

# CHAPTER 1

## Introduction

### 1.1 Introduction

For the Malaysian Army, one of the most important elements lies on personnel or human resource. Malaysian Army is one of the armed branch under Malaysian Armed Forces (MAF) has been entrusted to protect the country sovereignty from external threat and to protect its country natural resources and interest from others intervention. To achieved that, the Malaysian Army need to have a balance and credible force to perform its roles and tasks. Apart from establishing its might, the Army through its modernization program, purchased the hardware, conducting training and exercises internally or externally, the human resource played a crucial part.

With strength of 80000 personnel under its organization, the Human Resource Department of the Malaysian Army faced a challenging task in managing its resources. The Malaysian Army since the early of 1990's after the surrender of Malayan Communist Party armed struggle, having little operational duties and shifting its focus on peace time duties and restructuring process. Furthermore, with the external influence from the surrounding, the disciplinary cases are on the rise. Examples of those cases are high absentees among the soldier, criminal cases, loan defaulter etc and all those problems has portrays a negative image of Malaysian Army. As very structured organizations which have been entrusted to protect the country, it can't afford to be burdened from these problems. Having to deal with it

caused a lot of time wastage and the resources that been used to train the soldier had stretched its capabilities and economy of effort.

Statistic has shown that the disciplinary cases in Malaysian Army is on the rise yearly although it was not that significant but again, these existing problems need to be dealt with. The rank and file is the major segment which contributes to the statistic where almost 60% of the total strength came from this group. The statistics and figures below indicated that offences such as drug abuses and criminal cases confirmed the predicament facing the leadership.

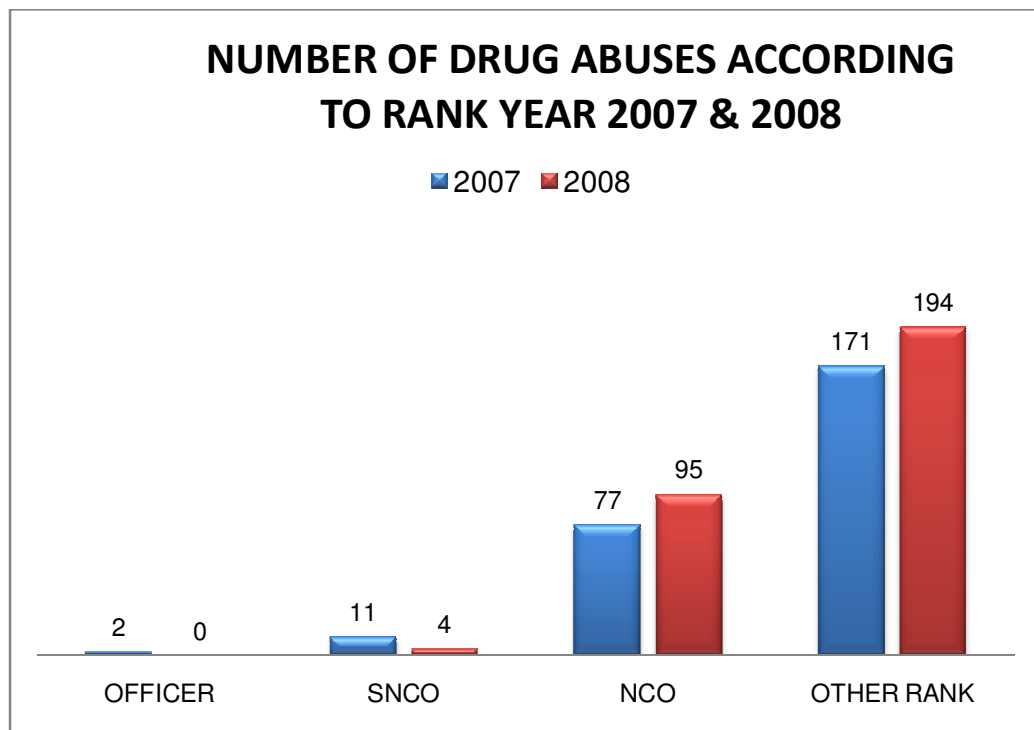


Figure 1.1: Number of Drug Abuses According to Rank Year 2007 & 2008.

Source: Malaysian Army Human Resource Branch.

## PERCENTAGE OF DRUG ABUSES ACCORDING TO AGE GROUP YEAR 2007 & 2008

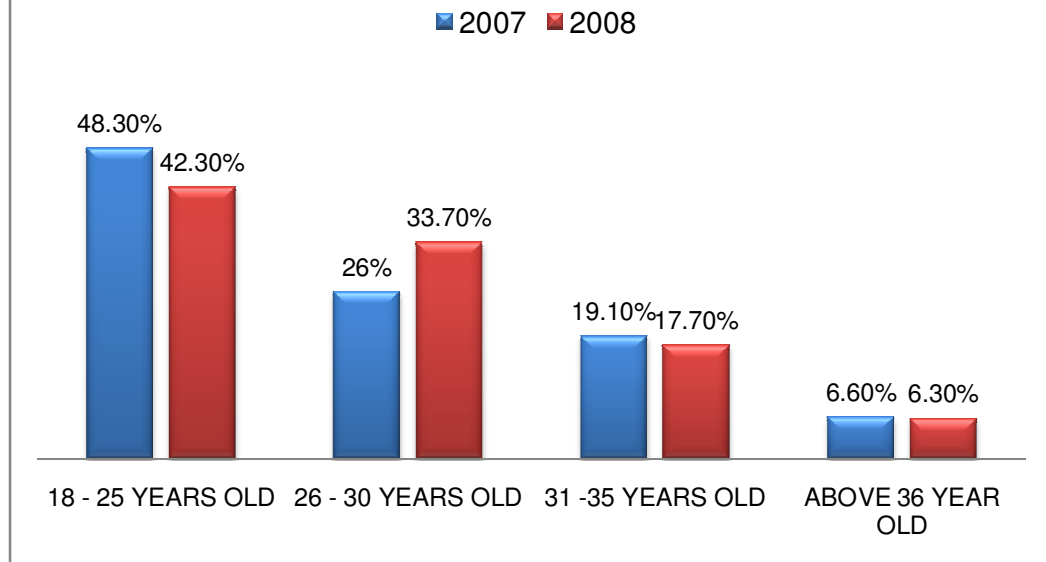


Figure 1.2: Percentage of Drug Abuses Case According to Age Group Year 2007 & 2008.

Source: Malaysian Army Human Resource Branch.

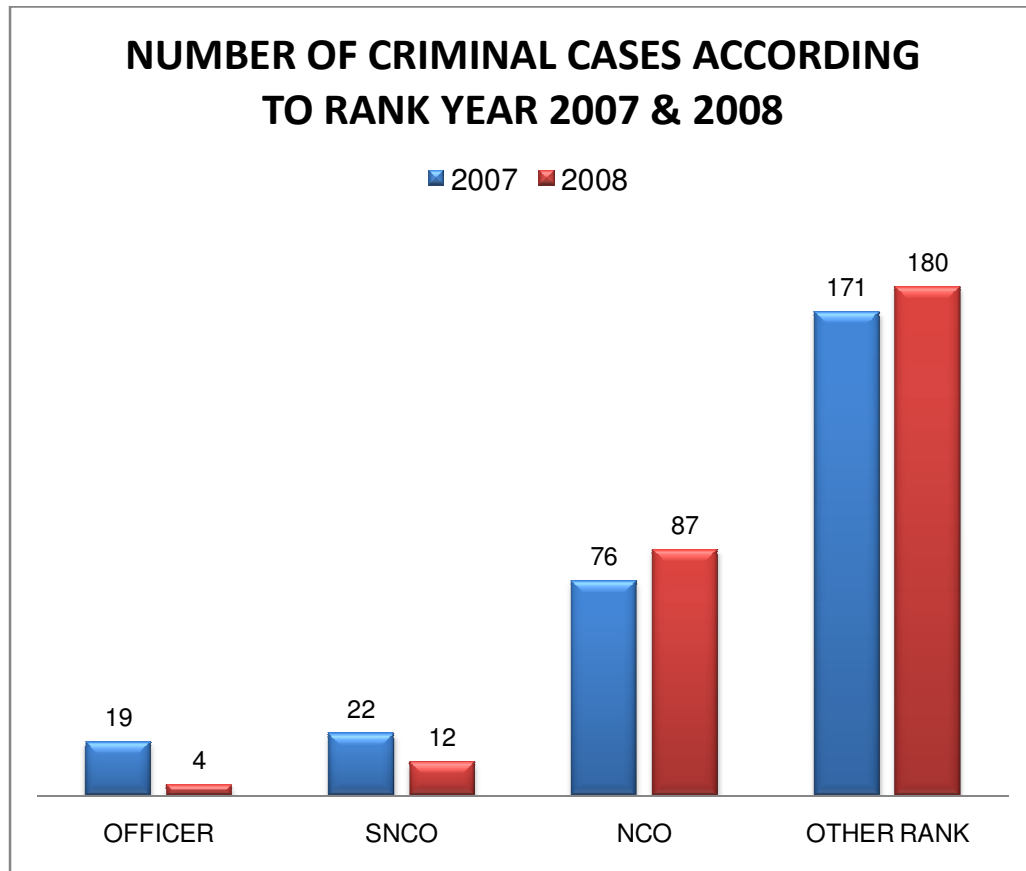


Figure 1.3: Number of Criminal Cases According to Rank Year 2007 & 2008.

Source: Malaysian Army Human Resource Branch.

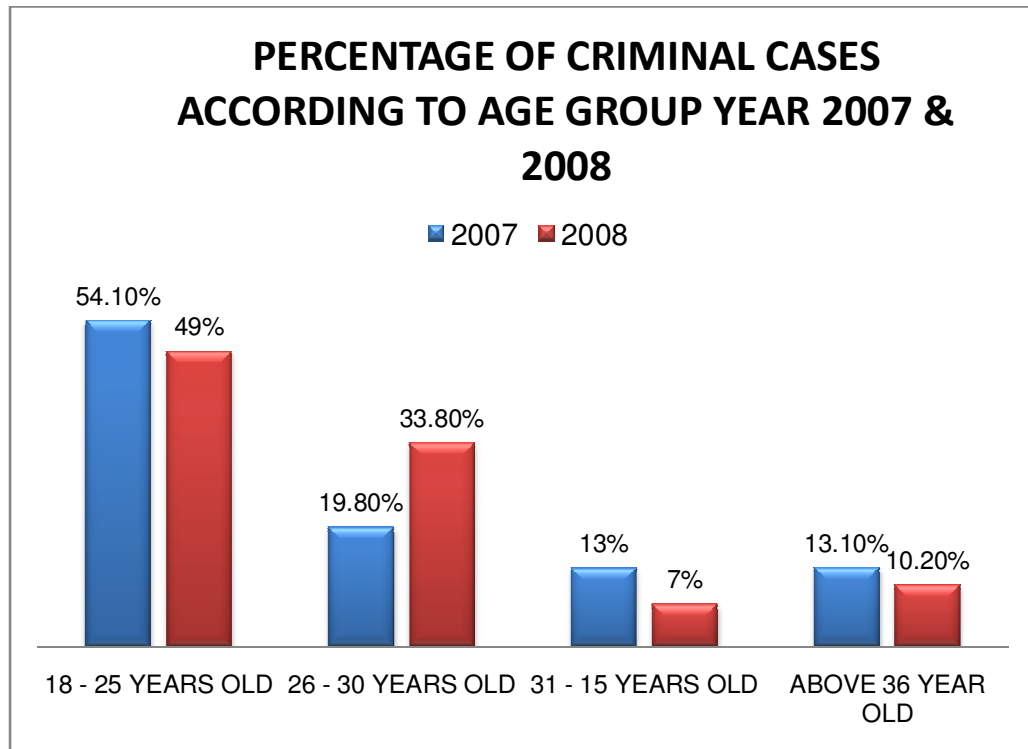


Figure 1.4: Percentage of Criminal Cases According to Age Group Year 2007 & 2008.

Source: Malaysian Army Human Resource Branch.

## 1.2 Problem Statement

For those who served in the Malaysian Army, providing a sound and effective training at the basic level ie the recruit training is just to provide a particular 'fresh young man' the necessary knowledge and skill for the future duties. Thus the first year soldier will be exposed to a lot of external and internal influences which could decide on his future directions or actions. And, some of the actions could cause fatality either during on duties or off duties. Being the largest percentage of the total army population, these soldiers are the backbone of the force and any disciplinary cases will surely reflected the

efficiency and the effectiveness of the particular unit. These young soldiers are easily influence and it is sheer importance that a study to be conducted on the needs of this particular group of soldier towards the reasons and factors influence their job satisfaction and thus how their job satisfaction will influence the unit battle worthiness.

For the Malaysian Army leadership perspective, these increasing percentage leads to additional recruiting and training cost, reduce organizational effectiveness and a shortage of eligible career replacement. The Revolution of Military Affairs has evolved in such a way that military hardware is extremely sophisticated and complex thus; need to acquire a highly trained and motivated work force. In order to ensure the operational readiness the Malaysian Army needs an adequate supply of skilled human resource. So, this paper will examined to what extend the individual needs of the first year soldier influence the job satisfaction.

### **1.3 Objectives of the Study**

The objective of the study are to analyses factors such as relationship with peers, superior subordinate relationship, organizational climate or environment and economy reward have an influence on job satisfaction on the first year soldier.

### **1.4 Significant Of the Study**

This study is important and crucial for the Malaysian Army because it will be the first and pioneer study undertakes to discuss and to analyses the fundamental or basic of the needs of soldiers. Having a very dynamic

workforce which emphasis on competencies and loyalty to the organization, the Malaysian Army couldn't afford to have a workforce which doesn't contribute to its strategic values and goals. The leadership needs a clear directions and guidelines in tackling the disciplinary problems so that it will not hinder the progress and development of Malaysian Army in achieving the hopes of the people in creating a credible and dependable force in time of need.

The focus of this study was to evaluate the job satisfaction among the first year soldier in light of to reduce the problem arises from those disciplinary cases. This study was intended to confirm the influences of the significant variables contributing to job satisfaction. It was hoped that knowledge concerning these variables would lead to valid management interventions which could focus to the solution on job satisfaction.

The result of this study might be applied to increase the job satisfaction level thus conserving the Malaysian Army resources in protecting the country sovereignty.

## **1.5 Research Method**

**1.5.1 Dimension of Job Satisfaction.** Based on the conceptual framework and the model of Barnowe, Mangione and Quinn (1972), this study will use four job factors as the independent variables; relationship with peers, superior-subordinate relationship, organization climate/environment and economic rewards. The dependent variable is job satisfaction.

# CONCEPTUAL FRAMEWORK

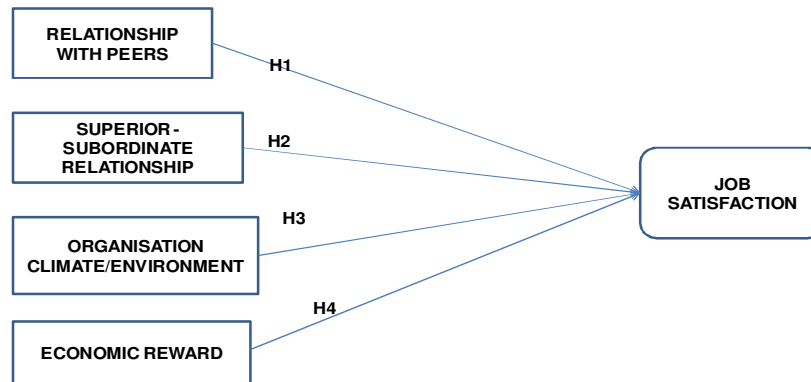


Figure 1.5: Conceptual Framework

**1.5.2 Hypothesis Development.** This study will develop these hypotheses:

- 1.5.2.1** H1- The greater the relationship with peers will positively influence on job satisfaction on first year soldier.
- 1.5.2.2** H2- The greater the superior-subordinate relationship will positively influence on job satisfaction on first year soldier.
- 1.5.2.3** H3- The organization climate/environment will positively influence on job satisfaction on first year soldier.
- 1.5.2.4** H4- The economic reward will positively influence on job satisfaction on first year soldier.

## 1.5.3 Data Collection

Secondary data were collected from sources such as yearly unit operational report, administrative report and disciplinary report from Army Human Resource Branch at Army Headquarters. Apart from that,



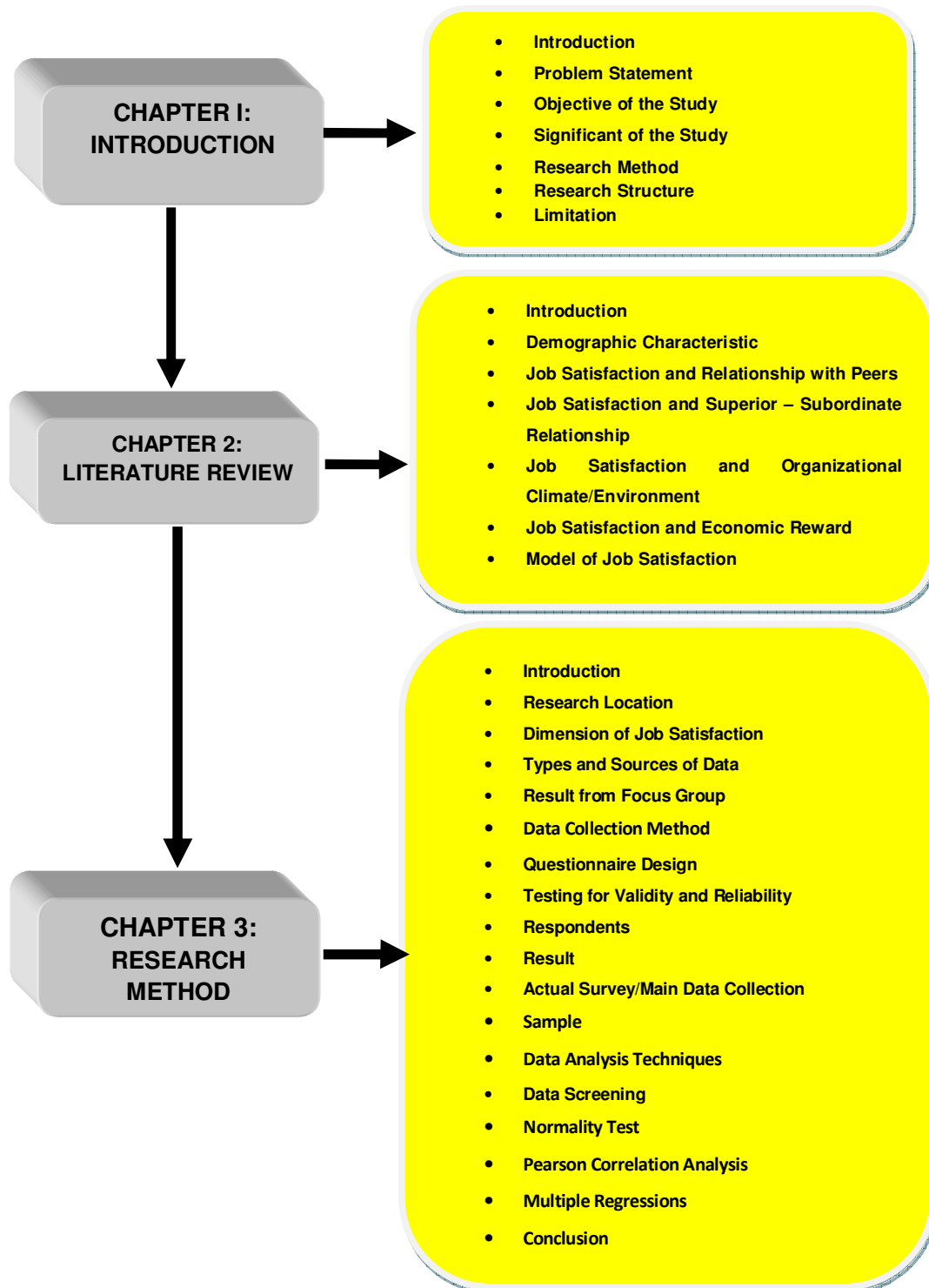
primary data collection will be through questionnaires and interviews with unit commanders and formation commanders. The questionnaires will be targeted to the first year soldiers within the 3<sup>rd</sup> Division units and through stratified sampling which 170 of the target group will be chosen from this Division. The question related will be on those four aspects which will determine the outcome of job satisfaction.

#### **1.5.4 Analytical Techniques**

The data will be process by the means of Statistical Package for Social Sciences (SPSS). The statistical analysis will include descriptive analysis for summarizing the data collected, ANOVA analysis for measurement of between group's variance, Bivariate Pearson Correlation analysis for hypothesis testing and reliability analysis to test the correlation of items.

## 1.6 Research Structure

The research structure is to be compose with five chapter as per below :



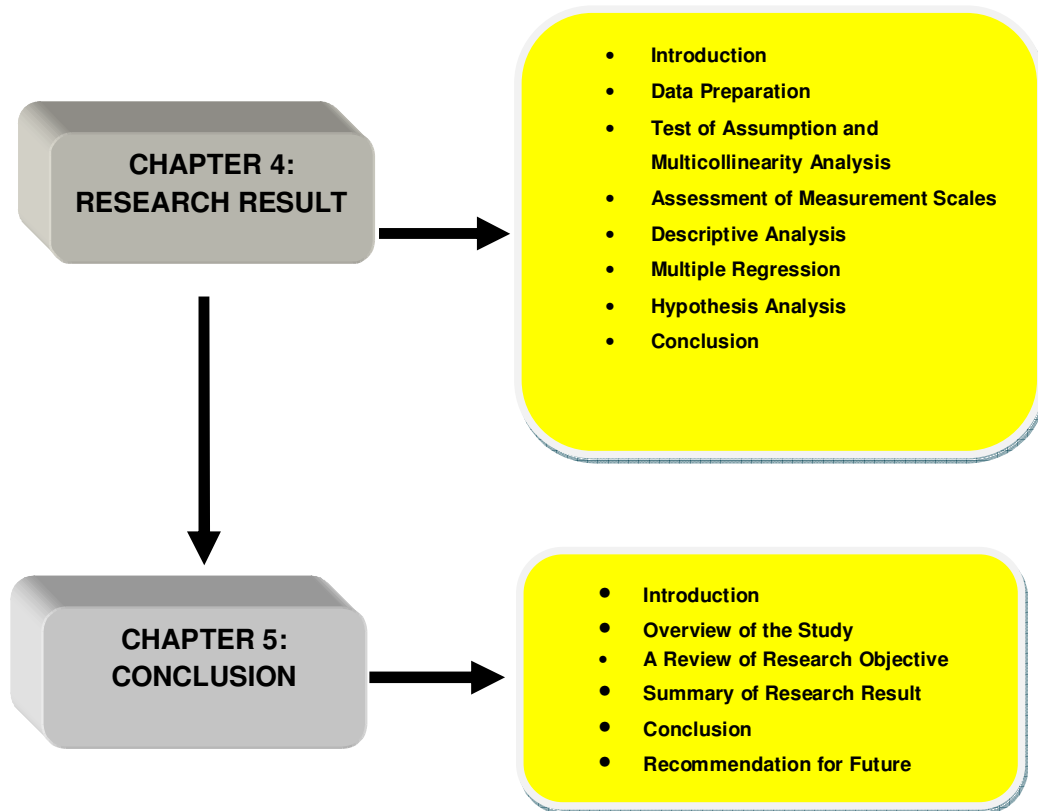


Figure 1.6: Research Structure.

## 1.7 Limitation

This paper will be only concentrate on the first year soldiers of a particular Division since time factor is crucial in preparing this study. Nevertheless, since the Malaysian Army have four division, and having conducted in 3<sup>rd</sup> Division which encompasses the most complete in term of strength and hardware in the Army.