

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