

ETHICAL LEADERSHIP IN INDIAN ARMY: PARADIGMS AND CHALLENGES

**A Dissertation Submitted to the Panjab University, Chandigarh for the Award of
Master of Philosophy in Social Sciences, in Partial Fulfilment of the Requirement
for the Advance Professional Programme in Public Administration (APPPA)**

BY

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SELF-DECLARATION

It is hereby declared that this dissertation titled '**Ethical Leadership in Indian Army: Paradigms and Challenges**', for the award of Master of Philosophy in Social Sciences of Panjab University, Chandigarh is my original piece of work and that this work or part of has not been submitted for award of any degree or diploma of either this or any other University. I am aware of the University's norms and regulations regarding the plagiarism including the disciplinary action that it may invite. Any use of the works by any another author, in any form, is **adequately acknowledged** at their point of use or in the References and Bibliography.

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CERTIFICATE

I have the pleasure to certify that Brigadier V K Purohit, YSM, SM has pursued his research work and prepared the present dissertation titled '**Ethical Leadership in Indian Army: Paradigms and Challenges**' under my guidance and supervision. The same is result of research done by him and to best of my knowledge; no part of the same has been part of any monograph, dissertation or book earlier. This is being submitted to the Panjab University, Chandigarh, for the purpose of Master of Philosophy in Social Sciences based on the curriculum and in partial fulfillment of the requirement for the Advanced Professional Programme in Public Administration (APPPA) of Indian Institute of Public Administration (IIPA), New Delhi.

I recommend that the dissertation of Brigadier V K Purohit, YSM, SM is worthy of consideration for the award of M. Phil degree of the Panjab University, Chandigarh.

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

“A man ethical behaviour should be based effectually on sympathy, education and social ties: no religious basis is necessary. Man would indeed be in a poor way if he had to be restrained by fear of punishment and hope of reward after death”.

- Albert Einstein (1949)

Background

The word **Ethics** has its origin from combination of two words, one from the Greek word ‘ethikos’ that has been derived from ‘ethos’ which translates to character and the second word from the Latin word ‘mores’ which in English is called customs. There are several inferences that can be extracted from the debate regarding the origin of ethical conduct, it would not be wrong to conclude that emergence of ethics would have come into existence only after humans began to live in a civilized manner and understood the distinction between right and wrong. Human resource management in the Indian Army is an intricate matter. In spite of the challenges those are faced by Indian Army, it has stood the test of time and has carved a niche for itself by adhering to the high moral values and ethical conduct. Not only has it earned accolades within the country but ethical conduct while serving in various United Nation Missions, even in adverse conditions, has been recognized worldwide. However, there is a need to continuously study the Ethical Conduct in Indian Army to be able to mitigate the challenges it faces.

Objectives of the Study

The objectives of the study are as follows:

- (a) To study the practices of ethical leadership in the Indian Army.
- (b) To study determinants of ethics in present scenario in the Indian Army.
- (c) To recommend a way forward to overcome the ethical concerns.

Research Strategy and Design

The basic approach of study in this research was conducted by a mix of Qualitative and Quantitative Research Methods. The philosophies of ethical conduct as has been given by various thinkers, ethical values followed world over and the code of ethics as given in the 2nd Administrative Reform Commission Report approved by the Indian Government were analyzed. The changes in the ethical standards in the Indian Army were also studied. The strategy for different aspects as stated is as follows:

- (a) Qualitative Research Strategy was used by way of review of the documents to study the theory of the ethical values.
- (b) The study of change in the ethical pattern and responses was conducted by the Quantitative Research Strategy, where in descriptive survey method was used. A questionnaire with all the ethical values having multiple options for the officers, Junior Commissioned Officers (JCO) and Other Ranks (OR) to respond was given. This data collected was analyzed to validate the research objectives.

Data Collection

The primary data was utilized for the verification of research questions and hypotheses while the secondary data was employed to support the same. In case of primary data, a survey was conducted on the Army personnel belonging to different ranks based on the numbers obtained through statistical means. After the data was obtained analysis for interpretation using dispersion method for studying the sample, chi square test of independence was used for checking the dependence of ranks and responses of the individuals for each question and Kendall's Tau correlation was employed to determine a positive or negative correlation between the rank and responses wherever relevant. The secondary data was mainly obtained from books, earlier researches and reports etc.

Literature Review

Ethical Leadership in the Military is not a new subject. The history is replete with examples of the Military Leader who were able to change the course of a war to lead their troops to victory as they were not only competent but also maintained high moral values, while inefficient commanders steered the possible victory into defeat. It was seen during the literature review that the same template of the ethical conduct in the military across the world can't be used due to cultural differences. Therefore, the studies directed specifically to Indian Army were preferred for reference vis-à-vis other Armies. Many books on the subject, apart from researches and articles were examined.

It was found during the review of these that the changes in the ethical behaviour takes place as the society evolves, thus it necessitates that such research should not be restricted as a onetime exercise but should be undertaken at regular intervals by the Army itself to be able to carry out the course correction required, if any.

Ethical Leadership

The 2nd Administrative Reforms Commission (ARC) was set up in Aug 2005, to suggest measures to achieve a proactive, responsive, accountable, sustainable and efficient administration for the country at all levels of the government. The fourth report of the Second Administrative Reforms Commission tabled in January 2007 covers the issue of ethics in governance. In Chapter 2 of the 2nd ARC Fourth Report, the codes of ethics for civil servants have been covered. Though Army has its own code of conduct and Military Laws but the code of ethics as given will also be applicable to them within the framework of the Military Law.

In the Armed Forces the emphasis is on the leadership at different levels wherein it is expected that they should lead by example, demand high performance from the subordinates, encourage confidence in the team, recognize the individual strengths and weaknesses, strive for the goal set for the team and ensure discipline. On the similar lines there are Honour Codes of Leadership for the leaders in the Indian Army. There are also Ten Commandments of the Chief of the Army Staff (COAS) for the soldiers to follow while serving the nation especially during the Counter Insurgency Operations. These Commandments cover the issues of the ethical conduct by all Ranks of the Indian Army during the operations or otherwise.

Leadership with high ethical values is of paramount importance for the Armed Forces as it is only due to good values in the soldier and the faith he has in his leaders he serves the Nation and if required, makes the ultimate sacrifice. There is a need to have the right kind of development in Military Leaders at various levels in which the morals, ethics and the leadership traits are most important and must be emphasized.

Ethical Challenges

Ethics is impacted by the constant change in the technology and the society. We also know that what was considered to be an ethical way few years back may not be true today. A few ethical challenges that Indian Army faces is due to modernization, involvement in Aid to Civil Authorities, operating in Counter Insurgency (CI) areas, greed, materialism, steep pyramid, early retirement from service, impact of media and so on. Though the media covers the positive incidents related to Army but even minor incidents of unethical conduct are blown out of proportion to attract general attention. There are also some people, however miniscule in number, who will violate the laid down norms thereby bringing bad name to the organisation. It is because of these people that there is overall impact on the Ethical Values. Due to all these factors, the Ethical Values in the Army have taken a beating. It is, therefore, important that any downtrends in the Ethical Values in the Army are arrested well in time to ensure that our Army remains most professional and focused to the task assigned to it.

The Indian Army has ensured that it adapts to the required changes in the Ethical Values with time. However, there are multiple ethical challenges it faces every day and it is very difficult for any organisation to be able to address all the issues but the necessary efforts to mitigate them are required to be taken.

Analysis of Data

The general conduct of the Indian Army remains to be good wherein all ranks across the board take pride in their service and consider that more is required to be done for better ethical conduct. Any organization which knows its shortcomings and addresses them, for overall betterment, will continue to improve and the same is generally established for the Army through the analysis of the sample data collected. The data collected has been able to point out on few shortcomings in the ethical values and also the positives like courage, camaraderie etc in the Indian Army. Some of the important conclusions that can be drawn from the research findings based on the survey are as follows:

- (a) The man management in the Army has become difficult due to changes in the society and proliferation of social media.
- (b) The Code of Honour presently in vogue requires recalibration.
- (c) The concept of zero error syndromes is there as superiors are less open to mistakes.
- (d) It is expected that the leader should hear his team and take decision in the best interest of the organization and in case of failure take moral responsibility of the decision taken.

- (e) The Indian Army is facing ethical challenges.
- (f) Indian Army requires improvement in the institutional mechanism to check corruption.
- (g) There is a need to emphasis on ethical behavior and military like conduct at all times by the soldiers of Indian Army.
- (h) There is a need increase the training on ethical conduct in various training institutes of the Indian Army.

We are well aware that over a period of time, there has been many changes in the society like people preferring individual family system instead of joint family, the standards of living have gone up so has the requirement of materialistic things, life has become more stressful leading to intolerance and many other changes. The individuals joining the Armed Forces come from the same society and, therefore, there is bound to be some reflection of such changes in the Army as well. The Army is required to maintain the highest standards of ethical values and which implies that even slightest deviation from the laid down standards must be immediately looked into.

It has been inferred from the analysis of the data collected that there has been a certain degree of decline in the ethical leadership in the Indian Army. These changes in the ethical values may not have any serious consequences now but are required to be pointed out well in time. Therefore, it is necessary to alleviate these issues to ensure that our Army remains to be one of the best professional and ethical forces in the world.

Way Forward

The Army needs to emphasise on the discipline, accountability, transparency, man management, welfare, moral, professional competence fairness and camaraderie to ensure that Ethical Values are upheld by all in the organisation. It must also be ensured that there is adequate provision of training the leaders on the Ethical Values, the honour code be adequately calibrated, capable people are given preference over sycophants, the working procedures are improved and one of the core values of the Army that is of, “Service Before Self” is emphasised. There is a need to address the concerns where there is perceived decline in the Ethical Values of the Leadership to ensure that the Army continues with best practises of Ethical Leadership, as it is considered to be professionally one of the best world over.

Conclusion

The importance of high ethical values in those occupying position of leadership in Indian Army becomes essential as they lead their men during the War or other adverse condition where one may have to sacrifice even his life. The willing motivation in the individuals will come only if they have faith in his leader. There are instances right through the glorious history of India where the Kings have led their troops for a cause which was righteous war and the general masses also fully supported these as they knew that their king is fighting for them and a just cause. Even all the holy books across the religion emphasizes on the ethical way of life including for those in the military.

After Independence, the Indian Army followed what it inherited from the British Military as the legacy of maintaining high ethical values. Over a period of time due to various factors to include changes in society and proliferation of media there has been some impact in the Ethical Values of the Indian Army as well. Though, it is not serious but it is necessary to take steps in right direction to mitigate these. The study of Ethical Conduct will also have to be a continuous process to be able to know the drop, if any and take timely actions to mitigate the negative impact of such changes.



CHAPTER 1

INTRODUCTION

CHAPTER – 1

INTRODUCTION

“Ethics is knowing the difference between what you have a right to do and what is right to do”

- Potter Stewart (n.d.)

Introduction

It is essential to understand the meaning and the interrelationship between ethics, leadership, and values. Only the constitution of these three factors produces an Ethical Leader, not only in the Armed forces but in all walks of life. The word **Ethics** has its origin from combination of two words, one from the Greek word ‘ethikos’ that has been derived from ‘ethos’ which translates to character and the second word from the Latin word ‘mores’ which in English is called customs. Several theories have been formed to speculate the origin of ethical conduct or behavior. But, it will be safe to assume that ethics would have come to existence only once humans would have started to conduct in a civilized manner and when the societies would have understood the distinction between right and wrong. Therefore, ethics is often considered to be a part of philosophy that differentiates between what is virtuously right or wrong. The word ethics, morals and values are somewhat intertwined and therefore it is important to understand this correlation amongst them. Moral conduct is based on some laid down rules and regulations which are accepted by the society whereas ethics is a philosophical way of looking at the moral conduct. The values on the other hand can be said to be the principles by implementing of which one is

considered a person of high virtues, though they may or may not be ethical. The ethics, morals and values can differ from amongst individuals, societies and cultures.

Ethics is a vital facet which can't be legislated to anyone but is the right way of doing a thing in the right manner. Rich, 2005, defines ethics as "a systematic approach to understanding, analysing and distinguishing matters of right and wrong, good and bad and admirable and deplorable which has historical perspective and some of the values have been carried through ages". Enough literature or research is not there, that has been carried out in the field of Ethics, with specific emphasis to Indian Army. Though a lot that has been written about 'Leadership', ethics finds mention only as passing remarks in the characteristics of the leadership qualities. The issue today that confronts us is that, by having a formulated Honour Code for the Indian Army and including aspect of Ethical Conduct in Indian Army, is that enough?

This question of Ethics remains germane throughout the tenses. As per Resnik, 2015, "most of the ethical norms are learnt at home, schools, in religious places and social settings". There are continuous socio-economic changes and the same will remain so in future as well and hence, the Ethical Values were and will always remain relevant. Therefore, Indian Army cannot remain isolated from it and will have to continuously evolve to practice the emerging Ethical Challenges.

Leadership on the other hand has been defined as the way one motivates, directs and propels people under him/her to achieve the mission set for the team or the organisation. There are various theories regarding developing skills as a leader, some believe that leaders are born and no amount of training can instill the qualities that a

leader requires. The other school of thought states that, leadership qualities can be developed in anyone who is motivated to learn such traits. It has further been stated that it can be acquired by observation, study and experience acquired over a period of time. One thing is clear that whether born or otherwise, a leader will have to continue to develop this art as it requires moral courage, ability to lead from front, spirit-de-corps, self-confidence, fitness, getting team to work as per plan, being bold, decisive, determined, knowledgeable etc. There are various styles of military leadership and lot of factors contributes to the style that is adopted by different leaders. As far as the study of Military Leadership in India is concerned only limited research has been carried out in the past, in fact most of such studies have only started after nineteen eighties.

Values are the set of beliefs to distinguish between good and bad, right and wrong and they also establish what is more important while taking a decision. They motivate individuals to do a job and inspire them to behave in a particular manner. The values will differ from individual to individual and are influenced by the family, culture, religion and the society in contrast to ethics which are more influenced by the institutes, profession, organizations etc. The values have a massive impact on the decision made by the individual and the way they see the environment around them. The values can be stated to be of two types i.e. terminal and instrumental. The terminal values are those goals one would like to achieve in his/her life time. The instrumental values are the acceptable mode by the society, which helps in achieving the terminal values.

The study of value based ethical leadership in the Indian Army is as critical, if not more, as is required in corporate world, public life or in civil administration. We know that we have a large standing Army of 1.4 million active personnel; they come from different regions having diverse customs, way of life in their native place and different religions. At the same time technological advancement and modernization within the armed forces is taking place. Then we have boundary disputes with two neighbours and terrorism in many states. All these factors do contribute to the complexity of the human resource management to ensure that the goals set for the Indian Army are achieved. In spite of the challenges those are faced by Indian Army, it has stood the test of time and has carved a niche for itself by adhering to the high moral values and ethical conduct. Not only has it earned accolades within the country but the ethical conduct while serving in various United Nation Missions, even in very adverse conditions, has been recognized worldwide.

Philosophical View on Ethics (Ethics, 2021)

Socrates as recorded in Plato's dialogues is customarily regarded as the father of Western Ethics. He opined that individuals can naturally do what's sensible on condition that they recognize the difference between right and evil. The bad actions are purely the result of lack of knowledge. He stated that, there is one good, knowledge, and one evil, ignorance. He equated knowledge and wisdom with self-awareness, virtue and happiness. So, in essence, he considered self-knowledge and self-awareness to be the essential good, because the truly wise person will know what is right, do what is good and therefore can be happy.

According to Aristotle, "Nature does nothing in vain", so it is only when a person acts in accordance with their nature to realize their full potential, will they be content in life as they would have done well. It has been stated that once an individual attains self-realization it leads to happiness. It was the belief of Aristotle that things like civic life and wealth etc are just means to end whereas; the final goal for all is to attain happiness. He therefore encouraged moderation in all actions, as the extremes of any action will lead to degradation and immoral conduct, for example courage is the moderate virtue between the extremes of cowardice and recklessness. He, hence, opined that one should not simply live, but live well with conduct governed by moderate virtue.

Virtue, for Aristotle, denotes doing the right thing to the right person at the right time to the proper extent in the correct fashion and for the right reason. Thomas Hobbes another philosopher disregarded the theory of Aristotle stating that human desire of physical needs is the one that actually impacts the ethical conduct. The humans before being civilized had no restraint for war and now in modern society are greatly influenced by ruthless persons to take actions which may be violent.

Swami Vivekananda professed that the who one is devoted to work, without expectation of anything in return, will lead to the path of ethical conduct and finally attain inner freedom through the same. That is to say that the theory of ethics for Swami Vivekananda was based on the inner purity of an individual. Even Rabindranath Tagore stated that love and sacrifice go together and if we love the humanity then our consciousness will go beyond the ego thus attaining self-realization which means that our conduct will be ethical.

Statement of Problem

It has already been stated that Ethics is not a new subject. In the society today we all know what is right and wrong, inspite of that we take decisions may not be ethical. Army personnel are drawn from the same society which, off late, has seen major changes in the ethical values. Therefore, they are also bound to be affected by these changes. Ethical leadership in Indian Army becomes more important, as the leaders not only have to be a role model for their subordinates but also must lead them in war when required. Also, Army is seen as the last bastion for dealing with various challenges faced by the country from time to time, apart from their primary duty of safeguarding the borders of the nation. During such assistance high ethical conduct is expected from Army. However, recently a lot of issues have come up in the media, which points at erosion of ethical values in the Indian Army. Though, there are articles and researches done from time to time to assess the ethical conduct of Indian Army but there is a lack of studies to look at the paradigms and challenges for Indian Army.

Objectives of the Study

The objectives of the study are as follows:

- (a) To study the practices of ethical leadership in the Indian Army.
- (b) To study determinants of ethics in present scenario in the Indian Army.
- (c) To recommend a way forward to overcome the ethical concerns.

Research Strategy and Design

The basic approach of study in this research was conducted by mix of Qualitative and Quantitative Research Methods. The study of the philosophy of ethical conduct as has been given by various thinkers, ethical values followed world over and the code of ethics as has been underlined for the civil servants in the 2nd Administrative Reform Commission Report approved by the Indian Government was also analyzed. The changes in the ethical standards in the Indian Army were also studied. The strategy for different aspects as stated is as follows:

- (a) Qualitative Research Strategy was used by way of review of the documents to study the theory of the ethical values.
- (b) The study of change in the ethical pattern and responses was conducted by the Quantitative Research Strategy, where in descriptive survey method was used. A questionnaire with all the ethical values having multiple options for the officers, Junior Commissioned Officers (JCO) and Other Ranks (OR) to respond was given. This data collected was analyzed to validate the research objectives.

Justification of Study

The study of Ethical Leadership in any field including Military is not new. Chanakya in his book 'Arthshastra' has given many examples for the conduct of King and his forces in management of the state and the conduct during war. The reference of ethical leadership can also be found in all the religious epics of all the religions.

That is to say that ethical conduct in any organization is not new and is universally applicable, only there would be variations due to social and cultural values prevalent in that particular country. For example, death sentence may be an ethically wrong practice in a country whereas it may be perfectly alright to hang an individual in public in another country. Therefore, there is influence of such practices in the overall conduct in any field including the Armed Forces.

The changes in the social values, conduct of people due to changing environment, impact on the beliefs due to various reasons including scientific reason etc. will affect the Armed Forces as well. If we consider that there is degeneration of ethical values in the society as a whole then surely Armed Forces are equally transformed and it is necessary to continuously study such trends to take timely corrective actions. Though, it is best that ethical values are followed in all walks of life, but it is comparatively more required in the Armed forces due to the nature of their job, closed knit environment away from the society and them being the last bastion.

The Armed Forces have to remain in their silo due to various reasons, one of them is that they have to continuously train for war during peace and in case of deployment at the border there is little presence of civil population and administration. The leadership in various layers is responsible for the administration, training and assigning of the tasks. It is, therefore, essential that there is a clear hierarchical structure and orders are followed, including shooting to kill, if required. Hence, the conduct of leadership at each stage of the hierarchy must be the most upright as there are financial and moral values involved at all times. There is a lot of

standing operating procedures, policies and rules which have been laid down but, still, there are incidents which take place of financial and ethical misconduct.

The need for study was to see if there is a decline in the financial and moral conduct from the past, the challenges that are being posed and suggest measures to ensure that we remain the best. The topic has become even more relevant today as there has been no study on the subject of Ethical Leadership in Indian Armed Forces in the recent past and there are incidents which may indicate that the Ethical Values in the Armed Forces have taken a beating in recent times due to financial greed of a few, be it taking bribe in lieu of recruitment, spying for the enemy or morally falling down due to sexual misconduct.

Research Questions

The same are as follows:

- (a) What constitutes as ethical leadership in Indian Army?
- (b) What changes have taken place in the Ethical Leadership Values in Indian Army?
- (c) What are the ethical dilemmas in the present day scenario?
- (d) Is there a need to change the present ethical code of conduct in Indian Army due to the changing scenario?
- (e) What is the way ahead to ensure that ethical values are upheld by all personnel of Indian Army?

Research Hypothesis

The hypothesis is as follows:

- (a) H_0 - There is no departure in the ethical values in the Indian Army.
- (b) H_A - There is a departure in the ethical values in the Indian Army from the past.

Limitations of the Study

Due to the constraints of time and the large strength of the Indian Army which is deployed all across the country, it is impossible to survey each and every personnel of the Indian Army and therefore the sample size has been arrived at by consideration of the Chi Square method.

Methods Applied and Data Sources

Source of Data Collection: The primary data was used to collect data and secondary data was used to support the same. The following sources for the data were used:

- (a) **Primary Data:**
 - (i) It was in the form of survey.
 - (ii) Questionnaire to the sample population (attached as Appendix).
 - (iii) Analysis for interpretation using dispersion method for studying the sample, chi square analysis of independence was used for checking the association of ranks and responses of the individuals.

(iv) Personal experiences in the field were also used.

(b) **Secondary Data:**

(i) Books by the experts on the subject

(ii) Research conducted on the subject earlier

(iii) Research papers written in recent past

(iv) Literature in the ARTRAC and other publications

(v) Reports in the news and articles in various magazines

(vi) Digital Documents

Stratification: The same was achieved by having five factors in row and column using variables of the rank structure in the Indian Army i.e. Colonel and above (Col& above), Lieutenant Colonel and below (Lt Col & below), Junior Commissioned Officers (JCOs), Havildars (Hav) and Naik and below (which include Other Ranks (OR) like Lance Naik and Sepoys) on one side and variables of five options of responses on the other side. A degree of freedom of 16 therefore was obtained.

Sample Selection: Considering a medium effect size, the probability of false positive as 0.05, the desired power as 0.95 and a degree of freedom as 16 we obtained a total sample size of 317 by using GPower. The calculation obtained is given as shown below (Figure 1.1 refers).

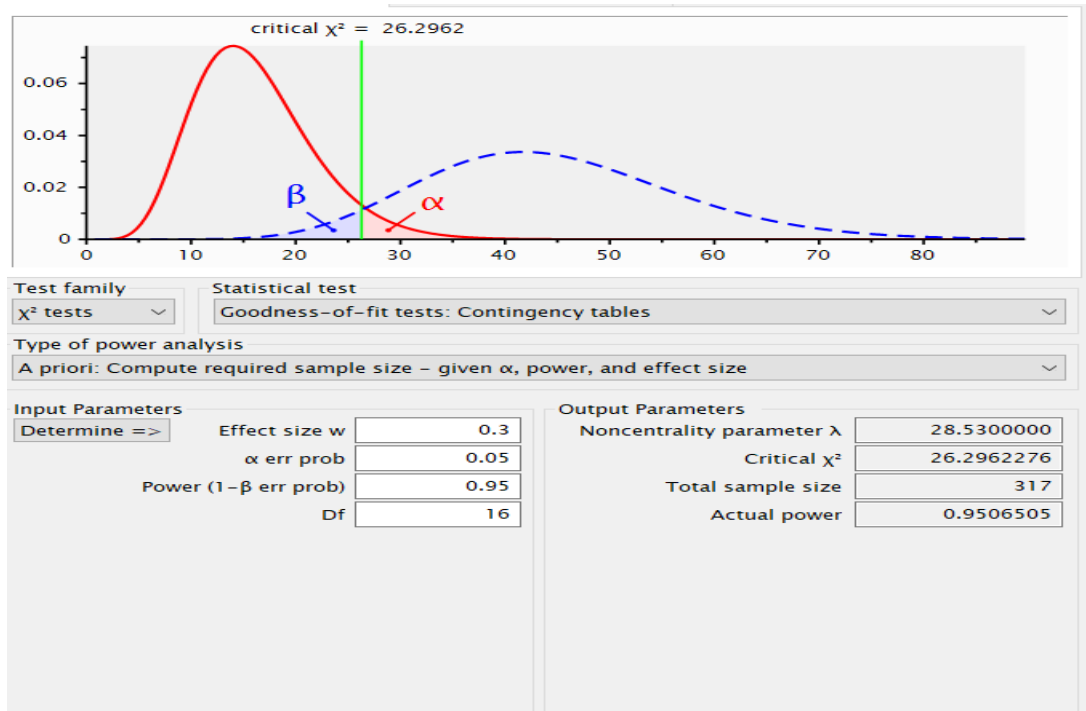


Figure 1.1: Sample Size as per Chi Square Method

Survey Results: Analysis

The statistical tools and methods used for carrying out the analysis of the survey conducted for correct interpretation and inferences are as follows:-

- (a) **Chi Square Tests for Independence:** This method was utilized to check whether there is dependence between the rank and responses obtained for each question. This helped in realizing the difference in opinion, if any, between ranks.
- (b) **Kendall's Tau Correlation:** The coefficient was employed to determine positive/negative correlations in opinion and rank for the relevant questions in the questionnaire.

Chapterisation

The research study was carried out in the chapters as follows:

- (a) **Chapter 1** – Introduction
 - (i) Introduction
 - (ii) Philosophical View on Ethics
 - (iii) Statement of Problem
 - (iv) Objectives of the Study
 - (v) Research Strategy and Design
 - (vi) Justification of Study
 - (vii) Research Questions
 - (viii) Research Hypothesis
 - (ix) Limitations of the Study
 - (x) Methods Applied and Data Sources
 - (xi) Survey Result: Analysis
- (b) **Chapter 2** – Literature Review
- (c) **Chapter 3** – Ethical Leadership
 - (i) Introduction
 - (ii) 2nd Administrative Reforms Commission
 - (iii) Honour Code in Indian Army

- (iv) Ten Commandments of the COAS
- (v) Ethical Leadership in Indian Army
- (d) **Chapter 4 – Ethical Challenges in the Indian Army**
 - (i) Introduction
 - (ii) Ethical Dilemma
 - (iii) Reasons for changes in the Ethical Values
 - (iv) Ethical Challenges in Indian Army
- (e) **Chapter 5 – Perception of Respondents: Interpretation of Data**
 - (i) Introduction
 - (ii) Structuring of the Questionnaire
 - (iii) Statistics and Software Used
 - (iv) Analysis of Data Received
- (f) **Chapter 6 – Research Findings and Way Forward**
 - (i) Introduction
 - (ii) Research Findings
 - (iii) Hypothesis Testing
 - (iv) Way Forward
- (g) **Chapter 7 – Conclusion**



CHAPTER 2

LITERATURE REVIEW

CHAPTER - 2

LITERATURE REVIEW

“Ethics is in origin the art of recommending to others the sacrifices required for cooperation with oneself.”

- Bertrand Russell (n.d.)

Introduction

Prior to conducting the review of the literature for Ethical Leadership in military and having studied the need for the study in **Chapter 1**, let us first understand why it is important. After having seen the definition and the philosophical view on ‘Ethics’ and the ‘Ethical Leadership’ we can conclude that ethical conduct is essential for any Leader be it in public domain or otherwise. A leader in the military faces multiple challenges and must lead his men in war which might even cost their life. Even in peace stations there are pressures of administration, training and aid to civil authorities in case of natural calamity or disaster of any kind. There are also very fast technological changes in the field of military weapon system; therefore, there is a need to continuously keep abreast with it. As military leaders, decision making based on the situation is very important and the consequences of these decisions hold a deep impact. These decisions must not only maintain the values and beliefs of the establishment but also keep in touch with the present and prepare for the future. Therefore, a military leader must have constant motivation towards learning as it creates an atmosphere of knowledge in the long run and one is able to understand the ethical way of dealing with the situations.

”Ethics” in the domain of military and specifically during war, where there is danger of maximum compromise of the ethical values, is not a new subject. All the epics across the religions do teach us the ethical way of life be it the ten commandments from the Holy Bible, personal behaviour (Tehzib and Aklaq) from Holy Quran or Truth, Contentment, love, Compassion (Sat, Santokh, Ishq, Daya) from Sri Guru Granth Sahib Ji. In Holy Ramayana as well there are teachings of fighting the Righteous War wherein Lord Rama (Shivam, 2012) fought Bali while hiding behind a tree and the same was questioned by him on his death bed. Lord Rama replied to him that, ‘You are accusing me of immorality without understanding the intricacies of dharma. You should not feel as to have been wronged as you were the one who first mistreated your younger brother Sugriva. It was you who first insulted him, attacked him to take his life and then exiled him. You had a bad eye for his wife who was your sister-in-law and deserved to be respected by you but instead you took up her as your wife. And because of this you are an aggressor and therefore, deserve to be killed and there is no sin in killing such a person by whatever means. ” This implies that people who are the protector of the law incur no sin in killing an aggressor. While military ethics may have remained almost static for thousands of years, military values have undergone many transformations. Ethical leadership therefore, is a topic that should be important to anyone in the Army who is in a leadership position.

The history is replete with examples of the Military Leader who were able to change the course of a war from going towards defeat to leading their troops to victory as they were not only competent but also had high moral values, while inefficient commanders steered the possible victory into defeat. In the armed forces

leadership is exercised at three levels i.e. tactical, operational and strategic. Tactical leaders are the ones who deal at the functional level wherein the emphasis is on physical attributes, raw courage and personal character. The other two levels of leadership require vision, wisdom, conceptual clarity with clarity of war waging cum avoidance techniques, superior management of changing battlefield milieu including technology and understanding interface between politico-economic-military activities.

It is vital to carry out the review of literature to ensure that the research that is being done follows the pattern and is based on the research gap(s) found in the research conducted earlier. The literature review also helps in providing the essential knowledge base that provides the right platform for a better and fruitful research. The topic of 'Ethical Leadership' is not new for the world and a lot of books have been published and research work has been done in this field. Even, in India there are lot of books, dissertations, research papers, articles and related material on the subject. There are dissertations, research papers and articles specific to the 'Ethical Leadership in Indian Army' that has been published in the past. There have been various changes in the society accompanied by proliferation of social media over a period of time which has impacted the ethical practices world over. It was therefore important to go through some of the relevant research works to be able to gain knowledge and find the gaps prior to proceeding for this research.

Literature Review

Rich, K. (2005), states that ethics refers to analysis of the issue of what is right and wrong, whereas morals are actual beliefs and behavior followed by the people in a society, but the words are often confused. The ethical conduct will decide values,

behavior and that what actions are right or wrong and good or bad etc. It has been stated that utilitarian ethics stresses that one's action in regard to achieving the most good for most people may be affected by a rule. Though the author has mentioned Vedas and Buddhism as well as ethics in the Chinese philosophy to bring out the ethical concept, they have regarded that the eastern philosophies and system of ethics often are inseparable, whereas same should be true for all.

Resnik, D. (2015) in his paper, 'What is Ethics in Research and why it is important', states that most of the ethical values are learnt from home, society and religious places. Therefore, one starts learning the sense of right and wrong right from his childhood and continues to develop the same as one grows. He has covered general summary of the ethical principles that are addressed by various codes.

Denhardt, K. (1988) in his book 'The Ethics of Public Service - Resolving Moral Dilemmas in Public Organisation' has stated that there is a need for development of an approach to the study and practice of administrative ethics that is based on a better developed theoretical framework, is more grounded in philosophy and is ultimately more practical in that it considers and accommodates the exigencies of the environment in which public administration must practice - modern public organization.

Kumar, R. (1999) in the book, 'Morality and Ethics in Public Life' has stated that due the progress in the field of science and technology the social life has been affected, as people now want more and more material gain. This has resulted in fall in the standards of the public life as well. He has made suggestions for maintaining morality in Public life.

Chattopadhyay & Bandyopadhyay (2002) in their book, 'Ethics - An Anthology' has compiled articles written by various authors. The Department of Philosophy, Jadavpur University in 1998 organized refresher course on. 'Ethics: Indian and Western' after which the participants requested that they be provided with volume of reading on the topic. The book was then compiled by the two responsible for coordinating the course. In the book they have compiled the ethics as described in Buddhism, Jainism, and Hinduism etc.

Misra, S. (2016) in the theme paper, 'Strengthening of Ethical and Moral Values in Governance' has brought out various views on ethical thoughts including the dilemma between ethics and self interest in case of Middle East Arab Spring. It has further covered the role of Ethics and Moral Values in Governance. The initiatives taken to strengthen the Ethical Framework by India and the emerging Ethical Dimensions in Public Service Delivery in 21st Century have also been addressed in the paper. The way forward including training in ethics and moral value has been suggested in the paper.

Chakrabarty, B. (2016) in his book, 'Ethics in Governance in India', states that the governance and ethics are intertwined. It has been brought out that lack of ethical values in the governance will quickly result in corruption as in the world of globalization there are lots of non-state actors with self interest influencing the national decision making. He has defined ethics as set of standards that the society places on itself. He has covered the efforts that Indian government has taken to address the issue of corruption and the reason for its failure to do so.

Karthikeyan (2017) states that value is one of the most difficult concepts of ethics as it can be defined from different perspectives like philosophical, psychological etc. After having analyzed various determinants of Ethics, he has given different dimensions of ethics. In public office, the individuals are accountable for their actions to the people they are serving. The ethical behavior must, therefore, have codified ethical norms and practices and personal interests must be disclosed to avoid any conflict of interest. Corruption involves deviation from one's duty which makes it necessary to develop steps to ensure transparency and accountability. A responsible media, which is also ethical, is an essential part of the society for war against corruption. Ethics as stated in the book has been described as a set of principles or moral guidelines of right conduct. Public Servants have to understand that they are there to ensure the welfare of people by ensuring improvement in standard of their living. In that context this book becomes relevant for Military Leadership also, to understand the nuances of Ethics as they also contribute to overall well being of the people of the country.

Misra, S. and Singh, M. (2017) as editors of the book 'Ethics, Probity and Accountability in Public Service' bring out that the issue of ethics and morality has become more important due to the paradigm shift from Government to Governance. The book has thirty articles on Ethics in different facets of Public Life which have been contributed by various authors who are experts in their fields.

Doval, S. (2003) conducted a study of morals and ethics in the armed forces along with future perspective wherein he did not rely on any primary data and has relied upon only the material available, unclassified secondary data and books. He

used Qualitative research method. He has suggested that there is a need to create an atmosphere where ethical conduct is seen as the right thing and is rewarded and non-adherence is penalized. It has been stated that ethics is under pressure with internal contradictions. The study is quite broad and purely based on assumptions and theory.

Jiandani, R. (2006). In the Doctor of Philosophy dissertation on 'Management of the changing scenario of ethical environment in the Indian army' appraisal of the changing pattern of ethics in Indian Army has been studied, wherein it has been stated that due to socio-economic changes and other factors there are a lot of stressors on the soldiers which impacts the ethical conduct. Both, the qualitative and quantitative methods have been used in the research. The study has been carried out in that context and has suggested a code of conduct for the scenario at the time of study along with recommendations for future. He has concluded that, the core values in the Indian Army are indeed getting diluted. As part of the research gap it has been stated that due to the large strength of Army and the Army being located in varied terrain only limited people have been tapped for study.

Bhonsle, R. (2013) has tried to address the issue of decline in the ethical or moral values of the Indian Armed Forces and has suggested that appropriate intervention at grassroots levels is required. The author has relied only on the qualitative methods for his research. It has been argued that the armed forces are empowered with the authority to use violence; therefore ethics is of paramount importance. It has been suggested that there is a need to inculcate ethical culture for which three options have been suggested. The researcher has surveyed only Limited number of people. Due to lapse of time there is a need to review the same.

Tiwari Priyanka and Mehrotra Sakshi (2013) in their research paper 'Erosion of Moral Ethics among Military Personnel' have stated that ethical values are one of the most important factors in Indian Army. The study has been conducted by using only quantitative method. In the study as part of the findings it has been stated that, the recruitment to the Indian Army is taking place from the same society where there is a constant erosion of values; therefore those serving in Army can't remain immune from such influences. The research has been carried out by a sample of only 60 serving and retired officers.

Kapoor, R. (2016) has conducted study of 'Leadership Ethics in Indian Army', wherein the researcher has relied both on quantitative and qualitative research strategies. However, the sample size has been restricted to only 200 Army Personnel without clearly bringing out as to how this size has been obtained. Based on this sample size, it has been contended that there is considerable decline in ethical conduct in the Indian Army but the same seems to be biased as the cases seem to be on rise due to media attention and there is a lack of consideration towards the changes that have come in the society. It has been concluded that the situation is not out of control and with right kind of intervention it can be ensured that ethical values are maintained in the Indian Army.

Sahu, J. and Ramanujam, V. (2019) has written a research paper to carry out an assessment of the ethical climate of the Armed Forces, identify fault-lines, if any and suggest measures including a Way Forward. They have used mixed strategy for their research. The study identifies few major factors, which forces the leaders to take un-ethical decisions. Having identified the fault line, it has been recommended that, a

cohesive strategy is needed to be formulated to arrest the further decline of these core issues. They have suggested that actions must be initiated to restore the system of regimental traditions which were followed in the past; the same will help in developing camaraderie and loyalty between leader and those being led. The research is broad based and the survey is restricted to the officers of the three services.

Identification of Research Gaps

After having gone through the literature mentioned above and other material on the subject, not referred in the research paper but has worked as source of more insight into the subject and knowledge, as part of the research gaps it is seen that there has been a number of studies related to the ethics in the work place. A certain percentage of it carried out in reference to the Ethical Leadership in the Armed Forces including that in India. We can't use the same template of the ethical conduct in the military across the world due to cultural differences. Therefore, the studies conducted specifically to Indian Army were preferred for reference vis-à-vis other Armies.

It has been observed that the research conducted on the subject has either got data which is old and a lot of changes in the society have taken place since then or else the sample size selection and analysis has been conducted without getting into proper data derived from correct stratification. As such once the correct data is collected after the response of the questions framed to touch upon the core issues of ethics in Indian Army we can get the more scientific results. The respondents are generally asked one question pertaining to a core value and therefore the range of questions are restricted to 20-25.

Conclusion

In this research, multiple questions were asked under most of the core values to be able to derive better response which led to increase of questions to 50. Once we have larger canvas of the responses then only we can expect accurate results to give us the right picture of the ethical conduct in the Indian Army and measures that are required to be undertaken for the improving the overall ethical values can be recommended. The need for this study has become more relevant in present times as in last decade or so there has been influx of social media which has greatly impacted the changes in the society. Indian Army has also been affected by these changes, wherein reports of unethical methods employed by the people in Army at various levels can be seen covered in the newspaper or circulating in the social media. There are always rapid changes in the present day due to various factors which necessitates that such research should not be restricted as a onetime exercise but should be undertaken at regular intervals by the Army itself to be able to carry out course correction required, if any.



CHAPTER 3

ETHICAL LEADERSHIP

CHAPTER – 3

ETHICAL LEADERSHIP

“Ethics must begin at the top of every organization.

It is a leadership issue and CEO must set the example”

- Edward Hennessy (n.d.)

Introduction

The Ethical Leadership in Indian Army is an aspect of most importance as one has to be a role model for those he leads, which at times may be even risking their lives for the sake of the mission or the nation. Therefore, those in Military Leadership positions are expected to set example for others. They must exhibit ethical conduct in their actions and relationships with those they are leading or otherwise. The Ethical Leaders not only ensure that conducive environment is created for their subordinates to function but also help in boosting the morale, encourage them to give their best, ensure their welfare and increase positivity. There is honour code, commandments for the troops of Indian Army to operate as well as government ordered commission which gives out as to what is expected to be the ethical conduct for those in the public service in India. There are always multiple ethical pressures on the military leaders like ensuring obedience to the orders, achieving required outcomes in the missions and taking decisions in different situations. We all are aware that when situations are not conducive, there can be a tendency of following a path which may not be ethical but we can't expect the same from those with high ethical values especially from those who stand to protect the Nation from external aggression,

Second Administrative Reforms Commission (2nd ARC) Report (GoI, 2007)

In Aug 2005, a Commission was set up to prepare a blue print for revamping the public administration system. It was headed by Shri Veerappa Moily as its Chairperson and had five Members and one Member Secretary. The mandate given to the commission was to suggest measures to achieve a proactive, responsive, accountable, sustainable and efficient administration for the country at all levels of the government. The fourth report of the Second Administrative Reforms Commission tabled in January 2007 covers the issues of ethics in governance. As the same is applicable for all the people involved in the public administration therefore is also applicable to the Armed Forces of the country. The report has been covered in nine chapters. It was observed by the 2nd ARC that that the civil services have contributed to stability in terms of maintenance of peace, the conduct of fair elections, managing disasters and the preservation of the unity of the nation, providing stability and maintaining order in a vast country prone to various conflicts – ethnic, communal, regional etc. However, it was felt by the commission that there are certain concerns about the performance of the civil service in the context of realizing a results-oriented government.

Some of the issues of concerns as was indicated by the commission and can be equally applicable to the Armed Forces were as follows:

- (a) It was pointed out that the Civil Services in India are more concerned with the internal processes rather than the results.
- (b) The structures are based on hierarchies and there are a large number of veto points to be negotiated for a decision to eventually emerge.

(c) The systemic rigidities, needless complexities and over-centralization in the policy and management structures within which the civil service functions are too complex and often too constraining.

(d) To compound it, the size and the number of ministries and departments have both overloaded the decision-making system and diminished the capacities of the individual civil servants to fulfill their operational responsibilities.

(e) Rapid and fundamental changes are taking place in the country in terms of economic growth, urbanization, environmental degradation, technological change and increased local awareness and identity. The response time to adapt to these changes is much shorter than it used to be. As instruments of public service, civil servants have to be ready to manage such change.

(f) On the other hand, the perception is that they resist change as they are wedded to their privileges and prospects and thereby have become ends in themselves.

(g) With the passage of time, the role of civil society organisations, in governance, has increased with demands for better governance. The same can be said of the private sector, which is increasingly providing services in several areas, which hitherto were the exclusive preserve of the public sector. Consequently, civil servants should view civil society organisations and the private sector as partners in the process of the country's governance.

- (h) There is need to shift from pre-eminence of governance to effective governance with a focus on decentralization and citizen-centricity.

Guidelines for ethical conduct: In Chapter 2 of the 2nd ARC Fourth Report, the codes of ethics for civil servants have been covered. Though Army has its own code of conduct and Military Laws but the code of ethics as given will also be applicable to them within the framework of the Military Law. A 'Draft Public Service Bill' was prepared by the Ministry of Personnel, Public Grievances and Pensions in 2007 which laid down a number of generic expectations from civil servants, which were referred to as "values". The salient 'values' envisaged in the Bill were as follows:-

- (a) Allegiance to the various ideals enshrined in the preamble to the Constitution.
- (b) Apolitical functioning.
- (c) Good governance for betterment of the people to be the primary goal of civil service.
- (d) Duty to act objectively and impartially.
- (e) Accountability and transparency in decision-making.
- (f) Maintenance of highest ethical standards.
- (g) Merit should be the criteria in the selection of civil servants consistent, however, with the cultural, ethnic and other diversities of the nation.

- (h) Ensuring economy and avoidance of wastage in expenditure.
- (i) Provision of healthy and congenial work environment.
- (j) There should be communication, consultation and cooperation in performance of functions i.e. participation of all levels of personnel in management.

Capacity Building: It was felt by the 2nd ARC that there is a need for capacity building for the public servants. The recommendations which can be considered to be relevant to the Armed Forces are as under:

- (a) Every government servant should undergo a mandatory training at the induction stage and also periodically during his/her career. Successful completion of these trainings should be a minimum necessary condition for confirmation in service and subsequent promotions.
- (b) A monitoring mechanism should be set up for overseeing the implementation of the National Training Policy (1996).
- (c) The objective of mid-career training should be to develop domain knowledge and competence required.
- (d) Public servants should be encouraged to obtain higher academic qualifications and to write papers for reputed and authoritative journals.
- (e) A National Institute of good governance may be set up by upgrading one of the existing national/state institutes. This institute would identify, document, and disseminate best practices and also conduct training programs.

The following was also recommended by the Committee for ethical conduct:

(a) 'Public Service Values' towards which all public servants should aspire, should be defined and made applicable to all tiers of Government and parastatal organizations. Any transgression of these values should be treated as misconduct, inviting punishment.

(b) Conflict of interest should be comprehensively covered in the Code of Ethics and in the Code of Conduct for officers. Also, serving officials should not be nominated on the Boards of Public undertakings. This will, however, not apply to non-profit public institutions and advisory bodies.

Honour Code in Indian Army

The leadership first and foremost has to have the confidence in the abilities of their subordinates and inspire them to reach beyond the perceived limits so that the goal or aim can be achieved (UK, 2015). It has been concluded from the Literature Review in Chapter 2 that, in the Armed forces the emphasis is on the leadership at different levels wherein it is expected that they should lead by example, demand high performance from the subordinates, encourage confidence in the team, recognize the individual strengths and weaknesses, strive for the goal set for the team and ensure discipline. On the similar lines there are Honour codes of leadership for the leaders in the Indian Army. The same are as follows:

(a) **Valour:** It is expected that the military leaders and those being led remain fearless in combat even when fighting against odds or even when facing sure death.

(b) **Espirit-de-Corps:** As per the dictionary the word means feeling pride and mutual loyalty shared by the members of the group. The preference is on the outcome as a group rather than individual accomplishment. It is the spirit of comradeship and brotherhood regardless of caste, creed or religion.

(c) **Spirit of Selfless Sacrifice:** It is important for one to remain selfless and do the task as assigned. There are the three "Ns"; "Naam", i.e. name/ honour of the unit/Army/Nation, "Namak", i.e. salt or the loyalty to the Nation, and "Nishan", i.e. the insignia or flag of the unit/regiment/Army/Nation to which a soldier must serve instead for himself.

(d) **Non-discrimination:** The Army respects all the religions and no discrimination based on caste, creed and religion is accepted at any level. The leaders are required to uphold the same. The soldiers pray under a common roof. It is this unique character which binds them in a team despite diversity.

(e) **Fairness and Honesty:** There is a need for an Ethical Leader to be impartial in his dealings and be fair while assigning tasks or rewarding for the good work. One has to be honest to oneself rather than exhibit it to others. In Armed Forces, one fights for a just cause with fairness to all.

(f) **Discipline and Integrity:** As stated earlier the discipline is the backbone of the Army. It inculcates the feeling of patriotism, honesty and courage under all circumstances.

(g) **Fidelity, Honour and Courage:** On the shoulders of those in Army lies the honour and integrity of the nation. They know that they are the last line of defence and they cannot fail the country.

(h) **Death to Dishonour:** A close bond amongst soldiers forces them to choose death to dishonour. The concept of 'IZZAT' (HONOUR) in the clan / unit enables them to shun the fear of death; to be called a coward in the peer group is worse than death.

(i) **Forthrightness:** A leader has to be forthright as on his word, the men he leads are going to lay down their lives without questioning why.

Ten Commandments of the Chief of the Army Staff (Ethos of Army: indianarmy.nic.in): The Chief of the Army Staff (COAS) has given Commandments for the soldiers to follow while serving the nation especially during the Counter Insurgency Operations. These Commandments also covers the issues of the Ethical conduct by all Ranks of the Indian Army during the operations or otherwise. The same are as follows:

- (a) No Rape.
- (b) No Molestation.
- (c) No torture resulting in death or maiming.
- (d) No Military disgrace. (Loss of arms, surrender, loss of post or imbibing of an un-army like culture).

- (e) No meddling in the Civil Administration (i.e. Land disputes or quarrels).
- (f) Competence in platoon/company tactics in counter insurgency operations.
- (g) Willingly carry out civic actions with innovations.
- (h) Develop media interaction modus. (Use it as a 'force-multiplier' and not as a 'force-degrader').
- (i) Respect Human rights.
- (j) Only fear God, Uphold Dharma (Ethical mode of life-the path of righteousness) and enjoy serving the country.

There are more Codes of conduct for the soldiers of Indian Army which have been added to these commandments over a period of time, which are as follows:

- (a) Remember that people you are dealing with in Counter Insurgency Operations are your own countrymen. All your conduct must be dictated by this one significant consideration.
- (b) Operation must be people friendly, using minimum force, avoiding collateral damage and restraint must be the key.
- (c) No operation without police representative. No operation against women cadres under any circumstances without mahila police. Operation against women insurgent be preferably carried out by police.

- (d) Good intelligence is the key to success – the thrust of your operation must be intelligence based and must include militant leadership.
- (e) Be compassionate, help people and win their hearts and minds. Employ all resources under your command to improve their living conditions.
- (f) Be truthful, honest and maintain highest standards of integrity, honour, discipline, courage and sacrifice.
- (g) Sustain physical and moral strength, mental robustness and motivation.
- (h) Train hard, be vigilant and maintain highest standards of military professionalism.
- (i) Synergies your actions with the civil administration and other SFs.
- (j) Uphold Dharma and take pride in your country and the Army.

Ethical Leadership in Indian Army

It has been explained earlier that ‘Ethics’ is the about the logical reasoning based on the culture or the society that one is in and judge what is good and bad. The future warfare is going to be intense with weapons which are based on technology, very precise and lethal. In case of India, it faces enemies on its Western and Northern Borders who are nuclear capable, therefore the spectrum of warfare will range from conventional to nuclear with fear of collusion between the two aided by asymmetric warfare already waged by the both in J&K and the North Eastern States of India.

Now if we add the complexities of the varying terrain and weather in which an Indian Soldier is operating, the challenges for him as well as the Leaders become manifolds. It is only due to the good set of values that the soldier has and the faith that he has in his leader that he serves the Nation and if required, makes the ultimate sacrifice. Therefore, Leadership with high ethical values becomes of paramount importance for the Armed Forces.

Let us take the example of Captain Vikram Batra, PVC in brief (Masih, Archana, 2004), who while attacking Point 5140 decided to approach the hill from rear (the difficult option) to cut off the withdrawal routes of enemy and then attacked the feature. In spite of being injured he insisted to continue the mission and ensured capture of the objective. Thereafter, when the Battalion was tasked to capture Point 4875, the same was done but the enemy was counter attacking Area Flat Top. The situation was grim as the Company Commander was injured. Captain Vikram Batra, PVC in spite of being wounded, he volunteered to go there. One enemy machine gun was holding advance of his company from an area called Sangar. As there was no other way but to make a direct assault, he charged the enemy post in the process of which he got seriously injured but continued and surprised the enemy. In the process two of his men got injured and were pinned down by the enemy fire. He along with his JCO decided to rescue the injured soldiers. He asked his JCO to go to safety and exposed himself to enemy fire to rescue the injured. He was successful but in the process got direct hit of bullet in his chest and RPG splinter in his head. There were situations where he could have taken an easier route or ordered his subordinates to take the similar risk but his ethics which were, 'Welfare and Safety of his Men First' made him take the risk.

This is a fine example of Ethical Leadership, courage and willingness to follow orders. It was his leadership which, in every attack, motivated his troops to face the enemy without any concern to their own safety. The Indian Army is replete with such examples of ethics, courage and selfless service. After having seen all that has been stated in the 2nd ARC Report, the Honour Code of Indian Army, the Ten Commandments of the COAS and example of Captain Vikram Batra, PVC, an ethical leader in the Indian army should be expected to hone the following traits:

- (a) The moral integrity to stand for the right is a must for an Ethical Leader. In the Army, courage and willingness to follow orders which are in the interest of the Nation is a must.
- (b) Military virtues should come as habit since fostering those results in high military efficiency.
- (c) The Military Leader is not only expected to be dedicated for the organization and to his subordinates but also must be competent to be able to take right decision in right time. So he has to be morally and intellectually competent.
- (d) Credo of the Indian Military Academy is that, “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”. This must always reflect in the task being done by the Ethical Leader i.e. to subordinate own comfort for others.

- (e) One should possess knowledge to be able to make distinction between right and wrong and take a well informed decision without any biases.
- (f) Ensuring that their decisions are just and fair is an important trait as it promotes the patriotism of the men under their order which enables them to overcome their fears.
- (g) Possessing strong morals and setting them as examples for others aids in preventing cases of misconduct. Knowledge of ethics assists an individual in separating their personal values from those expected by organization.
- (h) A competent leader should make certain that everyone is treated justly without any cultural biases.
- (i) Ethical leadership should be practiced throughout the ranks as decisions made by each individual can have a significant impact on the goals.
- (j) The Leaders in Army should not only practice the Ethical Values but also ensure that capacities of the future leaders are built up. When one goes up in rank more and more people look up to the leaders and follow them.
- (k) Educating his subordinates regarding the ethics is a necessity to prevent their involvement in unethical practices.

- (l) Honing the basics of ethics is important for a leader to build a strong foundation on which these practices can be further evolved throughout his career.
- (m) Ethical conduct within the military not only allows for competence within the job but also develops one as a better person in the society.
- (n) Ensuring a ethical behaviour that enables a leader in several aspects of their job.
- (o) Ethical conduct is one of the most important traits during the Counter Insurgency Operations. As such behaviour not only prevents any wrong doing but also helps in winning hearts and minds of the local populace.

Conclusion

There is a need to have the right kind of development in Military Leaders at various levels in which the morals, ethics and the leadership traits are most important and must be emphasized. It has to be ensured that all the Military Leaders educate people under them of the Ethics. An Ethical Leader not only carries out introspection for improving himself but as he remains in higher ethical plane, he can develop leadership traits in his subordinates as well.



CHAPTER 4

ETHICAL CHALLENGES IN

THE INDIAN ARMY

CHAPTER – 4

ETHICAL CHALLENGES IN THE INDIAN ARMY

“The truth of the matter is that you always know the right thing to do. The hard part is doing it.”

- General Norman Schwarzkopf, U. S. Army (n.d.)

Introduction

The major Armies world over have always been looking at the issue of professional ethics as an integral part of their value system and adopted to the changes. In case of India after the independence the Army continued to follow the legacy inherited from the British Army in the initial years and it was also perceived that the Military Leaders that time were role models as they followed high values and there was an assumption that people drawn from the society were ethically correct. However, Army did not pay much attention to the changes that took place in the society over a period of time and the formal education of Ethics was not covered in detail.

The Cantonments were generally away from the main towns and even the media was not so active so the Army remained insulated from the negative issues in the society. The development led to major changes in the society as also the media became more active and with advancement in the technology the news became instant with more focus on negative issues to draw the viewership or say increase the Target Rating Point (TRP). Any news related to Army became ideal subject for the media.

Over a period of time though media has covered the positive issues related to Army but even minor incidents of unethical conduct have been blown out of proportion to attract general attention. The issue is not of media only but also the Ethical Values in the Army have taken beating due to various factors as covered earlier in Chapter 3. Therefore, there is a need to identify the aspects which pose the Ethical Challenges to be able to take corrective measures. It is important that any downtrend in the Ethical Values in the Army are arrested well in time to ensure that our Army remains most professional and focused to the task assigned to it.

Ethical Dilemma: Incident in Budgam District on 09 April 2017

As reported, Major Leetul Gogoi was the Company Commander in the particular area of Budgam where by-elections were being conducted on 09 April (The Hindu, 2017). The Army was not involved in the same, however, the officer received a call from the ITBP that there was a crowd building up and therefore they should be helped by the Army to move out the polling party safely alongwith the Electronic Voting Machines (EVMs). The officer sensing threat to the polling party mobilized his team and reached the location. The crowd by that time had started stone pelting on the polling party as well as the Army troops. At that juncture, as per the version of the officer, they caught one of the instigators and tied him with the bonnet of the vehicle to dissuade crowd from pelting stones. The Officer with his team was able to successfully take out the polling staff alongwith EVMs to safety. In poll related violence that day in different polling stations of Budgam District there were ransacking of the booths and many people were injured.

There are multiple versions of the incident; however, if what has been stated is true then there are the issues of Ethical Dilemmas as follows:

- (a) Should the Officer not react even after he received call for help?
- (b) Once in location, there was threat to the safety of the polling staff and the EVMs (a Government of India Property), so what should be done to ensure their safety?
- (c) The mob was angry and not listening and in such cases there is little chance to pacify the crowd.
- (d) No other help was available to clear that large crowd.
- (e) The officer took the decision of using one of the instigators as Human Shield. Was the decision Ethical? It is also reasonable to ask as to why rules should take precedence over the lives of people?
- (f) As per Geneva Convention of 1949, the 1977 Additional Protocol I to the Geneva Conventions and the 1998 Rome Statute forcing non-combatants to serve as human shield is a war crime.
- (g) Is Geneva Convention applicable in such cases as it was not War?
- (h) What would be the reaction of the same individuals had few people died due to the stone pelting and the EVMs destroyed inspite of presence of Army?

We can continue to debate the issue, but at that point of time the decision taken by the Officer worked and some lives could be saved. The Government held the hand of the officer after considering all the aspects. Though the Court, media and certain section of people continued to question the act of the Officer. Everyday there are many incident which pose ethical challenge to the people in Army especially while operating in an area having insurgency. Here only one incident has been covered in brief to bring out the issue of Ethical Challenge being faced by the Military Leaders.

Reasons for changes in the Ethical Values

The Ethics also evolve with time and are not constant. Ethics is impacted by the changes in the technology and the way society changes its culture. We also know that what was considered to be an Ethical way few years back may not be true today. Let us take example of smoking in India. It was considered to be a normal issue earlier to smoke in public but now smoking in public is not allowed due to passive effect on others, hence one may smoke in open but will not be considered ethical and people can check such individuals. So we can say that it is unethical to smoke in public in India but the same may not be applicable for some other countries where there are no such rules. Similarly there are other aspects that get impacted over a period of time which leads to change in the Ethics. Some of the issues which have impacted the Ethics in Indian Army today are as follows:

- (a) **Changes in society:** We have more and more people breaking out from nucleus family system to individual family system.

- (b) **Modernization:** The advent in technology has transformed the way we think today. Internet and modern gadgets in all the fields have impacted the way we think or act today.
- (c) **Social Media:** It has already been stated earlier that the media and social media covers all the issues now especially the ones with negative tones which impact the image of the Army and also affect the morale of the troops.
- (d) **More involvement in Aid to Civil Authorities:** The Army is requisitioned to assist the Civil Administration in more and more issues which exposes them to the environment.
- (e) **Operating in Counter Insurgency (CI) affected areas:** As stated earlier that things are different while operating in CI Areas. Every day there are Ethical Dilemmas as the idea of minimizing the collateral damages to the local population while neutralizing terrorists is of paramount importance. The same has been seen in example of Major Leetul Gogoi given above. It must also be brought out that Army is very firm while dealing with unethical issues as the same Officer in a different case was also suitably punished.
- (f) **Greed and materialism:** The society has witnessed a change in lifestyle which can often result in greed and materialistic wants and Army can't remain isolated from such issues. There are far less such cases but these few cases do impact the overall image of Army.

(g) **Steep pyramid:** Due to structure of the Army the base is quite wide and as one grows in service the pyramid starts becoming steeper. This leads to the issues of competition and cutthroats. There are very capable people who are left out which at times leads to heartburn and unethical practices.

(h) **Early exit from service:** The people retire from service much earlier than their counter parts in the civil and there are related difficulties in their lateral induction into other services.

Ethical Challenges in the Indian Army

After having seen the reasons for the changes in the ethical values which contribute to the Ethical Challenges let us analyze some of the other Ethical Challenges being faced by the Indian Army. The same are as follows:

(a) There are rules laid down and even everyone is aware of the right way to do a particular task but still few people do not do it the right way.

(b) It has been stated earlier that the ethical way of doing thing may not be an easiest way. But, there are few people who prefer shortcuts to success rather than the right or difficult way

(c) At times there are people who believe that their way is most right way as they have vast experience and therefore, they prefer to neglect the right advice or way of doing a thing.

(d) As stated earlier the pyramid in the Army is steep so inspite of having capabilities one may not be able to make the cut in the merit. Once the officer is superseded it leads to change of attitude in a few of them which impacts overall way of looking at things as also their beliefs and ethics.

(e) At times there are few officers who exhibit the autocratic attitude. This kind of behaviour obstructs transparency and in the bargain also impacts the Ethical Conduct.

(f) There are people who twist the words of Ethical Conduct to their advantage when in power to make such changes. The quote by John Emerich Edward Dalberg-Acton (1857) stating, "*Power tends to corrupt and absolute power corrupts absolutely. Great men are almost always bad men*" must not be forgotten to ensure that whatever may be the position we will make the right choice.

(g) There are cases when one knows that the action being done by the Superior or the colleague is wrong inspite of that we don't tend to check them. The same can be for the reason of continuing to stay in their books or fear.

(h) Once the sycophancy sets in the organization it does not let the development of the Ethical Culture in the system.

(i) If there are ethical infirmities in the society from where we draw the soldiers then, these are bound to get mirrored in the conduct of the soldier.

(j) There is a tendency to pass the buck to the subordinates which disillusion them. The Ethical Leaders stand by the decision taken by them. There are instances where even the decisions taken with good intent have failed and good Leaders have stood by them.

(k) It is important that we are truthful in our reporting as the documents so maintained form the basis of future learning and decisions. It has been observed that at times the truthful reporting of the incident is not there for petty gains which impact the image of Army. There are examples like fake encounter of Ashimpura, Senior Officers giving wrong information (Press Trust of India, 2019), Recruitment Scam (Tiwary, D, 2021) and so on.

(l) There is tendency of over-supervision due to the reasons for ensuring zero errors thereby not giving chance for others to come up with new ideas.

(m) It has been seen that at times those who are responsible for looking after the welfare of the troops do not carry out the same in a just manner which leads to discontent amongst the subordinates and at times the same grows out of proportions resulting in incidents like Nyoma where a scuffle took place between the Jawans and Officers in May 2012 (First Post, 2012).

(n) At times, over centralisation of the decision making is practised. However, the responsibility remains of those who execute the same; this concept goes against the basic principle of management.

(o) The subordinates at times are not delegated authority due to the necessary operational requirements like opening of fire or making an operational move. However, some leaders apply it in routine functioning as well. This curbs the ability of the subordinates to think and work without looking over the shoulder. All this leads to a lot of issues like delays, stopping the professional growth, initiative and frustration etc.

(p) At times the sub-organisational goals are given precedence over the overall organisational goals due to vested interests of false projection.

(q) There have been few cases of corruption in the Indian Army. It is only the people who can make the difference by not giving into the greed and achieving the required goal without any compromise. The same will continue to be there in spite of most of the contracts going online.

(r) We are aware that surveys are carried out by various media houses from time to time and one thing emerges clearly that though there may have been some erosion of ethics in the Army but the public faith is still largely intact. Therefore, one needs to beware against getting complacent on this account.

(t) Though in recent times there has been a downtrend but more emphasis is required to be given on the issue of austerity measures in the Indian Army. The focus has to be on professional aspects rather than vulgar display of ostentation.

(u) The trend of approaching the Courts has increased over the period which reflects that the redress mechanism in the Indian Army requires some calibration. The same is also an indicator of the growing dissatisfaction and loss of faith in the organisational functioning.

(v) There have been some cases of immoral behaviour by the Army personnel. Some cases of sexual misconduct have also been reported in the social media as also the Honourable Supreme Court ruling on adultery may have different impact on the people serving in the Army. There are only a miniscule percentage of such cases, but the same needs immediate tackling including ensuring that Law of the Land is upheld.

Conclusion

The Indian Army has ensured that it adapts to the required changes in the Ethical Values with time. However, there are multiple ethical challenges it faces every day. It is very difficult for any organisation to be able to address all the issues but the necessary efforts to mitigate them are required to be taken.



CHAPTER 5

**PERCEPTION OF
RESPONDENTS AND
INTERPRETATION OF DATA**

CHAPTER – 5

PERCEPTION OF RESPONDENTS AND INTERPRETATION OF DATA

“Data are just summaries of thousands of stories: tell a few of those stories to help make the data meaningful”.

- Dan Heath (n.d.)

Introduction

As has been stated in Chapter 1, the data was collected as based on the degree of freedom as 16 by using five variables and five ranks groups of Indian Army to achieve the probability of false positive as 0.05 and the desired power as 0.95 worked out in the stratification. It was felt that each individual of Indian Army have some kind of exposure to the leadership at different levels as also has expectation from his leader about his ethical conduct, therefore response was collected from all ranks and were grouped in five ranks. The data collected also was keeping in view the proportion of rank in each sub group. The requirements of ethical conduct from leadership across each professions is always here however, the same may vary based on multiple factors right from culture, form of government, resources available etc. The ethical requirement of the Indian Army considering various factors amongst the leaders at all levels has been covered through the questionnaire which represents all the core qualities required. This chapter therefore, covers the analysis of the data that was collected and its interpretation so as to be able to find the gaps, if any and thereafter suggest way forward to mitigate the same.

Structuring of the Questionnaire

The questionnaire was structured to ensure that the issues which are relevant

for the research hypothesis are given for the response from the sample size as obtained. The following factors were considered:

- (a) To find answers of the research questions based on the statement of problem.
- (b) Hierarchical Structure of Army therefore people of all ranks.
- (c) The number of respondents in each group of the sample was chosen in proportion to their strength in the Army.
- (d) The range of the scale was taken from 1 to 5, 1 indicating strongly agree while 5 indicating strongly disagree.
- (e) There was no constraints of the service put in for the respondents to ensure that a range of experiences could be obtained.
- (f) The questions were so framed to be able to cover the response of all the core values for ethical conduct in the army.
- (g) The respondents were asked to answer multiple question under each of these core values and then at most two questions representing each value has been considered as part of the analysis.
- (h) For statistical analysis, the values correlating to strongly agree, agree, neutral, disagree and strongly disagree were modified to 3, 5, 7, 9 and 11 respectively.

Statistics and Software Used

A total of 341 responses were received, however only 327 responses were considered as rest respondents were found to be disingenuous in their answers. This data was processed for obtaining the Chi Square Analysis and Kendall's Tau correlation coefficient for each question through IBM SPSS. The graphs representing

the percentage of respondents for each response within each group was obtained through python programming language in Jupyter Notebook.

The hypothesis for each relevant question in chi square test of independence will be as follows:

- (a) H_0 – The variables, rank and response are independent of each other.
- (a) H_A – The variables, rank and response are not independent of each other.

The hypotheses for each question with regard to Kendall's Tau Correlation Test are as follows:

- (a) H_0 – Variables, rank and response are not correlated to each other.
- (b) H_A – The variables, rank and response are correlated to each other, either positively or negatively.

Analysis of the Data Received

The responses of the General Questions on the ethical leadership are as follows:

Are you aware of the Honour Code of the Indian Army?

- (a) This question was asked in order to analyse the knowledge of the respondents about the honour code of the Indian Army. Majority of respondents (72.5 percent) were aware of the honour code. The remaining respondents were not aware of the same (Table 5.1 and Figure 5.1 refers).
- (b) The Kendall's Tau correlation coefficient came out to be .234 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a moderately positive association between the rank and the responses (Table 5.2 refers).

(c) This implies that we can weakly conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.1: Chi Square Table for Calculation for Knowledge of the Code of Honour in Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
No	Count	5	0	5	15	65	90
	Expected Count	9.1	13.8	5.0	13.2	49.0	90.0
	% within Rank	15.2%	0.0%	27.8%	31.2%	36.5%	27.5%
yes	Count	28	50	13	33	113	237
	Expected Count	23.9	36.2	13.0	34.8	129.0	237.0
	% within Rank	84.8%	100.0%	72.2%	68.8%	63.5%	72.5%
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.2: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.234	.044	-5.144	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

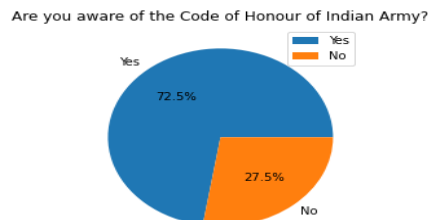


Figure 5.1: Awareness of the Code of Honour in Indian Army
(Source: Field Survey 47 APPPA)

The main reason for ethical misconduct, if any, in Indian Army is because of Socio Economic Changes in the Society:

(a) This question was asked in order to obtain the opinion of the respondents to verify whether socio-economic changes in the society have been major factors for the ethical misconduct in Indian Army. Majority of respondents agreed with the statement, with 38.6 percent of the respondents choosing strongly agree and agree as their response (Table 5.3 and Figure 5.2 refers). This is followed by 34.9 percent respondents disagreeing or strongly disagreeing with the statement. The remaining respondents were neutral in their response. The average response was 6.84, which is close to neutral, with sample standard deviation as 2.422. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.58, 7.10).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 24.848^{a3} and the p-value was 0.073. Since the p-value is greater than the level of significance, the null hypothesis for the chi-square test of independence cannot be rejected. Therefore, for this statement, the variables, rank and response are independent of each other (Table 5.4 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.116 with p-value as 0.012. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a weak positive association between the ranks and the responses (Table 5.5 refers). This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.3: Chi Square Table for Calculation for the main reasons for misconduct in Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	7	8	0	7	25	47
	Expected Count	4.7	7.2	2.6	6.9	25.6	47.0
	% within Rank	21.2%	16.0%	0.0%	14.6%	14.0%	14.4%
	Residual	2.3	.8	-2.6	.1	-.6	
2	Count	15	14	2	15	33	79
	Expected Count	8.0	12.1	4.3	11.6	43.0	79.0
	% within Rank	45.5%	28.0%	11.1%	31.2%	18.5%	24.2%
	Residual	7.0	1.9	-2.3	3.4	-10.0	
3	Count	6	12	7	11	51	87
	Expected Count	8.8	13.3	4.8	12.8	47.4	87.0
	% within Rank	18.2%	24.0%	38.9%	22.9%	28.7%	26.6%
	Residual	-2.8	-1.3	2.2	-1.8	3.6	
4	Count	4	10	7	12	48	81
	Expected Count	8.2	12.4	4.5	11.9	44.1	81.0
	% within Rank	12.1%	20.0%	38.9%	25.0%	27.0%	24.8%
	Residual	-4.2	-2.4	2.5	.1	3.9	
5	Count	1	6	2	3	21	33
	Expected Count	3.3	5.0	1.8	4.8	18.0	33.0
	% within Rank	3.0%	12.0%	11.1%	6.2%	11.8%	10.1%
	Residual	-2.3	1.0	.2	-1.8	3.0	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.4: Chi-Square Tests

Mean	6.84
Median	7.00
Mode	7
SD/Samp Dev	2.422
Confidence Interval	0.95
Lower Limit	6.58
Upper Limit	7.10
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	24.848 ^{a3}
p-value	.073

Source: Field Survey 47 APPPA

Table 5.5: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.116	.046	2.510	.012
N of Valid Cases		327			

Source: Field Survey 47 APPPA

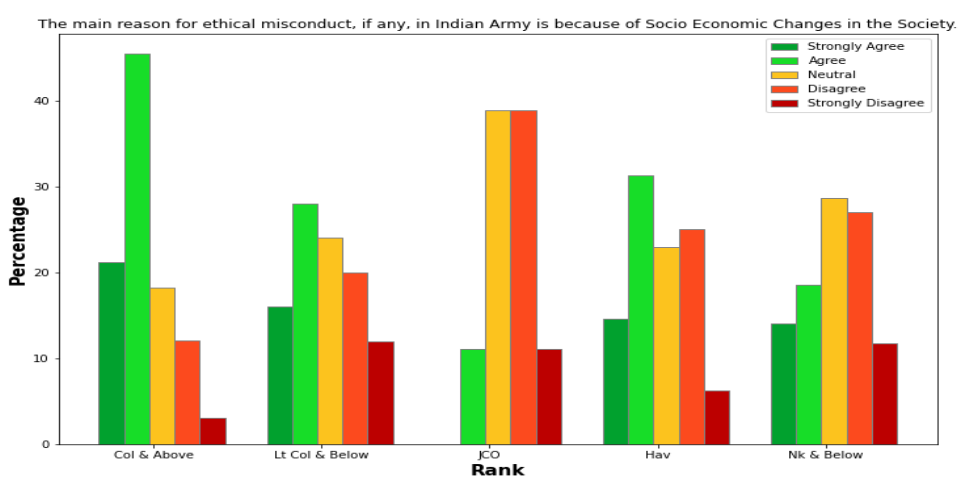


Figure 5.2: Reasons for ethical misconduct, if any, in the Indian Army
(Source: Field Survey 47 APPPA)

Due to changes in the society and proliferation of social media, man-management has become difficult in Indian Army:

(a) This statement was put forward in order to confirm/deny the speculation that man management has become difficult due to changes in the society and proliferation of social media. Majority of respondents agreed with the statement, with 39.2 percent of the respondents choosing strongly agree and agree as their response. This is followed by 32.7 percent responses reflecting neutrality. While the remaining disagreed in their response (Table 5.6 and Figure 5.3 refers). The average response was 6.72, which is close to neutral, with sample standard deviation as 2.421. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.46, 6.98).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 64.818^a and the p-value was close to 0.00. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.7 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.257 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a moderate positive association between the ranks and the responses (Table 5.8 refers).

(c) This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.6: Chi Square Table for Calculation on Man Management in Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	8	9	1	13	18	49
	Expected Count	4.9	7.5	2.7	7.2	26.7	49.0
	% within Rank	24.2%	18.0%	5.6%	27.1%	10.1%	15.0%
	Residual	3.1	1.5	-1.7	5.8	-8.7	
2	Count	19	20	2	11	27	79
	Expected Count	8.0	12.1	4.3	11.6	43.0	79.0
	% within Rank	57.6%	40.0%	11.1%	22.9%	15.2%	24.2%
	Residual	11.0	7.9	-2.3	-.6	-16.0	
3	Count	4	9	9	16	69	107
	Expected Count	10.8	16.4	5.9	15.7	58.2	107.0
	% within Rank	12.1%	18.0%	50.0%	33.3%	38.8%	32.7%
	Residual	-6.8	-7.4	3.1	.3	10.8	
4	Count	2	6	5	5	35	53
	Expected Count	5.3	8.1	2.9	7.8	28.9	53.0
	% within Rank	6.1%	12.0%	27.8%	10.4%	19.7%	16.2%
	Residual	-3.3	-2.1	2.1	-2.8	6.1	
5	Count	0	6	1	3	29	39
	Expected Count	3.9	6.0	2.1	5.7	21.2	39.0
	% within Rank	0.0%	12.0%	5.6%	6.2%	16.3%	11.9%
	Residual	-3.9	.0	-1.1	-2.7	7.8	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.7: Chi-Square Tests

Mean	6.72
Median	7.00
Mode	7
SD/Samp Dev	2.421
Confidence Interval	0.95
Lower Limit	6.46
Upper Limit	6.98
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	64.818 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.8: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.257	.043	5.952	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

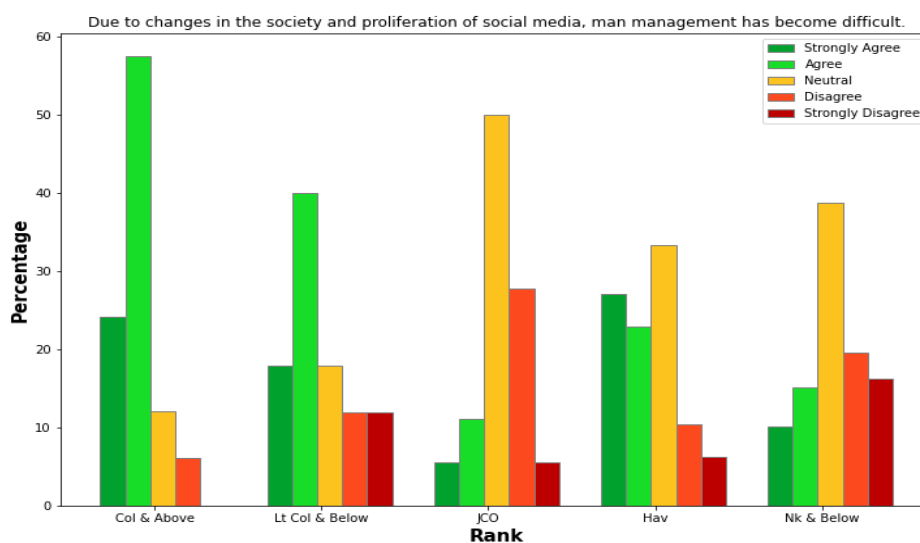


Figure 5.3: Problem of man management in Indian Army due to change in society
(Source: Field Survey 47 APPPA)

There is a drop in the overall stature of the Indian Army:

(a) This question was asked in order to obtain the opinion of the respondents regarding a drop in the stature of Indian Army. Majority of respondents agreed with the statement, with 40 percent of the respondents choosing strongly agree and agree. This is followed by 33.9 percent respondents disagreeing or strongly disagreeing with the statement. While the balance respondents remained neutral in their response (Table 5.9 and Figure 5.4 refers). The average response was 6.74, which is close to neutral, with sample standard deviation as 2.544. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.46, 7.01).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 46.958^a and the p-value was close to 0.00. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.10 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.176 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a positive association between the ranks and the responses (Table 5.11 refers). This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.9: Chi Square Table for Calculation on stature of Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	8	21	2	6	23	60
	Expected Count	6.1	9.2	3.3	8.8	32.7	60.0
	% within Rank	24.2%	42.0%	11.1%	12.5%	12.9%	18.3%
	Residual	1.9	11.8	-1.3	-2.8	-9.7	
2	Count	9	15	4	15	28	71
	Expected Count	7.2	10.9	3.9	10.4	38.6	71.0
	% within Rank	27.3%	30.0%	22.2%	31.2%	15.7%	21.7%
	Residual	1.8	4.1	.1	4.6	-10.6	
3	Count	6	6	5	7	61	85
	Expected Count	8.6	13.0	4.7	12.5	46.3	85.0
	% within Rank	18.2%	12.0%	27.8%	14.6%	34.3%	26.0%
	Residual	-2.6	-7.0	.3	-5.5	14.7	
4	Count	6	7	4	12	45	74
	Expected Count	7.5	11.3	4.1	10.9	40.3	74.0
	% within Rank	18.2%	14.0%	22.2%	25.0%	25.3%	22.6%
	Residual	-1.5	-4.3	-.1	1.1	4.7	
5	Count	4	1	3	8	21	37
	Expected Count	3.7	5.7	2.0	5.4	20.1	37.0
	% within Rank	12.1%	2.0%	16.7%	16.7%	11.8%	11.3%
	Residual	.3	-4.7	1.0	2.6	.9	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.10: Chi-Square Tests

Mean	6.74
Median	7.00
Mode	7
SD/Samp Dev	2.544
Confidence Interval	0.95
Lower Limit	6.46
Upper Limit	7.01
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	46.958 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.11: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.176	.046	3.827	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

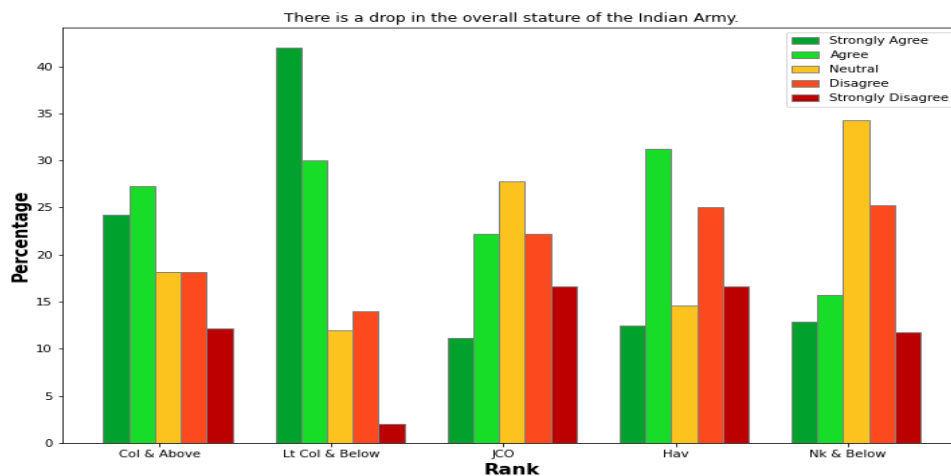


Figure 5.4: Stature of Indian Army in the Society
(Source: Field Survey 47 APPPA)

Honour Code and Core Values: The responses on honour code and core values of the ethical leadership in Indian Army are as follows:

The Code of Honour presently in vogue requires recalibration:

(a) This question was asked to reflect opinions on a recalibration of the honour code presently in vogue in Indian Army. Majority of respondents agreed with the statement, with 38.2 percent of the respondents choosing strongly agree and agree. This is followed by 32.7 percent respondents remaining neutral. While the balance respondents disagreed with the statement (Table 5.12 and Figure 5.5 refers). The average response was 6.76, which is close to neutral, with sample standard deviation as 2.340. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.51, 7.02).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 17.310^a and the p-value was 0.366. Since the obtained p-value is higher than the level of significance, null hypothesis for the chi-square test of independence cannot be rejected. Therefore, for this statement, the variables, rank and response are independent of each other (Table 5.13 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.019 with a p-value of 0.694 which is greater than the level of significance. This implies that the null hypothesis for Kendall's Tau correlation test cannot be rejected (Table 5.14 refers). Hence, ranks and responses cannot be concluded to be correlated for this statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.12: Chi Square Table for Calculation on recalibration of Code of Honour in Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	9	8	2	6	18	43
	Expected Count	4.3	6.6	2.4	6.3	23.4	43.0
	% within Rank	27.3%	16.0%	11.1%	12.5%	10.1%	13.1%
	Residual	4.7	1.4	-.4	-.3	-5.4	
2	Count	8	11	4	13	46	82
	Expected Count	8.3	12.5	4.5	12.0	44.6	82.0
	% within Rank	24.2%	22.0%	22.2%	27.1%	25.8%	25.1%
	Residual	-.3	-1.5	-.5	1.0	1.4	
3	Count	8	11	6	16	66	107
	Expected Count	10.8	16.4	5.9	15.7	58.2	107.0
	% within Rank	24.2%	22.0%	33.3%	33.3%	37.1%	32.7%
	Residual	-2.8	-5.4	.1	.3	7.8	
4	Count	4	10	4	9	34	61
	Expected Count	6.2	9.3	3.4	9.0	33.2	61.0
	% within Rank	12.1%	20.0%	22.2%	18.8%	19.1%	18.7%
	Residual	-2.2	.7	.6	.0	.8	
5	Count	4	10	2	4	14	34
	Expected Count	3.4	5.2	1.9	5.0	18.5	34.0
	% within Rank	12.1%	20.0%	11.1%	8.3%	7.9%	10.4%
	Residual	.6	4.8	.1	-1.0	-4.5	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.13: Chi-Square Tests

Mean	6.76
Median	7.00
Mode	7
SD/Samp Dev	2.340
Confidence Interval	0.95
Lower Limit	6.51
Upper Limit	7.02
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	17.310 ^a
p-value	.366

Source: Field Survey 47 APPPA

Table 5.14: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.019	.049	.393	.694
N of Valid Cases		327			

Source: Field Survey 47 APPPA

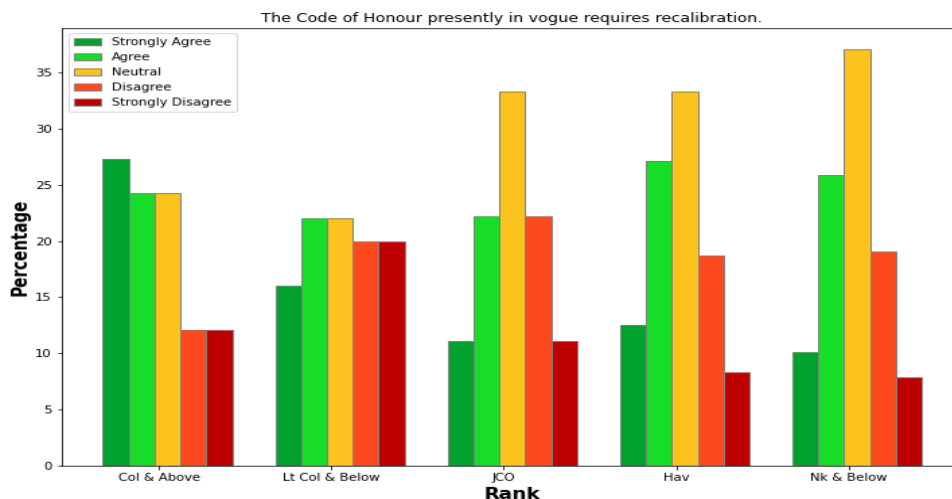


Figure 5.5: Recalibration of present code of honour in Indian Army
(Source: Field Survey 47 APPPA)

The Core Values of the Indian Army are getting diluted due to modernization and other reasons:

(a) The statement was put forward to observe whether the respondents believed that modernization and similar reasons are responsible for the diluting of core values of the Indian Army. Majority of respondents disagreed with the statement, with 36.7 percent of the respondents choosing strongly disagree and disagree. This is followed by 36 percent respondents remaining agreeing with the statement (Table 5.15 and Figure 5.6 refers). While the balance respondents remained neutral. The average response was 7.06, which lies close to the neutral value, with sample standard deviation as 2.489. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.78, 7.33).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 28.687^a and the p-value was 0.026. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.16 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.116 with p-value as 0.011. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a weak positive association between the ranks and the responses (Table 5.17 refers).

(d) This implies that we can weakly conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.15: Chi Square Table for Calculation on Core Values of Indian Army getting diluted

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	6	9	1	9	16	41
	Expected Count	4.1	6.3	2.3	6.0	22.3	41.0
	% within Rank	18.2%	18.0%	5.6%	18.8%	9.0%	12.5%
	Residual	1.9	2.7	-1.3	3.0	-6.3	
2	Count	15	12	4	8	38	77
	Expected Count	7.8	11.8	4.2	11.3	41.9	77.0
	% within Rank	45.5%	24.0%	22.2%	16.7%	21.3%	23.5%
	Residual	7.2	.2	-.2	-3.3	-3.9	
3	Count	5	10	3	14	57	89
	Expected Count	9.0	13.6	4.9	13.1	48.4	89.0
	% within Rank	15.2%	20.0%	16.7%	29.2%	32.0%	27.2%
	Residual	-4.0	-3.6	-1.9	.9	8.6	
4	Count	6	12	8	11	35	72
	Expected Count	7.3	11.0	4.0	10.6	39.2	72.0
	% within Rank	18.2%	24.0%	44.4%	22.9%	19.7%	22.0%
	Residual	-1.3	1.0	4.0	.4	-4.2	
5	Count	1	7	2	6	32	48
	Expected Count	4.8	7.3	2.6	7.0	26.1	48.0
	% within Rank	3.0%	14.0%	11.1%	12.5%	18.0%	14.7%
	Residual	-3.8	-3	-.6	-1.0	5.9	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.16: Chi-Square Tests

Mean	7.06
Median	7.00
Mode	7
SD/Samp Dev	2.489
Confidence Interval	0.95
Lower Limit	6.78
Upper Limit	7.33
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	28.687 ^a
p-value	.026

Source: Field Survey 47 APPPA

Table 5.17: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.116	.045	2.553	.011
N of Valid Cases		327			

Source: Field Survey 47 APPPA

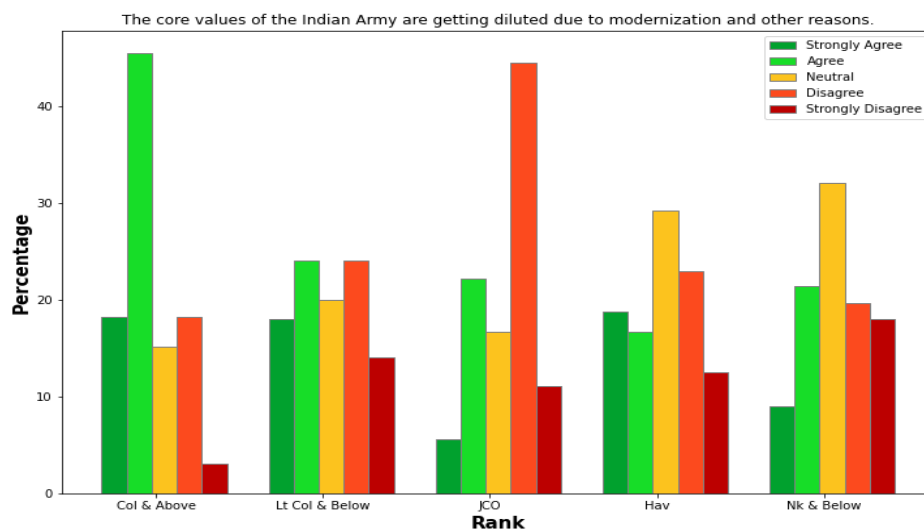


Figure 5.6: Dilution of Core Values of Indian Army
(Source: Field Survey 47 APPPA)

Sycophancy: The responses on sycophancy in Indian Army are as follows:

Sycophancy is on the rise in Indian Army:

(a) This question was asked in order to obtain the opinion of the respondents to verify if the sycophancy is on the rise in Indian Army. Majority of respondents agreed with the statement, with 46.2 percent of the respondents choosing strongly agree and agree as their response. This is followed by 29.6 percent respondents disagreeing or strongly disagreeing with the statement. The remaining respondents were neutral in their response (Table 5.18 and Figure 5.7 refers). The average response was 6.43, which lies between agree and neutral, with sample standard deviation as 2.678. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.14, 6.72).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 73.043^a and the p-value was close to 0.00. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.19 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.282 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a moderate positive association between the ranks and the responses (Table 5.20 refers).

(d) This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.18: Chi Square Table for Calculation on rise of sycophancy in Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	12	28	1	7	32	80
	Expected Count	8.1	12.2	4.4	11.7	43.5	80.0
	% within Rank	36.4%	56.0%	5.6%	14.6%	18.0%	24.5%
	Residual	3.9	15.8	-3.4	-4.7	-11.5	
2	Count	14	11	6	15	25	71
	Expected Count	7.2	10.9	3.9	10.4	38.6	71.0
	% within Rank	42.4%	22.0%	33.3%	31.2%	14.0%	21.7%
	Residual	6.8	.1	2.1	4.6	-13.6	
3	Count	4	8	5	10	52	79
	Expected Count	8.0	12.1	4.3	11.6	43.0	79.0
	% within Rank	12.1%	16.0%	27.8%	20.8%	29.2%	24.2%
	Residual	-4.0	-4.1	.7	-1.6	9.0	
4	Count	3	0	5	8	40	56
	Expected Count	5.7	8.6	3.1	8.2	30.5	56.0
	% within Rank	9.1%	0.0%	27.8%	16.7%	22.5%	17.1%
	Residual	-2.7	-8.6	1.9	-.2	9.5	
5	Count	0	3	1	8	29	41
	Expected Count	4.1	6.3	2.3	6.0	22.3	41.0
	% within Rank	0.0%	6.0%	5.6%	16.7%	16.3%	12.5%
	Residual	-4.1	-3.3	-1.3	2.0	6.7	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.19: Chi-Square Tests

Mean	6.43
Median	7.00
Mode	3
SD/Samp Dev	2.678
Confidence Interval	0.95
Lower Limit	6.14
Upper Limit	6.72
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	73.043 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.20: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.282	.042	6.632	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

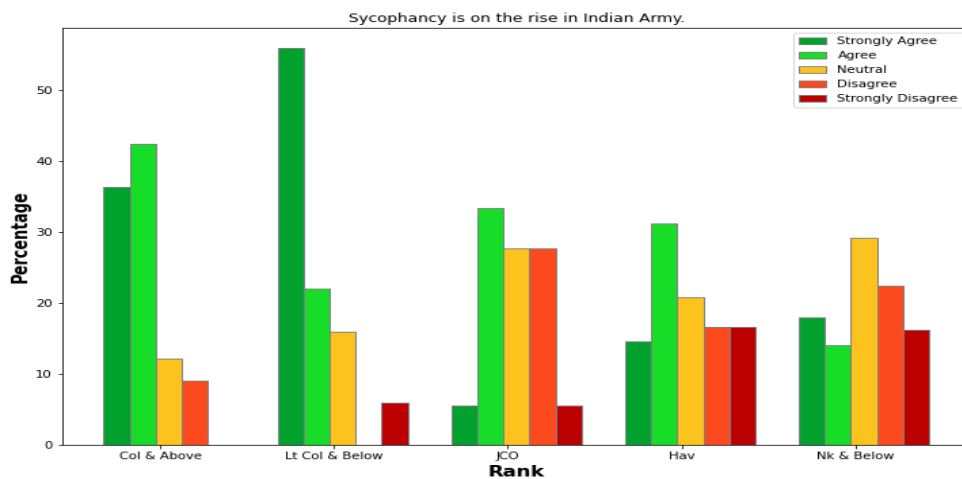


Figure 5.7: Sycophancy in Indian Army
(Source: Field Survey 47 APPPA)

Your staff officer tells you that there has been many positive changes since the time you have come and he has never seen such work culture before in his career. He is a sycophant:

(a) Opinions of the respondents were collected to know if the subordinates praise their superiors for the reasons of sycophancy. Majority of respondents remained neutral to the statement, with 36.7 percent. This is followed by 33.7 percent of the respondents choosing to strongly disagree and disagree with the statement (Table 5.21 and Figure 5.8 refers). While the balance respondents agreed with the same. The average response was 7.02, which is similar to the neutral – 7, with sample standard deviation as 2.432. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.76, 7.29).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 30.971^a and the p-value is 0.014. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.22 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.154 with p-value as 0.001. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a weak positive association between the ranks and the responses (Table 5.23 refers).

(d) This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.21: Chi Square Table for Calculation on apple polishing in Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	7	8	0	6	24	45
	Expected Count	4.5	6.9	2.5	6.6	24.5	45.0
	% within Rank	21.2%	16.0%	0.0%	12.5%	13.5%	13.8%
	Residual	2.5	1.1	-2.5	-.6	-.5	
2	Count	9	14	5	3	29	60
	Expected Count	6.1	9.2	3.3	8.8	32.7	60.0
	% within Rank	27.3%	28.0%	27.8%	6.2%	16.3%	18.3%
	Residual	2.9	4.8	1.7	-5.8	-3.7	
3	Count	10	20	9	21	52	112
	Expected Count	11.3	17.1	6.2	16.4	61.0	112.0
	% within Rank	30.3%	40.0%	50.0%	43.8%	29.2%	34.3%
	Residual	-1.3	2.9	2.8	4.6	-9.0	
4	Count	5	5	4	12	40	66
	Expected Count	6.7	10.1	3.6	9.7	35.9	66.0
	% within Rank	15.2%	10.0%	22.2%	25.0%	22.5%	20.2%
	Residual	-1.7	-5.1	.4	2.3	4.1	
5	Count	2	3	0	6	33	44
	Expected Count	4.4	6.7	2.4	6.5	24.0	44.0
	% within Rank	6.1%	6.0%	0.0%	12.5%	18.5%	13.5%
	Residual	-2.4	-3.7	-2.4	-.5	9.0	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.22: Chi-Square Tests

Mean	7.02
Median	7.00
Mode	7
SD/Samp Dev	2.432
Confidence Interval	0.95
Lower Limit	6.76
Upper Limit	7.29
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	30.971 ^a
p-value	.014

Source: Field Survey 47 APPPA

Table 5.23: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.154	.046	3.343	.001
N of Valid Cases		327			

Source: Field Survey 47 APPPA

There have been very many positive changes since the time you have come and he has never seen such work culture before

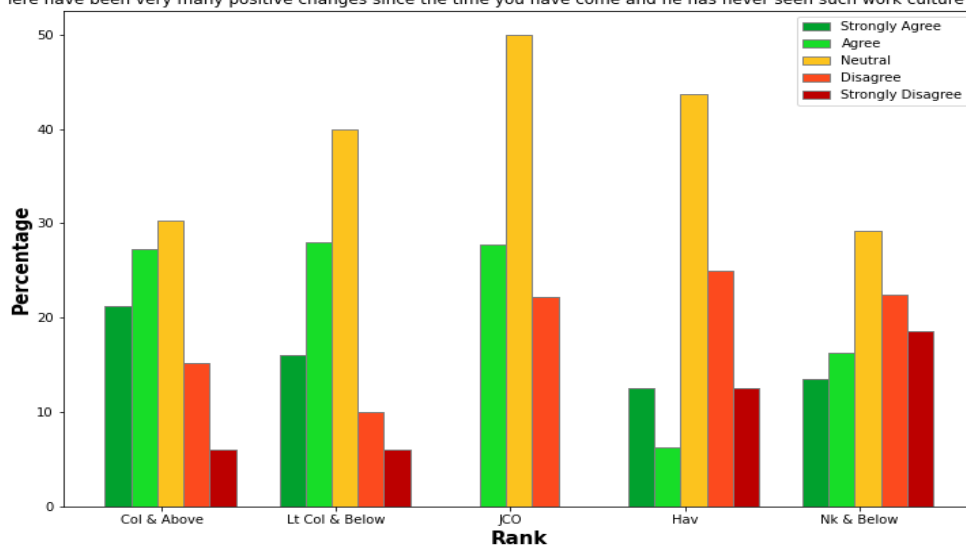


Figure 5.8: State of sycophancy in Indian Army?

Reward and Recognition: The responses on reward and recognitions in Indian Army are as follows:

It is important to recognize good work:

- (a) The statement was included to realize the beliefs of the respondents regarding the essentiality of recognition of good work. Majority of respondents agreed with the statement, with 55.9 percent of the respondents choosing strongly agree and agree as their response. This is followed by 28.8 percent respondents disagreeing or strongly disagreeing with the statement. The remaining respondents were neutral in their response (Table 5.24 and Figure 5.9 refers). The average response was 5.98, which lies between the values for agree and neutral, with sample standard deviation as 2.959. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (5.66, 6.30).
- (b) With a 0.05 level of significance, the obtained chi-square calculated value was 104.850^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.25 refers).
- (c) The Kendall's Tau correlation coefficient came out to be 0.403 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a relatively strong positive association between the ranks and the responses (Table 5.26 refers).

(d) This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.24: Chi Square Table for Calculation on recognizing good work in Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	26	40	5	18	37	126
	Expected Count	12.7	19.3	6.9	18.5	68.6	126.0
	% within Rank	78.8%	80.0%	27.8%	37.5%	20.8%	38.5%
	Residual	13.3	20.7	-1.9	-.5	-31.6	
2	Count	4	9	3	11	30	57
	Expected Count	5.8	8.7	3.1	8.4	31.0	57.0
	% within Rank	12.1%	18.0%	16.7%	22.9%	16.9%	17.4%
	Residual	-1.8	.3	-.1	2.6	-1.0	
3	Count	1	0	1	9	39	50
	Expected Count	5.0	7.6	2.8	7.3	27.2	50.0
	% within Rank	3.0%	0.0%	5.6%	18.8%	21.9%	15.3%
	Residual	-4.0	-7.6	-1.8	1.7	11.8	
4	Count	1	0	5	8	32	46
	Expected Count	4.6	7.0	2.5	6.8	25.0	46.0
	% within Rank	3.0%	0.0%	27.8%	16.7%	18.0%	14.1%
	Residual	-3.6	-7.0	2.5	1.2	7.0	
5	Count	1	1	4	2	40	48
	Expected Count	4.8	7.3	2.6	7.0	26.1	48.0
	% within Rank	3.0%	2.0%	22.2%	4.2%	22.5%	14.7%
	Residual	-3.8	-6.3	1.4	-5.0	13.9	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.25: Chi-Square Tests

Mean	5.98
Median	5.00
Mode	3
SD/Samp Dev	2.959
Confidence Interval	0.95
Lower Limit	5.66
Upper Limit	6.30
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	104.850 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.26: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.403	.039	10.136	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

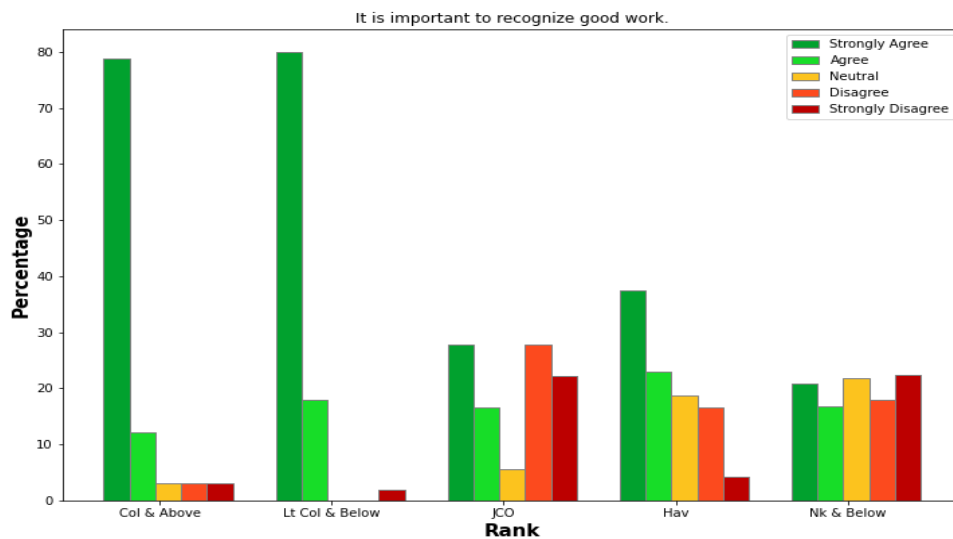


Figure 5.9: Importance of recognizing good work in Indian Army
(Source: Field Survey 47 APPPA)

New recruits join the Indian Army for its professionalism and to serve the nation rather than merely treating it as a job:

(a) Opinions were collected to infer if the recruits join Indian Army for its professionalism and to serve the nation rather than merely treating it as a job. Majority of respondents disagreed with the statement, with 49.3 percent of the respondents choosing strongly disagree and disagree as their response. This is followed by 27.2 percent respondents agreeing or strongly agreeing with the statement. The remaining respondents were neutral in their response (Table 5.27 and Figure 5.10 refers). The average response was 7.57, which lies between disagree and neutral, with sample standard deviation as 2.533. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (7.30, 7.85).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 34.747^a and the p-value was 0.004. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.28 refers).

(c) The Kendall's Tau correlation coefficient came out to be -0.117 with p-value as 0.008. Since the p-value is lesser than the level of significance, we can conclude that there is a weak negative correlation between ranks and their respective responses (Table 5.29 refers). This implies that higher the ranks, more likely are they to disagree. The tabulated responses and subsequent analysis with graph are given below.

Table 5.27: Chi Square Table for Calculation on people joining Army for professionalism and to serve the nation

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	1	5	2	8	23	39
	Expected Count	3.9	6.0	2.1	5.7	21.2	39.0
	% within Rank	3.0%	10.0%	11.1%	16.7%	12.9%	11.9%
	Residual	-2.9	-1.0	-.1	2.3	1.8	
2	Count	4	4	3	10	29	50
	Expected Count	5.0	7.6	2.8	7.3	27.2	50.0
	% within Rank	12.1%	8.0%	16.7%	20.8%	16.3%	15.3%
	Residual	-1.0	-3.6	.2	2.7	1.8	
3	Count	5	4	6	11	51	77
	Expected Count	7.8	11.8	4.2	11.3	41.9	77.0
	% within Rank	15.2%	8.0%	33.3%	22.9%	28.7%	23.5%
	Residual	-2.8	-7.8	1.8	-.3	9.1	
4	Count	16	27	6	9	42	100
	Expected Count	10.1	15.3	5.5	14.7	54.4	100.0
	% within Rank	48.5%	54.0%	33.3%	18.8%	23.6%	30.6%
	Residual	5.9	11.7	.5	-5.7	-12.4	
5	Count	7	10	1	10	33	61
	Expected Count	6.2	9.3	3.4	9.0	33.2	61.0
	% within Rank	21.2%	20.0%	5.6%	20.8%	18.5%	18.7%
	Residual	.8	.7	-2.4	1.0	-.2	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.28: Chi-Square Tests

Mean	7.57
Median	7.00
Mode	9
SD/Samp Dev	2.533
Confidence Interval	0.95
Lower Limit	7.30
Upper Limit	7.85
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	34.747 ^a
p-value	.004

Source: Field Survey 47 APPPA

Table 5.29: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	-.117	.044	-2.637	.008
N of Valid Cases		327			

Source: Field Survey 47 APPPA

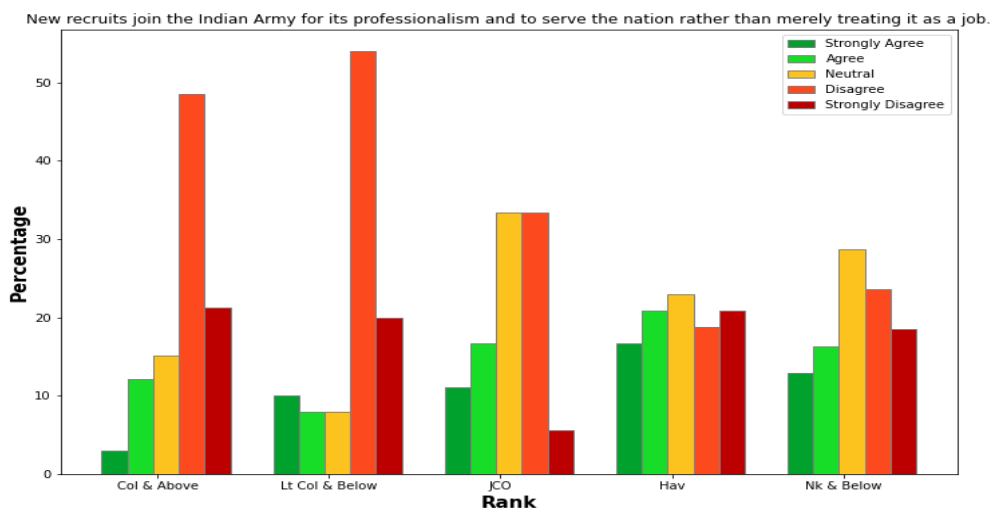


Figure 5.10: People desire for professionalism and serving the nation in Indian Army
(Source: Field Survey 47 APPPA)

Ambition: The responses on ambitions of individuals in Indian Army are as follows:

Earning CR is one of the reasons for competition and cutthroats in the Indian Army:

- (a) The statement was included to conclude whether obtaining Confidential Report served as a motivation for competition and cutthroats in the Indian Army. Majority of respondents agreed with the statement, with 46.4 percent of the respondents choosing strongly agree and agree as their response. This is followed by 28.5 percent respondents disagreeing or strongly disagreeing with the statement. The remaining respondents were neutral in their response (Table 5.30 and Figure 5.11 refers). The average response was 6.46, which lies between agree and the neutral, with sample standard deviation as 2.691. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.17, 6.75).
- (b) With a 0.05 level of significance, the obtained chi-square calculated value was 111.818^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.31 refers).
- (c) The Kendall's Tau correlation coefficient came out to be 0.324 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a relatively strong positive association between the ranks and the responses (Table 5.32 refers).

(c) This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.30: Chi Square Table for Calculation on Competition and Cutthroats in Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	15	31	1	11	18	76
	Expected Count	7.7	11.6	4.2	11.2	41.4	76.0
	% within Rank	45.5%	62.0%	5.6%	22.9%	10.1%	23.2%
	Residual	7.3	19.4	-3.2	-.2	-23.4	
2	Count	13	15	5	8	35	76
	Expected Count	7.7	11.6	4.2	11.2	41.4	76.0
	% within Rank	39.4%	30.0%	27.8%	16.7%	19.7%	23.2%
	Residual	5.3	3.4	.8	-3.2	-6.4	
3	Count	2	2	8	16	54	82
	Expected Count	8.3	12.5	4.5	12.0	44.6	82.0
	% within Rank	6.1%	4.0%	44.4%	33.3%	30.3%	25.1%
	Residual	-6.3	-10.5	3.5	4.0	9.4	
4	Count	2	2	3	2	37	46
	Expected Count	4.6	7.0	2.5	6.8	25.0	46.0
	% within Rank	6.1%	4.0%	16.7%	4.2%	20.8%	14.1%
	Residual	-2.6	-5.0	.5	-4.8	12.0	
5	Count	1	0	1	11	34	47
	Expected Count	4.7	7.2	2.6	6.9	25.6	47.0
	% within Rank	3.0%	0.0%	5.6%	22.9%	19.1%	14.4%
	Residual	-3.7	-7.2	-1.6	4.1	8.4	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.31: Chi-Square Tests

Mean	6.46
Median	7.00
Mode	7
SD/Samp Dev	2.691
Confidence Interval	0.95
Lower Limit	6.17
Upper Limit	6.75
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	111.818 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.32: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.377	.038	9.483	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

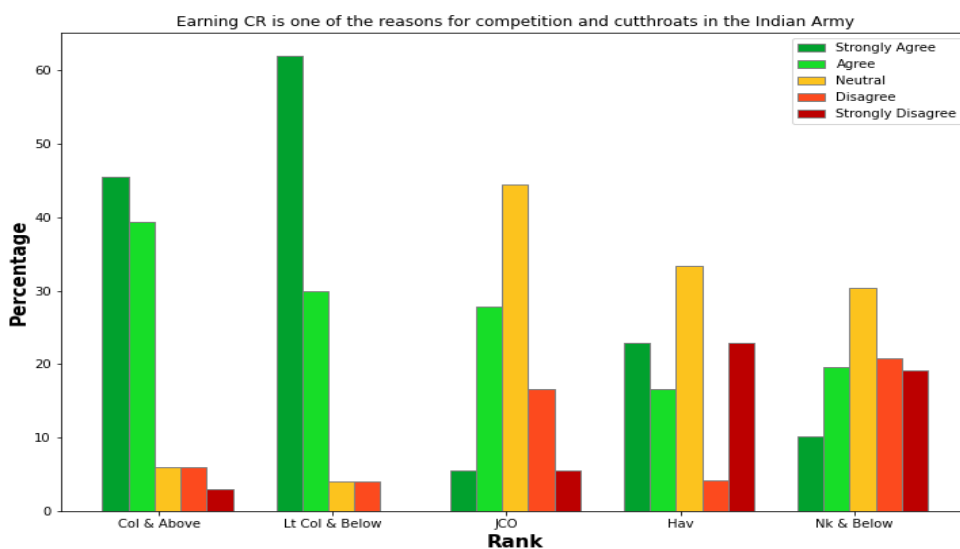


Figure 5.11: CR as one of the reasons for competition and cutthroats in Indian Army

Leadership in Indian Army is more concerned about zero error syndromes and is not open to accept mistakes:

(a) Opinions were collected to verify if leadership in Indian Army is more concerned about zero error syndromes and is not open to mistakes. Majority of respondents agreed with the statement, with 45.8 percent of the respondents choosing strongly agree and agree as their response. This is followed by 35.4 percent respondents disagreeing or strongly disagreeing with the statement. The remaining respondents were neutral (Table 5.33 and Figure 5.12 refers). The average response was 6.71, which is close to neutral – 7, with sample standard deviation as 2.835. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.40, 7.01).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 102.854^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.34 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.324 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a relatively strong positive association between the ranks and the responses (Table 5.35 refers). This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.33: Chi Square Table for Calculation on zero error syndromes in Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	9	33	1	6	24	73
	Expected Count	7.4	11.2	4.0	10.7	39.7	73.0
	% within Rank	27.3%	66.0%	5.6%	12.5%	13.5%	22.3%
	Residual	1.6	21.8	-3.0	-4.7	-15.7	
2	Count	16	11	6	13	31	77
	Expected Count	7.8	11.8	4.2	11.3	41.9	77.0
	% within Rank	48.5%	22.0%	33.3%	27.1%	17.4%	23.5%
	Residual	8.2	-.8	1.8	1.7	-10.9	
3	Count	6	2	3	13	37	61
	Expected Count	6.2	9.3	3.4	9.0	33.2	61.0
	% within Rank	18.2%	4.0%	16.7%	27.1%	20.8%	18.7%
	Residual	-.2	-7.3	-.4	4.0	3.8	
4	Count	2	2	3	7	43	57
	Expected Count	5.8	8.7	3.1	8.4	31.0	57.0
	% within Rank	6.1%	4.0%	16.7%	14.6%	24.2%	17.4%
	Residual	-3.8	-6.7	-.1	-1.4	12.0	
5	Count	0	2	5	9	43	59
	Expected Count	6.0	9.0	3.2	8.7	32.1	59.0
	% within Rank	0.0%	4.0%	27.8%	18.8%	24.2%	18.0%
	Residual	-6.0	-7.0	1.8	.3	10.9	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.34: Chi-Square Tests

Mean	6.71
Median	7.00
Mode	5
SD/Samp Dev	2.835
Confidence Interval	0.95
Lower Limit	6.40
Upper Limit	7.01
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	102.854 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.35: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.324	.040	7.977	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

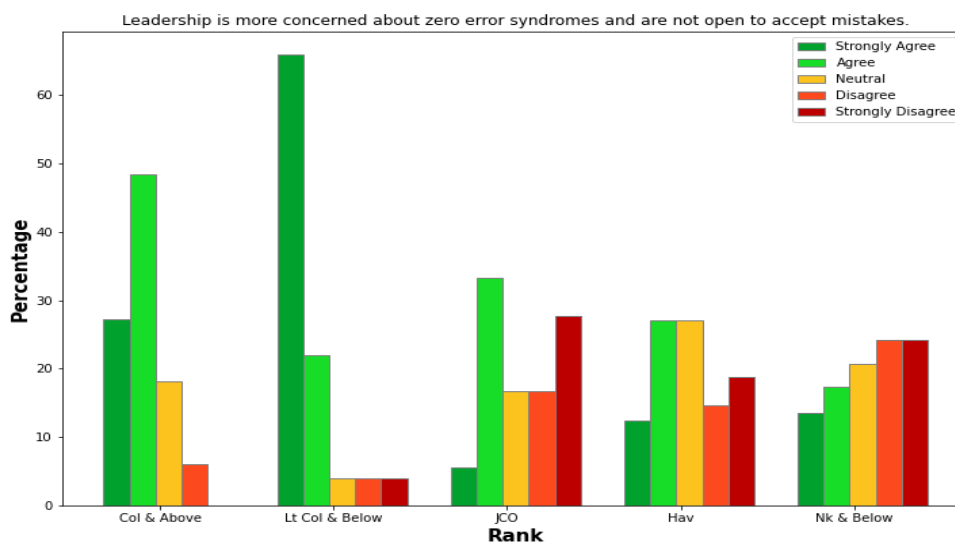


Figure 5.12: Zero error syndromes in the Indian Army

Leadership: The responses of ethical values desired from the leadership in Indian Army are as follows:

It is expected by the subordinates that their leaders should set high ethical leadership standards. In short a leader should possess all the core values of Indian Army:

- (a) The question was asked to confirm/deny if the subordinates expect that their leaders should possess all the core values of Indian Army. Majority of respondents agreed with the statement, with 50.5 percent of the respondents choosing strongly agree and agree as their response. This is followed by 29.3 percent respondents disagreeing or strongly disagreeing. Remaining respondents were neutral in their response (Table 5.36 and Figure 5.13 refers). Average response was 6.29, which lies between agree and neutral, with sample standard deviation as 2.702. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.00, 6.58).
- (b) With a 0.05 level of significance, the obtained chi-square calculated value was 114.954^a and the p-value was 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.37 refers).
- (c) The Kendall's Tau correlation coefficient came out to be 0.397 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject null hypothesis and conclude that there is a relatively strong positive association between the ranks and the responses (Table 5.38 refers).

(d) This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.36: Chi Square Table for Calculation on core values that leadership of Army should posses

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	25	26	2	9	24	86
	Expected Count	8.7	13.1	4.7	12.6	46.8	86.0
	% within Rank	75.8%	52.0%	11.1%	18.8%	13.5%	26.3%
	Residual	16.3	12.9	-2.7	-3.6	-22.8	
2	Count	8	18	1	15	37	79
	Expected Count	8.0	12.1	4.3	11.6	43.0	79.0
	% within Rank	24.2%	36.0%	5.6%	31.2%	20.8%	24.2%
	Residual	.0	5.9	-3.3	3.4	-6.0	
3	Count	0	3	9	10	44	66
	Expected Count	6.7	10.1	3.6	9.7	35.9	66.0
	% within Rank	0.0%	6.0%	50.0%	20.8%	24.7%	20.2%
	Residual	-6.7	-7.1	5.4	.3	8.1	
4	Count	0	3	3	10	41	57
	Expected Count	5.8	8.7	3.1	8.4	31.0	57.0
	% within Rank	0.0%	6.0%	16.7%	20.8%	23.0%	17.4%
	Residual	-5.8	-5.7	-.1	1.6	10.0	
5	Count	0	0	3	4	32	39
	Expected Count	3.9	6.0	2.1	5.7	21.2	39.0
	% within Rank	0.0%	0.0%	16.7%	8.3%	18.0%	11.9%
	Residual	-3.9	-6.0	.9	-1.7	10.8	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.37: Chi-Square Tests

Mean	6.29
Median	5.00
Mode	3
SD/Samp Dev	2.702
Confidence Interval	0.95
Lower Limit	6.00
Upper Limit	6.58
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	114.954 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.38: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.397	.039	9.823	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

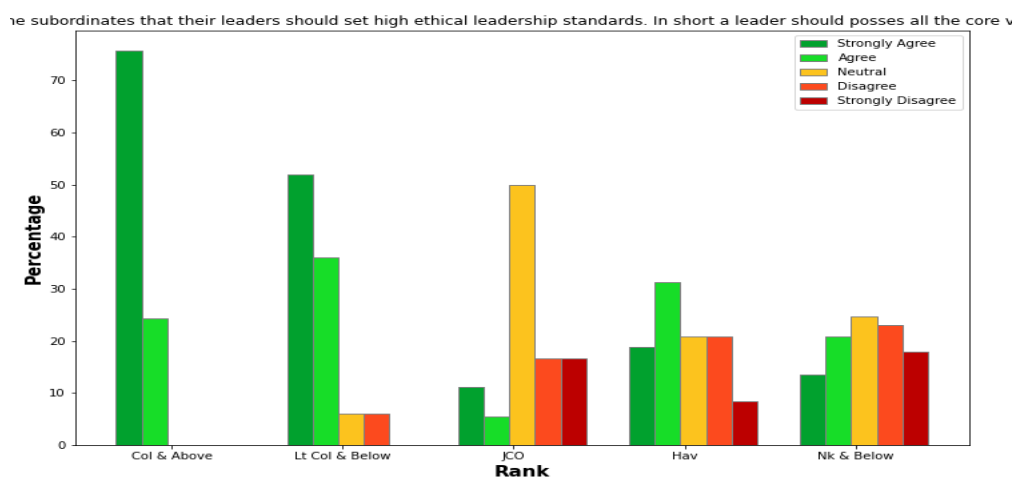


Figure 5.13: Leaders in Indian Army should possess all Core values

Source: Field Survey 47 APPPA

One of the reasons for decline in ethical conduct is because of lack of role models amongst the superiors:

(a) In order to infer if lack of role models amongst superiors were one of the factors resulting in a decline in ethical conduct, the statement was included. Majority of respondents agreed with the statement, with 43.7 percent of the respondents choosing strongly agree and agree as their response. This is followed by 29.1 percent respondents remaining neutral in their statement. The balance respondents disagreed (Table 5.39 and Figure 5.14 refers). The average response was 6.53, which is closest to the neutral, with sample standard deviation as 2.444. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for mean as (6.26, 6.79).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 64.848^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.40 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.246 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a moderately positive association between the ranks and the responses (Table 5.41 refers). This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.39: Chi Square Table for Calculation on lack of role model qualities amongst the superiors

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	8	16	1	8	24	57
	Expected Count	5.8	8.7	3.1	8.4	31.0	57.0
	% within Rank	24.2%	32.0%	5.6%	16.7%	13.5%	17.4%
	Residual	2.2	7.3	-2.1	-.4	-7.0	
2	Count	18	21	4	14	29	86
	Expected Count	8.7	13.1	4.7	12.6	46.8	86.0
	% within Rank	54.5%	42.0%	22.2%	29.2%	16.3%	26.3%
	Residual	9.3	7.9	-.7	1.4	-17.8	
3	Count	4	3	10	13	65	95
	Expected Count	9.6	14.5	5.2	13.9	51.7	95.0
	% within Rank	12.1%	6.0%	55.6%	27.1%	36.5%	29.1%
	Residual	-5.6	-11.5	4.8	-.9	13.3	
4	Count	2	7	3	5	38	55
	Expected Count	5.6	8.4	3.0	8.1	29.9	55.0
	% within Rank	6.1%	14.0%	16.7%	10.4%	21.3%	16.8%
	Residual	-3.6	-1.4	.0	-3.1	8.1	
5	Count	1	3	0	8	22	34
	Expected Count	3.4	5.2	1.9	5.0	18.5	34.0
	% within Rank	3.0%	6.0%	0.0%	16.7%	12.4%	10.4%
	Residual	-2.4	-2.2	-1.9	3.0	3.5	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.40: Chi-Square Tests

Mean	6.53
Median	7.00
Mode	7
SD/Samp Dev	2.444
Confidence Interval	0.95
Lower Limit	6.26
Upper Limit	6.79
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	64.848 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.41: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.246	.043	5.630	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

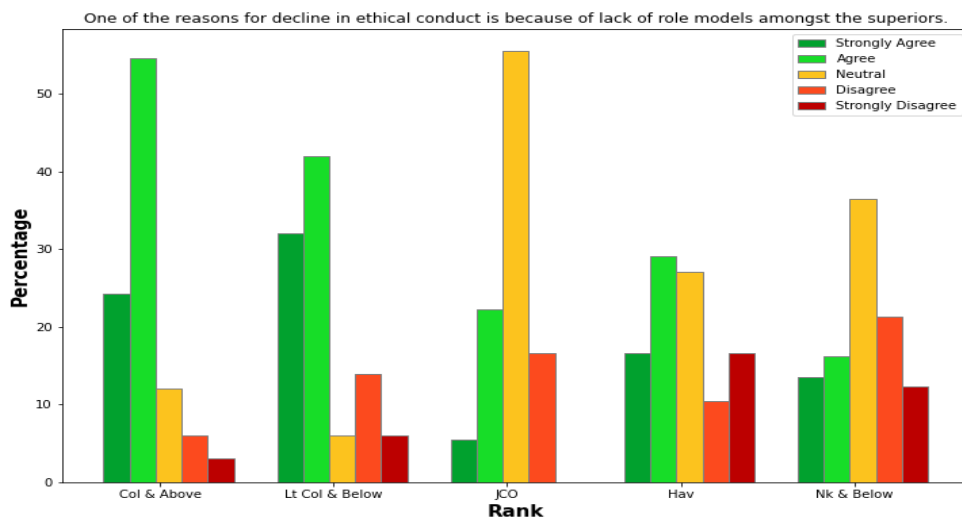


Figure 5.14: Are the superiors in Army lacking the role model qualities?
(Source: Field Survey 47 APPPA)

Professional competence: The responses of professional competence desired from the leadership in Indian Army are as follows:

Professionally competent superiors make better leaders:

- (a) This question was asked to conclude if the respondents believed that professionally competent superiors make better leaders in Indian Army. Majority of respondents agreed with the statement, with 41.6 percent of the respondents choosing strongly agree and agree as their response. This is followed by 33.9 percent respondents disagreeing with the statement. The remaining respondents were neutral in their response (Table 5.42 and Figure 5.15 refers). The average response was 6.65, which is closest to the neutral, with sample standard deviation as 2.610. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.37, 6.94).
- (b) With a 0.05 level of significance, the obtained chi-square calculated value was 22.007^a and the p-value was 0.143. Since the p-value is greater than the level of significance, the null hypothesis for the chi-square test of independence cannot be rejected. Therefore, for this statement, the variables, rank and response are independent of each other (Table 5.43 refers).
- (c) The Kendall's Tau correlation coefficient came out to be .112 with p-value as 0.014. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a weak positive association between the ranks and the responses (Table 5.44 refers). This implies that we can weakly conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.42: Chi Square Table for Calculation on professionally competent superiors making better leaders

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	10	10	4	14	31	69
	Expected Count	7.0	10.6	3.8	10.1	37.6	69.0
	% within Rank	30.3%	20.0%	22.2%	29.2%	17.4%	21.1%
	Residual	3.0	-6	.2	3.9	-6.6	
2	Count	12	8	6	10	31	67
	Expected Count	6.8	10.2	3.7	9.8	36.5	67.0
	% within Rank	36.4%	16.0%	33.3%	20.8%	17.4%	20.5%
	Residual	5.2	-2.2	2.3	.2	-5.5	
3	Count	5	10	3	13	49	80
	Expected Count	8.1	12.2	4.4	11.7	43.5	80.0
	% within Rank	15.2%	20.0%	16.7%	27.1%	27.5%	24.5%
	Residual	-3.1	-2.2	-1.4	1.3	5.5	
4	Count	5	15	3	9	42	74
	Expected Count	7.5	11.3	4.1	10.9	40.3	74.0
	% within Rank	15.2%	30.0%	16.7%	18.8%	23.6%	22.6%
	Residual	-2.5	3.7	-1.1	-1.9	1.7	
5	Count	1	7	2	2	25	37
	Expected Count	3.7	5.7	2.0	5.4	20.1	37.0
	% within Rank	3.0%	14.0%	11.1%	4.2%	14.0%	11.3%
	Residual	-2.7	1.3	.0	-3.4	4.9	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.43: Chi-Square Tests

Mean	6.65
Median	7.00
Mode	7
SD/Samp Dev	2.610
Confidence Interval	0.95
Lower Limit	6.37
Upper Limit	6.94
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	22.007 ^a
p-value	.143

Source: Field Survey 47 APPPA

Table 5.44: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.112	.045	2.452	.014
N of Valid Cases		327			

Source: Field Survey 47 APPPA

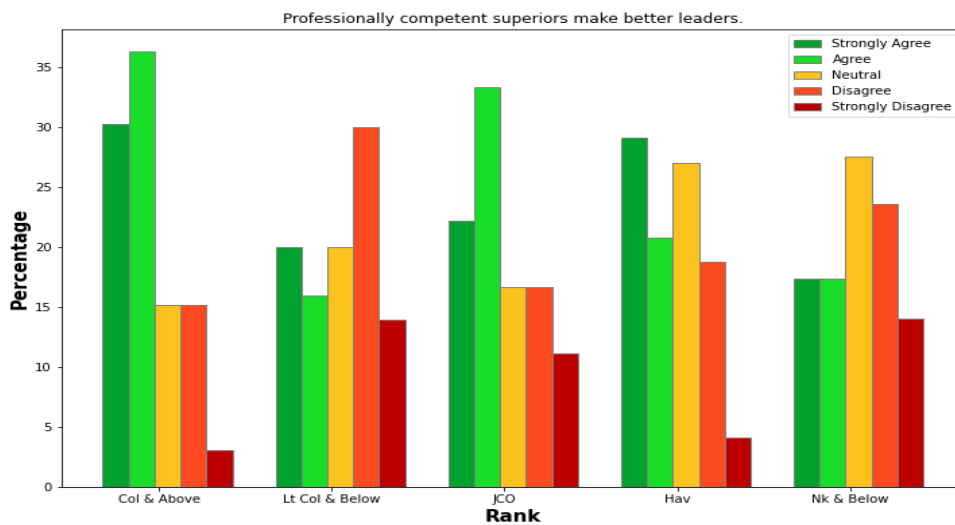


Figure 5.15: Professionally competent superiors make better leaders
(Source: Field Survey 47 APPPA)

The military leaders at all levels have keen desire to acquire knowledge:

(a) The statement was included in order to confirm if acquiring knowledge was a desire possessed by military leaders at all levels. Majority of respondents disagreed with the statement, with 34.6 percent of the respondents choosing strongly disagree and disagree as their response. This is followed by 33.6 percent respondents agreeing with the statement. The remaining respondents maintained neutrality (Table 5.45 and Figure 5.16 refers). The average response was 6.98, which is close to the neutral, with sample standard deviation as 2.337. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.73, 7.24).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 30.157^a and the p-value was close to 0.017. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.46 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.078 with a p-value of 0.076 which is greater than the level of significance (Table 5.47 refers). This implies that the null hypothesis for Kendall's Tau correlation test cannot be rejected. Hence, ranks and responses cannot be concluded to be correlated for this statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.45: Chi Square Table for Calculation on Indian Military Leaders having keen desire to acquire knowledge

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	2	6	4	13	15	40
	Expected Count	4.0	6.1	2.2	5.9	21.8	40.0
	% within Rank	6.1%	12.0%	22.2%	27.1%	8.4%	12.2%
	Residual	-2.0	-.1	1.8	7.1	-6.8	
2	Count	9	13	5	8	35	70
	Expected Count	7.1	10.7	3.9	10.3	38.1	70.0
	% within Rank	27.3%	26.0%	27.8%	16.7%	19.7%	21.4%
	Residual	1.9	2.3	1.1	-2.3	-3.1	
3	Count	10	11	5	15	63	104
	Expected Count	10.5	15.9	5.7	15.3	56.6	104.0
	% within Rank	30.3%	22.0%	27.8%	31.2%	35.4%	31.8%
	Residual	-.5	-4.9	-.7	-.3	6.4	
4	Count	11	17	4	8	39	79
	Expected Count	8.0	12.1	4.3	11.6	43.0	79.0
	% within Rank	33.3%	34.0%	22.2%	16.7%	21.9%	24.2%
	Residual	3.0	4.9	-.3	-3.6	-4.0	
5	Count	1	3	0	4	26	34
	Expected Count	3.4	5.2	1.9	5.0	18.5	34.0
	% within Rank	3.0%	6.0%	0.0%	8.3%	14.6%	10.4%
	Residual	-2.4	-2.2	-1.9	-1.0	7.5	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.46: Chi-Square Tests

Mean	6.98
Median	7.00
Mode	7
SD/Samp Dev	2.337
Confidence Interval	0.95
Lower Limit	6.73
Upper Limit	7.24
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	30.157 ^a
p-value	.017

Source: Field Survey 47 APPPA

Table 5.47: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.078	.044	1.776	.076
N of Valid Cases		327			

Source: Field Survey 47 APPPA

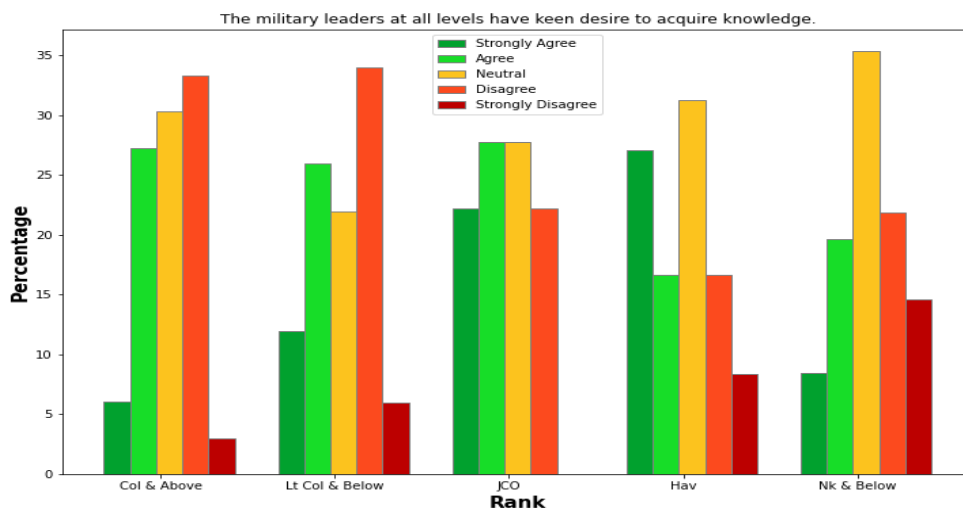


Figure 5.16: Military leaders have keen desire to acquire knowledge
(Source: Field Survey 47 APPPA)

Welfare:

Looking after the welfare of the subordinates is one of the prime responsibilities of the superior:

(a) The question was asked to see if the respondents believed looking after the welfare of the subordinates to be one of the prime responsibilities of the superiors in the Indian Army. Majority of respondents agreed with the statement, with 52.3 percent of the respondents choosing strongly agree and agree as their response. This is followed by 24.1 percent respondents disagreeing with the statement. The remaining respondents were neutral in their response (Table 5.48 and Figure 5.17 refers). The average response was 6.05, which lies between agree and neutral, with sample standard deviation as 2.515. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (5.78, 6.33).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 61.064^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.49 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.278 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a moderately positive association between the ranks and the responses (Table 5.50 refers).

(d) This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.48: Chi Square Table for Calculation on looking after the welfare of the subordinates by the superiors in Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	12	19	6	16	35	88
	Expected Count	8.9	13.5	4.8	12.9	47.9	88.0
	% within Rank	36.4%	38.0%	33.3%	33.3%	19.7%	26.9%
	Residual	3.1	5.5	1.2	3.1	-12.9	
2	Count	18	18	1	12	34	83
	Expected Count	8.4	12.7	4.6	12.2	45.2	83.0
	% within Rank	54.5%	36.0%	5.6%	25.0%	19.1%	25.4%
	Residual	9.6	5.3	-3.6	-.2	-11.2	
3	Count	1	11	8	10	47	77
	Expected Count	7.8	11.8	4.2	11.3	41.9	77.0
	% within Rank	3.0%	22.0%	44.4%	20.8%	26.4%	23.5%
	Residual	-6.8	-.8	3.8	-1.3	5.1	
4	Count	2	1	3	8	40	54
	Expected Count	5.4	8.3	3.0	7.9	29.4	54.0
	% within Rank	6.1%	2.0%	16.7%	16.7%	22.5%	16.5%
	Residual	-3.4	-7.3	.0	.1	10.6	
5	Count	0	1	0	2	22	25
	Expected Count	2.5	3.8	1.4	3.7	13.6	25.0
	% within Rank	0.0%	2.0%	0.0%	4.2%	12.4%	7.6%
	Residual	-2.5	-2.8	-1.4	-1.7	8.4	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.49: Chi-Square Tests

Mean	6.05
Median	5.00
Mode	3
SD/Samp Dev	2.515
Confidence Interval	0.95
Lower Limit	5.78
Upper Limit	6.33
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	61.064 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.50: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.278	.039	6.960	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

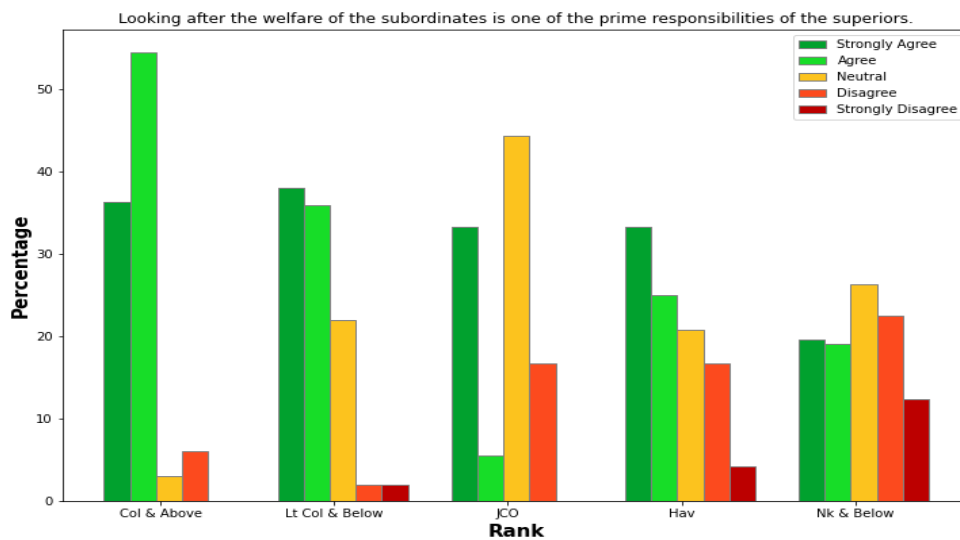


Figure 5.17: Looking after the welfare of the subordinates is the responsibility of the superiors
(Source: Field Survey 47 APPPA)

Quest for Excellence:

Your superior goes through all the details before assigning task to his subordinates all the time:

(a) This statement was included to reflect the opinions of subordinates regarding the detail-orientation of their superiors. Majority of respondents disagreed with the statement, with 38.8 percent of the respondents choosing strongly disagree and disagree as their response. This is followed by 32.7 percent respondents remaining neutral in their statement. The balance respondents disagreed (Table 5.51 and Figure 5.18 refers). The average response was 7.29, which is closest to the neutral – 7, with sample standard deviation as 2.294. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (7.04, 7.54).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 32.147^a and the p-value was 0.010. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.52 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.000 with a p-value of 0.992 which is greater than the level of significance (Table 5.53 refers). This implies that the null hypothesis for Kendall's Tau correlation test cannot be rejected. Hence, ranks and responses cannot be concluded to be correlated for this statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.51: Chi Square Table for Calculation on quest for excellence by the superiors in Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	0	2	5	9	13	29
	Expected Count	2.9	4.4	1.6	4.3	15.8	29.0
	% within Rank	0.0%	4.0%	27.8%	18.8%	7.3%	8.9%
	Residual	-2.9	-2.4	3.4	4.7	-2.8	
2	Count	10	5	4	11	34	64
	Expected Count	6.5	9.8	3.5	9.4	34.8	64.0
	% within Rank	30.3%	10.0%	22.2%	22.9%	19.1%	19.6%
	Residual	3.5	-4.8	.5	1.6	-.8	
3	Count	11	16	4	12	64	107
	Expected Count	10.8	16.4	5.9	15.7	58.2	107.0
	% within Rank	33.3%	32.0%	22.2%	25.0%	36.0%	32.7%
	Residual	.2	-.4	-1.9	-3.7	5.8	
4	Count	10	20	4	10	40	84
	Expected Count	8.5	12.8	4.6	12.3	45.7	84.0
	% within Rank	30.3%	40.0%	22.2%	20.8%	22.5%	25.7%
	Residual	1.5	7.2	-.6	-2.3	-5.7	
5	Count	2	7	1	6	27	43
	Expected Count	4.3	6.6	2.4	6.3	23.4	43.0
	% within Rank	6.1%	14.0%	5.6%	12.5%	15.2%	13.1%
	Residual	-2.3	.4	-1.4	-.3	3.6	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.52: Chi-Square Tests

Mean	7.29
Median	7.00
Mode	7
SD/Samp Dev	2.294
Confidence Interval	0.95
Lower Limit	7.04
Upper Limit	7.54
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	32.147 ^a
p-value	.010

Source: Field Survey 47 APPPA

Table 5.53: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.000	.044	-.010	.992
N of Valid Cases		327			

Source: Field Survey 47 APPPA

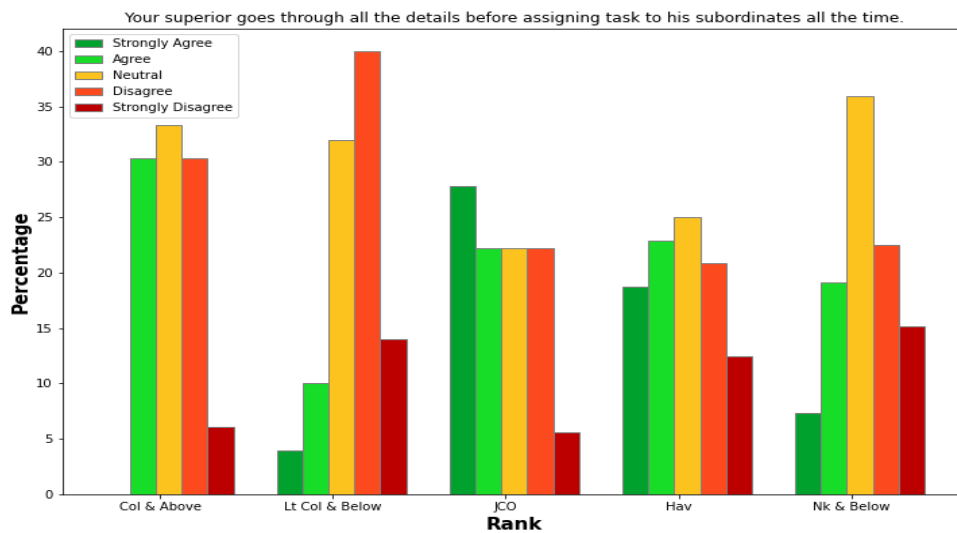


Figure 5.18: Superiors in the Indian Army has a quest for excellence

Selflessness:

A leader should hear his team and take decision in the best interest of the organization and in case of failure take moral responsibility of the decision taken:

(a) Opinions were collected regarding organization oriented decision making and responsibilities of leaders. Majority of respondents agreed with the statement, with 49.3 percent of the respondents choosing strongly agree and agree as their response. This is followed by 27.8 percent respondents were neutral in their statement. The remaining respondents disagreed (Table 5.54 and Figure 5.19 refers). The average response was 6.03, which lies between agree and neutral, with sample standard deviation as 2.568. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (5.75, 6.31).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 141.574^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.55 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.466 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a relatively strong positive association between the ranks and the responses (Table 5.66 refers).

(d) This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.54: Chi Square Table for Calculation on a leader hearing his team and taking decision in the interest of organization and taking responsibility for the same

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	27	36	7	7	22	99
	Expected Count	10.0	15.1	5.4	14.5	53.9	99.0
	% within Rank	81.8%	72.0%	38.9%	14.6%	12.4%	30.3%
	Residual	17.0	20.9	1.6	-7.5	-31.9	
2	Count	6	9	5	13	29	62
	Expected Count	6.3	9.5	3.4	9.1	33.7	62.0
	% within Rank	18.2%	18.0%	27.8%	27.1%	16.3%	19.0%
	Residual	-.3	-.5	1.6	3.9	-4.7	
3	Count	0	4	4	13	70	91
	Expected Count	9.2	13.9	5.0	13.4	49.5	91.0
	% within Rank	0.0%	8.0%	22.2%	27.1%	39.3%	27.8%
	Residual	-9.2	-9.9	-1.0	-.4	20.5	
4	Count	0	0	2	13	33	48
	Expected Count	4.8	7.3	2.6	7.0	26.1	48.0
	% within Rank	0.0%	0.0%	11.1%	27.1%	18.5%	14.7%
	Residual	-4.8	-7.3	-.6	6.0	6.9	
5	Count	0	1	0	2	24	27
	Expected Count	2.7	4.1	1.5	4.0	14.7	27.0
	% within Rank	0.0%	2.0%	0.0%	4.2%	13.5%	8.3%
	Residual	-2.7	-3.1	-1.5	-2.0	9.3	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.55: Chi-Square Tests

Mean	6.03
Median	7.00
Mode	3
SD/Samp Dev	2.568
Confidence Interval	0.95
Lower Limit	5.75
Upper Limit	6.31
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	141.574 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.56: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.469	.036	12.213	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

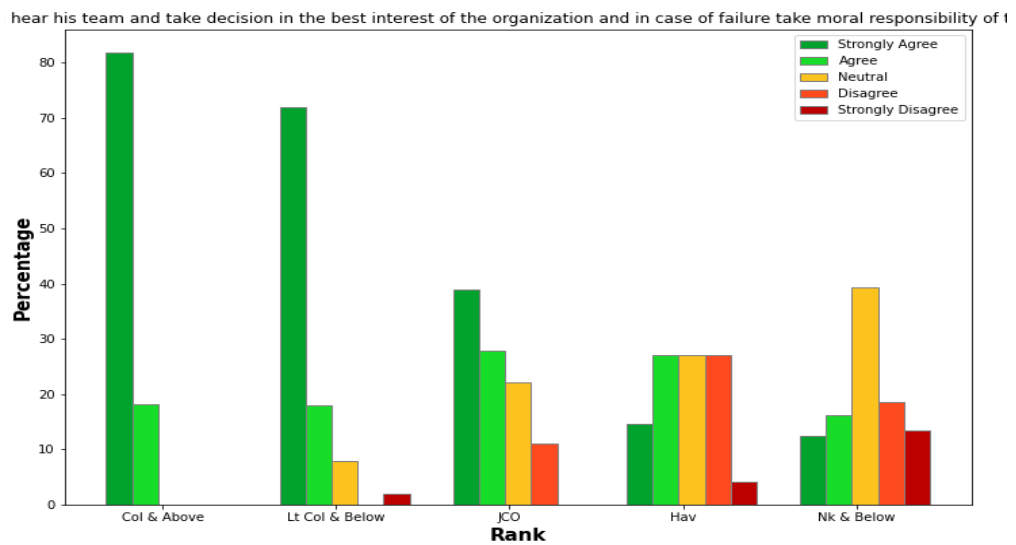


Figure 5.19: Leader hearing his team and taking decision in the interest of organization
(Source: Field Survey 47 APPPA)

Ethical Conduct: The responses on ethical conduct by the leaders in Indian Army are as follows:

The work ethics being followed in Indian Army is good and do not have any biases:

(a) This question was asked in order to obtain the opinion of the respondents to verify whether the work ethics being followed in Indian Army is good and do not have any biases. Majority of respondents disagreed with the statement, with 41.5 percent of the respondents choosing strongly disagree and disagree as their response. This is followed by 30 percent respondents remaining neutral in their statement. The balance respondents disagreed (Table 5.57 and Figure 5.20 refers). The average response was 7.52, which lies between disagree and neutral, with sample standard deviation as 2.404. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (7.26, 7.78).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 18.447^a and the p-value was 0.298. Since the obtained p-value is higher than the level of significance, the null hypothesis for the chi-square test of independence cannot be rejected. Therefore, for this statement, the variables, rank and response are independent of each other (Table 5.58 refers).

(c) The Kendall's Tau correlation coefficient came out to be -0.053 with p-value as 0.251. Since the p-value is higher than the level of significance, the null hypothesis for Kendall's Tau cannot be rejected (Table 5.59 refers).

(d) This implies that there is no correlation between ranks and responses for this statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.57: Chi Square Table for Calculation on good work ethics without biases in Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	0	2	2	5	17	26
	Expected Count	2.6	4.0	1.4	3.8	14.2	26.0
	% within Rank	0.0%	4.0%	11.1%	10.4%	9.6%	8.0%
	Residual	-2.6	-2.0	.6	1.2	2.8	
2	Count	8	6	5	12	33	64
	Expected Count	6.5	9.8	3.5	9.4	34.8	64.0
	% within Rank	24.2%	12.0%	27.8%	25.0%	18.5%	19.6%
	Residual	1.5	-3.8	1.5	2.6	-1.8	
3	Count	9	12	7	16	54	98
	Expected Count	9.9	15.0	5.4	14.4	53.3	98.0
	% within Rank	27.3%	24.0%	38.9%	33.3%	30.3%	30.0%
	Residual	-.9	-3.0	1.6	1.6	.7	
4	Count	10	15	3	10	39	77
	Expected Count	7.8	11.8	4.2	11.3	41.9	77.0
	% within Rank	30.3%	30.0%	16.7%	20.8%	21.9%	23.5%
	Residual	2.2	3.2	-1.2	-1.3	-2.9	
5	Count	6	15	1	5	35	62
	Expected Count	6.3	9.5	3.4	9.1	33.7	62.0
	% within Rank	18.2%	30.0%	5.6%	10.4%	19.7%	19.0%
	Residual	-.3	5.5	-2.4	-4.1	1.3	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.58: Chi-Square Tests

Mean	7.52
Median	7.00
Mode	7
SD/Samp Dev	2.404
Confidence Interval	0.95
Lower Limit	7.26
Upper Limit	7.78
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	18.447 ^a
p-value	.298

Source: Field Survey 47 APPPA

Table 5.59: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	-.053	.046	-1.147	.251
N of Valid Cases		327			

Source: Field Survey 47 APPPA

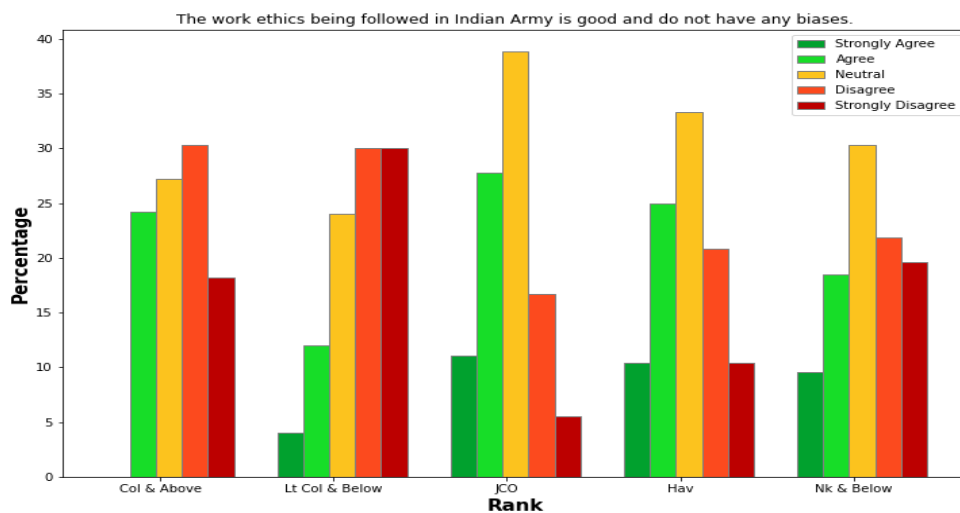


Figure 5.20: Indian Army has good work ethics without biases
(Source: Field Survey 47 APPPA)

Indian Army is facing Ethical Challenges:

(a) The statement was included to infer if the Indian Army is facing ethical challenges. Majority of respondents agreed with the statement, with 50.4 percent of the respondents choosing strongly agree and agree as their response. This is followed by 25.7 percent respondents, who were neutral in their statement. The remaining respondents disagreed (Table 5.60 and Figure 5.21 refers). The average response was 6.23, which lies between agree and neutral, with sample standard deviation as 2.500. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (5.96, 6.50).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 51.424^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.61 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.223 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a moderate positive association between the ranks and the responses (Table 5.62 refers). This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.60: Chi Square Table for Calculation on Indian Army facing Ethical Challenges

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	11	12	2	11	36	72
	Expected Count	7.3	11.0	4.0	10.6	39.2	72.0
	% within Rank	33.3%	24.0%	11.1%	22.9%	20.2%	22.0%
	Residual	3.7	1.0	-2.0	.4	-3.2	
2	Count	17	25	8	11	32	93
	Expected Count	9.4	14.2	5.1	13.7	50.6	93.0
	% within Rank	51.5%	50.0%	44.4%	22.9%	18.0%	28.4%
	Residual	7.6	10.8	2.9	-2.7	-18.6	
3	Count	1	7	5	18	53	84
	Expected Count	8.5	12.8	4.6	12.3	45.7	84.0
	% within Rank	3.0%	14.0%	27.8%	37.5%	29.8%	25.7%
	Residual	-7.5	-5.8	.4	5.7	7.3	
4	Count	3	3	2	5	32	45
	Expected Count	4.5	6.9	2.5	6.6	24.5	45.0
	% within Rank	9.1%	6.0%	11.1%	10.4%	18.0%	13.8%
	Residual	-1.5	-3.9	-.5	-1.6	7.5	
5	Count	1	3	1	3	25	33
	Expected Count	3.3	5.0	1.8	4.8	18.0	33.0
	% within Rank	3.0%	6.0%	5.6%	6.2%	14.0%	10.1%
	Residual	-2.3	-2.0	-.8	-1.8	7.0	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.61: Chi-Square Tests

Mean	6.23
Median	5.00
Mode	5
SD/Samp Dev	2.500
Confidence Interval	0.95
Lower Limit	5.96
Upper Limit	6.50
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	51.424 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.62: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.223	.044	5.001	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

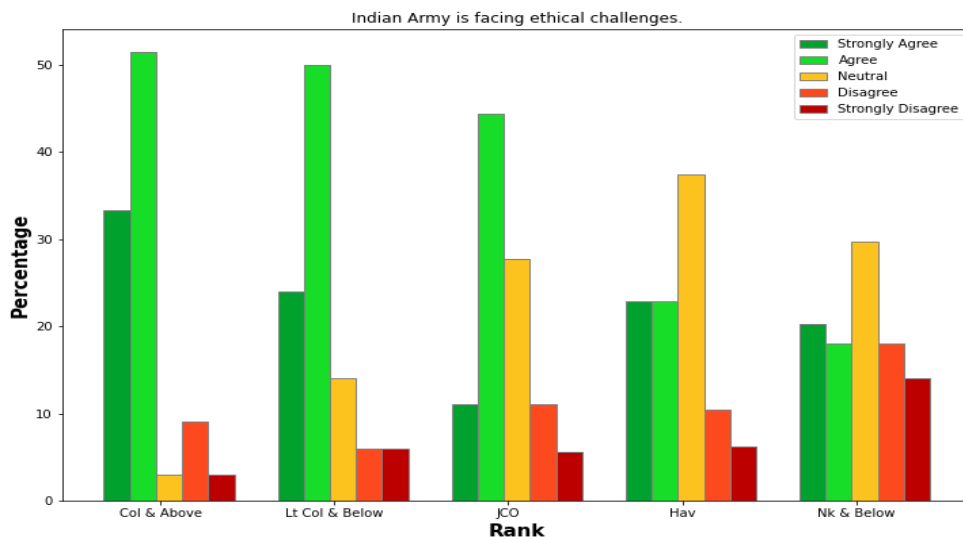


Figure 5.21: Indian Army is facing ethical challenges
(Source: Field Survey 47 APPPA)

Discipline: The responses on discipline in Indian Army are as follows:

Discipline is the backbone of the Army:

- (a) This question was asked see if the discipline is the backbone of the Indian Army. Majority of respondents agreed with the statement, with 66.4 percent of the respondents choosing strongly agree and agree as their response. This is followed by 17.7 percent respondents disagreeing with the statement. The remaining respondents were neutral in their response (Table 5.63 and Figure 5.22 refers). The average response was 5.08, which is closest to agree – 5, with sample standard deviation as 2.561. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (4.80, 5.36).
- (b) With a 0.05 level of significance, the obtained chi-square calculated value was 64.754^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.64 refers).
- (c) The Kendall's Tau correlation coefficient came out to be 0.327 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a relatively strong positive association between the ranks and the responses (Table 5.65 refers). This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.63: Chi Square Table for Calculation on discipline being backbone of Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	27	41	7	26	70	171
	Expected Count	17.3	26.1	9.4	25.1	93.1	171.0
	% within Rank	81.8%	82.0%	38.9%	54.2%	39.3%	52.3%
	Residual	9.7	14.9	-2.4	.9	-23.1	
2	Count	5	8	5	8	20	46
	Expected Count	4.6	7.0	2.5	6.8	25.0	46.0
	% within Rank	15.2%	16.0%	27.8%	16.7%	11.2%	14.1%
	Residual	.4	1.0	2.5	1.2	-5.0	
3	Count	1	1	3	7	40	52
	Expected Count	5.2	8.0	2.9	7.6	28.3	52.0
	% within Rank	3.0%	2.0%	16.7%	14.6%	22.5%	15.9%
	Residual	-4.2	-7.0	.1	-.6	11.7	
4	Count	0	0	1	6	35	42
	Expected Count	4.2	6.4	2.3	6.2	22.9	42.0
	% within Rank	0.0%	0.0%	5.6%	12.5%	19.7%	12.8%
	Residual	-4.2	-6.4	-1.3	-.2	12.1	
5	Count	0	0	2	1	13	16
	Expected Count	1.6	2.4	.9	2.3	8.7	16.0
	% within Rank	0.0%	0.0%	11.1%	2.1%	7.3%	4.9%
	Residual	-1.6	-2.4	1.1	-1.3	4.3	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.64: Chi-Square Tests

Mean	5.08
Median	3.00
Mode	3
SD/Samp Dev	2.561
Confidence Interval	0.95
Lower Limit	4.80
Upper Limit	5.36
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	64.754 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.65: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.327	.038	8.169	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

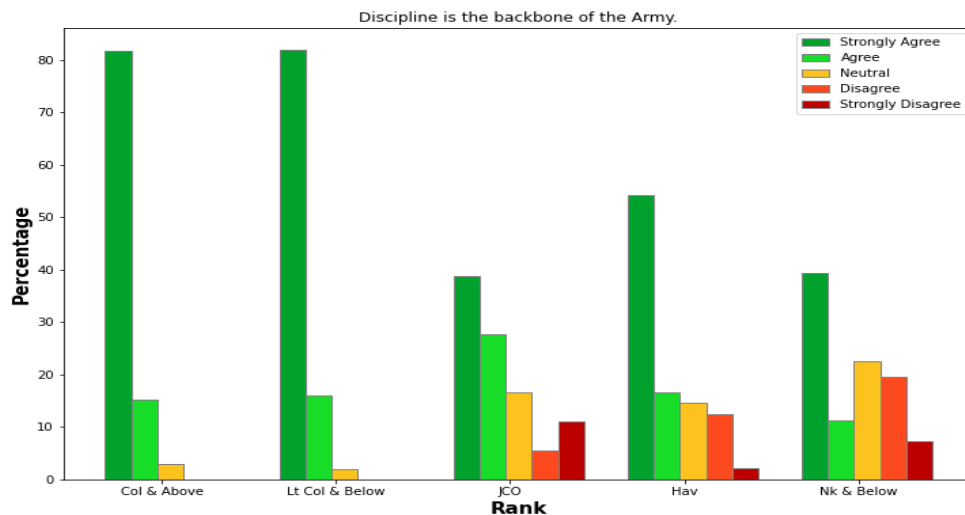


Figure 5.22: Discipline is the backbone of the Indian Army
(Source: Field Survey 47 APPPA)

Indian Army has adequate institutional mechanism to check corruption:

(a) Opinions of the respondents were collected to verify whether Indian Army has adequate institutional mechanism to check corruption. Majority of respondents disagreed with the statement, with 37.9 percent of the respondents choosing strongly disagree and disagree as their response. This is followed by 36.7 percent respondents, agreeing with the statement. The remaining respondents were neutral in their response (Table 5.66 and Figure 5.23 refers). The average response was 7.11, which is closest to the neutral – 7, with sample standard deviation as 2.567. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.83, 7.39).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 26.294^a and the p-value was close to 0.050. Since the obtained p-value is equal to the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.67 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.064 with a p-value of 0.167 which is greater than the level of significance (Table 5.68 refers). This implies that the null hypothesis for Kendall's Tau correlation test cannot be rejected. Hence, ranks and responses cannot be concluded to be correlated for this statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.66: Chi Square Table for Calculation on Army having adequate institutional mechanism to check corruption

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	7	7	0	7	21	42
	Expected Count	4.2	6.4	2.3	6.2	22.9	42.0
	% within Rank	21.2%	14.0%	0.0%	14.6%	11.8%	12.8%
	Residual	2.8	.6	-2.3	.8	-1.9	
2	Count	10	12	5	15	36	78
	Expected Count	7.9	11.9	4.3	11.4	42.5	78.0
	% within Rank	30.3%	24.0%	27.8%	31.2%	20.2%	23.9%
	Residual	2.1	.1	.7	3.6	-6.5	
3	Count	5	8	8	9	53	83
	Expected Count	8.4	12.7	4.6	12.2	45.2	83.0
	% within Rank	15.2%	16.0%	44.4%	18.8%	29.8%	25.4%
	Residual	-3.4	-4.7	3.4	-3.2	7.8	
4	Count	7	18	3	6	34	68
	Expected Count	6.9	10.4	3.7	10.0	37.0	68.0
	% within Rank	21.2%	36.0%	16.7%	12.5%	19.1%	20.8%
	Residual	.1	7.6	-.7	-4.0	-3.0	
5	Count	4	5	2	11	34	56
	Expected Count	5.7	8.6	3.1	8.2	30.5	56.0
	% within Rank	12.1%	10.0%	11.1%	22.9%	19.1%	17.1%
	Residual	-1.7	-3.6	-1.1	2.8	3.5	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.67: Chi-Square Tests

Mean	7.11
Median	7.00
Mode	7
SD/Samp Dev	2.567
Confidence Interval	0.95
Lower Limit	6.83
Upper Limit	7.39
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	26.294 ^a
p-value	.050

Source: Field Survey 47 APPPA

Table 5.68: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.064	.046	1.380	.167
N of Valid Cases		327			

Source: Field Survey 47 APPPA

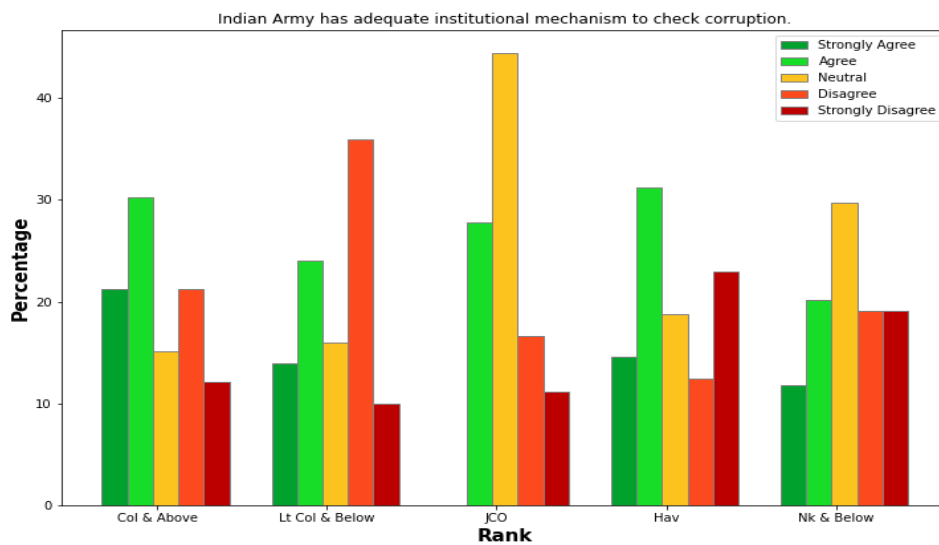


Figure 5.23: Indian Army has adequate institutional mechanism to check corruption
(Source: Field Survey 47 APPPA)

Moral and Courage: The responses on moral and courage in Indian Army are as follows:

There is use of official stationery by one of your colleague for his personal use. He should be checked for the same:

(a) This question was asked in order to analyze the moral courage to check the wrong doings in Indian Army. Majority of respondents agreed with the statement, with 46.8 percent of the respondents choosing strongly agree and agree as their response. This is followed by 33.3 percent respondents, disagreeing with the statement. The remaining respondents were neutral in their response (Table 5.69 and Figure 5.23 refers). The average response was 6.55, which is closest to the neutral – 7, with sample standard deviation as 2.818. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.24, 6.85).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 118.977^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.70 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.388 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a relatively strong positive association between the ranks and the responses (Table 5.71 refers).

(d) This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.69: Chi Square Table for Calculation on moral courage to check wrong doing by a colleague

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	16	33	3	5	25	82
	Expected Count	8.3	12.5	4.5	12.0	44.6	82.0
	% within Rank	48.5%	66.0%	16.7%	10.4%	14.0%	25.1%
	Residual	7.7	20.5	-1.5	-7.0	-19.6	
2	Count	13	14	6	15	23	71
	Expected Count	7.2	10.9	3.9	10.4	38.6	71.0
	% within Rank	39.4%	28.0%	33.3%	31.2%	12.9%	21.7%
	Residual	5.8	3.1	2.1	4.6	-15.6	
3	Count	1	1	4	12	47	65
	Expected Count	6.6	9.9	3.6	9.5	35.4	65.0
	% within Rank	3.0%	2.0%	22.2%	25.0%	26.4%	19.9%
	Residual	-5.6	-8.9	.4	2.5	11.6	
4	Count	3	0	3	5	46	57
	Expected Count	5.8	8.7	3.1	8.4	31.0	57.0
	% within Rank	9.1%	0.0%	16.7%	10.4%	25.8%	17.4%
	Residual	-2.8	-8.7	-.1	-3.4	15.0	
5	Count	0	2	2	11	37	52
	Expected Count	5.2	8.0	2.9	7.6	28.3	52.0
	% within Rank	0.0%	4.0%	11.1%	22.9%	20.8%	15.9%
	Residual	-5.2	-6.0	-.9	3.4	8.7	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.70: Chi-Square Tests

Mean	6.55
Median	7.00
Mode	3
SD/Samp Dev	2.818
Confidence Interval	0.95
Lower Limit	6.24
Upper Limit	6.85
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	118.977 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.71: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.388	.039	9.458	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

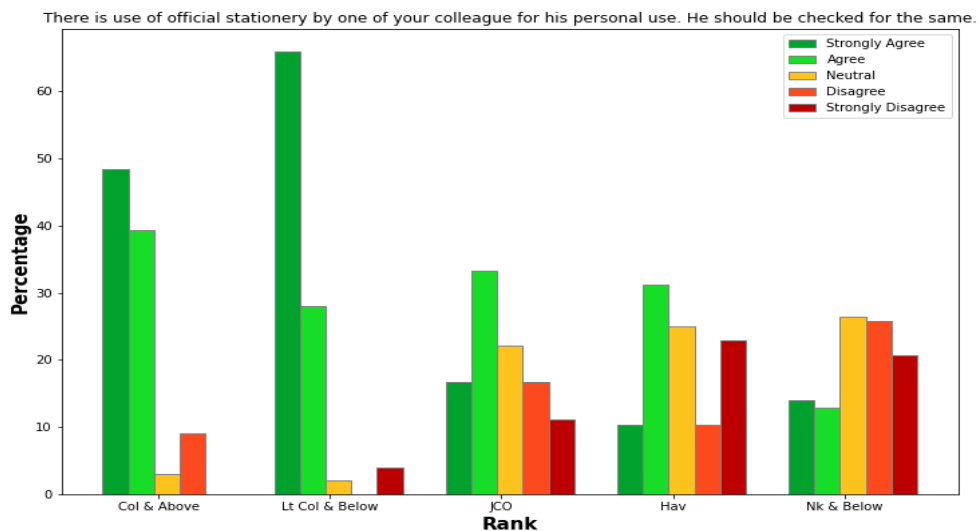


Figure 5.24: Checking a colleague, if he is using official stationery for personal use
(Source: Field Survey 47 APPPA)

5.18.2 The way issues are portrayed in social media about any disciplinary issue in Indian Army has a negative impact on the troops:

(a) The statement was put forward to check if there is a negative impact on the troops due to portrayal of disciplinary issues in the social media and other Medias. Majority of respondents agreed with the statement, with 48.8 percent of the respondents choosing strongly agree and agree as their response. This is followed by 31.5 percent respondents, disagreeing with the statement. The remaining respondents were neutral (Table 5.72 and Figure 5.25 refers). The average response was 6.58, which is closest to the neutral – 7, with sample standard deviation as 2.750. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.28, 6.88).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 74.263^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.73 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.305 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a relatively strong positive association between the ranks and the responses (Table 5.74 refers). This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.72: Chi Square Table for Calculation on disciplinary issues related to Army on social media having negative impact on troops

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	14	21	6	8	23	72
	Expected Count	7.3	11.0	4.0	10.6	39.2	72.0
	% within Rank	42.4%	42.0%	33.3%	16.7%	12.9%	22.0%
	Residual	6.7	10.0	2.0	-2.6	-16.2	
2	Count	14	18	8	7	34	81
	Expected Count	8.2	12.4	4.5	11.9	44.1	81.0
	% within Rank	42.4%	36.0%	44.4%	14.6%	19.1%	24.8%
	Residual	5.8	5.6	3.5	-4.9	-10.1	
3	Count	0	7	3	11	50	71
	Expected Count	7.2	10.9	3.9	10.4	38.6	71.0
	% within Rank	0.0%	14.0%	16.7%	22.9%	28.1%	21.7%
	Residual	-7.2	-3.9	-.9	.6	11.4	
4	Count	4	1	1	9	35	50
	Expected Count	5.0	7.6	2.8	7.3	27.2	50.0
	% within Rank	12.1%	2.0%	5.6%	18.8%	19.7%	15.3%
	Residual	-1.0	-6.6	-1.8	1.7	7.8	
5	Count	1	3	0	13	36	53
	Expected Count	5.3	8.1	2.9	7.8	28.9	53.0
	% within Rank	3.0%	6.0%	0.0%	27.1%	20.2%	16.2%
	Residual	-4.3	-5.1	-2.9	5.2	7.1	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.73: Chi-Square Tests

Mean	6.58
Median	7.00
Mode	5
SD/Samp Dev	2.750
Confidence Interval	0.95
Lower Limit	6.28
Upper Limit	6.88
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	74.263 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.74: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.305	.041	7.275	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

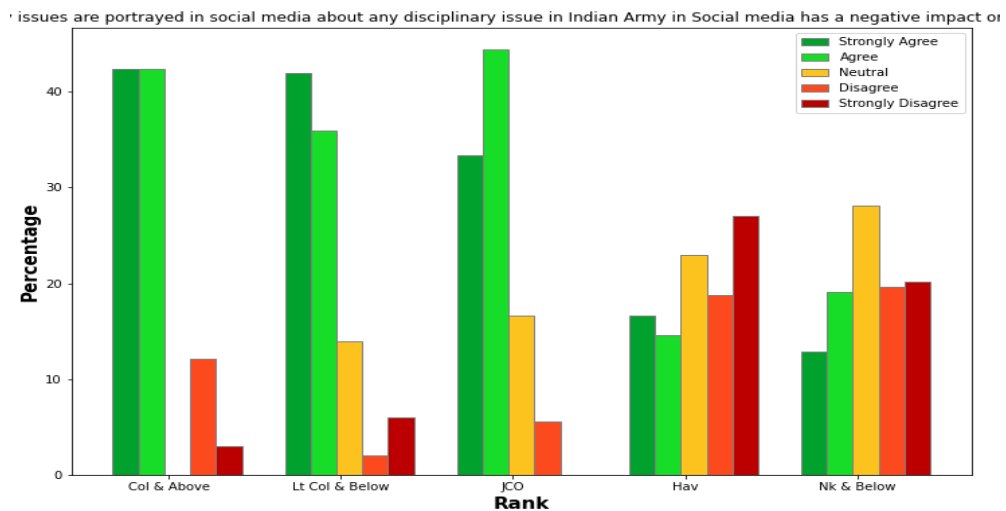


Figure 5.25: Coverage of disciplinary issues in Indian Army in social media have negative impact on troops

(Source: Field Survey 47 APPPA)

Integrity/Honesty: The responses on integrity and honesty in Indian Army are as follows:

The issues of corruption in the Indian Army are on the increase:

(a) This question was asked to see if the issues of corruption are on the increase in Indian Army. Majority of respondents agreed with the statement, with 48.7 percent of the respondents choosing strongly agree and agree as their response. This is followed by 29.4 percent respondents remaining neutral in their statement. The balance respondents disagreed (Table 5.75 and Figure 5.26 refers). The average response was 6.58, which is closest to the neutral, with sample standard deviation as 2.481. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.31, 6.85).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 30.839^a and the p-value was close to 0.014. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.76 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.204 with p-value as 0.049. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a moderate positive association between the ranks and the responses (Table 5.77 refers). This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.75: Chi Square Table for Calculation on corruption being on the rise in Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	7	10	3	12	48	80
	Expected Count	8.1	12.2	4.4	11.7	43.5	80.0
	% within Rank	21.2%	20.0%	16.7%	25.0%	27.0%	24.5%
	Residual	-1.1	-2.2	-1.4	.3	4.5	
2	Count	15	20	6	10	28	79
	Expected Count	8.0	12.1	4.3	11.6	43.0	79.0
	% within Rank	45.5%	40.0%	33.3%	20.8%	15.7%	24.2%
	Residual	7.0	7.9	1.7	-1.6	-15.0	
3	Count	7	10	8	15	56	96
	Expected Count	9.7	14.7	5.3	14.1	52.3	96.0
	% within Rank	21.2%	20.0%	44.4%	31.2%	31.5%	29.4%
	Residual	-2.7	-4.7	2.7	.9	3.7	
4	Count	4	9	1	7	26	47
	Expected Count	4.7	7.2	2.6	6.9	25.6	47.0
	% within Rank	12.1%	18.0%	5.6%	14.6%	14.6%	14.4%
	Residual	-.7	1.8	-1.6	.1	.4	
5	Count	0	1	0	4	20	25
	Expected Count	2.5	3.8	1.4	3.7	13.6	25.0
	% within Rank	0.0%	2.0%	0.0%	8.3%	11.2%	7.6%
	Residual	-2.5	-2.8	-1.4	.3	6.4	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.76: Chi-Square Tests

Mean	6.13
Median	7.00
Mode	7
SD/Samp Dev	2.438
Confidence Interval	0.95
Lower Limit	5.87
Upper Limit	6.40
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	33.458 ^a
p-value	.006

Source: Field Survey 47 APPPA

Table 5.77: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.088	.044	1.972	.049
N of Valid Cases		327			

Source: Field Survey 47 APPPA

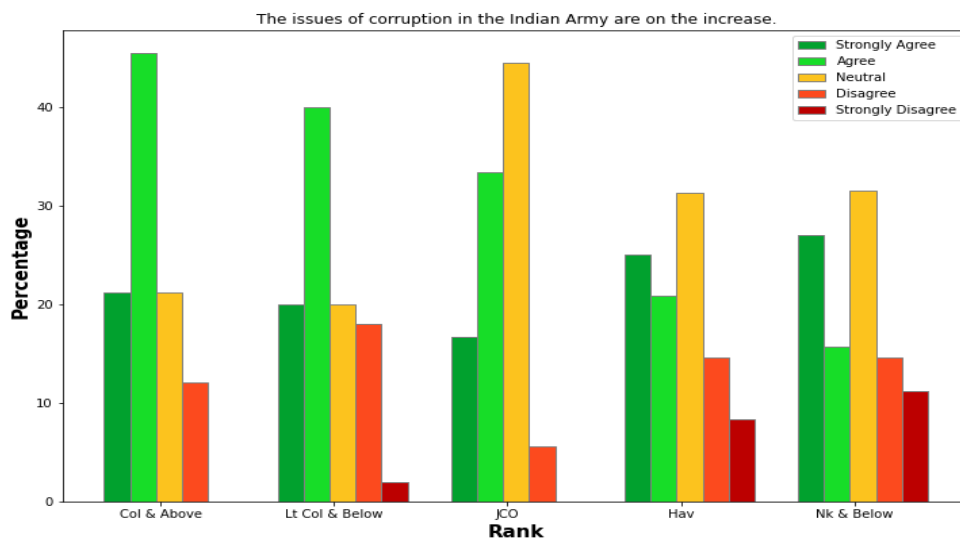


Figure 5.26: Corruption in Indian Army is increasing
(Source: Field Survey 47 APPPA)

The count of terrorists being neutralized by the Units has posed a problem as few people are indulging in unethical practices:

(a) This question was asked in order to obtain the opinion of the respondents to verify if the count of terrorist being neutralized is one of the reasons for people indulging in unethical practices. Majority of respondents agreed with the statement, with 43.7 percent of the respondents choosing strongly agree and agree as their response. This is followed by 28.4 percent respondents, remaining neutral to the statement. The balance respondents disagreed (Table 5.78 and Figure 5.27 refers). The average response was 6.58, which is closest to the neutral, with sample standard deviation as 2.481. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.31, 6.85).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 30.839^a and the p-value was 0.014. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.79 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.204 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a moderate positive association between the ranks and the responses (Table 5.80 refers).

(d) This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.78: Chi Square Table for Calculation of the count of terrorists being neutralized by the Units posing a problem as few people are indulging in unethical practices

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	10	13	3	4	25	55
	Expected Count	5.6	8.4	3.0	8.1	29.9	55.0
	% within Rank	30.3%	26.0%	16.7%	8.3%	14.0%	16.8%
	Residual	4.4	4.6	.0	-4.1	-4.9	
2	Count	14	18	5	12	39	88
	Expected Count	8.9	13.5	4.8	12.9	47.9	88.0
	% within Rank	42.4%	36.0%	27.8%	25.0%	21.9%	26.9%
	Residual	5.1	4.5	.2	-.9	-8.9	
3	Count	6	11	5	18	53	93
	Expected Count	9.4	14.2	5.1	13.7	50.6	93.0
	% within Rank	18.2%	22.0%	27.8%	37.5%	29.8%	28.4%
	Residual	-3.4	-3.2	-.1	4.3	2.4	
4	Count	3	4	4	9	32	52
	Expected Count	5.2	8.0	2.9	7.6	28.3	52.0
	% within Rank	9.1%	8.0%	22.2%	18.8%	18.0%	15.9%
	Residual	-2.2	-4.0	1.1	1.4	3.7	
5	Count	0	4	1	5	29	39
	Expected Count	3.9	6.0	2.1	5.7	21.2	39.0
	% within Rank	0.0%	8.0%	5.6%	10.4%	16.3%	11.9%
	Residual	-3.9	-2.0	-1.1	-.7	7.8	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.79: Chi-Square Tests

Mean	6.58
Median	7.00
Mode	7
SD/Samp Dev	2.481
Confidence Interval	0.95
Lower Limit	6.31
Upper Limit	6.85
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	30.839 ^a
p-value	.014

Source: Field Survey 47 APPPA

Table 5.80: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.204	.044	4.552	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

The count of terrorists being neutralized by the Units has posed a problem as few people are indulging in unethical practices

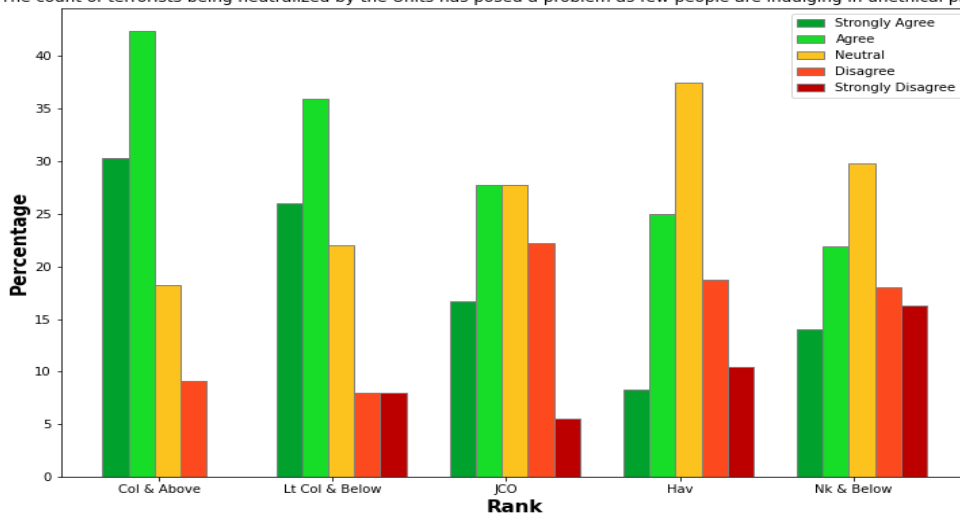


Figure 5.27: Unethical practices due to count of terrorists being neutralized has posed a problem
(Source: Field Survey 47 APPPA)

Loyalty:

An individual who is obedient and loyal is better for an organization vis-a-vis reasonable thinking man:

(a) The statement was included analyze who is a better fit for Indian Army, a loyal or a reasonable thinking man. Majority of respondents disagreed with the statement, with 38.6 percent of the respondents choosing strongly disagree and disagree as their response. This is followed by 34.5 percent respondents, agreeing to the statement. The remaining respondents were neutral (Table 5.81 and Figure 5.28 refers). The average response was 7.03, which is closest to the neutral – 7, with sample standard deviation as 2.571. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.75, 7.31).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 48.239^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.82 refers).

(c) The Kendall's Tau correlation coefficient came out to be -0.068 with p-value as 0.150. Since the p-value is higher than the level of significance, the null hypothesis for Kendall's Tau cannot be rejected (Table 5.83 refers). This implies that ranks and responses are not correlated for this statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.81: Chi Square Table for Calculation on issue of a loyal or a reasonable thinking man being better fit for Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	2	7	8	10	27	54
	Expected Count	5.4	8.3	3.0	7.9	29.4	54.0
	% within Rank	6.1%	14.0%	44.4%	20.8%	15.2%	16.5%
	Residual	-3.4	-1.3	5.0	2.1	-2.4	
2	Count	5	7	3	13	31	59
	Expected Count	6.0	9.0	3.2	8.7	32.1	59.0
	% within Rank	15.2%	14.0%	16.7%	27.1%	17.4%	18.0%
	Residual	-1.0	-2.0	-.2	4.3	-1.1	
3	Count	4	9	5	15	55	88
	Expected Count	8.9	13.5	4.8	12.9	47.9	88.0
	% within Rank	12.1%	18.0%	27.8%	31.2%	30.9%	26.9%
	Residual	-4.9	-4.5	.2	2.1	7.1	
4	Count	16	11	2	7	44	80
	Expected Count	8.1	12.2	4.4	11.7	43.5	80.0
	% within Rank	48.5%	22.0%	11.1%	14.6%	24.7%	24.5%
	Residual	7.9	-1.2	-2.4	-4.7	.5	
5	Count	6	16	0	3	21	46
	Expected Count	4.6	7.0	2.5	6.8	25.0	46.0
	% within Rank	18.2%	32.0%	0.0%	6.2%	11.8%	14.1%
	Residual	1.4	9.0	-2.5	-3.8	-4.0	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.82: Chi-Square Tests

Mean	7.03
Median	7.00
Mode	7
SD/Samp Dev	2.571
Confidence Interval	0.95
Lower Limit	6.75
Upper Limit	7.31
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	48.239 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.83: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	-.068	.047	-1.441	.150
N of Valid Cases		327			

Source: Field Survey 47 APPPA

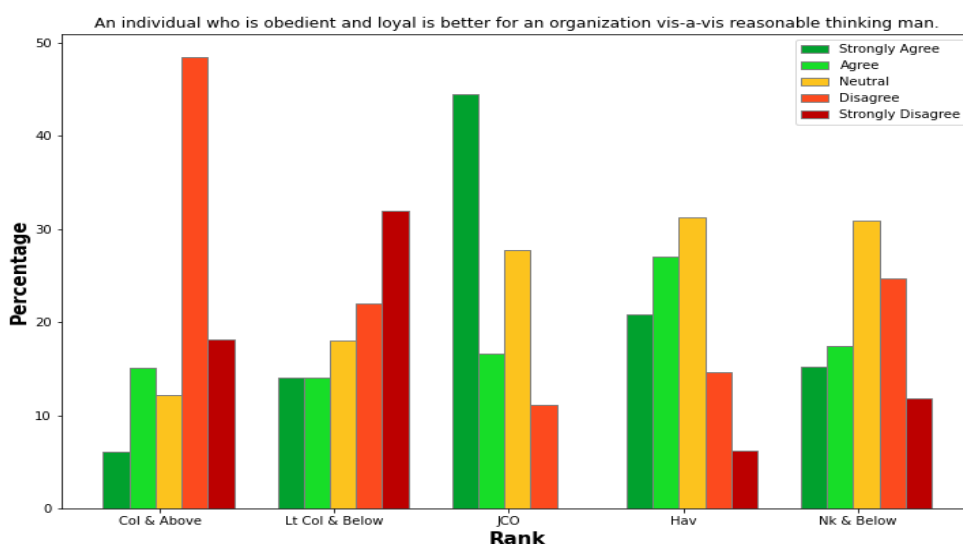


Figure 5.28: Indian Army requires a loyal or a reasonable thinking man
(Source: Field Survey 47 APPPA)

Justness/Fairness and Camaraderie: The responses on Justness/ fairness and camaraderie in Indian Army are as follows:

There is a visit of a VIP in the Unit. Subedar Major who was deeply involved in preparation requests for leave due to personal commitments. He should be awarded the leave:

- (a) This question was asked in order to see the level of justness is there in Indian Army. Majority of respondents agreed with the statement, with 56.9 percent of the respondents choosing strongly agree and agree as their response. This is followed by 23.3 percent respondents, disagreeing with the statement. The remaining respondents were neutral (Table 5.84 and Figure 5.29 refers). The average response was 5.86, which lies in between agree and neutral, with sample standard deviation as 2.607. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (5.57, 6.14).
- (b) With a 0.05 level of significance, the obtained chi-square calculated value was 61.942^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.85 refers).
- (c) The Kendall's Tau correlation coefficient came out to be 0.266 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a moderate positive association between the ranks and the responses (Table 5.86 refers).

(d) This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.84: Chi Square Table for Calculation checking level of justness in Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	18	26	3	10	48	105
	Expected Count	10.6	16.1	5.8	15.4	57.2	105.0
	% within Rank	54.5%	52.0%	16.7%	20.8%	27.0%	32.1%
	Residual	7.4	9.9	-2.8	-5.4	-9.2	
2	Count	14	15	9	10	33	81
	Expected Count	8.2	12.4	4.5	11.9	44.1	81.0
	% within Rank	42.4%	30.0%	50.0%	20.8%	18.5%	24.8%
	Residual	5.8	2.6	4.5	-1.9	-11.1	
3	Count	1	6	5	13	40	65
	Expected Count	6.6	9.9	3.6	9.5	35.4	65.0
	% within Rank	3.0%	12.0%	27.8%	27.1%	22.5%	19.9%
	Residual	-5.6	-3.9	1.4	3.5	4.6	
4	Count	0	3	0	10	35	48
	Expected Count	4.8	7.3	2.6	7.0	26.1	48.0
	% within Rank	0.0%	6.0%	0.0%	20.8%	19.7%	14.7%
	Residual	-4.8	-4.3	-2.6	3.0	8.9	
5	Count	0	0	1	5	22	28
	Expected Count	2.8	4.3	1.5	4.1	15.2	28.0
	% within Rank	0.0%	0.0%	5.6%	10.4%	12.4%	8.6%
	Residual	-2.8	-4.3	-.5	.9	6.8	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.85: Chi-Square Tests

Mean	5.86
Median	5.00
Mode	3
SD/Samp Dev	2.607
Confidence Interval	0.95
Lower Limit	5.57
Upper Limit	6.14
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	61.942 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.86: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.266	.041	6.304	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

in the Unit. Subedar Major who was deeply involved in preparation requests for leave due to personal commitments. He sh

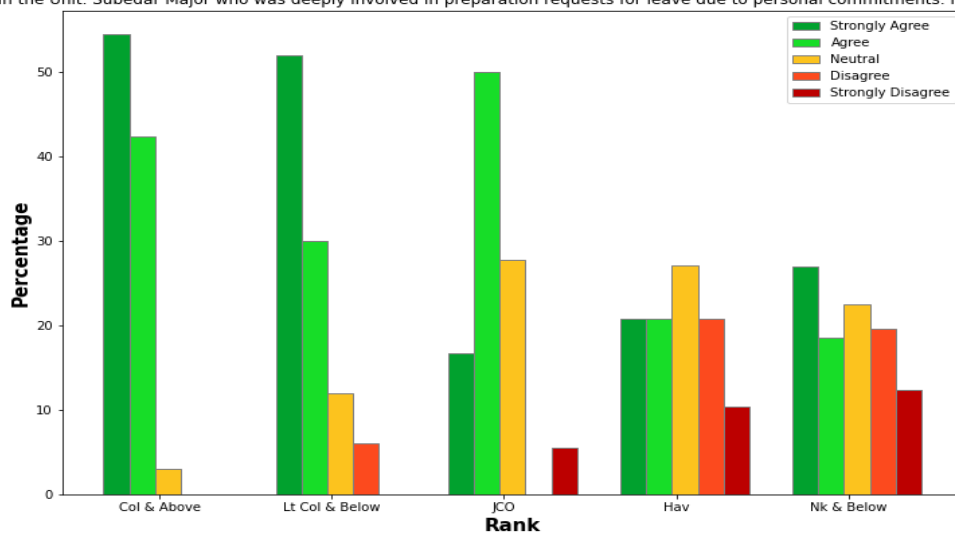


Figure 5.29: Justness and Camaraderie even when important task is at hand
(Source: Field Survey 47 APPPA)

For any individual, the overall aim of the team is more important than his comfort and individual goals.

(a) Opinions of the respondents were collected to check the issue of camaraderie and spirit-de-corps in Indian Army. Majority of respondents agreed with the statement, with 60.6 percent of the respondents choosing strongly agree and agree as their response. This is followed by 23.5 percent respondents remaining neutral in their statement. The balance respondents disagreed with the statement (Table 5.87 and Figure 5.30 refers). The average response was 5.37, which is closest to agree – 5, with sample standard deviation as 2.439. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (5.10, 5.63).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 72.619^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.88 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.369 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a relatively strong positive association between the ranks and the responses (Table 5.89 refers). This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.87: Chi Square Table for Calculation on issue of camaraderie and spirit-de-corps in Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	24	36	7	20	49	136
	Expected Count	13.7	20.8	7.5	20.0	74.0	136.0
	% within Rank	72.7%	72.0%	38.9%	41.7%	27.5%	41.6%
	Residual	10.3	15.2	-.5	.0	-25.0	
2	Count	8	10	4	12	28	62
	Expected Count	6.3	9.5	3.4	9.1	33.7	62.0
	% within Rank	24.2%	20.0%	22.2%	25.0%	15.7%	19.0%
	Residual	1.7	.5	.6	2.9	-5.7	
3	Count	0	4	6	11	56	77
	Expected Count	7.8	11.8	4.2	11.3	41.9	77.0
	% within Rank	0.0%	8.0%	33.3%	22.9%	31.5%	23.5%
	Residual	-7.8	-7.8	1.8	-.3	14.1	
4	Count	1	0	0	4	32	37
	Expected Count	3.7	5.7	2.0	5.4	20.1	37.0
	% within Rank	3.0%	0.0%	0.0%	8.3%	18.0%	11.3%
	Residual	-2.7	-5.7	-2.0	-1.4	11.9	
5	Count	0	0	1	1	13	15
	Expected Count	1.5	2.3	.8	2.2	8.2	15.0
	% within Rank	0.0%	0.0%	5.6%	2.1%	7.3%	4.6%
	Residual	-1.5	-2.3	.2	-1.2	4.8	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.88: Chi-Square Tests

Mean	5.37
Median	5.00
Mode	3
SD/Samp Dev	2.439
Confidence Interval	0.95
Lower Limit	5.10
Upper Limit	5.63
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	72.619 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.89: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.369	.038	9.355	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

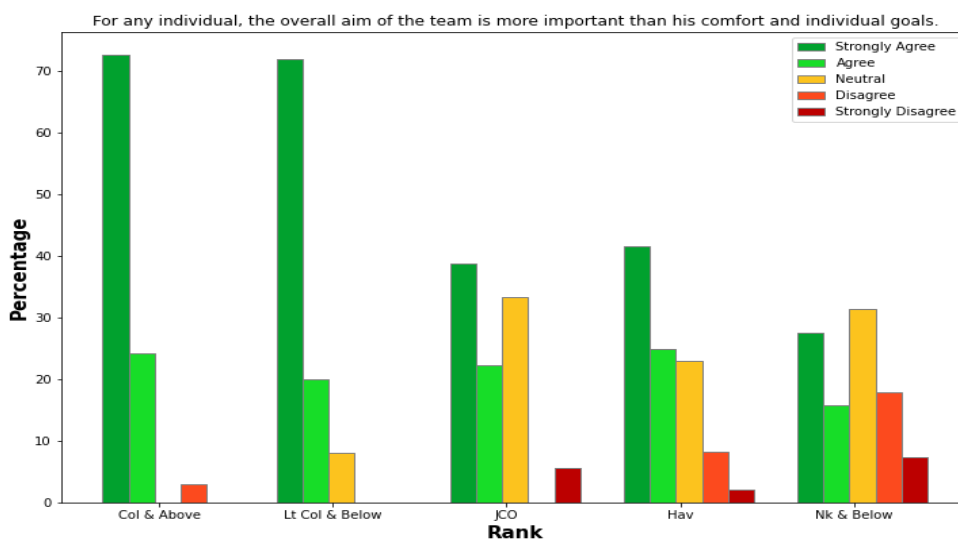


Figure 5.30: Service before self as part of the team in Indian Army
(Source: Field Survey 47 APPPA)

Challenges: Responses on ethical challenges in Indian Army are as follows:

There are large false Human right complaints lodged against Army but no one takes cognizance of the Human Rights of a Soldier:

(a) This question was asked in order to obtain the opinion of the respondents to check the impact of false Human right complaints lodged against Indian Army, whereas no one takes cognizance of the Human Rights of a Soldier. Majority of respondents agreed with the statement, with 62.7 percent of the respondents choosing strongly agree and agree as their response. This is followed by 22.3 percent respondents remaining neutral in their statement. The remaining respondents disagreed (Table 5.90 and Figure 5.31 refers). The average response was 5.32, which is closest to the value for agree – 5, with sample standard deviation as 2.401. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (5.06, 5.58).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 45.075^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.91 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.261 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a moderate positive association between the ranks and the responses (Table 5.92 refers).

(d) This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.90: Chi Square Table for Calculation on impact of false Human right complaints lodged against Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	21	30	7	20	56	134
	Expected Count	13.5	20.5	7.4	19.7	72.9	134.0
	% within Rank	63.6%	60.0%	38.9%	41.7%	31.5%	41.0%
	Residual	7.5	9.5	-.4	.3	-16.9	
2	Count	9	12	6	9	35	71
	Expected Count	7.2	10.9	3.9	10.4	38.6	71.0
	% within Rank	27.3%	24.0%	33.3%	18.8%	19.7%	21.7%
	Residual	1.8	1.1	2.1	-1.4	-3.6	
3	Count	0	6	5	14	48	73
	Expected Count	7.4	11.2	4.0	10.7	39.7	73.0
	% within Rank	0.0%	12.0%	27.8%	29.2%	27.0%	22.3%
	Residual	-7.4	-5.2	1.0	3.3	8.3	
4	Count	3	0	0	5	26	34
	Expected Count	3.4	5.2	1.9	5.0	18.5	34.0
	% within Rank	9.1%	0.0%	0.0%	10.4%	14.6%	10.4%
	Residual	-.4	-5.2	-1.9	.0	7.5	
5	Count	0	2	0	0	13	15
	Expected Count	1.5	2.3	.8	2.2	8.2	15.0
	% within Rank	0.0%	4.0%	0.0%	0.0%	7.3%	4.6%
	Residual	-1.5	-.3	-.8	-2.2	4.8	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.91: Chi-Square Tests

Mean	5.32
Median	5.00
Mode	3
SD/Samp Dev	2.401
Confidence Interval	0.95
Lower Limit	5.06
Upper Limit	5.58
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	45.075 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.92: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.261	.042	6.053	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

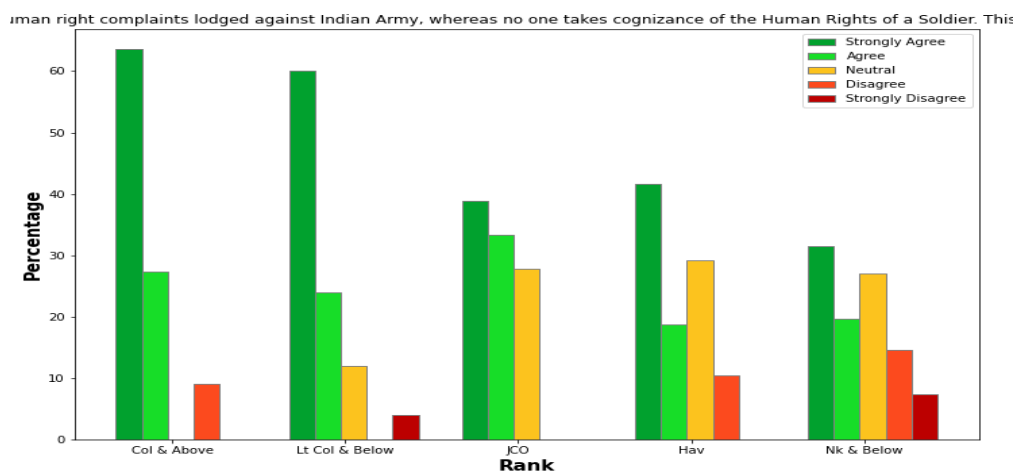


Figure 5.31: Impact of false Human right complaints lodged against Indian Army and no cognizance of the Human Rights of a Soldier being taken
(Source: Field Survey 47 APPPA)

The recent recruitment scam as well as few cases of spying as reported by media indicates that some individuals fall for money. Such incidents pose a challenge for the Indian Army:

(a) The statement was put forward to analyze the impact of wrongdoing by few individuals on Indian Army. Majority of respondents agreed with the statement, with 58.7 percent of the respondents choosing strongly agree and agree as their response. This is followed by 20.8 percent respondents remaining neutral in their statement. The balance respondents disagreed (Table 5.93 and Figure 5.32 refers). The average responses were 5.79, which lies in between agree and neutral, with sample standard deviation as 2.526. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (5.51, 6.06).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 52.043^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.94 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.289 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a moderately positive association between the ranks and the responses (Table 5.95 refers).

(d) This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.93: Chi Square Table for Calculation of the impact of wrong doing by few individuals on Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	19	24	5	12	40	100
	Expected Count	10.1	15.3	5.5	14.7	54.4	100.0
	% within Rank	57.6%	48.0%	27.8%	25.0%	22.5%	30.6%
	Residual	8.9	8.7	-.5	-2.7	-14.4	
2	Count	12	19	6	15	40	92
	Expected Count	9.3	14.1	5.1	13.5	50.1	92.0
	% within Rank	36.4%	38.0%	33.3%	31.2%	22.5%	28.1%
	Residual	2.7	4.9	.9	1.5	-10.1	
3	Count	1	3	5	10	49	68
	Expected Count	6.9	10.4	3.7	10.0	37.0	68.0
	% within Rank	3.0%	6.0%	27.8%	20.8%	27.5%	20.8%
	Residual	-5.9	-7.4	1.3	.0	12.0	
4	Count	0	3	1	8	28	40
	Expected Count	4.0	6.1	2.2	5.9	21.8	40.0
	% within Rank	0.0%	6.0%	5.6%	16.7%	15.7%	12.2%
	Residual	-4.0	-3.1	-1.2	2.1	6.2	
5	Count	1	1	1	3	21	27
	Expected Count	2.7	4.1	1.5	4.0	14.7	27.0
	% within Rank	3.0%	2.0%	5.6%	6.2%	11.8%	8.3%
	Residual	-1.7	-3.1	-.5	-1.0	6.3	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.94: Chi-Square Tests

Mean	5.79
Median	5.00
Mode	3
SD/Samp Dev	2.526
Confidence Interval	0.95
Lower Limit	5.51
Upper Limit	6.06
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	52.043 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.95: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.289	.041	6.792	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

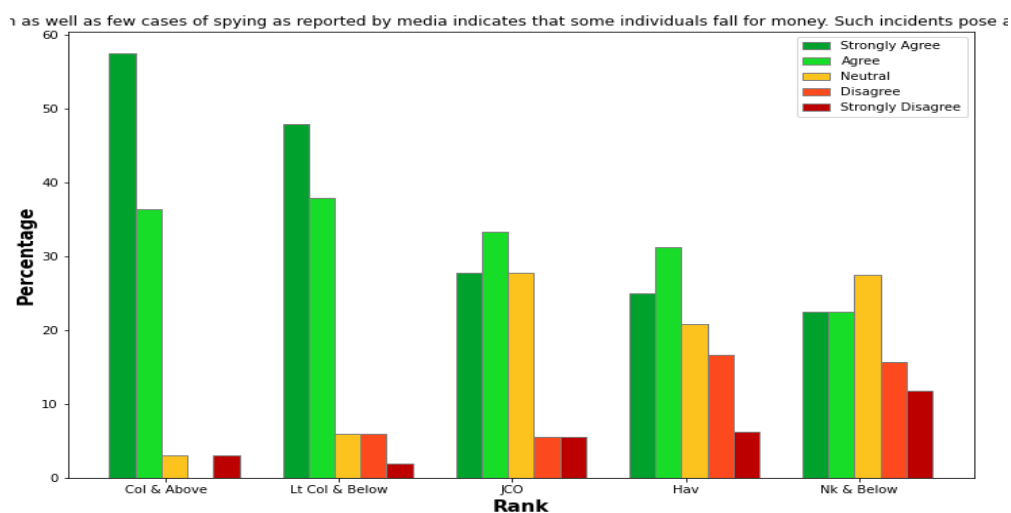


Figure 5.32: Impact of recent recruitment scam as well as few cases of spying as reported by media on Indian Army

(Source: Field Survey 47 APPPA)

Each situation during an operation in counter insurgency operation differs. However, there is always a dilemma for Security Forces as to how much to retaliate once terrorist is cordoned and he opens fire:

(a) This question was asked to check the ethical dilemma for the security forces while operating in counter insurgency environment. Majority of respondents agreed with the statement, with 52 percent of the respondents choosing strongly agree and agree as their response. This is followed by 30.3 percent respondents remaining neutral in their statement. The balance respondents disagreed (Table 5.96 and Figure 5.33 refers). The average response was 6.08, which lies in between agree and neutral, with sample standard deviation as 2.246. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (5.84, 6.33).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 52.109^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.97 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.260 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a moderately positive association between the ranks and the responses (Table 5.98 refers).

(d) This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.96: Chi Square Table for Calculation on the issue of Ethical Dilemma for the security forces while operating in counter insurgency environment

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	10	16	1	10	24	61
	Expected Count	6.2	9.3	3.4	9.0	33.2	61.0
	% within Rank	30.3%	32.0%	5.6%	20.8%	13.5%	18.7%
	Residual	3.8	6.7	-2.4	1.0	-9.2	
2	Count	19	20	11	15	44	109
	Expected Count	11.0	16.7	6.0	16.0	59.3	109.0
	% within Rank	57.6%	40.0%	61.1%	31.2%	24.7%	33.3%
	Residual	8.0	3.3	5.0	-1.0	-15.3	
3	Count	2	7	5	16	69	99
	Expected Count	10.0	15.1	5.4	14.5	53.9	99.0
	% within Rank	6.1%	14.0%	27.8%	33.3%	38.8%	30.3%
	Residual	-8.0	-8.1	-.4	1.5	15.1	
4	Count	2	2	1	4	26	35
	Expected Count	3.5	5.4	1.9	5.1	19.1	35.0
	% within Rank	6.1%	4.0%	5.6%	8.3%	14.6%	10.7%
	Residual	-1.5	-3.4	-.9	-1.1	6.9	
5	Count	0	5	0	3	15	23
	Expected Count	2.3	3.5	1.3	3.4	12.5	23.0
	% within Rank	0.0%	10.0%	0.0%	6.2%	8.4%	7.0%
	Residual	-2.3	1.5	-1.3	-.4	2.5	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.97: Chi-Square Tests

Mean	6.08
Median	5.00
Mode	5
SD/Samp Dev	2.246
Confidence Interval	0.95
Lower Limit	5.84
Upper Limit	6.33
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	52.109 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.98: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.260	.044	5.893	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

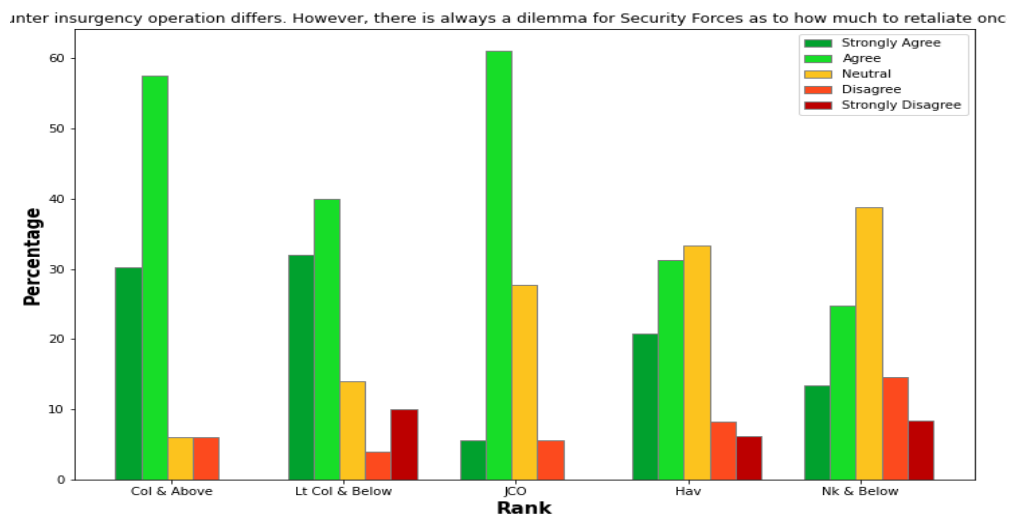


Figure 5.33: Dilemma faced by the Indian Army in retaliating when terrorist opens fire for preventing collateral damages to the citizens
(Source: Field Survey 47 APPPA)

Training: The responses on training for ethical conduct in Indian Army are as follows:

In various training institutes adequate training on ethical conduct is being imparted in Indian Army:

(a) Opinions were collected to see if the respondents believed that adequate training on ethical conduct is being imparted in various training institutes in Indian Army. Majority of respondents agreed with the statement, with 44 percent of the respondents choosing strongly agree and agree as their response. This is followed by 28.7 percent respondents remaining neutral in their statement. The balance respondents disagreed (Table 5.99 and Figure 5.34 refers). The average response was 6.39, which lies between agree and neutral, with sample standard deviation as 2.470. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (6.13, 6.66).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 50.312^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.100 refers).

(c) The Kendall's Tau correlation coefficient came out to be -0.118 with p-value as 0.014. Since the p-value is lesser than the level of significance, we can conclude that there is a weak negative correlation between ranks and their respective responses (Table 5.101 refers).

(d) This implies that higher the ranks, more likely are they to disagree.

The tabulated responses and subsequent analysis with graph are given below.

Table 5.99: Chi Square Table for Calculation on aspect of adequate training on ethical conduct being imparted in the training institutes in Indian Army

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	1	8	7	16	39	71
	Expected Count	7.2	10.9	3.9	10.4	38.6	71.0
	% within Rank	3.0%	16.0%	38.9%	33.3%	21.9%	21.7%
	Residual	-6.2	-2.9	3.1	5.6	.4	
2	Count	5	11	6	11	40	73
	Expected Count	7.4	11.2	4.0	10.7	39.7	73.0
	% within Rank	15.2%	22.0%	33.3%	22.9%	22.5%	22.3%
	Residual	-2.4	-.2	2.0	.3	.3	
3	Count	7	8	4	16	59	94
	Expected Count	9.5	14.4	5.2	13.8	51.2	94.0
	% within Rank	21.2%	16.0%	22.2%	33.3%	33.1%	28.7%
	Residual	-2.5	-6.4	-1.2	2.2	7.8	
4	Count	15	15	1	5	26	62
	Expected Count	6.3	9.5	3.4	9.1	33.7	62.0
	% within Rank	45.5%	30.0%	5.6%	10.4%	14.6%	19.0%
	Residual	8.7	5.5	-2.4	-4.1	-7.7	
5	Count	5	8	0	0	14	27
	Expected Count	2.7	4.1	1.5	4.0	14.7	27.0
	% within Rank	15.2%	16.0%	0.0%	0.0%	7.9%	8.3%
	Residual	2.3	3.9	-1.5	-4.0	-.7	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.100: Chi-Square Tests

Mean	6.39
Median	7.00
Mode	7
SD/Samp Dev	2.470
Confidence Interval	0.95
Lower Limit	6.13
Upper Limit	6.66
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	50.312 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.101: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	-.118	.047	-2.470	.014
N of Valid Cases		327			

Source: Field Survey 47 APPPA

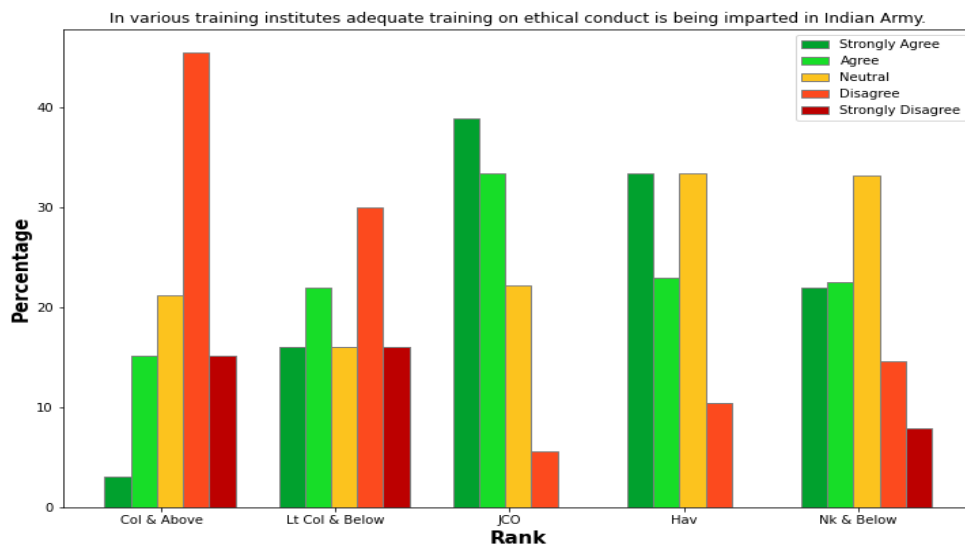


Figure 5.34: Training on ethical conduct being imparted in the training institutes in Indian Army
(Source: Field Survey 47 APPPA)

Training of subordinates and ensuring that their conduct is ethical even when they are not being observed is an important command function:

(a) This question was asked in order to obtain the opinion of the respondents regarding training of subordinates and their ethical conduct being an important command function. Majority of respondents agreed with the statement, with 62 percent of the respondents choosing strongly agree and agree as their response. This is followed by 20.8 percent respondents remaining neutral in their statement. The balance respondents disagreed (Table 5.102 and Figure 5.35 refers). The average response was 5.43, which is closest to agree – 5, with sample standard deviation as 2.446. Two-tailed parametric test with 95 percent confidence interval resulted in an interval for the mean as (5.17, 5.70).

(b) With a 0.05 level of significance, the obtained chi-square calculated value was 90.195^a and the p-value was close to 0.000. Since the obtained p-value is lesser than the level of significance, the null hypothesis for the chi-square test of independence is rejected and the alternate hypothesis is accepted. Therefore, for this statement, the variables, rank and response are not independent of each other (Table 5.103 refers).

(c) The Kendall's Tau correlation coefficient came out to be 0.368 with p-value as 0.000. Since the p-value is lesser than the level of significance, 0.05, we reject the null hypothesis and conclude that there is a relatively strong positive association between the ranks and the responses (Table 5.104 refers).

(d) This implies that we can conclude that higher the ranks, more likely are they to agree with the given statement. The tabulated responses and subsequent analysis with graph are given below.

Table 5.102: Chi Square Table for Calculation on training of subordinates and their conduct being an important command function

Response	Statistics	Rank					Total
		Col & Above	Lt Col & Below	JCO	Hav	Naik & Below	
1	Count	22	36	6	13	49	126
	Expected Count	12.7	19.3	6.9	18.5	68.6	126.0
	% within Rank	66.7%	72.0%	33.3%	27.1%	27.5%	38.5%
	Residual	9.3	16.7	-9	-5.5	-19.6	
2	Count	11	11	6	20	29	77
	Expected Count	7.8	11.8	4.2	11.3	41.9	77.0
	% within Rank	33.3%	22.0%	33.3%	41.7%	16.3%	23.5%
	Residual	3.2	-8	1.8	8.7	-12.9	
3	Count	0	1	5	11	51	68
	Expected Count	6.9	10.4	3.7	10.0	37.0	68.0
	% within Rank	0.0%	2.0%	27.8%	22.9%	28.7%	20.8%
	Residual	-6.9	-9.4	1.3	1.0	14.0	
4	Count	0	0	1	4	34	39
	Expected Count	3.9	6.0	2.1	5.7	21.2	39.0
	% within Rank	0.0%	0.0%	5.6%	8.3%	19.1%	11.9%
	Residual	-3.9	-6.0	-1.1	-1.7	12.8	
5	Count	0	2	0	0	15	17
	Expected Count	1.7	2.6	.9	2.5	9.3	17.0
	% within Rank	0.0%	4.0%	0.0%	0.0%	8.4%	5.2%
	Residual	-1.7	-6	-9	-2.5	5.7	
Total	Count	33	50	18	48	178	327
	Expected Count	33.0	50.0	18.0	48.0	178.0	327.0
	% within Rank	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey 47 APPPA

Table 5.103: Chi-Square Tests

Mean	5.43
Median	5.00
Mode	3
SD/Samp Dev	2.446
Confidence Interval	0.95
Lower Limit	5.17
Upper Limit	5.70
Degree of freedom	16
Level of Significance	0.05
Chi Sq Critical	26.2962
Chi Sq Calculated	90.195 ^a
p-value	.000

Source: Field Survey 47 APPPA

Table 5.104: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.368	.039	9.000	.000
N of Valid Cases		327			

Source: Field Survey 47 APPPA

of subordinates and ensuring that their conduct is ethical even when they are not being observed is an important commai

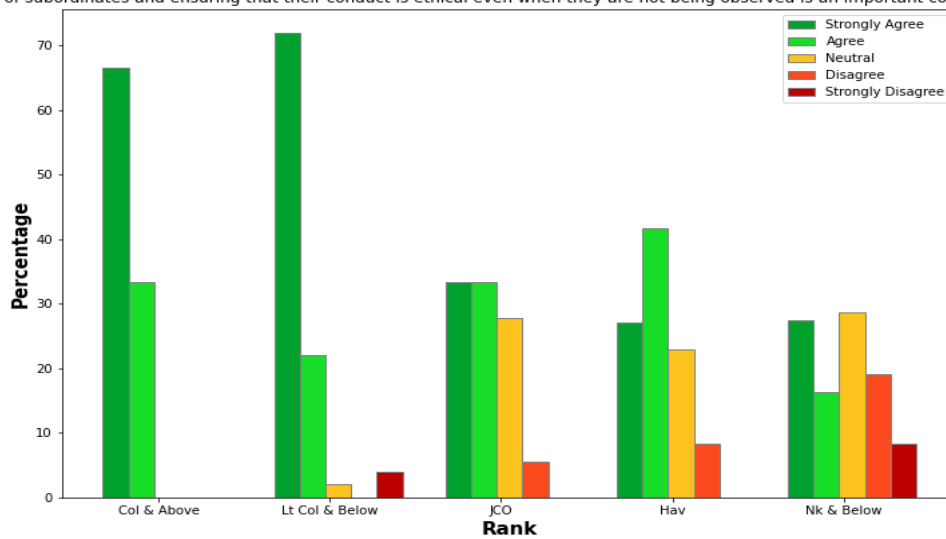


Figure 5.35: Training of subordinates as an important command function
(Source: Field Survey 47 APPPA)

Conclusion

There were adequate responses which were received and then they were sorted out to ensure that the data remains clean. As has been stated, under each of the required ethical value more than one question was asked and after the responses were received even the same was cleaned to ensure that data is correct and is aligned to be able to obtain the replies of the research questions. The data analysis shows that the required aim of the survey has been correctly achieved.



CHAPTER 6

RESEARCH FINDINGS AND WAY FORWARD

CHAPTER – 6

RESEARCH FINDINGS AND WAY FORWARD

“If you’ve got the confidence and the work ethics, you can make any dream come true”

- Bret Har (n.d.)

Introduction

The general conduct of the Indian Army remains to be good wherein all ranks across the board takes pride in their service and consider that more is required to be done for better ethical conduct. Any organization which knows its shortcomings and addresses them for overall betterment will continue to improve and the same is generally established for the Army through the analysis of the sample data collected.

Research Findings

The analysis and interpretation of the data as conducted in Chapter - 5 bring out the following facts:

- (a) Majority of respondents (72.5 percent) were aware of the honour code of Indian Army.
- (b) It is found that in general opinion socio-economic changes are a major reason for ethical misconduct in the Indian Army. In the survey, it was found that nearly equal proportions of respondents within each group responded with the same answer with majority (38.6 percent) agreeing with the statement.

(c) Majority of respondents (39.2 percent) believe that changes in the society and proliferation of social media have made man-management difficult. In the survey, it was found that within three groups, more proportion of respondents agreed with the statement than expected whereas the other two were neutral or disagreed.

(d) There is a drop in the overall stature of Indian Army as majority of respondents (40 percent) have agreed with the statement. The survey results clearly show that within two groups, more proportion of respondents agreed with the statement than expected whereas the remaining three has more proportions which were neutral or disagreed.

(e) The majority of the respondents (38.2 percent) were of the opinion that the present honour code requires recalibration. It was found during the analysis of the survey that almost equal proportion of respondents in each group gave similar answers.

(f) The respondents (36.7 percent) disagreed that the core values of the Indian Army are getting diluted due to modernization and other reasons. It was seen that the officers are more likely to agree with the statement where as JCO's and Naiks disagreed. Havildars were found to be proportionately neutral in their answers. There is a positive correlation between the rank and the responses therefore the higher rank respondents are more likely to agree with the statement.

(g) The respondents feel that the sycophancy is on the rise in the Indian Army as majority of them (46.2 percent) agreed with the statement. It was found that within the two groups, more proportion of respondents agreed with the statement than expected whereas the other two were neutral or disagreed with the statement in proportion. There is a positive correlation between the rank and the responses therefore the higher rank respondents are more likely to agree with the statement.

(h) While responding to the issues of individual praising seniors for the reasons of being sycophant or apple polishing majority of the respondents (34.3 percent) were neutral. However, almost equal percentage of people agreed (32 percent) and disagreed (33.7 percent) with the statement.

(i) On the issue of importance of recognizing good work, majority of respondents (55.9 percent) agreed with the statement. There is a positive correlation between the rank and the responses therefore the higher rank respondents are more likely to agree with the statement.

(j) Majority of respondents (49.3 percent) disagreed to the question of whether the new recruits join the Army for professionalism and serve the country rather than merely treating it as job. Within two groups, more proportion of respondents disagreed with the statement than expected whereas the other three proportionately were neutral or agreed with the statement.

(k) It was found that majority of respondents (46.4 percent) agreed that 'Confidential Report' is one of the reason for competition and cutthroats in the Indian Army. The same also seems to be true due to steep pyramidal structure. In the two groups more proportion of respondents agreed with the statement than expected whereas in balance three groups, more proportion of respondents than expected were neutral. It was also established that the higher ranking respondents are more likely to agree with the statement due to the positive correlation between the rank and responses.

(l) It is found that currently, the leadership prioritizes zero errors over acceptance of mistakes. In the survey, it was analyzed that within two groups, more proportion of respondents agreed with the sentiment than expected whereas in one group there was no imbalance of opinions and the remaining two groups disagreed with the stance or were neutral. It was also found that higher ranking personnel are more likely to agree with this statement in comparison to lower ranks.

(m) The statement that the military leader should possess all the core values was agreed by more than 50 percent of the respondents. The respondents in two groups had more proportion agreeing with the statement and the balance three groups had more proportionate neutral and disagreeing respondents. The rank and the response were also found to be positively correlated.

(n) There were majority of the respondents (43.7 percent) who felt that lack of role models amongst the superiors is one of the reasons for decline in ethical conduct in the Army. The officers had more proportion agreeing to the statement whereas Naik and below had more respondents in the zone of neutral and the balance two groups has more proportion who disagreed. Due to positive correlation it is established that higher rank respondents are more likely to agree with the statement.

(o) More proportion of respondents (41.6 percent) agreed with the statement that professionally competent superiors make better leaders. It was found that nearly equal proportions of respondents within each group responded with the same answer. There was also a positive correlation between the rank and response.

(p) The response on the issue of the military leaders at all levels having keen desire to acquire knowledge was almost equally divided in all the three i.e. agree, neutral and disagree.

(q) Majority of the respondents (52.3 percent) agreed that looking after the welfare of the subordinates is one of the prime responsibilities of superiors. Three groups within them had more proportion of respondents agreeing with the statement whereas the balance two groups have more proportion of respondents who were neutral or disagreed. The higher rank respondents are more likely to agree with the statement as there is positive correlation between the rank and response.

(r) It was seen that majority the respondents (38.8 percent) were proportionately in disagreement with the statement that their superior goes through all the details before assigning task to his subordinates.

(s) In response to the question of a leader should hear his team and take decision in the best interest of the organization and in case of failure take moral responsibility of the decision taken the majority of the respondents (49.3 percent) agreed with the statement. It was found that the rank and responses are correlated i.e. higher rank respondents are more likely to agree with the statement.

(t) Proportionately more respondents (42.5 percent) felt that work ethics that is being followed is not good and there are biases. In the survey, it was found that nearly equal proportions of respondents within each group responded with the same answer.

(u) There was higher proportion of respondents (50.4 percent) who agreed that Indian Army is facing ethical challenges. In the survey, it was found that within two groups, more proportion of respondents agreed with the statement than expected whereas the other three were neutral or disagreed in their stance. The rank and response was found to be positively correlated.

(v) It was agreed by majority of respondents (66.4 percent) in proportion that discipline is the backbone of the Army. There were two groups who proportionately were agreeing with the statement whereas in the balance three groups the respondents were neutral or disagreed.

(w) In proportion to the replies received on the issue of Indian Army having adequate institutional mechanism to check corruption, more respondents (37.9 percent) disagreed.

(x) Majority of the respondents (46.8 percent) in proportion agreed that there is a need to check wrongdoing by a colleague. The proportion for agree was more within two groups and the balance three groups were neutral or disagreed. The higher rank respondents were found to be more likely agreeing with this statement due to positive rank and response correlation

(y) When asked about the way issues are portrayed in social media about any disciplinary issue in Indian Army has a negative impact on the troops, majority of respondents (46.8 percent) agreed with the statement. It was found that the proportion within two groups for agree was more and the balance three groups were neutral or disagreed. It was also established that higher rank respondents are more likely to agree with the statement.

(z) Majority of the respondents (48.7 percent) agreed with the statement that corruption in the Indian Army is on the rise. It was found that nearly equal proportions of respondents within each group responded with the same answer. There was positive correlation between the rank and responses meaning that higher rank respondents are more likely agree with the statement.

(aa) The respondents (43.7 percent) chose to agree that the count of terrorists being neutralized by the Units has posed a problem as few people are indulging in unethical practices. The proportions within two groups was in agreement with the statement and for balance three groups the proportions was more for neutral and disagree. The rank and responses were found to have positive correlation.

(ab) The respondents (38.6 percent) disagreed that an individual who is obedient and loyal is better for an organization vis-a-vis reasonable thinking man. The proportion within two groups was found to be more in disagreement, in contrast to which another group had more respondents agreeing than expected. Remaining two groups were nearly proportional in their answers.

(ac) On the aspect of awarding leave due to emergency inspite of having important task at hand majority (56.9 percent) felt that in all fairness and for justness, leave should be granted. Two groups had within them proportionately more respondents agreeing whereas the balance three groups were neutral or disagreed. The rank and responses were found to have positive correlation.

(ad) Majority of the respondents (60.6 percent) agreed that for any individual, the overall aim of the team is more important than individual comforts and goals. The respondents in two groups in more proportion agreed with the statement than expected whereas the other three were neutral or disagreed. It was also found that the rank and responses are positively correlated.

(ae) The statement that, there are large false Human right complaints lodged against Army but no one takes cognizance of the Human Rights of a Soldier was agreed by majority of the respondents (62.7 percent). Proportion within two groups was more for agree and for balance three it was neutral or disagree. Correlation between the rank and response was found to be positive i.e. higher rank respondents are more likely to agree with the statement.

(af) The respondents in majority (58.7 percent) agreed that the recent recruitment scam as well as few cases of spying as reported by media indicates that some individuals fall for money.

(ag) It was agreed by majority of respondents (52 percent) that there is a dilemma for the security forces as to how to retaliate once terrorist is cordoned and he opens fire. There were three groups which had more proportionate respondents within the group agreeing with the statement whereas other two groups were neutral or disagreed. The responses were found to be having positive correlation.

(ah) Majority of respondents (44 percent) agreed with the issue of adequate training on ethical conduct being imparted in various training institutes. There was negative correlation between the rank and responses. It is concluded that higher rank respondents are likely to disagree with it.

(ai) The majority of respondents (62 percent) agreed that during counter insurgency operations there are ethical challenges being faced by Army with respect to opening fire of terrorists and preventing the collateral damages.

Hypothesis Testing

We generally know that over a period of time there has been many changes in the society like people preferring individual family system instead of joint family, the standards of living has gone up so is the requirement of materialistic things, life has become more stressful leading to intolerance and many more other changes. The individual joining the Armed Forces comes from the same society and therefore there is bound to be some reflection of such changes there as well. There are efforts made to address these issues by ensuring that the Cantonments are little away from the localities, imparting training to the troops on ethical values and looking after their welfare. The ten commandments of the Chief of the Army Staff (COAS) and the ethos of the Army (Code of Honour) as laid down has also been promulgated for all ranks to follow. As has been stated there is some impact on ethical values which may not be serious but requires to be pointed out before situation evolves towards the same. The Army is required to maintain the highest standards of ethical values and therefore even slightest deviation from the laid down standards must be immediately looked into. The following conclusions can be drawn from the research findings in the study:

- (a) The man management in the Army has become difficult due to changes in the society and proliferation of social media.
- (b) There is a drop in the stature of the Indian Army.
- (c) The Code of Honour presently in vogue requires recalibration.
- (d) The core values of the Indian Army are getting diluted due to modernization and other reasons.

- (e) Sycophancy is on the rise in Indian Army.
- (f) At times favoritism is done to some individuals because of being from the same regiment, school, geographical area etc.
- (g) One reason of cutthroats in Army is earning good Confidential Reports.
- (h) The concept of zero error syndromes is there as superiors are less open to mistakes.
- (i) There is lack of role models amongst superiors which is one of the reasons for decline in the ethical conduct.
- (j) Superiors do not go through the details before assigning task to their subordinates.
- (k) It is expected that leader should hear his team and take decision in best interest of the organization and in case of failure take moral responsibility of the decision taken.
- (l) Ethical conduct of the personnel in Indian Army has deteriorated over the years.
- (m) It was felt that work ethics being followed in Indian Army needs improvement and there are some biases.
- (n) The Indian Army is facing ethical challenges.
- (o) The issues of corruption in the Indian Army are on the rise.

(p) Indian Army requires improvement in the institutional mechanism to check corruption.

(q) There is a need to check the wrongdoings by other persons in Army which at times is not being done.

(r) The trend of misappropriation of funds is on the rise in the Indian Army.

(s) There is a need to emphasis on ethical behavior and military like conduct at all times by the soldiers of the Indian Army.

(t) There is a need to increase the training on ethical conduct in various training institutes of the Indian Army.

It can be inferred from the above that there has been a certain degree of decline in Ethical Leadership in the Indian Army. There is a need to address these issues to ensure that our Army remains one of the best professional and ethical forces. The decline as pointed out correlates to alternate hypothesis as has been stated in Chapter 1. Therefore, null hypothesis is rejected and alternate hypothesis accepted.

Way Forward

There is a need to address issues where there is perceived decline in Ethical Values in the Indian Army to ensure that it continues with best practises of Ethical Leadership, as it is professionally one of the best in the world. Director of Ethical Program Development at the United States Army War College Chaplain (Colonel) John W Brinsfield, published a paper in 1998 titled "Army Value and Ethics".

In this paper he defines ethics and morals as *"While ethical and moral are synonyms in most diction usage. One typically speaks of legal or medical ethics, but of personal morality. Ethics refer to principle, rules and standards of proper conduct defined by an organisation or profession, in this case the US Army, for the governance of its members. Morals refer to personal rules and standards of conduct based on authorities recognised by the individual which may include family, religious, organisational, or philosophical values."* The issues which are required to be addressed are as follows:

(a) **Code of Honour:** Presently there are Ethos and Ten Commandments of the COAS which have been promulgate to the environment. However, after having the audit of moral and ethics on a bigger scale involving maximum number of people a draft Moral and Ethical Code of Conduct is required to be prepared and necessary recalibrations where required must be done to ensure that it is in sync with the cultural values of the country. There is also a need to educate all ranks about the same.

(b) **Socio-Economic Changes and Man Management:** The socio-economic changes, proliferation of social media and other changes in the society can't be stopped. However, Indian Army needs to lay emphasis on education of the issues during training, better officer-men relationships and provide transparency in dealings to improve the same.

(c) **Core Values:** The silver lining is that the core values of the Indian Army are not getting diluted due to modernization and other reasons. However, there is a need to build on this for ensuring that other challenges are also addressed. As also emphasis must be given to ensure that the core values of ethical leadership are imbibed by all holding such positions.

(d) **Sycophancy:** If an organization has to continuously evolve than it has to be cautious from the sycophants. George S. Patton stated that, “If everyone is thinking alike, then somebody isn’t thinking”. There has to be a positive dissent for a better option. There is a need to foster an organizational environment where there is freedom to the people for expressing their opinion without any inhibition.

(e) **Accountability:** The good work has to be recognised which not only motivates the individual but all others as well. As also there has to be methods in place to ensure that the core values for ethical conduct are being adhered. The fixing of such accountability would require ingenuity and creativity.

(f) **Review of the Appraisal System:** The cutthroats due to Confidential Reports, which have negative impact, are required to be weeded out. However, there is a need to bring in certain amount of objectivity to remove the subjective nature of reporting. An officer's performance needs to be made quantifiable wherever possible.

(g) **Zero Error Syndromes:** Whenever someone is working the mistakes become inevitable part of it. Therefore the leaders at various levels in Indian Army, where people are operating in uncertain environment, must be ready to accept mistakes as part of omission. The aim should be to minimize the mistakes and the same can happen only when people know that honest mistakes will be accepted. The Commanders have to see that their subordinates are given freedom of taking actions for accomplishment of the task. During the accomplishment of the task, in case some omissions do take place, than they should hold the hands as also take the responsibility in some cases. At times, zero error syndromes leads to hiding of facts which is more dangerous than accepting the mistakes done unintentionally.

(h) **Leadership:** There is a need for the leaders to lead by example. They have to present a positive attitude, hear their subordinates, build their trust and exhibit integrity for becoming role models for others. Once good role models are present in the organization the subordinates tend to follow their footsteps thereby improving overall environment of the organization.

(i) **Ethical Conduct:** There should be good work ethics in the organization without any biases. The ethical challenges must be mitigated through leading by example, provide training on ethical values, inculcate ways to check the unethical behaviour in the organization, deal with unethical activities in a firm manner and deal with such activities in a fair manner.

(j) **Professional Competence:** There is requirement that the leaders create opportunities for themselves for continuously increasing their professional competence. They must read well, write articles to widen their horizon of knowledge, manage their time, utilize technology, conduct discussions and consider every circumstance as an opportunity. The leaders for ensuring ethical conduct should first have intimate knowledge of the same. As institution, the focus must be on capacity building of the leaders by making them to attend mid-career courses, seminars and conferences.

(k) **Welfare and Selflessness:** The military leaders must not forget the credo of the Indian Military Academy that 'The safety, honour and welfare of the country come 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'. Therefore, the responsibility to look after the welfare of one's subordinates is the responsibility of a Leader. It is needless to say that all the decisions taken by the Ethical Leaders in the Indian Army should be in the interest of the organization and country.

(l) **Quest for Excellence:** The same can be ensured by firstly telling clearly about the task, continuously questioning the outcomes and paying attention to the details in the task assigned. The leaders must know the capabilities of the subordinates well and assign task according to the same.

(m) **Discipline:** As it is well known fact that discipline is the backbone of the Army, therefore, it has significant role in the ethical conduct as well. The mechanisms within the organization are required to be evaluated from time to time for firm yet just and fair disposal of the discipline cases.

(n) **Morale and Courage:** The morale in the Army has very important role and therefore it must be ensured that the same is always kept high by making positive changes when required. There is not only need to look after the welfare but also ensure that the subordinates have all the wherewithal for execution of the task assigned to them, they are guided properly, there is transparency in dealings and good work is recognised well in time. Courage comes with the faith and trust one has in his leader and organisation, the same must be emphasised at all the levels.

(o) **Integrity/Honesty:** It has already been emphasised earlier that there is a need to encourage subordinates to speak freely, the mistakes should be accepted, the honesty must be adequately rewarded and everyone must be treated in the same manner without any biases.

(p) **Training:** There is a need to change the curriculum of training in the various training institutions to impart more training by including Core and Advanced Courses in ethics and morality though the same is presently being done. The same has to be included at all levels in both formal as well as informal levels. As also discussions, seminars, workshops etc should be conducted to bring in a wider level of awareness on the issues involved related to ethical conduct and leadership.

(q) **Loyalty:** The loyalty should not be constructed as shielding the wrongdoing but loyalty for the task assigned and the country. There should be transparency in dealings, feedback must be given, everyone must be involved into the task depending on the role that they are required to play, the good work must be appreciated in a fair manner, everyone's voice must be heard, there should development of individuals by way of training and leaders have to set personal examples for the subordinates to follow.

(r) **Justness/Fairness and Camaraderie:** The fairness can be improved by encouraging mutual respect, have transparency in the organization, there should be mechanism for redressal and where required make changes in the rules to accommodate all. The camaraderie can be increased by way of giving autonomy which inculcates the sense of ownership, improving inter personal communication, organizing games and social functions, extend empathy with the subordinates and form a well knit team and sub-team where required.

(t) **Appraisal of Working Practices and Procedures:** It has been seen on a number of occasions that the existing rules and regulations are such that they prevent timely and effective utilisation of energy and resources. The mission criticality of certain tasks therefore creates conditions wherein the rules have to be bypassed: This has an inherent drawback since it allows mischief mongers to subvert the process towards their own ends. The need therefore is to question these rules and regulations and to remove obstacles that encourage their bypassing or ignorance.

(u) **Transparency:** Wherever possible, a greater level of transparency must be brought in. There is a requirement of transparency in financial dealings, promotions, looking after the welfare and providing justice.

We can say that transparency forms the bedrock of the ethical conduct.

Conclusion

There is some decline in the Ethical Values in the Indian Army over the period but the same is in keeping with the overall decline that has taken place in the society. The Indian Army still is looked up for its ethical standards and it is obligation of all the people serving in it to uphold the trust reposed by the nation on them. The survey has clearly brought out the shortcomings as well as the strengths in the present Leadership. The situation is not alarming and with adequate training the same can be brought under control.

The alternate hypothesis stating that there has been decline of ethical leadership in the Indian Army to a certain degree stands proved. As a way forward, it has been suggested that there is a need to lay more emphasis on the ethical values right from the daily routine to the training in various institutions to be able to curb any unethical practices in the Indian Army.



CHAPTER 7

CONCLUSION

CHAPTER – 7

CONCLUSION

“A man does what he must - in spite of personal consequences, in spite of obstacles and dangers and pressures - and that is the basis of all human morality.”

- John F. Kennedy (n.d.)

It has been observed by the surveys conducted by media houses that the common man puts Armed Forces in a high pedestal for morals and ethics. The pulse of the Indian Society feels that though there has been dilution of values in society and corruption rampant, still the Armed Forces are idolized for integrity, honesty, professionalism and patriotism. It is felt that Armed Forces have been able to do so, due to various factors like staying in cantonments (away from civil society), traditions it follows, the pride it takes in upholding these traditions and the training imparted to them of Service before Self where Nation First is the motto.

The Holy Books across the religions in India stand for strength of character, fighting for a cause and an unparalleled selfless devotion to duty. All the great leaders have followed these principles to be able to motivate generations through their values to stand for the right inspite of many challenges. It is from these great warriors and leaders that the Armed Forces and Army in particular draws inspiration. Over the period there have been several changes in the society and therefore, there is bound to be some impact in the Army as well.

Even when the Armed Forces are considered to be the best for Ethical Values, still the younger generation places the Armed Forces much lower in priority when choosing the career. This can be attributed to the societal changes, difficult service conditions, lack of status etc. There has also been inroads into the minds of military men of the changes that have taken place in the society notwithstanding the fact that Army has as far as possible attempted to isolate itself from society and build an ideal environment for its Ethical Values to be sustained. We know that materialism and careerism are the ones which now seem to be overtaking all other values. The same is evident from the service people approaching the Courts or putting up the redress mechanism on professional issues as they feel that justice has not been done to them.

Ethical leadership need not be an innate skill; it can be developed by working upon the traits that make up its constitution and by applying principles and techniques that can be learnt. It is an amalgam of qualities that a leader should not only inculcate in him but also encourage and empower those in his influence to foster as in the Indian Army, where camaraderie is of essence, it is vital that personal growth be accompanied by the growth of the entire team. In an organization such as the Army, the decisions made by each individual are of great importance, every man is a leader in himself and the severity of the impact of their decisions may increase as they climb higher in the ranks. The right way often happens to be the harder path to take which may push one to walk along one built on unethical foundations. This is applicable to our personal as well as professional lives.

An ethical and competent leader understands this dilemma yet the choice of his action remains to be for what is morally right and in accordance with the values laid down by the organization. Therefore, it is necessary that every leader in the Indian Army understands the value of their judgments and decisions and maintains the courage and awareness to be able to implement the right course of actions. It has to be understood that there will always be situations which presents itself with the Ethical Dilemmas for the leaders in the Army but the leader with high ethical values will always choose the path keeping in mind the Chetwode Credo.



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APPENDIX

Appendix

(Refer Chapter 1)

**QUESTIONNAIRE FOR THE SURVEY ON ETHICAL CHALLENGES IN
INDIAN ARMY**

Individual Information

- (a) Rank : (b) Name (optional) :
- (c) Arm/Service (optional) : (d) Years of Service :

General Questions

1. Are you aware of the Code of Honour of Indian Army?

- (a) Yes (b) No

2. The main reason for ethical misconduct, if any in Indian Army is because of Socio Economic Changes in the Society. Do you agree?

- (a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

3. Do you think that due to changes in the society and proliferation of social media man management has become difficult?

- (a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

4. Is there a drop I the overall stature of the Indian Army?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

Honour Code and Core Values

5. Do you feel that the Code of Honour presently in vogue requires recalibration?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

6. Do you think that the core values of the Indian Army are getting diluted due to modernization and other reasons?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

Sycophancy

7. Do you feel that sycophancy is on the rise in Indian Army?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

8. Do you feel at times favoritism is done to some individuals because of being from same regiment, school, geographical area etc.?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

9. Your staff officer tells you that there have been very many positive changes since the time you have come and he has never seen such work culture before in his career. Is he being sycophant?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

Reward and Recognition

10. Do you feel that it is important to recognize good work?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

11. Do those joining Army now is for its professionalism and to serve the nation rather than merely as a job?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

Ambition

12. Do you feel that earning CR is one of the reasons for competition and cutthroats in the Indian Army?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

13. Do you feel that leadership is more concerned about zero error syndromes and are not open to accept mistakes?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

Leadership

14. It is expected by the subordinates that their leaders should set high ethical leadership standards. In short a leader should possess all the core values of Indian Army. What is your opinion?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

15. How approachable is your superior?

(a) All the times (b) Some times (c) At times (d) Only during office time (e) Not approachable

16. Do you feel that your superior sets example for others to follow?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

17. Do you think that one of the reasons for decline in ethical conduct is because of lack of role model amongst the superiors?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

18. Is there decline in the officers-men relationship today due the lack of communication and the changes in the society?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

Professional competence

19. Do you think that professionally competent superiors make better leaders?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

20. Do you think that the military leaders at all levels have keen desire to acquire knowledge?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

Welfare

21. Do you think that looking after the welfare of the subordinates is one of the prime responsibilities of the superiors?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

Quest for Excellence

22. Do you feel that your superior goes through all the details before assigning task to his subordinates?

- (a) All the times (b) Most of the times (c) Few Times (d) Sometimes (e) Never

Selflessness

23. Do you think that a leader should hear his team and take decision in the best interest of the organization and in case of failure take moral responsibility of the decision taken?

- (a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

Ethical Conduct

24. There is a sports competition which is to commence in few days, however some of your best players are caught doing something wrong. It is decided that they will be dealt after the competition is over. Do you think the action is justified?

- (a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

25. Do you think Indian Army is facing ethical challenges?

- (a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

26. Do you think the ethical conduct of the personnel in Indian Army has deteriorated over the years?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

27. Do you feel that the work ethics being followed in Indian Army is good and do not have any biases?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

Discipline

28. Do you agree that discipline is backbone of the Army?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

29. Do you feel that the Hon'ble Supreme Court Ruling regarding adultery poses a challenge to the ethical conduct for Indian Army?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

30. Do you think Indian Army has adequate institutional mechanism to check corruption?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

Moral and Courage

31. At Line of Control one soldier is injured in an area which is deflated from the enemy fire however the route to that place is under direct fire. Loss of time may prove to be fatal for him. Do you think that he should be recovered at all cost?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

32. There is use of official stationary by one of your colleague for his personal use. Will you check him for the same?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

33. One individual gets hurt in your unit during cooking and is treated by Medical Officer of the Unit. It is stated by the Unit Officers that the injury is minor so it should not be reported. There is nothing wrong in it. Do you agree?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

34. In your formation as staff officer you have heard that one of the CO who gets out of the way to please his Superiors. An invitation has been extended by him to the Commander. Should the Commander be advised by Staff Officer?

(a) Surely (b) Should be (c) Could be (d) May be (e) Let the Commander decide

35. The way issues are portrayed in social media about any disciplinary issue in Indian Army in Social media has a negative impact on the troops. Do you agree?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

Integrity/Honesty

36. The issues of corruption in the Indian Army are on the increase. What is your opinion?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

37. It has been seen that at time in enthusiasm to do welfare of the troops resources are purchased from funds meant for other things. Do you think that such a trend is on the rise?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

38. Has the count of terrorists being neutralized by the Units has posed a problem as few people are indulging in unethical practices?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

Loyalty

39. An individual who is obedient and loyal is better for an organization vis-a-vis reasonable thinking man. What is your opinion?

- (a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

Justness/Fairness

40. There is a visit of a VIP in the Unit. Subedar Major who was deeply involved in preparation requests for leave due to personal commitments. Will you send him on leave?

- (a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

41. As CO/holding any appointment, you suddenly receive urgent message for personal commitment pending VIP visit next day. What will you do?

- (a) Conduct the Visit (b) Request for rescheduling the visit (c) Let second in command handle the visit (d) Inform the immediate superior and let him decide (e) Ask for leave explaining the urgency

42. Do you think that for any individual, the overall aim of the team is more important than his comfort and individual goals?

- (a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

Challenges

43. There are large numbers of false Human right complaints lodged against Indian Army, whereas no one takes cognizance of the Human Rights of a Soldier.

Does the same poses a challenge for Indian Army?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

44. Has the media coverage of involvement of few cases of sexual misconduct in recent past has impacted image of the Army?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

45. The recent recruitment scam as well as few cases of spying as reported by media indicates that some individuals fall for money. Do such incidents pose a challenge for Indian Army?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

46. Is there a need to emphasis on ethical behavior and military like conduct at all times by the soldiers of Indian Army especially during Counter Insurgency Operations or while in aid to civil authorities?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

47. Each situation during an operation in counter insurgency operation differs. However, there is always a dilemma for Security Forces as to how much to retaliate once the terrorist is cordoned and he open fire. What is your take on this?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

Training

48. What are the measures you suggest to improve the ethical conduct?

(a) Should be include in Training Curriculum (b) Strict Action Against Delinquents (c) Issue Advisories (d) Should be regularly covered in Roll Calls and Sainik Sammelans (e) All the Above

49. Do you think that in various training institutes adequate training on ethical conduct is being imparted in Indian Army?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree

50. Do you think that training of subordinates and ensuring that their conduct is ethical even when they are not being observed is an important command function?

(a) Strongly Agree (b) Agree (c) May Be (d) Disagree (e) Strongly Disagree