

THE EFFECT OF PAY AND ALLOWANCES ON MORALE
OF THE SOLDIERS IN THE ARMY

MEJ CHE AZUHA BIN SHAFIE
MEJ HJ ABDUL JALIL BIN RAMLI

Submitted to the Faculty of Business and Accountancy
University of Malaya
In partial fulfillment of the requirements for the Degree of
MASTER OF MANAGEMENT
August 2004



ACKNOWLEDGEMENT

We would like to record our appreciation to the following people who have been encouraging and of assistance in the completion of this research paper.

First and foremost, we would like to express our sincere appreciation and gratitude to our supervisor, Profesor Madya Susan Tho Lye Mooi, for her supervision and constant guidance throughout the completion of this paper.

We wish to thank Jabatanarah Urusan Gaji Angkatan Tentera and Cawangan Sumber Manusia for giving us this opportunity to further our education. Our thanks also to the 15 Royal Malay Regiment, Institut Pengurusan Tentera Darat (IPDA), Pusat Latihan Asas Tentera Darat (PUSASDA), Pusat Latihan Kor Perkhidmatan DiRaja (PULMAT), 72 Workshop Division for granting us permission to carry out this research. We would like to thank also to all the soldiers participated in our research.

Last but not least, we would like to thank our family members, especially our wives and children's, for their love, support and patience throughout our study.

ABSTRACT

This research studies the morale of the soldiers in the Army, by studying the level of satisfaction and or the attitudes of the respondents on seven factors. The seven factors of basic facilities, job satisfaction, Leadership in the unit, peer relationship, pay and allowances, career and recognition are used. The objective of this study is to study the morale of the soldiers by analysing their attitude towards these seven factors.

The Morale Description Questionnaire is used to collect information on these seven factors. The sample comprised of Non Commissioned Officers and private soldiers such as Warrant Officers, Staff Sergeant, Sergeant, Corporals, Lance Corporal and Privates. A total of 300 soldiers responded to the questionnaires distributed. The data collected was used to identify the level of morale exhibited by the soldiers.

The major findings of the study showed that all the soldiers exhibited moderate to high level of satisfaction with these seven factors. The study indicates that though pay and allowances are important factors, other factors such as facilities satisfaction, job satisfaction, leadership satisfaction, peer satisfaction, career satisfaction and recognition are important motivating factors.

The most satisfied personnel in the Army are among the warrant officers, "Other Ranks" in the Combat Support Unit and those who have the longest service of more than 15 years. The least satisfied group are corporals, the infantry unit and among the newer personnel with less than 10 years of service. There is need for the Malaysian Armed Forces to gain competitive advantage in positioning and attaining it, there would be a need to constantly review factors that effect the morale of the soldiers to ensure that morale of the soldiers are maintained for them to be more effective and efficient in performing task and duties to the nation. This is by no means a conclusive

study but it is the beginning of what we hope for more comprehensive studies in this field.

TYPES OF ALLOWANCES IN MALAYSIAN ARMED FORCES

- Seksyen 1 - Elaun Perantis
- Seksyen 2 - Elaun Rekrut
- Seksyen 3 - Elaun Pegawai Kadet
- Seksyen 4 - Imbuhan Tetap Khidmat Tentera
- Seksyen 5 - Imbuhan Tetap Khidmat Awam
- Seksyen 6 - Imbuhan Tetap Keraian
- Seksyen 7 - *Imbuhan Tetap Perumahan*
- Seksyen 8 - Imbuhan Tetap Jawatan Utama
- Seksyen 9 - Bayaran Insentif Tentera
- Seksyen 10 - Bayaran Insentif Teknikal
- Seksyen 11 - Bayaran Insentif Perkhidmatan Kritikal
- Seksyen 12 - *Elaun Pakaian Seragam*
- Seksyen 13 - Elaun Senggaraan Pakaian Seragam
- Seksyen 14 - Elaun Pakaian Istiadat
- Seksyen 15 - Bantuan Bayaran Pakaian 'Black Tie'
- Seksyen 16 - Elaun Perjalanan Dari Tempat Kediaman Ke Tempat Bertugas
- Seksyen 17 - *Bayaran Insentif Pasukan Khas Angkatan Tentera Malaysia*
- Seksyen 18 - Bayaran Insentif GerakCepat
- Seksyen 19 - Bayaran Insentif Sabah Dan Sarawak
- Seksyen 20 - Bayaran Insentif Semenanjung
- Seksyen 21 - Bayaran Insentif Singapura
- Seksyen 22 - *Bayaran Insentif Selatan Thailand*
- Seksyen 23 - Elaun Gangguan
- Seksyen 24 - Bayaran Insentif Menyelam

- Seksyen 25 - Bayaran Insentif Pembersihan Jerangkap Samar
- Seksyen 26- Bayaran Insentif Penghapusan Bom
- Seksyen 27 - Bayaran Insentif Penerbangan
- Seksyen 28 - Bayaran Insentif Juruterbang Penguji Pesawat Dan Jurutera Penguji Pesawat
- Seksyen 29 - Bayaran Bantuan Menyelenggara Rumah
- Seksyen 30 - Bayaran Bantuan Pembantu Rumah
- Seksyen 31 - Bayaran Insentif Tugas Stesyen Luar Pantai
- Seksyen 32 - Bayaran Insentif Khas
- Seksyen 33 - Elaun Pemangkuan
- Seksyen 34 - Elaun Penanggungan Kerja
- Seksyen 35 - Bayaran Insentif Pakar
- Seksyen 36 - Bayaran Insentif Pegawai Kesihatan Awam
- Seksyen 37 - Elaun Tugas Panggilan
- Seksyen 38 - Bayaran Saksi Awam Dalam Mahkamah Tentera
- Seksyen 39 - Elaun Dan Kemudahan Untuk Juruiring
- Seksyen 40 - Elaun Juruiring Bermotosikal Dan Pemandu Seri Paduka Baginda Yang Di-Pertua Agong Dan Seri Paduka Baginda Raja Permaisuri Agong
- Seksyen 41- Elaun Dan Bayaran Semasa Bertugas Rasmi (Kecuali Berkursus)
- Seksyen 42 - Bayaran Insentif Tugas Kewangan
- Seksyen 43 - Kemudahan Tambang Percuma Ke Luar Negeri Bagi Jeneral Dan Panglima Angkatan Tentera
- Seksyen 44 - Elaun, Kemudahan Dan Bayaran Kerana Menghadiri Istiadat Pengumiaan
- Seksyen 45 - Bantuan Sewa
- Seksyen 46 - Elaun Berkursus Seberang Laut Bagi Anggota Tentera Mengikuti Kursus Panjang Di Institusi Latihan Tentera

Seksyen 47- Elaun Dan Kemudahan Bagi Anggota Yang Menyertai Tim Projek Di Luar Negeri

Seksyen 48- Bayaran Insentif Dan Elaun 'Rating' Kepada Pegawai Pengurusan Ruangangkasa TUDM

Seksyen 49 - Elaun Bahaya Pancaran Radiation

Seksyen 50 - Elaun Memeriksa Dan Mencuci Tangki Minyak

Seksyen 51 - Elaun Dobi

Seksyen 52 - Elaun Pakaian Awam

Seksyen 53 - Kemudahan Pengangkutan Untuk Anggota Dan Keluarga

- Perjalanan Untuk Tugas
- Pengangkutan Untuk Rawatan Hospital
- Anggota Yang Tenat
- Anggota yang Di Hospital Untuk Tempoh Yang Lama
- Kematian Isteri
- Kematian Anggota
- Menghadiri Pengkebumian
- Bakal Pegawai, Pegawai Kadet Dan Rekrut
- Anggota Simpanan
- Peperiksaan
- Menghadiri Mahkamah Tentera
- Menghadiri Mahkamah Awam
- Upacara Sosial
- Tamat Perkhidmatan Atau Ditukarkan Ke Simpanan
- Pertukaran Stesyen
- Elaun Perjalanan Untuk Keluarga
- Kelas Perjalanan Untuk Anggota Dan Keluarga

- Pengangkutan Untuk Cuti
- Pengangkutan Untuk Keadaan-Keadaan Lain

Seksyen 54 - Kemudahan Perubatan Dan Rawatan Untuk Anggota Dan Keluarga

- Kelayakan Dan Bayaran Wad
- Rawatan Perubatan Di Luar Negeri/Institusi Swasta
- Rawatan Untuk Keluarga
- Elaun Kerana Rawatan Di Luar Stesyen
- Gigi Palsu
- Kacamata Dan Alat Bantuan Pendengaran

Seksyen 55 - Kemudahan-Kemudahan Lain Untuk Anggota Tentera

- Subsidi Rangsum
- Geran Perayaan
- Kemudahan Kereta Turus
- Perkhidmatan 'Batman'
- Bekalan Elektrik Dan Air Percuma
- Bayaran Balik Letak Kereta
- Perbelanjaan Pengkebumian
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