

# **CHAPTER 1**

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### **1.1 General**

Malaysian Armed Forces are one of the most important organisations to look after the Sovereignty of the country. Since it was established almost 71 years ago, the Army has developed with modern military equipments, management system and facilities. The development of the Armed forces is to make the force credible and capable to counter any threat to the country.

The Army as one of the biggest services in the Malaysian Armed Forces has about 60,000 personnel to manage. In managing this large number of personnel is a greatest challenge especially when it involves soldiers' morale because it affects the performance of individuals and the organisation as a whole. Many factors contribute to the morale of the soldiers. One of the factors is pay and allowance. The degree to which a person is affected depends on the attitude and the perception of the individual. For some people other factors such as job satisfaction, facilities provided, leadership of the commanders, career advancement, peer relationship and recognition play a more important role in influencing morale than pay and allowances.

Based on the research conducted by the Army Headquarters working committee (2001) on soldiers problems, the financial problems faced by soldiers was one of the factors which was identified to have effect on morale. Financial problems as it relates to pay and allowances could be due to the implementation of the scheme and administration that sometimes resulted in soldiers not receiving their entitled pay and allowances. To a certain extent it involved the amount of money they received as incentives from the government. This payment can impact to their lifestyle and socio-economic condition. (Army HQ Working Committee:

2001). By fulfilling soldiers' need and wants the organization can have better soldiers with high morale who performs well the duties assigned to them.

The soldiers' dissatisfaction with pay and allowances have been raised through the media, dialogue sessions with their Commanders in a general manner. Basing only on general grouses about pay and allowances it is difficult to take concrete action to improve the situation. Some evidence needs to be gathered to assess the level of dissatisfaction of these personnel. As such a proper study needs to be carried out to find out which aspects of pay and allowances contribute to their dissatisfaction. Additionally, the study also needs to investigate other factors that contribute to the soldiers' satisfaction with the Army as these factors directly affect the soldiers' morale.

Morale is basically the systematic process by which the Army Organisation involves its soldiers, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of organization mission and goals. Morale management in the Army as part of the Human Resource Management model reflects the lifestyle and command-and-control toward a better disciplined organization. There is no doubt that pay and allowances plays a key role in governing and directing the behaviour and lives of the soldiers and the Army Organization in term of work performance and morale. The achievement of the Army goals and objectives depend on the morale of the soldiers, which in turn supports the overall mission and goals of the organization. The effects of pay and allowances on the morale process provides an opportunity for achieving those goals. Pay and allowances' plans should contribute to organizational goals and the professional growth of the soldiers.

In the Army, it is the responsibility of the unit commanders to monitor morale level and to provide directions to advocate effective performance in the organization. As far as the Other Rank is concerned, it involves soldier from the rank of Warrant Officers to Private. Why is pay and allowances so important to them? How can we measure morale? What are the soldiers needs and how does pay and allowances influenced them? These are the questions this study will address.

## 1.2 Objectives of the Study

The objective of this research is to determine the effect of 7 factors, including pay and allowances on the morale of the soldiers in the Army. The theory of motivation will be used as an approach to understand morale.

## 1.3 Significant of The Study.

Morale of an organisation's employee is an importance factor that would contribute to the successful of an organisation. Past studies indicate that one of the factors that affect the morale of soldier is pay and allowances. Without high morale, even good strategy and tactics cannot guarantee the success of a battle. Baynes (1967: 93) asserted that *'a brilliant plan of battle in the tactical sense can be a complete failure if morale is bad, while a poor plan can be made to work well if morale is good'*.

Even in peacetime soldiering, using the concept of motivation to understand soldiers' morale is important for management purposes, so that morale can be kept high and the Army will be ready for deployment whenever necessary. Understanding the positive and negative motivational factors that lead to high or low morale will help leaders in the Army evaluate and adjust the present management system in order to align it to the development of good morale. Hence, the findings of this research will be useful guide to manage morale and to improve factors that contributed to low morale.

## 1.4 Organisation of the Study

This study is organised into six chapters, with chapter 1 as an introduction chapter 2 reviews some of literature and past studies on morale and related factors and chapter 3 will provide a brief overview of the pay structure and system of the Army. Chapter 4 will discuss the methodology used in this study and chapter 5 will report on findings. Chapter 6 discusses the conclusion and makes recommendations to improve the level of morale and pay and allowances for the Army personnel.

## **1.5 Scope and Limitations**

In attempting the subject, this paper will cover mainly on aspects of pay and allowances and six other factors, which have influence on the morale of the soldiers in the Malaysian Army. The respondents will be selected for unit bases in Port Dickson, Seremban and Taiping, since this location is near to researchers workplace and hometown.

The short duration of time allocation for this paper does not permit an in-depth research to be carried out. Information obtained through interviewers and a self-completed questionnaire would allow preliminary analysis to be carried out.

The questionnaires will be distributed by the researchers to the various locations with the cooperation of the unit commanders of the units involved. Another method of getting the data is through the Human Resource Department at the Army Headquarters and Jabatanarah Urusan Gaji Angkatan Tentera (UGAT).

The data collected has been edited to clear all errors and subsequently coded. Then it is transferred into the data bank/storage. The data will be analysed using the SPSS and output would be tabulated.