

# The Role of Esprit De Corps as a Variable Moderation Between Workplace Incivility and Turnover Intention

## (Study On Military Hospital in Indonesia)

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**Abstract** - This study aims to determine the role of esprit de corps as a moderating variable for the relationship of incivility at work to the desire to leave voluntary nurses who work at the Gatot Subroto Army Central Hospital, Jakarta. The research sample was 240 voluntary nurses from a total of 606 nurses who were selected using the Slovin %% formula. The data was analyzed using Structural Equation Modeling (SEM) and SmartPLS 3.0 software. The results of this study indicate that: 1) workplace incivility has a positive and significant effect on turnover intention, and 2) EDC does not moderate the strong relationship between workplace incivility and turnover intention.

**Keywords:** Workplace incivility, Turnover Intention, Esprit de corps, nurses, Hospitals, Military

### I. INTRODUCTION

In the last few decades, the high rate of employees leaving the company has become a significant issue that has been studied, especially among nurses in hospitals in developed countries. Intention to leave is caused by many factors such as work fatigue, job stress, impoliteness in the workplace which appears as a significant variable in the management literature. This variable is a significant concern for human resource management practitioners because it is a phenomenon that is getting hotter and more widespread among employees. Incivility studies report that 96-99% of their survey respondents experience or have witnessed immodesty in the workplace that is neglected and not appropriately handled; [1]; [2]; [3] show that 71% of survey respondents reported experiencing uncivilized behaviors during the past five years. Employees who experience immodesty can spend much time worrying about events and avoiding perpetrators, deliberately

reducing their work effort, reducing performance and commitment, decreasing work quality, and sometimes changing jobs; [4].

The turnover rate (job transfer) in Army Hospital IV Madiun, in the year 2015, amounted to 8%. It increased in 2016 by 10.84%, and in 2017 decreased by 5.31%. It is because of the number of employees discharged at the Army Hospital. IV Madiun for three years, 20 employees left. It was also found that an average of 7 employees left each year, so the annual turnover rate was 7.44%. At the same time, the standard that the hospital has set is 5%.

The problem in this research is that the employee turnover rate of the Gatot Soebroto Army Hospital, which is still above the standard, is 11.34%. Therefore, if left unchecked, it is feared that this will lead to a high turnover intention and decreased hospital performance.

The contribution of this research lies in the effort to develop and test a model of incivility and the desire to move away from voluntary nurses at the Gatot Subroto Jakarta Army Hospital as a military hospital as well as differentiating from previous studies on private hospital nurses by adding the Esprit de corps variable as the moderator variable. It is hoped that EDC will reduce the high level of the turnover intention of volunteer nurses.

**II. THEORETICAL REVIEW AND HYPOTHESIS DEVELOPMENT**

**2.1 Workplace Incivility**

They stated that workplace incivility is not limited to an oral action but also in nonverbal forms such as ignoring, ignoring and disturbing. Furthermore, suggested workplace incivility originated from 3 factors, including 1) supervisor, 2) co-worker, and 3) patient, [5].

**2.2 Turnover Intentions**

Intention to leave is the process of an employee leaving an organization and must be replaced by another employee [6] revealed that turnover is a permanent employee dismissal from the company, either by the employee himself voluntarily or by the company. Mobley, Horner, & Hollingsworth (1978) revealed that three leading indicators, including 1) caused turnover intention in hospital employees) the employee has thought to leave the hospital; 2) the attitude of employees to look for other company alternatives, and 3) employees who show indications to leave the company. Turnover is closely related to work climate, employee attitudes and perceptions and stress experienced by employees in a company, [7].

**2.3 Esprit De Corps Concept**

Esprit de corps is a belief that the rank and position obtained make a person feel different and better than other people, and the organization is more important than individuals. [8]. EDC is the basis for individuals or groups who have the power and knowledge to fight for the values they believe in building relationships with fellow organizational members, [9].

**2.4 Relationship between Workplace Incivility and Turnover Intention**

Disrespect in the workplace is caused by anger, fear, sadness, and job dissatisfaction, which impacts turnover intention [10], [11], [12]. Other studies suggest that individuals who experience immodesty can spend much time, reduce performance and commitment, decrease work quality and sometimes change their jobs, [13], [14]; [15]; [16]; [17]. Based on these studies, the first hypothesis is as follows.

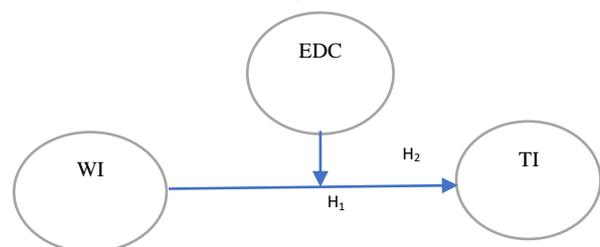
*H1: Workplace incivility positively affects turnover intention*

**2.5 Esprit De Corps as moderator of Relationship of Workplace Incivility and Turnover Intentions**

The social cognitive theory describes the learning and observing process carried out by an individual by paying attention to the model shown in the social group, [18]. EDC is part of a social cognitive theory that provides a shared understanding for organizational members on accepting values, norms and cultural identities possessed by the organization. EDC is the identity and characteristics that each soldier has with military institutions, [19]. EDC contributes to reducing the high turnover intention of nurses in hospitals in Korea by looking at the perspective of the work climate, [20]. The emotions experienced by nurses at work and professional collaboration between fellow nurses can be formed by EDC's presence [21]. Based on this literature, the second hypothesis is as follows.

*H2: Esprit de corps reinforces the link between immodesty in the workplace and desire to get out of the nurse.*

The model framework is presented in Figure 1 below.



*Figure 1. Framework for thinking.*

**III. METHODOLOGY**

**3.1 Nature and Type of Research**

This research is quantitative with an explanatory approach. Field (2013) states that quantitative research uses numbers and statistical calculations to test hypotheses that have been built previously.

**3.2 Population and Research Sample**

Sugiyono (2002) defines population as a generalization area consisting of objects or subjects that have certain qualities and characters that are determined by the researcher to draw conclusions.

The population in this study were all 606 volunteer nurses at the Gatot Subroto Hospital, Jakarta. The research sample consisted of 240 voluntary nurses using the Slovin 5% formula (Slovin, 1960). Of the 240 questionnaires distributed, the number collected was 220 with a return rate of 91.67%, so that the respondents in this study were 220 nurses. Demographics of respondents, among others: Gender: 17% male and 83% female. Educational level: 85% Diploma 3 Nursing education; 14% Bachelor and 1% senior high school. Length of work: 75% (between 1-5 years; 16% (6-10 years); 0% (11-15 years); 1% each (16-20 years); and 1% (> 21 years).

**3.3 Measurement Instruments**

Workplace incivility; referring to the opinion relating to 1) supervisor, 2) Co-workers, and 3) Patients [22]. Turnover Intention refers to the opinion of Mobley et al. (1978: 1992) relating to 1) thinking of quitting; 2) intent to search and 3) intent to quit. Finally, esprit de corps: refers to the opinion of Houston (1972) relating to 1) loyalty; 2) belonging; 3) responsibility; 4) feel the development of unity. Furthermore, the soul of Corsa was added as a new indicator in this study. All instruments were measured with a 5-point Likert scale (Dawes, 2008) with a scale (1 = strongly disagree, 5 = strongly agree).

**3.4 Data Analysis**

This research data are data sourced from primary data (questionnaires) analyzed using descriptive statistics on the average respondents' answers—then processed with Structural Equation Modeling (SEM) using SmartPLS version 3.0.

**IV. RESULTS**

**4.1 Descriptive Analysis**

Descriptive analysis of the average answer score for each research variable is concluded that the total average score for each variable is at a score of 3.82 to 4.10 and is in the high category.

**4.2 Instruments Testing**

Instrument testing is based on the validity and reliability aspects of each construct which are described as follows. The reliability measurement model refers to the value of Cronbach Alpha and Composite Reliability (Fornell & Larcker, 1981). Table 2 shows the Cronbach Alpha ( $\alpha$ ) and Composite Reliability (CR) values are greater (>)

than 0.70. According to Field (2013), such values show that each variable studied in this study is considered reliable enough.

Table 1. Measurement Model

Variable	VIF	Loading	$\alpha$	CR	AVE
Workplace Incivility (WI)			0.86	0.93	0.82
WI1	2.33	0.90			
WI2	4.60	0.95			
WI3	3.24	0.86			
Turnover Intention (TI)			0.75	0.85	0.73
TI1	1.43	0.81			
TI2	1.58	0.65			
TI3	1.52	0.88			
Esprit De Corps (EDC)			0.99	0.93	0.71
EDC1	2.13	0.81			
EDC2	3.27	0.83			
EDC3	3.56	0.91			
EDC4	2.34	0.77			
EDC5	2.88	0.88			

Data Sources: Primary data, processed by the author, May 2021

Based on table 1 above, it can be seen that the loading factor value and the Average Variance Extracted (AVE) index show that the convergent validity has a value greater (>) than 0.70 or greater (>) 0.50 as recommended by Chin (1998). Furthermore, to see the discriminant validity value, it can refer to the AVE value, which shows that each variable has an AVE value greater (>) than 0.70.

**4.3 Structural Model Analysis (Inner Model)**

1) R-Square value

R-Square is used to predict whether the model is in a good or bad category. R-Square criteria (Choy et al., 2009), in which: R2 value = 0.75 (strong; R2 value = 0.50 (moderate); - R2 value = 0.25 (bad). The test results obtained the value of R-Square = 0.316 and R -Square adjusted = 0.307. Refers to the R-Square adjusted value in the path model with a moderator variable of 0.307; this value indicates that the contribution of WI, EDC and EDC \* W in explaining the intention to leave nurses is 30.7%, so that the model is classified as moderate.

2) F-Square value

F-Square is intended to assess the relative impact of exogenous variables on endogenous variables. The R2 value changes when the exogenous variable is removed from the model so that it can evaluate the omitted variable. F-Square criteria as disclosed (Azuar Juliandi & Manurung, 2015), in which:  $F^2 = 0.02$  = small effect;  $F^2 = 0.15$  = moderate effect; and  $F^2 = 0.35$  = strong effect. Based on the test results obtained, the  $F^2$  value of each relationship as follows:

- Variable TI → WI, the value of  $F^2 = 0.331$  (strong category)
- Variable TI → EDC, the value of  $F^2 = 0.050$  (small category)
- Variable → WI \* EDC, the value of  $F^2 = 0.07$  (small category).

3) Direct Influence and Moderation

Based on Figure 2 below, direct effect testing is intended to test the hypothesis of the direct effect of exogenous variables on endogenous variables (Azuar Juliandi & Manurung, 2015) with reference to if the P-Values value is  $<0.05$ , then it is significant and vice versa if the P-Values value  $> 0.05$ , not significant. The test results are presented in Table 2 below.

Table 2. Influence Testing Results

Direct Relationship and Moderation					
Relationship of Variables	Dependent Variable	Path Coefficient	t-stat	P-Val.	Note
WI → TI	TI	0.191	4.876	0.000	Sig
EDC → TI	TI	0.495	10.653	0.000	Sig
EDC * WI → TI		0.059	0.999	0.138	Not Sig

Source: Primary data processed, May 2021.

Furthermore, testing the moderation effect is carried out to show the interaction between exogenous variables (predictors) and moderator variables in influencing endogenous variables (Baron and Kenny 1986). The results of the moderation test are presented in Figure 2, the standardized loading factor for the inner and outer model below.

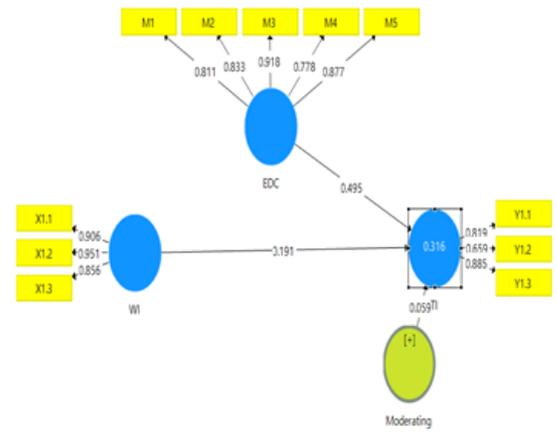


Figure 2. Inner and Outer Model

V. DISCUSSION

5.1 Effect of Workplace Incivility on Turnover Intention

Based on the test results, it is known that the first hypothesis (H1): impoliteness at work positively affects turnover intention can be accepted as true. The higher the impoliteness experienced by voluntary nurses in the workplace, the higher the intention of voluntary nurses to leave the Gatot Subroto Jakarta Army Hospital. The results of this study support the theory put forward by (Spence Laschinger et al., 2009) and (Cortina & Magley, 2009), which suggest that nurses choose to quit the hospital where they work because of the high incivility experienced by nurses due to verbal abuse. Both by leaders, colleagues and patients. Several studies on nurses include: (C. L. Porath & Pearson, 2012); immodesty in the workplace is caused by anger, fear, sadness, which has an impact on turnover intention. Furthermore, (Rahim & Cosby, 2016) emphasized that disrespect in the workplace is positively related to employee intention to move.

VI. EFFECT OF WORKPLACE INCIVILITY ON TURNOVER INTENTION MODERATED ESPRIT DE CORPS

Based on the test results, it is known that the second hypothesis (H2): EDC strengthens the relationship between impoliteness in the workplace and the intention to leave nurses is rejected. This refers to the t-statistic value  $<$ from t-table (0.999  $<$ 1.98) or the acquisition of P-values  $> 0.005$  (0.138)

which is presented in table 3 above. The moderation effect obtained by referring to the R<sup>2</sup> value of 0.307 or (30.7%) has a moderate effect on the moderation relationship between immodesty and intention to leave voluntary nurses.

The findings of this study indicate that the role of voluntary nurses' behaviour as indicated by values, pride and loyalty, sense of belonging, integrity, and responsibility has not been well embedded in voluntary nurses. These findings indicate that social cognitive theory (Bandura: 1988) has not been well confirmed by voluntary nurses. These results also reveal that EDC plays a greater role in the organizational commitment expressed (Meyer & Allen, 1991) that organizational commitment is the extent to which employees' abilities are shown by affective, normative and continuous commitment to the organization. This finding is in line with organizational identities, which tend to be more rigid in military rules, which lead to the intention of employees to. In addition, the high intention to leave employees is due to the identity possessed by military organizations (Johansen, Martinussen, & Kvilvang, 2015), which states that the military identity of the organization will affect the low job involvement of employees' work fatigue.

## VII. CONCLUSIONS AND SUGGESTIONS

### 7.1 Conclusion

The results of the analysis show that immodesty has a positive and significant effect on turnover intention. This means that the higher the immodesty experienced by voluntary nurses in the workplace, the higher the nurses' intention to leave the hospital where they work. Esprit de corps has a positive and significant effect on turnover intention, meaning that high EDC is able to suppress the intention of voluntary nurses to leave the hospital. EDC has a moderate role in the relationship between incivility in the workplace and the intention of voluntary nurses to leave the Gatot Subroto Army Hospital, Jakarta. Therefore, the hypothesis is rejected. In other words, EDC has an insignificant effect on the relationship between immodesty and the intention of nurses to leave the hospital.

### 7.2 Suggestion

RSPAD Gatot Subroto Jakarta is a military hospital in Indonesia that has a Presidential standard and is the pride of Indonesian National Army (TNI) soldiers and the Indonesian people who provide

health services for the President and their families, as well as military referral hospitals seeking to improve national health services. The achievement of these efforts should pay attention to various problems with regard to workplace impoliteness, turnover intention and esprit de corps of every medical staff, especially voluntary nurses. The need to increase EDC in voluntary nurses is intended to prevent the high incivility experienced by voluntary nurses so that it has an impact on the low intention of nurses to leave the hospital. This can be done by cultivating the spirit of korsa that voluntary nurses have, such as their love and pride in working at the Gatot Subroto Army Hospital, Jakarta.

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