control.

The author combines the job control with Averill's three-dimensions of job control, and makes a general definition, that is, from the experience, ability and targets, the group members' determination and the influences of the feeling, content, environment and development the job. In other words, it is the individual's feeling that if the job is in their control. Another main train of thought is to explain the retired phenomenon from the angle of the compensation.

# Research on retirement tendency of professional technique cadres in the armed police force

American psychologist, Herber G•Heneman, divides the compensation into four dimensions: compensation level, compensation structure, compensation system and compensation form[2]. Combined the reality of the troops and the demand of research, the author divide the compensation into two dimensions: the compensation level and compensation structure which combine the compensation level and compensation form into compensation level, and combine the compensation system and compensation structure into compensation structure.

On the basis of the discussion and interviews, the author make three assumptions of the relations among job control, compensation incentive and retirement tendency:

Hypothesis 1: Job control and retirement tendency of specialized technical cadres in CAPF have negative correlation.

Hypothesis 2: Compensation incentive and retirement tendency of specialized technical cadres in CAPF have negative correlation.

Hypothesis 3: There is interaction between job control and compensation incentive. That is, the higher the compensation incentive of professional technical cadres, the weaker the influence of job control to the retirement tendency. And the lower the compensation incentive of professional technical cadres, the stronger the influence of job control to the retirement tendency.

## 2. DATA SOURCES AND SCALE DESIGN

**2.1 Data sources.** In June and July, 2012, author carried on a questionnaire survey to the faculty from three Armed Police colleges, doctors from two hospitals and professional technical cadres who take a refresher course in the Engineering University of CAPF. Send 230 questionnaires in total and recycles 218, of which 216 was valid. The valid recovery rate of the questionnaire was 93.9%. In the professional technical cadres, male occupied 67.8%, female occupied 32.2%; The average age was 33.94 years; In terms of education, the degree of doctor, master, bachelor, junior college degree of proportion were 9.2%, 62.0%, 27.8% and 10% respectively;

The average length was 12.87; In terms of the title, the principal, subtropical, intermediate, junior were 5.6%, 16.2%, 37.0% and 41.2% respectively; Professional technology level on level 4 to 7 occupies 16.1%, level 8 to 11 occupies 41.5%, below level 12 occupies 42.4%.

### 2.2 Scale design.

(1) Control variable. Some scholars think that turnover intention is affected by individual demography variables[3]. Therefore, the author considered in the analysis of the effects of demographic variables on the tendency. These variables including gender, age, military, education, job title, professional technology level, etc. This questionnaire consists of 6 questions. The average score stands for the professional technical cadres personal attributes.

(2) Job control scale. It totally designs cognitive control, behavior control, decision control, etc. Three secondary indexes, consists of five tertiary indicators, 17 survey questions. 3 of them are from the scale made by Yperen and Hagedoorn in 2003[4], 1 form the control scale compiled by Thomas and gans in 1995[5], 3 of them are from the scale made by Ma Jianhong and Zhang Tingwen[6]. The remaining 10 questions are designed by the author according to the characteristics of specialized technical cadres in CAPF. Through four times of exploratory factor analysis, the author deletes 3 questions, keep 14 questions. Qualified extracted the 3 common factors, measuring 2 common factors contains questions the same as the previously compiled by the author. Respondents evaluate these subjects in the Likert four-point scale, dragon Bach coefficient of the scale is 0.881 a. I scored an average by a scale on behalf of the professional technical cadres' job control, the higher the score suggests that the professional technical cadres have more job control.

(3) Compensation incentive scale. Totally set two secondary indexes: pay level and pay structure, consists of three level indicators, 15 survey questions. Among them, there are 4 questions using Pan Yunjuan (2008) compiled by the compensation satisfaction scale[7], 11 problem is based on the characteristics of armed police army specialized technical cadres, the topic of design.

The author through the exploratory factor analysis, four times deleted 3 problem respectively, retain 12 questions. Limit extraction for two common factors, measuring two common factors contains questions the same as the previously compiled by the author. Respondents at four o'clock in the likert scale to evaluate these subjects, the scale of g dragon Bach coefficient of 0.898 a. Scale score on behalf of the professional technical cadres compensation incentive, the higher the score, suggests that the greater of incentive pay to professional technical cadres.

The higher the score is, professional technical cadres have stronger retirement.

### 3. RESEARCH RESULTS

Through PASW software for job control scale, scale and retired compensation motivation tendency scale has carried on the descriptive statistical analysis.

Table 1 reports the mean, standard deviation and coefficient of correlation of the variables in this study. We can found that job control and retirement tendency of professional technical cadres have negative correlation (The correlation coefficient=-0.508, Significance level<0.01).

Table 1. Study of variables' mean, standard deviation and coefficient of correlation

variable	mean	Standard deviation	Cognitive control	Behavior control	Decision control	Compensation level	Compensation structure	Job control	Compensation incentive	Retirement tendency
Cognitive control	2.81	.5101	1	—	—	—	—	—	—	—
Behavior control	2.35	.6233	.545**	1	—	—	—	—	—	—
Decision control	1.97	.5671	.522**	.536**	1	—	—	—	—	—
Compensation level	2.40	.5365	.427**	.406**	.409**	1	—	—	—	—
Compensation structure	2.34	.5325	.574**	.607**	.555**	.707**	1	—	—	—
Job control	2.38	.4712	.811**	.853**	.826**	.497**	.698**	1	—	—
Compensation incentive	2.37	.4937	.542**	.548**	.521**	.924**	.923**	.667**	1	—*
Retirement tendency	2.51	.7292	-.445**	-.453**	-.369**	-.523**	-.577**	-.508**	-.595**	1

\*\* . In the .01 level significantly correlated (double side).

(4) Retirement tendency scale. The author uses 4 questions to measure the extent of professional technical cadres' will to leave troops. 3 questions are a reference turnover intention scale by Griffeth and Hom (1988)[8] and Mobley's (1979)[9]. These three questions are "do you often consider of switching to the local?", "if I can find a good unit, do you want to transfer to the local earlier?" "Are you considering of switching to the local for a year or two?" In addition, the author adds a question "If possible, you will always work in the troops? (Reverse score)". This paper chooses a four-point scale and let the respondents evaluate these subjects at four-point likert scale, The scale of g dragon Bach coefficient of 0.810 a. The average score of the scale is on behalf of the professional technical cadres' retirement tendency.

Table 2. Study of variables' mean, standard deviation and coefficient of correlation

Project	model 1	model 2	model 3	model 4
Control variables	-.136*	-.086*	-.048*	-.039*
Cognitive control	-.250*	—	—	—
Behavior control	-.203*	—	—	—
Decision-making control	-.149*	—	—	—
Compensation level	—	-.231**	—	—
Compensation structures	—	-.414**	—	—
Job control	—	—	-.232**	—
Compensation incentive	—	—	-.459**	—
Job control × Compensation incentive	—	—	—	-.157**
R2	.267	.360	.387	.202
ΔR2	.240	.344	.350	.184
F	20.062	23.588	28.243	12.238

a. dependent variable: retirement tendency

# Research on retirement tendency of professional technique cadres in the armed police force

Compensation incentive with professional technical cadres retired compensation motivation tend to be negative correlation (The correlation coefficient=0.595, < 0.01). Respectively, it supports the front of the author puts forward the assumption of 1 and 2 hypothesis.

Considering the correlation coefficient can't rule out the effects of other variables, the author will adopt the method of regression analysis, further to test hypothesis [10]. As shown in table 2, the author respectively in model 1 and model 2 to join job control and salary incentive factors variables; In model 3, the author joined the job control and compensation at the same time the two main variables. Analysis results show that the cognitive control and behavior control and decision-making control has a significant negative influence on retirement tendency, it can significantly increase model for retirement tend to explain ability (explained variance percentage change in value = 0.267, significant level of < 0.05). Among them, the cognitive control to retirement tend to the influence of the most significant (regression coefficient = 0.250, significant level < 0.05). Compensation levels and compensation structure has a significant negative influence on retirement tendency, it can significantly increase model for retirement tend to explain ability (explained variance percentage change in value = 0.360, significant level of < 0.01). Among them, the compensation structure on retirement tend to the influence of the most significant (regression coefficient = 0.414, significant level < 0.01). When the two variables were added to the regression model, which has a significant negative influence on retirement tendency still (= 0.232 for job control: regression coefficient and significance level < = 0.01; the salary incentive: regression coefficient 0.459, significant level of < 0.01)), can significantly increase model for retirement tend to explain ability (explained variance percentage change in value = 0.387, significant level of < 0.01). The above analysis results further support the hypothesis 2 and hypothesis 1.

Here the author according to the Baron and Kenny (1986) [11] on the inspection regulation effect of the standard process to test hypothesis 3 (model 4) in table 2.

Regression analysis results show that the interaction item can significantly predict the professional and technical cadres retirement tendency (= 0.157 regression coefficient and significance level < 0.01), and brings the model explanation ability significantly increased, the percentage of variance explained the change of value = 0.202, the significance level < 0.01).

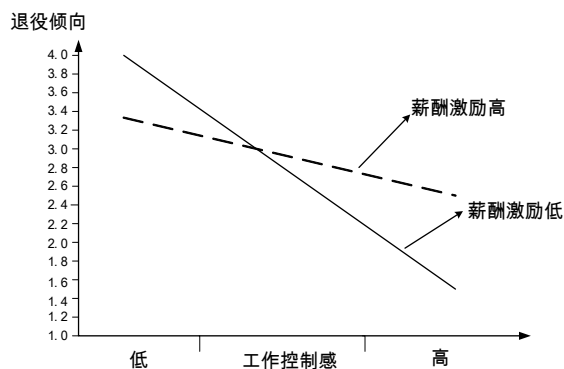


Figure 1 job control and compensation incentive

In order to further test whether adjustment effect in the direction of the hypothesis is consistent with earlier in this article, the author respectively to calculate the salary incentive score is higher (+1 standard deviation) and lower (-1 standard deviation), job control impact retirement tendency of regression equation (as shown in figure 1). As can be seen from the figure 1, when the professional and technical cadres salary incentive is weak, job control for retirement tendency to have significant negative impact; And when the professional and technical cadres salary incentive is stronger, job control for retirement tend to become less significant. To sum up, the assumption three gets supported that there is interaction between job control and salary incentive.

## 4. ANALYSIS AND DISCUSSION

In this paper, the research results will help answer the important issue of "how to prevent the high-quality professional technical cadres' retirement effectively". Experience judgment and the empirical analysis show that the job control is one of the important factors affect professional technical cadres' retirement tendency.

In order to reduce the retirement tendency of high-quality professional technical cadres that the troops need, relevant department must devote themselves to cultivate the honorable reputation and responsibility of professional technical cadres, promote their job control, further improve their Compensation treatment and try every means to maneuver their initiative and enthusiasm.

Pay attention to improve the professional technical cadres' job control. Relative to the civil department, military officers, including professional technical cadres have lower job control. Therefore, to improve professional technical cadres' job control, we must combine with their characteristics and transform the mode of management. To this end, this paper puts forward three Suggestions. First, create a relatively loose work environment. Under the constraints of strict discipline, the atmosphere working in troops is serious and nervous and the mode is monotonous rigid, which is likely to lead to boredom and result in a decline in job control. Aiming at this reality, the relevant units and departments to try to create a relatively loose work environment for professional technical cadres, make the work more interesting, fully mobilize the enthusiasm and initiative of them, make them to shift from "want me to work" to "I want to work", so as to improve job control. Second, strengthen the autonomy of professional technical cadres. In the persistent career pursuit of professional technical cadres, they often show distinct personality traits. Because of the work they do need imagination and open mind, and the time, methods and channels to the same work will vary from person to person, so professional technical cadres in the work are often reluctant to abide by some rules. Management and requirements to the professional technical cadres should seize the wide aspect. As to the details in the work, such as the steps to complete a professional work, the time needed to complete the work, location, methods, staffing and so on, we should try to give them more freedom without affecting the working principle and important premise, giving them broader space, rather than in the supervision and meticulous guidance. Third, let professional technical cadres participate in decision making.

We should establish the mechanism that makes the professional technical cadres to participate in the management and grant them the power of planning a major field of professional technical matters. In this way, it can promote their to full playing in the field of professional technical, arouse their work enthusiasm, produce strong ownership responsibility to forces and service for the troops better.

Pay attention to improve the professional technical cadres' compensation treatment. Increasing compensation and improving treatment is very important to stimulate enthusiasm and creativity of professional technical cadres. The author thinks that, to determine the professional technical cadres' compensation levels, the key is to realize three frames of reference: to realize social members compensation levels, to realize the national civil service compensation levels, to realize the compensation levels of administrative cadres. The empirical analysis shows that compensation structure is the most dissatisfied and the most influential important variables to professional technical cadres. How to determine the appropriate compensation treatment cannot be settled only by "rise the salary". Compensation income system should have solved the issue of efficiency. The one who work more, the one gets more. It is the internal fairness. But current compensation income system takes too much absolute fairness into consideration. Growth of military pay differences mainly derived from length of post grades, rank, difference. Although there are some regional subsidies, post subsidy standard, etc., the species is little and standard is average. It's difficult to accurately reflect the technology needed to content in different positions and to pay the amount of labor, difficult to really reflect internal fair. And it is not conducive to mobilizing the enthusiasm of soldiers. Therefore, in order to reflect internal fairness, the pension system should be reformed. Compared with regional allowances and post allowance, informative benefit is seriously deficient. Because the demand of military informative allowance is implicit, it is difficult to reflect directly in normal times. We can draw lessons from foreign experience, adjust military allowance policy, increase the kinds of knowledge benefits and improve the level of knowledge allowance standard.

Research on retirement tendency of professional technique cadres  
in the armed police force

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