

CHAPTER 4

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CONCLUSION AND RECOMMENDATION

In tandem with the vision 2020 the *esprit de-corps* among the officers and other ranks in the unit has become an important national agenda. At the higher command of Malaysian Armed Forces, there is an expressed desire to see that *esprit de-corps* is enhanced, developed and practised among their members. The current practice of *esprit de-corps* in the Armed Forces generally and in the infantry unit, in particular, need to be examined seriously by their members. The results of this survey conducted on 1st battalion of the Royal Malay Regiment indicate that the practice of *esprit de-corps* among the members have been lacking.

Motivating people requires their critical needs are met, their self-worth encouraged, barriers that impede improvement removed, relationships are built on the basis of trust, the sources of stress reduced, training and education are provided and people empowered.

Team spirit or *esprit de-corps* refers to the enjoyment, energy and camaraderie developed within the team. As a human enterprise, a team must ensure that individuals benefit from their interactions. Team spirit addresses those benefits that individuals use to support and commit to the enterprise. Without this component, individual "buy in" is weak and fragmented and team is ineffective. Although a framework should allow some flexibility to account for team initiatives, haphazard planning can send negative signal throughout organisation. The key idea at this stage is to provide some type of structure up-front, allowing for modifications and adjustments as needed. Little structure communicates lack of intent or justification. During the early stages, too little control is more negative than too much control.

4.1 CONCLUSION

Esprit de-corps is a powerful either in peace time or in war time as a tool that can help to increase military organisation in terms of productivity, job satisfaction, and improvement of quality. High **esprit de-corps** allows soldiers to work hard to achieve common goals. It produces a team that sticks together even in the face of hardship. We can get better result by building a team that share goals and giving them the support they need to achieve them.

It is fair to say that the hierarchy of authority, division of labour, rules, procedural specification, technical competence and the impersonality of bureaucracies can harm the development of **esprit de-corps**. Nevertheless, some aspects of bureaucracy can be good for **esprit de-corps** especially in the context of the military institution. In relation to the previous research discussed in Chapter 1, it is agreed that **esprit de-corps** is usually enhanced when bureaucracy is broken down; however, in some situation, certain aspects of bureaucracy do actually foster **esprit de-corps**.

Esprit de-corps amongst the serviceman is quite difficult to measure or to explain, and to manage. **Esprit de-corps** exists in a consciously co-ordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals. In order to manage, the people who oversee the activities of others and who are responsible for attaining goals in the military are the officers.

It may be concluded from this research that amongst the groups that display the most **esprit de-corps** are the officers. In order of the next highest to lowest, they are followed by the SNCO and the Cpl & the lowest-level group (i.e. the group comprising the major population in the battalion). The **esprit de-corps** components that is being used in this research as a guide to attain the objectives set out is

basically can be enhanced with other factors that probably constitute the ***esprit de-corps*** such as job satisfaction or career enhancement.

Since the organisation and on this particular research the military unit, exist to achieve goals, someone has to define those goals and the means by which they can be achieved particularly to develop a good practice in ***esprit de-corps*** in the military unit.

Generally, based on the data and findings and that has been discussed in Chapter 3, the researcher is able to fulfil the objectives of the research that has been laid out in this research. The prevalence ***esprit de-corps*** thus exist in the unit and the ***esprit de-corps*** practices need to be well looked seriously by the Malaysian Armed Forces especially the Army which is the backbone of our nation sovereignty.

4.2 RECOMMENDATION

Leadership. Management can be organised into 4 categories or function, which are planning, organising, leading and controlling. The planning function encompasses defining an organisation's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive hierarchy of plans to integrate and co-ordinate activities. The seven elements that are discussed in this research can be used a guide. That is (1) expression from the serviceman showing enthusiasm and pride in their unit, (2) a good reputation among them, (3) a strong competitive spirit, (4) willing participation by the members in unit activities, (5) pride in the tradition and history of the unit, (6) readiness on the part of the man to help one another and (7) the believe that their unit is better than other unit in the Army.

Those who are responsible for designing an organisation's structure is called managers and this function is called organising. It includes the determination of what tasks are to be done, who is to do them, how tasks are to be grouped, who reports to whom, and where decisions are to be made. Again at this stage of

managing the *esprit de-corps*, officers and SNCO are the groups who are directly responsible.

Every organisation contains people, and its management's job to direct and co-ordinate those people. In the military environment, officers and SNCO are the identified as a important group. This part is called leading function. Officers and SNCO are responsible to lead their man. When they lead they have to motivate, direct the activities of others, select the most effective communication channels or resolve conflict among members, they are engaging leading.

The final function of management is controlling. To ensure that things are going, as they should, management must monitor the organisation's performance. Actual performance must be compared with the previously set goal and for this matter the practices of *esprit de-corps*. If there are any significant deviations the management's job is to get the organisation back on track. This monitoring, comparing and potential correcting is what controlling function means.

In order to performance those 4 functions of management, officers and SNCO as the leader probably recommended to plays these particular roles:

- a. **Interpersonal Roles.** All leaders are required to perform duties that are ceremonial and symbolic in nature. When Commanding Officers or Company Commander or Platoon Commander or Platoon Sergeant speaking in front of his battalion or platoon parade, he is acting in a *figurehead role*. All officers and SNCO also have a *leadership* role. This role including training, motivating and disciplining their soldiers. The third role within the interpersonal grouping is the *liaison* role. This activity includes contacting outsiders who provides the manager with information such as close relationship with the their particular directorate. These may be individuals or groups inside or outside the organisation.

b. **Informational Role.** All officers and SNCO are leader, to some degree, collect information from organisation and institutions outside their own. They get information by reading magazines and talking with other people to learn of changes in the public's tastes, what competitors may be planning, and the like. This can develop their belief that their unit is better than other units. This role can be called *monitor role*. They also act as a conduit to transmit information to organisational members. This is the *disseminator role*. In addition, officers and SNCO perform a *spokesperson role* when they represent the organisation to outsiders.

c. **Decisional Role.** Officers and SNCO can plays four roles that revolve around the making of choices. In the *entrepreneur role*, Officers and SNC initiate and overseas new projects that will improve their organisation's performance. As *disturbance handlers*, they take corrective action in response to unforeseen problems. As *source allocators*, they are responsible for allocating human, physical, and monetary resources. Last, they perform a *negotiator* role, in which they discuss issues and bargain with other units to gain advantages for their own unit.

In terms of understanding the factors and forces that produces desired result and for that matter in managing ***esprit de-corps*** amongst their personnel, some of the recommendation in terms of practically that can be conducted are as follows:

a. Start newly assigned men off right a reception programme including an explanation of the unit's history, tradition and present role.

b. Train the members of the unit on the technique on how to solve problem. Problem solving must be taught at all level in the organisation. The process must be simple and get full Involvement from the members. Developing problem solving by them is more effective rather than involving with the solution completely.

- c. Develop the feeling that the unit must excel and use competition to develop teamwork.
- d. Recognise achievements of the unit and its members, and ensure that they are properly publicised. Instil the feeling of importance of every soldier in the unit.
- e. “Sistem Pemerintahan Regimental (SPR)”. SPR will enhance the comradeship and closing the social gap. Unit identity, loyalty and self-belonging will give unit value and motivate the soldiers. An organisation 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 lead as to ultimate source of the organisation 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 experiences. Make use of ceremonies, symbols, slogans and military music.
- f. Make proper use of decorations and awards.
- g. Make the working environment more conducive, comfortable and ease tension.

There are some other factors that also can contribute to develop high level of ***esprit de-corps*** being practice amongst members of the military organisation are as follows:

- a. **Mentally Challenging Work.** Majority of individual prefers jobs that give them opportunities to use their skill and abilities and offer a variety of tasks, and feedback on how well they're doing. This characteristic make work mentally challenging.

b. **Equitable Rewards.** Individuals want pay system and promotion policies that they perceived as being just, unambiguous, and in line with their expectation. When pay is seen, as fair based on job demands, individual skill level, and pay community standards, satisfaction is likely to result. Similarly, individuals seek fair promotion policies and practices. Promotions provide opportunities for personal growth, more responsibilities, and increase social status. Individuals, who perceive that promotion decisions are made in a fair and just manner, therefor, are likely to experience satisfaction and high *esprit de-corps* from their job.

c. **Supportive Working Condition.** Individuals are concerned with their work environment for both personal comfort and facilitating doing a good job. They prefer physical surroundings that are not dangerous or uncomfortable. In addition, most individuals prefer working relatively close to home, in clean and relatively modern facilities, and with adequate tools and equipment either personal or service. Event though this is sounds unpractical in the military environment but peacetime soldiering prefers this rather than everything is unachievable by them.

d. **Supportive Colleagues.** Individuals get more out of work than merely money or tangible achievements. For most individuals, work also fills the need for social interaction. Not surprisingly, therefore, having friendly and supportive co-workers leads to increase job satisfaction. Studies generally find that employee satisfaction is increased when the immediate leaders is understanding and friendly, offers praise for good performance, listen to employees opinions, and show a personal interest in them.

Lastly, it is recommended that a continuous research or study need to be conducted by the Armed Forces on what is the current level of practice *esprit de-corps* among the members.