



UNIVERSITI PUTRA MALAYSIA

**COMMANDER'S LEADERSHIP STYLE, BEHAVIOUR AND
KNOWLEDGE IN MOTIVATING NON –COMMISSIONED
OFFICERS IN THE MALAYSIAN INFANTRY**

A. ENDRY NIXON

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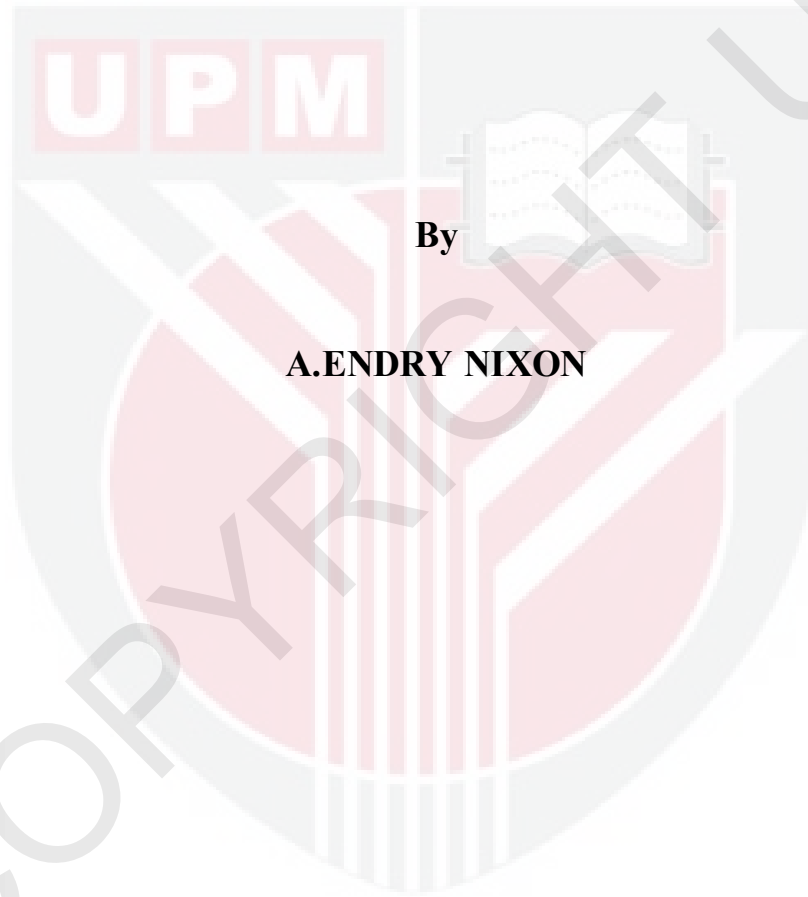
**DOCTOR OF PHILOSOPHY
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By

A.ENDRY NIXON



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**Thesis Submitted to the Graduate School of Management, Universiti Putra Malaysia,
In Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

October 2011

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirement for the degree of Doctor of Philosophy

**COMMANDER'S LEADERSHIP STYLE, BEHAVIOR AND KNOWLEDGE IN
MOTIVATING NON-COMMISSIONED OFFICERS
IN THE MALAYSIAN INFANTRY**

By

A. Endry Nixon

October 2011

Chairman: Professor Haslinda Abdullah, PhD

Faculty: Graduate School of Management

The aim of motivating soldiers is to sustain the soldiers' desire, commitment and willingness to perform their military missions effectively in the interest of the nation. As motivation is an essential factor in the military and studies in motivation are limited in the Malaysian Infantry, the need to identify motivating factors important to non-commissioned officers and determine the factors that enable military commanders to motivate their non-commissioned officers becomes a necessity for study. The primary objectives of this study is to identify the motivation factors that are important to non-commissioned officers and determine military commanders' leadership style, behavior and level of knowledge in motivating non-commissioned officers in the Malaysian Infantry. A quantitative approach was taken where questionnaire survey were distributed to non-commissioned officers, subordinate military officers and military commanders in the Malaysian Infantry and data obtained were analyzed using descriptive, correlation coefficients, collinearity test and multiple linear regression analyses.

The findings revealed that among the motivation factors examined, sense of loyalty, esprit de corp and role clarity were ranked as the most important motivation factors while interesting work was ranked the lowest among the non-commissioned officers and that it changes according to their career in their military service. In examining the factors to enable military commanders to motivate their non-commissioned officers, the multiple linear regression model revealed that transactional leadership, transformational leadership, task-oriented behavior, people-oriented behavior, and level of knowledge were found to contribute significantly to theory and practice in motivating non-commissioned officers.

The contributions of this study are fivefold. For the body of knowledge, first; two models were developed in ranking motivation factors that are of high and low importance and changes in motivational needs during military career of non-commissioned officers in the Malaysian Infantry, second; it supports motivation theories by indicating changes in motivational needs as one progresses in career, third; it provides a comparison and indicates a significance of leadership style; transactional and transformational; behavior; task and people oriented behavior and knowledge among military commanders in motivating non-commissioned officers in the Malaysian Infantry. Fourth, for practice, it indicates the awareness of motivation factors and the level of needs among the non-commissioned officers for military commanders and the Malaysian Infantry to address. Fifth, for policy, it provides new insights of emphasis in military commanders' future training policy, specifically in leadership style and behavior for the Malaysian Infantry.

The study has contributed to the body of knowledge, practice and policy, specifically to the Malaysian Infantry to continually enhance human resource management among their military commanders.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk Ijazah Doktor Falsafah

**STAIL KEPIMPINAN, KELAKUAN DAN PENGETAHUAN KOMANDER
DALAM MOTIVASI PEGAWAI TIDAK BERTAULIAH
DI INFANTRI MALAYSIA**

Oleh

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Secara am, motivasi bertujuan untuk mengekalkan keinginan, komitmen serta kerelaan seseorang soldadu dalam pelaksanaan misi tentera dengan berkesan demi kepentingan negara. Oleh kerana motivasi memainkan peranan yang penting dalam bidang ketenteraan dan didorong oleh kajian yang terhad terhadap aspek motivasi dalam Tentera Darat Malaysia, kajian terhadap keutamaan faktor-faktor motivasi dalam kalangan Pegawai Tidak Bertauliah dan mengenalpastian pendorong-pendorong yang boleh membantu komander-komander untuk motivasi Pegawai Tidak Bertauliah di infantri Malaysia dengan lebih efektif menjadi penting. Objektif utama kajian ini adalah untuk mengenalpasti keutamaan faktor-faktor motivasi dalam kalangan Pegawai Tidak Bertauliah dan memeriksa pendorong dari segi stail kepimpinan, kelakuan serta tahap pengetahuan dalam motivasi Pegawai Tidak Bertauliah dalam kalangan komander di infantri Malaysia.

Kajian secara kuantitatif telah dilaksanakan dengan menggunakan borang kaji selidik yang dikemukakan kepada responden-responden yang terdiri daripada Pegawai Tidak Bertauliah, pegawai-pegawai tentera di peringkat rejimen dan komander-komander rejimen di infantri Malaysia. Data yang diperolehi dari borang kaji selidik telah dianalisa dalam bentuk deskriptif, korelasi koefisien dan regresi berganda.

Berdasarkan keputusan kajian, jelas ditunjukkan bahawa faktor-faktor motivasi yang dikaji; kesetiaan, semangat setia kawan dan peranan tugas yang terang diberi keutamaan yang tinggi manakala faktor motivasi kerja yang menarik diberi keutamaan yang paling rendah dalam

kalangan Pegawai Tidak Bertauliah dan kepentingan faktor motivasi berubah menurut kerjaya dalam perkhidmatan tentera. Seterusnya, keputusan analisa regresi berganda menunjukkan bahawa stail kepimpinan *õtransactionalö* dan *õ transformationalö*, kelakuan berorientasi tugas dan manusia serta pengetahuan memberi kesan signifikan dalam motivasi Pegawai Tidak Bertauliah di infantri Malaysia.

Kajian ini telah menyumbang dalam lima bentuk. Untuk badan pengetahuan; pertama, kajian ini telah membina dua model yang mempamerkan kedudukan faktor-faktor motivasi yang berdasarkan keutamaan dan yang menunjukkan perubahan keutamaan faktor motivasi dalam kerjaya perkhidmatan tentera dalam kalangan Pegawai Tidak Bertauliah di infantri Malaysia. Kedua, ia menyokong teori-teori motivasi dengan menunjukkan bahawa keutamaan faktor motivasi boleh berubah mengikut taraf kehidupan seseorang. Ketiga, ia menunjukkan perbandingan stail kepimpinan, kelakuan serta tahap pengetahuan dalam kalangan komander infantri dalam motivasi Pegawai Tidak Bertauliah di infantri Malaysia. Keempat, dalam aspek praktikal, ia memberi kesedaran keutamaan faktor-faktor motivasi dan tahap keperluan dalam kalangan Pegawai Tidak Bertauliah kepada komander-komander dan organisasi infantri untuk mengambil langkah-langkah yang bersesuaian. Kelima, dalam aspek polisi, ia menawarkan pendapat baru untuk diberi penekanan dalam polisi latihan komander-komander infantri pada masa hadapan, khasnya, dalam aspek stail kepimpinan dan kelakuan.

Kajian ini telah menyumbang jasa terhadap bidang pengetahuan, praktikal dan polisi, khasnya kepada organisasi infantri Malaysia agar pengurusan sumber manusia dalam kalangan komander infantri sentiasa di pertingkatkan.

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I, certify that an Examination Committee met on **21st October 2011** to conduct the final examination of **Pakianathan Dawson @ A.Endry Nixon** on his Doctor of Philosophy thesis entitled **“Commander’s Leadership Style, Behavior and Knowledge in Motivating Non-Commissioned Officers in the Malaysian Infantry”** in accordance with Universiti Pertanian Malaysia (Higher Degree) Act 1980 and Universiti Pertanian Malaysia (Higher Degree) Act 1981. The Committee recommends that the candidate be awarded the relevant degree. Members of the Examination Committee are as follows:

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DECLARATION

I hereby declare that the thesis is based on my original work except for quotation and citations, which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at UPM or other institutions.

A. ENDRY NIXON

Date:



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