

# **CHAPTER 6**

# **CONCLUSION**

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#### **6.1 General**

The need to know the effect of pay and allowances on morale in the Army represented the main reason for carrying out this study. The objective was to explore the relationship of pay and allowances and other factors with the morale of the "other ranks" in the Army. The study reveals that the satisfaction towards the factors studied, namely, basic facilities, job satisfaction, leadership, peer relationship, pay satisfaction, career and recognition have direct relationship with morale.

Basically, morale of the soldiers is effected by many factors related to their life as members of an organisation, which is too regimental, has strict discipline and an inflexible lifestyle. Although it is regarded as authoritarian and coercive organisation and imposes discomfort to the Army personnel but still the society are attracted to join the Army service. This might be due to several attractive factors which; we have sought to identify on this study. Army personnel have derived satisfaction from many aspects of the Army including the facilities provided.

#### **6.2 Identifying the Factors That Contribute Toward Morale**

The morale of soldiers is assumed to be derived from their satisfaction with the seven factors studied. They will be more motivated in performing their tasks when morale is high. In parallel with the development in Malaysia, aspiring to be a fully developed country by year 2020, development of national security is important. In a developed country, the military plays an essential part to maintain the required stable environment for continuous growth. Soldering in the twenty first century is far more crucial when compared to previous years, where in those days soldiers fight for the nation on patriotism and high spiritual aspect. Today, with the

changing environment, and war setting, soldiers need to be motivated in order to be more patriotic in ensuring the security of the nation.

Research among the Army personnel, however, found that morale may be linked to the other factors such basic facilities, job satisfaction, leadership, Peer relationship, career and recognition beside pay and allowance which are the main criteria in the study. One of the main factors which has found that, most personnel in the rank of Sergeant and above tend to have higher in job satisfaction than with lower ranks such as Corporal and below. A positive relationship also was found between factors and the level of satisfaction. Among junior ranks in the Army with less than 10 years experience indicate less satisfaction towards the factors. By the satisfaction value from the factors, it indicates that, the level of morale of the soldiers is identified, but is not absolutely accurate.

From the study, contribution factors such as Job Satisfaction, Leadership, Career enhancement and pay satisfaction is closely related to respondent satisfaction. Other factors such as basic facilities, peer relationship and recognition are giving less satisfaction. This mean that the hypothesis developed earlier, has the significant value on the job satisfaction only, while other factors are less significant and do not have at all. The pay and allowance is less contribute to the satisfaction of the soldiers which are said will be the morale booster. The study might be due to the false statement from the respondents or 'respondent cheater', which are not honour answering the questionnaires. As far as the study concerned, the main pulling factors in joining the Army is the pay and allowance followed by others factors such as job satisfaction, career, recognition and facilities provided.

As identified in the survey, soldiers still in a way perceives factors provided in a positive note; nonetheless a large percentage agrees that pay and allowance put less attention to their satisfaction.

### **6.3 Expectations in the Army Society**

Army has undergone drastic changes since independence, particularly in the last 20 years. These changes are due to external and internal factors. These changes require new outlook towards in military service in order to facilitate their personnel in all aspect of management and administration. As the Army becomes more affluent and possess greater influence in the Malaysian society, it personnel must be well provided with all basic requirement needed in order for them to be more efficient in their duties performance. This mean the basic needs should be provided sufficiently. for instance, rations, fairly good pay, accommodation and housing, and families are well taken care of in term of health and education schemes. To identify the expectations, it would need a comprehensive study to determine the pattern and evolution of personnel behaviour, which involve satisfaction, morale, and behaviour towards internal and external changes. It would wrong to assume that Army personnel actually appreciates military service as an integral part of the organization especially with the younger generation of soldiers who are more susceptible to foreign influence, materialistic and have not encountered a situation when national security is actually life threatening. (Buku Panduan Urusan Gaji, Angkatan Tentera Malaysia, Bab D, November 2002)

### **6.4 Competing For Influence.**

In peace time, defence has not always been a favourite agenda in the government meeting or public sector, however according to George Washington, the first President of the United States once said "To be prepared for war is one of the most effectual means of preserving peace". All organisations, both private and public in nature are trying to attain competitive advantage over their competitors. In the public sector, it get public support thus requires the government to provide financial allocation and resources to the organisation. The military receives substantial percentage in the annual defence budget, however the public is concerned as to why such allocation is necessary especially in peacetime. In peacetime, other fields such as economics and development naturally takes precedence. With that, a factory worker could earn higher wage compared to the soldier.

Further to that, the Ministry of Defence must play a role to regain back the privileges in emolument and allowances that are provided through the Tan Sri Sheikh Abdullah remuneration review and the" Sistem Saraan Baru" package. Though these are attractive packages nonetheless it is important to stick to the principle formulated by the late Tun Razak that the pay and allowances of the military must be more attractive than the Police Force and Civil Service.

## 6.5 Review the Present System

The military service is what it makes of it. With improving transparency and wide media coverage, the military today is not an isolated society perched in some distant outpost. Society has some access, as taxpayers and customer to the military service. The system practiced today has served the military well for over half a century nonetheless there is a dire need for self-reformation or change to meet the ever increasing and demanding expectation of society. As in any other organization, military services need to compete and attain competitive advantage. For this to happen amongst an ever-changing society, reforms have to be made within the service without losing the military service's virtues, customs, traditions and culture. Military service needs to change with society's needs, and not become another' dinosaur" driven to extinction by peace. As Liddle Hart's observation on the introduction of new ideas, the military service must change the mindset of its members to be in line with society as the saying goes" no man is an island",

## 6.6 Recommendations

High morale is an affirmative positive state of mind, which gives soldier a feeling of confidence, and well being that enables them to face hardship with courage, endurance and determination. The state of morale of the personnel in the Army is an important index to the effectiveness of Army's ability in defending the nation. To promote high morale of the personnel, few factors are to be considered as follows:

### **6.6.1 Facilities Satisfaction**

Based on the analysis found that, the level of soldiers satisfaction on facilities provides by the service is at moderate level. This mean the current facilities available for soldiers still need to be improved. Right now most of the soldiers are not been fully equipped with the equipment and facilities that they suppose to have. Therefore we recommend that the current facilities provided by the organisation need to be reviewed because some of them such as married quarters and bachelors barracks are in bad condition. Other facilities also must be fully equip and provided to soldiers in order to meet their expectation and boost their morale.

### **6.6.2 Job satisfaction**

Job satisfaction for soldiers comes from the job itself and accrues from the expression of his ability and from the exercise of his judgement. It can also be implied that job satisfaction could be derived from the intrinsic rewards in the job and stems from the performance of the job itself. Since the job satisfaction among the soldier is at moderate's level, there is a need to improve their level of job satisfaction To achieve this the organisation need to determine the weaken area and address it accordingly. As examples, employ right person to the right job, reward them when they have achieved something excellent.

### **6.6.3 Leadership Satisfaction**

Currently it found that most of the soldiers are least satisfied with the leadership style at all level of commanders. This may due to misunderstanding between superior and his subordinates. Therefore in order to address the problems, leaders or commanders must find new approaches to understand their soldiers and lead them in a proper manner. As example when giving an instruction or orders to the soldiers, leaders should explain to them the purposes and avoid negative perceptions. Beside that, we would

like to recommend that leaders must always lead their man through example.

#### **6.6.4 Peer Satisfaction**

Particular attention needs to be taken in order to build up team building and peer relationship regardless at work place or outside. This action is essential due to the current state of satisfaction among "other ranks" especially corporal and below which are at below moderate level. Programs, which involved group of soldiers such social gathering will give a room for soldiers to interact, build close relationship and sharing things among them. By interacting with colleagues it will also establish a potent form of motivation and represent a form of instrumental reward. Satisfaction from work groups may also increase the satisfaction and boost their morale.

##### **6.6.5.1 Pay and Allowances Satisfaction**

Although the level of satisfaction with the current pay and allowances is between moderate to high level, it does not mean that the soldiers are fully satisfied with the current pay. The satisfaction on current pay and allowances might be on temporary basis only; this is because the cost of living is increasing from time to time. Therefore we would like to suggest that, the Army should make a study from time to time to increase the level of pay and in allowances. Thus the level of pay also must be at par with other government agencies.

#### **6.6.6 Career Satisfaction**

The finding on career satisfaction of "other ranks", shows they have a moderate to low satisfaction. This shows that something must be done in order to improve their morale. A proper planning on career progression must be carried out properly by the career planner in order to ensure soldiers are satisfied with their career. By giving an equal chance to all of them to attend

career courses according to time scheduled, it will make them qualified for next higher promotion.

#### **6.6.5.2 Recognition**

Based on the study, it was found that the level morale of the soldiers as overall is good. This might due to the respect by the society on their service. In order to retain them, the Army should think of giving more recognition inform of medal when they arrived at certain years of service and reward them when they achieved something excellent in their task and duties.