

Self-Concept, Achievement Motivation, And Moral Reasoning Of Navy Officers

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Abstract: Social interaction and personality are things that are believed to affect the ability of an Indonesian Navy officer to understand the ways of thinking of others and equip them to make decisions that are fair and based on respect for humanity. This research was tested with quantitative research design, with the hope of helping the process of fostering effective Navy officers. The subject involved 398 Major Navy. Sampling using a simple random sampling technique. Measuring instruments used were Defining Issues Test (DIT), achievement motivation and TSCS to measure self-concept. All measuring instruments have gone through an adaptation process stage and validity test with the CFA test. The results show that there is a significant effect of achievement motivation on the moral reasoning of Navy officers (P -value $0.004 < 0.05$ and $R.C. 2.851 > 1.96$). There is a significant negative self-concept influence on the achievement motivation of Navy officers (P -value 0.00 and $C.R. -3.772$). The weaker the self-concept of an officer the stronger the motivation for achievement. Conversely, the stronger the self-concept of an officer, the less he has the drive to achieve better performance. Regarding moral reasoning, self-concept does not affect.

Keywords: Moral Reasoning; Social Perspective Taking; General Education

1. INTRODUCTION

The main tasks of the Navy are carrying out Military Operations for War and Military Operations Other than War. Both of these basic tasks require the use of military force that is difficult to distinguish from acts of violence. Fighting, overcoming armed separatist movements, armed uprisings, acts of terrorism; securing border areas, securing strategic national vital objects, carrying out world peace tasks in accordance with foreign policy, securing the President and Vice President and their families, and assisting the National Police of the Republic of Indonesia in the framework of security and public order tasks are activities that using military force including the use of lethal weapons. Fighting is a skill so that a military is required to continue to maintain it by regular training and applying it in daily life and assignments. The impact of training and the internalization process of military life attitudes that continue to be doctrine in education and service make it possible to create a false understanding of the use of its power. This error raises the problem of violence committed by members of the Navy. They become less sensitive to a sense of justice and humanity. During 2016, 133 officers had abused their abilities and authority using weapons for personal gain and harming or hurting others, both the community and the large family of the Navy [21]. They hurt others by persecuting, deceiving, extortion by using their power for personal gain. That should not be done by an officer who is a leader and is an example of his subordinates. Lawrence Kohlberg, an expert who developed the theory of moral reasoning defines morals as opinions about right and wrong that tend to be universal, inclusive, consistent, and based on objective, impersonal, or ideal reasons [11, 12]. Moral principles are not rules for action but are reasons or considerations why action is carried out, which will provide a true explanation of the level of moral maturity of a person. Navy officers, ideally are those who behave and behave as warriors who are willing to sacrifice for the interests of the nation and the state and do not know surrender, which can be used as an example for subordinates and the community in the life of society, nation and state. Associated with members of the Indonesian Navy who have committed acts of disciplinary or criminal violations, then he may view right or wrong behavior by orienting himself to his own needs. In this case, Kohlberg categorizes it as the lowest level of

moral reasoning, equivalent to prison inmates who were the subject of Kohlberg's first research when developing his theory. The moral reasoning of subjects shows the same pattern with their moral attitudes [2, 13]. In the military environment, the term spirit of Corsa (Esprit de Corps) is known and becomes an inseparable part of daily life. The spirit of the Corsa soul contains an understanding of solidarity, pride, devotion and respect for each member of the group that takes place continuously and consistently in achieving group goals. The emergence of shared beliefs and values among individuals in the group and the desire to achieve shared goals will increase internal coherence because it facilitates coordination among members, encourages commitment and identification of the organization, thus providing the strength of uniting the team. [10]. The Corsa soul plays an important role in increasing the job satisfaction of its members because when group members are happy and satisfied, they build their group to become stronger and more competitive [17]. There were many mistakes in understanding the moral meaning in the spirit of the Corsa and often resulted in various violations by the soldiers. Several incidents that came to the attention of the Indonesian people, which were motivated by a false understanding of the spirit of the Corsa, for example, the attack on the Cebongan Sleman Jogjakarta Detention Center, which was carried out by 11 Navy members, resulting in the death of 4 prisoners. That is an example that shows the spirit of solidarity is applied by repaying the actions of people or groups who harm people from their group by ignoring the applicable laws and regulations and putting aside a sense of justice and humanity. In some studies of moral reasoning with certain professions such as marketing or accounting, which are suspected as professions that often commit fraud or fraud, show the results that there is not always a significant difference in the level of moral reasoning between marketing or accounting professions with other professions [1, 6, 8, 9, 15]. For this reason, it is necessary to prove that someone who is accustomed to and is close to acts of violence experienced by Navy officers also has an impact on his moral reasoning, so that they become individuals who do not heed the sense of justice and humanity. In-Law No. 34 of 2004, Navy soldiers are also professional soldiers, so they are required to master their profession and

achieve as high as possible. The need for achievement may disregard moral reasoning in decision making to cause injustice, both to the environment, colleagues, and subordinates. The existence of a reciprocal relationship created, encouraging someone to behave only for personal gain. For example, for the sake of promotion, heedless of the conditions of his subordinates and continue to demand to work beyond the specified limits. The assignment of Navy officers operations in peacetime or during war, is often faced with situations that contain moral dilemmas, for example when patrols find violations committed by foreign fishermen. Will it use its deadly power or do something that is not procedural? Cognitive bias in assessing situations tends to influence risk-taking behavior [14]. When decisions are made and risk causing problems later on, moral dilemmas in assignments can reduce motivation to excel and prefer assignments with low risk (safety player) or try to understand situations that are full of dilemmas and take risks without having to defeat moral considerations in assess who keeps basing decisions on the basis of a sense of fairness and mutual respect. According to [23] who tried to find a relationship between achievement motivation and moral reasoning in rugby athletes, they found that individuals whose motivation for achievement was only oriented to the personal ego tended to use a less mature

level of moral reasoning. Conversely, individuals whose motivation for achievement is oriented to a combination of task and ego-oriented, tend to use a more mature level of moral reasoning [23]. Their moral reasoning is characterized by caring for everyone involved in the dilemma situation. Self-concept is one of the factors that influence achievement motivation. [7] research results show that most individuals are highly motivated, have high self-concepts and good achievements in the academic field [7]. The concept of self is knowledge and expectations of oneself, as well as an evaluation of expectations with self standards that will produce self-esteem which can mean how much he will like himself [9]. This is important for an officer to have an appreciation for himself so that he can be a role model for his subordinates who indirectly also motivate him to show the best performance in completing his duties. Individuals whose life goal is a combination of carrying out tasks and oriented to self-esteem, so he tends to use a more mature level of moral reasoning [23]. From this description, the general problems of this study are: Does the self-concept and achievement motivation influence the moral reasoning of Navy officers? The relationship between these variables is illustrated in Figure 1. The Hypothesis (H1, H2, H3) that is enforced is as follows:

H1 = There is an influence of self-concept on the achievement motivation of Navy officers.

H2 = There is an influence of self-concept on the moral reasoning of Navy officers.

H3 = There is an influence of achievement motivation on the moral reasoning of Navy officers.

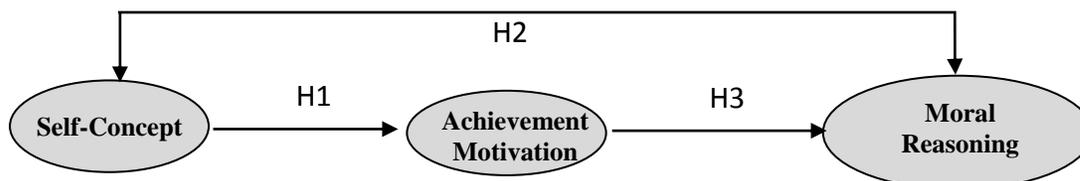


Figure 1. Conceptual Framework for the Research on the Moral Reasoning of Navy Officers

2. MATERIALS AND METHODS

This type of research uses a quantitative approach, which is scientific research that has fulfilled scientific principles, namely empirical, objective, measurable, rational, and systematic towards parts and phenomena and their relationships [5, 22]. The purpose of quantitative research is to develop and use mathematical models, theories and / or hypotheses relating to natural phenomena. The measurement process is a central part of quantitative research because it provides a fundamental relationship between empirical observation and mathematical expression of quantitative relations Research

Subjects. The population in this study is Navy officers aged 35-42 years old, having a major rank with a 12-20 year assignment period because the service period is considered sufficiently mature and well established with the assignment field occupied by him. The population-based on these criteria amounted to 3115. The sample used was several 398 by taking using the Simple Random Sampling technique, which is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as sample members [22]. To determine the adequacy of the number of samples/cases

tested from the population using a formula developed by Issac and Michael [22] with an error rate of 5%.

Measuring instruments in this study were used after going through an adaptation process. starting the process of translating the scale from the original language to the destination language to presenting the results of statistical tests on the measuring instrument trials. Cross-cultural adaptation includes the process of language transfer and the problem of cultural adaptation in preparing scales for use in other settings [4].

a. Defining Issues Test (DIT) is used to measure moral reasoning developed by Rest and has been popularly used in many studies [19, 20]. Before using the CFA (Confirmatory Factors Analysis) test on the DIT adaptation measurement tool and the Lambda value obtained for each story shows a value > 0.5, which means that each item is valid. Likewise, the construct reliability value is also > 0.5. Root Mean Square Error of Approximation (RMSEA) = 0,000 or ≤ 0.05. it means to indicate a close fit or a very perfect model.

b. The achievement motivation measuring instrument used in this study adapted the Paunescu and Cantaragiu (2012) measurement tools which consisted of several

Favorable and Unfavorable statements. Likert scale form consisting of five alternative answers in each question, namely: Very Appropriate (SS), Appropriate (S), Neutral (N), Unsuitable (TS), and Very Unsuitable (STS) [16]. Before using CFA, the loading factor values for each item were all > 0.5. So all items can be said to be valid. Likewise, the construct reliability shows reliable with a value greater than 0.5. Goodness of Fit shows CMIN 0.00; RMR 0.00 < 0.05; GFI 1.00 > 0.90; NFI 1.00 > 0.90; IFI 1.00 > 0.90; and CFI 1.00 > 0.90, so the model is quite feasible and the measuring instrument can be used.

c. The Risk-Taking Tendency Measurement tool used in this study also adopted the measuring instrument used in the research [16] with eight items, because the results of the measurement tool's trial data showed two items loading factor values < 0.5 so they had to be dropped Test CFA shows CMIN 0.00; RMR 0.00 < 0.05; GFI 1.00 > 0.90; NFI 1.00 > 0.90; IFI 1.00 > 0.90; and CFI 1.00 > 0.90, so the model is quite feasible and the measuring instrument can be used.

d. The assignment experience uses secondary data, which is a life history.

Data Analysis Techniques used in this study are SEM, which is a technique that combines several aspects contained in the path analysis and confirmatory factor analysis (CFA) to estimate several equations simultaneously [9]. By using the SEM technique, it is expected to be able to display the relationship between construct variables so that it can estimate several interconnected equations simultaneously (Structural Model) and, represent construct variables based on observed variables (Measurement Model). Measurement Model is a part of SEM that specifies indicators (observed variables) for each construct variable and calculates the reliability value for that construct.

3. RESULTS AND DISCUSSION

The study was conducted at the Naval Staff and Command School, South Jakarta. The data collection process was carried out largely classically in the classes of the meeting and a small number of others individually or the

correspondence of all respondents received the same treatment.

3.1. Descriptive Analysis Results

Based on the findings of the data in the field, the majority of respondents came from Jakarta and Surabaya, coming from all units of the Navy that spread from the Aceh Province to Papua Province. The age of respondents ranged from 35 years to 44 years, and almost half (40%) were aged 39-40 years. Education is generally mostly S1, although there are still research subjects whose education is generally high school, which is 140 people or 35.2% and there are 2.8% D3 strata graduates. The experience of respondent assignments is that there are 4.9% of the major Indonesian Navy only serving in one work area and similar assignments, namely as staff officers, or in operational units (KRI or troops). Only 2% of Navy officers experienced a complete tour of area and tour of duty. The data obtained from the Navy Moral Reasoning phase with the rank of Major are mostly in Phase 5, namely the Social Contract and Utility and Individual Rights Phase which is oriented towards Social Contracts. It means that they realize that other people have various values and opinions that are relative in nature and must be respected; impartial and independent because values and rights of life or freedom must be upheld in society. They obey the law for the sake of public welfare and to protect the rights of all people and realize their obligations to the law free from family ties, friendship, beliefs, and work rules. Individuals consider legal and moral perspectives that may be conflicting and difficult to integrate. Respondents who have reached the highest stage, namely Universal Ethical Principal there are 9.6%. At this stage, a person can act by ethical principles that are universal and agree on social rules that rely on these principles. But if it contradicts, then it holds more principle, justice that human rights are the same and respect human honor as an individual. In extreme conditions, they usually choose to be very critical and are willing to sacrifice for the principles of humanity. What is interesting is that in the 15-16 service period, they are still often inconsistent with the stage of their moral reasoning so that there are quite a lot of "Mixed", namely 45 people from 76 people or 19.1%.

Table 1. Frequency Distribution of the Moral Reasoning Phase Associated with Service Period

Moral Reasoning Phase	Service Period (years)					TOTAL	
	11-12	13-14	15-16	17-18	19-20	amount	Percentage
6	0	10	22	6	0	38	9,5 %
5	2	15	41	32	1	91	22,9 %
4	0	14	13	5	2	34	8,5 %
3	0	6	21	14	1	42	10,6 %
2	0	7	21	11	2	41	10,3 %
Antiestablishment	1	11	14	14	1	41	10,3 %
Mixed	0	16	45	11	4	76	19,1 %
Meaningless	0	9	15	9	2	35	8,8 %
Amount	3	88	192	102	13	398	100 %

3.2. Inferential Analysis Results

Before testing the full structural equation (SEM) model, an assumption test and initial analysis of the reliability of the latent variables are carried out in the research model. Univariate Outlier detection assumption test results show the score value of each construct is in the range of ± 3.00 so it can be said that there is no detectable univariate

outlier in the research data. Likewise, the detection of multivariate outliers by looking at the value of expensive d-squared aerobics < 155.5277 (chi-square table), so there were no multivariate outliers detected. For fulfilling normal multivariate assumptions, the value of C.R. Multivariate is in the range of + 2.58, so data can be further processed.

3.3. Hypothesis Model Test Results

To test the hypothesis model, using the reference analysis results that can be seen in Table 2. For the level of significance as a benchmark is the calculation value P-

value <0.05 and the value of C.R. > 1.96 where H1 (Alternative Hypothesis) will be accepted and H0 (Zero Hypothesis) will be rejected.

Table 2. Results of Causality Tests Between Structural Equations between Paths

Path	Path coefficient	P-Value	C.R.	Information
SC → MB	-0,270	***	-3,772	Significant (-)
SC → MRL	0,372	0,136	1,493	Not significant (+)
MB → MRL	0,608	0,004	2,851	Significant (+)

a. Hypothesis 1: There is a significant negative effect of self-concept on the achievement motivation of Navy officers (P-value $0.00 < 0.05$ and C.R. $3.772 > 1.96$, but the value is negative). The results of this analysis, explain that the weaker the self-concept, the stronger the motivation for achievement. And vice versa, the stronger the self-concept of an officer, the less he has the drive to achieve better than his past achievements or to compete with his friends.

b. Hypothesis 2: There is no significant effect of self-concept on the moral reasoning of Navy officers (P-value $0.136 > 0.05$ and C.R. $1.493 < 1.96$). The results of the analysis explained that the high and low moral reasoning of the Navy officers was not due to the concept of being weak or strong. How self-representation that can be consciously thought about itself does not influence a Navy officer in understanding social dilemmas and making decisions whether based on a sense of justice that is universal and respects the rights of others or based on personal interests or expectations of material gain (power).

c. Hypothesis 3: There is a significant effect of achievement motivation variable on the moral reasoning of Navy officers (P-value $0.004 < 0.05$ and R.C. $2.851 > 1.96$), or H1 is accepted and H0 is rejected. An Indonesian Navy officer who has the drive to succeed in an assignment also has an understanding of social dilemmas and the decisions he makes are based more on a universal sense of justice and respect for the rights of fellow human beings.

3.4. Structural Equation Modeling Analysis Test Results

From the SEM analysis test of the proposed model of moral reasoning by the Navy officers, the GOF criteria already met, but the self-concept variable on the dependent variable of moral reasoning did not show a significant effect. The goodness of fit shows RMR, CMin / DF, GFI, and RMSEA, the value indicates that the model is fit. For RMSEA value ≤ 0.05 , it indicates the close fit or the best fit category. While the model compatibility test in the second section gives the results of the AGFI, NFI, IFI, TLI and CFI values, indicating that the fitness level of the model is good. And in the third part, the result is that the fit of the PGFI model is good. Thus, out of the 11 model suitability test criteria, all criteria provide the results of the second model proposed in this study fit.

3.5 Modeling Analysis

In this study, achievement motivation has a positive effect on the moral reasoning of Navy Officers. Achievement motivation has the power to influence the stages of moral reasoning of an Indonesian Navy officer as well as the results [23] research on the effect of achievement

motivation on moral reasoning in rugby players. The results of the interview showed that motivation high achievers in individuals who combine orientating on completing tasks and presenting themselves in ego have a more mature moral reasoning scheme. The world of sports and the military world have in common the demands for discipline and obedience to rules. The main findings from the study [23] presented a moral dilemma providing a breadth of insight to research subjects to behave towards the choice between following rules or cheating. The drive to be better also trains thinking schemes when faced with dilemmas and making decisions based on a sense of justice. In the military, the assignment is trust. The doctrines emphasized on soldiers through the Oath of Warriors, Sapta Marga, and Eight Obligations of the Navy are as good as possible by promoting virtuous characters, such as honesty, being fair and respecting fellow human beings. This research shows that indoctrination that is always emphasized at all times for Navy officers has shown the expected results, namely for Navy officers who have high achievement motivation, their goal orientation is based on working with full responsibility other than to present themselves as a leader in front his men. This supports popular belief among people who praise discipline as automatically building moral character [23]. Self is the core of human existence in life that plays an important role in personality awareness, even the entire human organism. It deals with the phenomenal world, that is, everything that is realized when an individual reacts in the environment. The aspect that plays a role in this is self, that is, as observed, perceived, and experienced. In some studies generally, the results of the study show that self-concepts have a positive effect on achievement motivation [6, 7]. In this study, something very different happens and becomes a novelty finding, namely, self-concept has a significant negative effect on the achievement motivation of Navy officers. This means that self-concept is inversely proportional to the achievement motivation of Navy officers. The more positive the self-concept of an Indonesian Navy officer, the weaker his motives for achieving success in a measure of excellence, whether derived from his past performance standards or those of others. This gives a picture of an individual seeing himself as a unique and dynamic entity. As he views himself weak, the more persistent he strives to display the best performance. The concept of self is an individual's view of self-esteem in which the individual acts as an appraiser about himself against expectations and standards set for himself. When an individual is dissatisfied with his physical and physical condition, he feels himself as an imperfect person, not yet fully able to become a mainstay of the family, then encouraging him to achieve better achievement.

Meanwhile, for officers who have a positive self-concept, they give a positive assessment of themselves, the results of that assessment will weaken their interest in getting a positive assessment of their achievements. People who like who they are, what they are doing, and where they are going to - will have a high sense of self-esteem and form an acceptance of themselves as they are, so the results of measuring achievement motivation will be low. Hypothesis test results show there is no effect of self-concept both directly and indirectly on moral reasoning. Those whose self-concepts are weak feel that they deserve to be blamed because their pasts are perceived to be less moral than to refute not to blame [24]. The results of this study contribute to the development of psychological psychology and problem solving, namely building new theories of moral reasoning by providing a comprehensive explanation of the Navy officers' moral reasoning models. The theoretical models that have been developed in previous studies are further strengthened by empirical data in the life settings of Navy officers. During this time, self-concept and achievement motivation are theories that are built with the context of the business and education world settings, where competition is a very important element. While in the Navy environment the assignment setting was very different and the competitive atmosphere was unusual. The doctrine that guides the life of a soldier as in the fifth Sapta Marga precepts, "We soldiers of the Indonesian National Army hold strict discipline, obey and obey the leadership and uphold the attitude and honor of the soldier", causing a soldier to understand himself negatively in different contexts. Self is felt less and success or positive things obtained as a result of leadership achievements. The concept of Self which is interpreted differently is what causes this research to give different results that are not congruent with established theories. The results of this study are following the objectives and expected benefits of the study are to contribute to the problems that often occur in the process of fostering personnel of the Navy, especially officers, namely:

- a. Violations that are often done due to low moral reasoning can be prevented by reinforcing the variables that affect moral reasoning.
- b. The low self-concept of an Indonesian Navy officer is not because he is weak or unsatisfied with himself, but because he must always be better and get recognition from his leadership. Compliance and obedience show there is absolute trust in the system represented by superiors because all system policies are communicated by superiors. Strong self-concept shows he was quite satisfied with the trust given by the leadership so that he lacked aspirations to improve the achievements he had achieved. The rules that have been internalized into their values affect their behavior in perceiving a job challenge. Career is no longer a priority for him as a life goal. They more enjoy things related to him. A positive perception of himself makes him more calm in looking at career competition and letting things flow according to what has been outlined. Careers in the military are easier to predict. The command line, seniority order, promotion rules, and talent scouting that had been imposed when being appointed as officers raised awareness to an officer what should be developed from him other than just thinking about a career.

3.5. Limitations in Research

The results of research on self-concepts that show differences with existing theories, where self-concept generally has a positive influence on achievement motivation. In this study the opposite is true. This is likely to have other variables not measured that might be more relevant for research in military settings, specifically the Navy. The spirit of the Corsa soul which is always instilled in service and internal education forms entities as groups rather than as individuals. Therefore further research needs to explore "self" as seen by a Navy officer.

3.6. Implications of Research Findings and Recommendations

Other implications of the findings of this study can also be applied to the process of fostering personnel at the non-commissioned and enlisted level. Input for the development of personnel in the Navy is an effort to combine methods and how to adapt them to various age groups and rank levels. Moral reasoning is not only to underlie a decision-making process but also when non-commissioned and enlisted soldiers must make decisions on the ground when the leader is not physically present. The dogma applied so far in the Navy's human resource development regarding assignments must also consider a sense of justice. The assignment experience whose purpose is to provide insight and knowledge about maritime departure must consider its effectiveness in building the competencies of each Indonesian Navy personnel. Is it true that broader experience is more important than mastering just one or two skills but deep and professional? All decisions require evaluation. Training that is more focused on one of the important variables in this research will make the guidance of personnel directed, effective and efficient. The sense of justice is also related to the spirit of the Corsa soul which becomes the soul of the life of the soldier where the assignment of the Navy always demands a sense of togetherness. The spirit of the Corsa soul plays an important role in increasing job satisfaction. Increased competition in the global market forces the Navy to also focus on ways in which they can help build their soldiers to be stronger and more competitive. This, basically can be achieved when they are happy and satisfied with their work. Job satisfaction has been studied empirically as a significant predictor for various organizational outcomes such as commitment, involvement, organizational citizenship behavior, information sharing, and others. Job satisfaction has been proven empirically to be one of the most prominent features noticed by an organization to improve performance, productivity, and achievement of strategic objectives. Organizations can effectively increase the problem of job satisfaction through the spirit of the Corsa soul. Perception of justice can potentially moderate the relationship between the spirit of the Corsa spirit and job satisfaction. Leadership assessment is an incentive that represents the attraction of a specific goal offered in a situation, which may occur as a consequence of some actions. Incentives can be manipulated experimentally [3], such as trust from the leader (reward) or reprimand (punishment) that varies in various incidents in the assignment. Individuals have to choose between different task levels of difficulty. In individuals whose propensity to take risks is relatively low, they tend to be typical safety

players. Even if he is forced to accept a task that is felt beyond his ability, he will see it as an absence of opportunity to choose his task. He does not see the task as a challenge because of fear of failure and decides to leave the situation less positive or more negative than doing the given task. You do this by being passive or tend to carry out the tasks improvised without any effort to do things better. A simple example is the omission of subordinates with the consideration that they are already adults so they do not need to be directed. Individuals who have achievement motivation, tend to take risks that will be calculated accurately by considering the strength of performance that must be raised that can do. He will always try to achieve success by setting standards for himself and tend to take risks that are reasonable and calculated carefully. He looks at the environment and seeks opportunities or opportunities to gain experience and face challenges, where they can utilize their abilities in unique ways to solve a problem. This is expected to be present in every Navy officer.

4. CONCLUSION

Based on the results of this study, the following conclusions can be obtained: There is a direct influence of achievement motivation on moral reasoning and there is a negative effect of self-concept on the achievement motivation of Navy officers.

Some things that can be suggested are:

a. Referring to the findings of this study, it is recommended for further researchers to test the model of moral reasoning in a more general population, with different professions and social status.

b. The negative influence of self-concept on achievement motivation is a unique result and different from the results of previous studies in non-military institutions or organizations. Trust in command lines and hierarchy makes individuals position their interests below the interests of the organization. Achievement spirit grows when the service gives various assignments and it makes it a challenge, and achievement motivation becomes a mediation for him to increase the stage of moral reasoning. Achievement motivation will persist if the individual is independently able to organize and prepare what is needed to develop his career. For this reason, consistent regulations are needed that can foster the confidence of personnel in the institutions and leaders of the Navy. The Indonesian Navy's institution regulates its officers' opportunities to open the broadest possible interaction and social communication outside the military to sharpen cognitive schemes that are better at looking at a problem of social dilemmas and understanding the perspectives of others.

c. Consistent and proportionate rewards will help efforts to build a self-concept of a strong Navy officer or be more positive in looking at himself when an officer shows high work performance. Achievement motivation so far shows a positive effect on performance.

d. The Indonesian Navy's institution should be aware that officers strongly believe that the department plays a very important role in the development of their careers. The organization is represented by an assessment from superiors. Thus realizing a leader who can truly be fair and objective is very necessary so that the trust of subordinates

is maintained. The trust of the Navy's institution embodied in a more diverse assignment experience encourages officers to achieve the best achievements and independence in setting targets or successes compared to self-concepts formed through indoctrination or negative understanding of oneself due to unfair and unjust treatment objectives. Becoming an officer of the Navy has consequences besides developing himself, he has the responsibility to develop the careers of his men. A leader must realize that subordinates are very dependent on the decisions and policies as a representation of the organization they represent. Discipline, Hierarchy, and Military Honor which became a doctrine within the Trisila of the Indonesian Navy is a guideline governing how a soldier thinks and acts in the assignment as well as in the communication of relations between subordinate superiors who inevitably carry over into their daily lives. Therefore an Indonesian Navy officer is also responsible for the formation of the character of all Indonesian Navy troops, whether as officers, non-commissioned officers, or enlisted officers. Regularity and uniformity cannot be released as long as the status of a Navy soldier are still attached. This awareness must be the basis for him to always be a role model for his subordinates, in addition to the need for a character and moral development program that had been conceived by Kohlberg based on his theory.

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