

## **CHAPTER 5**

### **Conclusion**

#### **5.1 Introduction**

This chapter highlights the conclusion and summary of the research result regarding job satisfaction among the first year soldiers. Before it concludes, some deliberation on the gap for further research will be discussed.

#### **5.2 Overview of the Study**

As the Malaysian Army moved forward to meet its challenges that have been required by the stakeholders, it couldn't afford to be hampered by disciplinary problems. As been discussed earlier, the impact of having 'problematic soldiers' not only has drained its resources but also has affected its efficiency and effectiveness in performing the roles and tasks. The importance of maintaining morale thus is a very crucial element or principle in any forces. In this research, the researcher has taken the initiatives to investigate whether factors that concern about morale such as the relationship among peers, relationship between subordinate-superior, economy reward and organization climate/environment have a significant impact toward the job satisfaction. And, the target group for this study was aimed at the first year soldiers as they remain the largest segment of the Malaysian Army and due to peer's pressure, they're easily influenced. It is important that the soldiers would be able to achieve a high level of job satisfaction in order for them to contribute positively toward the mission and vision of Malaysian Army.

### **5.3 A Review of Research Objective**

Based on the research objective that been stipulated as per Chapter 1, it was found that all the variables that been investigated produce a consistency in influencing the job satisfaction among the first year soldiers. The first year soldiers responded positively toward relationship, friendship and esprit-de-corps are the main criteria influencing their behavior in the unit. These factors have greatly contributed towards the disciplinary action in the Malaysian Army. The level of job satisfaction could also influence by the action of superior especially in executing an order. Consultation, leadership qualities and effective communication at all levels is the key success factor in increasing job satisfaction. While camp infrastructures and facilities also played a dominant role in keeping the soldiers happy thus minimize their involvement with other non-beneficial activities. Lastly, the most determining factor in increasing job satisfaction was economy reward which the soldiers felt that produced the most satisfying in performing their job.

### **5.4 Summary of Research Result**

**5.4.1 Relationship with Peers.** This variable has positive influence on job satisfaction among the first year soldiers. Out of 120 respondents, 66.6% agreed that the relationship, friendship and esprit-de-corps among their peers are important in order to execute their job effectively. The result also clearly stipulates that the respondents inculcate the culture of teamwork which is very important and crucial element of soldiering. While, the respondents also believed that if there

are no effective communications among them, this will influence their daily work.

**5.4.2 Relationship between superior-subordinate.** This variable has positive influence on job satisfaction among the first year soldiers. Out of 120 respondents, 73.2% agreed that the relationship between superior-subordinate played an important roles in terms of job satisfaction. The result indicated that the syndrome of higher echelon officers who didn't consult their subordinate in delegating the jobs were the crucial element in deciding their job satisfaction. The soldiers also agreed that leadership qualities and effectively communication are important in influencing job satisfaction. Meanwhile, they feel that as far as the distribution the job concern among them are equally distributed by their superior.

**5.4.3 Organization climate/environment.** This variable has positive influence on job satisfaction among the first year soldiers. Out of 120 respondents, 71.3% agreed that the organization climate/environment did influence the outcome of job satisfaction. The respondent generally agreed that having an adequate and good infrastructure such as camp and office facilities are important in executing their job. Leadership management also contributed to this variable job satisfaction. As far as the policies implemented by unit commanders, the respondents are satisfied and able to react on this.

**5.4.4 Economic Rewards.** This variable has positive influence on job satisfaction among the first year soldiers. Out of 120

respondents, 68.9% agreed that economic rewards did influence the job satisfaction among first year soldiers. The respondents agreed that although they are satisfied with the current pay scheme, nevertheless salary and the benefits provided by Malaysian Armed forces are important factor in deciding the job satisfaction. They also feel that they're willing to consider changing profession if they're not satisfied with the current pay scheme and benefits.

## **5.5 Conclusion**

In essence, the job satisfaction among the first year soldiers in Malaysian Army is still good. All variables played important and crucial roles in deciding the job satisfaction. However, this shouldn't be taken as lightly by the leadership as granted because the result clearly stipulates that the soldiers are willing to quit if they're not satisfied. A more concentrated effort in providing good infrastructures such as accommodation blocks, rest and recreation facilities will go a long way in keeping the soldiers satisfaction. The soft skills especially among the superior and subordinate need to be improved as indicated that effective communications will enhance the execution of jobs and this is one area the Malaysian Army could develop in ensuring the soldiers understand and able to perform effectively and efficiently.

Although this study only concentrate on job satisfaction among the first year soldiers, it is clearly and proven that having a high morale soldiers in battlefield has increase the willpower. This would become an asset as it is a combat multiplier to a fighting force.

## **5.6 Recommendation for Further Research**

To further expand the knowledge on job satisfaction among the first year soldiers, it is recommend that other contributing factors or variables to be investigated and research to be conducted as the evolution of needs for the soldiers keep changing as time goes by.