

**JOB SATISFACTION AMONG THE MILITARY PERSONNEL  
IN BATTALION INFANTRY MALAYSIAN ARMY**

**By**

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**A Thesis Submitted to the Graduate School in Partial Fulfillment of  
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## **ABSTRACT**

This study aimed to describe the relationship between job satisfactions towards pay and allowances, and working condition among the Military Personnel of the Malaysian Battalion Infantry Standard in the army, especially among members of other ranks. A total of 130 respondents were tested to determine whether their level of job satisfaction are related to pay and allowances, and working condition that they face on. Based on the test for the hypothesis, there was a significant relationship between pay and allowances, and working condition on job satisfaction in a Malaysian Battalion Infantry Standard, however it depends on the factor of pay and allowances, and working condition faced by their subordinates and other members particularly other ranks in the battalion.

## **ABSTRAK**

Kajian ini bertujuan untuk menghuraikan hubungkait antara kepuasan kerja dengan gaji dan elaun, dan persekitaran kerja Anggota Tentera di pasukan Batalion Infantri Standard khasnya di kalangan anggota lain-lain pangkat. Seramai 130 responden telah diuji untuk mengetahui tahap kepuasan kerja mereka samada mempunyai hubungkait yang positif dengan gaji dan elaun, dan persekitaran kerja yang mereka lalui. Berdasarkan ujian yang telah dilakukan telah menunjukkan bahawa hipotesis yang dibuat, terdapatnya hubungan yang ketara diantara gaji dan elaun, dan persekitaran kerja terhadap kepuasan kerja seseorang anggota tentera di pasukan infantri, walau bagaimanapun ianya bergantung kepada faktor gaji dan elaun, dan persekitaran kerja yang dihadapi oleh anggota bawahan.

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# CHAPTER 1

## INTRODUCTION

### 1.0 BACKGROUND

Job Satisfaction is the combination of feelings and beliefs that workers hold in relation to their current jobs. Someone with a high level of satisfaction will generally like their job, they feel that they are being fairly treated and believe that the job has many desirable facets. The satisfaction at work has been characterized as a positive or pleasing emotional state which emerges as the result of evaluating one's work or experiences in the workplace (Locke 1976).

Job Satisfaction is the result of workers' perceptions of "how well their job provides for those things that are considered important." Within the field of organizational behavior, it is generally recognized that job satisfaction is the most important and most frequently studied attitude. Studies show that there are many factors which affect the level of job satisfaction (Mitchell and Larson 1987). In an organizational context, there are usual factors such as the job itself, bonuses, supervision, work in teams, and working conditions (Smith et al. 1969).

According to Meyer (1999), most South African employees experience a lack of job satisfaction resulting in a low level of employee commitment that, in turn, impacts on performance and the achievement of organizational goals. The symptoms of these problems result in low productivity, high absenteeism, labour unrest, industrial action and high labour turnover. The current situation in the public sector in South Africa is not dissimilar. Public sector employees are faced with a multitude of factors that impact on effective and efficient

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