

CHAPTER 5

FINDINGS AND RECOMMENDATIONS

5.1 OVERVIEW

The main aim of this research is to determine and examine the pay satisfaction and job satisfaction level of the other ranks in the Malaysian Army in relation to the quality of service. Ministry of Defence is most likely to be concerned about military pay and benefits when the military services are having problems with recruiting or retention, or military personnel are reportedly paid at a level that force them and their families to live at a much lower standard of living. The process to place a right soldier to more loyal and to satisfy to their service is vital to the army performance and should not be taken for granted. To fulfill the roles and tasks that have been highlighted, the army required the personnel to perform the entire task given. The research must determine to what extent the soldiers is satisfied with their job based on pay or income that they are getting and what are their problem. Undoubtedly, failure to provide military personnel with adequate pay and benefits would, over the long run, threaten the effectiveness and reputation of the Malaysian capability.

The research also endeavors to measure the performances on job satisfaction of the soldiers in accordance with their demographic variables. A total of 258 respondents from three infantry battalion paratrooper were taken to represent the Malaysian Army. The respondents consist of the others ranks which were divided into five groups in different ranks.

5.2 FINDINGS

In this paper the analysis was conducted on respondent's variable on age, rank, duration of service, ethnic, education and income. The findings summary was divided

on two aspects, summary on pay satisfaction and job satisfaction. From the results, pay and job satisfaction was confirmed. The summary of research objectives are as follows:

5.3 MEASUREMENT OF OVERALL PAY SATISFACTION

5.3.1 Relationship between Age and Satisfaction on Pay. From the analysis, it was found that the assumption of higher score in low satisfaction of age between 21 to 30 years respondents. As shown in the table above 177 respondents are lower satisfaction compare the higher satisfaction of 81 respondents or 31.4%. The independents variable of age between 21 to 30 years has an impact on dependent variable of pay satisfaction. The assumption can make that at this level of age, most of the military members are holding rank L/ Corporal and below and those are in this process of development in the military career and still young in the service. At this middle of age, there are demanded on their satisfaction on their pay or job to fulfill their requirement and was influenced on their attitude that pay was the primary area of discontent.

5.3.2 Relationship between Rank and Satisfaction on Pay. From this analysis, the independent variables of ranks have an impact on the dependent variable of pay satisfaction. The data shown that t the assumption of lower rank of respondents has a low satisfaction on pay. As shown in the table above, the private soldiers (93 respondents) are lower satisfaction on pay if we make comparison with the higher rank (Corporal and above). Overall results are 177 low performers and 81 are high performers. These figures are calculated by taking the total number of low performers and high performers against the total number of respondents respectively.

5.3.3 Relationship between Service and Satisfaction on Pay. The results shown that, 77 respondents with less 11 to 20 years service are 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 satisfaction on pay will affect their service. 81 respondents still have in high satisfaction on pay there are getting although some of them are not satisfied on their pay.

5.3.4 Relationship between Ethic and Satisfaction on Pay. 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.

5.3.5 Relationship between Education and Satisfaction on Pay. 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 respondent s are low satisfaction and 3 respondents are high satisfaction. Overall results shown that 177 respondent are lower satisfaction compare 81 is high satisfaction.

5.3.6 Relationship between Income and Satisfaction on Pay. 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.

5.4 MEASUREMENT OF OVERALL JOB SATISFACTION

5.4.1 Relationship between Age and Job Satisfaction. 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.

5.4.2 Relationship between Rank and job Satisfaction. 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.

5.4.3 Relationship between duration on Service and Job Satisfaction. 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.

5.4.4 Relationship between Ethic and Job Satisfaction. From the data above show 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.

5.4.5 Relationship between Education and Job Satisfaction. 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.

5.4.6 Relationship between Income and Job Satisfaction. The performance of respondents in service 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

5.5 RECOMMENDATION

The Analysis of the research shows that the satisfaction of pay and job of the soldiers are questionable. Although there is same satisfaction both of the subject but their satisfaction in the majority of the respondents is much to be desirable. In term of their performance of satisfaction, the research indicates that low satisfaction of pay is detected in 68.8% of respondents and high satisfaction is only 31.4%. For the job satisfaction, 59.9% are indicates low satisfaction and 41.1% are high satisfaction. The analysis also indicates low satisfaction among the ranks Corporal and below is higher than senior ranks.

In our view, the pay ranges, as constructed, should provide appropriate protection for Service personnel moving across to the new system and at the same time allow reasonable incremental progression for those entering or moving to new pay ranges. We recognize that resolving the transitional difficulties, while maintaining the integrity of the new pay structure for those joining the Armed Forces, Undoubtedly, failure to provide military personnel with adequate pay and benefits would, over the long run, threaten Malaysian army capability, when low-quality recruits, a lack of experienced personnel, and insufficient training weakened the effectiveness and reputation of the military.

The analysis of other ranks, which identified that service 11 to 20, identified a negative effect on pay and also has a statistically significant impact on their job satisfaction. Those results are not surprising. In both cases in which a negative effect could be identified clearly, nevertheless, this analysis tried to indicates what specific policies--increases in bonuses, special pay, or across-the-board pay raises--would allow MINDEF to meet its personnel goals most efficiently.

A pay levels might indicate whether the nation was treating military personnel fairly--in the sense of offering them either a lifestyle comparable with that of other Malaysian citizens or wages comparable with what they might expect in civilian jobs. Some people would argue that asking military personnel to work for less than they could

earn in private-sector jobs is unfair, even though a strong sense of duty and patriotism might still motivate military personnel to serve. Being a member of the military is a unique profession. Sometimes that uniqueness entails advantages. For example, jumping from the military aircraft as Paratroopers to the enemy position or during the exercise may be more rewarding and challenging than jumping from private airline for demonstration. As a result, although MINDEF may need to pay its personnel more than it does today; it probably does not need to match the salaries those others private or government's agency offer. In other cases, the special character of the military can be a drawback. Because of the differences between military and civilian life, there is no reason to assume that matching civilian salaries--either in specific occupations or overall--would allow MINDEF to meet its personnel needs.

Before adopting such proposals, we might want to consider whether they offer realistic and cost-effective solutions to the military's personnel problems. If the civilian job continues to be as strong as it has been, the Ministry of defence may indeed have to devote considerably more resources to attracting and retaining a high-quality force.

For the job satisfaction, many studies pointed to low level of satisfaction among the soldiers. This phenomenon is the results of poor rewards and pays, lack career planning, poor standard of basic needs and facilities, poor and unfair appraisal practices and other shortcomings. Management must over come these shortcomings since studies also relates low job satisfaction are basically come through from level of pay there are getting. It must remember that job satisfaction in the military although based on criteria such as qualification, experience, career planning, negotiation and seniority but is not enough in achieving the quality of soldier but the most important thing are how much there are getting on their pay based on the rank and job there are doing.

5.6 RECOMMENDATIONS FOR FURTHER STUDY

This analysis is limited to satisfaction on pay and job and the results indicate low satisfaction of soldiers because of the level pay the are getting. It is important for the organization to conduct in-dept study to determine the unexplained variables and further

study others services such as Navy and Air Force so that an action plan can be formulated to improve performance of the military personnel. Over a long period, many factors other than wages will have changed. There is no significant on pay and job satisfaction among variables which requires further organization to study the satisfaction both of the problem that will effect their service and capabilities.