CHAPTER V
SUMMARY AND CONCLUSION

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CHAPTER V
SUMMARY AND CONCLUSION

After going through the various stages of scientific inquiry of the present investigation at attempt has been made in this chapter to provide a birds' eye view of the entire inquiry under suitable sub-sections that follow:

5.1 **Resume**:

Noticing the dearth of research on military personnel of the European countries as well as of our country, pertaining to their personality composition, value-orientations and morale, the present study entitled "MILITARY PERSONNEL: THEIR PERSONALITY, VALUE PROFILES AND RATED MORALE" was carried out with an intention to serve the four-fold purpose. Firstly, to know the composition of personality, and value-orientation profiles and rated morale of the military personnel in general and army officers in particular. Secondly, to know the main and joint-action influences of types of organization, especially military and para-military organizations and types of cadre, especially commissioned and non-commissioned cadres upon the magnitude of each personality trait and each value-orientation
profiles and upon the magnitude of rated morale of the army personnel. Thirdly, to know the strength of association between the magnitude of each personality trait and each value-orientation incorporated in the personality and value profiles at one hand and the magnitude of rated morale at the other of the army personnel. And finally, to establish the need for assessing personality and value-orientations at the stage of selection of new recruits in such a way that through military training they can ultimately be developed in such personalities having high morale that is always needed for serving the military organization to an effective extent in the interest of a developing country like ours.

To materialise the afore-mentioned objectives of the present study, a hypothesis-testing-oriented approach was adopted by framing three profiles orient-hypotheses, 23 differential and interactional hypotheses and 2 correlational hypotheses and by putting them to empirical verifications.

To verify the research-worthy hypotheses of the present study a stratified random sample of 120 army officers was selected from 4 different strata, namely commissioned military officers, non-commissioned military officers, commissioned para-military officers
and non-commissioned para-military officers, each comprising of 30 cases and sub-divided in to three units of 10 cases in each and headed by one superior officer. Thus, the final sample of the present study was consisting of 120 army officers along with their 12 superiors. Care was taken to match stratumwise army officers with respect to their age, sex and level of education, so that keeping in view the specifications of the differential and interactional hypotheses the main and joint-action influences of variations in cadre and variations in organization upon personality traits, value-orientations and rated morale can be verified with minimum confounding effect likely to occur due to variations in age, sex and educations.

To assess personality traits of the army officers Cattell's 16 PF questionnaire (form B, English version) was used. For assessment of value-orientations Chauhan et.al's value-orientation scale (Hindi version) was preferred. And for getting the estimates of rated morale the army officers morale scale developed by Dwivedi & Chauhan was employed. The first two psychological instruments were administered in an individual as well as group setting, one after another, under laboratory like conditions to the 120 army officers by visiting their places of
service, after seeking due permission to do so and after establishing a special type of rapport needed for testing the army personnel. Then the 12 superior officers were contacted and personally requested to make use of the army officers morale scale for rating each member of a group of 10 officers coming under their control.

After data collection, the response given by the Ss on 16 PF questionnaire were scored in accordance with the scoring system specified by Cattell. Likewise the response given by 120 subjects to value-orientation scale were scored as per instructions given in the manual for that scale. Lateron the ratings given by the superior officer on the army officers morale scale for a given subordinate were converted into numerical summary figures according to the scheme of scoring laid down by the authors of the scale. In this way for each member of a group of 120 army officers 16 personality factor scores, 6 value-orientations scores, and one rated morale score were worked out. And the same were subjected to statistical treatment so as to assess the fate of the hypotheses put for verification in the present investigation.

For verification of personality profile-oriented hypothesis, the 16 raw scores earned
a group of 120 army officers on 16 personality factors were first subjected to calculation of the factor-wise mean values, and thereafter these mean value were converted into sten scores following the normative table given in the manual for 16 PF questionnaire, and the 16-factor personality profile for a group of 120 officers with a composition of four sub-groups having 30 Ss in each, was sketched. Likewise 6 value-orientation scores earned by 120 officers were converted into 6 mean scores which were further converted into Z scores and finally into percentile ranks (PRs) as per normative table provided for urban adult population in the manual for the value-orientation scale and using the PRs and 6 value-orientations as the base, value-orientation profiles of the military officers were chalked out. Finally the rated morale scores of the 120 military officers along with their sub-section-wise break up were converted into mean values, that in turn were converted further into Z scores and finally into PRs, following the normative table provided in the manual for army officers morale scale. Using these PRs as the base sub-group-wise as well as for the entire group the profiles of the rated morale of army officers were
constructed and profile-oriented 3 hypotheses were verified.

For verification of 16 differential and interactional hypotheses pertaining to 16 Personality factor a 2x2 factorial design was followed and a 2x2 (fixed model) ANOVA treatment was given after ensuring that homogeneity of variance was prevailing in the 120 raw scores on each personality factor. Further to verify 6 differential and interactional hypotheses pertaining to 6 basic value-orientations, the raw scores earned by 120 military officers on each value-orientation were subjected to a 2x2 (fixed model) ANOVA treatment, after warranting that homogeneity of variance was prevailing in the data. Likewise the 120 rated morale raw scores obtained by 120 military officers were subjected to a 2x2 (fixed model) ANOVA treatment, after noticing that homogeneity of variance was prevailing in the data.

Finally the factor-wise raw scores earned by 120 military officers with a break up of 4 sub-groups of officers on 16 PF were correlated with their raw scores on rated morale with the help of Pearson's Product moment method. Likewise the raw scores earned by these military officers on 6 different value-orientations were separated correlated with their rated morale raw scores using the Pearson's Product
Moment method.

The statistical findings, obtained in the present investigation and their interpretations at both statistical and theoretical levels laid to certain inferences. The same are reported under a sub-heading of conclusions.

5.2 **Conclusions**

(a) **Profile-oriented**:

1. A representative group of army officers has exhibited an average level of factor A (reserved-outgoing), an average level of factor B (intelligence), moderately low level of factor C (affected by feelings-emotionally stable i.e. ego strength) an average level of factor E (humble-assertive), moderately low level of factor F (sober-happy-go-lucky), an average level factor G (expedient-conscientious), moderately high level of factor H (Shy-venturesome), an average level of factor I (tough-minded-tender-minded), moderately high level factor L (trusting-suspicious), an average level of factor M (practical-imaginative), an average level of factor N (forthright-shrewd), an average level of factor O (placid-apprehensive), an average level of factor Q₁ (conservative-experimenting), an average level of factor Q₂ (group-dependent-self-sufficient), moderately
high level of factor $Q_3$ (undisciplined-controlled) and moderately low level of factor $Q_4$ (relaxed-tense); and thereby provided only partial confirmation to hypothesis 1.

2. A representative sample of army officers exhibited, by and large, high degree of cosmopolitanism, scienticism, venturesomeness, progressivism, democratism and empathy; while venturesomeness was heading the hierarchy, and thereby provided an empirical confirmation to hypothesis 2.

3. A group of army personnel revealed an average level of rated morale and thereby hypothesis 3 received an empirical rejection.

(b) Difference and Interaction-oriented:

4. Although a group of army officers has exhibited an out-going tendency to an average extent, the commissioned officers have exhibited significantly more of it than the non-commissioned officers; while contrary to the expectation the para-military officers have shown significantly more of it than the military officers; and variations in organization and variations in cadre have failed in exhibiting their joint-action effect upon such tendency; and thereby hypothesis 4.1 received only partial confirmation.

5. The average level of intelligence shown by a group of army officers remained beyond significant main
and interaction influences of cadre and organization
and thereby hypothesis 4.2 has been rejected.
6. The moderately low level of emotional
stability (i.e. ego strength) shown by a group of army
officers did not get influenced by cadre and
organization variations to the significant extent and
hence hypothesis 4.3 did not receive an empirical
confirmation.
7. An average level of assertiveness shown by a
representative group of army officers remained beyond
the main and interaction influences of cadre and
organization variations and as such hypothesis 4.4
received an empirical rejection.
8. A moderately low level of
sober-happy-go-lucky personality dimension exhibited by
a representative group of military officers has been
significantly influenced by cadre variations in that
the commissioned officers have shown significantly more
degree of it than the non-commissioned officers but it
has not been influenced by variations in organization
as well as by cadre x organization interaction to the
significant extent and as such hypothesis 4.5 received
only partial confirmation.
9. A group of Army officers has exhibited an
average level of conscientiousness which remained
unaffected by the influences of types of organization; and by cadre x organization; but succumbed to the significant main effect of cadre and that too in the contradictory direction in that, non-commissioned officers have shown significantly more amount of conscientiousness than the commissioned officers and thereby hypothesis 4.6 did not receive an empirical support in toto.

10. A representative group of army officers has exhibited moderately high level of venturesomeness which remained unaffected by two variations in cadre namely, commissioned and non-commissioned and two variations in organization, namely, military and para-military to the significant extent and thereby 4.7 did not receive an empirical confirmation.

11. A sample of army officers has exhibited an average degree of tough-mindedness which remained unaffected by the variations in cadre and organization and as such hypothesis 4.8 received an empirical rejection.

12. A group of army officers has exhibited a moderately high level of suspiciousness and the types of cadre and types of organization have failed in revealing their main and joint-action influences upon this level of suspiciousness and thereby hypothesis 4.9 received an empirical rejection.
13. A sample of army officers has exhibited an average level of conventionality and carelessness which remained beyond the influences of main and interaction variations of the types of cadre and types of organizations and as such hypothesis 4.10 did not receive an empirical confirmation.

14. The average amount of forthrightness and shrewdness shown by a representative sample of army officers remained unenfluenced by the main as well as interaction variations of the two types of cadre and two types of organization and thereby hypothesis 4.11 received an empirical rejection.

15. The average level of apprehensiveness shown by a group of army officers remained beyond the main and joint-action influences of the types of cadre and the types of organization and as such hypothesis 4.12 did not receive an empirical support.

16. The average magnitude of conservative and liberal thinking exhibited by a group of army officers succumbed to the main effect of the cadre in the hypothesized direction in that commissioned officers have shown significantly less magnitude of conservative and experimental thinking than the non-commissioned officers while its magnitude remained uninfluenced by the main variations of the organization and the joint-
action variations of the cadre and organization and thereby hypothesis 4.13 received only partial support.

17. The average level of group-dependency and self-sufficiency exhibited by a group of army officers remained beyond the influences of the main variations in cadre and organization but succumbed to the joint-action effect of cadre and organization to the significant extent in that commissioned military officers have shown significantly greater magnitude of group-dependency and self-sufficiency than the non-commissioned para-military officers and thereby hypothesis 4.14 received only partial confirmation.

18. The moderately high level of self-control shown by a group of army officers has not been influenced to the significant extent by the main and join-action variations of the cadre and organization and thereby hypothesis 4.15 received an empirical rejection.

19. The moderately low level of ergic tension shown by a group of army officers remained uninfluenced by the main and the joint-action variations of types of cadre and types of organization and thereby 4.16 did not receive an empirical support.

20. A group of army officers has shown a high level of cosmopolitanism which remained uninfluenced by the main and joint-action variations of the types of
cadre and types of organization to the significant extent and thus hypothesis 5.1 received an empirical rejection.

21. The moderately high level of scienticism shown by a group of army officer did not get influenced by the main and joint-action variation of the types of cadre and the types of organization and thereby hypothesis 5.2 did not receive an empirical support.

22. The high magnitude of venturesomeness-orientation exhibited by a group of army officers has been influenced by the types of cadre in the unexpected direction in that, non-commissioned officers have shown significantly more amount of venturesomeness orientation that the commissioned officers but it has not been influenced by the types of organization and the joint-action variations of the cadre and organization and as such hypothesis 5.2 did not receive an empirical support in toto.

23. The high level of progressivism shown by a representative group of army officers has been influenced by cadre variations in the unexpected direction in that, non-commissioned officers have shown significantly more progressivism in their orientation than the commissioned officers but it remained uninfluenced by the variations in organization
and by the inter-action between cadre and organization and as such hypothesis 5.4 did not receive an empirical support in toto.

24. The moderately high level of democratism exhibited by a group of army officers remained uninfluenced by the main and joint action variations in cadre and organization and thereby hypothesis 5.5 receive an empirical rejection.

25. The high level of empathy exhibited by a group of army officers remained unaffected by the types of cadre and types of organization and as such hypothesis 5.6 did not receive an empirical support.

26. The average level of rated morale shown by a group of army officers remained unaffected by the influence of types of cadre and types of organization either separately or jointly and thereby hypothesis 6 receive an empirical rejection.

(c) Correlation-oriented:

27. The hypothesized positive relationship of rated morale with factor A (reserved-outgoing), factor B (intelligence), factor C (ego-strength), factor E (humble -assertive), factor G (Super-ego-strength), factor H (Shy-venturesome), factor L (trusting-suspicious), factor Q2 (group dependent-self-sufficient), factor Q3 (undisciplined-controlled), did
not find an empirical support; in the case of 4 sub-sample namely, commissioned officers military personnel, non-commissioned officers military personnel, commissioned officer para-military personnel, non-commissioned officers para-military personnel; and in the entire sample of army officers; on the contrary rated morale has shown significantly negative relationship with ego-strength (factor C) in the case of entire sample; while the hypothesized negative relationship of rated morale with factor F (sober-happy-go-lucky), factor I (tough-minded-tender-minded), factor M (practical-imaginative), factor N (forthright-shrewd), factor O (placid-apprehensive), factor Q₅ (conservative-experimenting) and factor Q₄ (relaxed-tense) did not receive an empirical support to the significant extent in the case of 4 sub-samples namely, commissioned officers military personnel, non-commissioned officers military personnel, commissioned officers para-military personnel, non-commissioned officer para-military personnel, and in the entire sample of military officers and thus hypothesis 7 by and large received an empirical rejection.

28. The hypothesized positive relationship of rated morale with cosmopolitanism, venturesomeness, progressivism, and democratism value-orientations did
not receive an empirical confirmation to the significant extent in the case of commissioned officers military personnel, non-commissioned officers military personnel, commissioned officers para-military personnel, non-commissioned officers para-military personnel; and in the entire sample of military officers; however, the hypothesized positive relationship of rated morale with scienticism and empathy value-orientations received an empirical support to the significant extent in the case of the entire sample of military personnel but not in the case of 4 sub-samples namely, commissioned officers military personnel, non-commissioned officers military personnel, commissioned officers para-military personnel, and non-commissioned officers para-military personnel and as such hypothesis 8 received only partial confirmation.

(d) Theory-oriented:

29. Cattell's considerations of personality structure in terms of source traits, and the environmental forces operative in the military training and culture through a law of coercion to the biosocial mean are capable of providing in interactional model as a theoretical frame to explain the finding obtained in the present research on scientific fottings, pertaining
to personality and value-orientation profiles and the rated morale of the military personnel.

30. Many more studies of the present variety are needed before arriving at the decisive inferences with a sound theoretical and empirical base for understanding the real nature of the relationship of the personality factors and the basic value-orientations with the military morale.

5.3 Delimitations and limitations:

It is to be registered here that the findings of the present investigation are applicable to those military personnel that are belonging to officers cadre. Likewise these army officers and not the Air force and Naval officers, were studied with respect to their personality dimensions, value-orientations and rated morale only. As such the findings of the present investigation are applicable to the limited psychological aspects of these army personnel. Hence while interpreting and applying the findings of this piece of research to the human aspects of military personnel in their correct perspectives, these delimitations are to be borne in mind.
In spite of the best possible efforts made in getting objective assessment of subordinates' morale from their superiors, 'halo effect' and inter-rater variations might have influenced the magnitude of correlations obtained in this study between the scores of rated morale and the scores of personality factors and value orientations. Moreover, no attempt was made to compare the rated morale scores of the officers with their self-rated morale scores. And an attempt was also not made to find the underlying relationships between the personality factors and the value-orientations of the army officers, even though value-orientations are considered here, as the guide to coherence between personality and culture. As such these issues can be pointed out, here, as the major limitations of this investigation.

5.4 Implications:

As pointed out by Boring (1988) military psychology brings the psychological point of view to bear on military problems. The possible applications of the psychological point of view are numerous indeed for the betterment of military personnel and their
lives. In fact psychologist is a human engineer who
seeks to do with human material what other engineers do
with other materials. As a matter of fact lot of
research has been done in connection with the general
abilities and special abilities, the speed and accuracy
of reaction and perceiving the aptitudes and trade
knowledges and with the educational achievements that
are of military use, but their remains personality.
Men differ so much from one another in personality.
They differ in emotional stability, in interests, in
ease of social adjustment and in a hundred other ways
some of them quite specific and these differences are
very important to the military, air and naval services.

However, no systematic attempts have been made by the
researchers in military psychology to establish norms
pertaining to an effective personality, interest,
adjustment, attitudes, value morale, and so and so
forth. As such the 16-factor personality profiles,
value orientations profiles and rated morale profiles
obtained in the present investigation of the
commissioned officers military personnel, non-commissioned military personnel, commissioned
officers para-military personnel, non-commissioned
non-commissioned officers para-military personnel and
of the entire sample called, army officers, can be used
as a base for further research in 'human-factor-
ingineering' as applied to military services and for
identification of the potential personnel at the time
of selection and recruitment of youth for military
purposes.

5.5 **Suggestions for further research:**

To make military psychology more and more
useful for the betterment of military personnel and
their lives the following research-worthy suggestions
may be carried out by those who are interested in this
realm of investigation:

1. A comparative study of the personality
profiles of army, navy and air force personnel if
carried out may prove fruitful in the interest of the
nation.

2. A comparative study of the personality
profiles of the military personnel and of the
civilians, if implemented can provide a sound base for
establishing the personality norms for selection
purposes in the military set up.
3. Modern Armed Forces have started accepting the services of women in various capacities. As such studies pertaining to personality composition, value-orientations and morale of the female military personnel are badly needed.

4. Sex differences in various walks of military life can be studied with fruitful implications.

5. A discriminant and convergent validation of the instrument to assess military morale with the help of superiors rating and self-rating devices may be attempted to arrive at an universally accepted approach to assess military morale.

6. An attempt is badly needed to assess 'military spirit' as a function of hereditary and environmental forces through factor analytical studies in the interest of the defence services of the country.