

CHAPTER 2

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RESEARCH METHODOLOGY

This research was conducted through a survey method, using a set of questionnaire. This chapter explains and discusses various factors related to the research methodology. These include the research proposition, research design, research respondents, research tool, scoring system, method of analysis and some problem countered during the research.

2.1 RESEARCH PROPOSITION

The dynamic and variations of *esprit de-corps* depend on individual's ability to sacrifices and compromise their ideal value commitment in order to accommodate situational constrains. The proposition formulated in this research is basing on two of these two components: unit and it members. The proposition of this research is that *the personal and service backgrounds determine the level of practice of esprit de-corps among unit members.*

As discussed in Chapter 1, *esprit de-corps* level will have implications on the organisation which affect the morale, managerial, working condition and commitment. Henry Fayol (1841-1945) was identified 14 principles that he believe essential to increase the efficiency of the management process, one of those principles are *esprit de-corps*. Fayol suggest the appropriate design on an organisation hierarchy of authority and the right mixes of order and discipline foster co-operation and commitment. Like wise, a key element in a successful organisation is the development of *esprit de-corps*, a French expression that refers to shared feeling of comradeship, enthusiasm, or diversion to a common course among members of a groups. *Esprit de-corps* can result when managers encourage personal, verbal contact between managers and workers by encouraging communication to solve problem and implement solution (Gareth R Jones, 2003).

2.2 RESEARCH DESIGN

The research design adheres to the following model:

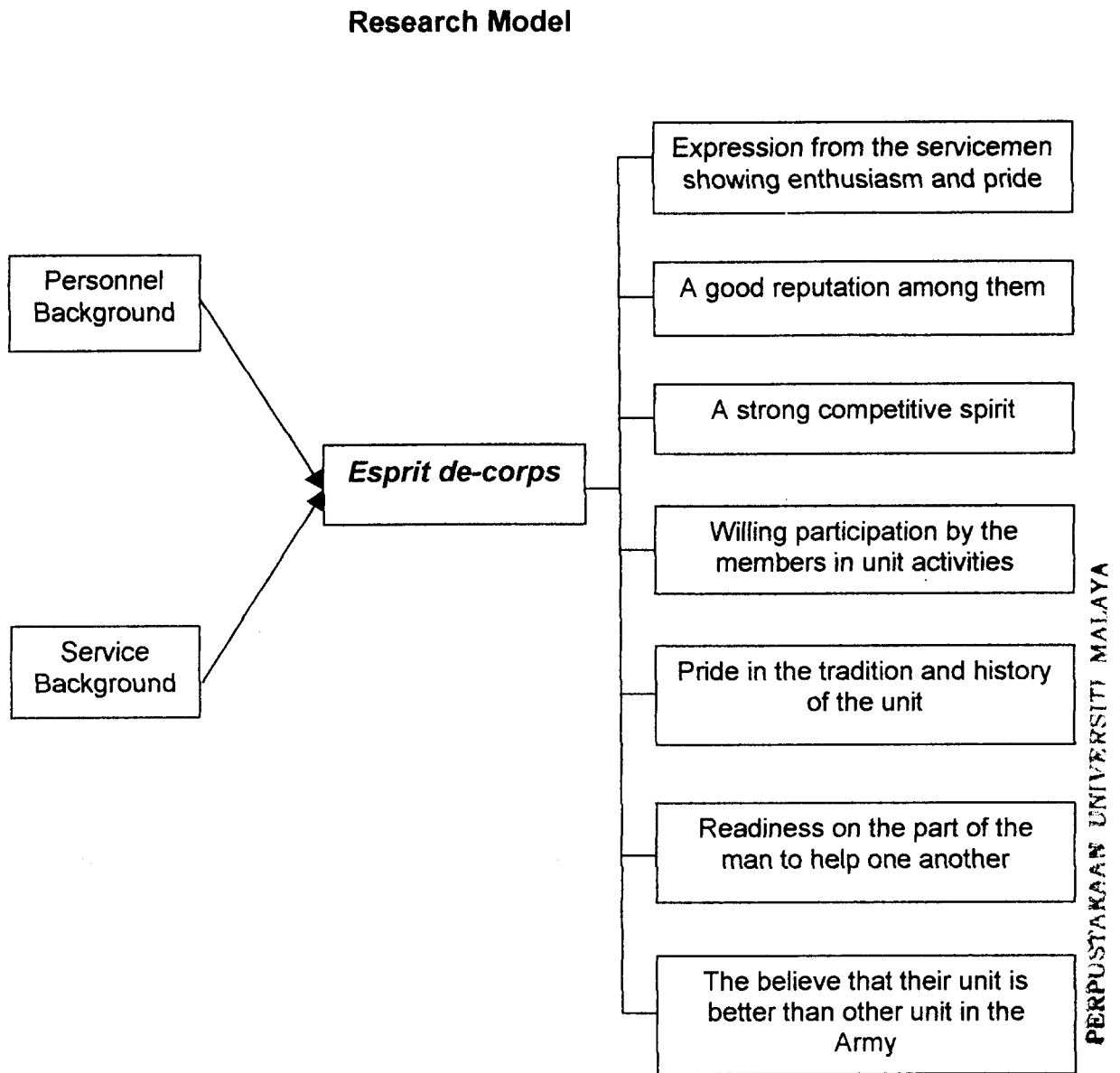


Figure 1

The above model shows the dynamic is affected by two variables: (1) the personal background (2) their service background. The personal background

variables are ranks, age, upbringings, qualification, marital status and place of living, while the service background are years of service, years of service in the unit and their categories of service. With this model, the research will study the relationship between the two sets of variables. It will examine whether the present level of practice of *esprit de-corps* in the unit exert are effective.

2.3 RESEARCH RESPONDENTS

A Royal Malay Battalion comprises 23 officers and 665 other ranks. The respondents in the research are officer and other ranks in 1st Royal Malay Regiment. A survey (convenient and stratified) has suggested 250 respondents in this unit were targeted and selected by the administrative department. Only 229 respondents are involved in this survey and the distribution is as follows:

TABLE 2: RESPONDENTS STATISTIC

Item	Selected as sample
The Operators (within the rank of Corporal and below)	174 (28%)
First Line Manager (Senior NCO – within the rank of Sargent to Warrant Officer I)	40 (72%)
Middle Manager (Officers – from Second Lieutenant to Major)	15 (65%)
Total	229 (33.3%)

As shown above the sample is divided into 3 major group. (1) The operators (within the rank of Cpl and below), the First Line Manager (senior NCO – within the rank of Sgt to WO I) and Middle Manager (Officers – from the rank of 2nd Lt to Major). Who are the combat group? It is important to note that there is distinct difference in the nature of task carried out.

2.4 RESEARCH TOOL

The research was carried out by the social survey method. Based on the hypothesis above set of questionnaire was formulated to collect data. Questionnaire was sent to unit administrative branch for them to administer. To avoid misinterpretation and bias the questionnaire was accompanied by clear instructions. The questionnaire consisted of 50 questions as Appendix 2.

Section 1 (Demographic) contains 7 items concerning soldier's rank, years of service, age, place of upbringing, education, marital status, race, years of service in that unit, place of stay and categories of service.

Section 2 comprises 6 questions about pride for the unit. This was intended to identify about soldier feelings of their unit and service. Variables involved is how much they know about their unit history, their spirit and level of loyalty to their unit, their interest toward the service, willingness to help each other, they're proud to be in the unit, and their level of *esprit de-corps*.

Section 3 comprises 8 questions on the reputation of the soldiers in the unit. These were intended to identify perceptions of soldier on their immediate (next higher) leaders leadership in managing human resources. Variables included in this section are fairness, reward, leadership by example, communication with their immediate commander, their immediate commander perception on them, communication relationship, decision making process and overall view on their perception towards leadership style in their unit. The interest of the organisation as a whole should take precedence over the interest of anyone individual or group if the organisation is to service. Equitable agreement must be establish between the organisation and its members to ensure that there are treated fairly and maintain the disciplined organisation relationship so vital to an efficient system of administration (Jones 2003).

Section 4 comprises 5 questions on the soldier's spirit toward competing with others unit. Variables involved in this section are, proud of their unit is recognised by top leadership, co-operation among them, leader encouragement for them to compete, training that can lead to be able to compete and their perception that their unit is the best compared to the other unit. These spirits are important that the soldiers in prestine condition including their cohesiveness to achieve unit goal. As group cohesiveness increases, the emphasis placed on group goal accomplishment also increases within a group. Strong emphasis on group goal accomplishment, however, does not always lead to organisation effectiveness. For an organisation to be effective and gain a competitive advantage, the different group and team must cooperate with each other and be motivated to achieve organisation goal (Robbin 2003).

Section 5 comprises of 8 questions on how respondents are willing to be involved in unit activities. They include co-operation among soldier in the unit, their reaction to ensure unit achievement, commitment of their commander to encourage co-operation among them as to ensure unit achievement, willingness to help each others, commander encouragement to willingly participate in unit activities, sincerity in doing activities, and commitment to be involved in unit activities even though they were ask to participate without their consent or against their will. Organisational commitment is the collection of feelings and beliefs that individual have about his organisation as a whole. Individuals who are committed to his organisation believe in what is their organisation is doing, are proud of what the organisation stand for and favour a high degree of loyalty toward his organisation. Committed individual are more likely to go above and beyond the call of duty to help his organisation and less likely to quit (Jones 2003).

Section 6 has a single question where as to identify their pride to unit tradition. This is important to know how is their perception towards the unit tradition. An organisation's current customs, tradition and general way of doing things are largely due to what it has done before and the degree of success it has had with those and

endeavours. This leads to the ultimate source of the organisation is culture and traditions. Once culture and tradition is in place, there are practices within the organisation that act to maintain it by giving employees a set of similar exposures.

Section 7 comprises of 5 questions on the readiness on the part of the man to help one another. Variables included in this Section are willingness to help each other when needed and training requirement to enhance their willingness and co-operation to help each other. Psychologist David McClelland has extensively researched on the need for Achievement and Affiliation. The need of achievement is the extent to which an individual has a strong desire to perform challenging task well and to meet personal standard for excellence. People with a high need for achievement often set clear goals for themselves and like to receive performance feedback. The need for affiliation is the extent to which an individual is concerned about having other people around them get long with each other (Jones 2003).

Section 8 comprises of 3 questions on their self-belonging and spirit toward their unit. Variables included in this Section are loyalty, their comrade loyalty and motivation factors by their leaders. The soldier's spirit, believe and love to the unit is important to determine of the level of courage which is a part of *esprit de-corps*. Soldier's courage and strong commitment will attain the unit mission successfully. With the strong believe that their unit is better than others will definitely give some impact on morale courage to the unit members.

Section 9 comprises of 4 questions. In this Section, the researcher intends to find out from the respondents on their views on: (1) what are the factors cause the level of practice in *esprit de-corps* low, (2) which group practises less on (3) what are the step to enhance the practises in *esprit de-corps*, (4) and how to improve the co-operation amongst the members.

The design of the above research tool comprises of both independent and dependent variables. The questions in Section 1 refer to independent variables. While those in Section 2, 3, 4,5,6,7 and 8 are related to dependent variables. The intention is to analyse the relationship between the independent and dependent variables, that is to examine how personal background and service background relate to the level of *esprit de-corps*. The design of the question is based on 'Likert Scale', where each question is in the form of a statement with five possible responses, ranging from strongly agree to strongly disagree.

This research adopts the measurement scale of *esprit de-corps* used by Boyt, Lusch and Schuler in their study as a guide. Some adjustments to the question have to be made in order to suit the research requirement. Nine questions used by Boyt, Lusch and Schuler in their study are:

- (1) We try to show much group spirit toward fellow employee in my department or work group?
- (2) People are willing to assist those in my work group or department when needed?
- (3) When I gather informally with others in my department or work group we often laugh?
- (4) When I gather formally with others in my department or work group, we have a feeling of let's get things done?
- (5) We will spend time helping with other's problems in my work group or department?
- (6) I get the support I need from others to get my job done?

- (7) We feel devoted to one another in my work group or department?
- (8) We share a set of common goals in my work group or department?
- (9) We share a set of common values and beliefs in my work group or department?

2.5 SCORING SYSTEM

The point system given in the 'Likert scale' discussed above is known as 'summated rating' and 'Uni-Dimensionality', where each question has the same scoring system. Each statement is ranked as:

- | | | |
|---|---|---------------------|
| 1 | - | Strongly Agree. |
| 2 | - | Agree. |
| 3 | - | Not sure (Neutral). |
| 4 | - | Disagree. |
| 5 | - | Strongly Disagree. |

2.6 RESEARCH LIMITATIONS

The overall implementation of this research worked well as planned with the exception of some limitations and minor problems. First, the total number of respondents obtained for analysis is restricted to 229 respondents, which represents 33.3 percent of the total battalion strength. Nevertheless the findings from this study should provide some indication of the level of *esprit de-corps* in the battalions of the Royal Malay Regiment. Other factors such as location and facilities in the camp and surrounding environment that could contribute to the variations of the attitude toward *esprit de-corps* have not been considered in this study.