



Esprit De Corps And Desertion Intention In Indonesian Navy

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ABSTRACT

Losing members due to death in battle or desertion from their units is detrimental to the military unit. Both will interfere with the implementation of the overall task. Killed in battle were recorded as a hero and desertion were classified as an unlawful act. The desires of desertion of soldiers must be sought to be prevented, and become part of the task of the unit commander. Likewise, the work environment must be improved so that soldiers become comfortable in working or esprit de corps as a spirit of unity must be maintained and enhanced as the pride of the corps that is able to bind members in a single unit.

Keywords: Leadership, Quality of Work Life, Esprit de Corps, Desertion Intentions.

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INTRODUCTION

Soldiers, as armed forces have the main task of maintaining and upholding the sovereignty of the State, in carrying out their duties to hold the slogan does not recognize surrender. Members of the army or soldiers must be professionals as capital in winning every task they carry out. Professionals need an intense physical presence as part of the process of improving skills in their duties. In military life, the absence of permission at a place and the time determined for him where he is supposed to be in service is a crime. Crimes which constitute a criminal offense contain legal consequences with the threat of imprisonment or imprisonment. The threat of punishment is more severe if carried out during the war. Deserters, defined as cowards in wartime, are often judged by their units with executions (*Newstrom, 2007*).

Handling desertion is very important because soldiers who separate themselves from the unit are not only detrimental to the unit but can also destroy the unit if the deserters run away and join the opposing unit (coward). Criminal acts of desertion within the Indonesian National Armed Forces often occur too, with the reason that they vary from unit internal problems to the influence of outside development of the environment. Likewise, in the Navy environment, desertion intentions always appear, this can be seen from the number of desertion cases from 2012 to 2016 which tend to increase. On the one hand, recruitment was carried out very tightly and transparently with very high interest, no more than 5% (five percent) of the number of applicants who passed were accepted as soldiers, but after being educated as soldiers and active service in units, their desertion intention was quite high. Countries in a peaceful situation with deserters have an invisible impact, but in a situation where domestic security is not conducive (armed conflict occurs), desertion can endanger national security. Colombia's internal security is an illustration, a long-standing conflict as one of the reasons for the existence of defectors (rebels) from the escape of their armed forces. The conflict from 1958 to 2012 claimed victims of no less than 220,000 died (80% of civilians), 5 million were displaced. Thus placing Colombia as the highest country in the country due to the internal conflict under Syria (*Oppenheim, 2015*).

This research was conducted in The Indonesian Navy with a sample of 302 soldiers, focusing on the emergence of desertion intentions. This is also the contribution of this research as only few research conducted in military regarding esprit de corps in Indonesia. How strong the influence of leadership, quality of work life and esprit de corps on desertion intentions in peacetime is the purpose of this study, so that the problem of desertion intention to find answers and high public interest in becoming a soldier does suit interests and talents. The strong leadership character of a leader and a supportive work environment can encourage a soldier to be loyal to the union (esprit de corps). A strong sense of togetherness can reduce the potential for desertion.

Theoretical Framework and Hypotheses

1. Desertion Intention.

The existence of social influence as a reference and an intense learning process that influences the speed of intention becomes an action (*Juarrero, 2002*). A person's intention is influenced by a certain motive, which can come from within themselves and the surrounding environment, which ultimately affects a person's performance (*Dwivedula, Credillet, & Ruiz, 2007*). The Intention is something that is related to the tendency of a person to take an action or behave in a certain way (*Schiffman, 2008*).

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desertion is defined as the loss or departure of a person or soldier or military official from his military duties without permission (Ohl, Albrecht, & Koehler, 2015). The main characteristic of this crime of desertion is the absence without permission carried out by the military at a place and time determined for him where he should be in order to carry out official obligations. So the indicator is the desire mentally and intentionally to separate themselves.

2. Leadership

At its most basic, leadership can be understood as a social process for generating the direction, alignment, and commitment needed for individuals to work together productively toward the collective outcome (McCauley, 2010), Inspiring people to do their best to achieve the desired result (McShane & Glinow, 2010). It involves developing and communicating a vision for the future, motivating people and securing their engagement (Armstrong, 2012). The process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives (Yukl, 2013), of organizationally relevant goals (*Ivancevich, 2014*). Military leadership, in general, is the same as civil leadership, which includes: influencing, motivation and making decisions for organizational mission success (Horn & WR, 2008). The commander must be a visionary officer who is able to deliver his unit to success and answer the challenges of the future. Indicators of all of these include ideal influences, individual attention, decision making, and inspirational motivation.

3. Quality of Work Life

Quality of Work Life is job participation and satisfaction, opportunities to develop and opportunities for career advancement in organizations and welfare guarantees (*Korunka & Hoonakker, 2014*), gender equality, balance, non-discrimination and overall performance (Reilly, 2012). Individual evaluative reactions to satisfaction with work and total work environment (Sinha, 2012). It involves giving opportunities to design jobs and workplaces, and what they need to make products to deliver services most effective (Wayne, 2013). The work environment is basically closely related to the work satisfaction of organizational members (Sharma & Verma, 2013). An extent to which an employee is satisfied with personal and working needs through workplace participation while achieving the goals of the organization (*Swamy, Swamy, & Rashmy, 2015*). The key to QWL is an active role in increasing productivity, a commitment of workers to achieving high performance (Wibowo, 2016). The condition of a good working environment, attractive and valued work that is able to produce maximum performance, is measured by using indicators: opportunities to develop, communication and participation, a conducive work environment, and the member welfare.

4. Esprit De Corps

The term Esprit de Corps was first introduced by the General and Emperor of France Napoleon Bonaparte, where at the time of war, fellow soldiers must help each other, protect, protect, and defend the honor of fellow members of the army. A spirit that inspires enthusiasm, dedication, and a strong respect for group honor/group pride (Dunkelman, 2004). Achieving common goals and each other are interrelated in organizations (William, Swee-Lim, & Cesar, 2005). The ranking above makes you feel dif-

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ferent, better than others, and organizations are more important than individuals (Houston, 2006). Esprit de corps will make leaders aware that there is a relationship between leadership and work morale (Afiff, 2013), as a group phenomenon (Moradzadeh et al, 2015). Major General John A. Lejeune of the legendary United States Marine Corps (USMC) described esprit as "The spirit, the human soul cannot be felt by the five senses, however, every leader knows it is the most powerful force (Raab, 2016). Everything is measured by indicators: pride, the team works effectively and values the organization more.

5. Leadership and Desertion Intention

Maneuvered leadership in the treatment of leaders towards subordinates directly affects the level of intention to desert subordinates. Previous research stated that unit morale was high so soldier retention was also high, unit morale was built by strong leadership (Randall, 2006), strong control of the commander and distance of original residence affected the desertion rate, the farther the area of origin of the soldier also caused a tendency to desertion intention (McLauchlin, 2014). The main motives for desertion intentions include disciplinary aspects, characteristics/characteristics of members, dissatisfaction with the prevailing treatment in the military, dissatisfaction with the military environment (unity), lack of loyalty, problems of poverty, and dependence on beverages and drugs (Woodbury, 2017).

6. Quality of Work Life and Desertion Intention

The quality of work life has a direct negative effect on turnover intentions occurring in Indonesian Army pilots (Rahadyan & Nurtjahjanti, 2013), 2013). The negative influence of work-life quality (prosperity), leadership and the spirit of patriotism on desertion intentions, this happened in the Canadian war between America and Great Britain (England) in 1812 (Whitehead, 2016). Unfair treatment within the military also triggers considerable desertion in the body of military organizations, in other ways the quality of work life and leadership is crucial (Lyll, 2016).

7. Esprit de Corps and Desertion Intention

The mental attitude of the soldier maintains himself in close unity with his organization and is willing to sacrifice with all the resources available to achieve organizational/unitary goals to make desertion intentions recede from the soldier's mind. In the period of 2013 - 2015, SAA (Syrian Arab Army) had experienced chaos by the high rate of military desertion caused by the low esprit de corps of soldiers due to stress and mental stress (Ripley, 2017). Emotional attachment as an indicator of esprit de corps has a strong influence on the level of desertion intention of soldiers (Charbonneau & Wood, 2018). In the civil war in Syria, there were many desertions due to psychological social factors, more because of morality. Also because of fears, concerns about self-safety and finally some due to defecting opposition forces (Albrecht & Koehler, 2018).

8. Leadership and Quality of Work Life

One of the tasks of the leader is to create a conducive work environment so that the relationship of leaders with subordinates is effective. The main concern of the lead-

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ers in each unit is to provide mental recovery with the help of medical treatment support in order to prevent post-war desertion (McBreen, 2012). Leadership tends to trigger stronger on quality of work life (Mafini, 2015). The leadership style will produce a work atmosphere, the final results affect the level of turnover of members (Elci, M et al, 2012).

9. Leadership and Esprit de Corps

Leadership that unites with members and their units will provide strong cohesion for all members to create a strong esprit de corps as well. Leadership influences performance both directly and through increasing esprit de corps (Bass, BM et al, 2003). Spiritual leadership directly influences spiritual well-being or esprit de corps (Fry, W et al, 2011). The high quality of leadership will encourage an increase in soldier's mentality and loyalty. High spirits and hearts as strong as steel then make warriors win the war (Fennell, 2011).

10. Quality of Work Life and Esprit de Corps

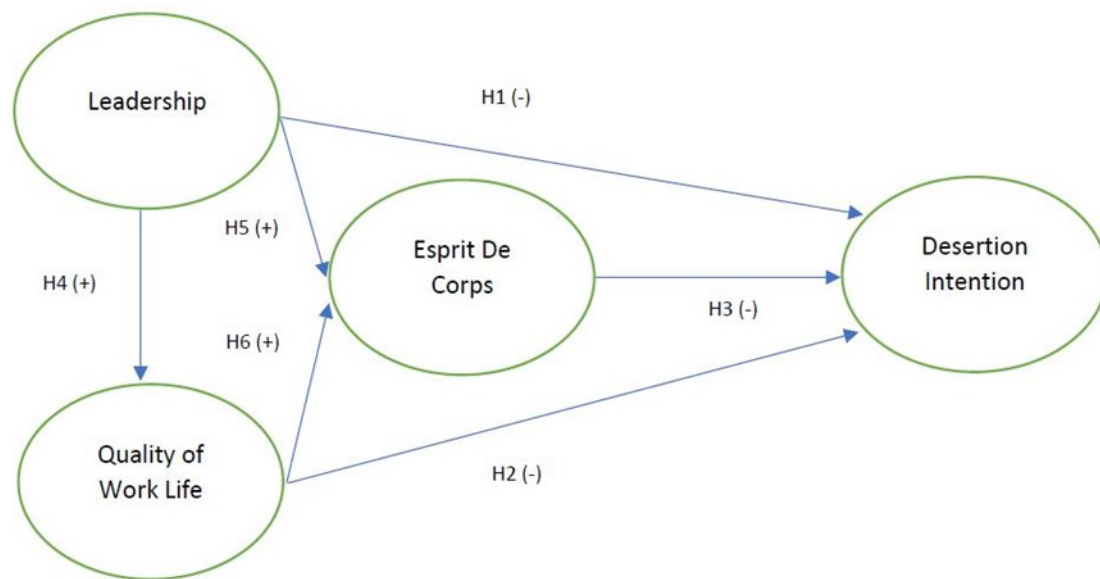
The low Esprit de Corps is due to the low level of welfare, so this encourages individuals to be disloyal to the organization (Ryan, 2000) (Ryan, 2000). The higher the quality of work life the higher the commitment of Iranian customs officials (Sajjad & Abbasi, 2014), Correlation of ethical work environment has a positive direct effect on member commitment to Taiwanese military unit organizations (Hung & Tsai, 2016).

The importance of the issue of desertion crime encourages academics to scientifically explain what facts can influence desertion intentions. From the description of the results of previous studies and theoretical studies and current conditions that the leadership variables, quality of work life and esprit de corps as independent variables that may influence the intention of deserting Indonesian Navy members, the following hypotheses can be arranged:

- H1. Leadership has a direct negative effect on desertion intention
- H2. Quality of work Life has a direct negative effect on desertion intention
- H3. Esprit de corps has a negative direct effect on desertion intention
- H4. Leadership has a positive direct effect on the quality of work life
- H5. Leadership has a direct positive effect on the esprit de corps
- H6. Quality of work life has a positive direct effect on the esprit de corps

The research hypothesis above is illustrated in the theoretical model as shown below:

Figure 1. Research Model
 Source: Author's Tabulation (2019)



METHOD

The estimation technique used in this study is Structural Equation Modeling (SEM). In this study, testing of factor loads or better known as construct validity in the measurement model was carried out using the LISREL 8.8 software. Validity test is done by calculating the t-value with a significance level of 5% (the benchmark p-value is smaller than 5%, or the t-value is greater than 1.96). The questionnaire items in this study adopted from the synthesis of theory and previous research. List of the number of the questionnaire is listed in the table below.

Table 1. Questionnaire Items

A pre-test was carried out to ensure that the factors used could be indicators of each variable using 30 respondents. The data used in this study are primary data, with a sample size of 302 enlisted obtained through calculation of Slovin formula. The profile of respondents is presented in the table below.

Construct	Item	Adopted from
Leadership		
Ideal influences	7	(Horn & WR, 2008), (Yukl, 2013)
Individual attention	6	
Decision making	6	
Inspirational motivation	6	
Quality of Work Life		
opportunities to develop	5	(Sharma & Verma, 2013) (Woodbury, 2017)
communication and participation	4	
conducive work environment	7	
member welfare	4	
Esprit de Corps		
pride	5	(Sajjad & Abbasi, 2014) (Houston, 2006)
the team works effectively	5	
values the organization more	5	
Desertion Intention		
desire mentally	6	(Fennell, 2011)
intentionally to separate themselves	9	
Total	75	

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Table 2. Characteristics of Respondents

Source: Processed Data (2018)

After the questionnaire was declared valid and reliable through validity and reliability testing in

1	Age	Amount	Percentage
	< 21 Years	46	15
	21 – 30 Years	33	11
	31 – 40 Years	124	41
	41 – 50 Years	90	30
	> 50 Years	9	3
	Total	302	100
2	Marriage Status		
	Marriage	229	76
	Not Married	67	22
	Widower	6	2
	Total	302	100
3	Education		
	Junior high school	12	4
	High school	287	95
	Bachelor (S1)	3	1
	Total	302	100
4	Service Period		
	< 4 Years	45	15
	5 – 8 Years	11	4
	9 – 16 Years	142	47
	17 – 24 Years	89	29
	> 24 Years	15	5
	Total	302	100

the pre-test process, then the next SEM estimation technique was used, by testing the suitability of the model, including validity and reliability of the construct. After conducting a model match test, then analyze the causal relationship (Bollen & Noble, 2011).

RESULT AND DISCUSSION

The first step in processing data is to pre-test the questionnaire to make sure the data is valid and reliable. The pre-test was carried out on 30 respondents who were randomly selected to test item questions which were indicators of all constructs, the total number of items was 77 questions. The results of the validity and reliability test on 77 questions there are two questions that are invalid and must be dropped, namely one item on the variable quality of work life and one item on the esprit de corps variable. Furthermore, 75 valid and reliable items were used as questionnaires for the actual sample, which was 302 enlisted. Data collected as primary data will be processed using the Lisrel 8.8 application, the results for the model compatibility test or confirmatory factor analysis are Goodness of Fit (GFI) = 0.37, adjusted goodness of fit (AGFI) = 0.32, Root Mean Square Residual (RMSR) = 0.0034, Normed Fit Index (NFI) = 0.81, Incremental Fit Index (IFI) = 0.83. In general, the suitability of the model is marginal, except RMSR shows Good Fit.

Analysis of the coefficient of determination to show how much the ability of exogenous latent variables explains changes in endogenous latent variables. The processed products using the Lisrel 8.8 application show the coefficient of determination as follows:

$$Q = 0.65 * L, \text{ Errorvar.} = 0.58, R^2 = 0.42$$

$$\begin{matrix} (0.061) & (0.074) \\ 10.58 & 7.87 \end{matrix}$$

$$E = 0.21 * Q + 0.49 * L, \text{ Errorvar.} = 0.58, R^2 = 0.42$$

$$\begin{matrix} (0.068) & (0.077) & (0.10) \\ 3.15 & 6.33 & 5.59 \end{matrix}$$

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$$D = -0.085*Q - 0.29*E - 0.22*L, \text{ Errorvar.} = 0.73, R^2 = 0.27$$

(0.073)	(0.075)	(0.080)	(0.10)
-1.18	-3.92	-2.73	7.05

The effect of Leadership on Quality of Work Life shows a coefficient of 0.65 and a coefficient of determination (R2) of 0.42. The effect of Leadership and Quality of Work Life on Esprit de Corps shows a coefficient (0.21; 0.49) with a coefficient of determination (R2) of 0.42. While the influence of Leadership, Quality of Work Life, and Esprit de Corps on Internship Decline coefficient value (-0.085; -0.29; -0.22) with its determination coefficient (R2) of 0.27. To test the hypothesis, the significance of the relationship between variables looks like the processed Lisrel 8.8 below.

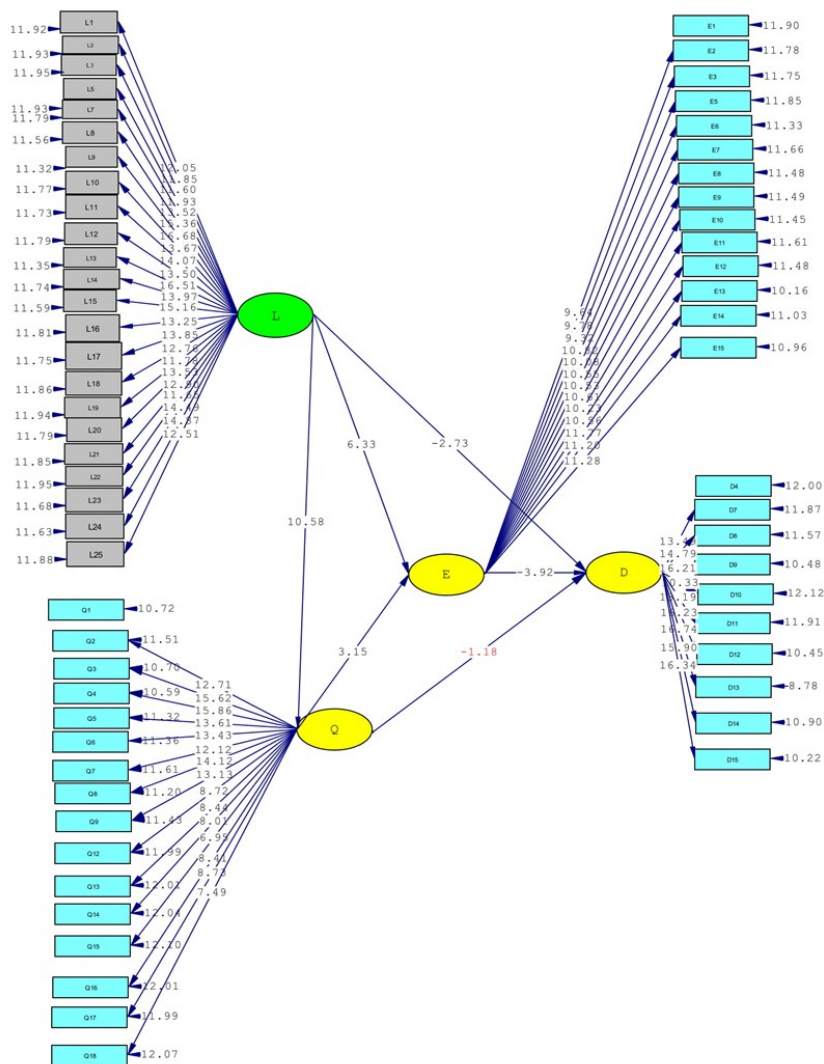


Figure of T-Source:

Chi-Square=16289.66, df=1884, P-value=0.00000, RMSEA=0.159

Output Data

2. Output Value Lisrel 8.8

In this study used a significance test on six hypotheses, where the analysis of hypothesis testing

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uses a significance level of 5% or equivalent t-value of + 1.96. A summary of the results of data processing results is presented in the table below.

Table 3. Hypothesis Testing Result

Variables	Hypothesis Statement	T-Value	Significance
H1	Leadership influences Desertion Intention.	-2.73	Significant
H2	Quality of Work Life influences Desertion Intention	-1.18	Not Significant
H3	Esprit de Corps influences Desertion Intention	-3.92	Significant
H4	Leadership influences Quality of Work Life	10.58	Significant
H5	Leadership influences Esprit de Corps	6.33	Significant
H6	Quality of Work Life influences Esprit de Corps	3.15	Significant

Source: Author's Tabulation (2019)

H1 states that leadership has a direct negative and significant effect on desertion intentions, in a 95% confidence level ($t = -2.73 > -1.96$), H2 states that quality of work life has a negative direct effect but not significant to desertion intention, in a 95% confidence level ($t = -1.18 < -1.96$), H3 states that esprit de corps has a negative and significant direct effect on desertion intention, in a 95% confidence level ($t = -3.92 > -1.96$), H4 states that leadership has a positive and significant direct effect on quality of work life, in a 95% confidence level ($t = 10.58 > 1.96$), H5 states that leadership has a positive and significant direct effect on esprit de corps, in a 95% confidence level ($t = 6.33 > 1.96$), H6 states that quality of work life has a positive direct effect and significant to esprit de corps, in a 95% confidence level ($t = 3.15 > 1.96$). The value of the organization is the strongest indicator (SLF = 0.79) in explaining the construct of esprit de corps. Esprit de corps as a unit spirit is built from the souls of members who feel that units are part of their lives (E13 = 11.77), so the unit of self-confidence is higher (E14 = 11.20), and in the unit members find solutions to each member problem (E15 = 11.28), feel different, better than others, and organizations are more important than individuals (Houston, 2006). Appreciating and accepting differences in the desires of subordinates (L9 = 16.68), and often communicating with subordinates directly (L13 = 16.51) is the strongest indicator of leadership. The importance of individual attention that leaders are asked to engage socially across cultures, build self-confidence, make alliances, read intentions, influence and understand and motivate members (Laurence, 2011). The strongest quality of work life indicator is the opportunity to develop and it turns out that the welfare demands have the smallest contribution in explaining the construct.

CONCLUSION

The conclusion is that esprit de corps plays a very strategic role to directly reduce soldiers desertion intentions. Leadership has a positive and significant impact on esprit de corps, where esprit de corps is what will ultimately reduce the potential for criminal acts of desertion in the future. The importance of this aspect of leadership is also seen in the direct impact of leadership and desertion intentions, where the higher leadership qualities of a leader in a unit will significantly impact the decline in the potential for desertion (desertion intention).

Some efforts to realize effective leadership with individual attention from superiors, create inspirational motivation, effective decision making and ideal or role models from leaders. Individual attention in the sense of respecting and accepting differences in the desires of subordinates and direct communication to subordinates. Thus leadership as a factor that is able to create strong esprit de corps is needed in order to suppress the desire of soldiers to desert.

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