DIAN ANGRENY BINTI BAHRI

MASTER OF SCIENCE (RESOURCE MANAGEMENT)

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SKILLS AND COMPETENCIES, WELFARE, COMMITMENT AND MOTIVATION AMONG ARMY PERSONNEL IN DISASTER PREPAREDNESS AT EAST COAST OF PENINSULAR MALAYSIA

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DIAN ANGRENY BINTI BAHRI

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ABSTRACT

This study was undertaken to investigate the relationship between skills and competencies, welfare, commitment and motivation among army personnel in disaster preparedness in East Coast of Peninsular Malaysia. The scale of the occurrence of flood disaster are often unexpected by their very nature, leaving little time, if any, to prepare. That is why it is important to put time into individual/personal sense of security planning and preparation long before flood strikes. A total of 457 army personnel have significant consisting of six infantry battallions are involved in the study, which is located in Kelantan and Terengganu. This study was carried out using the quantitative research method through the developing the questionnaire survey and distributed to the sample of study. Meanwhile, the statistical analyses used in this study are descriptive and analytical constructs. The findings were analysed using the Statistical Package for Social Science (SPSS) Version 22.0 and a path model with 9 hypotheses testing was analysed using the SmartPLS software Version 3.0. The coefficient of reliability scales using the Composite Reliability analysis showed that all values are greater than 0.6. The findings denote that the level of skills and competencies, commitment, motivation and leadership behaviour among army personnel is high, whereas the disaster preparedness and welfare are at a moderate level. The data were also analysed using the structural equation modelling advanced statistical technique in order to determine the correlation analysis of direct effect and to observe the role of leadership behaviour as a moderating variable in the relationship between human resources elements (skills and competencies, welfare, commitment and motivation) in the army personnel achievement of disaster preparedness. The study concluded that all the human resources elements studied have significant effects on disaster preparedness; however, the moderation effect of leadership behaviour towards each of direct effect relationships was not significant. Statistically, the leadership behaviour does not give the biggest impact to each infantry personnel and the preparedness level can be improved. Discussion of findings, limitations and recommendations for future study are also discussed in the later part of the study.

ABSTRAK

Kajian ini dijalankan untuk mengkaji hubungan antara kemahiran dan kecekapan, kebajikan, komitmen dan motivasi di kalangan anggota tentera dalam kesediaan bencana di Pantai Timur Semenanjung Malaysia. Skala kejadian bencana banjir sering berlaku tanpa diduga dengan tindakbalas semulajadinya, yang juga mempunyai masa yang terhad untuk bersiapsiaga. Oleh hal yang demikian, amat penting untuk menggunakan masa untuk membuat perancangan dan persiapan keselamatan secara peribadi/individu sebelum berlakunya bencana banjir. Sejumlah 457 anggota tentera yang terdiri daripada 6 batalion infantri terlibat dalam kajian itu, yang terletak di Kelantan dan Terengganu. Kajian ini dijalankan dengan menggunakan kaedah penyelidikan kuantitatif melalui pembentukan kajian soal selidik dan diedarkan kepada sampel kajian. Sementara itu, analisis statistik yang digunakan dalam kajian ini adalah pembinaan deskriptif dan analisis. Hasil kajian dianalisis dengan menggunakan *Statistical Package for Social Scienc*e (SPSS) Versi 22.0 dan 9 ujian hipotesis dianalisis dengan menggunakan perisian SmartPLS Versi 3.0. Koefisien skala kebolehpercayaan menggunakan analisis kebolehpercayaan komposit menunjukkan bahawa semua nilai lebih besar daripada 0.6. Penemuan menunjukkan bahawa tahap skil dan kecekapan, komitmen, motivasi dan tingkah laku kepimpinan di kalangan anggota tentera adalah tinggi, manakala kebajikan dan kesediaan bencana berada pada tahap yang sederhana. Data ini juga dianalisis dengan menggunakan persamaan struktur pemodelan teknik statistik lanjutan untuk menentukan analisis korelasi kesan langsung dan untuk melihat peranan tingkah laku kepimpinan sebagai pemboleh ubah sederhana dalam hubungan antara elemen-elemen sumber manusia (kemahiran dan kecekapan, kebajikan, komitmen dan motivasi) dalam pencapaian terhadap kesediaan bencana anggota tentera. Kajian ini menyimpulkan bahawa kesemua elemen-elemen sumber manusia yang dikaji mempunyai kesan yang signifikan terhadap kesiapsiagaan bencana. Walau bagaimanapun, kesan pembolehubah kesederhanaan tingkah laku kepimpinan terhadap setiap hubungan langsung tidak memberi kesan. Secara statistik, tingkah laku kepimpinan tidak memberi impak terbesar kepada setiap anggota tentera dan tahap kesediaan dapat ditingkatkan. Perbincangan mengenai penemuan, limitasi dan cadangan untuk kajian masa depan juga dibincangkan di bahagian akhir kajian.

APPROVAL

The Examination Committee has met on 30th August 2018 to conduct the final examination of **Dian Angreny binti Bahri** on her degree thesis entitled **'Skills and Competencies, Welfare, Commitment and Motivation among Army Personnel in Disaster Preparedness at East Coast of Peninsular Malaysia'**.

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LIST OF ABBREVIATIONS

ATM	Angkatan Tentera Malaysia
AVE	Average Variance Extracted
CAR	Capability Assessment for Readiness
CFA	Confirmatory Factor Analysis
CR	Composite Reliability
FEMA	Federal Emergency Management Agency
HTMT	Heterotrait-Monotrait Ratio of Correlations
NEMA	National Emergency management Association
RAMD	Rejimen Askar Melayu Diraja
RRD	Rejimen Renjer Diraja
RS	Rejimen Sempadan
SEM	Structural Equation Model
SmartPLS	Statistical Software for Structural Equation Modelling
SPSS	Statistical Packages for Social Science

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter contains a number of sections. The first section describes the background of the research. The second section is about the detection of problem statement regarding the research conduct, whereas the third and fourth sections explain on the research objectives and research questions respectively. The next section discusses on the research scope, whereas the significances of research are elaborated in the sixth section. The operational definition of terms used in this research is also highlighted in the seventh section and the eighth section focuses on the explanation of the whole thesis organisation. Overall, this chapter highlights on the introduction to the research, covering the human resources elements and disaster preparedness, specifically the competencies, welfare, commitment and motivation among army personnel in Kelantan and Terengganu.

1.2 Background of the Research

There are many researches on flood disaster carried out all over the cities, states, countries and even around the world. For instance, Doocy, Russell, Gorokhovich, and Kirsch (2013) did a research on flood disaster in Eastern Uganda, Shrubsole (2000) conducted flood management study in Canada, the study of management of floods in Malawi by Mijoni and & Izadkhah (2009) and many more. Including Malaysia, which also conducted many researches on flood disasters due to the occurrence of frequent flood disasters that hit Johor, Pahang, Terengganu, Kelantan and few states in Malaysia due to abnormal weather conditions, which comprise of continuous heavy rainfall in few days that caused the rise of water level in many areas (Shahar, Azuddin, and Evawaynie, 2007). Based on the statistic in the **Table 1.1** below, it shows that Kelantan and Terengganu is the worst as the impact of the flood disasters result the highest number of victims affected.

Table 1.1: Overview Flood Disaster in Malaysia until End of 2014

State	No of Flood Victims as at 29 Dec 2014	Districts
Kelantan	31,441	Gua Musang, Jeli, Kota Bharu, Kuala Krai, Machang, Pasir Mas, Tumpat and Kota Baharu
Terengganu	32,736	Kemaman, Dungun, Kuala Terengganu, Besut dan Hulu Terengganu
Perak	7,774	Hulu Perak, Kuala Kangsar dan Perak Tengah
Johor	328	Mersing
Pahang	29,423	Kuala Lipis, Kuantan, Muadzam, Jengka, Temerloh

(Sources: Bernama and National Security Council)

Even though it is common for natural disasters to happen in Malaysia, it gives a huge impact to affected areas and communities. According to WHO (2009), the consequences from such phenomenon are many and complex as it causes major infrastructure damages, such as disruption to roads, rail lines, airports, electricity supply, water supply, and sewage disposal system. Indeed, it became worst when a big scale of flood may cause damage to life, livelihoods, and environment, disruption of infrastructure, and economic loss (Altay and Green, 2006). All of these consequences may leave prolonged effects and take some time to recover from the disruptions and losses. The **Table 1.2** shows the percentage of disruptions caused by flood disaster and it explains water damages to house and structures is the highest effect.

Table 1.2: The Effects of Flooding

Effects of Flood Disaster	Percentage of Disruptions (%)
Water damages to house or structure	35%
Water damage to contents (furniture, appliances)	25%
Transportation disrupt	17%
Lost income because of closing business	25%

(Sources: Sani, Barzani, Mohd, and Musa, 2014)

Accordingly, disaster preparedness is the fundamental actions where the individual and organisation or community lay the groundwork and craft a sustainable response and recovery strategy before disaster strikes (Westgate, 2010). Disaster preparedness is important as disaster preparedness can prevent a bad situation from becoming worse as such flood disasters should be “avoided’ in order to reduce the exposure and experience of negative impacts on the people affected. In Malaysia, there are numerous efforts and methods to prevent and reduce flood disasters, especially in the East Coast of Peninsular Malaysia.

This statement is supported by Keim (2008) as preparing for public health emergencies caused by flood focuses on the planning of the allocation for shelter, sanitation, hygiene, and health care. In a way, Cruden, (1996); Paudel et al. (2003); Glade et al., (2005); Segerstrom (2004); Poole and Hogan (2007); Burke, Bethel, and Britt (2012); Keim (2008) and UNISDR (2013) added that disaster preparedness is individuals that are trained to assist others in disaster, a disaster plan, evacuation route and/or early warning system, and involved with the planning or coordination for disasters.

On the other hand, military is an organisation with a comprehensive structure and roles. The military has become increasingly important as facilitators of their government's foreign policy, taking part in peacekeeping operations, military exercises, and humanitarian relief missions and defend the sovereignty of the nation's also playing role to support other government agensies in the case of disaster and crises (Chretien et al., 2007). Malaysian army have not only been involved in disaster relief by offering rapid response and recovery towards civilian communities, but as an individual, they also affected with some degree of distress (e.g. losses and emotional disruptions). Therefore, an army must have those basic elements through capacity-building for them to be prepared in facing disasters. When they are well-prepared, many lives can be saved in the first hours and able to detect the risks and their own needs best.

This suggest that this research focuses on the human resources elements categorised into competencies, welfare, commitment and motivation as the independent variables, and disaster preparedness as the dependent variable with leadership behaviour act as moderating effect. This research selected infantry battalions located in Kelantan and Terengganu as the location and sample for this study as can be see from the statistic table above, Kelantan and Terengganu was the worst affected by flood disasters and faced the chronic disaster conditions which even occurred as annual flooding. Indeed, it is important for the army personnel to have their own personal disaster preparedness before being a hero to themselves and others during the rescue of a disaster, especially by fulfilling their human resources needs from the very beginning. The changes made by the personnel benefit them in adapting to seasonal flood disaster.

1.2.1 The Background of Malaysian Army

The Malaysian Armed Forces is the strength of security for Malaysia, providing protection from any external threat by air, sea or land. In the Malaysian Armed Forces the structure includes two types of military personnel; the officers and other ranks. The officers were commissioned by the Seri Paduka Baginda Yang DiPertuan Agong. The other ranks are not commissioned. Based on the interview conducted towards officers and other rank from 18th Royal Malay Regiment (Batalion Ke-18 Rejimen Askar Melayu Diraja), one of the army battalion. Generally, the highest authority in organization of Malaysian army is Division, followed by Brigade.