

# **AN EXPLORATORY FACTOR ANALYSIS OF CIVIL MILITARY RELATIONS IN INDIA**

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## **Abstract**

The title of this paper “An Exploratory Factor Analysis of Civil Military Relations in India” significantly, indicates two distinct concepts. First the relationship between the main constructs namely Civil and Military respectively. Second the relevance and importance of a civil military relationship for our nation. Both concepts have been statistically analyzed to arrive at their logical conclusions. New areas have emerged during the process of research which require due attention at all levels so as to address larger issues of leadership, legacy and national interest.

## **Introduction**

The troubles of relevance and importance for civil army dating in India are as follows: -

1. Interpretive Structural Modelling (ISM). Hierarchy of enablers and barriers (EB) indicate the modus operandi for a hit CMR implementation. Legacy, leadership and countrywide hobby are the most full-size EB as they have sturdy driving power and susceptible dependence electricity. Legacy and national interest are positioned at the bottom degree of hierarchy indicating that these factors force the CMR procedure. If and once they play a pivotal function, then success is guaranteed or else, barriers in powerful CMR will arise. Leadership and citizen recognition are placed above in hierarchy of legacy and country wide interest, indicating country wide hobby and legacy have an immediate relating influencing the U. S .’s management as well as citizen awareness. Individual conduct, business enterprise way of life and policies are placed above in hierarchy of management and citizen awareness. This is a hallmark that blended effect of leadership and citizen consciousness has an effect on man or woman behavior, organisation way of life and rules. Morals and ethics located at 1/3 stage in hierarchy is impacted by character behavior, agency culture and regulations Decision making technique and manage in addition to agency shape are independently placed at top degrees. These are enablers, a device, a facilitator and act as a catalyst for effective CMR. With sound and balanced choice-making process, we can acquire better harmony in dating among numerous stakeholders.

**Exploratory Factor Analysis (EFA).** The issue evaluation ensured that every of the variables adhere to the scales and ideas showed in advance research papers. Six component rotated element matrix indicated the subsequent:-

A. There have been no instances of 0 loading (for the reason that all variables had unique values).

B. All variables had sizeable loading (considering all variables values have been  $> 0.3$ ).

C. There were no instances of complex variable (considering the fact that no variable had price among  $> +zero$ . Three or  $< - 0$ . Three simultaneously).

After a detailed analysis of the rotated thing matrix, the adequacy of the solution and the quantity of preferred factors to attain the studies desires have been showed. Short-listing of the six factors became justified. No complicated variables which had cross loadings on or greater were observed. Finally, EFA confirmed to the chosen scales. Factors had been used for in addition analysis the use of PLS SEM.

### **Partial Least Square Structural Equation Modelling (PLS-SEM).**

Smart PLS 3.Zero version software program changed into used to check the size version and structure model. Even though a sample length of 525 used for the have a look at become ok however the respondent information changed into discovered to be not typically allotted, hence Smart PLS turned into followed for take a look at. Testing of relationship and hypothesis became executed in two levels In Phase 1, testing of the have an effect on of enablers on civil navy family members and in Phase 2, testing of impact of civil army members of the family on country building become undertaken.

PLS-SEM has ensured that the study also brings to the floor that the dimensions of enablers particularly legacy, management, organization tradition, organisation shape and policy and parity positively impact Civil Military Relations The observe additionally brings to the floor that the dimensions of civil army members of the family have a symbiotic dating with nation building and its dimensions.

### **Conceptual Model and Hypothesis.**

Adequate statistical evidences have been glad to affirm the recognition of the conceptual fashions. This adds price to the literature concerning Civil Military Relations with particular

connection with India The literature reconfirms that CMR in India constitute ``a multi issue model``: one, the defense force; two, socio-political and economic surroundings in which the forces feature; and, maximum of all a political way of life to shape and facilitate the method of democratization taking robust roots. Literature in addition shows that CMR contributes to nation constructing.

Role of legacy, leadership and countrywide interest as enablers is the primary driving force for the implementation and sustenance of balanced and effective CMR. All stakeholders need to pay attention in the direction of dominance of organization lifestyle, rules, moral and ethics and character conduct with high riding and dependence power to steer CMR. It is for the senior management to take corrective motion periodically in an effort to inspire and sell good CMR. The examine also supports the hypotheses that enablers with its dimensions specifically countrywide interest, decision making procedure and manage, ethical and ethics, character behavior and citizen awareness positively affect civil military family members in the direction of kingdom constructing in the context of Indian democracy. These enablers act as critical predictors of suitable civil military family members. The examine additionally helps the hypotheses that enabler and barrier to consist of legacy, management, employer lifestyle, company structure and coverage and parity definitely affect civil army members of the family The research famous that suitable CMR are a must for any progressive nation.

## **Implications**

The implications of the study indicate significant changes required in functioning at different levels so as to achieve good CMR. Important variables that contribute towards achievement of the same have been identified by the study. A country like ours which has immense potential and a large human resource base, possesses the wherewithal to carry out introspection and bring out modifications at all levels including changes in style of leadership, organization culture and structure.

The study has identified key role played by enablers and barriers in CMR. The focus area of the study includes leadership, legacy, national interest and organization culture. The same are deliberated upon in succeeding paragraphs.

### **Role of leadership**

The study further indicates that effective leadership will help boosting good CMR. Leadership in turn influences the way organization culture are molded over a period of time. A good leader will understand the strength and weakness of the organization, aspirations of the men he commands and also aligns the output of the organization to support the national cause. In doing so, he is required to take steps so as to foster good and matured relationship with other stakeholders who are to fully or partially contribute towards achieving national goals.

Ability to motivate the work force to practice good CMR by giving incentives could be tried. The leadership will have to recognize the existing problem and shortcomings, exploit dormant potentials and initiate action for bridging the gaps in CMR. The very fact that different leadership styles will be more effective in different situations will have to be appreciated by one and all.

### **Organization culture and structure changes**

The study has brought out that organization culture is an important factor to bring out changes in CMR. Changes in organizational structure and culture once implemented will definitely meet with resistance at all levels. It is here the role of leaders will become more important since they should have a vision and adequate planning to implement the desired change programme by setting up new systems to support it. Effective education at all levels to deliberate on importance of healthy CMR for the nation in light of dynamic changes in world affairs by bringing out changes in the existing organization culture in India will have to be undertaken. Since organization culture plays an important part, it is deemed to be a “strategic barrier” in the ISM Model. Hence, this dimension has to be periodically monitored and tested.

### **Imbibing importance of Nation building and National interest**

The study has brought out that national interest supersedes everything else. It is for this reason only that national interest is at pinnacle and all other things are fallout of it. Nation building will start when all citizens are well aware of their charter of duties and role to be performed. For effective nation building, participation and development of democratic institutions is a requirement. The study has highlighted that with effective CMR, nation building can become a people`s movement. Participation of all i.e. from leader at highest level to junior most

employee in any organization is required to make nation building mission a success. Foundation of a strong India depends upon success of strong models of nation building in which all stakeholders have to collaborate, cooperate and converse on all important issues.

## **Role played by enablers and barriers**

Another implication of the study is that it has identified the key role played by enablers and barriers as mediators or moderators in ensuring good CMR. There is a need to timely address people related issues in organizations so as to arrive at solutions beneficial to the organization and nation as a whole. Effective and matured relationships between stakeholders is always desired by any progressive nation especially likely ours. The synergy output can be achieved by effective periodic participation of stakeholders across various levels of management.

Implementation of good managerial practices is always desired and can be achieved if the same is top driven. Modifications are desired in present organization structure so as to streamline various managerial practices being followed. These have to be recognized as major contributor towards achieving effective CMR.

Institutional transformation clubbed with working towards a shared vision between stakeholders should be exploited. Another important implication of the study is the fact that active volunteer employee's participation of both organizations in any change process both at design and implementation phases will be an important contributor in effective CMR.

## **Importance of legacy**

It is a well-known fact that legacy remains forever and cannot be changed. The study has brought out that legacy can act as a catalyst of social change only when the past lessons of CMR are well understood and lessons learnt from them by all stakeholders. The study also highlighted legacy is about two important factors namely human spirit and relationship. Both can be fostered with leadership skills and effective man management.

## **Research Contributions and Value Additions**

The study has made significant contribution towards the subject of civil military relations in India. The study has identified areas which require due attention and brings out the corrective actions that are to be taken at all levels so as to improve CMR with an aim to protect and promote national interests. For effective CMR, there is a need to carryout introspection of

following the old age system of Civil leadership preparing the policies and laying objectives and Military commanders to execute the policies using their professional judgement using most effective means. The research has also brought in light the need to select candidates purely on their professional yardstick, merit and expertise for key appointments in Defence headquarters and establishments and not going as per logic of assigning it either to bureaucrats or Armed Forces Officers as done in the past. This will enable to resolve many issues at the initial stage itself.

The study brings out the importance of leadership factor which plays a vital role in harmonizing CMR. It is for this reason only that relationship driven leaders will empower others to take balanced decisions for betterment of the nation. Also, role of organization culture and structure in ensuring balanced CMR was brought out.

The analysis has confirmed that with more meaningful interaction both within and outside the organization coupled with effective communication, we can achieve better CMR.

Sharing of ideas, concepts which are common to both organizations will bear good results in long run. The analysis has further confirmed that a good CMR is must for developing India. The study also supports the hypothesis that Civil and Military complement each other positively with the enablers playing a key role in the sustenance of CMR outcomes. Few suggestions to foster CMR in Indian context are as listed below:

- a. Active participation of defence services in policy matters concerning national security with an opportunity of equal dialogue.
- b. Strengthening political control over Armed Forces rather than bureaucratic control.
- c. Robust interaction between civilian elite and military through existing democratic structure with an aim to overcome perception gaps and overcome mistrust.
- d. Initiate steps to carryout necessary amendment in Government of India (Allocation of Business) Rules 1961 as well as Government of India (Transaction of Business) Rules 1961, with an aim to integrate the Armed Forces with the apex structure of Government of India in fields of decision and policy making concerning national interests.
- e. Restructuring the higher defence management echelons so as to bring in cohesion and improve professional interface between Ministry of Defence and the military leadership.

### **Contribution to Existing Body of Literature**

The relevance of CMR has been analyzed and its various concepts comprehended. Ten critical variables (enablers and barriers) of CMR were identified, linked so as to formalize a broad conceptual framework. The model was validated using Interpretive Structural Modeling. This is a significant contribution to the academic literature.

Prioritization of enabler and barrier was carried out and tested. All ten enablers and barriers were found to be critical but had varying degree of importance. Variables with high driving powers include legacy, leadership and national interest. They play a key role in success of CMR.

### **Contribution to the Nation**

In Indian democratic context, the study has negated the old Socrates argument in erstwhile Plato's republic that while city's guardians would protect the city from external attack, they themselves represented a potential threat to the state. The contribution of Indian Armed Forces and Civil Servants in nation building by means of effective CMR has been highlighted in the study. The study has adequately highlighted the importance of CMR for our nation.

For any progressive nation which desires development of the society and political system, it is of great importance that all stakeholders work in harmony towards achieving healthy CMR.

### **Limitations of the Study**

Even though an all-out effort was made to address all the research objectives, few limitations of the study beyond the control of researcher are as listed below:

- a. The study had to conform to the prevailing security stipulations and rules on the subject. The laws of disclosure and Indian Official Secrets Acts were not violated.
- b. The Questionnaire was floated to academicians, researchers and students undertaking post graduate studies with an aim to get diverse views on the subject from India's perspective. There might be a chance that a part of these respondents might not be fully aware of various intrinsic factors impacting civil military relations from India's perspective.
- c. The study was limited to senior, middle and junior level officers of bureaucracy and armed forces.

d. The study was carried out from intervening period from 2016 to 2019. Responses from the various respondents would have changed to the same questionnaire owing to their perception during that particular period due to the evolving socio-political-economic-social and legal conditions in the country.

### **Future Research Directions**

The subject of CMR in itself is very complex and intrinsic. Many factors do impact success of ideal CMR model. Though many studies on the subject have been carried out world over, but still many new issues relevant to the subject but beyond the scope of the study emerged during the course of study. Future research can be undertaken on the following: -

- a. Impact of social and geo-political transformation on CMR in India.
- b. Impact of sub attributes of economic variables on CMR in India.
- c. Influence of changing domestic factors on CMR in India.
- d. The effect of changing role of media to influence positive CMR in future in India.
- e. Impact of growing nationalism and dynamics of evolving national interest on CMR in India.
- f. Nation building and integrated approach to conflict management by balanced CMR in India.
- g. Fostering better CMR so as to ensure coordination between institutions of national power in India.

### **Conclusion**

The subject CMR is complex in nature and its solution is just not limited to placing the Armed Forces within the framework of civil society. A need has been felt for structuring CMR in a way it produces effective military and also benefits civil society at large. The study gives an insight into two different branches of the government having different role, structure, organization and substance. The perception of the citizens is different for both of them. The inclination of political masters towards bureaucrats ever since independence has led to supremacy of civil servants over Armed Forces. The Armed Forces are a complex mix of many

interrelated subsystems which forms part of the larger external civilian environment with a sole purpose of achieving national objectives. As per the research undertaken, indication of a hidden conflict between two different branches emerged which is harmful to a vibrant growing nation like ours.

Two important aspects that are to be considered in Indian context for effective CMR include; firstly, a matured control of a democratic civil leadership over military establishment, and secondly, a balanced approach in relationship so that Indian Armed Forces are able to develop and exercise their expertise in nation`s interest. Also, the research brings out various external factors such as socio-political-cultural-economic -technological and legal which have an impact on CMR. The research has highlighted that though constitutional structure has been in place for last seven decades or so, the political leadership has adjusted the CMR within its framework. However, on the contrary this style of adjustment requires a relook in backdrop of geopolitical and security developments in the surroundings. The research indicates a healthy CMR will help integrating Armed Forces with the external eco system. In pursuance of preserving national interest with the aim of strengthening the pillars of democracy, sound CMR could be achieved by co-operation, mutual respect and trust.

India`s vibrant democracy in this 21<sup>st</sup> century requires to look beyond the shackles of `Pitts India Act of 1784` which laid the foundation of civilian control over Armed Forces. A lot has changed in India since then and it is to be understood by one and all that any imbalance in the CMR will be of advantage to our adversaries. There is no magic formula and a fixed template for attaining effective CMR among stakeholders, however, there is a need for constantly adjusting the approaches on critical issues so as to achieve productive and creative balance in relationship towards shared principles and interests. Finally, the thesis addresses all the research objectives, covers the research gaps, answers all the research questions and validates the hypothesis to evolve the conclusive framework.

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