

**IMPACT OF USAGE OF SMART
PHONE AND SOCIAL MEDIA ON
INTERPERSONAL COMMUNICATION
AND OFFICER - MEN RELATIONSHIP
OF INDIAN ARMY**

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IMPACT OF USAGE OF SMART PHONE AND SOCIAL MEDIA ON INTERPERSONAL COMMUNICATION AND OFFICERS - MEN RELATIONSHIP OF INDIAN ARMY

A Dissertation submitted to the Panjab University, Chandigarh for the award of degree of Master of Philosophy in Social Sciences, in Partial Fulfillment of the Requirement for the Advanced Professional Programme in Public Administration (2018-19) of Indian Institute of Public Administration

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“If men can naturally and without restraint talk to their officers, the products of their resourcefulness become available to all. Moreover, out of the habit grows mutual confidence, a feeling of partnership that is the essence of esprit de corps”

General of the Army Dwight D. Eisenhower

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ABBREVIATIONS

1. CO - Commanding officer
2. Col - Colonel
3. Lt - Lieutenant
4. Maj - Major
5. Capt - Captain
6. JCO - Junior Commissioned Officer
7. Sub - Subedar
8. N b Sub - Naib Subedar
9. NCO - Non Commissioned Officer
10. Arty - Artillery
11. AAD - Army Air Defence
12. Inf - Infantry

CHAPTER I: INTRODUCTION

Military leadership has been studied extensively world over. The destinies of states have a lot to do with their militaries. Militaries are unique and artificial societies established to provide security to the state. In their management, the role of military leadership is very crucial since it provides means for constructively channelizing the energies of an extraordinary human resource which is characterized by professional attributes like controlled aggression and organized violence.

The British, after conceding Independence to India in 1947, left behind a legacy of socially deep-rooted and well-settled Military establishment. The Indian Army, Navy and the Air Force in free India were based on the classical British organizational precept of Commissioned officers as 'leaders' and the recruited or enlisted men as the 'followers'. The officers were obviously the higher-class, distinct from the gentry by virtue of their social background, anglicised education, even race and genealogy.

The Army maintained a tradition of inducting anglicised young men, many belonging to the royalty or the princely families. The Navy and the Air Force too received men from similar backgrounds. Young men from martial and ruling clans found this calling particularly appealing to their sense of honour and pride. Entry into the officer cadre of the Services was much sought after and keenly contested by the cream of the educated youth. Likewise, many communities in the vast rural populace of India found the soldier's profession particularly appealing to their martial instincts. Therefore, recruitment of the 'right' soldier material was never a problem then. This phenomenon perpetuated all along the early decades of Independence. There was a psychological and social background to this trend. Noted psychologist Abraham

Maslow's famous 'hierarchy of needs' model provides some useful pointers to understand how the Military was once a successful employer (Athawale, 2010).

Defence Forces are a mirror of any society. Today, Armed Forces are in a similar position to other organisations that are coming in news for incidents which were never dreamt of. The organization is largely influenced by changing social economic conditions in country as the soldiers and officers come from the same society. India is in transition period from traditional culture to adaption of western culture and urbanization of society. The small farmers are shifting from villages to nearest towns. The surface communication has reduced the travelling time to a large extent within country. The economy has flourished well and every second individual possess a fourwheeler. All these are result of increased education level and good economic growth. All this has brought crime with it. The crimes have increased. The general awareness has improved manifold, any incident in country or in world is shared same time due to active social media. The military leadership is required to play a pivotal role in embracing changes by providing organisational support and encouragement while ensuring continued emphasis on retaining core values and ethics of the Armed Forces. This role translates into different forms at the various levels (Gokhale, 2013).

The relationship between officers and men (the JCOs and men under command) in the Army is a very important aspect for operational preparedness of the Army, especially at the combat unit level. This relationship is impacted by large number of factors which include work related issues, work family conflict, socio economic issues and interpersonal communication.

Concept of Communication

Communication is an active process that takes place between two persons or in a group. By the mode of communication we exchange our feeling and messages. The communication can be verbal or nonverbal. We get involved 70% of our time either in receiving or sending message. The origin of the word “communication” is “communicare” or “communis” which means “to impart”, “to participate”, “to share” or “to make common.” The sense of sharing is inherent in the very origin and meaning of “communication”. Keith Davis has defined communication as a process of passing information and understanding from one person to another. Murphy, Hildebrandt, Thomas has defined communication as a process of transmitting and receiving verbal and non-verbal messages. It is considered effective when it achieves the desired response or reaction from the receiver (Lewinska, 2015).

Communication Process. The process of communication is a two-way process and it involve a process in which the components are - a sender, a message, a medium, a channel, a receiver, a response and feedback. The loop is taken as complete when the feedback is received. However, the communication doesn't complete by the components, there should be cooperation and understanding between the individuals involved. It is important to have a common frame of reference or context for successful and meaningful communication, e.g. a common language or common interpretation of a gesture. Essentially communication involves the sender or the communicator and the receiver and both should have common language. The context in which the communication takes place is called the “communication environment”. The content of the message are sent in form of certain code maybe verbal, written or non- verbal and a common medium may be air, mikes, body,

pictures, text etc. The “code” is not restricted to only language; it may also involve the use of costumes, gestures, colors among other things (Lewinska, 2015).

Communication Cycle. The communication cycle is described in the following manner - The sender sends a “message” using a “medium” and a “channel” to the “receiver”. The message arrives in the sensory world of the receiver. The receiver’s brain filters the message on the basis of his/her knowledge, emotions, attitudes, and biases and gives the message a unique meaning. This meaning may trigger a response which the mind of the receiver forms. The receiver encodes his/her response and sends it across as “feedback” into the sensory world of the sender. This completes one cycle of communication and the process continues in a cyclic manner, i.e. cycle after cycle, as long as the people involved care to communicate. The failure in completion of communication process may be attributed due to semantic gap or a barrier between the sender and receiver. The barrier may be at any component of the process. The failure in completion of communication cycle is termed as Noise. There are two type of noise ie Channel noise (refer to static, mechanical failures, problems in volume, pitch, legibility of text, etc) and Semantic (errors in the message itself: ambiguity, grammatical errors, wrong spellings, incorrect punctuation, etc).

Essentials of Effective Communication (Lewinska, 2015)

- (a) A common communication environment.
- (b) Cooperation between the sender and receiver.
- (c) Selection of an appropriate channel.
- (d) Correct encoding and decoding of the message.
- (e) Receipt of the desired response and feedback.

Feedback. The response by receiver to sender is called feedback. It is one of the most important factors of the communication process. It is essential because it is a

measurement of effective communication. The sender needs to know whether the receiver of the message has received it in the intended way and whether he responds in the desired manner. Of course, even if one receives a response, it may or may not be the one you had expected. But once you receive some response, you know that the message has been communicated. Communication is said to be fully effective when we get the desired response. Feedback helps in improving communication as it enables the sender to pinpoint defects in the transmission of the message. A skillful communicator is always looking for warning signs that the communication is not going well and adjusts messages accordingly. Being alert to feedback helps the sender know whether he/she is on the right track. In the long run, it helps in understanding one's strengths and weaknesses in the communication context.

Interpersonal communication

It is the process by which people exchange information, feelings, and meaning through verbal and non-verbal messages: it is face- to-face communication. It is not just about what is actually said - the language used - but how it is said and the non-verbal messages sent through tone of voice, facial expressions, gestures and body language. We can build effective interpersonal communication by following ways:-

- (a) **Understanding the other's situation.** In order to build a relationship with someone, we need to be aware of where the other person is coming from.
- (b) **Communicating in the right manner.** It isn't just what we say that matters, but also the tone we use and how we say it. Additionally, by considering our understanding of the other person, we figure out how to best our intentions and ideas to that particular individual.
- (c) **Influencing.** People are more likely to listen to another person when he listen first to him and make efforts to establish common grounds. When we

intend to establish any communication with the purpose to create a win-win situation, that's when we will maximize our influence on others and inspire them to respond (Lewinska, 2015).

In the past decade, Smart phones have been developed and increasingly integrated with people's lives not only for social use, but for professional use as well. Smart phones, now so ubiquitous that almost every adult and most of children carries one, bring major changes not just to the way people gather and exchange information, but also to the way in which they interact with one another and within the organisations to which they belong. Social media are emerging as a new form of communication that needs to be integrated into existing communication plans within organisations. Young people are increasingly using social networking sites like Facebook to engage with others. The use of these sites can have both positive and negative effects on the individual. Social media is a primary means by which soldiers maintain contact with their friends and family, and consequently may become a significant element in maintaining soldier morale.

Interpersonal Communication in Armed Forces

It is known fact that from the management perspective, the communication in every organisation facilitates two principal functions ie informational organizational and motivating inspirational. Communication is a very wide spectrum of behavioural deeds, skills, means and tools of self expression, own values, thoughts, decisions and attempts. Some people possess incorporated communicative abilities, they are more social, and have better communication with others, more precisely transmit their stances. It is worth to mention that efficient communication never occurs as single sided it means effective communication takes place when a feedback happens, when a receiving person comprehends a communicate and an addresser is

convinced that those processes took place indeed. In other words, appropriate communication is in nearly all types of cases, a dialogue or a conversation. What is more, it is not only verbal, conscious and intentional but also non verbal, subconscious and unintentional. As regards military organisations – it is of paramount importance how the commander communicates as it enhances or weakens the strength of relations between him and soldiers. If he is a proficient “communicator”, conscious of power of the body language and manner of transmitting the contents, his chances of becoming a real leader significantly increase. A military commander can’t become a leader without effective communication and without understanding of interpersonal relationships, consciousness of non verbal messages and emotional relationships ((2000), n.d.).

Traditional View of Officer-Men Relationship

Chetwode Motto, where “The Honour, Welfare and Comfort of the men you command comes before your own ease, comfort and safety comes last, always and every time”, formed the genesis of strong Officer-Man relationship in case of Indian armed forces. The men on their account have responded by giving unflinching loyalty, deference, blind trust in leader’s ability to his leader. The relationship was a reciprocal one: deference was given in exchange for paternalism. The relationship had its roots be in the nature of British Army, and can in retrospect be seen a source of both strength and of weakness. This arrangement was further supported by difference of socio-economic society of pre-internet era wherein officers came from educated more urban families and the other ranks, were from rural background often not educated more than class tenth. The formality in relations wherein a strict hierarchy and channel of command was followed, Junior Leaders (JCOs and equivalent) were the critical links between officers and men and bridged the gap of communication and leadership. The officer's knowledge of his men extended to an understanding of their prejudices

and thought- process has always been encouraged. The popular traditional view was good discipline meant healthy officer- man relations.

The British Army has been able to imbibe a genuine family feeling greatly enhanced by its small size. The Officer, JCOs, NCOs and men make the Regiment the Battalion their home and way of life and the Regiment traditions are crucial elements in their daily life. The pursuit for excellence in sports and professional training seemed both to emphasize rank distinction and in seeming contradiction, reinforce a sense of teamwork and family spirit.

There are a large type of units in Army based on their role and task. The major division is in combat units, combat support units and services units. The members of combat and combat support units generally stay in same unit for their entire length of service in Army. The units are organized into companies or Batterys for carrying out their operational task. The level of command in units, starting from top, can be divided into Commanding Officer (Col rank officer) of the unit and Company Commanders / Battery Commanders (Lt Col / Maj / Capt rank) in officers commanding companies or batterys and JCOs (Sub Maj / Sub / Nb Sub rank) and finally men (or men as they will be referred in this thesis) divided into NCOs and sepoy.

The leader must know the men to be led. Identification of individuals by name is part of the problem of knowing men. It shows that the leader knows them as an individual and implies that he is interested in them. The leader must know a great deal about his men, in addition to their names. He should inform himself as to their education, marital status, military occupation specialty, status and degree of training, aspirations in service, personal strengths and weaknesses. The officer-man relationship primarily depends on the ability and willingness on part of the officer to understand his men. The term ability depends upon the natural

ability to communicate along with an in-depth knowledge of his men. An interview with each man, using data selected from the records as a basis, will provide a means of obtaining additional information and will strengthen a personal relationship. Willingness refers to the aspect 'caring for men' from within. Only then will mind execute instructions to the limb. Knowledge of his men by officer is an indispensable part of leadership and command.

All men have left interests, or roots, or problems behind them which may require their attention or action while in the Army. At his home he would turn for advice to a parent, a friend, a lawyer, or other person in whom he has trust and confidence. In the army, he will usually turn to his company commander or commanding officer. These occasions provide a fine opportunity for officers to show his deep interest in the welfare of his men. The necessary warmth of an interpersonal relationship with officers may be demonstrated when men carry their baffling personal problems to their commander for advice or solution.

The junior officer on commissioning after joining the unit has to learn the ways by staying with men for certain period of time. This is done so that he gets to know the men, understands the life of men, their tasks and their living conditions. The officer/NCO relationship benefits officers at all levels, but especially junior officers. The young officer gets the benefit of 10-15 hard-earned years of experience. If we all had to climb the same promotion ladder, it would take too long to develop senior officers. But a lieutenant assigned as a platoon leader is given an experienced NCO to help him, and all the wisdom and experience of that NCO helps the lieutenant become an effective leader much faster than any other way.

The junior leaders who are the cutting edge of military effectiveness have to adapt themselves to command a rank and file which is more inquisitive and aware.

They will have to disseminate more 'could know' information to their subordinates and be open to their constructive suggestions.

Change is a reality in armed forces as it is true for any org. It is necessary for their survival and growth. Orgs that do not change in order to meet the environmental or internal needs ultimately find that they lose their efficacy and to stay viable they must change. Any org is a system with its component subsystems interlinked and interdependent. The nation is gradually moving towards a classless society. The men are therefore, by and large, no longer under inhibitions and express their views to their officers with frankness and candour. The officers too come from all sections of the society wherein a large number of officers come from the same social state as the man they command. There are men who can and have the ability to be commissioned into the officer cadre. To become an officer does not automatically earn him respect, he has to earn it. It would be unwise to accept implicit obedience and admiration from men by virtue of rank and service. Soldiers these days are better educated and consequently better aware of their rights. This, coupled with falling standards of command and control among some of the undeserving officers who have risen to command units, is becoming a major cause for worry. An acute shortage of officers at the cutting edge level is the other big factor contributing to an increasing gap between soldiers and officers. Against an authorised strength of over 22 officers for a combat battalion, there are at best 8 or 9 officers available to the Commanding Officer these days (Gokhale, 2013). Very often young officers with less than two years of service are commanding companies or batteries. Even in the battalion headquarters, one officer ends up doing the job of three given the shortage. In the old days, a game of football or hockey was the best way to get to know each other. Barakhanas (officers having meals with men) were common and were a good way for

officers to feel pulse of their men. Not any longer. There is no or very little time to interact with soldiers. Moreover, soldiers no longer accept a wrong or unjustified command blindly. The old attitudes among some of the officers of lording over soldiers and expecting them not to protest/revolt must change. The subsystem which comprise of org environment include goals, structures, personnel and technology. Changes in the environment influence change in one or more of the components of the system. Similarly, a change brought about in any one sub-system would influence changes in one or more of the other sub-systems. One of the important factors is decline in inter personal communication between officers and men and it has impinged most of the sub- systems of the armed forces as an org, i.e. the personnel and the structure – hence tangibly affecting the environment.

Recent advances in communication technology have made the world smaller in many ways. Individuals are now able to communicate with others in real or near real time from almost anywhere in the world. While these advances are remarkable, they also engender potentially negative consequences for an individual's social skills and interactive abilities. These negative consequences directly affect the Army because it relies heavily on interpersonal communication and relationships when conducting operations. Direct communication and interpersonal skills are vital to developing a strong dynamic among team members. Effective direct communication and the cohesion it subsequently produces is crucial in a unit's ability to handle high stress environment.

One of the primary determinants of organization climate has been officer-men relationship. The relationship in turn has primarily been influenced by ethos and culture of Indian Defence forces. The changing socio-economic conditions and decline in interpersonal communication has resulted in number of untoward incidents in last

one decade. There is influence on discipline and traditions, esprit-de-corps, respect and affection between officers and men, the essential formality which exists and prevents familiarity between the two, channels of communication, mutual respect – moral high ground and role of junior leadership. Essential question that arises is about the extent of decline in inter personal communication between officers and men, reasons for the decline and its impact on officers – men relationship.

As we seek the ideal for the code, standards and conduct of officers, it is necessary to remember that officers are people, just as men and civilians are people. Among their numbers will be reflected to some degree the national traits and weaknesses, as well as strengths, of the general public. But officers are most carefully selected before they are appointed. All officers are reminded of *Chetwode motto*

“The safety, honour and welfare of your country comes first, always and every time.

The honour, welfare and comfort of the men you command come next.

Your own ease, comfort and safety come last, always and every time.”

So officers as a group are expected to have far better character than the average cross section of Indian citizenry.

There is a requirement of greater interaction between officers and men to resolve or prevent occurrence of avoidable unpleasant incidents. There is a need to examine the relationship between officer and men in the Army due to aspirations of present generation men and officers in order to postulate a pragmatic methodology to build a strong officer-men relationship to meet the future challenges. For this the areas of concern have to be identified and remedial measures taken.

CHAPTER II : LITERATURE REVIEW

A detailed literature review was carried out to identify, evaluate and interpret the work produced by researchers, scholars and practitioners on the subject matter of the research problem, identify the research gaps. The details of the literature survey carried out are enumerated in succeeding paras.

This book 'Leadership in the Trenches' has been written about British Army in the First World War by GD Sheffield, a British Military Historian. The book covers the relationship between officers and men of British Army. The author has broadly argued that the officer-man relations in the British Army were generally good. The relationship was a reciprocal one: the rankers gave deference in exchange for the officer's paternalism. The relationship had its roots in the nature of British society. The book initially describes officer-man relations prior to War. It covers officer-man relations from both officer's perspective as well as men's perspective. The book is largely based on published and unpublished writings of junior officers, NCOs and private soldiers. Some issues derived from officer's perspective are Officers had to know and gain the confidence of their men; this was the root of British discipline and leadership. Officers who knew and understood their men made the most effective leaders. The British army of 1914-18, dominated by prewar Regular officers, took no chances with the welfare of its lower ranks. Paternalistic leadership and man management were institutionalized. The primary responsibility of the officer was to ensure that his men were well fed, clothed and comfortable. The soldier's soul and happiness were also the responsibility of the diligent officer. All neatly capture the idea of a tender caring relationship. It would be rash to assume that officer's views of their men were always benign. A major source of annoyance was the apparent inability of the private soldier to help himself. This no doubt reinforced the officer's feeling of

paternal responsibility, but it also added to his burden of work. The officer also needed to tread a narrow line between paternalistic friendship for his men and undue familiarity. Vast majority of officers, Regular, Territorial or temporary, shared a common belief in the need for paternal care of their men, and in many cases paternalism developed into deep affection for their men. Some issues derived from men's perspective are that they didn't respect their officers merely because they held the King's commission. Rather the soldier's respect had to be earned by the officer, who had to demonstrate a number of leadership qualities. Their view of the officer was largely determined by the way officer behaved towards him. Officers had to juggle two aspects of their duties. They had to be both militarily efficient and also protective of their men, and these two roles could sometimes conflict. Inevitably, the view could vary according to the circumstances. Strict disciplinarians were not necessarily unpopular, as they could also possess other qualities such as leadership of which the men approved. Probably the most important factor in determining a soldier's attitude to his officer was the extent to which he cared for the wellbeing of his men. Officers were expected by their men to set an example of courage. They expected their officers to behave in a fitting, gentlemanly manner when out of action. It is rare indeed to find a blanket condemnation of officers in soldiers memoirs, diaries or letters. Officers privileges were resented by some, mostly middle class rankers. These criticisms were fairly exceptional. They regarded the officer's battlefield role as important. They despised some for their deficiencies on parade, while admiring their imperturbability under fire. However, a paternal officer who genuinely cared about the welfare of troops under his command would be forgiven many sins of omission and commission by the ordinary soldier. However, the most important weakness of the officer-man relationship was that it created a culture of dependency. This reduced the scope for

independent thought or initiative among the men because men relied so heavily on their officers, although this tendency should not be exaggerated. The book is an excellent work on officer-man relationship although it is from a different era. Also aspect of interpersonal communication between officer and men have not been covered. (GD Sheffield, 2000)

Lieutenant Commander Yogesh Athawale in his article 'Challenges for Military Leaders of Future due to Changing Socio-economic Norms' in United Service Institution of India (Jan-Mar 2010) Journal highlighted that the winds of social, cultural and economic change are sweeping across the country, changing fortunes and altering destinies. A silent socio-economic revolution is on its way, bringing in its wake fundamental and enduring variations. It would be naïve for any organization to presume that it can remain unaffected by the turbulence that occurs during such profound changes. The military as an institution still inspires confidence and hope in civil society. To keep this trust, the Armed Forces need to reinvent and constantly review those ways that may have outlived their relevance. With the onerous responsibility of National Security, the Services must respond to the socio-economic challenges with elan and alacrity. In an environment where enemies of freedom and democracy recurrently undermine the peace and security of the country, reform and reinvention may well be the only options for the Armed Forces to retain their high standards of leadership. Common sense dictates that followers have to adapt to their leaders, particularly in the 'appointative' leadership pattern followed in services. However, this needs to be modified. The onus of changing and adapting now equally lies on the leader who has to calibrate his leadership style to new age recruits. This requires modern leaders to understand the aspirations of the new class of recruits

joining the military. Attitudinal changes are imperative in this regard (Athawale, 2010).

Maj Varun Pathak in article titled “Inculcate Healthy Relationship Between Officer – Men” in Magazine Salute (Feb-Mar 2014 edition) is well written to focus on traditions in battalion including grooming of young officer, young soldier and decline in officer-men relationship. The writer has highlighted the decline in basic officer ethos to include professional competence, stand to his words, honesty, etc. Also, he has identified the soldier problems at home not being solved by civil administration and the stress of uncertainty, when he goes for operations in night. He has also briefly identified the communication gap between officers and men. But, the reason identified for the gap is attributed to earlier soldiers mostly hailed from rural background, while officers came from higher strata and therefore subordination of soldiers to officers was not an issue. This can be one of the reasons, there are other reasons which lead to communication gap such as higher education level of soldiers, shortage of officers in units and over dependence on mobile communication. There is a need to study the subject further to identify the major reason for decline in interpersonal communication which has led to an adverse impact on officer-men relationship (Pathak, Mar 2014).

The article “Changing Socio-economic Norms and its Impact on Indian Armed Forces” by Mr Nitin Gokhale in Institute for Defence Studies and Analysis (IDSA) magazine, has brought out in detail the history of Indian Army in operations since Independence and the effects of changing socio-economic conditions on Armed Forces. He has also highlighted the increase in incidents of insubordination and suicide cases in last ten years. The reason attributed to these incidents are challenging environment of J&K, hostile media, civil administration not supportive in resolving soldier land issues and intake of officers from middle class. The recommendations in

article to meet above challenges do not seem to be adequate solutions. He has not brought out the decline in interpersonal communication between officer and men. This may be one of the main reasons for increase in cases of insubordination and suicide cases. There is a need to study and analyse in detail the officer-men relationship. (Gokhale, 2013).

Another article by Mr Nitin Gokhale on “Why is Officer Men Relationship Declining in the Army” in IDSA magazine has questioned the decline in officer-men relationship which seem to be breaking down. He has mentioned about recent incidents of indiscipline, physical scuffles and suicides in the Army. He has attributed it to a combination of various factors: erosion in the soldier’s status in the society, prolonged deployment in the monotonous and thankless counter-insurgency tasks, acute shortage of officers and easier communication between families and soldiers. He has mentioned various issues which are source of worry for soldiers which includes problems back home, tensions within the family, rising aspirations, lack of good pay and allowances and falling standards of supervision from some officers. He has mainly recommended posting more officers in the units to resolve these issues. No mention has been made about the interpersonal communication between officers and men. (Gokhale, 2012).

Perry, Chondra (2010) in her article ‘Social Media and the Army’ in Military Review, Marc-April 2010 says that the US Department of Defense has recently relaxed its controls on certain social networking sites such as You Tube and MySpace, though commanders can still restrict access due to security concerns or bandwidth limitations. Military leaders are recognizing the importance of social media and taking steps to incorporate changes into their organizational cultures. This is partly due to the sheer number of users in the military community who are using social networking as a

conduit to stay connected and tell their story. Facebook, a social networking site has more than 250 million users with more than 120 million of them logging on at least once in a day. She says that military leaders must consider the following three basic social media considerations. Presence – If you are not there to communicate your message, someone else will do it for you. Relevance – A presence in social media is necessary but not sufficient. The medium requires content that adds value. Explore the platform and develop a communications strategy. Finally, Prominence – As you develop your social media presence, consider how prominent you want to be and tailor your profile and participation accordingly. She also describes some social media strategies. Think about each platform before you decide to establish a profile and ensure it meets the needs of your organisation. Without proper training, personnel can inadvertently release sensitive information on social networking sites. It is also important for soldiers to make sure their family members understand the importance of operations security and what they can and what they can't post. (Perry, 2010)

CHAPTER III: RESEARCH METHODOLOGY

Statement of The Problem

Officer – men relationship is a vast subject in itself and further encompassing the Armed Forces even increases its scope. The scope has been limited to Officers below rank of Colonel leading the basic combat unit of Indian Army and has been chosen to the area of Study. The officer – men relationship is affected by a plethora of factors to include the major one being dependence on mobile phone for communication, Work Family conflict, Work related problems and inter personal communication issues in an organisation. Sub factors include social media, education level, adoption of nuclear family system, career related aspects, leadership and inter personal relations and other socio – economic issues.

All factors of officer – men relationship are linked to time and event management in order to prioritise short and long term aspirations of new generation soldiers and officers and the formative initial five years are crucial for their grooming in the Organisation. This time and organisational level if addressed pragmatically will pay rich dividend as they are the main stay in terms of quantitative duration. Enhancing the qualitative aspects will contribute to the future military leadership. It is seen that very young officers are commanding the company. Even at the battalion headquarters, one officer is doing the duty of two or even three officers. It leaves no time with the officers to interact with the men. The shortage of officers is a big factor contributing to the increase in gap between soldiers and officers, thus men are neither able to share their problems with officers nor able to find a solution for their problems thereby increasing stress in them.

There is a problem of communication gap which is plaguing the Army today, this may lead to clashes in the regiments. Earlier, soldiers mostly hailed from rural

background, while officers came from higher strata and therefore subordination of soldiers to officers was not an issue. But things have changed now. There is a feeling that more personal interactions between officers and soldiers are required for a better bonding. But the right amount of supervision is next to impossible leading to communication gaps between officers and soldiers, and hence provoking men to take harsh actions. Hence, there is a need to examine the present officer – men relationship state arising out of aspirations of our new generation soldiers and officers in order to postulate a pragmatic methodology to built a strong officer – men relationship to meet the present day and the future challenges (Pathak, Mar 2014). For this most common major impediment factor has to be identified and corrective measures taken.

Research Objectives.

The research will study the human and organizational aspects related to officer-men relationship and interpersonal communication. It will have the following objectives:-

- a. To identify the components of interpersonal communication and officer-men relationship in Indian Army.
- b. To study the Officers and men's perception towards ways of communication and interpersonal relationship among each other.
- c. To study the extent of use and impact of smart phone and social media among men and officers for communication.
- d. To study the impact of environmental aspects on Officer-Men relationship.
- e. To recommend way ahead for strengthening the officer-men relationship in Indian Army.

Research Design.

a. The research is planned to be descriptive as well as causal. The type of research design is cross-sectional design with quantitative data collected through interview schedule from sample of the population.

b. **Sampling Design.** The details of the population and sample for the research are given below:-

i. **Population.** The study population are officers, JCOs and Soldiers from Combat Units of the Indian Army.

ii. **Sample.** Purposive sampling was used to draw sample of officers and men from various combat units in Western Command located at Delhi, Chandigarh and Ambala. The sample correspondents are categorized based on rank, service, experience, educational qualification and marital status. Respondents were selected from nine combat units of Infantry, Artillery and Army Air Defence. The following sample was drawn:-

Table 1: Distribution of Respondents

Category	Numbers Posted	Number of Respondents per unit	Number of units	Total Respondents
Colonel	1	1	9	5
Officers Captain to Lieutenant Colonel	12	6	9	56
JCOs	40	10	9	93
Other Ranks / Men	400 to 750	45	9	380
Total				534

Research Questions.

The following questions are considered:-

- a. What is the type of usage of mobile phone by men including for communication with officers?
- b. What is the type of usage of social media by men including for communication with officers?
- c. Is knowing officers and men's psychology related to interpersonal communication between them?
- d. Is the officer-men bonding impacted by poor interpersonal communications?
- e. Is the officer – men interpersonal communication and bonding impacted by mobile phone and social media?

Research Problem.

Although some research does exist which has examined the officer-men relationship and the reasons and measures. The reasons attributed for the decline are socio-economic changes, urbanization and use of social media. But there exists the gap in knowledge as to how interpersonal communication between officers and men has impacted the officer-men relationship in combat units. Also, there is no empirical study on how the dependency on mobile phone and higher education level of soldiers is creating a wide gap in relationship. The focus is on how the interpersonal communication has impacted officer-men relationship and the effect of smart phones and social media on both these components, which in turn affects the man management issues in Units.

Limitations.

The various limitations for conducting the research are as under:-

- a. The time available for the research is limited.
- b. It is not possible to get replies to interview schedule from a wider respondent base in diverse locations in the Army during the duration of the course.
- c. The collected data is from selected units of combat units in Western Theatre of Indian Army, which may not reflect the status of all units of Indian Army.

Methods of Data Collection and Data Analysis.

The research was carried out by collection of data/material from the population and the open domain as per details given below. Informal inputs from subject matter experts were also taken to understand their perspective on the subject. The data collection was planned as under:-

- (a) **Primary Data.** The main source of primary data of the research was by means of a 'Interview schedule' (separate for officers and men) designed comprehensively to obtain inputs from the environment on the various constructs as listed above and proposed to be measured. Informal interviews/interaction with subject matter experts was also undertaken. The pilot interview schedule for officers and men was prepared and given to 21 officers and 35 men including respondents with experience and background knowledge on the subject. The interview schedule was modified based on feedback.
- (b) **Secondary Data.** Published books on related topics in the Library, magazines, newsletters, journals & relevant internet sites were also

studied to understand the subject better, interpret results and to formulate suitable recommendations for implementation.

Sampling Design.

The details of the Population and sample for the research are given below:-

(a) **Population.** The study population was primarily the officers, JCOs and Soldiers from the Army.

(b) **Sample.** A suitable interview schedule was designed to draw out relevant data by obtaining the inputs from participant officers and all ranks from a combat unit.

(i) **Rank.** Sepoy / NCO / JCO / Capt / Maj / Lt Col / Col.

(ii) **Experience.** 1- 10 yrs, 10 – 20 yrs and 20 – 30 yrs.

(iii) **Marital Status.** Married, Unmarried, divorced and separated.

(iv) **Education Qualification.** 10th, 12th, Graduate, Post Graduate.

CHAPTER IV: DATA ANALYSIS

Data Analysis.

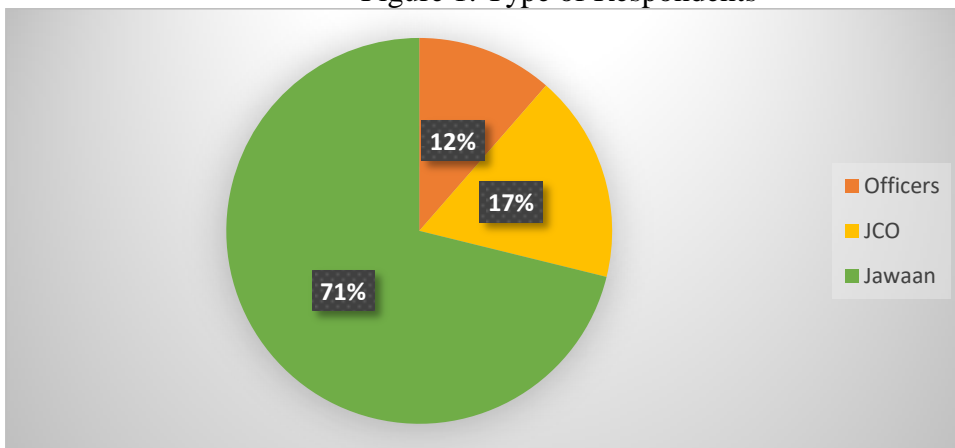
Quantitative analysis was carried out with the use of mainly various parametric tests performed as per objectives of the research.

Interview schedule.

The interview schedule comprised of total 53 statements for officers and 54 statements for men, the statements were designed to measure the attitude (affective, behaviour and cognitive components) of respondents towards various measures/indicators. A copy of the interview schedule is attached at Appendix A. A total of 534 responses to the interview schedule were received. The data obtained for analysis from SPSS and inference is given in succeeding paragraphs.

As per the nature of data appropriate statistical analysis of the responses was carried out. The analysis for selected statements of interview schedule is given at subsequent paras.

Figure 1: Type of Respondents



N = 534

Of the 534 respondents, there were 12% officers, 17% JCOs and 71% jawaans.

Table 2: Service in Years*Rank of Men Crosstabulation

Service in Years	Sepoy	NCO	JCO	Total
1-8	75.3%	24.7%	0.0%	93
8-16	40.7%	58.0%	1.3%	150
>16	2.6%	57.8%	39.6%	230
Total	29.0%	51.4%	19.7%	473

Out of 473 men, 29% were sepoy, 51.4% NCOs and 19.7% JCOs. Sepoys comprised 75.3% of men below 8 years service, while NCOs comprised 58% of men between 8 and 16 years of service. For men with more than 16 years service, there were 57.8% NCOs and 39.6% JCOs.

Table 3: Service in Years*Rank of Officers Crosstabulation

Service	Captain / Lieutenant	Major	Lieutenant Colonel	Colonel	Total
1-8 yrs	78.6%	21.4%	0.0%	0.0%	28
8-16 yrs	0.0%	61.9%	38.1%	0.0%	21
> 16 yrs	16.7%	0.0%	41.7%	41.7%	12
Total	39.3%	31.1%	21.3%	8.2%	61

Out of 61 officers, 39.3% were Captain/ Lieutenant, 31.3% Majors, 21.3% Lieutenant Colonels and 8.2% Colonels. In 1 to 8 years service bracket, 78.6% were Captain/ Lieutenant, in 8 to 16 years 61.9% Majors and above 16 years service 41.7% Lieutenant Colonel and Colonel each.

Table 4: Officer Respondents Rank Distribution

Rank	Percent
Captain / Lieutenant	39.3%
Major	31.1%
Lieutenant Colonel	21.3%
Colonel	8.2%
Total	61

Out of 61 officers, 39.3% were Captain/ Lieutenant, 31.3% Majors, 21.3% Lieutenant Colonels and 8.2% Colonels.

Table 5: Respondents Marital Status Distribution

Marital Status	Officers	Men
Married	63.9%	84.4%
Single	34.4%	15.2%
Divorced	1.6%	0.2%
Separated	0.0%	0.2%
Total	61	473

Of 61 officers, 63.9% are married and 34.4% are single. Of 473 men, 84.4% are married and 15.2% are single.

Table 6: Respondents Regiment / Battalion Distribution

Type of Unit	Men	Officers
AD Regt	73.8%	78.7%
Medium Regt	8.2%	4.9%
Infantry Battalion	12.1%	9.8%
AD Workshop	5.9%	6.6%
Total	473	61

Approx 75% respondent officers and men are from AD Regiments, 8% from Medium Artillery Regiment, 12% from Infantry Battalion and 6% from AD Workshop.

Table 7: Leave sanctioning authority for men

Leave of men sanctioned by	Reported by Men	Reported by Officers
JCO	13.1%	18.0%
Officer Below Commanding Officer	56.4%	45.9%
Commanding Officer	25.2%	32.8%
None of the Above	4.0%	3.3%
Didn't reply	1.3%	0.0%
Total	473	61

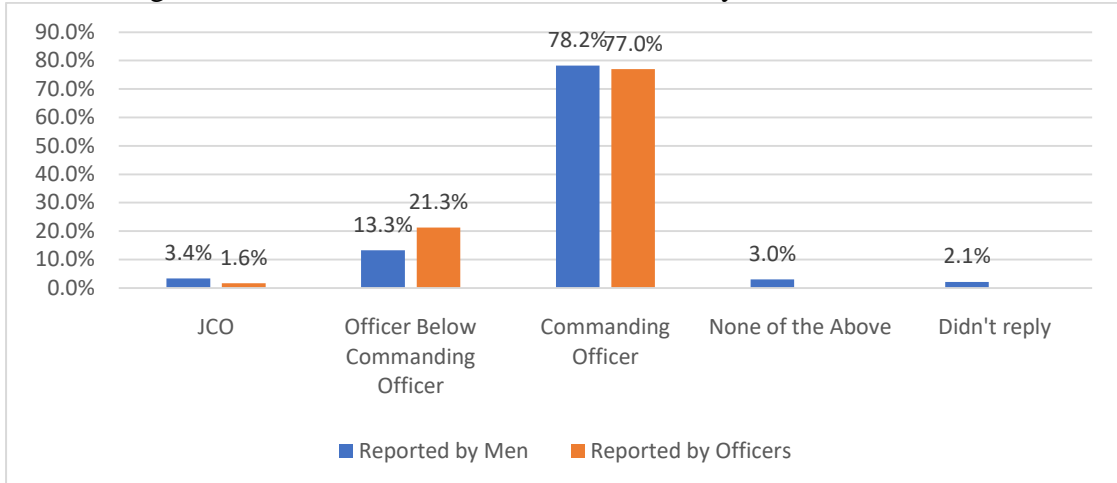
It is observed from data analysis that as per officers leave of 45.9% of the men is sanctioned by officers, while as per men this figure is 56.4%. Also, as per officers, leave of 32.8% of men is sanctioned by Commanding officer, while as per men this figure is 25.2%. It is indicative that leave of the majority of men is sanctioned by officers. This provides men with an opportunity to report their problems to officers. Considering that men generally go on leave three to four times a year, therefore, this gives adequate opportunity for interaction between officers and men.

Table 8: Level of Interview of men

Men are interviewed before they go on leave by	Reported by Men Percent	Reported by Officers Percent
JCO	5.7%	4.9%
Officer Below Commanding Officer	12.1%	41.0%
Commanding Officer	78.6%	54.1%
None of the Above	2.1%	0.0%
Didn't reply	1.5%	0.0%
Total	473	61

It is observed that as per officers, 54.1% of men are interviewed by Commanding officer before they proceed on leave, while as per men this figure is 78.6%. Also, as per officers 41.0 % of the men are interviewed by officers before they go on leave, while as per men this figure is 12.1%. It is indicative that the majority of men are interviewed by Commanding Officer before they proceed on leave. This provides men with an opportunity to report their problems to officers. Considering that men generally go on leave three to four times a year. Therefore, this gives opportunity for interaction between officers and men.

Figure 2: Level of Interview of Men After They Return From Leave



N = 61 Officers; 473 Men

It is observed from data analysis that as per officers, 77.0% of men are interviewed by Commanding officer after they come back from leave, while as per men this figure is 78.2%. Also, as per officers 21.3% of the men are interviewed by officers after they come back from leave, while as per men this figure is 13.3%. It is indicative that the majority of men are interviewed by Commanding Officer after they come back from leave. This provides men with an opportunity to report their problems after they come back from leave to officers. Considering that men generally go on leave three to four times a year. Therefore, this gives adequate opportunity for interaction between officers and men.

Table 9: Time Frequency of formal interview of men by officers

Frequency of men formally interviewed by Officer	Reported by Men Percent	Reported by Officers Percent
Weekly	22.8%	4.9%
Fortnightly	7.0%	19.7%
Monthly	39.3%	49.2%
Quarterly	16.9%	13.1%
Six Monthly	8.2%	4.9%
Didn't reply	5.7%	8.2%
Total	473	61

It is observed from data analysis that as per officers, 49.2% of men are interviewed once in a month by officers formally other than when they go or come back from leave, while as per men this figure is 39.3%. Also, as per officers 19.7% of the men are interviewed once in a fortnight by officers formally other than when they go or come back from leave, while as per men this figure is 7.0%. It is indicative that the majority of men are interviewed formally by Officers once in a month. Therefore, this gives ample opportunities for interaction between officers and men.

Table 10: Suggested frequency for formal interview of men

Suggested frequency for formal interview of men	Recommended by Men	Suggested by Officers
Weekly	16.1%	11.5%
Fortnightly	5.3%	19.7%
Monthly	47.1%	45.9%
Quarterly	19.7%	13.1%
Six Monthly	6.3%	6.6%
Didn't reply	5.5%	3.3%
Total	473	61

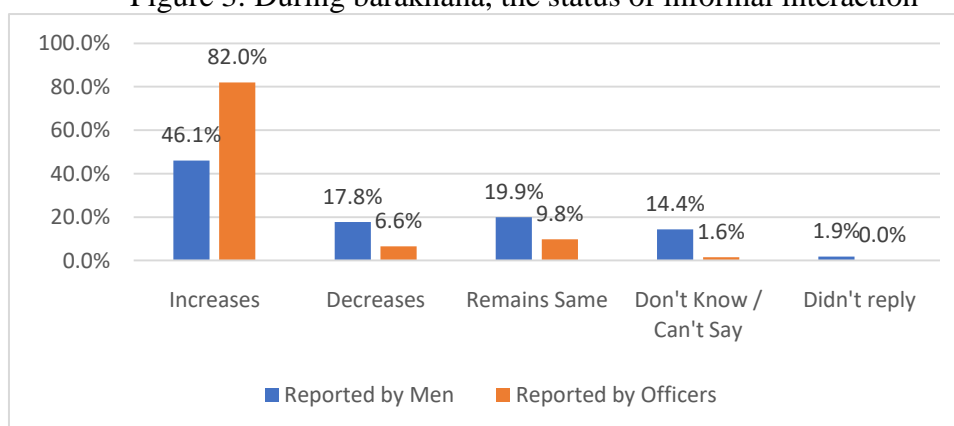
It is observed from data analysis that 45.9% of officers feel that men should be interviewed once in a month by officers formally other than when they go or come back from leave, while as per men this figure is 47.1%. Also, 19.7% of officers feel that men should be interviewed once in a fortnight by officers formally other than when they go or come back from leave, while as per men this figure is 5.3%. It is indicative that the majority of officers and men feel that frequency of formal interview of men by officers should be once in a month. This is also in consonance with current practice as indicated in previous statement. Also, it indicates importance of formal interview for interpersonal relationship.

Table 11: Approximate time for which officers have singly interacted with each or most of men under their command in last six months

Interaction (time) of Officer with Men in Last Six Months	Percent
One to thirty hours (upto approximately ten minutes per day)	39.3%
Thirty one to sixty hours	21.3%
Sixty one to ninety hours	21.3%
Ninety hours to one twenty hours	8.2%
Above one twenty one hours	9.8%
Total	61

It is observed from data analysis that 39.3% of the officer respondents of the sample said that approximately for ten minutes per day they have singly interacted with each or most of men under their command in last six months, 21.3% did it for twenty minutes per day and 21.3% for thirty minutes per day. It is indicative that the majority of officers have interacted adequately for ten to thirty minutes on an average per day with men under their command.

Figure 3: During barakhana, the status of informal interaction



N = 61 Officers; 473 men

It is observed from data analysis that 82.0% of the officers and 46.1% of the men said that during barakhana, the informal interaction between officers and men increases, while 9.8% of officers and 19.9% of men have said that there is no

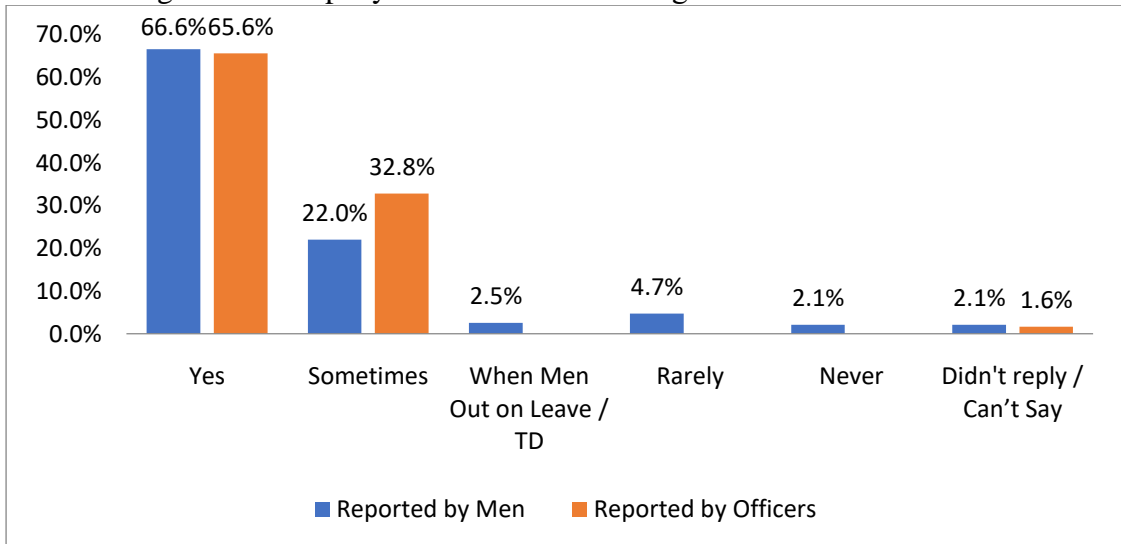
connection. It is indicative that the majority of the respondents are more inclined towards the increase of interaction between officers and men during badakhana. This indicates that the frequency of badakhanas may be increased for increased interaction.

Table 12: Officers familiarity with men under their command

Officers familiarity with man under their command	Percent
All of them	32.8%
Most of Them	62.3%
Some of Them	4.9%
Total	61

It is observed from data analysis that 32.8 % of the officers of the sample have said that they are completely familiar with each man under their command (recognise by name, face, hometown, domestic issues, etc), while 62.3% of them have said that they are completely familiar with most of them. It is indicative that the most of the officers are not completely familiar with all men under their command. Knowing the men is first step towards a good interpersonal relationship between officers and men.

Figure 4: Company Commander knowledge of men’s entitlements

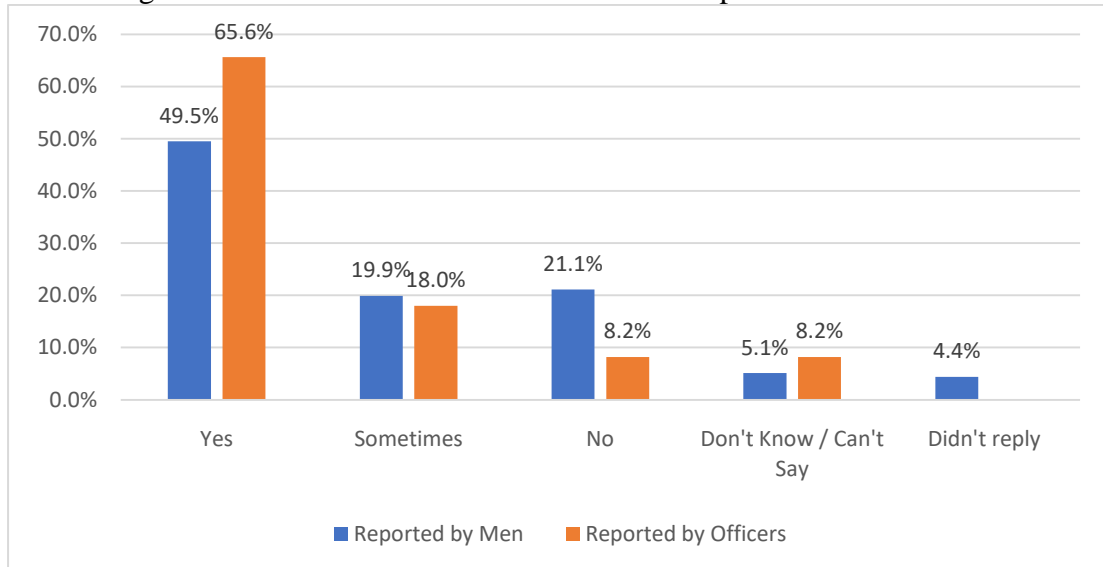


N = 61 Officers and 473 Men

It is observed from data analysis that 65.6% of officers have said that they are fully aware of men’s entitlements – pay and allowances, clothing, rations, leave, etc, while

66.6% of men have said the same. Also, 32.8% of officers have said that they are somewhat aware of men's entitlements – pay and allowances, clothing, rations, leave, etc, while 22.0% of men have said the same. It is indicative that the majority of the officers are aware of men's entitlements. This implies that officers take more than adequate interest in welfare of their men.

Figure 5: Comfort zone of men to discuss their problems with officers



N = 61 Officers and 473 men

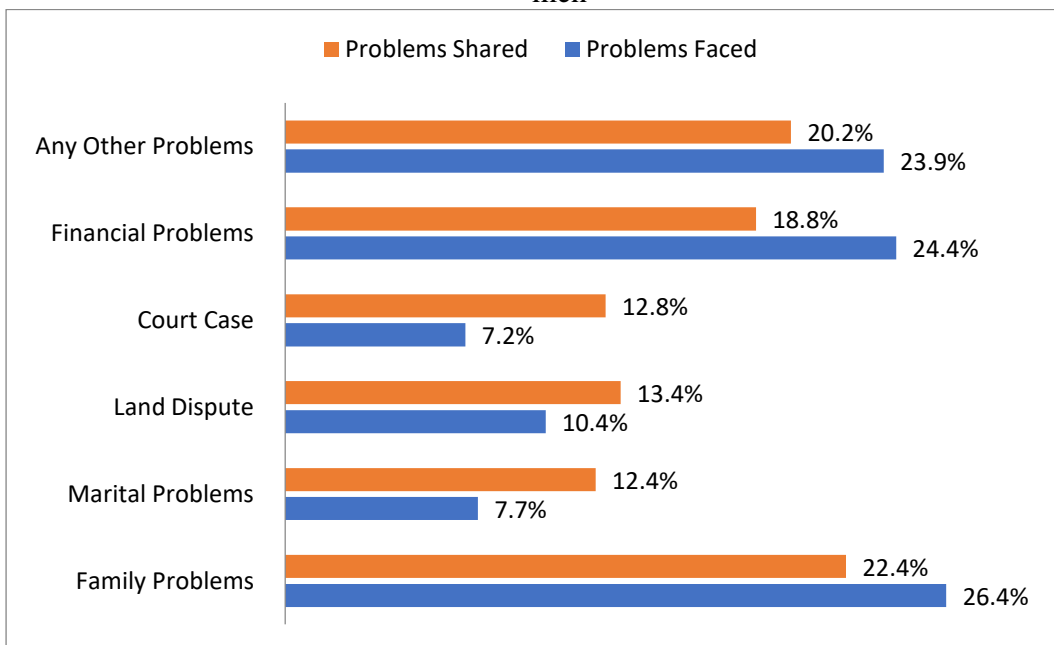
It is observed from data analysis that as per officers, 65.6% of men feel comfortable talking their problems with officers, while for men it is 49.5%. Also, as per officers, sometimes, 18% of men feel comfortable talking with officers, while for men it is 19.9%. One important aspect is that as per men, 21.1% of men don't feel comfortable talking their problems with officers, while for officers it is 8.2%. This is not a healthy trend. It is indicative that the majority of men feel comfortable talking their problems with officers.

Table 13: Perception of men that officers will take interest in their problems

Perception of men that officers will take interest in solving their problems	Percent
Always	58.6%
Sometimes	30.2%
Rarely	7.2%
Never	2.1%
Didn't reply	1.9%
Total	473

It is observed from data analysis that 58.6% of the men feel that their officer will take interest in solving their problems and 30.2% feel that officers will sometimes take interest in their problems. It is indicative that the majority of men feel that their officers will take interest in solving their problems. This is a very positive aspect of interpersonal relationship between officers and men and indicates trust of men in their officers.

Figure 6: Personal problems faced by men and that they shared with officers as per men

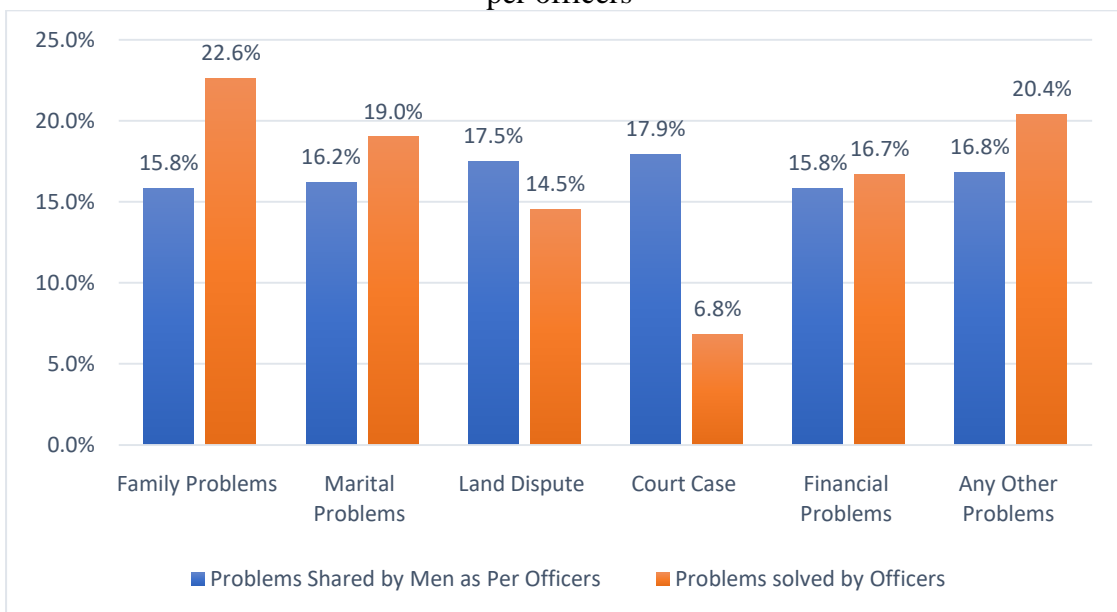


Number of responses men facing problems - 402

Number of responses men have shared their problems with officers - 655

It is observed from data analysis of men's perspective that 26.4% of the respondents of the sample face family problems 24.4% face financial problems and 23.9% face miscellaneous problems. 22.4% of men have shared their family problems with officers, 20.2% have shared miscellaneous problems while, 18.8% have shared financial problems. It is indicative that the men have adequate trust in officers and share an open relationship to share their personal problems with officers.

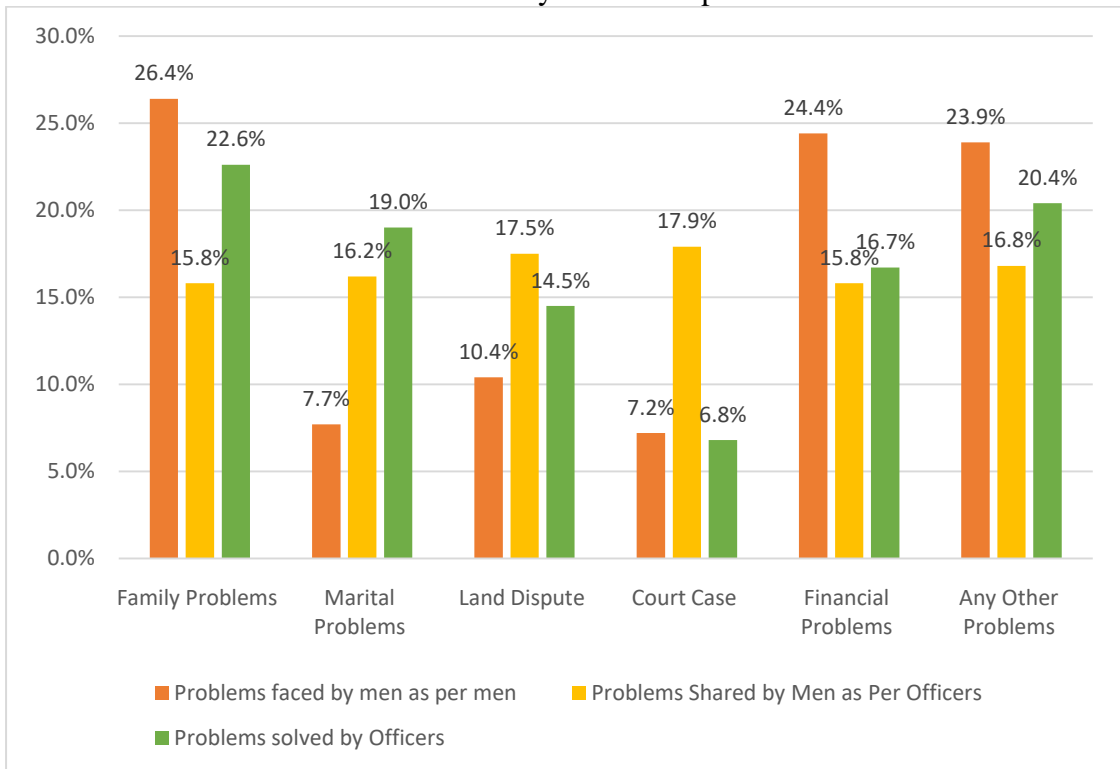
Figure 7: Personal problems shared by men with officers and that they have solved as per officers



Number of responses for Personal Problems Shared by men with Officers and solved by them as per officers – 291

It is observed from data analysis that officers have said that main personal problems shared by the men under their command are court case and land dispute. The main problems they have solved are family problems and other problems. They have been less successful in court cases due to courts being out of Army jurisdiction.

Figure 8: Personal problems faced by men as per men and that they have shared with officers and solved by officers as per officers



Number of responses

Personal Problems faced by men as per men - 402

Personal Problems shared by men with officers as per officers – 291

Personal Problems solved by officers as per officers – 291

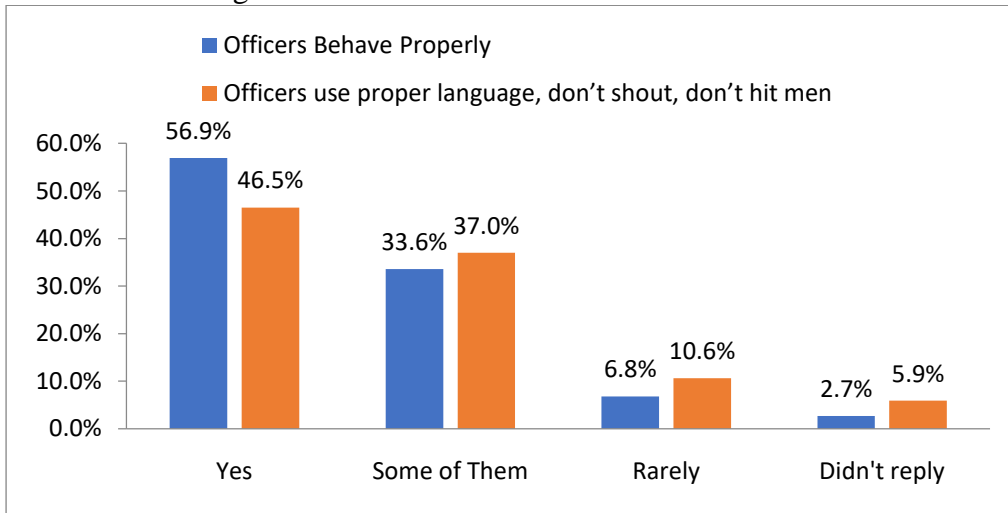
Main problems faced by men as per men are Family and Financial problems. Main problems shared by men as per officers are land dispute and court cases. Main problems solved by officers as per officers are Family and marital problems.

Table 14: Approachability of officers to men to discuss their problems

Approachability of officers to men to discuss their problems	Percent
Sometimes	47.1%
Yes Always	35.1%
No	11.6%
Don't Know / Can't Say	3.2%
Didn't reply	3.0%
Total	473

It is observed from data analysis that 35.1% of men have said that they are able to approach officers to discuss their problems. 47.1% of men have said that they are sometimes able to approach officers to discuss their problems. It is indicative that majority of men are able to approach officers to discuss their problems.

Figure 9: Men’s view on officer’s behaviour with them



N = 473 men

It is observed from data analysis that 56.9% of men have said that all officers behave properly with men and 46.5% have said that all officers use proper language, don't shout at them or hit them. 33.6% of men have said that some officers behave properly with men and 37% have said that some officers use proper language, don't shout at them or hit them. It is indicative that majority of the officers behave properly and use proper language, don't shout at men or hit them and indicates a very important positive aspect of officer man relationship.

Table 15: Respect of men as an individual by officers

Officers respect men as individual	Percent
Always	50.7%
Sometimes	37.0%
Rarely	8.7%
Didn't reply	3.6%
Total	473

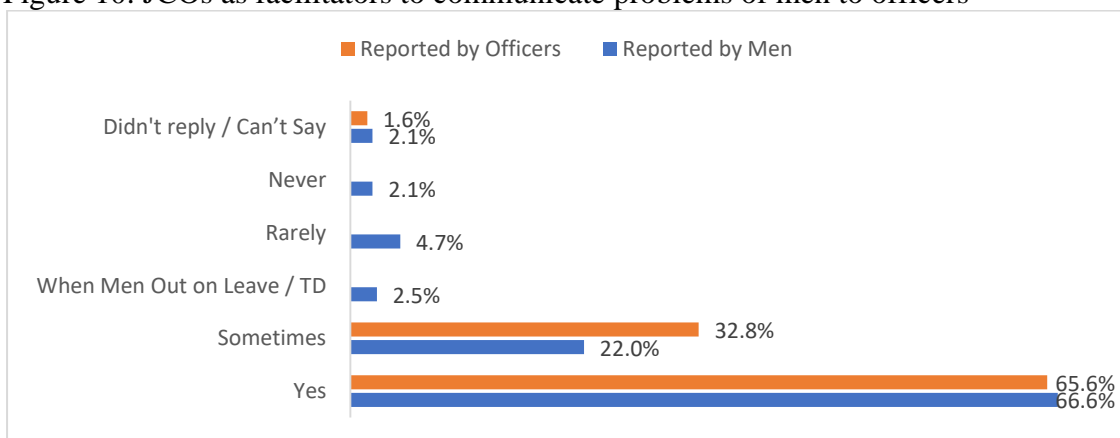
It is observed from data analysis that 50.7% of men have said that officers respect men as individual, while 37% of men said that sometimes officers respected men as individual. It is indicative that majority of men feel that officers respect men as individual.

Table 16: Men’s perspective on whether officers like to get involved

Officers like to get involved in personal problems of men	Percent
Yes	41.4%
Sometimes	30.4%
Rarely	6.6%
Never	12.9%
Don't Know / Can't Say	6.6%
Didn't reply	2.1%
Total	473

It is observed from data analysis that 41.4% of the respondents of the sample have said that their officers like to get involved in personal problems of officers, while 30.4% have said that sometimes officers like to get involved in personal problems of men. It is indicative that the in perception of men, majority of officers like to get involved in personal problems indicating good interpersonal relationship between officers and men.

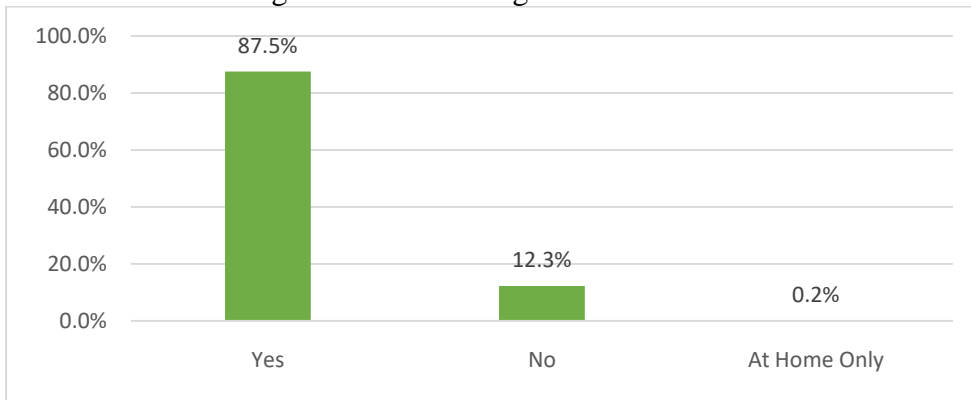
Figure 10: JCOs as facilitators to communicate problems of men to officers



N = 61 Officers; 473 men

It is observed from data analysis that 65.6% of officers have said that JCOs help men to communicate problems of men to officers, while 66.6% of men have said the same. Also, 32.8% of officers have said that sometimes JCOs help men to communicate problems of men to officers, while 22.0% of men have said the same. It is indicative that the JCOs act as an important link between Officers and men and are performing their duties as expected.

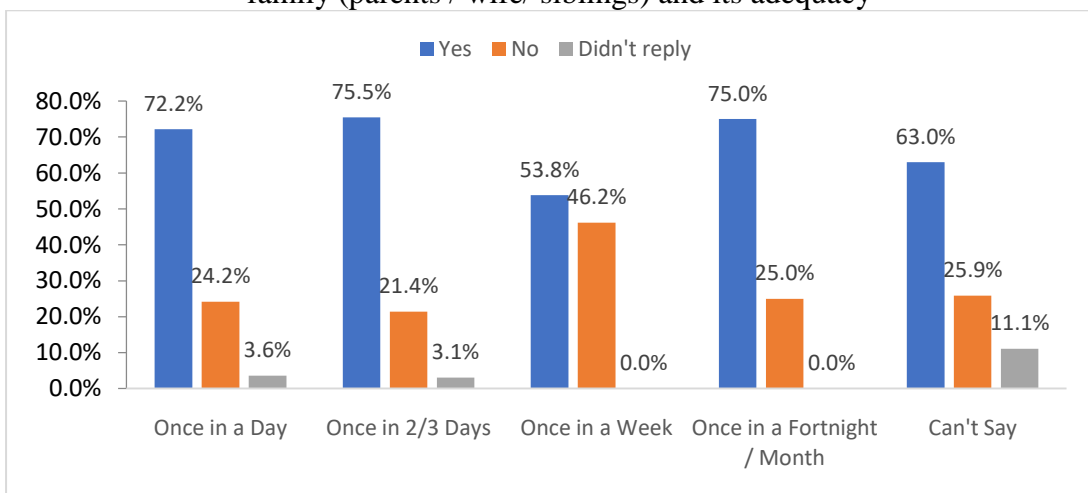
Figure 11: Men Using Smart Phone with Internet



N = 473 men (JCOs / OR)

87.5% of the respondents of the sample of men have smart phone with internet connection. It is indicative that the respondents are extensive users of smart phone and internet.

Figure 12: Frequency (number of times) men like to talk on mobile phone with their family (parents / wife/ siblings) and its adequacy

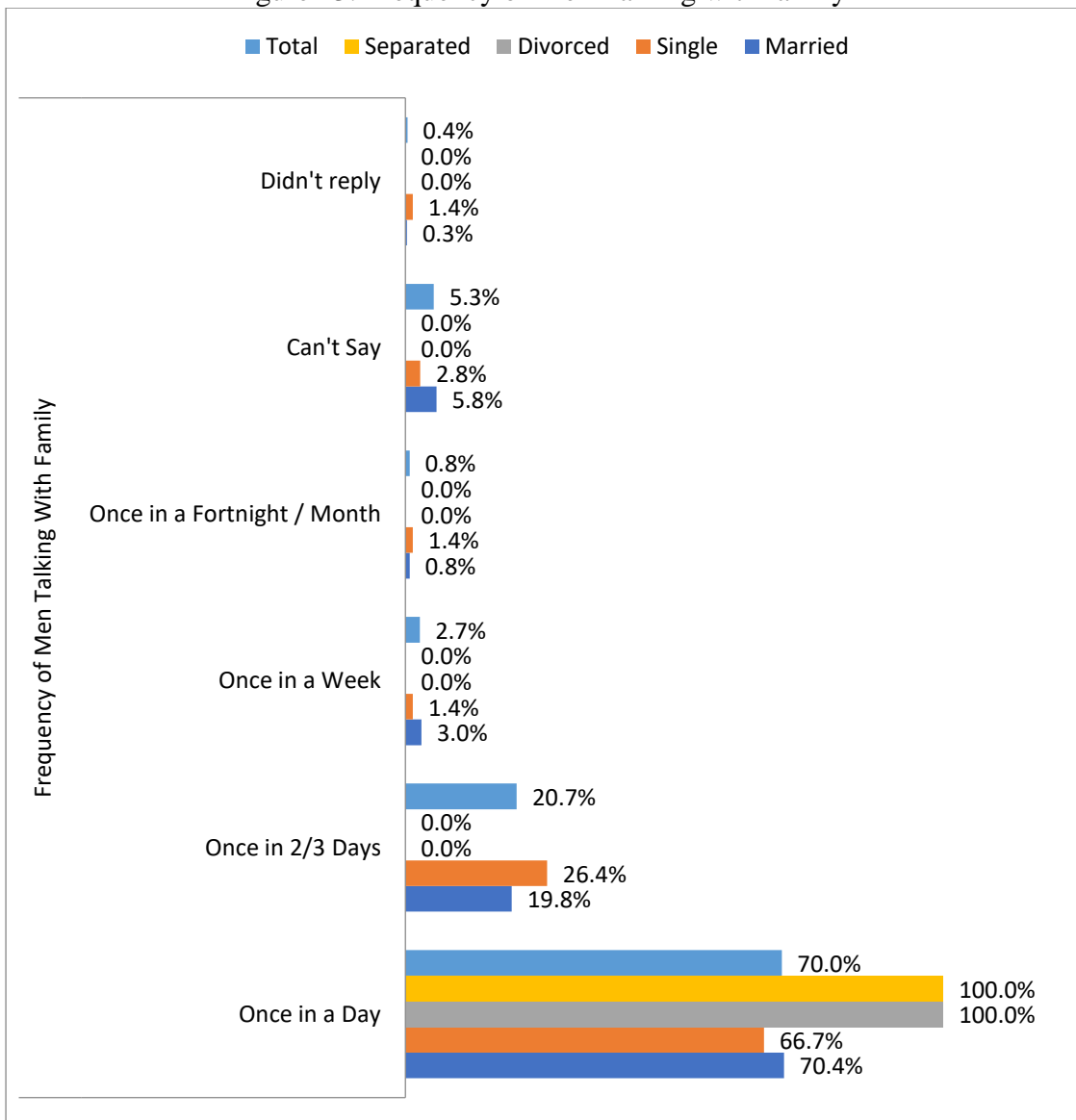


Number of respondents

Once in a Day - 331; Once in 2/3 Days - 98; Once in a Week - 13; Once in a Fortnight / Month - 4; Can't Say - 27; Total - 473

Majority approx. 70% of the respondents of the sample of men (473) talk with their family members once in a day and 20.7% do it once in 2 / 3 days. Also, 71.9% of them find the frequency of talking with their family on mobile phone adequate. It is indicative that the respondents are almost daily users of mobile phone for talking with their families and they find it adequate.

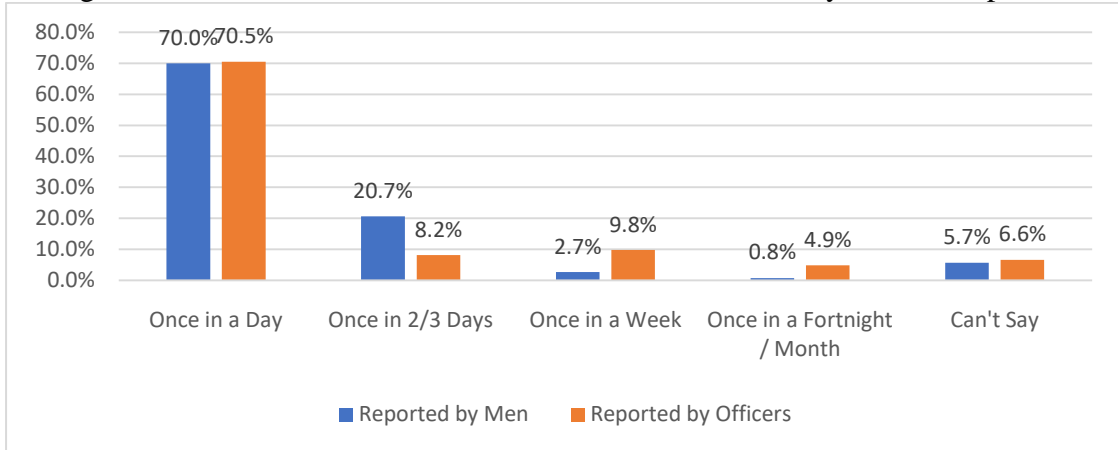
Figure 13: Frequency of Men Talking with family



N = Married – 399; Single – 72; Divorced – 1; Separated – 1; Total - 473

Majority approx. 70% of the respondents of the sample of married and single men (473) talk with their family members once in a day and 20% do it once in 2 / 3 days.

Figure 14: Number of times men like to talk with their family on mobile phone



N = 61 Officers; 473 men

It is observed from data analysis that officers of the sample have said that 70.5% of men talk with their family on mobile phone once in a day which matches with the 70% of men who have said that they talk to their family on mobile phone once in a day. It is indicative that the officers are aware about the men on this aspect.

Table 17: Average daily talk time on mobile phone of men with their family

Average Daily Talk Time of Men on Mobile Phone with their families	Percent
Less than or equal to half hour	90.3%
Half hour to one hour	8.2%
One hour to one & half hours	0.2%
One & half hours to two hours	0.6%
More than two hours	0.6%
Total	473

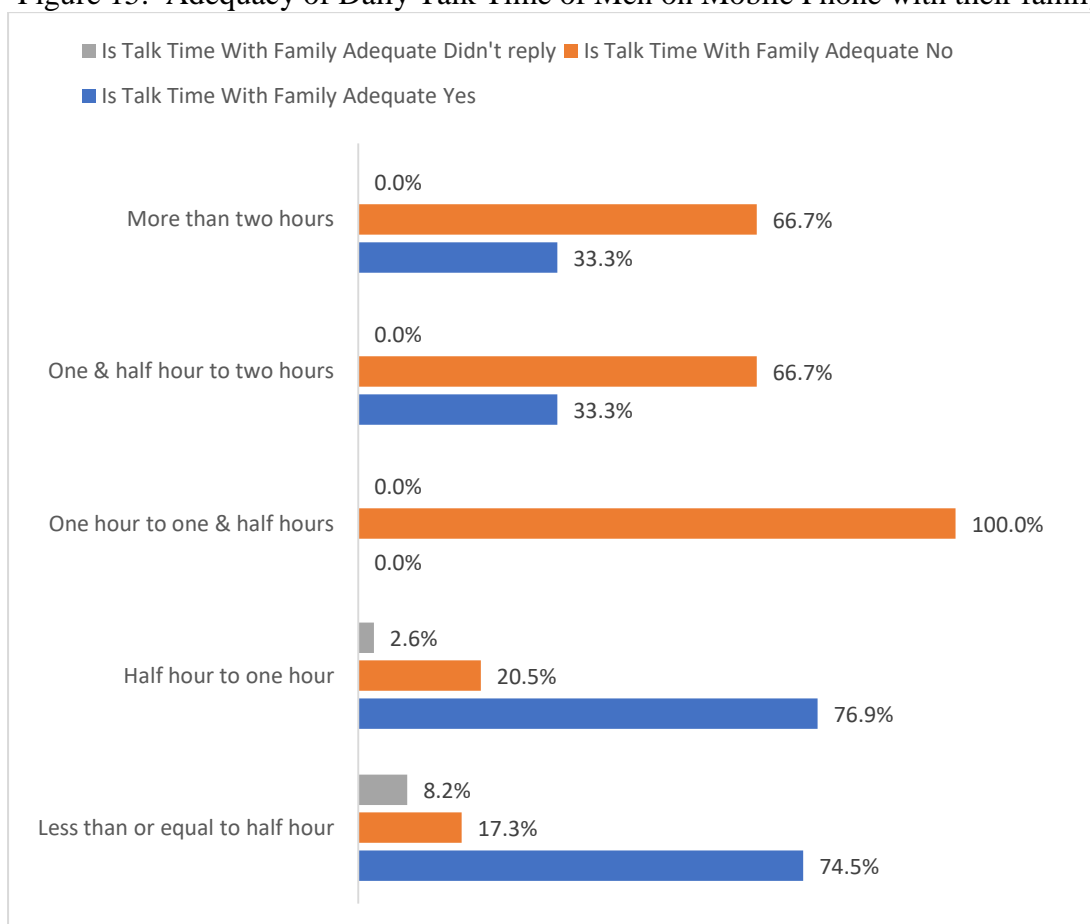
It is observed from data that approx. 90.3% of the respondents of the sample of men (473) talk for up to half hour daily and 8.2% talk from half an hour to up to one hour. It is indicative that the majority of the respondents talk with their families on mobile upto half an hour.

Table 18: Adequacy of daily talk time on mobile phone of men with their family

Is Daily Talk Time on mobile of men with families Adequate	Percent
Yes	74.0%
No	18.4%
Didn't reply	7.6%
Total	473

Majority 74% of men find the daily talk time on mobile phone with their family adequate.

Figure 15: Adequacy of Daily Talk Time of Men on Mobile Phone with their family



Number of responses

Less than or equal to half hour – 427; Half hour to one hour – 39; One hour to one & half hours – 1; One & half hour to two hours – 3; More than two hours – 3

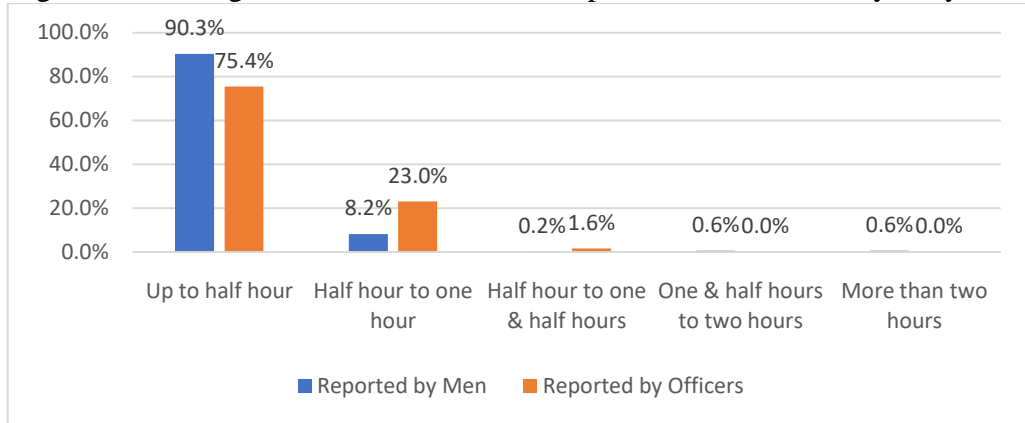
More than 75% of men talking with their family on mobile phone daily upto 30 minutes and one hour find it adequate.

Table 19: Required daily talk time on mobile phone of men with their family

Required Daily Talk Time on Mobile Phone	Percent
Less than or equal to half hour	91.1%
Half hour to one hour	7.2%
One hour to one & half hours	0.6%
One & half hours to two hours	0.8%
More than two hours	0.2%
Total	473

91.1% of them want to talk to their family on mobile phone for up to half an hour.

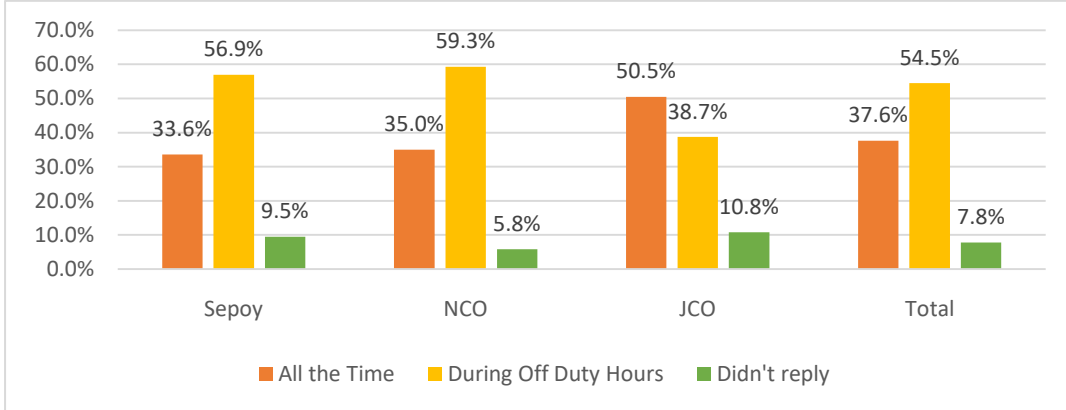
Figure 16: Average time men talk on mobile phone with their family daily



N = 61 Officers and 473 men

It is observed from data analysis that 75.4% of the officers of the sample have said that on an average while in unit for their men talk with their family (wife/parents/siblings/friends) daily for upto half an hour, while 23.0% have said that they talk for half an hour to one hour. This is broadly in agreement with men, 90.3% men have said that they talk with their family on mobile phone for upto half an hour and 8.2% have said that they talk between half an hour to one hour. It is indicative that the officers are aware about the men on this aspect.

Figure 17: Rank*Time when Men keep their mobile phone with them cross tabulation



Number of responses

Sepoy - 137; NCO- 243; JCO - 93; Total - 473

Majority of JCOs keep their mobile phone with them all the time due to nature of their duty or responsibility and requirement of being in communication all the time. One third of NCOs and sepoy also keep their mobile phone with them all the time due to nature of their duty or responsibility of appointment they are holding.

Table 20: Marital Status of men *Mobile Phone with men crosstabulation

Marital Status	Mobile Phone With Men			
	All the Time	During Off Duty Hours	Didn't reply	Total
Married	38.6%	53.6%	7.8%	399
Single	31.9%	59.7%	8.3%	72
Divorced	0.0%	100.0%	0.0%	1
Separated	100.0%	0.0%	0.0%	1
Total	37.6%	54.5%	7.8%	473

Approx. 37.6% of the respondents of the sample of men (473) keep their mobile phone with them all the time, while 54.5% of them keep it with them only in off duty hours. 50% of the JCOs keep their phone with them all the time. This is probably due to JCOs being in supervisory appointment and need for them to be in communication with officers more often. Also, in the case of married men, percentage of men keeping phone with them is 38.6%. It is indicative that there are restrictions on men to keep their phones with them all the time. Majority of married and single men keep their

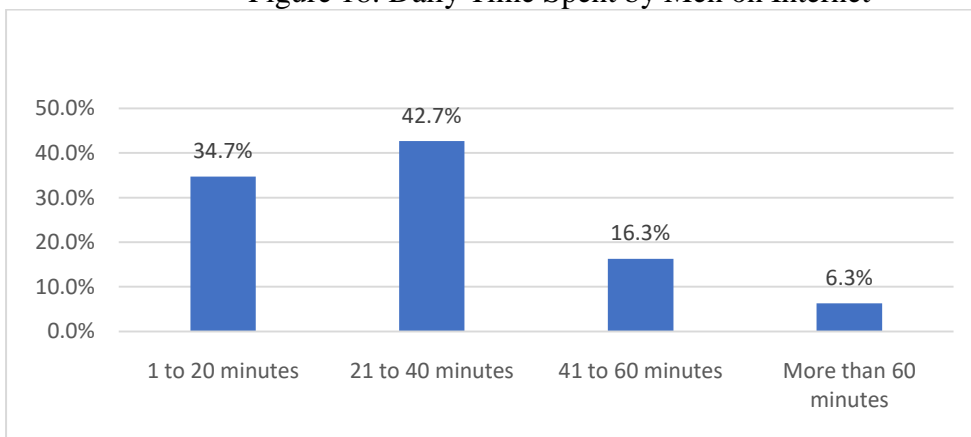
mobile phone with them only in off duty hours indicating that marital status doesn't impact keeping mobile phone with them. This indicates that mobile phone is kept with men all the time based on requirement of particular appointment they are holding for official duties and not due to being in communication with their family all the time.

Table 21: Men having smart phone with internet*Men playing games on internet cross tabulation

Men having Mobile Phone With Internet	Men playing Games on Internet			
	Yes	No	Didn't Reply	Total
Yes	11.4%	84.8%	3.9%	414
No	5.2%	94.8%	0.0%	58
At Home Only	0.0%	100.0%	0.0%	1
Total	10.6%	86.0%	3.4%	473

It is observed from data analysis that only 11.4% of the men having mobile phone with internet connection play games on internet, while 84.8% don't play. Also 5.2% of men not having mobile phone with internet connection play games on internet. It is indicative that the majority of men don't play internet games.

Figure 18: Daily Time Spent by Men on Internet



N = 473

Majority of men spend up to 40 minutes on internet daily. Some men spend more than one hour daily on internet.

Table 22: Men playing games on internet*Time men use internet cross tabulation

<u>Internet Games Player</u>	<u>Average Time On Internet</u>				<u>Total</u>
	<u>1 to 20 minutes</u>	<u>21 to 40 minutes</u>	<u>41 to 60 minutes</u>	<u>More than 60 minutes</u>	
Yes	16.0%	40.0%	28.0%	16.0%	50
No	36.1%	44.2%	14.7%	4.9%	407
Didn't reply	56.2%	12.5%	18.8%	12.5%	16
Total	34.7%	42.7%	16.3%	6.3%	473

It is observed from data analysis that 42.7% of the men use internet for 21 to 40 minutes on an average daily while 34.7% use it for upto 20 minutes. There are also 16.3% who use internet for upto 60 minutes while 6.3% use it for more than 60 minutes daily. It is indicative that the majority of men use internet daily.

Table 23: Men usage of Social Media

Reported by men their Social Media Usage	Percent
Yes	59.0%
No	26.4%
Don't Use Internet in Unit	11.8%
Didn't reply	2.7%
Total	473

It is seen that majority 59% of the respondents men (473) of the sample use social media.

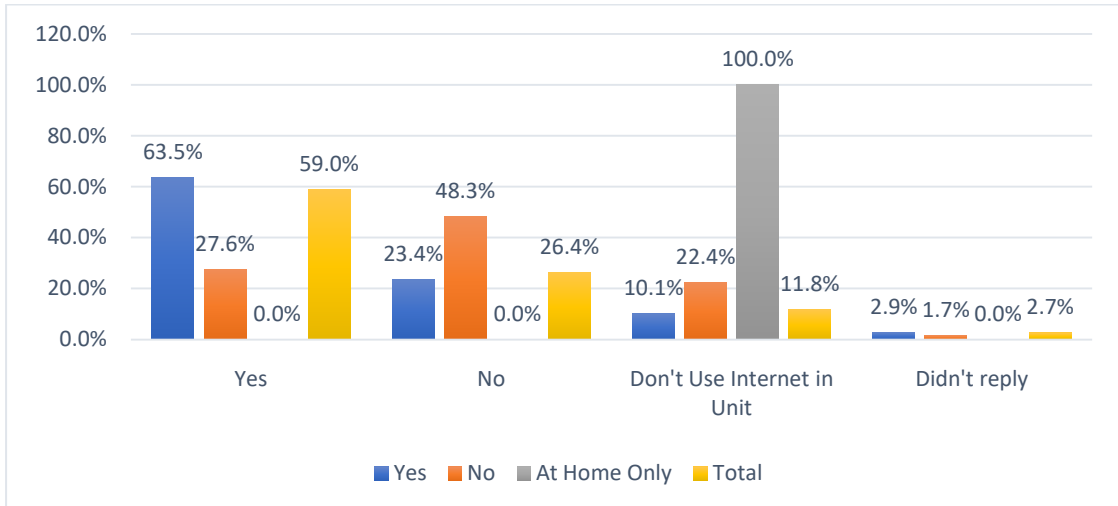
Table 24: Officer's view of Men usage of Social Media

Officers reported about usage of Social Media by men	Percent
All of Them	19.7%
Most of Them	62.3%
Some of Them	16.4%
Very Few of Them	1.6%
Total	61

It is observed from data analysis that 19.7% of the officers have said that all men under their command are active / member of Social Media, while 62.7% have said

that most of them are active / member of Social Media. On the other hand, 59% of men have said that they use social media. It is indicative that the officers are aware that men under their command use social media.

Figure 19: Men having smart phone with internet*usage of Social Media by men cross tabulation



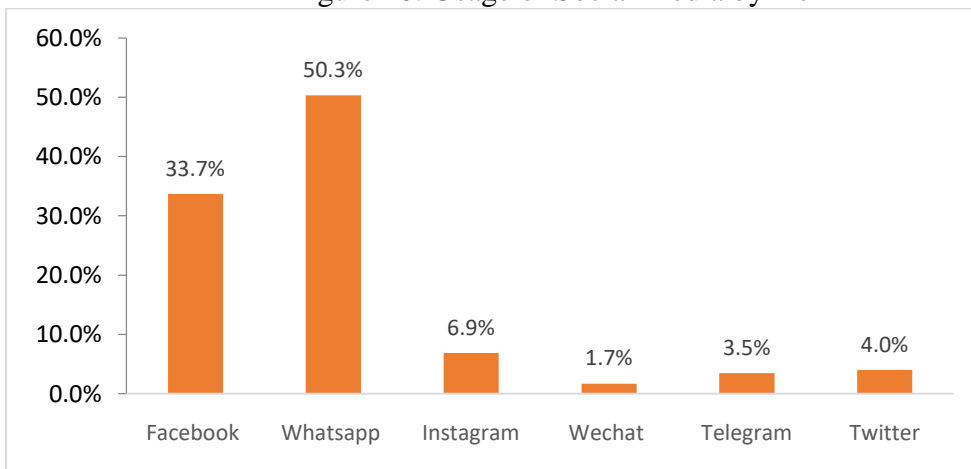
Men Respondents

Smart Phone with Internet – 414; Not having Smart Phone with Internet – 58; At Home Only – 1; Total - 473

It is seen that 59% of the respondents men (473) of the sample use social media.

While 63.5% having mobile phone with internet connection use social media. 27.6% don't have mobile phone with internet connection, yet they use social media. Opinion prima facie reinforces that majority of men use social media.

Figure 20: Usage of Social Media by men



Number of responses - 722

50.3% of the social media users use Whatsapp and 33.7% of them use Facebook. It is indicative that the majority of men use Whatsapp which is more of a messaging app.

Table 25: Officers in touch with their men on social media

Officers in touch with their men on social media	Percent
All of Them	4.9%
Most of Them	3.3%
Some of Them	41.0%
Very Few of Them	39.3%
None	11.5%
Total	61

It is observed from data analysis that 4.9% of the officer respondents of the sample have said that they are in touch with all of their men on social media, 3.3% with most of them, 41.0% with some of them and 39.3% with few of them. Officers (who are in touch with their men on social media) are on touch on whatsapp and 25% on facebook. It is indicative that majority of officers are not in touch with their men on social media. Those who are in touch, majority of them are in touch on whatsapp which is more of messaging app.

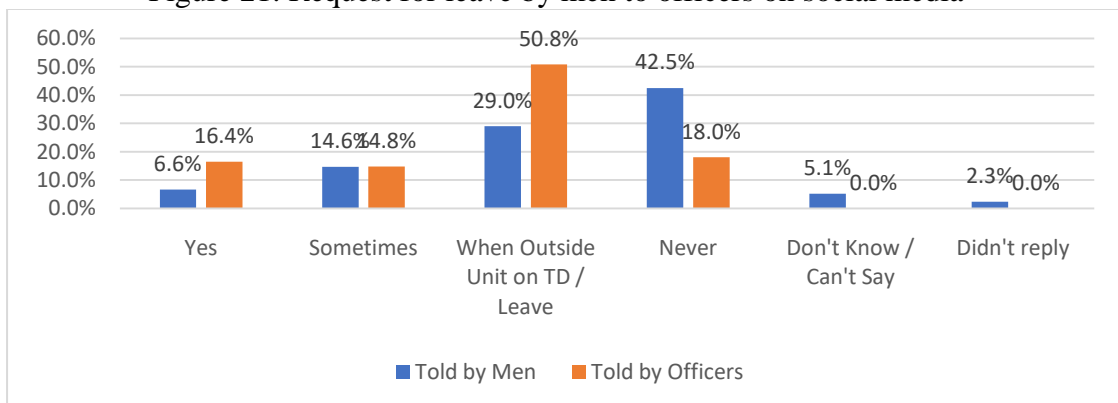
Table 26: Passage of instructions or messages by officers to men

Passage of instructions or messages	Mobile Phone	Social Media
Yes	16.4%	19.7%
Sometimes	59.0%	29.5%
Rarely	13.1%	24.6%
Never	6.6%	26.2%
Didn't reply	4.9%	0.0%
Total	61	61

It is observed from data analysis that 16.4% of the officer respondents of the sample have said that they pass instructions or messages to men under their command on

mobile and 19.7% have said that they do it on social media. 59% of the officer respondents of the sample have said that they sometimes pass instructions or messages to men under their command on mobile and 29.5% have said that they do it sometimes on social media. 13.1% of the officer respondents of the sample have said that they rarely pass instructions or messages to men under their command on mobile and 24.6% have said that they rarely do it on social media. 6.6% of the officer respondents of the sample have said that they never pass instructions or messages to men under their command on mobile and 26.2% have said that they never do it on social media. It is indicative that the mobile phone and social media are being used by officers to a variable degree for passage of instructions or messages to men.

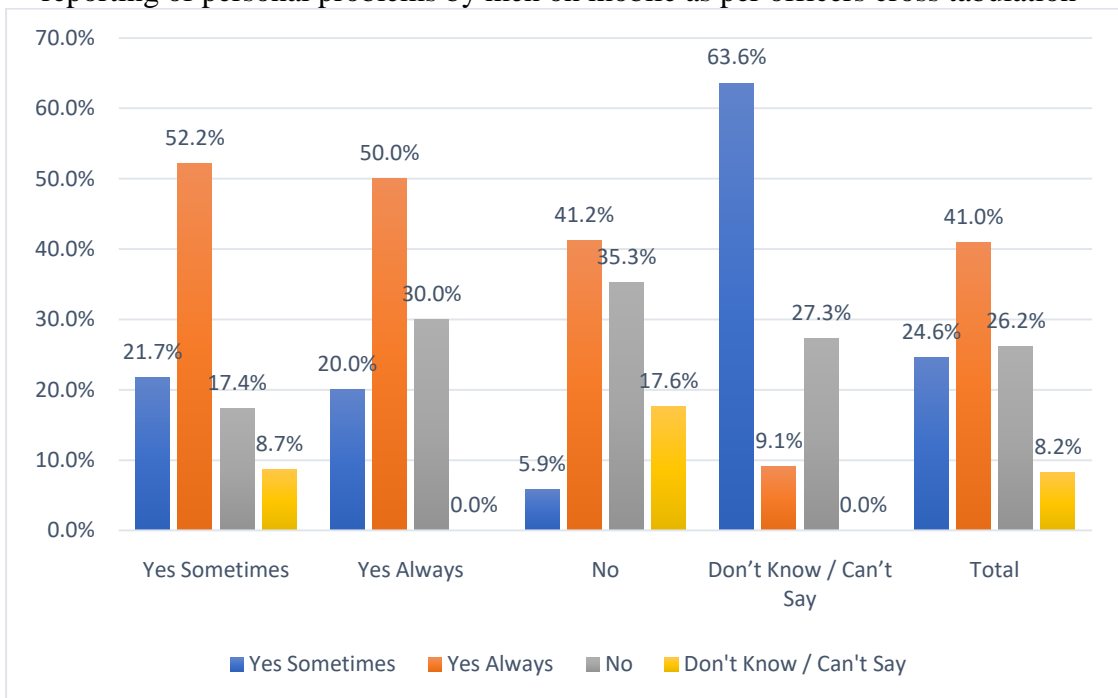
Figure 21: Request for leave by men to officers on social media



N = 61 Officers; 473 men

It is observed from data analysis that there is difference in responses by officers and men. While as per officers 50.8% of men request for leave when they are outside unit on leave or temporary duty, as per men it is only 29.0% do it. As per men, 42.5% of men have never requested for leave on social media while as per officers it is only 18%. It is indicative that the majority of men request officers for leave on social media, while they are out of unit on TD or leave indicating that social media is exploited for communication with officers by men, where required.

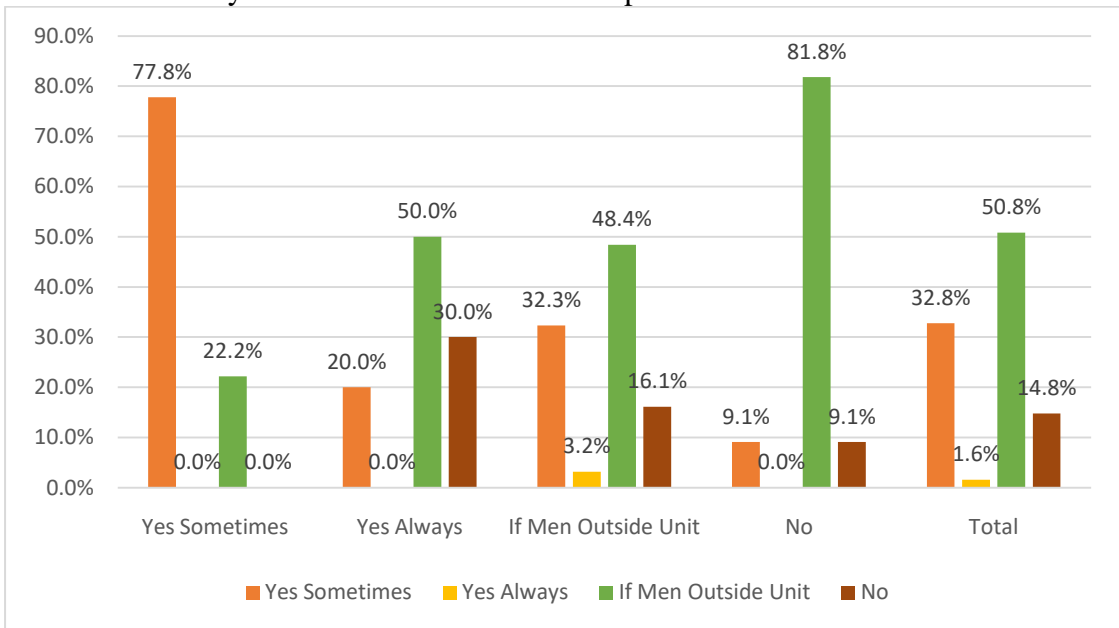
Figure 22: Officer’s preference about men reporting personal problems on mobile*
reporting of personal problems by men on mobile as per officers cross tabulation



Number of officers preferring reporting of problems by men on social media
Sometimes – 23; Yes – 10; No – 17; Don’t Know / Can’t Say – 11; Total – 61

It is observed from data analysis that 41.0% of the officers have said that men report problems to them on social media and 24.6% have said that sometimes men report problems on social media. On the other hand, 41.2% have said that officers don’t prefer men to report problems on social media, yet men report problems to them on social media. It is indicative that while most of the officers prefer men to report problems on social media, majority of men report problems to officers on social media.

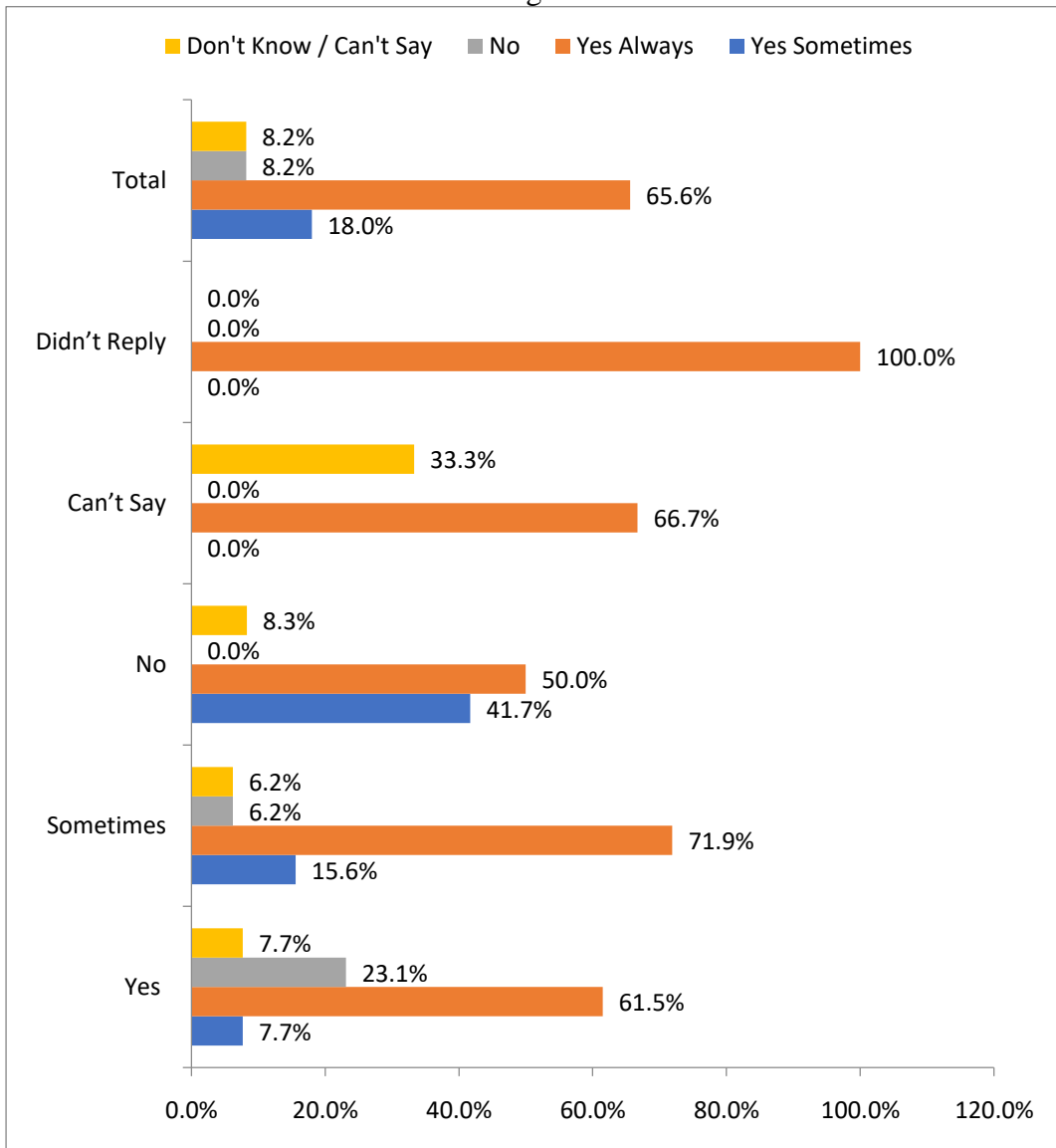
Figure 23: Officer’s preference about men requesting for leave on mobile* request for leave by men to officers on mobile as per officers cross tabulation



Number of Officers preference for men to request for leave to them on mobile (social media) Sometimes–9;Yes –10;If Men Outside Unit – 31;No–11;Total - 61

It is observed from data analysis that 50.8% of the men request officers for leave on social media when men are outside unit. Also 77.8% prefer men to request for leave on social media sometimes. 81.8% don’t prefer men to request for leave on social media when men are outside unit. It is indicative that the majority of officers prefer men to request for leave on social media when they are outside unit.

Figure 24: Social Media has Made it Easy For Men to Tell Their Problems*Perception of Comfort Zone of Men Discussing Problems With Officers cross tabulation

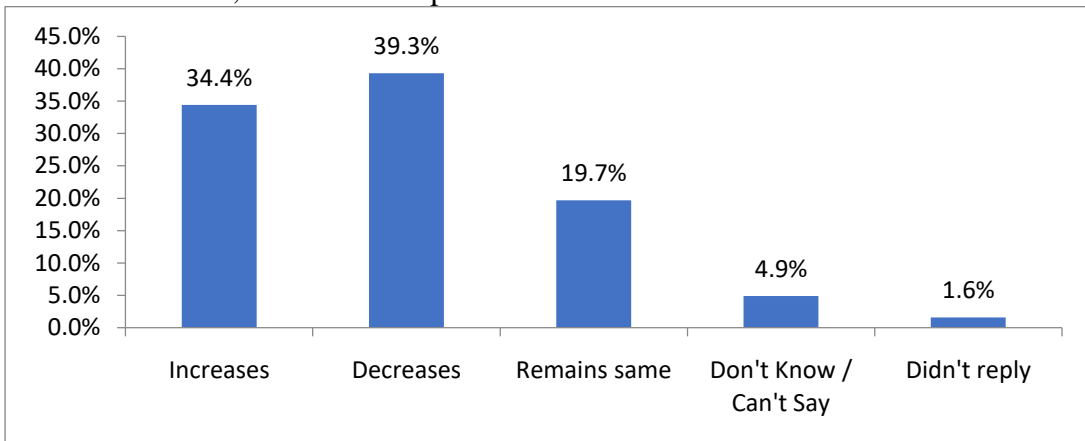


Number of Responses on Social Media has Made it Easy For Men to Tell Problems

Yes -13; Sometimes - 32; No -12; Can't Say - 3; Didn't Reply - 1; Total-61

It is observed from data analysis that majority of the officers feel that sometimes Social media has made it easy for men to tell their personal problems to officers on Social Media and men sometimes feel comfortable to discuss the same on Social Media. It is indicative that there is varying degree of acceptance by officers that Social Media can be used by men to repost their personal problems to officers on Social Media.

Figure 25: Even after increased dependence on mobile for feedback and routine communication, status of inter personal communication between officers and men



N = 61 officers

It is observed from data analysis that there was mixed response to this question. 39.3% of the officer respondents of the sample said that after increased dependence on mobile phone for feedback and routine communication, the inter personal communication between officers and men decreases, while 34.4% have said that it increases, while 19.7% said that it remains same. It is indicative that it will have an impact, however degree may vary depending upon type of leaders.

Table 27: Appointment of company commander for shortest time as per men and officers

Frequency as Per Men	Time Men had company commander for shortest time in last two years	Time officer company commander for shortest period in last two years
One Month	13.5%	14.8%
Three Months	17.1%	14.8%
Six Months	16.7%	27.9%
One Year	20.3%	21.3%
More Than One Year	28.8%	14.8%
Didn't reply	3.6%	6.6%
Total	473	61

It is observed from data analysis that responses to this are mixed.

- (a) As per men, 28.8% of men had same company commander for more than one year, 20.3% for upto one year, 16.7% for six months, 17.1% for three

months and 13.5% for one month. It is indicative that There is a frequent changeover of company / battery commanders. This implies that it gives inadequate or limited time to officers for developing sound interpersonal relationship with their men.

(b) As per officers, 14.8% of officers commanded same company for more than one year, 21.3% for upto one year, 27.9% for six months, 14.8% for three months and 14.8% for one month. It is indicative that There is a frequent changeover of company / battery commanders. This implies that it gives inadequate or limited time to officers for developing sound interpersonal relationship with their men.

Table 28: Number of company commanders men have seen in last two years

Number of Company Commanders men have seen in last two years	Percent
One	22.0%
Two	35.7%
Three	24.5%
More Than Three	12.7%
Don't Know / Can't Say	3.2%
Didn't reply	1.9%
Total	473

As per men, majority have seen two to three company commanders in last two years. This indicates that there is very little continuity of this appointment indicating lack of adequate time to establish good interpersonal relationship between officers and men. This also indicates that inadequate number of officers are available in units to do the appointment of company commanders or there are excessive external commitments. There is a requirement to monitor this aspect at appropriate level.

Table 29: Number of company commanded by officers in last two years

Number of Company commanded by officers in last two years	Percent
One	24.6%
Two	27.9%
Three	14.8%
More Than Three	13.1%
Didn't reply	19.7%
Total	61

It is observed from data analysis that responses to this are mixed.

(a) As per men, 22% of men had one company commander in last two years, 35.7% had two, 24.5% had three, 12.7% had more than three. It is indicative that there is a frequent changeover of company / battery commanders. This implies that it gives inadequate or limited time to officers for developing sound interpersonal relationship with their men.

(b) As per officers, 24.6% of officers commanded one company in last two years, 27.9% commanded two, 14.8% commanded three, 13.1% commanded more than three. It is indicative that There is a frequent changeover of company / battery commanders. This implies that it gives inadequate or limited time to officers for developing sound interpersonal relationship with their men.

Table 30: Officers availability to men to discuss their problems

Officers availability to men to discuss their problems	Percent
Always	52.2%
Sometimes	33.8%
Rarely	9.3%
Never	1.7%
Didn't reply	3.0%
Total	473

It is observed from data analysis that 52.2% of men have said that officers are always available to men to discuss their problems. While, 33.8% of men have said that officers are sometimes available to them to discuss their problems. This may be due to excess commitments of unit / officers. It is indicative that majority of officers are always available to men to discuss their problems, indicating important positive aspect of officer man relationship.

Table 31: The standard of officers has gone down in last five to ten years

Standard of officers has gone down in last five to ten years	Percent
Yes	36.2%
Yes Somewhat	23.9%
No	24.1%
Don't Know / Can't Say	12.3%
Didn't reply	3.6%
Total	473

As per men, 36.2% of men have said that quality or standard of officers in Army has gone down in last five to ten years, 23.9% said that there has been some decrease and 24.1% have said that there has been no change in quality or standard of officers. It is indicative that in perception of men, there has been some decline in the quality or standard of officers in Army in last five to ten years.

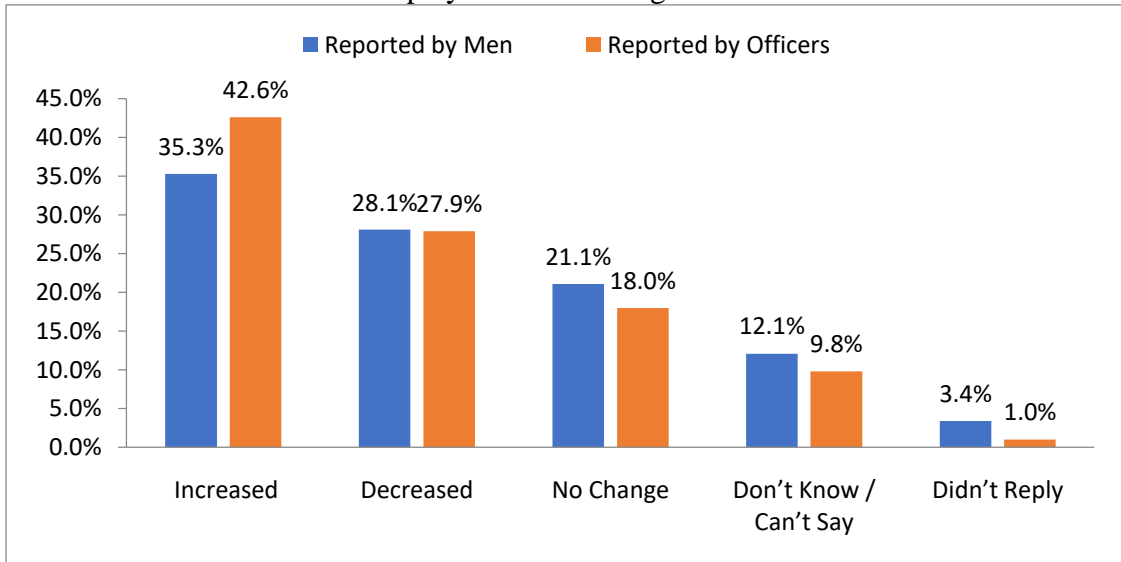
Table 32: The standard of men has gone down in last five to ten years

The quality or standard of men has gone down in last five to ten years	Percent
Yes	32.8%
No	50.8%
Don't Know / Can't Say	13.1%
Didn't reply	3.3%
Total	61

As per officers, 32.8% said that quality or standard of men in Army has gone down in last five to ten years and 50.8% have said that there has been no change in quality or

standard of men. It is indicative that in perception of officers, there has been very little decline in the quality or standard of men in Army in last five to ten years.

Figure 26: In last five years, the status of interaction between officers and men on playfield and during PT



N = 61 officers and 473 men

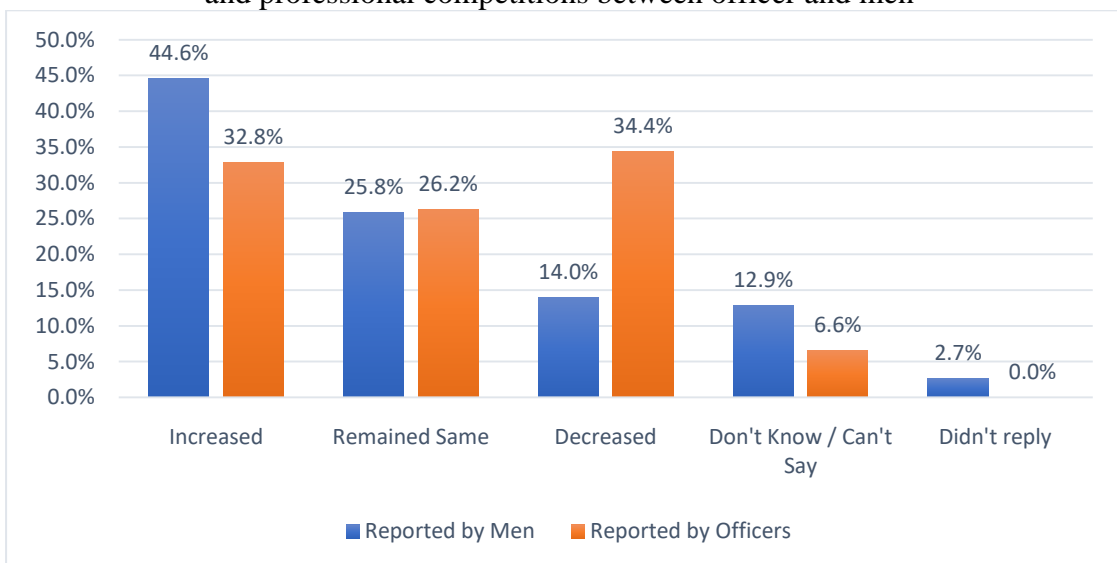
It is observed from data analysis that responses to this question have been mixed not giving a clear indication. Probably there is difference in perception of understanding between officers and men on this issue.

(a) As per officers, 42.6% have said that in last five years, the interaction between officers and men on playfield and during PT has increased, while 27.9% have said has decreased, while 18% have said that there has been no change. It is indicative that the majority of officers feel that the interaction between officers and men on playfield and during PT has increased or remained same. This is a good trend because playfield and PT are two important places for officers to know their men and interact with them. This needs to be reinforced.

(b) On the other hand, as per men, 28.1% have said that in last five years, the interaction between officers and men on playfield and during PT has

decreased, while 21.1% have said that there has been no change. But there is a bigger percentage of 35.1% of men have said that the interaction has increased. It is indicative that the majority of men feel that the interaction between officers and men on playfield and during PT has increased or maybe remained same. This is a good trend because playfield and PT are two important places for men to know their officers and interact with them.

Figure 27: In the last five years, the status of interaction during intercompany sports and professional competitions between officer and men



N = 61 officers and 473 men

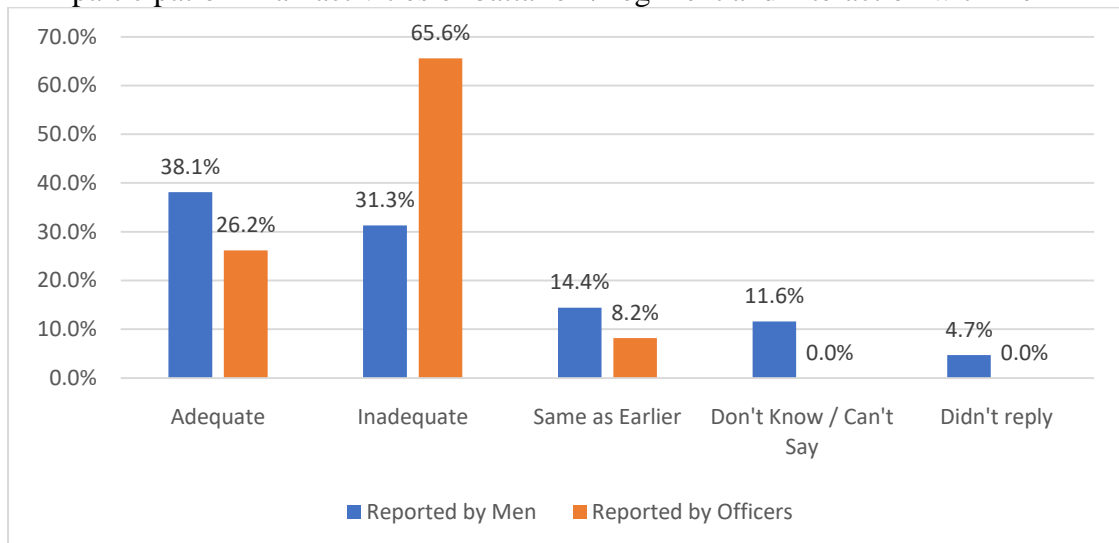
It is observed from data analysis that responses to this question have been mixed not giving a clear indication. Probably there is difference in perception of understanding between officers and men on this issue.

(a) As per officers, 34.4% have said that in the last five years, the interaction during intercompany sports and professional competitions between officer and men has decreased, while 32.8% have said that it has increased and 26.2% have said that there has been no change. It is indicative that responses to this are mixed indicating that the interaction during intercompany sports and professional competitions between officer and men has maybe remained

same. This is a good trend because intercompany sports and professional competitions are important events for officers to know their men and rub shoulder with them.

(b) On the other hand, as per men, 44.6% have said that in last five years, the interaction during intercompany sports and professional competitions between officer and men has increased, while 25.8% have said that it has remained same and 14% have said that it has decreased. It is indicative that the majority of men feel that the interaction during intercompany sports and professional competitions between officer and men has increased. This is a good trend because sports and professional competitions are two important events for men to know their officers and rub shoulders with them.

Figure 28: In peace stations in last five years, time availability to officers for participation in all activities of battalion / regiment and interaction with men



N = 61 Officers; 473 men

It is observed from data analysis that responses to this question have been mixed not giving a clear indication. Probably there is difference in perception of understanding between officers and men on this issue.

(a) As per officers, 26.2% have said that in peace stations in last five years, for participation in all activities of battalion / regiment and interaction with men, officers get adequate time, while 65.6% have said they get inadequate time and only 8.2% have said that there has been no change. It is indicative that majority of officers don't get adequate time to participate in unit activities and for interaction with men. This is not a good trend and needs to be corrected.

(b) On the other hand, as per men, 38.1% have said that in peace stations in last five years, for participation in all activities of battalion / regiment and interaction with men, officers get adequate time, while 31.3% have said they get inadequate time and 14.4% have said that there has been no change. It is indicative that the majority of men feel officers get adequate time for participation in all activities of battalion / regiment and interaction with men.

Table 33: Men having mobile phone with them as per officers*time constraint for officers for interaction with men cross tabulation

Mobile Phone with men	Time Constraint for Interaction with men					Total
	Yes	Sometimes	Rarely	Never	Didn't Reply	
All the Time	27.3%	36.4%	0.0%	13.6 %	22.7%	22
During Off Duty Hours	23.7%	50.0%	7.9%	7.9%	10.5%	38
Didn't Reply	0.0%	0.0%	0.0%	0.0%	100.0%	1
Total	24.6%	44.3%	4.9%	9.8%	16.4%	61

It is observed from data analysis that 24.6 % of the officer respondents of the sample feel constraint of time for interaction with men under their command, while 44.3% feel it sometimes and 31.1% feel it rarely / never / haven't replied. 50% feel constraint of time for interaction because men have mobile phone with them only in off duty

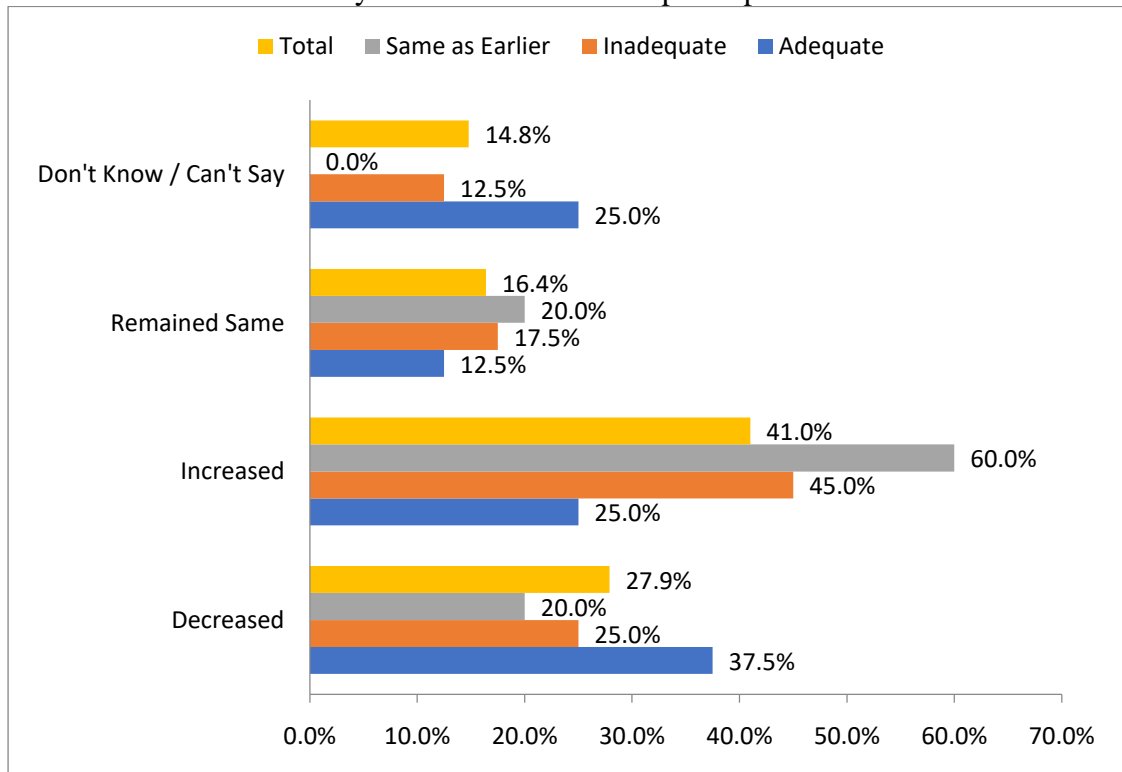
hours. It is indicative that majority of officers feel constraint of time sometimes for interaction with men under their command.

Table 34: Officers having mobile phone with internet*time constraint for officers for interaction with men cross tabulation

Officers Having Mobile Phone with internet	Time Constraint for Interaction with men					Total
	Yes	Sometimes	Rarely	Never	Didn't Reply	
Yes	23.7%	44.1%	5.1%	10.2%	16.9%	59
No	50%	50.0%	0.0%	0.0%	0.0%	2
Total	24.6%	44.3%	4.9%	9.8%	16.4%	61

Majority of men have Smart phone with internet, so those not having Smart phone with internet certainly feel constraint of time for interaction with men. It needs attention whether Smart phone with internet should make a difference for interaction with men. It probably indicates Mobile phone is also considered as a medium for combination by some officers.

Figure 29: The change in frequency of disobedience of orders by men in the last decade v/s availability of time to officers for participation in unit activities

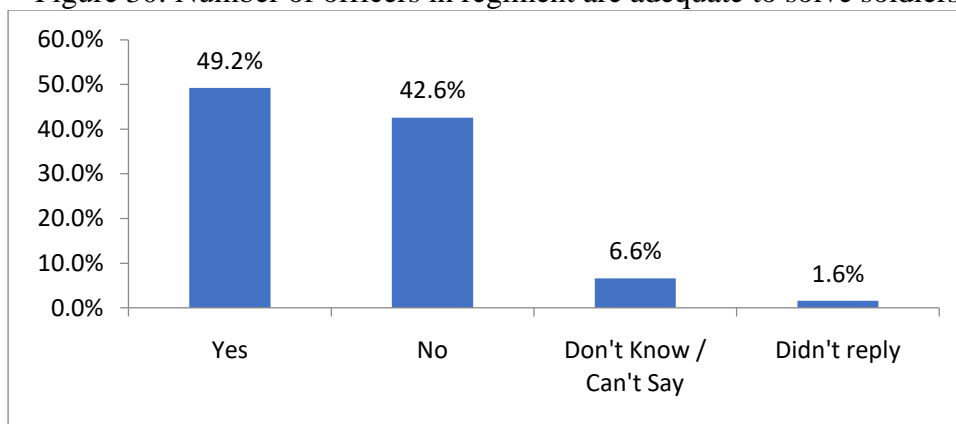


Responses on Availability of Time to Officers For Participation in Unit Activities in Last Five Years

Adequate – 16; Inadequate – 40; Same as Earlier – 5; Total –61

It is observed from data analysis that 27.9% of the officer respondents of the sample said that frequency of disobedience of orders by men has decreased in the last decade, while 41% said it has increased and 16.4% said that it has not changed. It is indicative that majority of officers feel that frequency of disobedience of orders by men has increased in the last decade.

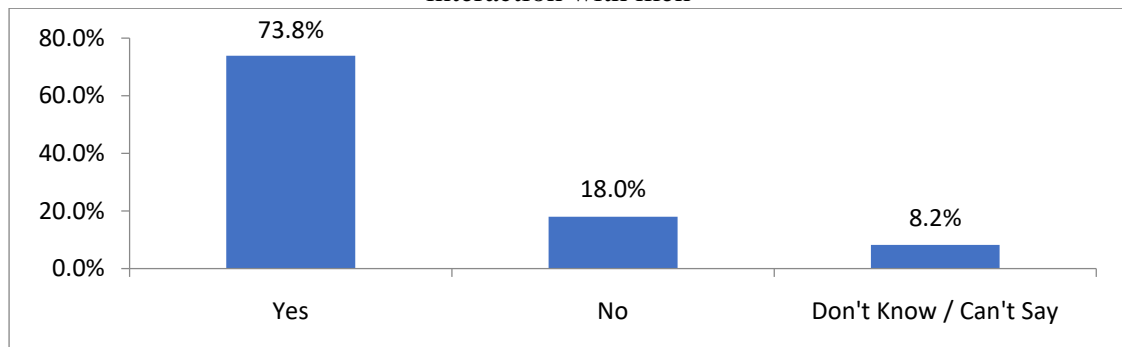
Figure 30: Number of officers in regiment are adequate to solve soldiers problems



N = 61 officers

It is observed from data analysis that 49.2% of the officer respondents of the sample said that the number of officers in their regiment / battalion are adequate to solve soldiers problems, while 42.6% disagreed. This indicates that opinion on this issue is divided probably due to varying perception or commitment of officers.

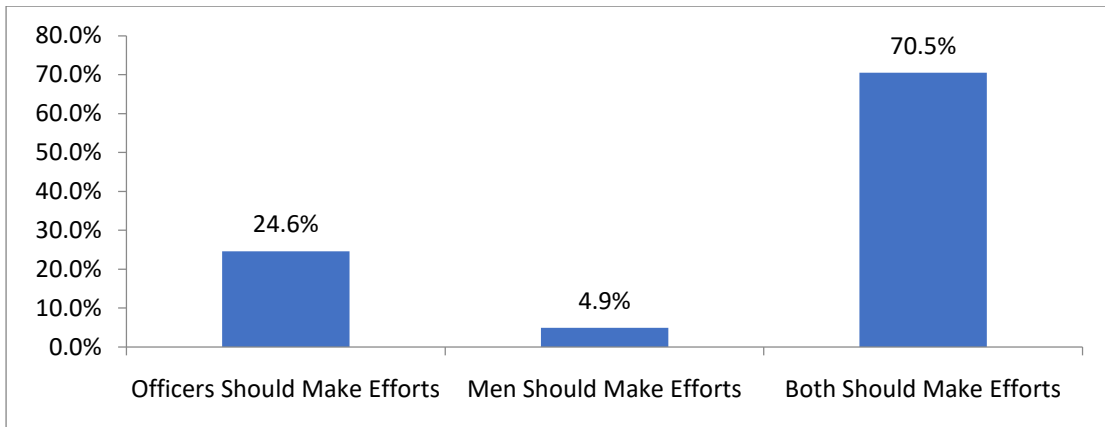
Figure 31: Officers view on conduct of informal social events in the unit to enhance interaction with men



N = 61 Officers

It is observed from data analysis that 73.8% of the officers respondents of the sample felt that there should be more informal social events organised in the unit to enhance interaction with men. It is indicative that the officer respondents are more inclined towards more social events with men to increase interaction with men.

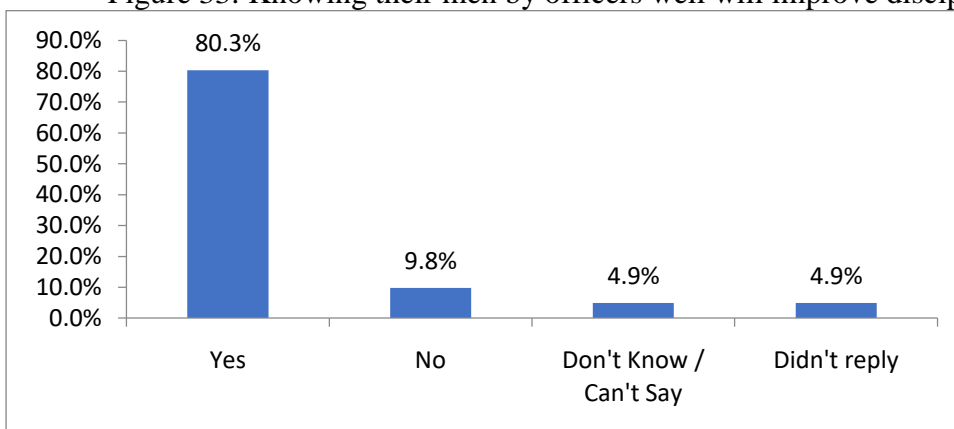
Figure 32: In officers view for personal bonding to improve the interpersonal communication between officers and men



N = 61 officers

It is observed from data analysis that 24.6% of the officer respondents of the sample said that for personal bonding to improve the interpersonal communication between officers and men - officers should make efforts while 70.5% said that both officers and men should make efforts. It is indicative that the officers feel that men should also make efforts.

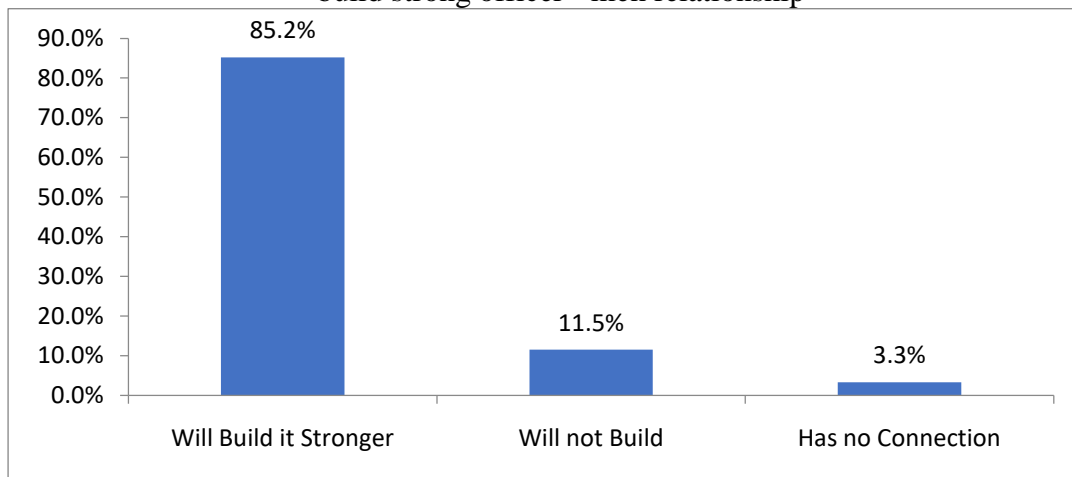
Figure 33: Knowing their men by officers well will improve discipline



N = 61 officers

It is observed from data analysis that 80.3% of the officers respondents of the sample said that knowing their men by officers well (thoroughly) will improve discipline and reduce the number of indiscipline cases. It is indicative that majority of the officer respondents are in agreement that knowing their men by officers well (thoroughly) will improve discipline and reduce the number of indiscipline cases.

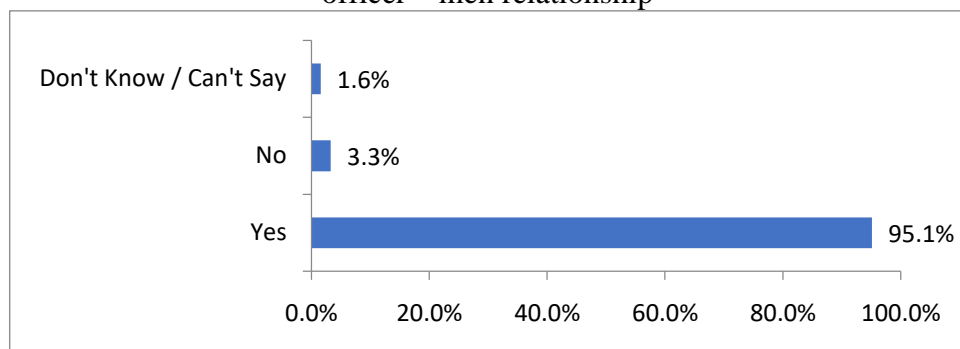
Figure 34: Involvement of officers in solving the personal problems of soldiers will build strong officer - men relationship



N = 61 officers

It is observed from data analysis that 85.2% of the officer respondents of the sample said that involvement of officers in solving the personal problems of soldiers will build strong officer - men relationship. It is indicative that majority of the respondents are more inclined towards agreement with this question.

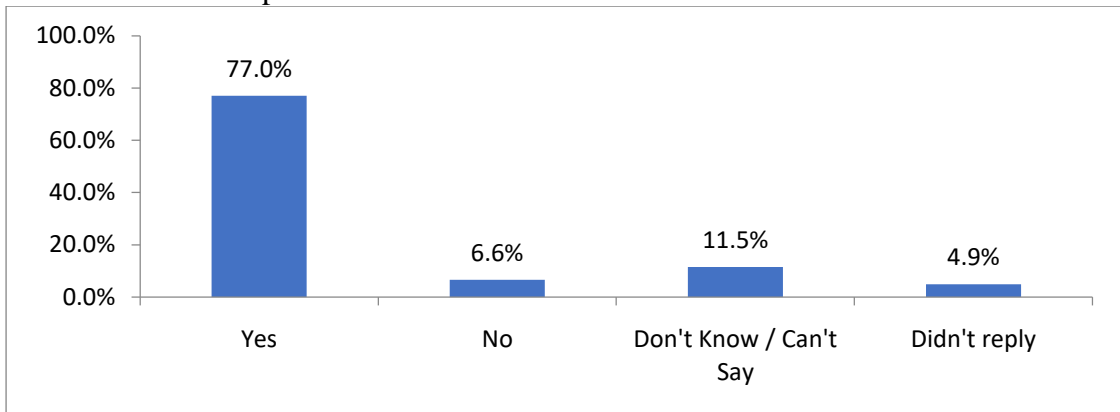
Figure 35: Officers playing games with their men on playfield will build a strong officer – men relationship



N = 61 officers

It is observed from data analysis that 95.1% of the officer respondents of the sample Officers playing games with their men on playfield will build a strong officer – men relationship. It is indicative that the respondents are more inclined towards agreement with this question.

Figure 36: Understanding of a soldiers psychology helps in improvement of interpersonal communication between officers and men



N = 61 officers

It is observed from data analysis that 77% of the officer respondents of the sample said that the understanding of a soldier's psychology helps in improvement of interpersonal communication between officers and men. It is indicative that majority of the respondents are more inclined towards agreement with this question.

CHAPTER V: CONCLUSION AND RECOMMENDATIONS

As our globalized world becomes more inclined towards mobile phones and high educated, the newest generations of soldiers are growing up in an increasingly connected society. Through use of modern technologies people are transforming the ways and means of inter personal communication with each other. The mobile phones and socio – economic situation have changed how we communicate and how we think about communication. Young generations who are well educated and adopted new technology for inter personal communication have higher expectations about access to information, and young soldiers expect the military to be at the frontier of this communication revolution. As the military tries to innovate and stay relevant with new generations of soldiers, it will have to confront these changing soldiers. Our Armed forces are deeply enmeshed in its Culture and Ethos, where following laid down operating procedures for all type of activities is the norm. There is a need to analyse the concepts of new communication modes in its ranks which will have direct effect on Officer-Men relationship. To remain alive with changing time - the Army must adapt to be relevant, for the upcoming generations of soldiers.

Finding and Inferences

With easy availability of affordable smartphones, it has become the primary means of interpersonal communication. Next to phone calls, Whatsapp and Facebook is the primary means of respondents to stay in touch with their family, friends and professional colleagues. Whatsapp groups have been increasingly in vogue and have been instrumental in giving feedback on accomplishment of given task. The usage of mobile phone and its effect on Officer – Men relationship was gauged on construct that is level of inter personal communication.

Interpersonal Communication and Interpersonal Relationship Between Officer-Men in Indian Army.

The inferences and conclusions on interpersonal communication between officers and men and from the responses in the survey are indicated below.

Interview of men is a method adopted in Army for officers to interact with men to know them better. These interviews also provide opportunity for men to report or discuss their personal problems with officers. All type of leave of men is sanctioned by officers and so they are interviewed by officers before and after the leave . Usually men go on leave three to four times a year. It suggests men get the opportunity to interact with officers at least six to eight times in a year. Moreover, men are interviewed, formally once every month which seems to be the good opportunity for men to share their personal problems to the officers.

As the available literature says that, Officers should know their men well to be a good leader as also for establishing good interpersonal relationship. However, from the data it is found out that on an average officers interact only 10 minutes per day with each or most of men under their command. This may be the reason for non familiarity with all men and points out the need for more interaction time, with all men in a unit.

Now as far as awareness of men's entitlements – pay and allowances, clothing, ration, leave, documentation, etc. is concerned all officers found to be aware of these.

Majority of officers have said that informal interaction between officers and men increases during barakhana, however, same view is not held by men. Majority of men have indicated that the interaction reduces or remains same or don't want to comment.

This may indicate the need to put more efforts from officers side to have more interaction with all the men during barakhana. At the same time it is found out that more than 50% of men feel comfortable to discuss their problems with officers,

however, 30% of men are either not comfortable and ready to comment about the same. The issue needs to be analysed and remedied.

Similarly, approx 30% of men feel that officers don't like to get involved in personal problems of men or don't like to comment. The junior officers have to be suitably guided and this perception needs to be analysed / corrected as 88% of men reports opposite of this.

From the men's perspective, main personal problems of men are related to family or finances, while marital problems and court cases fall on lower edge of spectrum. Same trend is observed in problems they have shared with officers. From the officer's perspective, main personal problems shared by men with them are court cases and land dispute. On the other hand, main personal problems of men solved by officers are family, marital and other issues, while they have not been able to help much on court cases (which is understandably outside the Army jurisdiction).

When you compare the men and officer's perspective, while men have faced main problems of family or financial, officers have mainly solved family and marital problem. Also, marital problem is not considered main problem by men. This could be due to reasons of not indicating it as main due to social unacceptability of response.

As far as approachability of officers to men to discuss their personal problems is concerned, 47% of men have said that they are sometimes approachable indicating gap in relationship. Gap may be due to non-availability of adequate officers or adequate free time with officers or extra administrative commitments of officers or men. The issue needs to be suitably addressed and monitored at appropriate level.

Majority of men have indicated that officers behave properly, use proper language, don't shout or hit men. But one third of men have said that same is true for some of

officers and not all of them. There is a need to have official guidelines on the issue and monitor implementation of the same at appropriate levels.

JCOs are considered as important link between officers and men considering that they spend more time in unit with the men. Majority of both officers and men have said that JCOs help men in communicating their problems to officers. JCOs can be optimally utilized to enhance the officer men relationship.

Officers and men's perception on ways of communication

Majority of men have smart phone with internet, indicating men are extensive users of internet. Majority of men, whether married or single, talk with their family on mobile phone once in a day. As per officers also, majority of men talk to their family on mobile phone once in the day, indicating that officers are aware about this aspect of their men.

Men find this frequency of talking on phone with their family adequate. Majority of men talk upto thirty minutes on smart phone with their family daily and find the duration adequate. Same perception is carried by officers for the usage of smart phones on a daily basis.

As far as JCOs are concerned they keep their smart phone all the time due to nature of their duty or responsibility and requirement of being in communication all the time. One third of NCOs and sepoy also keep their mobile phone with them all the time due to nature of their duty or responsibility of appointment they are holding.

Men keep smart phones with them, depends on requirement of particular appointment they are holding for official duties, irrespective of their marital status and being in contact with family.

Majority of men having smart phone with internet use Social Media. Some men don't have mobile phone with internet, yet they use Social Media. Majority of men who are users of Social Media uses Whatsapp, which is more of messaging app. One third of Social Media users are on Facebook. There are very few users of Instagram, Twitter, Telegram and Wechat. There is a need to carryout institutional training of men on how to register on these sites, and what to post and what not to post on these sites.

Majority of officers are aware of men's usage of Social Media. Approx. 41% of officers are in touch with some of the men under their command on Social Media, while 39.3% officers are in touch with very few men on Social Media. There are 11.5% officers who are not in touch with any of their men on Social Media.

Very few (only 10.6%) men play games on internet. 5% men don't have smart phone with internet, yet they play games on internet. It is indicative that majority of men don't play games on internet or have not declared it.

Majority of men spend upto 40 minutes on internet daily. Majority of men who play games on internet, spend 20 to 60 minutes on internet daily.

Extent of use and impact of smart phone and social media among men and officers for communication.

Majority of officers prefer that men request for leave on Social Media if they are outside unit on duty or leave. Majority of officers said that men request for leave on Social Media when they are outside unit on duty or leave. While majority of men (42.5%) said that they have never requested for leave on Social Media. One third of men said that they have requested for leave on Social Media when they were outside unit on duty or leave. It is indicative that majority of men request for leave on Social

Media when they are outside unit on duty or leave, implying that social media is misused for communication with officers when required.

Majority of officers feel that due to increased dependence on mobile phone for feedback and routine communication, the interpersonal communication between officers and men decreases, while some feel that it increases. This indicates it will have varying degree of impact on relationship depending on other factors which needs to be researched empirically in specific context of Indian Army.

Impact of environmental aspects on Officer-Men relationship.

As per both officers and men, there are occasions when the company commanders are changed frequently or an officer holds the appointment of company commander of more than one company. This has adverse impact on interpersonal communication between officers and men as it gives inadequate time for establishment of continuity as also will not be possible for officer to be familiar with all men in such a short time.

Majority of men have said that officers are available to men to discuss their problems, which is a positive aspect of officer-man relationship.

Majority of men feel that there has been a decline in standard of officers in last five to ten years. This aspect needs careful attention. While majority of officers feel that there has been no decline in standard of men in Army in last five to ten years.

As per officers, majority feels that the interaction between officers and men on playfield and during PT has increased. Similarly, in case of men also they feel that it has increased.

Majority of men feel that the interaction between officers and men during intercompany sports and professional competitions has increased, while a greater number of officers feel that the same has decreased.

Majority of officers feels that in last five years in peace stations, availability of time to officers for participation in all activities of battalion and interaction with men is inadequate. This is not a good trend and needs to be corrected. In case of men, greater percentage feels that it is adequate. Majority of officers also feels that there has been an increase in the frequency of disobedience of orders in the last decade. There is a need of corrective action on this issue.

Majority of officers feel that knowing the men well by officers will improve discipline and reduce number of indiscipline cases.

Majority of officers have said that they sometimes feel there is a time constraint for interaction with men under their command.

Greater percentage of officers feel that number of officers in the regiment are adequate to solve men's problems.

Majority of officers said that greater number of informal social events be organized in unit to enhance interaction with men.

Vast majority of officers feel that involvement of officers in solving personal problems of men will build strong officer-man relationship.

Majority of officers said that officers playing games with men on playfield will build a strong officer-man relationship

Majority of officers feel that for personal bonding to improve the interpersonal communication between officers and men, both officers and men should make efforts. There is a need for institutional focus in this regard.

Majority of officers said that understanding of a soldier's psychology will help in improvement of interpersonal communication between officers and men.

Recommendations on way ahead for strengthening the officer-men relationship in Indian Army.

Back to basics at Unit Level

- I. There is a need to go back to basics on battalion tarteeb in terms of daily routine.
- II. The routine morning PT and evening games to be attended by all and regular sainik sammelans at sub unit and unit level to provide adequate time to officers and men to know each other.
- III. All officers must be completely familiar with all men under their command, to have a healthy interpersonal relationship. This should be monitored at appropriate level.
- IV. Regular Barakhanas should be held in Units and extra efforts need to be made by officers to interact with maximum men during barakhana.
- V. Officers must take interest in personal problems of men and should get involved in solving problems.
- VI. Approachability of officers to men to discuss their personal problems is an important issue in officer men relationship. Gaps due to non-availability of adequate officers or adequate free time with officers or extra administrative commitments of officers or men need to be addressed and monitored at appropriate levels.
- VII. Officers must behave properly and use proper language with men even under conditions of stress, as it affects the interpersonal communication as also interpersonal relationship. Officers must never shout at men or hit men.

- VIII. The use of mobile phone and adoption of new technology cannot be banned but awareness campaign should lay adequate emphasis in spreading technical awareness in simple terms by way of training capsules.
- IX. Officers must monitor usage of Smart Phones and Social Media by men while not being intrusive. Aim should be to educate and be in touch with ground realities. Smartphones should only be permitted during off duty hours or when men are outside unit for duty to enable communication.
- X. Officers may be in touch with men on Social Media messaging apps to ensure that communication channels with men are open. Men can be suitably advised and cautioned on what matters can be communicated to officers on Social Media. No classified or military matters should be permitted to be shared on Social Media Apps.
- XI. JCOs are an important link between officers and men considering that they spend more time in unit with the men. JCOs should be optimally utilized to enhance the officer men relationship.
- XII. Although there is an increased dependence on mobile phone for feedback and routine communication, the interpersonal communication between officers and men needs to be maintained by regular interaction with men.
- XIII. Officers should be available to men to discuss their problems and should be approachable. Men should have confidence and should feel comfortable discussing their personal problems with officers. Shortage of officers especially at company commander level needs to be addressed at appropriate level. There should be continuity of officers in the company to ensure that there is adequate time for personal bonding to develop and

establishment of a healthy interpersonal relationship. It should be ensured that adequate time is available to officers for participation in all activities of battalion and interaction with men.

Organised Training.

The organised training should start from pre- commissioning training of officers and recruitment training of men and it should continue and built into the routine training of the battalion including all Headquarters. There is a need for organized training on usage of Smart Phones and Social Media both for officers and men in Training Centres and Training Establishments for new commissioned officers and recruits as well as for already commissioned officers and men.

Adoption of Mobile Phone in Armed Forces. Mobile phones are primary devices being used by armed personnel to communicate and being in possession by all. There is a need to develop secure network and issue its SIM to all personal for secure communication.

Change of Training at Regimental Centre. With intake of well educated soldiers who are well versed with new technology, there is need to relook at training content at regimental centres and army training establishments as the new generation

Management of Change. The armed forces have still not accepted the need of Social Media for new generation soldier, thereby created a gap. The Social Media be adopted and soldiers should be sensitized on its exploitation by adversary. Our policies need to be factored to develop confidence and competence amongst the personnel who use mobile phone regularly for communication.

Training of Junior Leadership. It is found that junior leadership, essentially JCOs and equivalent ranks are not as comfortable and knowledgeable about the platform as young soldiers. This has led a critical gap in organizational

communication. Junior leaders need to be trained and educated regarding the use of mobile phone and keep inter personal communication channels open.

Future Plans. The dependence on mobile phone and decline in healthy inter personal communication amongst personnel of armed forces is on the rise. There is need to frame future plans to target the decline in inter personal communication. The following might be thought of while formulating the same:-

- (a) Planned and incremental training for all ranks on importance of inter personal communication.
- (b) Practical Operational Security Strategy formulation, dissemination and implementation.
- (c) Ensure adequate time for officers to spend with men during routine activities.
- (d) Policy on conduct of healthy sports and professional competitions at sub unit level.
- (e) Leadership training in changed archetype.

Future Research Areas

Some areas of studies which have a direct bearing on the on this subject are listed below:-

- (a) Adoption of Social Media and future challenges.
- (b) Ways Armed forces can exploit Social Media to build strong officer – men relationship.
- (c) Effects of decline in inter personal communication on military leadership.
- (d) Design and scope of in-house Social Networking App for armed forces.
- (e) Impact of Social Media usage on discipline of armed forces personnel.

The average Indian soldier remains as hardy as before but he is certainly confused with the pace of change occurring all around him. It is here that the leaders ie the officers, will have to adapt themselves to the new reality. The age-old system of regimental traditions and values is robust, and serves to develop camaraderie and loyalty between the led and the leader even now. The new fashion to dismiss them as outdated ideas must be arrested. Military ethos is not developed overnight and is certainly not imbibed by pandering blindly to the changes in society. The importance of inter personal communication is here to stay and will only proliferate further down the hierarchy. The Western armies have already taken a lead by introspecting their system and implemented the changes as required by changing time. India being an information technology powerhouse with a number of talented youngsters joining armed forces. The changing reality of onslaught of decline in inter personal communication must be viewed as a challenge and holistic solution should be reached to maintain healthy officer – men relationship.

Appendix A

(Refers to Chapter IV)

Informed Consent form for Officers / JCOs / OR

Name of the Institute: Indian Institute of Public Administration

Name of the Researcher: Brigadier Jagroop Singh

Part 1: Information sheet

I am Brigadier Jagroop Singh pursuing from APPPA Course -44, Indian Institute of Public Administration (IIPA). My research area is Officer-Men Relationship in Indian Army, for Which, I would like to invite you to participate. I am going to give you all information about the research and in addition you can ask me any question regarding the study. If anything in the consent form is not clear, please ask me and I will explain.

You are being invited to participate in this research because you are one of the participants in Indian Army setting. This interview will take about 45 min and would be conducted at the place and time convenient to you. Your participation in the research is voluntary.

The information recorded is confidential, and during Interview, if you become uncomfortable to discuss certain aspect, for any reason, you may choose not to speak / write about it. The information gathering for the research will go on for the next 2-3 months. In this period, research may come back to you for certain additional information if required.

I hereby give you an opportunity to decide whether you would like to participate in the research. In case, you don't wish you are free to refuse the invitation.

Part 2: Certificate of consent

I have read the interview schedule, or it has been read to me in language I understand. All the objectives have been explained to me. My queries have been answered to my satisfaction. I consent voluntarily to be a participant in this study

Rank and Name of Participant _____

Signature of Participant _____

Date _____

Statement by the researcher/person taking consent

I confirm that the participant has not been coerced into giving consent, and the consent was given freely and voluntarily. I also confirm that the participant was given adequate opportunity to ask questions about the research, and all the questions asked by the participant have been answered correctly and to the best of my ability.

Brigadier Jagroop Singh

APPPA-44

Indian Institute of Public Administration

Signature of Researcher taking the consent _____

Date _____

Interview Schedule For Officers

The interview schedule has multiple options to choose from. In some questions reasons for particular answer are required.

Question	Content	Response
1	<p><u>Respondent Type</u></p> <p>1 Commanding Officer 2. Officer 3. JCO 4. OR</p>	
2.	<p><u>Unit Name</u></p> <p>.....</p>	
3	<p><u>Rank</u></p> <p>1 Lieutenant / Captain 2 Major 3 Lieutenant Colonel 4 Colonel</p>	
4	<p><u>Service in Years</u></p> <p>1 1 – 8yrs 2 8 – 16yrs 3 More than 16yrs</p>	
5	<p><u>Education Qualification</u></p> <p>1 10th 2 12th 3 Graduate 4 Post Graduate</p>	
6	<p><u>Marital Status</u></p> <p>1 Married 2 Unmarried 3 Divorced 4 Separated</p>	
7	<p>Do you have a mobile phone with internet connection</p> <p>1 Yes 2 No</p>	
8	<p>Are you completely familiar with each man under your command (recognise by name, face, hometown, domestic issues, etc.</p> <p>1 All of them</p> <p>2 Most of them</p> <p>3 Some of them</p>	
9	<p>How often (how many times) do men under your command like to talk with their family (parents / wife/ siblings)?</p> <p>1 Once in a day</p> <p>2 Once in two or three days</p> <p>3 Once in a week</p> <p>4 Once in a fortnight / month</p> <p>5 Can't say</p>	
10	<p>On an average while in unit for how much time do your men talk with their family (wife/parents/siblings/friends) daily?</p>	

	Time.....(minutes)	
11	<p>Are men under your command active / member of Whatsapp / Facebook/ Other social media</p> <p>1 All of them</p> <p>2 Most of them</p> <p>3 Some of them</p> <p>4 Very few of them</p>	
12	<p>Are you in touch with your men on social media? On which all?</p> <p>1 All of them</p> <p>2 Most of them</p> <p>3 Some of them</p> <p>4 Very few of them</p> <p>5. None</p> <p>1.....2.....3.....</p>	
13	<p>When do your men keep their mobile phone with them?</p> <p>1 All the time.</p> <p>2. During off duty hours</p>	
14	<p>Do you feel constraint of time for interaction with men under your command</p> <p>1 Yes</p> <p>2 Sometimes</p> <p>3. Rarely</p> <p>4 Never</p>	
15	<p>What are your views on passage of messages or instructions to men under your command on mobile / social media</p> <p>1 Yes.</p> <p>2 Yes sometimes</p> <p>3 No.</p>	
16	<p>Do you pass instructions or messages to men under your command on mobile</p> <p>1 Yes</p> <p>2 Sometimes</p> <p>3 Rarely</p>	

	4 Never	
17	Do you pass instructions or messages to men under your command on social media 1 Yes 2 Sometimes 3 Rarely 4 Never	
18	Do you prefer that men under your command ever discuss / narrate their personal problems to you on mobile (social media / call) 1 Yes sometimes 2 Yes always 3 No 4 Don't know / can't say	
19	Do men under your command ever discuss / narrate their personal problems to you on mobile (social media / call) in unit lines 1 Yes 2 Sometimes 3 Rarely 4 Never	
20	Do you prefer men under your command to request for leave to you on mobile (social media / call) 1 Yes sometimes 2 Yes always 3 If menis outside unit and can't meet in person 4 No	
21	Do men under your command ever request for leave to you on mobile (social media / call) 1 Yes sometimes 2 Yes always 3 If menis outside unit and can't meet in person 4 No	
22	Men's leave request is putup and sanctioned by 1 JCO	

	<p>2 Officer (Company Commander / Battery Commander)</p> <p>3. Commanding Officer</p>	
23	<p>Men are interviewed before they go on leave by</p> <p>1 JCO</p> <p>2 Officer (Company Commander / Battery Commander)</p> <p>3. Commanding Officer</p> <p>4. No interview</p>	
24	<p>Men are interviewed after they come back from leave by</p> <p>1 JCO</p> <p>2 Officer (Company Commander / Battery Commander)</p> <p>3. Commanding Officer</p> <p>4. No interview</p>	
25	<p>How often do you formally interview (other than while going or coming back from leave) each man under your command</p> <p>1 Once in a week</p> <p>2 Once in a fortnight</p> <p>3 Once in a month</p> <p>4 Once in three months</p> <p>5 Once in six months</p> <p>6. Never / I don't know</p>	
26	<p>What in your view should be frequency of interview(other than while going or coming back from leave) of each man under your command</p> <p>1 Once in a week</p> <p>2 Once in a fortnight</p> <p>3 Once in a month</p> <p>4 Once in three months</p> <p>5 Once in six months</p> <p>6. Never / I don't know</p>	
27	<p>For how much shortest time have you performed duty continuously as Company Commander / troop Commander of same company / battery in last two years</p> <p>1. One month</p> <p>2 Three months</p>	

	<p>3 Six months</p> <p>4 One year</p> <p>5 More than one year</p>	
28	<p>How many appointments of Company Commander / battery Commander of different subunits have you performed in last two years</p> <p>1. One</p> <p>2 Two</p> <p>3 Three</p> <p>4 More than three</p>	
29	<p>How many times, have you performed duty of appointment of Company Commander / battery Commander of different subunits simultaneously in last two years</p> <p>1. One</p> <p>2 Two</p> <p>3 Three</p> <p>4 More than three</p>	
30	<p>What kind of problems are your men facing that they have shared with you?</p>	
31	<p>(a) Family</p> <p>1 Yes 2 No</p>	
	<p>(b) Marital</p> <p>1 Yes 2 No</p>	
	<p>(c) Land dispute</p> <p>1 Yes 2 No</p>	
	<p>(d) Court case / litigation</p> <p>1 Yes 2 No</p>	
	<p>(e) Financial problem</p> <p>1 Yes 2 No</p>	
	<p>(f) Any other issues</p> <p>1 Yes 2 No</p>	
	<p>Of these problems, in which of them you have been able to help or</p>	

	solve?	
32	(a) Family 1 Yes 2 No	
	(b) Marital 1 Yes 2 No	
	(c) Land dispute 1 Yes 2 No	
	(d) Court case / litigation 1 Yes 2 No	
	(e) Financial problem 1 Yes 2 No	
	(f) Any other issues 1 Yes 2 No	
	Has social media made it easier for your men to tell their problems to you and in what way 1 Yes. 2 Yes sometimes 3 No. 4 Don't know / can't say	
33	Do your men feel comfortable talking about their problems with you 1 Yes sometimes 2 Yes always 3 No 4 Don't know / can't say	
34	Do you like to or take interest in problems of your men and solve their problems 1 Yes 2 Yes sometimes 3 No 4 Don't know / can't say	
35	Approximately for how much time have you singly interacted with each or most of men under your command in last six months Timehours	

36	<p>Do the JCOs communicate problems of men to you?</p> <p>1 Yes</p> <p>2 Yes sometimes</p> <p>3 Rarely</p> <p>4 No</p>	
37	<p>Are you aware of entitlements of men– pay and allowances, clothing, rations, leave, etc</p> <p>1 Yes</p> <p>2 Yes somewhat</p> <p>3 No</p> <p>4 Don't know / can't say</p>	
38	<p>Have you as troop / company commander ever helped to solve personal problems of your men</p> <p>1 Yes</p> <p>2 Yes sometimes</p> <p>3 Rarely</p> <p>4 Never</p>	
39	<p>The informal interaction between officers and men</p> <p>1. Increases during barakhana.</p> <p>2 Decreases during barakhana.</p> <p>3 Remains same during barakhana.</p> <p>4 Don't know / can't say</p>	
40	<p>In the last five to ten years, the interaction during intercompany / battery / squadron sports and professional competitions between officer and men</p> <p>1 Has increased</p> <p>2 Has remained same</p> <p>3 Has decreased</p> <p>4 Don't know / can't say</p>	

41	<p>Do you feel there should be more informal social events organised in the unit to enhance interaction with men</p> <p>1 Yes</p> <p>2 No</p> <p>3 Don't know / can't say</p>	
42	<p>Do you feel quality or standards of men coming into Army has decreased? In what form</p> <p>1 Yes.</p> <p>2 No.</p> <p>3 Don't know / can't say</p>	
43	<p>In peace stations, officers</p> <p>1 Get adequate time to participate in all activities of battalion / regiment and interact with men.</p> <p>2 Don't get adequate time to participate in all activities of battalion / regiment and interact with men.</p> <p>3 Getting same time as earlier to participate in all activities of battalion / regiment and interact with men.</p> <p>4 Don't know / can't say</p>	
44	<p>In your view how can the personal bonding improve the interpersonal communication between officers and men</p> <p>(a) Officers should make efforts</p> <p>(b) Men should make efforts</p> <p>(c) Both should make efforts</p> <p>(d) Don't know / can't say</p>	
45	<p>The frequency of disobedience of orders by men</p> <p>1 Has decreased in the last decade.</p> <p>2 Has increased in the last decade.</p> <p>3 Has remained same in the last decade.</p> <p>4 Don't know / can't say</p>	

46	<p>Knowing their men by officers well (thoroughly) will improve discipline and reduce the number of indiscipline cases</p> <p>1 Yes</p> <p>2 No</p> <p>3 Don't know / can't say</p>	
47	<p>Involvement of officers in solving the personal problems of soldiers</p> <p>(a) will build strong officer - men relationship.</p> <p>(b) will not build strong officer - men relationship.</p> <p>(c) has no connection</p> <p>(d) Don't know / can't say</p>	
48	<p>The number of officers in your regiment / battalion are adequate to solve soldiers problems.</p> <p>1 Yes</p> <p>2 No</p> <p>3 Don't know / can't say</p>	
49	<p>Officers playing games with their men on playfield will build a strong officer – men relationship.</p> <p>1 Yes</p> <p>2 No</p> <p>3 Don't know / can't say</p>	
50	<p>In the last five to ten years, the interaction between officers and men</p> <p>1 Has increased on playfield and during PT.</p> <p>2 Has decreased or reduced on playfield and during PT</p> <p>3 Has not changed</p> <p>4 Don't know / can't say</p>	
51	<p>Even after increased dependence on mobile phone for feedback and routine communication, the inter personal communication between officers and men</p> <p>1 Increases</p> <p>2 Decreases</p> <p>3 Remains the same</p> <p>4 Don't know / can't say</p>	

52	<p>Does the understanding of a soldiers psychology helps in improvement of interpersonal communication between officers and men? And why?</p> <ol style="list-style-type: none">1 Yes.2 No.3 Don't know / can't say.	
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Interview Schedule For Men

The interview schedule has multiple options to choose from. In some questions reasons for particular answer are required.

Question	Content	Response
1	<p><u>Respondent Type</u></p> <p>1 <u>Commanding Officer</u> 2. <u>Officer</u> 3. <u>JCO</u> 4. <u>OR</u></p>	
2.	<p><u>Unit Name</u></p> <p>.....</p>	
3	<p><u>Rank</u></p> <p>1 Sepoy 2 NCO 3 JCO</p>	
4	<p><u>Service in Years</u></p> <p>1 1 – 8yrs 2 8 – 16yrs 3 More than 16yrs</p>	
5	<p><u>Education Qualification</u></p> <p>1 10th 2 12th 3 Graduate 4 Post Graduate</p>	
6	<p><u>Marital Status</u></p> <p>1 Married 2 Unmarried 3 Divorced 4 Separated</p>	
7	<p>Do you have a mobile phone with internet connection</p> <p>Kya apke pass mobile phone internet connection ke sath hai?</p> <p>1 Yes 2 No</p>	
8	<p>How often (how many times) do you like to talk with your family (parents / wife/ siblings)?</p> <p>Apne parivar mein aap jyadatar (kitni bar) apne kis se bat karte hain family me (Mata Pita, Patni, Bhai /Behan)?</p> <p>1 Once in a day</p> <p>2 Once in two or three days</p> <p>3 Once in a week</p> <p>4 Once in a fortnight / month</p> <p>5 Can't say</p>	
9	<p>Is the number of times enough</p> <p>Kya itni bat kafi hai</p> <p>1. Yes 2. No</p>	
10	<p>If above mention times is not enough, How many times do you wish</p>	

	to talk Agar Nahi toh aap kitni bar bat karna pasand karengeTimes	
11	On an average while in unit for how much time do you talk with your family (wife/parents/siblings/friends) daily? Aap prati din unit mein kitni der tak apne pariwar (family) (Patni / Mata / Pita/ Bhai / Behan/Doston) se bat karte hain Time.....(minutes)	
12	Is the number of minutes enough Kya itna samay kafi hai 1. Yes 2. No	
13	If above mention time is not enough, How many minutes do you wish to talk Agar No toh aap kitne minute bat karna pasand karengeMinutes	
14	When do you keep your mobile phone with you and why? Aap kab apna mobile phone apne sath rakhte hain?	
	1 All the time.	
	2. During off duty hours.	
15	Are you active / member of Whatsapp / Facebook/ Other social media Kya aap Whatsapp / Face book / Anaya social media ke sakriya sadasya (member) ho ? 1 Yes 2 No 3 Don't use in unit.	
16	Which social media do you prefer to use	
	(a) Facebook 1. Yes 2. No	
	(b) Whatsapp. 1. Yes 2. No	
	(c) Instagram. 1. Yes 2. No	
	(d) Wechat	

	1. Yes 2. No	
	(e) Telegram. 1. Yes 2. No	
	(f) Twitter. 1. Yes 2. No	
17	Do you play games on internet? 1 Yes 2 No	
18	On an average for how much time daily do you play games on internet Time.....minutes.	
19	On an average, how much time do you spend on internet daily? Daily aap ausat kitna samay internet par bitate hain. Time.....(minutes)	
20	Do you prefer communicating (telling your problems or requests) with officer on social media? why? Kya aap apni samasya (problem) ya nivedan (request) officer se social media par karna pasand karte hain? Kyun? 1 Yes sometimes. 2 Yes always. 3 No. 4 Don't know / can't say	
21	Do you ever discuss / narrate your problems to JCO / officer on mobile (call) Kya aap apni samasya (problem) ko JCO/Officer ko mobile par (call) ke madhyam se charcha karte ho? 1 Yes 2 Yes sometimes 3 When I am outside the unit on leave / TD 4 Never 5 Don't know / can't say	
22	Do you ever discuss / narrate your problems to JCO / officer on social media Kya aap apni samasya (problem) ko JCO/Officer ko social media	

	<p>ke madhyam se charcha karte ho ?</p> <ol style="list-style-type: none"> 1 Yes always 2 Yes sometimes 3 When I am outside the unit on leave / TD 4 Never 5 Don't know / can't say 	
23	<p>Do you ever request for leave to JCO / officer on mobile (social media / call) in unit lines</p> <p>Kya aap chutti ka nivedan (leave request) JCO/Officer se mobile par (social media / call) karte hain ?</p> <ol style="list-style-type: none"> 1 Yes always 2 Yes sometimes 3 When I am outside the unit on leave / TD 4 Never 5 Don't know / can't say 	
24	<p>Your leave request is put up and sanctioned by</p> <p>Apki chutti ka nivedan (leave request) kiske dwara prastut aur manjur (sanction) ki jati hai?</p> <ol style="list-style-type: none"> 1 JCO 2 Officer (Company Commander / Battery Commander) 3 Commanding Officer 4 None of the above 	
25	<p>You are interviewed before you go on leave by</p> <p>Apka Interview (Sakachatkar) chutti (leave) par jane se pahle kiske dwara kiya jata hai?</p> <ol style="list-style-type: none"> 1 JCO 2 Officer (Company Commander / Battery Commander) 3 Commanding Officer 4 None of the above 	
26	<p>You are interviewed after you come back from leave by</p> <p>Apka Interview (sakchatkar) chutti (leave) se aane ke bad kiske dwara kiya jata hai?</p>	

	<p>1 JCO</p> <p>2 Officer (Company Commander / Battery Commander)</p> <p>3 Commanding Officer</p> <p>4 None of the above</p>	
27	<p>Other than while going / coming back from leave, how often are you formally interviewed by Officer</p> <p>Chutti par jane aur wapas aane ke alawa apka interview (sakchatkar) aupcharik (formally) roop se officer ke dwara kab kab kiya jata hai?</p> <p>1 Once in a week</p> <p>2 Once in a fortnight</p> <p>3 Once in a month</p> <p>4 Once in three months</p> <p>5 Once in six months</p>	
28	<p>Can you suggest the frequency for formal interview by officers</p> <p>Kya aap sujahav de sakte hain ki aupcharik (formally) roop se officer ke dwara kitne antara mein sakchatkar (interview) hona chahiye?</p> <p>1 Once in a week</p> <p>2 Once in a fortnight</p> <p>3 Once in a month</p> <p>4 Once in three months</p> <p>5 Once in six months</p>	
29	<p>For how much shortest time do you have same officer as Company Commander / troop Commander</p> <p>Kitne kam se kam samay ke liye aap ek officer Company Commander / Troop Commander ke bhumika (appointment) mein rehte hain.</p> <p>1 A month</p> <p>2 Three months</p> <p>3 Six months</p> <p>4 One year</p> <p>5 More than one year</p>	

30	<p>How many Company Commanders / battery Commanders you have seen in last two years?</p> <p>Pichle do varsha (year) ke dauran apne kitne Company Commander / Battery Commander ko dekha hai.</p> <p>1 one 2 two 3 Three 4 More than three 5 Don't know / Can't say</p>	
31	<p>Do you feel comfortable talking your problems with officers? Why?</p> <p>Kya aap apni samasya (problem) ko apne officer ko batate samay sahaj mahsoos (feel) karte ho? Kyun?</p> <p>1 Yes 2 Yes sometimes. 3 No. 4 Don't know / can't say</p>	
32	<p>Do you feel your company or battery commander will take interest in your problem and solve your problems</p> <p>Kya aap mahsoos karte hain ki aap ki samasya (problem) ko lekar officer dilchaspi (interest) lete hain aur usko hal (solve) karte hain?</p> <p>1 Always 2 Sometimes 3 Rarely 4 Never</p>	
33	<p>Do the JCOs help you to communicate your problems to officers?</p> <p>Kya JCO's apki samasya (problem) ko lekar Officer se batchit karne mein madad karte hain?</p> <p>1 Yes 2 Sometimes 3. When I am out on leave / TD 4 Rarely 5 Never</p>	

34	<p>Is your Company / Battery Commander aware of your entitlements – pay and allowances, clothing, rations, leave, etc</p> <p>Kya apke Company / Battery Comamnder ko apko milne wale entitlement ,vetan (pay) aur bhatton (allowances) ki jankari hai ?</p> <p>1 Yes</p> <p>2 Yes somewhat</p> <p>3 No</p> <p>4 Don't know / can't say</p>	
35	<p>Are officers (company commander / battery commander) always available to you to discuss your problems?</p> <p>Kya aap ki samsya (problem) par vichar karne ke liye Officer (Company Commander / Battery Commander) hamesha uplabdh hote hai?</p> <p>1 Always</p> <p>2 Sometimes</p> <p>3 Rarely</p> <p>4 Never</p>	
36	<p>Are you able to approach officers to discuss your problems? Why?</p> <p>Kya aap apni samsya (problem) ko vichar karne ke liye apne Officer tak pahunchne mein saksham ho? kyon ?</p> <p>1 Yes sometimes.</p> <p>2 Yes always.</p> <p>3 No.</p> <p>4 Don't know / can't say</p>	
37	<p>Do all officers behave properly with men?</p> <p>Kya Officer aapke sath uchit dhang se vyavhar (behaviour) karte hain?</p> <p>1 Yes</p> <p>2 Some of them</p> <p>3 Rarely</p>	
38	<p>Do all officers use proper language , don't shout, don't hit men?</p> <p>Kya Officer aapke sath uchit language use karte hain, aapke upper chillate nahi, aapko marte nahi?</p>	

	<p>1 Yes</p> <p>2 Some of them</p> <p>3 Rarely</p>	
39	<p>What are your views on officer's behaviour with men?</p> <p>Aapke Officers ke vyahar (behaviour / language) ke barein mein kya vichar hai ?</p> <p>.....</p> <p>.....</p> <p>.</p>	
40	<p>Do the officers respect you as an individual?</p> <p>Kya Officers vyaktigat roop se aapko samman (respect) dete hai ?</p> <p>1 Always</p> <p>2 Sometimes</p> <p>3 Rarely</p>	
41	<p>Do you feel the quality or standard of officers has gone down in last five to ten years</p> <p>Kya aap mehsoos karte hai ki Officers ke moolguno mein pichle 5 se 10 sal mein kami aayi hain ?</p> <p>1 Yes</p> <p>2 Yes somewhat</p> <p>3 No</p> <p>4 Don't know / can't say</p>	
42	<p>What kind of problems have you faced or facing now?</p> <p>Aapne kis tarah ki samsya (problem) ka samna kiya hai ya kar rahe hain ?</p>	
43	<p>(a) Family dispute or problems</p> <p>1 Yes 2 No</p>	
44	<p>(b) Marital problems</p> <p>1 Yes 2 No</p>	
	<p>(c) Land dispute</p> <p>1 Yes 2 No</p>	
	<p>(d) Court case / litigation</p> <p>1 Yes 2 No</p>	

	(e) Financial problem 1 Yes 2 No	
	(f) Any other issues 1 Yes 2 No	
	Of these problems, which do you share with officers? In me se koun si samsya (problem) ko aap officers se vichar vimarsh (share / discuss) karenge ya kiya hai?	
	(a) Family dispute or problem 1 Yes 2 No	
45	(b) Marital problems 1 Yes 2 No	
	(c) Land dispute 1 Yes 2 No	
	(d) Court case / litigation 1 Yes 2 No	
	(e) Financial problem 1 Yes 2 No	
	(f) Any other issues 1 Yes 2 No	
	Does your troop / company commander like to get involved in your personal problems Kya aapke Company / Troop Commander aapki vyakti gat samsya (personal problem) mein hasthchep (solve) karna pasand karte hain ? 1 Yes always 2 Yes sometimes 3 Rarely 4 Never 5 Don't know / can't say	
	Has your troop / company commander ever helped to solve your personal problems? Kya kabhibhi troop / Company Commander ne aapki vyakti gat samsyakohalkarnemeinmadadkihai (help in solving personal problem)?	

	<p>1 Yes</p> <p>2 Yes sometimes</p> <p>3 Rarely</p> <p>4 Never</p> <p>5 Don't know / can't say</p>	
46	<p>Are you permitted to keep your mobile phone with you during duty hours?</p> <p>Kya aapko duty kesamay mobile phone apnesaathrakhnekiizazathai?</p> <p>1 Yes 2 No</p>	
47	<p>In last five years, the interaction between officers and men on playfield and during PT</p> <p>Pichlepaanchsaalon me, Officer's Aur Men ke beech meinmelmilapKhelonkemaiddan per aur PT kesamaymein</p> <p>1 Has increased.</p> <p>2 Has decreased.</p> <p>3 Has not changed</p> <p>4 Don't know / can't say</p>	
48	<p>The informal interaction between officers and men</p> <p>Officer's Aur Men ke beech anaupcharik (informal) melmilap.</p> <p>1 Increases during barakhana.</p> <p>2 Decreases during barakhana.</p> <p>3 Remains same during barakhana.</p> <p>4 Don't know / can't say</p>	
49	<p>In the last five years, the interaction during intercompany / battery / squadron sports and professional competitions between officer and men</p> <p>Pichlepaanchsaalon me, Officer's aur Men ke beech melmilap Company / Battery / Squadron ke beech sports vyavasikpratiyogitakedauran.</p> <p>1 Has increased</p> <p>2 Has remained</p> <p>3 Has decreased</p> <p>4 Don't know / can't say</p>	

50	<p>In peace stations in last five years, for participation in all activities of battalion / regiment and interaction with men, officers</p> <p>Pichle 05 se 10 years me Officers ko peace station per Battallion / Regt activities me hissalenekeliyeaurmenokesaathmelmilapkeliye</p> <ol style="list-style-type: none"> 1 Get adequate time 2 Don't get adequate time 3 Getting same time as earlier 4 Don't know / can't say 	
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