

CHAPTER 4

RESEARCH RESULTS

4.1 INTRODUCTION

This chapter will present the findings of the research. The survey conducted is to gather the primary data through the questionnaires that were distributed. A brief explanation was given to the respondent prior to completing the questionnaires. Respondents voluntarily participated in this survey and they were requested to complete the questionnaires and return them to the interviewer upon completion. The questionnaire covers the demographic profile of the respondents as well as their perceptions on the advertisement and promotion, incentives, patriotic values and unit personnel with regard to determine and examine the pay satisfaction and job satisfaction level of the other ranks in the army in relation to the quality of service.

A total of 258 from 300 questionnaires forms were collected from the respondents at the respective infantry Army units in the Kem Terendak, Melaka. The respondents were from 9 Royal Malay Regiment Para, 17 Royal Malay Regiment Para and 8 Royal Rangers Para. All the questionnaires received met the survey requirement and were accepted as usable questionnaires for further analysis. The data collected were analyzed using the computer statistical programmed 'The Statistical Package for Social Science (SPSS)' version 11. The analysis covers the test for the frequency of the characteristics of the respondents, the reliability test and the regression towards the variables.

This chapter is also to describe more details the statistic research result from analysis research data. The analysis research data area as follows:

- 4.1.1 Descriptive analysis – To describe and summaries observations.

4.1.2 ANOVA analysis – To determine the significant differences in means occur between two or more groups.

4.1.3 Stepwise Regression Analysis - To predict the values of a continuous, interval-scaled or ratio-scaled dependent variable from specific values of the independent variable

4.1.4 Factor Loading Analysis – To analyse a means for interpreting and labeling the factor.

4.1.5 Reliability Analysis - The degree to which measures are free from error and therefore yield consistent results.

4.2 DESCRIPTIVE ANALYSIS.

TABLE 4.1: PAY SATISFACTIONS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
low satisfaction	177	68.6	68.8	68.8
High satisfaction	81	31.4	31.4	100
Total	258	100	100	

It was found that the assumption of pay satisfaction is true that lower satisfaction shown in the table above are very which formed 68.8% of the respondents are not satisfied on pay and allowances in comparison with high satisfaction on pay and allowances which score only 31.4%.

TABLE 4.2: JOB SATISFACTION

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
low satisfaction	86	33.3	58.9	58.9
High satisfaction	60	23.3	41.1	100.0
Total	146	56.6	100.0	
Missing System	112	43.4		
Total	258	100.0		

The table above table showed that comparative between low and high satisfaction toward service. From the results shown that 33.3% respondents are lower satisfaction with their service and 23.3% respondent's high satisfaction on their service where 43.4% respondents are at medium satisfaction. The data show similar result on pay satisfaction where higher percentage on low satisfaction again higher satisfaction.

4.3 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

4.3.1 Age Group. The majority of the respondents are from the age group of 21 to 30 years old. They comprise 54.7 percent or 141 of the total number of respondents. Respondents below than 20 years old formed 6.2 or 16 respondents while those aged 31 to 40 years and above only comprise 39.1% or 101 respondents.

4.3.2 Categories of Rank. Respondent are divided into two groups that are lower non commission officers (corporal and below) and senior non commission officers (Sgt and above). The majority of the respondents who are from lower non commission officers comprised of 84.9% or 219 respondents while the senior NCOs only formed 15.1% or 39 officers. The main reason for

the survey is focus to the lower NCOs because it comprising a big target group in the army.

4.3.3 Duration of Service. Majority of the respondents have served in the Army for from 11 to 20 years and they comprise of 43.8 or 113 respondents. Those who have been in the service from 6 to 10 years comprise of 22.1% or 57 respondents. 3.5 percent or 9 respondents have been with the Army more than 20 years and less than 5 years and they comprise of 30.6 % or 79 respondents.

4.3.4 Academic Qualifications. Majority of the respondent have a paper qualification of SPM and below which covered 97.6% or 252 respondents. Respondents who have Diploma/Degree/Master qualifications comprise 2.4% or 6 respondents. There are expected only a small number of other rank have a diploma or degree paper qualification. Most of the others ranks who join the Army have paper qualification of SPM and below.

4.3.5 Ethnic Groups. The data on ethnic groups collected from the survey comprises of 203 Malays, 1 Chinese, 12 Indian and 42 others races. The percentage of respondents participated according to race are 78.7%, .4%, and 4.7% and 16.3% respectively. Since the involvement of non-Malays and others races in the Army is very small, most of the result were solely comes from the Malays.

4.3.6 Marital Status. The data for marital status indicate that the majority of the respondents (149 respondents) are married and they formed 57.8% of the group. 41.9 percent or 108 respondents are single and .4 percent are divorce.

4.3.7 Children. The data above shows the 25.2 percent or 65 respondents have 1 to 2 children, 23.6 percent or 61 respondents have 3 to 4 children and 5 percent or 13 respondents have more than 5 children. The highest

is 45.7 percent or 118 respondents that consider married or single respondent but they don't have children.

4.3.8 Working and Not Working Housewife. The data indicate the total respondent wife which are working and not working. The table shows that 54.4 percent or 81 respondents are not working and 45.6 percent or 68 respondents are working.

4.3.9 Income Groups. It is found that those with income level of less than RM900 are the majority and forms 57.8% or 149 respondents. Those who earn more than RM901 to RM1500 formed about 40.7% or 105 respondents. About 1.6% or 4 respondents has earns the income from RM1501 to RM2100.

4.3.10 Spending. The data indicates 39.9 percent or 103 respondents are spending RM501 to RM1000 monthly. 38.7 percent or 100 respondents are spending RM301 to RM500 monthly and 13.2 percent or 34 respondents spending their money monthly about less than RM300.

TABLE 4.3: DEMOGRAPHIC PROFILES OF THE RESPONDENTS

Demographic Profile	Frequency	Percentage (%)
AGE		
Below 20 years	16	6.2
21 to 30 years	141	54.7
31 to 40 years	101	39.1

Ethnic Groups		
Malays	203	78.7
Chinese	1	.4
Indian	12	4.7
Other Races	42	16.3
Marital Status		
Single	108	41.5
Married	149	57.8
Divorce	1	.4
Duration of Service		
5 years and below	79	30.6
6-10 years	57	22.1
11-20 years	113	43.8
20 years and above	9	3.5
Category of Rank		
Pvt	119	46.1
L/Cpl	51	19.8
Cpl	49	19.0
Sgt/SSgt	31	12.0
WO1/2	8	3.1
Academic Qualification		
PMR and below	6	2.3
SPM	86	33.3

STPM	160	62.0
Diploma/Degree/Master	6	2.3
Child		
1 to 2 child	52	20.2
3 to 4 child	51	19.8
More than 5 child	12	4.7
No child	143	55.4
Wife Employee		
Yes	68	45.6
No	81	54.4
Income Group		
RM 900 and below	149	57.8
RM901 to RM1500	105	40.7
RM 1501 to RM2100	4	1.6
More than RM3000	0	0
Spending Group		
less RM300	34	13.2
RM301 to RM500	100	38.8
RM501 to M1000	103	39.9
Others□	21	8.1

4.4 RESPONDENTS SATISFACTION

The respondent's satisfaction on job was measured and analysis by using Likert scale for satisfaction in service from 1 to 5. Rating of 1 means strongly agrees: rating of

2 – agree; rating 3 – not sure; rating of 4 – disagree and rating of 5 – strongly disagree. For Satisfaction on pay was measured rating 1 to 4; rating for 1 - strongly agree; rating for 2 – agree; rating for 3 – strongly disagree and rating for 4 – disagree. All respondents' scores were then added together and divided into two categories Low and High. The results obtained for satisfaction on pay appraisal as shown in Table 4.7.

TABLE 4.4: RESPONDENTS SATISFACTION ON PAY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LOW SATISFACTION	177	68.6	68.6	68.6
	HIGH SATISFACTION	81	31.4	31.4	100.0
	Total	258	100.0	100.0	

TABLE 4.5: RESPONDENTS SATISFACTION ON JOB

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LOW SATISFACTION	86	33.3	58.9	58.9
	HIGH SATISFACTION	60	23.3	41.1	100.0
	Total	146	56.6	100.0	
	Missing System	112	43.4		
Total		258	100.0		

4.5 RESPONDENTS SATISFACTION ON PAY

TABLE 4.6: RESPONDENTS AGE VERSUS SATISFACTION ON PAY

		LOW SATISFACTION	HIGH SATISFACTION	Total
AGE	Less 20 years	14 (5.4%)	2 (0.7%)	16 (6.2%)
	21 to 30 years	95 (36.8%)	46 (17.8%)	141 (54.7%)
	31 to 40 years	68 (26.4%)	33 (12.8%)	101 (39.1%)
Total		177 (68.6%)	81 (31.4%)	258 (100%)

It was found that the higher score in low satisfaction are from the age between 21 to 30 years. As shown in the table above a total 177 respondents or 68.6% are lower satisfaction compared to the higher satisfaction of only 81 respondents or 31.4%. In comparison most of the age score high in low satisfaction compared to high satisfaction.

TABLE 4.7: RESPONDENTS RANK VERSUS SATISFACTION ON PAY

		LOW SATISFACTION	HIGH SATISFACTION	Total
RANK	Pvt	93 (36.0%)	26 (10.1%)	119
	L/Cpl	28 (10.8%)	23 (8.9%)	51
	Cpl	33 (12.8%)	16 (6.2%)	49
	Sgt/SSgt	20 (7.8%)	11 (4.3%)	31
	WO ½	3 (1.2%)	5 (1.9%)	8
Total		177 (68.6%)	81(31.4)	258

It was found that the lower rank of respondents have a low satisfaction on pay. As shown in the table above, the private soldiers (93 respondents) are the higher percentage of lower satisfaction on pay if we make comparison with the higher rank

(Corporal and above). However, most of the rank shows high percentage on low satisfaction except the Warrant Officer which show higher percentage on high satisfaction compared to lower satisfaction. This are easily to understand since they have already achieved higher pay and rank in the service.

TABLE 4.8: RESPONDENTS SERVICE VERSUS SATISFACTION ON PAY

		LOW SATISFACTION	HIGH SATISFACTION	Total
SERVICE	Below 5 Years	64 (24.8%)	15 (5.8%)	79
	6-10 Years	33 (12.8%)	24 (9.3%)	57
	11-20 years	77 (29.8%)	36 (13.9%)	113
	20 Years Above	3 (1.2%)	6 (2.4%)	9
Total		177 (68.6%)	81 (31.4%)	258

The results on table 4.5.3 shows that, 77 respondents with less than 11 to 20 years service have low satisfaction on pay and 36 high satisfactions. 64 Respondents serving less than 5 years are low satisfaction and 15 high satisfaction, 33 respondents are serving 6 to 10 years are low satisfaction and 24 high satisfaction. Those who had served more than 20 years, 3 respondents are low satisfaction and 6 high satisfactions. The data prove correctly the assumption that there is high percentage in low satisfactions on pay will effected their service. However 81 respondents still have in high satisfaction on pay there are getting.

TABLE 4.9: RESPONDENTS ETHNIC VERSUS SATISFACTION ON PAY

		LOW SATISFACTION	HIGH SATISFACTION	Total
ETHNIC	Malay	146 (56.7%)	57 (22.1%)	203
	Chinese	-	1 (0.4%)	1
	Indian	7 (2.7%)	5 (1.9%)	12
	Other	24 (9.3%)	18 (6.9%)	42
Total		177 (68.7)	81 (31.3%)	258

The categories of ethnic are divided into four groups, Malay, Chinese, Indian and others. As mentioned in the earlier, the ethnic are also to determine the satisfaction on pay there getting in service. From the data above indicates that 146 Malay soldiers respondents are lower satisfactory and 57 high satisfactory. 7 Indians are lower satisfactory and 5 high satisfactory and 24 others are lower satisfactory and 18 high satisfactory. But 1 Chinese respondent are high satisfaction on pay. From the overall results show that 177 respondents are lower satisfaction and 81 high satisfactions on pay.

TABLE 4.10: RESPONDENTS EDUCATION VERSUS SATISFACTION ON PAY

		LOW SATISFACTION	HIGH SATISFACTION	Total
EDUC	Primary School	6 (2.3%)	-	6
	SRP	54 (20.9%)	32 (12.4%)	86
	SPM	114 (44.2%)	46 (17.8%)	160
	Diploma Above	3 (1.2%)	3 (1.2%)	6
Total		177 (68.6%)	81 (31.4%)	258

It was found that the assumption 114 respondents (SPM holder) are low satisfaction and 46 respondents are high satisfaction. 54 respondents (SRP) lower satisfaction and 32 high satisfactions. 6 respondents (Secondary School) lower satisfaction and 3 respondents's are low satisfaction and 3 respondents are high satisfaction. Overall results show that 177 respondents are lower satisfaction compare 81 is high satisfaction.

TABLE 4.11: RESPONDENTS INCOME VERSUS SATISFACTION ON PAY

		LOW SATISFACTION	HIGH SATISFACTION	Total
INCOME	900 Below	96 (37.2%)	53 (20.5%)	149
	901 – 1501	54 (20.9%)	51 (19.8%)	105

	1501 – 2100	2 (0.8%)	2 (0.8%)	4
Total		152 (58.9%)	106 (41.1%)	258

From the table above indicates that the 96 respondents who are getting income less than RM900 are low satisfaction on pay and 53 respondents high satisfaction. 54 respondents are getting income RM901 to RM1500 are lower satisfaction and 51 high satisfaction and 2 respondents are lower satisfaction are equal with 2 respondents in high satisfaction. Overall results show that 152 respondents are lower satisfaction and 106 respondents high satisfaction on pay.

4.6 RESPONDENTS SATISFACTION ON JOB

TABLE 4.12: RESPONDENTS AGE VERSUS SATISFACTION ON JOB

		LOW SATISFACTION	HIGH SATISFACTION	Total
AGE	Below 20 Years	14 (5.4%)	2 (0.7%)	16
	21- 30 Years	109 (42.2%)	32 (12.4%)	141
	31 – 40 Years	75 (29.1%)	26 (10.2%)	101
Total		198 (76.7%)	60 (23.3%)	258

The age of respondents are cross tabulated with to see the relationship. The table shown that 109 respondents of age 21 to 30 are lower satisfaction and 32 respondents are high satisfaction. 75 respondents of age 31 to 40 are lower satisfaction and 26 of respondents are high satisfaction and 14 respondents at age less than 20 years are lower satisfaction and 2 of the are high satisfaction. Overall results show that 198 respondents are lower satisfaction and 60 is high satisfaction.

TABLE 4.13: RESPONDENTS RANK VERSUS SATISFACTION ON JOB

		LOW SATISFACTION	HIGH SATISFACTION	Total
RANK	Pvt	89 (34.5%)	30 (11.6%)	119
	Lcpl	43 (16.7%)	8 (3.1%)	51
	Cpl	35 (13.6%)	14 (5.4%)	49
	Sgt/SSgt	25 (9.8%)	6 (2.3%)	31
	WO 1 / 2	6 (2.3%)	2 (0.7%)	8
Total		198 (76.9%)	60 (23.1%)	258

From the results above indicates that 89 respondents of private soldiers are lower satisfaction compare with 30 respondents at same rank are high satisfaction. 43 respondents at rank L/Corporal are lower satisfaction and the rest 8 respondents are high satisfaction. 35 respondents at rank Corporal are lower satisfaction and 14 high satisfactions. 25 respondents at rank Sgt/SSgt are lower satisfaction and 6 respondents are high satisfaction. The rank of Warrant Officer 1 and 2, 6 respondents are lower satisfaction and 2 are high satisfaction. Overall results show that 198 respondents at various ranks are lower satisfaction and 60 respondents are high satisfaction. The assumption indicates that the soldiers at rank private mostly not satisfied with their service because their performance in military profession still in development process and need long to go.

TABLE 4.14: RESPONDENTS SERVICE VERSUS SATISFACTION ON JOB

		LOW SATISFACTION	HIGH SATISFACTION	Total
SERVICE	Below 5 years	59 (22.9%)	20 (7.7%)	79
	6 -10 Years	48 (18.6%)	9 (3.5%)	57
	11 -20 Years	83 (32.2%)	30 (11.6%)	113
	Over 20 years	8 (3.1%)	1 (0.4%)	9
Total		198 (76.8%)	60 (23.2%)	258

The table above indicates that the 83 respondents at service 11 to 20 years are not satisfied with their service and 30 respondents are high satisfaction. 59 respondents with their service less than 5 years are low satisfaction compare with 20 respondents are high satisfaction. 48 respondents at service 6to 10 years are low satisfaction and 9 are high satisfaction. 8 respondents are lower satisfaction and 1 are high satisfaction. Overall results shown that 198 respondents are not satisfied with their service compare with 60 respondents which satisfied with their service.

TABLE 4.15: RESPONDENTS ETHNIC VERSUS SATISFACTION ON JOB

		LOW SATISFACTION	HIGH SATISFACTION	Total
ETHNIC	Malay	163 (63.2%)	40 (15.5%)	203
	Chinese	-	1 (0.4%)	1
	Indian	9 (3.5%)	3 (1.1%)	12
	Other	26 (10.1%)	16 (6.2%)	42
Total		198 (76.8%)	60 (23.2%)	258

The data above shows that 163 Malay respondents are not satisfied with their service compare with 40 of respondents. 9 Indian respondents low satisfaction and 1 high satisfaction. 26 others ethnic respondents are lower satisfaction and 16 high satisfactions. 1 Chinese respondent are high satisfaction. Overall 198 respondents are low satisfaction and 60 is high satisfaction. Basically the survey was conducted at Royal Malay and Ranger regiment which mostly 80 % are Malay so the data collection are not questionable because this factor.

TABLE 4.16: RESPONDENTS EDUCATION VERSUS JOB SATISFACTION

		LOW SATISFACTION	HIGH SATISFACTION	Total
EDUC	Primary School	3 (1.2%)	3 (1.2%)	6
	SRP	65 (25.2%)	21 (8.7%)	86

	SPM	126 (48.8%)	34 (13.1%)	160
	Diploma Above	4 (1.5%)	2 (0.8%)	6
Total		198 (76.7%)	60 (23.3%)	258

Respondents who have education at SPM level are low satisfaction on service compare the rest of others education. The data show that 126 respondents who joint the military at SPM level are low satisfaction and 34 are high satisfaction. 65 respondents at SRP are lower satisfaction and 21 are high satisfaction. 4 respondents who have degree holder are low satisfaction compare 2 are high satisfaction. 3 respondents at secondary school level are low satisfaction and 3 are high satisfaction.

TABLE 4.17: RESPONDENTS INCOME VERSUS JOB SATISFACTION

		LOW SATISFACTION	HIGH SATISFACTION	Total
INCOME	900 Below	113 (43.8%)	36 (13.9%)	149
	901 – 1500	84 (32.5%)	21 (8.2%)	105
	1501 – 2100	0.4%)	3 (1.2%)	4
Total		198 (76.7%)	60 (23.2%)	258

The performance of respondents in service is compare with income they are getting shown that 113 respondents the income less than RM900 are low satisfaction and 36 high satisfaction. 84 respondents the income RM901 to RM1500 are low satisfaction and 1 respondent the income RM1501 to RM2000 are low satisfaction compare 3 respondents with the high satisfaction. The assumption that the respondents who are getting the income below than RM 900 are not enough compare the job they are doing.

4.7 DEFINING A LINEAR MODEL FOR THE ASSUMPTIONS

This study is to measured satisfaction on pay and service against age, rank, service, education, ethnic. In the context of this paper the satisfaction here to determining the satisfactory of the other ranks in the army in relation to the quality of service toward their proficiencies on pay satisfaction and job satisfaction level. Therefore the model of the construct is as shown below:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + E$$

Y is the satisfaction of respondents (dependent variable).

X1 is the age of respondents.

X2 is the rank of respondents.

X3 is the service of respondents.

X4 is the education of respondents.

X5 is the ethnic of respondents.

X6 is the income of respondents

For the analysis, the summary will be divided into two: there is summary for Satisfaction on Pay Appraisal and Satisfaction on Service.

4.8 SUMMARY ANALYSIS ON PAY

4.8.1 MODEL SUMMARY TABLE ANALYSIS FOR SATISFACTION ON PAY

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.227	.051	.029	.48580

From the table above the adjusted r square (r^2) value is 0.029. This means that the predictors explained on pay satisfaction its only 5.1% in relation to the dependent variable while there are 94.9%unexplained relationship. Conclusions that can be drawn from the analysis are that the predictors stated do have relationship with the satisfaction of the respondents. However their satisfaction is not totally dependent on these predictors. Some others a variable that may influence their satisfaction such as training, wages, working condition and basic soldiering need, accommodation and etc.

4.8.2 ANOVA Table Analysis. This table explains the significant of the relationship of predictors and dependent variable.

Model		Sum Squares	df	Mean Square	F	Sig.
1	Regression	3.212	6	.535	2.268	.038
	Residual	59.237	251	.236		
	Total	62.450	257			

The above table indicates the significant value and F value. The significant value is 0.038 and F value is 2.268. Both of these values indicate there is significant difference between the dependent variable and the predictors on pay satisfaction.

4.8.3 Coefficient Table. This table indicates the significant predictors in relation to the dependent variable.

		Un standardized Coefficients		Standardized T Coefficients		Sig.
Model		B	Std. Error	Beta		
1	(Constant)	1.342	.196		6.832	.000

AGE	-9.467E-02	.067	.113	-1.404	.162
RANK	1.336E-02	.035	.032	.384	.701
SERVICE	6.213E-02	.052	.116	1.185	.237
EDUC	-4.101E-02	.055	-.047	-.740	.460
ETHNIC	6.401E-02	.027	.149	2.399	.017
INCOME	9.211E-02	.073	.099	1.259	.209

The table above is the coefficient tables, which indicate the significant predictors. There is one significant predictor that is ethnic. The other predictors have significant value more than 0.05.

The linear model is as shown below:

Satisfaction on Pay (Y) = 1.342 -0.64 Ethnic.

From the above model it can be concluded that the only one variable have significant relationship with the respondent's satisfaction on pay that is ethnic. Whereas, the others variables such as age, rank, service, education and income do not have significant difference with satisfaction on pay. Another conclusion that can be made is that the satisfaction on pay has positive relationship with ethnic. This mean that as the soldiers on various ethnic are not effect on pay satisfaction accept others factor.

4.9 SUMMARY ANALYSIS ON JOB SATISFACTION

4.9.1 Model summary Table Analysis for Satisfaction on Job Satisfaction

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.195	.038	.015	.42009

From the table above the adjusted r square (r^2) value is 0.015. This means that the predictors explained on job satisfaction its only 3.8% in relation to the dependent variable. While there are 96.2% unexplained relationship. Conclusions that can be

drawn from the analysis are that the predictors stated do have relationship with the satisfaction of the respondents. However their satisfaction is not totally dependent on these predictors. Some others variables that may influence their job satisfaction as same as mentioned before such as training, wages, working condition and basic soldiering need , accommodation and etc.

4.9.2 ANOVA Table Analysis. This table explains the significant of the relationship of predictors and dependent variable.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.752	6	.292	1.655	.133
	Residual	44.295	251	.176		
	Total	46.047	257			

The above table indicates the significant value and F value. The significant value is 0.133 and F value is 1.655. Both of these values indicate there is no significant difference between the dependent variable and the predictors on job satisfaction

4.9.3 Coefficient Table. This table indicates the significant predictors in relation to the dependent variable

		Un standardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	1.169	.170		6.886	.000
	AGE	7.472E-02	.058	.104	1.281	.201

RANK	-4.955E-03	.030	.014	.165	.869
SERVICE	-4.253E-02	.045	.092	.938	.349
EDUC	-5.424E-02	.048	.073	-1.132	.259
ETHNIC	6.073E-02	.023	.165	2.631	.009
INCOME	2.799E-02	.063	.035	.442	.659

The table above is the coefficient tables, which indicate the significant predictors. There is one significant predictor that is ethnic. The other predictors have significant value more than 0.05.

The linear model is as shown below:

$$\text{Satisfaction on Pay (Y)} = 1.169 - 0.60 \text{ Ethnic.}$$

From the above model it can be concluded that the only one variable have significant relationship with the respondent's satisfaction on pay that is ethnic. Whereas, the others variables such as age, rank, service, education and income do not have significant difference with satisfaction on pay. Another conclusion as same as pay satisfaction that can be made is that the satisfaction on pay has positive relationship with ethnic. This mean that as the soldiers on various ethnic are not effect on job satisfaction accept others factor.