

CHAPTER 5

FINDINGS

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5.1 Introduction

In this chapter the data will be analysed and the findings will be presented. For the purpose of the analysis, Statistical Package for Social Science (SPSS 11.0 for Windows) was used to analyse the primary data. The analysis and the findings will be presented as follows:

- a. Analysis of the demographic profile of the respondents.
- b. The respondents' perception on factors related to the morale of the Army personnel.

Table 5.1 Demographic Profiles of Respondents

	Demographic Profile	Frequency	(%)
1.	<u>Sex</u>		
	a. Male	284	94.7
	b. Female	16	5.3
	Total	300	100.0
2.	<u>Age</u>		
	a. Less 20 years	17	5.7
	b. 20 – 24 years	27	9.0
	c. 25 – 29 years	36	12.0
	d. 30 – 34 years	98	32.7
	e. 35 – 39 years	115	38.3
	f. Above 40 years	7	2.3
	Total	300	100.0

3.	<u>Marital Status</u>		
	a. Single	44	14.7
	b. Married	253	84.3
	c. Divorced	3	1.0
	Total	300	100.0
4.	<u>Race</u>		
	a. Malay	264	88
	b. Indian	6	2.0
	c. Others	30	10.0
	Total	300	100.0
5.	<u>Term Of Service</u>		
	a. Less than 10 years	43	14.3
	b. 10 – 15 years	127	42.3
	c. Above 15 years	130	43.3
	Total	300	100.0
6.	<u>Religion</u>		
	a. Islam	266	88.7
	b. Hindu	6	2.0
	c. Christian	18	6.0
	d. Others	10	3.3
	Total	300	100.0
7.	<u>Rank</u>		
	a. Warrant Officer 1	6	2.0
	b. Warrant Officer 2	51	17.0
	c. Staff Sergeant	29	9.7
	d. Sergeant	48	16.0
	e. Corporal	104	34.7
	f. Lance Corporal	24	8.0
	g. Private or Equivalent	38	12.7
	Total	300	100

8.	<u>Service</u>		
	a. Infantry	112	37.3
	b. Combat Support	35	11.7
	c. Service Support	153	51.0
	Total	300	100
9.	<u>Vicinity</u>		
	a. Town	84	28.0
	b. Small Town	200	66.7
	c. Rural	16	5.3
	Total	300	100.0
10	<u>No of Children in Family</u>		
	a. No Children	100	33.3
	b. 1 – 3 Child	144	48.0
	c. 4 – 6 child	52	17.3
	d. 7 – 10 child	4	1.3
	Total	300	100.0

5.2 Demographic Analysis

The result from the SPSS shows the respondents demographic profile in Table 5.1.

5.2.1 Sex. The table above indicates that out of the 300 respondents, 284 (94.7%) are male and 16 (5.3%) are females. Female soldiers are in the minority group and are dispersed in the survey locations.

5.2.2 Age. The majority of the respondents are from the age group of 35 to 39, which made up of 115 (38.3%). Only 7% of respondents are above 40 years of age. About 17 (5.7%) respondents are aged less than 20 years, 27 (9.0%) are from 20 to 24 years, 36(12.0%) are from the 25 to 29 years, 98 32.7%) are from the age of 30 to 34 years.

5.2.3 Marital Status. The majority of respondents are married (253 respondents or 84.3%). 44 of respondents are single and divorcees make up only 3 respondents.

5.2.4 Race. The analysis on race shows that the majority of respondents are Malays with 264 (88%) followed by Indians accounting for 6 (2.0%). The Malays are more acceptable in choosing the military as their career where compared to other races. The other category is the combination of Iban, Kadazan, Murut, Kelambit and Siamese, who make up about 10% of the respondents.

5.2.5 Term of Service. The majority of respondents (43.3) have more than 15 years service. The second group with between 10 to 15 years in service comprised of 127 (42.3%) respondents. The third groups were soldiers with less than 10 years of service has only 43 (14.3%) respondents.

5.2.6 Religion. Islam constitutes the main religion among the respondents (88.7%), followed by Christian (6.0%), Hinduism (2.0%) and others such as Buddhism (3.3%).

5.2.7 Rank. The majority of respondents are the rank of Corporal that is (34.7%), followed by the Sergeant (16.0%), Warrant Officer group (17.0%) and Private and equivalent (12.7%).

5.2.8 Service. The service group from the logistician group or Service support group made up of 51.0%, while the Infantry group and the combat support group made up 37.3% and 11.7% respectively.

5.2.9 Vicinity. Since majority of army camps are situated in the town and small town, therefore the majority of the respondents are from this vicinity such as Port Dickson, Taiping and Seremban. Very few of the respondent are from rural area.

5.2.10 Number of Children's in the Family. The majority of respondents are married. 48% of them have between 1 to 3 children, followed by 7.3 % who have between 4 to 6 children. Only 4 respondents have between 7 to 10 children. It is interesting to note that 33.3% of them are married with no children.

5.3 Analysis of Factors Affecting Morale

Firstly means scores of the seven dependent variables; basic facilities, job satisfaction, leadership, peer relationship, pay satisfaction, career and recognition are computed. These scores indicate the level of satisfaction or attitudes of the respondents towards the factors. Positive attitudes or high satisfaction with these factors represent high morale among the respondents.

Secondly, analysis of responses towards these seven factors are analysed by the following characteristic of respondents.

- a. Ranks (Warrant Officer 1, Warrant Officer 2, Staff Sergeant, Sergeant, Corporal, Lance Corporal and Private or equivalent).
- b. Service (infantry, combat support and service support).
- c. Term of Service (less than 10 years, 10 to 15 years and above 15 years).

The purpose is to investigate if there are differences between the sub groups within each characteristic category.

Thirdly, the chi-square statistic is calculated for non-satisfaction within the sub groups from each characteristic group to see if statistical significant exists between the sub-groups.

5.4 Overall Satisfaction and Attitude Toward Factors Affecting Morale

Table 5.2 Overall Attitude/Satisfaction According to 7 Factors

Factors	Factor Name	Mean scores
Facilities Satisfaction	FACSAT	2.65
Job Satisfaction	JOBSAT	2.81
Leadership Satisfaction	LEADSAT	2.07
Peer Satisfaction	PEERSAT	2.26
Pay and Allowances Satisfaction	PAYSAT	1.61
Career Satisfaction	CAREESAT	1.75
Recognition	RECOGNI	1.31
Overall Mean Scores		2.07

The overall score of 2.07 indicates that, generally respondents are satisfied with their job in the Army and can be said that morale is reasonably high. Respondents as a whole are most satisfied with the factors recognition and pay and allowances and career (mean scores of 1.31, 1.61 and 1.75 respectively) and are least satisfied with job, facilities and peers (mean scores of 2.81, 2.65 and 2.26 respectively).

The low scores of recognition (1.31) indicates that the soldier are pride to be as soldier because they are able to served for the nation and their service been recognised by the service, country and United Nation especially when they served for peace keeping missions.

The high score of job satisfaction and facilities satisfaction (2.81 and 2.65 respectively) indicates only moderate satisfaction with the job and facilities. This could be the present situation, where there are no more threats to be countered such as Counter Insurgency Warfare in the early 1970's. Present soldiers are working in a relatively peaceful environment without

challenging and stress. They work in conducive environment, doing routine duties such as training and general duties, in a low risk job. Some of them may be at the static rank until they retire.

This is also probably due to the present environments, which already exists and provide them better facilities where Army cannot provide. With the good family background such as wives are working and their parent are rich, make them affordable to buy car and other material and having good facilities for their daily needs and want such as having treatment from private hospitals although they are private soldiers with the basic salary of RM 620.00.

5.5 Factors Affecting Morale Analysed by 'Rank'

Table 5.3 shows the analysis of the satisfaction of respondents with regard to the factors of basic facilities, job, leadership, peer relationship, pay and allowances, career and recognition by the seven ranks of Army personnel surveyed.

Table 5.3 Analysis of Attitude/Satisfaction by Rank

Rank	Mean scores						
	Fac Sat	Job Sat	Lead Sat	Peer Sat	Pay Sat	Caree Sat	Recogni
Warrant Officer I	2.50	2.39	1.69	2.04	1.50	1.50	1.46
Warrant Officer II	2.41	2.53	1.89	2.10	1.61	1.63	1.19
Staff Sergeant	2.66	2.75	2.02	2.22	1.68	1.91	1.37
Sergeant	2.61	2.80	2.00	2.28	1.61	1.71	1.24
Corporal	2.78	2.95	2.18	2.32	1.60	1.72	1.41
Lance Corporal	2.59	2.94	2.15	2.77	1.63	1.68	1.28
Private/equivalent	2.73	2.81	1.13	2.33	1.61	1.98	1.22

5.5.1 Basic Facilities (FacSat)

Warrant Officer 1 and 2 have the lowest mean scores (2.50 and 2.41) among the seven ranks of soldier surveyed. This is because officers of these two ranks (Warrant Officer 1 and 2) are satisfied with facilities provided to support their basic requirement such as quarters for family, medical, uniform, rations and transport. The ranks of Corporal are least satisfied with the basic facilities provided (mean score of 2.78 is the highest score). The lower commander ranks of Lance Corporal and Private or equivalent are not so much concerned with the facilities provided. This is because they still have a long way to go in their career and need to struggle for promotion to secure their future. The demand for more facilities becomes important only after they have achieved high ranks.

5.5.2 Job Satisfaction (JobSat)

Warrant Officer 1 is most inclined toward the Job Satisfaction with the score of 7.166. With highest position in the ranks in compare to other groups, these Warrant Officers satisfied with their job and responsibilities. Furthermore they have achieved what they want. The mean score of 2.95 indicates that the Corporal group is less satisfied with their job. They might want the service to better fulfil their needs providing good logistic support, working environment and promotion.

5.5.3 Leadership Satisfaction (LeadSat)

The leadership satisfaction (LeadSat) scores are below the average score of 1.90 for the four higher ranks, with the highest recorded for Warrant Officer 1 (1.69). As Warrant Officers in the Army, their job is the linkman between the superior and other ranks and they form the backbone of the organization. They have to implement and execute orders from the superior without fail. The score of 2.18 from Corporal rank indicates their less positive response toward the

leadership. They might try to avoid instructions given related to their responsibilities by providing unreasonable reasons. On the other hand, this negative response may be due to their superior not trying to understand their views.

5.5.4 Peer Satisfaction (PeerSat).

Peer satisfaction is the relationship among the peers in the organization. It involves cooperation (esprit de corps), leadership style among the lower commander, personality traits, and abilities to command. Warrant Officers 1 have mean score of 2.04 indicates that the peer satisfaction among them is very good and they are in high spirits. They cooperate well and there is unity among them in doing jobs. They have displayed good examples for others to follow besides providing guidance to the lower ranks in solving their problems. The lowest peer satisfactions are between the Lance Corporal and private rank or equivalent with a score of 2.77 and 2.33. This seems to indicate to that there is poor peer relationship among the lower ranks that may prefer to work by themselves without peer assistance. They may prefer to be alone since they are still young and new in the organization. They may lack experience in executing task given, and would benefit from guidance by other colloquies.

5.5.5 Pay Satisfaction (PaySat).

In general, the majority of the individuals who join the Army want to earn an income or salary. The income they earn will fulfil their basis requirement to live in society. The most satisfied group with pay is the Warrant Officer 1 group, which scored 1.5. This indicates that they have a comfortable living with their salary. Warrant Officers are paid higher than the lower ranks. They are paid a basic salary of RM 1539.60 monthly excluding allowances. They are provided with other facilities such comfortable quarters, individual office with direct line, transport to and for duties and others functions. Among the other

ranks, Staff Sergeant group scores a mean of 1.68, which indicates a lower level of satisfaction than Warrant Officers. At this stage of their career, some of them may have taken personnel loans, housing loans, and car loans that need to be repaid monthly. With a basic salary of RM 1208.79 per month, the Staff Sergeant group may face financial problem. If they were promoted to rank of Warrant Officer 2, their salary would be increased and this might solve some of their financial problems.

5.5.6. Career Satisfaction (CareeSat).

Warrant Officer 1 with mean score of 1.50 is the most satisfied with their career in service. Warrant Officers 1 normally have completed all the career courses and are waiting for retirement in a few years time. However, for the private or equivalent rank, they are struggling to complete the career courses for promotion and specialisation in their trade. This group has a score of 1.98, which shows that the career satisfaction among the private group is still low, as they have to attend various career courses in the service in order to qualify them for the next promotion.

5.5.7 Recognition (Recogni)

The mean score of 1.9 from the Warrant Officers 2 group is the highest for recognition. This group is of the view that respect by society, the military image and responsibilities for defending the nation is recognition to them as military officers.

5.6 Chi-Square Analysis of Factors by Rank

Table.5.4 Chi-Square Analysis of Factors by Rank

Factors	Significance Value
Basic Facilities	0.488
Job Satisfaction	0.037
Leadership	0.295
Peer Satisfaction	0.249
Pay Satisfaction	0.478
Career Satisfaction	0.191
Recognition	0.667

The analysis, using Chi-square, shows only statistically significant difference between rank and Job Satisfaction at a p value of 0.037(< 0.05). This indicates that the Job Satisfaction among the soldiers of different rank is not the same. The Warrant Officer 1 and 2 groups appear to be more satisfied than lower ranks of Staff Sergeant and below. This is probably because they have reach to the highest rank as “ Other Rank ”. ‘Corporal’ rank personnel are least satisfied with the Job because they have been in the middle of the service which doing the same jobs for a long time and chances for promotion might be slow.

Other factors such as basic facilities, leadership, peer's relationship, pay satisfaction, career, and recognition are not viewed to be significantly different among the seven groups in ‘Rank’.

Factors such as basic facilities, leadership, peer's relationship, pay satisfaction, career, recognition are strong reason for joining the Army, when

on duty soldiers have to be in the jungle for four month in a year to fight the guerrillas. All respondents view these factors as important basic requirements for performing their job while they are away from their family. For instance, they required good basic facilities for their family which are left behind while they are away on operation; required good relation with their leaders and peers in order to co-operate in performing task; good pay and allowance to support their family; career and recognition as part of their promotion and welfare.

5.7 Factors Affecting Morale Analysed by “Services”

The 7 factors are analysed in more detail according the categories of “services” which is divided into the three broad categories of Infantry, Combat Support and Service Support.

Table 5.5 Analysis of Attitude/Satisfaction By Service

Service	Mean scores						
	FacSat	JobSat	Lead Sat	Peer Sat	Pay Sat	Caree Sat	Recogni
Infantry	2.69	2.88	2.14	2.24	1.51	1.73	1.30
Combat Support	2.53	2.68	1.97	2.21	1.64	1.77	1.22
Service Support	2.66	2.80	2.04	2.28	1.68	1.75	1.33

5.7.1 Facility Satisfaction (FacSat).

Referring to table 5.4, the Combat Support Unit (Armour, Artillery and Engineer) with a mean a score of 2.53, indicates that their inclination toward the facilities satisfaction (FacSat) is the highest. This is due to facilities provided are fully utilized and demand for more satisfaction if they required. Since the Combat Support Unit is small in number of personnel compared to the infantries, majority of these personnel stay in the camp with almost complete facilities provided to support their daily basic requirements. The infantry units with a mean

score of 2.69 shows the inclination towards the facilities satisfaction are lower than Combat Support Units. It is noted that the facilities provided to Infantry Units are small in proportion as they are the largest units in the Army having the largest number of personnel. To satisfy their requirement by providing more facilities may be difficult as more funds are need from the government.

5.7.2 Job Satisfaction (JobSat)

The Combat Support unit shows the most inclination toward Job Satisfaction with the score of 2.68. They are more satisfied because majority of personnel work in specialised jobs. In the Infantry units, every soldier is a 'jack of all trades but master of none'. The mean score of 2.88 indicates a much lower level of job satisfaction among them.

5.7.3 Leadership Satisfaction (LeadSat).

The Combat Support unit shows the highest inclination toward the leadership, with their score of 1.97. The command or leadership characteristic of their superior are more technically inclined and specialised. The score of 2.14 by the Infantry units indicates their lower satisfaction toward leadership. Majority of the infantry responses are from the Royal Malay Regiments, which adopt a regimental life in their culture. Leadership style by Infantry commanders are more disciplinary and in a battlefield environment, resulting in less leadership satisfaction by infantry units.

5.7.4 Peer Satisfaction (PeerSat).

Combat Support units' score a mean of 2.21, which indicates that the peer satisfaction among these personnel is very high and in good spirit. They cooperate well and rely on each other in doing their jobs. It also shows a good relationship with their superior. The lowest

peer satisfactions are among the personnel in Service Support units (Logistic Units), which score 2.28. This may indicate the peer relationship either with superior or subordinate are probably less important in their organization than other service groups. Mutual support, and friendship may be lacking in their working environment due to the nature of task, working in small groups.

5.7.5 Pay Satisfaction (PaySat).

As regard pay satisfaction, the Infantry respondents indicated that most satisfied score of 1.51. They are satisfied with what they earned monthly. The reason could be because some of them may be doing part time jobs or 'moonlighting' to support their family since most of Army camps are located in the town areas where the cost of living is very high. The Service support personnel with a score of 1.68, indicates that they are less satisfied with the pay received. This reason for dissatisfaction might be due to the high cost of living in the vicinity of towns.

5.7.6 Career Satisfaction (CareeSat).

Infantry personnel with the score of 1.73 are the most satisfied with their career, while Combat Support personnel with the score of 1.77 shows the lowest career satisfaction among the 3 groups. In reality, the priority of the career courses in the Army normally is for the Infantry personnel since they are larger in number in term of ranks and appointments and hence need more promotional opportunities. By having a good personal record in the service, and after attending career courses, infantry units will have greater promotional opportunities.

5.7.7 Recognition (Recogni).

The Combat Support personnel with a mean score of 1.22 are most satisfied with the recognition awarded to them. This is probably due the respect by the society and higher responsibilities of Combat Support Units compared to other 'service' groups. On the while the results indicated that the Combat Support are high in morale as they indicated highest satisfaction for five out of the seven factors used to indicate morale.

5.8 Chi-Square Analysis of Factors by Service.

Table 5.6 Chi-Square Analyses of Factors by Service.

Factors	Significance Value
Basic Facilities	0.204
Job Satisfaction	0.729
Leadership	0.306
Peer Satisfaction	0.531
Pay Satisfaction	0.218
Career Satisfaction	0.343
Recognition	0.276

Cross Tabulation results between Services Combat personnel, Combat Support Unit and Service Support Unit and the 7 factors yielded no statistically significance values. This means that there is no difference in the evaluation of the 7 factors by the 3 groups in service.

5.9 Factors Affecting Moral Analysed by Term Of Service.

In this section, the seven factors affecting morale will be analysed according to the service duration of the Non Commission Officers in the Army. This is to determine whether the length of service in the Army has any effect on the attitude of respondents towards the seven factors. Duration of service is divided into 3 groups; less than 10 years, 10 to 15 years and more than 15 years.

Table 5.7 – Analysis of Attitude/Satisfaction by Term of Service

Term of Service	Mean scores						
	FacSat	JobSat	Lead Sat	Peer Sat	Pay Sat	Caree Sat	Recogni
Less than 10 years	2.83	2.90	2.14	2.36	1.56	1.77	1.30
10 to 15 years	2.63	2.81	2.09	2.27	1.62	1.76	1.33
More than 15 years	2.62	2.78	2.02	2.21	1.62	1.73	1.29

5.9.1 Facilities Satisfaction (FacSat).

Referring to table 5.7, the score the mean of 2.62 by respondents who have served more than 15 years, indicates that their inclination toward the basic facilities satisfaction (FacSat) is the highest. Majority of these respondents are married with children and are senior in rank (at least the rank of Sergeant and above). Most of them are provided with most of the available facilities. Respondents with less then 10 years of service (mean score of 2.83) are the least satisfied. The majority in this group comprises of young personnel and bachelors or married personnel without children. They mainly came from the rank of private, Lance Corporal and Corporal who are provided with fewer facilities.

5.9.2 Job Satisfaction (JobSat).

Personnel with more than 15 years of service shows the highest Job Satisfaction score of 2.78. At this stage of their career, they are likely to be satisfied with the duties they performed, promotional prospects and reasonable pay received. The group with less than 10 years of service scores 2.90 indicating the lowest job satisfaction among the 3 groups. Being young and setting up family and home, this group may face heavy financial responsibilities and also at a lower stage of pay.

5.9.3 Leadership Satisfaction (LeadSat).

The highest satisfaction on leadership scores is recorded for the group who served more than 15 years, (mean score of 2.02) normally with the longer experience good relationship between the superior and their subordinate is nurtured. The group with less than 10 years indicated the lowest leadership satisfaction score. The relationship with the superior is still not stable as they are new in service. In the longer term, the gaps of friendship with the superior will be closer as they get to know each other better.

5.9.4 Peer Satisfaction (PeerSat).

The group who served more than 15 years scored a mean of 2.21 indicating the highest peer satisfaction among this group of personnel in comparison to the other 2 groups. They know each other for a long time and well cooperate and rely on each other in their job. The groups, which served less than 10 years, indicate the lowest peer relationship score among them.

5.9.5 Pay Satisfaction (PaySat).

Surprisingly, the group in service for less than 10 years are most satisfied with the salary received. This may be due to the fact that they have less financial commitments as bachelors and married persons

with no children or only a small number of family members. Respondents with more than 15 years of service are the least satisfied with their pay. The reason may be due to the high cost of living in the vicinity of towns and having a larger family to support.

5.9.6 Career Satisfaction (CareeSat).

The most satisfied with their career belong to those who have served more than 15 years (mean score of 1.73). It is probably due to the fact that they have the most promotional prospects. The youngest group with less than 10 years (mean score of 1.77) are least satisfied as they have to wait their turn for promotion and advancement in salaries.

5.9.7 Recognition (Recogni).

The longest serving group is again the most satisfied with recognition they received from service in the Army. With the recognition will bring about high morale among them.

5.10 Chi-Square Analyses of Factors by Term Of Service.

Table 5.8 Chi-Square Analyses of Factors by Term Of Service.

Factors	Significance Value
Basic Facilities	0.161
Job Satisfaction	0.048
Leadership	0.397
Peer Satisfaction	0.405
Pay Satisfaction	0.175
Career Satisfaction	0.852
Recognition	0.226

From table 5.8 there is significant difference only in the job satisfaction factor. This means that statistically the length of service in the Army affects the satisfaction with the job. The youngest group (less than 10 years) appear to be the least satisfied and the oldest group (more than 15 years) are the most satisfied with their jobs.

There is no difference between the attitudes of respondents of different service duration for the other six factors. From interviews the researchers have found that this group has a positive thinking toward their job and has more responsibilities to bear. With the right approach and guidance from the superior, this group may achieve high morale and have outstanding job performance.

The facilities factors provided by the Army enhance their life and bring about greater satisfaction. This group also always thinks of their duties and responsibilities and develops high morale standards in performing their duties. These respondents also consider military as their career choice. Furthermore, it is found that most respondents in this category will serve until retirement.

The group with less than 10 years in service are considered new soldiers and not yet matured with the military culture. Majority of them are not concerned with such job satisfaction, career, basic facilities and other matters related to army organization, as they have not yet fully settled in Military life. Others could easily influence them towards positive or negative perception in joining or leaving the Army.

5.11 Summary Of Findings

In general, the analysis conducted provided information on the level of personal attitude, perception and satisfaction of respondents (soldiers) toward factors such as facilities, job, leadership, peer, pay, career and recognition in the military service. We have theorised that a high level of satisfaction with these seven factors, which relate to the work of soldiers is a fair indication of a high level of morale among military personnel. The results

have indicated a fairly overall level of satisfaction with the seven factors (overall mean score of 2.07) except for the two factors of Basic facilities and Job Satisfaction where moderate satisfaction is indicated, the other 5 factors scores shows great satisfaction.

The study also indicates that though pay and allowances are important factors affecting morale in the Army. Other factors such as leadership satisfaction, career satisfaction and recognition are also motivating factors, as indicated by the high satisfaction with these factors.

The finding also indicates that among the 7 ranks, the Warrant Officers are the most satisfied with the seven factors studied. On the other hand, the Corporals recorded the lowest level of satisfaction, in basic facilities, job satisfaction, leadership satisfaction and recognition.

Analysing further into service groups, the Combat Support Unit indicated the greatest satisfaction while the infantry group are least satisfied with the facilities, job and the leadership. The Service Support group are the least satisfied with their peers, pay and the recognition they get.

The finding also indicate that personnel with the shortest during of service {less than 10 years) are most dissatisfied while those with the longest service (more than 15 years) are more happy with the factors of satisfaction studied.