

CHAPTER 3

CHAPTER 3

FINDING AND DISCUSSION

3.1 GENERAL

There are seven important components of *esprit de-corps* as discussed in Chapter 2. The level of enthusiasm for pride in their unit, relationship in the unit, strong competitive spirit, commitment, pride in the tradition and history of the unit, readiness on the part of the men to help one another and belief that their unit is better than other unit are related to the level of *esprit de-corps*. This chapter will describe and discuss the findings with regard to these variables and their relationships with the demographic factors - personal background: age and years in the unit, and service background: rank, years of service, and category of service). The findings will shed some lights on the relationships between these factors.

3.2 DEMOGRAPHIC PROFILE

Social demography includes ranks, seniority of service, years of service, age, place of upbringings, level of education, marital status, no of years of service in the unit and categories of service. The findings are given in full in Appendix 2. The summary below will only involve rank, seniority of service, age, upbringings, level of education, marital status and years of service in the unit. Detail of the profile is as at Table 3. The summaries are as follows:

Ranks. From the questionnaire, there are seven categories of ranks (Officers, Warrant Officer, Staff Sargent, Sargent, Corporal, Lance Corporal and Private. From this rank structure, respondents are divided into three separate categories/groups, namely Officers (Middle Manager), Sargent to Warrant Officer –Senior Non Commission Officer (NCO) - First Line Manager) and Private to Corporal (Operators). The majority (76.0%) of respondents

come from the operators, first line manager (17.5%) and middle managers (6.5%).

Seniority of Service. The majority of respondents have served from 1-10 years (49.3%), 34.1 percent of respondents for between 11 – 15 years, 14.0 percent between 16 – 21 years, 0.9 percent between 22 – 30 years and 1.7 percent less than one years. The finding shows that 49.0 percent have served more than 10 years.

Age. 35.4 percent of the respondents in the unit are between the age of 18 – 25 years old, 33.2 percent are between the age of 26 – 30 year old, 22.7 percent between the age of 31 – 35 year old and 8.7 percent between the age of 36 – 40 years old.

Upbringings. Soldiers are socially knitted/ affiliated, not just military figures. They become soldiers through the training imposed on them, but their 'home, upbringing, history and tradition' are bounded to influence their morale and indirectly affect the *esprit de-corps*. The majority (62.4%) of the respondents come from rural areas and 37.6 percent from urban areas. This is an expected finding, since the level of job opportunities is much better in urban than in rural area. Each individual's personality is unique and dynamic. A man changes physically, mentally and emotionally as he matures and gains more experience. Factors which tend to shape personality includes heredity (each person inherit many characteristics from their filial parents), the environment (those aspect of the world as the soldiers knows them, the family to which he belongs, the type of food he eats (constitute his environment), experiences (identical twins maybe brought up in the same environment but still develop different personalities) (Deckor 1980).

TABLE 3 : DEMOGRAPHIC PROFILE OF RESPONDENTS

Ser	Characteristic	Frequency	Percent	Valid Percent
(a)	(b)	(c)	(d)	(e)
1.	<u>Rank</u>			
	a. Officer	15	6.6	6.6
	b. SNCO	40	17.5	24.0
	c. Cpl & Below	174	76.0	76.0
	Total	229	100	100
2.	<u>Years of Service</u>			
	a. Less than 1 yr	4	1.7	1.7
	a. 1 to 10 yr	113	49.3	49.3
	b. 11 to 15 yr	78	34.1	34.1
	c. 16 to 21 yr	32	14.0	14.0
	d. 22 to 30 yr	2	0.9	0.9
	Total	229	100	100
3.	<u>Age</u>			
	a. 18 to 25 yr	81	35.4	35.4
	b. 26 to 30 yr	76	33.2	33.2
	c. 31 to 35 yr	52	22.7	22.7
	d. 36 to 40 yr	20	8.7	8.7
	Total	229	100	100
4.	<u>Place of Upbringing</u>			
	a. City	8	3.5	3.5
	b. Town	12	5.2	5.2
	c. Small Town	66	28.8	28.8
	d. Village	143	62.8	28.8
	Total	229	100	100
5.	<u>Education</u>			
	a. Primary School	6	2.6	2.6
	b. Secondary School	212	92.6	92.6
	c. College/University	11	4.8	4.8
	Total	229	100	100
6.	<u>Marital</u>			
	a. Bachelor	129	56.3	56.3
	b. Married	97	42.4	42.4
	c. Divorce	3	1.3	1.3
	Total	229	100	100
7.	<u>Years of Service in the unit</u>			
	a. Less than 5 yr	81	35.4	35.4
	b. 5 to 10 yr	44	19.2	19.2
	c. More than 10 yr	104	45.4	45.4
	Total	229	100	100

Level of Education. The minimum qualification to join the army is the completion of year three of secondary school. 97.4 percent of the respondents completed year five of secondary school education and above. This finding indicates that the average soldier possesses above the minimum level of education. Only 2.6 percent have a primary school education. This is an important variable to analyse because a higher level of education implies higher expectations toward the army (Steer and Porter 1975). The higher the expectation the more critical a person is towards his organisation (Stouffer 1965).

Marital Status. The majority of respondents are single (56.3 percent), 42.4 percent are married and 1.3 percent divorced. The assumption is that married respondents are more matured and rational about the reality of soldiering than the single status respondents. Research consistently indicates that married employees have fewer absences, undergo fewer turnovers and are more satisfied with their job than are their unmarried co-workers. Married imposes increased responsibility that people may take steady job as more valuable and important (Robbins 2003).

Years of Service in the Unit. 35.4 percent of respondents has served in the unit from 1 to 5 years, 19.2 percent from 5 to 10 years and 45.4 percent have served more than 10 years.

3.3 FREQUENCY DISTRIBUTION ON *ESPRIT DE-CORPS* IN THE UNIT

Table 4 provides an overview of the perception of the level of *esprit de-corps* prevailing in this particular unit. The view that good reputation exists among them has a highest mean score of 2.01. It was the only variable that yielded a mean score of above 2.00 with support coming from almost 45 percent of the total respondents who agree with this opinion while 12.2 percent disagree. A strong competitive spirit was the second highest mean score with 1.8. There were 38 percent respondents

who stated that they agree that strong competitive spirits in unit is important for the building of *esprit de-corps* while almost 25 percent of respondents disagree with this variable.

Other variables that yielded a mean score above 1.8 are willingness of participation by the members in unit activities and strong competitive spirit. Almost 38 percent of respondents are willing to participate in their unit activities while almost 20 percent on the disagree group. This indicates that some member of this unit only participates in their unit activities if they are required or being ordered to do so. For the strong competitive, again 38, percent of respondents tend to agree that strong competitiveness among them and between their unit and another unit is important in order to enhance *esprit de-corps* while 24.4 percent of respondents in the disagree group.

Variable with a mean score below than 1.8 includes the believe that their unit is better than other unit in the Army (1.7), expression from the serviceman showing enthusiasm and pride (1.59), readiness on the part of the man to help one another (1.57). The lowest mean score is pride in the tradition and history of the units, which records 1.008.

As for their believe that their unit is better than other unit in the Army expression, 52 percent of respondents agree that their unit is better than other unit. This indicates that members of this unit have that believe. Only 27 percent disagree and this could probably that they either knew in this unit or they tend to ignore whatever is happening in their unit. 58.5 percent of the respondents agree that the need to show their enthusiasm and pride of their unit while 18 percent of them tend to disagree.

TABLE 4: FREQUENCY DISTRIBUTION ON *ESPRIT DE-CORPS* IN THE UNIT

Variables	Frequency Distribution								Mean	Std. Deviation
	1		2		3		Total			
	n	%	n	%	n	%	n	%		
Expression from the servicemen showing enthusiasm and pride	134	58.5	53	23.1	42	18.4	229	100	1.5983	.78091
A good reputation among them	102	44.5	99	43.3	28	12.2	229	100	2.0131	.93883
A strong competitive	87	38.0	86	37.6	56	24.4	229	100	1.8646	.78025
Willingly participation by the members in unit activities	86	37.5	98	42.7	45	19.8	229	100	1.8210	.73645
Pride in the tradition and history of the unit	227	99.1	2	.9	-	-	229	100	1.0087	.06325
Readiness on the part of the man to help one another	160	69.9	7	3.1	62	27.1	229	100	1.5721	.88867
The belief that their unit is better than other unit in the Army	119	52.0	49	21.4	61	26.6	229	100	1.7467	.85150

In readiness on the part of the man to help one another, almost 70 percent of respondents agree that they need to help each other in whatever condition while 27 percent disagree. Based on the question posed on this research, it indicates that members of this unit sometime have the notion of not willing to participate and not willing to help each other. It is a serious matter that needs to be looked at. Probably, it is related to the relationship among each other or other factors that can contribute to these phenomena. The only variable that almost all respondents agree is their pride in the tradition and history of the unit is important to develop *esprit de-corps* among them. 99 percent agree while only 0.9 percent disagree. When we look at the respondents responses to this variable, we observed that 0.9 percent of the respondents that disagree with this variable comes from the members who have served less than 1 year in the unit and have served in the service less than 5 years.

3.4 CROSS TABULATION BETWEEN DEMOGRAPHY WITH *ESPRIT DE-CORPS* COMPONENTS

Summary of the relationship between the background of personnel and *esprit de-corps* components:

a. Age

Age with Enthusiasm and Pride (Table 5). The results of cross tabulation between age and expression amongst the serviceman shows enthusiasm for and pride in their unit. It shows that a total of almost 59 percent agree that they need to show enthusiasm and pride of their unit while 18.4 percent disagree with the statement. The respondents from the group of age between 26 to 30 years old scored the highest. Suggests that they are the group that shows the most enthusiasm for and pride of their unit. They know about their unit history, their spirit and level of loyalty to their unit and are high, their interest toward the service is high. They are willing to help

each other and proud to be in the unit. Within the age group, those within 31 to 35 age groups scored the highest.

Age with Reputation (Table 6). This section identifies the perceptions of soldiers of their immediate officer (next higher commander) on managing human resources. 43.3 percent of the respondents agree with the statement. The group that agree most are the group aged between 26 to 30 years old (52.5%). 44.5 percent disagree with the statement. This indicates that the sum total between agree and disagree are almost equal in term of their perception and reputation of 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.

Age with Competitive Spirit (Table 7). This section intends to gauge a soldier's spirit toward competition with other units. 37.9 percent agree while 24 percent disagree which suggests that there is an equal distribution of those who agree and disagree. The group aged between 18 to 25 years old is the highest groups who agree about the perception that their unit is the best compared to the others unit.

Age with Willingness to Participate (Table 8). They were required to indicate their willingness to be involved in unit activities. The results show that almost 38 percent agree while almost 20 percent disagree. The group aged between 18 to 25 years old scored the highest. They are willing to participate in unit activities. 62.5 percent of respondents does not willingly to participate in unit activities. But if they are ordered to do so, they will perform the required job without their willingness. Within the age group those within 31 to 35 years scored the highest.

TABLE 5: CROSS TABULATION BETWEEN AGE AND ENTHUSIASM /PRIDE

AGE	ENTHUSIASM & PRIDE						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
18 – 25 yr	28	34.6	28	34.6	25	30.8	81	35.4
26 – 30 yr	53	69.7	13	17.1	10	13.2	76	33.2
31 – 35 yr	41	78.8	6	11.5	5	9.7	52	22.7
36 – 40 yr	12	60.0	6	30.0	2	10.0	20	8.7
Total	134	58.5	53	23.1	42	18.4	229	100

TABLE 6: CROSS TABULATION BETWEEN AGE REPUTATION

AGE	REPUTATION						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
18 – 25 yr	16	19.8	13	16.0	52	64.2	81	35.4
26 – 30 yr	52	68.4	1	1.3	23	30.3	76	33.2
31 – 35 yr	20	38.5	10	19.2	23	42.3	52	22.7
36 – 40 yr	11	55.0	4	20.2	5	25.0	20	8.7
Total	99	43.3	28	12.2	102	44.5	229	100

TABLE 7: CROSS TABULATION BETWEEN AGE AND COMPETITIVE SPIRIT

AGE	COMPETITIVE SPIRIT						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
18 – 25 yr	31	38.3	26	32.1	24	29.6	81	35.4
26 – 30 yr	22	28.9	45	59.2	9	11.9	76	33.2
31 – 35 yr	25	48.1	8	15.4	19	36.5	52	22.7
36 – 40 yr	9	45.0	7	35.0	4	20.2	20	8.7
Total	87	37.9	86	37.5	56	24.4	229	100

TABLE 8: CROSS TABULATION BETWEEN AGE AND WILLINGNESS TO PARTICIPATE

AGE	WILLINGNESS TO PARTICIPATE						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
18 – 25 yr	31	38.3	28	34.6	22	27.1	81	35.4
26 – 30 yr	20	26.3	50	65.8	6	7.9	76	33.2
31 – 35 yr	27	51.9	13	25.0	12	23.1	52	22.7
36 – 40 yr	8	40.0	7	35.0	5	25.0	20	8.7
Total	86	37.5	98	42.7	45	19.8	229	100

Age with Tradition and History (Table 9). Majority of the respondents in this unit tend to agree with the statement. Therefore this variable can be considered as an important element to measure the level of *esprit de-corps*. It also indicated that the majorities of personnel in this unit are proud of their unit history and will ensure that their unit history will be preserved in future. The result within the age group shows that personnel within 18 to 25 and 31 to 35 year age group scored the highest.

Age with Readiness to Help (Table 10). A total of 69.9 percent respondents agree to help each other when necessary. Those within 26 to 30 years age group scored the highest, which agree with the statement, which give the total of 41.9 percent while 27.1 percent respondents disagree with the statement. The result within the age group, personnel within 36 to 40 years age group scored the highest.

Age with Believe The Unit Is Better (Table 11). A total of 52 percent of the respondents agrees that loyalty, their comrade loyalty and motivation factors provided by their leaders are required, while 26.6 percent respondents disagree with the relationship. The age group between 26 to 30 years old is the highest group that agrees with the statement. The result within the age group shows that personnel within 26 to 30 years age group scored the highest.

TABLE 9: CROSS TABULATION BETWEEN AGE WITH TRADITION & HISTORY

AGE	TRADITION & HISTORY						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
18 – 25 yr	81	100	0	0	0	0	81	35.4
26 – 30 yr	75	98.7	1	1.3	0	0	76	33.2
31 – 35 yr	52	100	0	0	0	0	52	22.7
36 – 40 yr	19	95.0	1	5.0	0	0	20	8.7
Total	227	99.1	2	2.0	0	0	229	100

TABLE 10: CROSS TABULATION BETWEEN AGE WITH READINESS TO HELP

AGE	READINESS TO HELP						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
18 – 25 yr	42	51.9	3	3.7	36	44.4	81	35.4
26 – 30 yr	67	88.2	0	0	9	11.8	76	33.2
31 – 35 yr	32	61.5	4	7.7	16	30.8	52	22.7
36 – 40 yr	19	95.0	0	0	1	5.0	20	8.7
Total	160	69.9	7	3.0	62	27.1	229	100

TABLE 11: CROSS TABULATION BETWEEN AGE WITH BELIEVE THE UNIT IS BETTER

AGE	BELIEVE THE UNIT IS BETTER						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
18 – 25 yr	37	45.7	14	17.2	30	37.1	81	35.4
26 – 30 yr	55	72.3	11	14.5	10	13.2	76	33.2
31 – 35 yr	17	32.7	19	36.6	16	30.7	52	22.7
36 – 40 yr	10	50.0	5	25.0	5	25.0	20	8.7
Total	119	52.0	49	21.4	61	26.6	229	100

b. **Years of Service in Unit**

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Years of Service in the Unit with Enthusiasm and Pride (Table 12).

The result shows that almost 59 percent of the respondents is in the agree group while 18.3 percent of the respondents in the disagree group. Between agree group, 60.4 percent of the respondents that have served more than 10 years in the same unit scored the highest. Within the group of disagree, 45 percent of the respondents that have served less than 5 years scored the highest. The result within the years of service in the unit, personnel that have served more than 10 years in the unit group scored the highest.

Years of Service in the Unit with Reputation (Table 13). The total of 43.2 percent of respondents is agreed while 44.5 percent of the respondent's fall into the category of disagree. Within the agree group 61.6 percent of respondents that served more than 10 years from the total percentage of agree group scored the highest. Within disagree group, 46 percent of the respondents that served less than 5 years scored the highest. The result within the years of service in the unit group, personnel that have served more than 10 years in the unit scored the highest.

Years of Service in the Unit with Competitive Spirit (Table 14). Almost 38 percent of the respondents agree with the statement, while 24.4 percent fall into the category of disagree. Within the agree group 32 respondents that served less than 5 years or 36.8 percent of total percentage of agree group scored the highest. Within the disagree group almost 45 percent of the respondents that served more than 10 years scored the highest. The result within the years of service in the unit, personnel that have served 5 to 10 years in the unit group scored the highest.

**TABLE 12: CROSS TABULATION BETWEEN YEARS OF SERVICE IN
UNIT WITH ENTHUSIASM AND PRIDE**

YEARS OF SERVICE IN THE UNIT	ENTHUSIASM & PRIDE						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
Less than 5 yr	33	40.7	29	35.8	19	23.5	81	35.4
5-10yr	20	45.5	8	20.5	15	34.0	44	19.2
More than 5 yr	81	77.9	15	14.5	8	7.6	104	45.4
Total	134	58.5	53	23.3	42	18.3	229	100

**TABLE 13: SUMMARY OF CROSS TABULATION BETWEEN YEARS OF
SERVICE IN UNIT WITH REPUTATION**

YEARS OF SERVICE IN THE UNIT	REPUTATION						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
Less than 5 yr	23	28.3	11	13.6	47	58.1	81	35.4
5-10yr	15	34.1	6	13.6	23	52.3	44	19.2
More than 5 yr	61	58.6	11	10.6	32	30.8	104	45.4
Total	99	43.2	28	12.3	102	44.5	229	100

**TABLE 14: CROSS TABULATION BETWEEN YEARS OF SERVICE IN
UNIT WITH COMPETITIVE SPIRIT**

YEARS OF SERVICE IN THE UNIT	COMPETETIVE SPIRIT						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
Less than 5 yr	32	39.6	29	35.8	20	24.6	81	35.4
5-10yr	24	54.5	9	20.4	11	25.1	44	19.2
More than 5 yr	31	29.8	48	46.1	25	24.1	104	45.4
Total	87	37.9	86	37.5	56	24.4	229	100

Years of Service in the Unit with Willingness to Participate (Table 15). The total of 37.5 percent of the respondents are agree and willing to participate in unit activities while 19.7 percent of the respondents fall into the category of disagree. Within the agree group 47.7 percent of respondents that served less than 5 years scored the highest. Within the disagree group 40 percent of the respondents that served more than 10 years scored the highest. The result within the years of service in the unit, personnel that have served less than 5 years in the unit group scored the highest.

Years of Service in the Unit with Tradition and History (Table 16). The result shows again on the relationship between the respondents years of service in the units with this *esprit de-corps* components. The relationship between both variable are highest at the agree group, and this table also indicate the similar result 227 respondents or 99.1 percent agree with the relationship while not a single respondents disagree with the relationship. Respondents who have served more than 10 years in the same unit (45.4%) scored the highest. The result within the years of service in the unit, personnel that have served less than 5 years in the unit scored the highest.

Years of Service in the Unit with Readiness to Help (Table 17). The result shows that almost 70 percent of the respondents agree while 27 percent disagree. Among those who agree, 52 percent have served more than 10 years. Within the disagree group, almost 52 percent of the respondents served less than 5 years.

Years of Service in the Unit with Belief the Unit is Better (Table 18). The result shows that, 52 percent of the respondents believe that their unit is better than any other unit while 26.6 percent does not believe so. Within the group who agree with the statement, those who have served more than 10 years scored the highest. Among the disagree group 36.1 percent of those who have served more than 10 years scored the highest.

**TABLE 15: CROSS TABULATION BETWEEN YEARS OF SERVICE IN
UNIT WITH WILLINGNESS TO PARTICIPATE**

YEARS OF SERVICE IN THE UNIT	WILLINGNESS TO PARTICIPATE						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
Less than 5 yr	41	50.6	25	30.8	15	18.6	81	35.4
5-10yr	15	34.1	17	38.6	12	27.3	44	19.2
More than 5 yr	30	28.8	56	53.8	18	17.4	104	45.4
Total	86	37.5	98	42.8	45	19.7	229	100

**TABLE 16: CROSS TABULATION BETWEEN YEARS OF SERVICE IN
UNIT WITH TRADITION AND HISTORY**

YEARS OF SERVICE IN THE UNIT	TRADITION AND HISTORY						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
Less than 5 yr	81	100	0	0	0	0	81	35.4
5-10yr	43	97.9	1	2.3	0	0	44	19.2
More than 5 yr	103	97.7	1	2.3	0	0	104	45.4
Total	227	99.1	2	0.9	0	0	229	100

**TABLE 17: CROSS TABULATION BETWEEN YEARS OF SERVICE IN
UNIT WITH READINESS TO HELP**

YEARS OF SERVICE IN THE UNIT	READINESS TO HELP						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
Less than 5 yr	48	59.2	1	1.2	32	39.5	81	35.4
5-10yr	29	65.9	1	4.5	13	29.6	44	19.2
More than 5 yr	83	79.8	4	3.8	17	16.4	104	45.4
Total	160	69.8	7	3.0	62	27.2	229	100

**TABLE 18: CROSS TABULATION BETWEEN YEARS OF SERVICE IN
UNIT WITH BELIEVE THE UNIT IS BETTER**

YEARS OF SERVICE IN THE UNIT	BELIEVE THE UNIT IS BETTER						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
Less than 5 yr	45	55.6	15	18.5	21	25.9	81	35.4
5-10yr	16	36.3	10	22.7	18	41.0	44	19.2
More than 5 yr	58	55.8	24	23.1	22	21.1	104	45.4
Total	119	52.0	49	21.4	61	26.6	229	100

Summary of the relationship between the service background and *esprit de-corps* components:

a. Rank

Rank with Enthusiasm and Pride (Table 19). The result shows almost 59 percent of the respondents agree that enthusiasm and pride in their unit are important factor that were needed in their unit, while 18.3 percent of respondents or disagree with the statement. Among those that agree, 65.7 percent of the respondents are from the Cpl & Below group. Within the group that disagree, only 18.4 percent of respondents belong to Cpl & Below scored the highest.

Rank with Reputation (Table 20). The result shows that 43.2 percent of the respondents agree that a good reputation among them is required in order to develop and enhance *esprit de-corps*, while almost 45 percent of respondents disagree with it. Among those that agree, 68.7 percent come from the Cpl & Below group. Among those that disagree, 89.2 percent of the respondents who belong to rank of Cpl & Below.

Rank with Competitive Spirit (Table 21). 38.0 percent of the respondents agree that they need to have a strong competitive spirit in them while 24.4 percent the respondents disagree. Among those that agree group, 62.1 percent of them are from the Cpl & Below group, while 26.4 percent of the respondents come from SNCO group. Among those that disagree, 83.9 percent of the respondents are also from the rank of Cpl & Below.

**TABLE 19: CROSS TABULATION BETWEEN RANK
WITH ENTHUSIASM AND PRIDE**

RANK	ENTHUSIASM & PRIDE						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
OFFRS	14	93.3	1	6.7	0	0	15	6.6
SNCO	32	80.0	8	20.0	0	0	40	17.5
CPL & BELOW	88	50.5	44	25.3	42	24.2	174	75.9
Total	134	58.5	53	23.1	42	18.4	229	100

**TABLE 20: CROSS TABULATION BETWEEN RANK
WITH REPUTATION**

RANK	REPUTATION						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
OFFRS	12	80.0	3	20.0	0	0	15	6.6
SNCO	19	47.5	10	25.0	11	27.5	40	17.5
CPL & BELOW	68	39.1	15	8.6	91	52.3	174	75.9
Total	99	43.2	28	12.2	102	44.6	229	100

**TABLE 21: CROSS TABULATION BETWEEN RANK
WITH COMPETITIVE SPIRIT**

RANK	COMPETETIVE SPIRIT						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
OFFRS	10	66.7	4	26.6	1	6.7	15	6.6
SNCO	23	57.5	9	22.5	8	20.0	40	17.5
CPL & BELOW	54	31.0	73	41.9	47	27.1	174	75.9
Total	87	38.0	86	37.6	56	24.4	229	100

Rank with Willingness to Participate (Table 22). The result shows that 37.6 percent agree that they are willing to participate in their unit activities while 19.6 percent of the respondents disagree. The difference between those that are willing compared to those unwilling to participate is big. That majority of personnel in this unit are willing to participate in their units activities. Among those that agree, 60.5 percent of respondents are from the rank of Cpl & Below group. Within the group that disagree, 88.9 percent are from the same group i.e. from the rank of Cpl & Below.

Rank with Tradition and History (Table 23). Almost all of the respondents agree that tradition and history are important factors that contribute to the development of *esprit de-corps* among them. They are proud of their unit achievements, tradition and history and willing to protect it. Not a single respondent disagrees with this relationship.

Rank with Readiness to Help (Table 24). The result shows that almost 70 percent agree that it is important that they need to be ready and willing to help one another while 27.2 percent disagree with this statement. Between those that agree, almost 72 percent of the respondents are comes from the Cpl & Below group, 19.4 percent of the respondents that come from SNCO group. Within the group that disagree, the majority belong to Cpl & Below.

Rank with Belief the Unit is Better (Table 25). The result shows that the 52 percent agree with the statement, while more than 26 percent disagree. Within the group that agree with the statement, 71.4 percent comes from of rank of Cpl & below whereas 16 percent come from SNCO group. Within the group that disagree, 91.8 percent comes from the rank of Cpl & Below, followed by 6.6 percentage from SNCO group. Result shows Officers group scored the highest level of agreement (93.3%) followed by SNCO (50.5%) and Cpl & Below (48.9%).

**TABLE 22: SUMMARY OF CROSS TABULATION BETWEEN RANK
WITH WILLINGNESS TO PARTICIPATE**

RANK	WILLINGNESS TO PARTICIPATE						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
OFFRS	14	93.3	1	6.7	0	0	15	6.6
SNCO	20	50.0	15	37.5	5	12.5	40	17.5
CPL & BELOW	52	47.1	82	47.1	40	23.0	174	75.9
Total	86	37.6	98	42.8	45	19.6	229	100

**TABLE 23: SUMMARY OF CROSS TABULATION BETWEEN RANK
WITH TRADITION AND HISTORY**

RANK	TRADITION & HISTORY						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
OFFRS	15	100	0	0	0	0	15	6.6
SNCO	40	100	0	0	0	0	40	17.5
CPL & BELOW	172	98.9	2	0.2	0	0	174	75.9
Total	227	99.1	2	0.9	0	0	229	100

**TABLE 24: SUMMARY OF CROSS TABULATION BETWEEN RANK
WITH READINESS TO HELP**

RANK	READINESS TO HELP						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
OFFRS	14	93.3	0	0	1	6.7	15	6.6
SNCO	31	77.5	3	7.5	6	15.0	40	17.5
CPL & BELOW	115	66.1	4	2.3	55	31.6	174	75.9
Total	160	69.9	7	3.1	62	27.0	229	100

**TABLE 25: CROSS TABULATION BETWEEN RANK
WITH BELIEVE THE UNIT IS BETTER**

RANK	BELIEVE THE UNIT IS BETTER						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
OFFRS	14	93.3	0	0	1	6.7	15	6.6
SNCO	20	50.5	16	40.0	4	10.5	40	17.5
CPL & BELOW	85	48.9	33	18.9	56	32.2	174	75.9
Total	119	52.0	49	21.4	61	26.6	229	100

b. **Years of Service**

Years of Service with Enthusiasm and Pride (Table 26). The result shows more than 58 percent agree, while 18.4 percent disagree. Among those that agree, 47.8 percent of those who have 11 to 15 years (the highest), while 33.6 percent are those with 1 to 10 years of service group (the second highest). Within the group that disagrees, 76.2 percent served 1 to 10 years.

Years of Service with Reputation (Table 27). The result shows that 43.4 percent agree with the statement, while 44.5 percent disagree. Among those that agree, 50.5 percent comes from the personnel who have served 11 to 15 years, while 32.3 percent come from 1 to 10 years service group. Within the group that disagree, more than 64 percent of them served 1 to 10 years.

Years of Service with Competitive Spirit (Table 28). The result shows that 38 percent agree with the statement, while 24.4 percent are disagree. Among those that agree, 54 percent comes from the personnel have served 1 to 10 years, while 24.1 percent that come from 11 to 15 years group. Within the group that disagree, 51.8 percent of the have served 1 to 10 years.

Years of Service with Willingness to Participate (Table 29). The result shows that 37 percent agree with the statement, while 19.6 percent disagree. Among those that agree, 58.1percent comes from the personnel have served 1 to 10 years, while 23.3 percent that come from 11 to 15 years service group. Within the group that disagree, 53.3 percent personnel have served 1 to 10 years.

**TABLE 26: CROSS TABULATION BETWEEN YEARS OF SERVICE WITH
ENTHUSIASM AND PRIDE**

YEAR OF SERVICE	ENTHUIASISM & PRIDE						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
Less than 1 yr	0	0	2	50.0	2	50.0	4	1.7
1 – 10 yr	45	39.8	36	31.8	32	28.4	113	49.3
11 – 15 yr	64	82.1	8	10.2	6	7.7	78	34.1
16 – 21 yr	24	75.0	6	18.7	2	6.3	32	14.0
22 – 30 yr	1	50.0	1	50.0	0	0	2	0.9
Total	134	58.5	53	23.1	42	18.4	229	100

**TABLE 27: CROSS TABULATION BETWEEN YEARS OF SERVICE WITH
REPUTATION**

YEAR OF SERVICE	REPUTATION						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
Less than 1 yr	0	0	0	0	4	100	4	1.7
1 – 10 yr	32	28.3	15	13.2	66	58.5	113	49.3
11 – 15 yr	50	64.1	7	8.9	21	27.0	78	34.1
16 – 21 yr	17	53.1	4	12.5	11	34.2	32	14.0
22 – 30 yr	0	0	2	100	0	0	2	0.9
Total	99	43.3	28	12.2	102	44.5	229	100

**TABLE 28: CROSS TABULATION BETWEEN YEARS OF SERVICE WITH
COMPETITIVE SPIRIT**

YEAR OF SERVICE	COMPETITIVE SPIRIT						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
Less than 1 yr	2	50.0	0	0	2	50.0	4	1.7
1 – 10 yr	47	41.6	37	32.7	29	25.7	113	49.3
11 – 15 yr	21	26.9	40	51.2	17	21.9	78	34.1
16 – 21 yr	16	50.0	8	25.0	8	25.0	32	14.0
22 – 30 yr	1	50.0	1	50.0	0	0	2	0.9
Total	87	38.0	86	37.6	56	24.4	229	100

**TABLE 29: CROSS TABULATION BETWEEN YEARS OF SERVICE WITH
WILLINGNESS TO PARTICIPATE**

YEAR OF SERVICE	WILLINGNESS TO PARTICIPATE						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
Less than 1 yr	0	0	2	50.0	2	50.0	4	1.7
1 – 10 yr	50	44.2	39	34.5	24	21.2	113	49.3
11 – 15 yr	20	25.6	47	60.2	11	14.2	78	34.1
16 – 21 yr	15	46.9	9	28.1	8	25.0	32	14.0
22 – 30 yr	1	50.0	1	50.0	0	0	2	0.9
Total	86	37.6	98	42.8	45	19.6	229	100

Years of Service with Tradition and History (Table 30). From the result shows that majority which is 99 percent is agree on tradition and history important in unit while there are no respondents disagree. Among those that agree group, 49.8 percent comes from the personnel have served 1 to 10 years group, while 34.4 percent that come from 11 to 15 years group.

Years of Service with Readiness to Help (Table 31). The result shows that the 69.9 percent agree with the statement while 27 percent disagree. Among those that agree, 82 percent of total percentage of Agree group that comes from the personnel have served 11 to 15 years, while 75 percent come from 16 to 21 years group.

Years of Service with Belief the Unit Is Better (Table 32). The result shows that 48.9 percent agree while 26.6 percent disagree with the statement. Among those that agree, more than 47 comes from the personnel have served 1 to 10 years, while 61.5 percent come from 11 to 15 years group. Among those that disagree, 50 percent belong to personnel have served less than 1 year and 22 to 30 years, followed by 12 respondents or 34.6 percent that come from 1 to 10 years group. The result within the group, personnel that have served 11 to 15 years group scored the highest level of agree.

**TABLE 30: CROSS TABULATION BETWEEN YEARS OF SERVICE
WITH TRADITION AND HISTORY**

YEAR OF SERVICE	TRADITION & HISTORY						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
Less than 1 yr	4	100	0	0	0	0	4	1.7
1 – 10 yr	113	100	0	0	0	0	113	49.3
11 – 15 yr	78	100	0	0	0	0	78	34.1
16 – 21 yr	30	93.8	2	6.2	0	0	32	14.0
22 – 30 yr	2	100	0	0	0	0	2	0.9
Total	227	99.1	2	0.9	9	9	229	100

**TABLE 31: CROSS TABULATION BETWEEN YEARS OF SERVICE WITH
READINESS TO HELP**

YEAR OF SERVICE	READINESS TO HELP						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
Less than 1 yr	0	0	0	0	4	100	4	1.7
1 – 10 yr	70	61.9	4	3.5	39	34.6	113	49.3
11 – 15 yr	24	75.0	1	3.1	7	21.9	78	34.1
16 – 21 yr	2	100	0	0	0	0	32	14.0
22 – 30 yr	160	69.9	7	3.1	62	27.0	2	0.9
Total	134	58.5	53	23.1	42	18.4	229	100

**TABLE 32: CROSS TABULATION BETWEEN YEARS OF SERVICE WITH
BELIEF THAT THE UNIT IS BETTER**

YEAR OF SERVICE	BELIEVE THE UNIT IS BETTER						TOTAL	
	AGREE		NEUTRAL		DISAGREE			
	N	%	N	%	N	%	N	%
Less than 1 yr	2	50.0	0	0	2	50.0	4	1.7
1 – 10 yr	53	46.9	21	18.5	39	34.6	113	49.3
11 – 15 yr	48	61.5	18	33.0	12	15.5	78	34.1
16 – 21 yr	15	46.9	10	31.2	7	21.9	32	14.0
22 – 30 yr	1	50.0	0	0	1	50.0	2	0.9
Total	112	48.9	56	24.5	61	26.6	229	100

3.5 OVERALL ANALYSIS OF DATA ON CROSS TABULATION

Relationship between Personal Background and *Esprit de-corps* components.

Based on the result, it is found that there are two independent variables that have a strong relationship with the *esprit de-corps* components: Age and years of service in the units. The most significant is the relationship between Age and *esprit de-corps* components. It is observed that the older they are the more they agree with the *esprit de-corps*. Those between the age of 26 to 40 years old display *esprit de-corps* higher compared to those in the age group between 18 to 25 years old. It shows that *esprit de-corps* grows together with the age of the personal.

It is also found that *esprit de-corps* increases with the increasing period of tenure in a particular unit. Respondents who have served more than 5 years in the same unit correspond to a considerably high level of *esprit de-corps*.

Relationship between Service Background and *Esprit de-corps* components.

Both independent variables on Service Background (Ranks and Years of Service) had also proven the significant relationship with *esprit de-corps* components. As expected by the researcher, Officers are the group that highly practices the *esprit de-corps*. This is simply because of their process of development, service enhancement and training are more concentrated toward *esprit de-corps* compared with SNCO and Cpl & Below. Officers are leaders who are charged with many responsibilities. They must understand how their men function as individuals and in a group. Furthermore as guides, officers represent a particular group. He must evaluate his group continually

in the lights of *esprit de-corps*. The evaluation provides a practical approach in determining the leadership and the effectiveness as a leader and probable effectiveness of the organization (Deckor 1980).

In terms of years of service, again the personnel that has served longer in the service had also proven the significant relationship with *esprit de-corps* components. The longer the service the higher their level of *esprit de-corps*. Environment and experiences determining this indifferences. The more experience they have the higher their *esprit de-corps* level as compared with the junior one.

3.6 CHI-SQUARE ANALYSIS AND THE PERCEPTION OF DEMOGRAPHY WITH *ESPRIT DE-CORPS*

TABLE 33 : CHI-SQUARE ANALYSIS AND THE PERCEPTION OF DEMOGRAPHY WITH *ESPRIT DE-CORPS*

Variable	Frequency			Sig
	Agree	Neutral	Disagree	
Rank	41.5	26.7	35.9	0.000
Years of Service	50.0	50.0	-	0.001
Age	41.5	22.7	35.8	0.000
Years of Service in the unit	41.5	22.7	35.8	0.013

The calculation of the Chi-Square statistic allows us to determine if the difference between observed frequency distribution and expected frequency distribution can be attributed to sampling variation. The significance value ($p = 0.05$) is the probability of getting these result when no relationship, in fact exist.

- H_0 = Null Hypothesis
- H_1 = Alternative Hypothesis

If $p > \alpha (0.05)$

We fail to reject H_0 (there is no significance) thus cannot conclude that the variable are related

$$\mu_1 = \mu_1$$

If $p < \alpha$ (0.05)

We reject H_1 and conclude that the variables are related (there is a significance)

$$\mu_1 \neq \mu_1$$

Table 33 indicates that there is significance between Rank, years of service, age and years of service in the unit with ***esprit de-corps*** variables. Rank and Age have the p value 0.000 that is less than 0.05, year of service the p values is 0.001 while years of and years in the unit have the p value 0.013. Thus we reject H_0 . The table also shows that the years of service score the highest percentage with 50 percent of respondents agree that ***esprit de-corps*** are existing in the units. This is followed by rank, age and years of service in the unit. This statistic also shows that there are respondents do not agree that ***esprit de-corps*** is exist in their unit in which its need to be concern with by the management of the unit. Between the demography variable, rank score the highest in disagree followed by age and years of service in the unit. Statistic also indicates that there are respondents does not agree or disagree with the existing of ***esprit de-corps*** in their unit. This could be the biggest challenge to determine either they do not know the existing of ***esprit de-corps*** in their unit or they are not concern with this matter.

3.7 CORRELATION ANALYSIS BETWEEN DEMOGRAPHY AND ***ESPRIT DE-CORPS***

Correlation is one of the most popular techniques that indicates the relationship of one variable to another and the correlation coefficient (r) range from 1.0 to -1.0.

If value r is 1.0 - a perfect positive linear relationship.

If value r is -1.0 - a perfect inverse or perfect negative linear relationship

If value r is = 0 - No correlation

TABLE 34 : CORRELATION ANALYSIS

		RANK	YEARS OF SERVICE	AGE	YEARS OF SERVICE IN THE UNIT	ESPRIT
RANK	Pearson Correlation	1	-.228(**)	-.461(**)	.000	.255(**)
	Sig. (2-tailed)	.	.001	.000	.997	.000
	N	229	229	229	229	229
YEARS OF SERVICE	Pearson Correlation	-.228(**)	1	.523(**)	.382(**)	-.050
	Sig. (2-tailed)	.001	.	.000	.000	.449
	N	229	229	229	229	229
AGE	Pearson Correlation	-.461(**)	.523(**)	1	.593(**)	-.121
	Sig. (2-tailed)	.000	.000	.	.000	.068
	N	229	229	229	229	229
YEARS OF SERVICE IN THE UNIT	Pearson Correlation	.000	.382(**)	.593(**)	1	-.216(**)
	Sig. (2-tailed)	.997	.000	.000	.	.001
	N	229	229	229	229	229
ESPRIT	Pearson Correlation	.255(**)	-.050	-.121	-.216(**)	1
	Sig. (2-tailed)	.000	.449	.068	.001	.
	N	229	229	229	229	229

** Correlation is significant at the 0.01 level (2-tailed).

Table 34 indicates the correlation where there are 4 positive value (**) indicating positive correlation. The correlation significance $r = 0.00$ and 0.01 explain those variables that have very significance correlation**. These correlations are as follows:

a.	Rank and Years of Service	-	0.01.
b.	Rank and Age	-	0.00.
c.	Rank and Esprit	-	0.00.
d.	Age and Years of Service	-	0.00.
e.	Age and Years of Service in the unit	-	0.00.
f.	Years of Service in the unit and Years of Service	-	0.00.
g.	Years of Service in the unit and Esprit	-	0.01.

The analysis that can be made from the above correlation is that:

- a. There is a positive correlation between Rank and Esprit where respondents tend to agree that *esprit de-corps* is an important practice in their unit to enhance the relationship among them.
- b. There is a positive correlation between Years of Service in the unit and Esprit. This result shows that the longer their tenure in the unit the higher their *esprit de-corps* that has developed among them.

The strongest relationship is between Age and Years of Service with correlation value of 0.523. We can say that respondents are satisfied with their current age as compared to their current years of service. The next correlation is between Age and Rank which respondents are satisfied there is no correlation between *esprit de-corps* with Age and with Years of Service.

3.8 REALIABILITY ANALYSIS

TABLE 35 : R E L I A B I L I T Y A S S E S S M E N T - E S P R I T D E - C O R P S

Ser	Item	Mean	Std Dev	Cases
1.	Rank	2.6943	.5872	229.0
2.	Years of Service	1.7336	.9383	229.0
3.	Age	2.0480	.9653	229.0
4.	Years of Service in the unit	2.1004	.8951	229.0
5.	Esprit	1.9432	.8792	229.0

TABLE 35A : R E L I A B I L I T Y A S S E S S M E N T - E S P R I T D E - C O R P S

Ser	Variable	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Squared Total Correlation	Alpha if Item Deleted
1.	Rank	7.8253	5.3729	-.1876	.4929
2.	Years of Service	8.7860	3.0724	.3812	.0961
3.	Age	8.4716	3.0310	.3701	.1018
4.	Years of Service in the unit	8.4192	3.0779	.4227	.0640 (most important)
5.	Esprit	8.5764	4.7979	-.0945	.5112 (least important)

Reliability Coefficients No of Items - 5 items

No of Cases = 229.0

Alpha = .3542

Reliability can be defined as the degree to which measures are free from error and therefore yield consistent result. Reliability is a necessary condition for validity. For this study the Cronbach's Coefficient Alpha is used. It determine the mean reliability for all possible ways of splitting a set of item in half seems that Cronbach's

Coefficient Alpha is a most useful formula for assessing the reliability in research. The coefficient varies from 0 to 1, and a value of 0.6 or less generally indicates unsatisfactory internal consistency.

The value obtained for Alpha = **0.3542** is less than 0.6. The result shows a satisfactory internal consistency reliability. By looking at the last column of the Table 33A, the reliability cannot be increased anymore because the highest value of Cronbach's Coefficient Alpha is only **0.5112** (*Esprit de-corps*). If variable *esprit de-corps* (the least important variable) were deleted, the reliability will drop. Years of Service in the unit is the important variable on the scale if it were to be deleted, reliability alpha will drop to the lowest (**0.0640**).

3.9 ANOVA ANALYSIS

Through the data finding on cross tabulation, it shows that the significant relation between Personnel Background (Age and Years of Service in the unit) and Service Background (Rank and Years of Service). To prove this significant ANOVA analysis is run:

Personnel background with *esprit de-corps* components:

TABLE 36: ANOVA BETWEEN AGE AND *ESPRIT DE-CORPS*

Item	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	24.179	3	8.060	11.924	.000
Within Groups	152.083	225	.676		
Total	176.262	228			

Age. Results shows that there is a significant relationship between age with *esprit de-corps* components. The significant value is 0.000 that is smaller than 0.05. While F value is more than 3 (11.924).

**TABLE 37: ANOVA BETWEEN YEARS OF SERVICE IN THE UNIT
WITH *ESPRIT DE-CORPS***

Item	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.411	2	4.705	6.373	.002
Within Groups	166.851	226	.738		
Total	176.262	228			

Years of service in the unit. Results show that there are significant relationship between years of service in the unit with *esprit de-corps* components. The significant value is 0.002 that is smaller than 0.05. While F value is more than 3 (6.373).

Service background with *esprit de-corps* components:

TABLE 38: ANOVA BETWEEN RANK WITH *ESPRIT DE-CORPS*

Item	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	12.496	2	6.248	8.623	.000
Within Groups	163.766	226	.725		
Total	176.262	228			

Rank. From the table of ANOVA between rank with *esprit de-corps* shows that there is a significant relationship between these two variables. The significant value is 0.000 smaller than 0.05 and the F value is more than 3 (8.623).

TABLE 39: ANOVA BETWEEN YEARS OF SERVICE WITH *ESPRIT DE-CORPS*

Item	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	18.139	4	4.535	6.424	.000
Within Groups	158.123	224	.706		
Total	176.262	228			

Years of service. Between years of service with *esprit de-corps* shows that there are significant relationship between these two variables. The significant value is 0.000 smaller than 0.05 and the F value is more than 3 (6.424).

3.10 SUMMARY OF OTHER MATTERS (SECTION 9)

TABLE 40: WEAKNESSES

	Frequency	Percent	Valid Percent	Cumulative Percent
Training	9	3.9	3.9	3.9
Leadership	89	38.9	38.9	42.8
Knowledge	60	26.2	26.2	69.0
Environment	45	19.7	19.7	88.6
Not Sure	26	11.4	11.4	100.0
Total	229	100.0	100.0	

Weaknesses. The respondents were asked about their view on the reason why *esprit de-corps* is low in their unit. The response given shows that is because of leadership, more than 38 percent follows by knowledge 26.2 percent and environment 18.7 percent. Through this data, the respondents seem to agree that the major factor that contributed towards the weakness of practice in *esprit de-corps*.

TABLE 41: GROUP THAT LESS PRACTICE *ESPRIT DE-CORPS*

Item	Frequency	Percent	Valid Percent	Cumulative Percent
Senior Officers	55	24.0	24.0	24.0
SNCO	21	9.2	9.2	33.2
NCO	108	47.2	47.2	80.3
Pte	18	7.9	7.9	88.2
Not Sure	27	11.8	11.8	100.0
Total	229	100.0	100.0	

Group that less practice *esprit de-corps*. Respondents also being asked to select which group are practicing less in *esprit de-corp*. The answer is NCO (Non Commissions Officer) from the level of Lance Corporal and Corporal (47.2%) followed by Senior Officer (24.0%). This is only their view and perception and this is not the true indication. Nevertheless, this indication is a general view among the respondents about the group they less practice in *esprit de-corp*.

TABLE 42: HOW TO ENHANCE UNIT CO-OPERATION

Item	Frequency	Percent	Valid Percent	Cumulative Percent
Co-operation	127	55.5	55.5	55.5
Counseling	33	14.4	14.4	69.9
Esprit de-corps	65	28.4	28.4	98.3
Others	4	1.7	1.7	100.0
Total	229	100.0	100.0	

How to enhance co-operation. The question is about respondent's view on how to enhance unit co-operation. Result shows the majority of the respondents believe that esprit can be enhanced through co-operation.

TABLE 43 : HOW TO ENHANCE CO-OPERATION AMONG MEMBERS

Item	Frequency	Percent	Valid Percent	Cumulative Percent
Training	108	47.2	47.2	47.2
SPR	28	12.2	12.2	59.4
Working Style	51	22.3	22.3	81.7
Leadership	42	18.3	18.3	100.0
Total	229	100.0	100.0	

How to enhance co-operation among members. The question on how to enhance co-operation among them and the answer is through training (47.2%) followed by working style (22.3%). They believe that with training it can develop co-operation among them. Working style is another that they believe needs to be considered. Probably by good planning on how working style to be practice in the unit would probably can develop the co-operation among them.

TABLE 44 : WHY MEMBERS DOES NOT WILLING TO PARTICIPATE IN UNIT ACTIVITIES

Item	Frequency	Percent	Valid Percent	Cumulative Percent
Unconcern	66	28.8	28.8	28.8
Negative Attitude	31	13.5	13.5	42.4
Leadership	92	40.2	40.2	82.5
Not Sure	40	17.5	17.5	100.0
Total	229	100.0	100.0	

Why members are not willing to participate in unit activities. The majority of the respondents (40.2%) think that leadership is the major factor that contributed to their unwillingness to participate in the unit activities. The second factor is because of the unconcerned of what happening around them. Event though that military organisation, all activities are being plan and set out by their leader, but the

response is otherwise. This is subjective to conclude because its need to be proves by conducting another research.

3.11 OVERALL FINDINGS

In this particular study even though that the independent and dependent variable that researcher finds in the overall result showing the significant relationship, nevertheless there are some ground showing on weakness in practicing *esprit de-corps* particularly within the lower level group. The findings are as follows:

Expression from the serviceman is showing enthusiasm and pride in their unit.

Enthusiasm and Pride (Table 45). From the above table on expression from the servicemen showing enthusiasm and pride in their unit, result show that only 58.5 percent respondents agree, 18.3 percent disagree respondents, 23.1 percent respondents are neutral. The percentage shows that some of the members in this unit do not have enthusiasm and pride toward their unit. More than 40 percent in the disagree and Neutral level are majority from early state of age 18 to 25.

A good reputation among members.

Reputation (Table 46). Result on frequency run shows that reputation among them are generally low. Only 43.2 percent respondents out of 229 respondents Agree that reputation among them is high. 57.7 percent or 130 respondents are in the level of disagree and neutral. The result indicates that there are weakness in leadership, fairness, encouragement, less communication and level of administration at the unit. The major group that Agree on good reputation among the is at the age of between 26 to 30 years old while the lower one is the group between the age of 18 to 25 years old. It is important that will affect to existence of military life especially in combat

situation. A sense of social element, cohesion, mutual shared recognition and the of the necessity for buddy ship and co-operation are some factor that need to be looked at on how to improve reputation among them.

A strong competitive spirit

Competitive Spirit (Table 47). Competitive spirit it an important elements for the unit especially in Infantry unit which the main role is to seek, close and destroy the enemy regardless of weather and terrain at any condition. Nevertheless, the level of competitiveness in this unit is only at the level 38.0% Agree where as 24.5% Disagree and 37.6% Neutral. The result shows that there is some weaknesses in competitive spirit among the soldier in this unit. The possibility or reason is less motivation, less activities in competitive spirit, less encouragement and commitment among them. Competitive spirit is important in *esprit de corps*.

Willingness to participate by the members in unit activities

Willingness to Participate (Table 48). Only 37.5 percent agree that they are willing to participate in unit activities and 62.5 percent do not willing or tent to be neutral. The possibility that they are being force to do work or only performing their job after receiving orders or instruction. Equality, self respect, motivation, job satisfaction and wisdom are some of the factors that can develop the willingness. These factors also can develop responsibility, honest, and independent in their inner emotion and avoid social loafing.

TABLE 45 : ENTHUSIASM AND PRIDE

Level	Frequency	Percent	Valid Percent	Cumulative Percent
AGREE	134	58.5	58.5	58.5
NEUTRAL	53	23.1	23.1	81.7
DISAGREE	42	18.3	18.3	100.0
Total	229	100.0	100.0	

TABLE 46 : REPUTATION

	Frequency	Percent	Valid Percent	Cumulative Percent
AGREE	99	43.2	43.2	43.2
NEUTRAL	28	12.2	12.2	55.5
DISAGREE	102	44.5	44.5	100.0
Total	229	100.0	100.0	

TABLE 47 : COMPETITIVE SPIRIT

	Frequency	Percent	Valid Percent	Cumulative Percent
AGREE	87	38.0	38.0	38.0
NEUTRAL	86	37.6	37.6	75.5
DISAGREE	56	24.5	24.5	100.0
Total	229	100.0	100.0	

TABLE 48 : WILLINGNESS TO PARTICIPATE

	Frequency	Percent	Valid Percent	Cumulative Percent
AGREE	86	37.6	37.6	37.6
NEUTRAL	98	42.8	42.8	80.3
DISAGREE	45	19.7	19.7	100.0
Total	229	100.0	100.0	

Pride in the tradition and history of the unit

Tradition and History (Table 49). Majority of respondents 99.1 percent, agree that unit history and tradition are important. They agree that their unit history and tradition can be proud off. In military institution the unit tradition and history is their identity especially those unit have a good name and excel in their performance in term of operation, contribution and others. For this particular unit, even though their excellent tradition and history as discussed in Chapter I, there are respondents who stated that they did not believe that history and tradition could enhance the level of *esprit de-corps*. Even though that the figures is small but there is an implication. This research went through the respondent's answers and found out that these respondents are new soldiers and they have served less than 2 years. The implication is that *esprit de-corps* is developed through experience and maturity.

Readiness on the part of the man to help one another

Readiness to Help One Another (Table 50). Majority of the respondents 69.9 percent agree that they are willing to help each other. This indicates that there is a strong relationship among them. But there are some group of individual who had responded that they are not willing to help one another and those makes up to 30.2 percent. Probably, this is because of the level of *esprit de-corps* which is low among them and they dislike each other and their reputation which is not in a favourable manner.

The belief that their unit is better than other unit in the Army

Believe Their Unit Better Than Others (Table 51). More than 50 percent of the respondents agreed positively that they believe their unit is better than the other unit. 48 percent disagreed. Here again, most probably the level of competitiveness in the unit is not being developed as well. That is the reason why there are respondents who disagree that their unit is better

than other units. Relatively, based on their unit history and achievement, the researcher found that the result should be otherwise but it is not. Therefore, there is a need to develop the spirit of competitiveness among them in order to have the motion of their unit is better than other and this could be probably the factor

TABLE 49 : TRADITION AND HISTORY

	Frequency	Percent	Valid Percent	Cumulative Percent
AGREE	227	99.1	99.1	99.1
NEUTRAL	2	.9	.9	100.0
Total	229	100.0	100.0	

TABLE 50 : READINESS TO HELP ONE ANOTHER

	Frequency	Percent	Valid Percent	Cumulative Percent
AGREE	160	69.9	69.9	69.9
NEUTRAL	7	3.1	3.1	72.9
DISAGREE	62	27.1	27.1	100.0
Total	229	100.0	100.0	

TABLE 51 : BELIEF THEIR UNIT IS BETTER THAN THE OTHERS

	Frequency	Percent	Valid Percent	Cumulative Percent
AGREE	119	52.0	52.0	52.0
NEUTRAL	49	21.4	21.4	73.4
DISAGREE	61	26.6	26.6	100.0
Total	229	100.0	100.0	

3.12 RHETORIC AND REALITY

Human Resource. The management of human resource involves a wide range of concerns and scope of responsibility. Aspects synonymous with human resource in unit are the manning level, career development, terms of service, career courses, training, personal kit and equipment, accommodation and messing, pay and allowance, personal administration, religious and family affair, discipline and morale, welfare and retirement. The issues and demands which to be managed in accordance to the policies and instructions provided by the authorities. Morale will affect performance, which is very important to all organisations. Motivation is another factor that should be considered. In response to the finding and through common sense, one might assume that low morale would subsequently contribute to poor performance.

A private soldier is a young soldier who should be positive and energetic. They are future NCO who will also determine the standard of the Regiment. However, the findings above show an unfavorable situation that must be analyzed and clarified, especially with regards to the respondents perception toward item 3, which is perception and item 5, is commitment. In this research, the open-ended questions had been administered and some samples giving their statements as follows:

Respondent No. 3 said *"I have lost interest working in the infantry battalion because of the working condition in the unit and miss-management in group or platoon. Officers concerned are not really helpful and do not solve my problem"*.

Respondents No. 32 said, *"Working environment is unpredictable and even during public holidays we work on public holiday. Unit situation is not conducive to work with pleasure"*.

Respondents No. 40, reiterated that the unit does not conduct social activities to strengthen and cultivate **esprit de-corps** among soldier. Other social activities do not involve the lower ranks.

Respondent No 100 said, "Sometimes when we are given tasks which are not supposed to be done by us but, manage to complete because of fear of punishment".

Respondents No 130 said, "Majority of my friends help each other. Our comradeship is good and strong".

Respondents No 140 said "**Esprit de-corps** has deteriorated because the leaders have failed to emphasize the importance of it in the unit.

The above statement reveals two important factors for discussion. First, private soldiers are expressing views about their senior ranks that failed to guide them to become better persons in the unit. Systematic training can develop the spirit of good courage, caring, good perception and motivation. They require leaders from their upper level to give some assistance and courage to develop **esprit de-corps** in unit. Nonetheless, the statement is only some view of the small percentage of respondents about their perception and does not represent the whole sample. When analysing the situation or complaint from the above mention, it shows that the respondents are aware of **esprit de-corps** in the unit. Influence from higher authority will induce them to have better understanding about perception and complaint. Leadership is an important element to be considered in evaluating the unit standard. Strategic leadership should be the approach in determining which the ability to anticipate, envision, maintain flexibility and empower others to create strategic change as necessary. Multi-functional approach in strategic leadership involves managing through others, managing an entity rather than functional unit or sub unit and coping with change that continue to increase complexity and global nature (Hoskisson 2001).

Expectation held by the army and expectation held by Personnel.

Another approach to understand the soldier's perceptions toward their *esprit de-corps* is to analyse their desire and expectation in the army and to understand the constraints on the army to fulfil their needs (Stouffer 1965). Soldiers today are more educated than before. An understanding of their desire and how this can be matched by the army's desire may reduce their level of satisfaction and increase their comprehension of constraint on the army in fulfilling their desire. Basically, the army needs three classes of men. Firstly, men with physical stamina and aptitude for combat for especially the infantry units. Secondly, men with skill and aptitude for an enormous variety of semi-skilled, skilled, technical and clerical non-combat jobs. This class can be divided into two categories: combat support men such as artillery, Armour and Engineer Corps and Service Support such as Ordnance, Transport, Education and Religious Corps. Thirdly, men for unskilled labour such as cleaners, gardeners and mess staff.

The expectation by the personnel has some other thing that should be look at. The preconditions and variables have been identified as contributing to formation and maintenance of primary group ties in military units. Consideration on interrelationships is important as follows:

Social Background of Unit Members. A number of investigations have noted that intimate interpersonal relation; similarities in previous social experience such as social class, regional origin appears to contribute. Conversely heterogeneous ethnic and national origins among soldiers within a unit tend to inhibit formation of primary group relation (Jonowitz 1948, George 1967).

Personality of Unit Members. Among the characteristics mention, as facilitating an individual's participation in the primary group of the unit is the ability to offer and receive affection in an all-male society. Attention has been

called also to the importance of family stability and individual soldier's capacity to enter into informal group relationship (Shils 1950).

Protectiveness of Immediate Leaders. The individual soldier's need for protective, exemplary authority whose qualities permit identification is well documented. From the military history shows that officers were 'interested' in their men, 'understood' them were 'helpful' would 'back them up', all of which qualities of primary group leaders (Stouffer 1949).

Performance of Immediate Leaders. Tactical leadership based on example and demonstrated competence promotes social cohesion and reduces the need to rely on commands base on the threat of sanctions (Dollard 1943).

Military Discipline, Professionalism and Role of Soldierly Hours. A political motivation of the order of 'getting the job done' being 'a good soldier who does his duty' and not letting comrades down, were found to be dominant in several armies that have been studied. Subjugation to military discipline supports those young soldiers who experience toughness. Personal needs with group norms and military codes reinforce group cohesion (Dollard 1943).

War Indoctrination. This is related to the tacit patriotism and the attachment to other secondary symbols and plays a similar indirect role as a precondition for formation of primary group. War indoctrination typically stresses two themes, first is the legitimacy and justification of war and seconds the wisdom and necessity for fighting (Stouffer 1949).

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