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

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