

# **CHAPTER 2**

## **LITERATURE REVIEW**

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 General

In the broadest terms, morale is concerned with the way in which people react to the conditions of their existence. According to Oxford Dictionary offers the definition: *'morale condition is the state of mind especially (troops) as regards to discipline and confidence'*. (1995: 737). While the Longman Dictionary of contemporary English states that morale concerns *'condition of courage, determination and the pride in the mind of a person, team, army, and so on which regard to level of confidence'* (1993: 677). The term is usually applied to the aspect of live of peoples. For the military, morale refers to *'the level of courage and bravery of a person to control fear in the face of danger, pain and misfortune'* (Longman Dictionary 1993: 235). It explains the state of mind and intangible factors that motivate a person to move or act to achieve something (Slim quoted by Ali, 1991: 70).

In other military context morale may be defined as an individual's state of mind. It depends upon the attitude of a person toward things that affect him. *Morale is closely related to the satisfying of human basic needs*. (G.H.Deckor – Military leadership 1980). High morale is an affirmative positive state of mind which gives the soldier a feeling of confidence and well being that enables him to face hardship with courage, endurance and determination. Therefore maintaining the morale of the soldiers in the Army is an important aspect that needs serious attention.

Motivation also is very much related to the morale. The term motivation was originally derived from the Latin word *'movere'*, *'to move'* (Steers and Porters 1975: 5). Other definition offered motivation as *'the contemporary*

(immediate) influences on the direction, vigour, and persistence of action' (Atkinson 1964). Jones, 1995 defined motivation as '*...How behaviour get started, is energised, is sustained, is directed, is stopped, and what kind of subjective reaction is present in the organism while all of this is going on*'.

From the above definitions, morale and motivation are similar and interrelated. The difference is that motivation relates to individual behaviour, while morale relates to group behaviour. Since morale is related to courage and bravery, the term is often used in coercive organisations such as military. Morale might also be understood as an inference from group behaviour, verbal or non-verbal, as to cooperative effort towards organisational common goals rather than to individual goals as in the concept of motivation. This might also mean that motivation could be used as the means to understand morale, since understanding motivation of the average individual will help to locate the state of morale of soldiers in the Army.

As a military organisation the Malaysian Army goal are set by the Armed Forces. Thus is quite natural to view morale through the eyes of Military Commanders. It is also necessary that the goals of the individuals in the Army should coincide with the goal of Army in order to win the war. To measure the morale standard of the soldiers especially in peacetime, we can look at their discipline and behaviour. High morale amongst soldiers in the Army may from time to time cause annoyance and trouble in the town in which they operate (Baynes 1967). For lower level commanders this is acceptable and indication of high morale, as '*Good soldiers must have a bit of devilment in them, and is no good to becoming alarmed at occasional outburst of misbehaviour*' (Baynes 1967: 95).

There are many factors that affect the morale of soldiers in the Army. Amongst important factors are demographic characteristics, basic facilities, job satisfaction, leadership satisfaction, peer relationship, pay and allowances career satisfaction and recognition. These are tangible and intangible factors that contribute to the effect of morale of the soldiers. The level of effect or contribution to morale depends on the soldiers' attitudes and perceptions. The

above mentioned factors are actually the characteristics commonly identified as being important sources of motivation in the workplace as mentioned by the Abraham Maslow and Herzberg (Hackman and Oldham: 1975). Maslow's hierarchy of needs, has identified basic needs (physiological needs), safety needs, social needs, esteem needs and self-actualisation needs. Since morale is closely related to motivation, these factors can be meaning fully studied to represent the state of morale among the soldiers in the Army.

## **2.2 Previous Research**

There is no comprehensive Malaysian research that has been carried out on pay and allowances and its effect on the morale soldiers in the Army. However there are two informal studies related to soldiers' morale and pay and allowances. Counselling Analysis Report (1991) and Pay and Allowance problems by Army Headquarters Working Committee (2001). An U.S.A study by Stouffer et al (1965) investigates how the American soldier adjusts to Army life provides important conceptual understanding of morale.

## **2.3 Malaysian Research**

The Counselling Analysis Report (1991) reports on the counselling conducted by two officers trained in psychological counselling between 3<sup>rd</sup> March to 15 May 1991 on one of the Royal Malay Regiment (169 soldiers), found that the majority of cases raised and discussed by individuals concerned unfavourable perception toward leadership, work load and work climates. However, deeper exploration reveals that most individuals who have low morale in their organisations also had serious personal problems, such as financial problems, heavy alcoholic drinking, drugs abuse, family problems and socialisation difficulties, and the consequence of these problems was more significant than those of low morale. The study also concludes that low 'self maturity' and career 'maturity' also lead to low morale. The report also argues that personal concepts (beliefs) and individual life background are related to work satisfaction and morale.

Another research conducted by Army Headquarters Working Committee (2001) on 4 485 respondents in the Army found that one third of total respondents mentioned about dissatisfaction with pay and allowances, management, administration and policies and the soldiers' socio-economic condition. The main complaint on administration is the late payment of increments and allowances. On policies, most of the soldiers are not satisfied with the current pay earned because they are not paid according to their skills and expertise. Lastly on the socio-economic aspect, those who stay in the town area feel that their pay and allowances are insufficient due to the high cost of living.

## **2.4 Overseas Research**

Stouffer et al. (1965) conducted a series of studies on soldiers' morale in the United States. Stouffer et al. stated that there are three major aspects that affect soldiers' morale such leadership, job satisfaction and personal background. Based on Maslow's hierarchy of needs, facilities and pay and allowances are considered as basic needs, peer satisfaction and job satisfaction as social needs, recognition as esteem needs, career satisfaction as self actualisation needs. All these contribute to the motivation of man. The application of these factors to the military environment is explained in the following paragraphs.

### **2.4.1 Demographic Characteristics**

It was found that age, marital status and education have effect on the level of satisfaction towards job assignment, working conditions and leadership practice. Although married soldiers tend to be inefficient in comparison with younger unmarried men; they have better personal commitment toward the Army. Thus in term of promotion the older married soldiers tend to get ahead faster than the younger married ones (Ronen; 1978). This will indirectly effect the morale standard of the soldiers. Research studies also have found that rank or job level in an organisation have significant relationship to the job satisfaction and

morale. Ronen (1978) notes that job satisfaction increases with rank. This shows that the higher a soldier's rank the more satisfied he is and the higher his morale.

#### **2.4.2 Facilities Satisfaction**

Facilities satisfaction in the Army refers to the satisfaction with facilities provided by the services to the soldiers such as quarters, credit facilities in PERNAMA Shop, transportation, food and messing, loans and many others. Basic facilities provided is an important factor under basic needs of the Maslow's hierarchy (Philip Kotler; 2003). Basic facilities represent basic needs that have to be fulfilled to motivate soldiers and maintain a high level of morale.

#### **2.4.3 Job Satisfaction**

Stouffer et al. suggests that job satisfaction depend on the attitudes of soldiers towards what they expect in the work place. The level of satisfaction may vary from one category of services to another (Stouffer et al. 1965: 287). For example, a logistician may feel he has achieved job satisfaction in his organisation due to the nature of the job that he performs daily. When he achieves satisfaction, his morale will be high. For this study we will look at individual services and also the Army as a whole.

#### **2.4.4 Leadership**

According to Stouffer et al. (1965) leadership satisfaction is satisfaction with and confidence in leaders based on positive understanding between "other ranks" and their officers. Furthermore, the attitude of "other ranks" toward their officers and all level of commanders will also be dependent on their social differences. It is likely that "other rank" will have positive attitudes when *'officers or commanders and enlisted man shared the common experiences of*

*social deprivation, danger and death'* (p.368). However, when there are extreme differences of social deprivation, danger and death experienced by "other ranks" and their officers, "other ranks" may hold unfavourable attitudes towards their leaders, affecting the morale of the soldiers.

#### **2.4.5 Peer Relationship Satisfaction**

The work group serves as a source of job satisfaction in terms of relationship, interactions and sharing of things in common. The work group establishes norms such as group behaviour level of output and work pattern. Associating with peers, it will provide a certain amount of job satisfaction and lead toward high morale. Katz (1964) states that, approval and support derived from interacting with colleagues or peers are potent forms of motivation. Satisfaction from working in-groups also may increase morale of the soldiers.

#### **2.4.6 Pay and Allowances**

Basically pay and allowances is an incentive given by the employer to employees as a reward on job performances. A fair salary or pay given by the employer to the employee will reduce dissatisfaction amongst employees and established a good relationship between both parties. Beside that it will boost the morale of employees and create more interest in following any programs and performed the job better (Rozhan; 1991). This means that pay and allowances have affect on the morale standard of the soldiers. The level of satisfaction is also influenced by comparisons of pay received to those paid by other government agencies, public sectors and private sectors. The life style of the soldiers is another factor to consider.

#### **2.4.7 Career Satisfaction**

Basically career satisfaction fall under the self-actualisation needs (self-development and realization) of the Maslow's hierarchy of needs. It refers to the attitudes of the soldiers in pursuing career satisfaction in future. Soldier's perception of their current position in the Army can make them satisfied or otherwise. If they think the current career is good for them they are satisfied and will be highly motivated.

#### **2.4.8 Recognition**

Recognition is an important part of motivation to the soldier in the Army. It in line with Maslow's esteems needs, where people in an organisation need to perform well in order to get recognition from others, especially from the employer. The soldiers or employees in an organisation are pursuit for recognition in order to feel important in the organisation. When the performance of their job is recognised, their morale will be boosted. Therefore we belief, this factor is one of the important factors that might contribute to the morale of the soldiers.

### **2.5 Summary of Previous Research and Literature**

The above discussion shows that pay and allowances is a tangible factor that determines the level of soldier satisfaction and s contributes to their morale standard. However the degree of satisfaction and moral depend on other factors as well. Other related factors that contribute to the morale of the soldiers are demographic characteristic, facilities satisfaction, job satisfaction, leadership, peer relationship, career satisfaction and recognition.

Based on the research conducted by the Army Headquarters Working Committee (2001) about one third of respondents (soldiers) are dissatisfied with the pay. However the level of dissatisfaction varies among the soldiers depending on how they look at things and how they manage their finances.