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CHAPTER I

INTRODUCTION

1. Leadership and its role are the most concerning issue for the business and organizations nowadays. The Leaders are the individuals who establish direction for a working group of individuals and who gain commitment from this group of members to establish direction and who then motivate members to achieve the direction's outcomes. The term leadership can be viewed through multiple angles and concepts. Traditionally leadership is a set of features owned by a leader or it is a social phenomenon that comes from relationships with groups. The concepts can give different opinions about the definition of leadership. It is a continuous debate whether the leadership comes from the personal qualities of a leader or a leader makes followership through what a person does or believes. Due to that various gaps between people among the countries or organizations various circumstances occurred. Then some of the things happened in good manner and some things happened badly. The successful things got victory due to those good leadership qualities.

2. Sri Lanka Navy and other Armed forces maintain their own leadership with the guidance of one of the head of commands and that led to the victory defeating LTTE organization from Sri Lanka. Sri Lanka armed forces introduced the leadership system with the purpose of enhancing the performances and efficiency within the organization. However utilization of leadership methods effectively by users in the Navy or other forces still remains unanswered. With this backdrop this study is undertaken to seek leadership aspects and how much created to overcome the combat stress in Sri Lanka Navy.

3. In the past years many people were more concerned about the leadership and its ability to access their victory. It is the outcome of many years of war advances and rapid development in the world. The government also faced unbalanced economic rates, human problems and international threats due to those unsuccessful leadership aspects. One of the

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greatest achievements brought by Sri Lanka government during the humanitarian operation is utilization of proper leadership qualities in correct time and in correct places. Those were effective to go towards the successful victory which is expected with the available recourse in a particular organization.

4. The Sri Lanka Navy maintains her proper chain of command with the assistance of head of command during the past LTTE war. The Sri Lanka Navy introduced various methods to fight with the LTTE with the purpose of utilizing the tactics as a communication tool, knowledge sharing tool and a decision making tool to up lift the enhancement of the performances and efficiency within the organization. However, the use of leadership qualities effectively by the users in the Navy still remains unanswered. The naval personnel have not been using the leadership actively as the organization expected. Therefore the aim of this study was to find answers to the following questions,

- a. How to improve the effective utilization of leadership qualities among the naval personnel? How future will be demand?
- b. To identify, the leadership qualities as required to utilize effectively by the naval personnel if any.
- c. Do the naval personnel use the leadership qualities actively to achieve the assigned task or goals as necessary?

5. Finally, the aim of this study is to identify the drawbacks of utilization of the leadership qualities and to find out solutions for overcoming those combat stresses. It will enable to increase the performance efficiency in the forces, organization or country by reducing unwanted things such as conflicts, gaps between population and political issues. Further it will be benefited to protect the subordinate's life and their all endeavours, as to develop the efficiency of the Navy.

6. Sri Lanka is a beautiful island, situated in the Indian Ocean. Since good olden days, it was considered as one of the richest countries in bio diversity and natural resources. Sri Lankans were well reputed for their humanity and hospitality amongst the other nations. Sri Lanka is promising to develop as a powerful country in the world. However, the brutal war

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prevailed for 30 years really pushed Sri Lanka into its own graveyard. A lot of resources and properties were destroyed and the attitudes of people were changed dramatically. Every possibility of bouncing back was curtailed during this blurred era. But, through the dedication and commitment of the armed forces, proper leadership aspects and correct political guidance, Sri Lanka managed to terminate the brutal war on 18th May 2009. It provided Sri Lanka with an opportunity to climb up the ladder through corrective measures. Therefore, as leaders we should get together for rebuilding Navy with keeping supervision of our subordinates correctly.

Limitations

7. As the time period is shorter it was very difficult to collect primary data throughout the Navy. Only two main areas were selected for the study. The sample size was also very small comparing the strength of the Navy. Therefore this sample may not represent the opinion of the whole Navy. In this research observed non availability of the academic research materials related to the leadership aspects and combat stress in the navy was the main limitation of the study. Other thing, in this study has been focused on the naval personnel but there are navy civilians who utilize for the naval duties are not concerned. In order to avoid such an error sample was selected to include various age limits, consist of officers and sailors in various ranks and areas were selected giving much emphasis to the people who actually experienced the prolonged Elam war to reduce the error that could happen due to low coverage of the Naval areas as a whole. Especially even through Navy has seven commands and strength of over 50000 the actual sample size is not valid to evaluation as limited resources and due to official commitment.

Literature Review

8. There were no such academic researches, which are done on this subject in the Navy, this chapter gives a general understanding of what are leadership and their use as to avoid combat stress, communication tool and knowledge sharing tool. Although, any research or survey on Sri Lanka Navy leadership and combat stress has not been carried out yet. There are some researches on leadership but those were entirely different from this topic. They have

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mainly focused on service as well as the profit of such a system. However, it is very different in terms of such, because in this we do not expect any profits. As per the studies, still this is running as a service to naval personnel. However, when studying the subject I was able to identify that the effective utilization is of utmost importance. Because it gives a lot of benefits for the sailors as well as to the entire Navy. Ultimate result is that the effects for the improvement in the performance of the Navy.

Conceptual Framework

9. The conceptual framework is arranged and provided to conclude earlier discussion and form the frame for the present study. The conceptual framework aims to illustrate the construction of the theoretical literature review, the way of thinking of how and why the work is done, to recognize its activities and the practical focus of the study. The concepts presented in above indicated are combined and created a framework as a basement for this study.

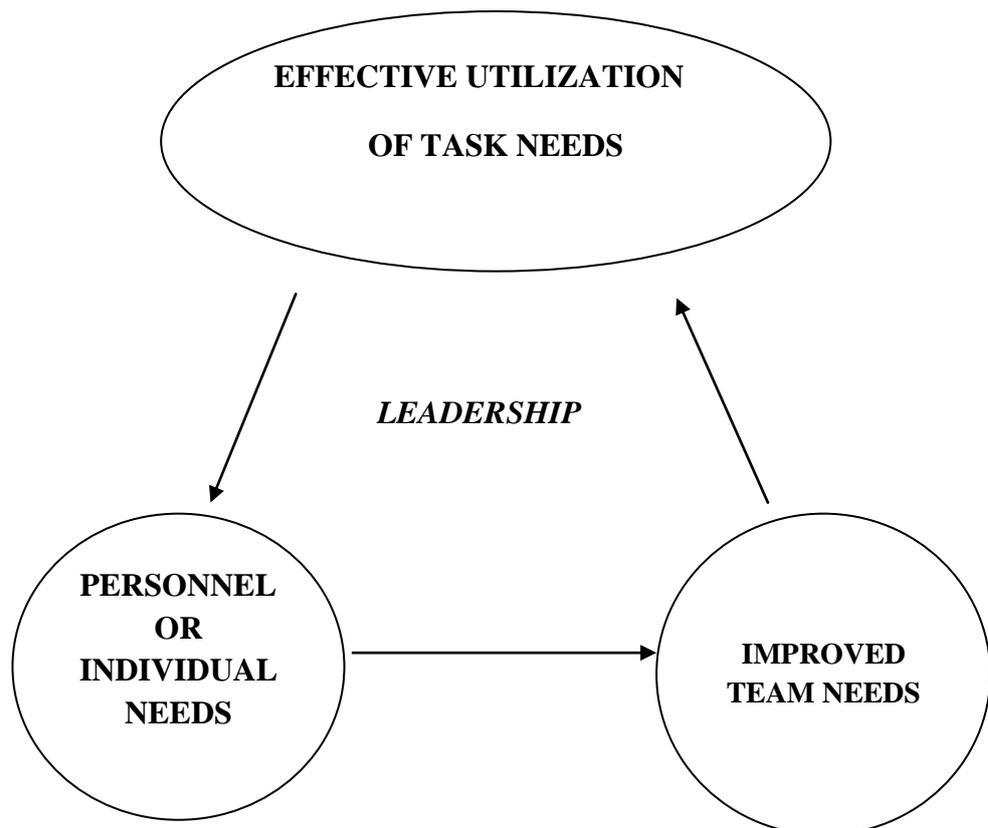


Figure I: Contribution of task needs, team needs and individual needs

10. By studying previous literature, people can mainly achieve their goals successfully. For that this research will provide guidance and correct path for all persons. Then we have to learn previous experience, lesson learnt, interacting with individuals and groups and searching information are most important. These things will help people to use effective leadership as communication tool, knowledge sharing tool and decision making tool.

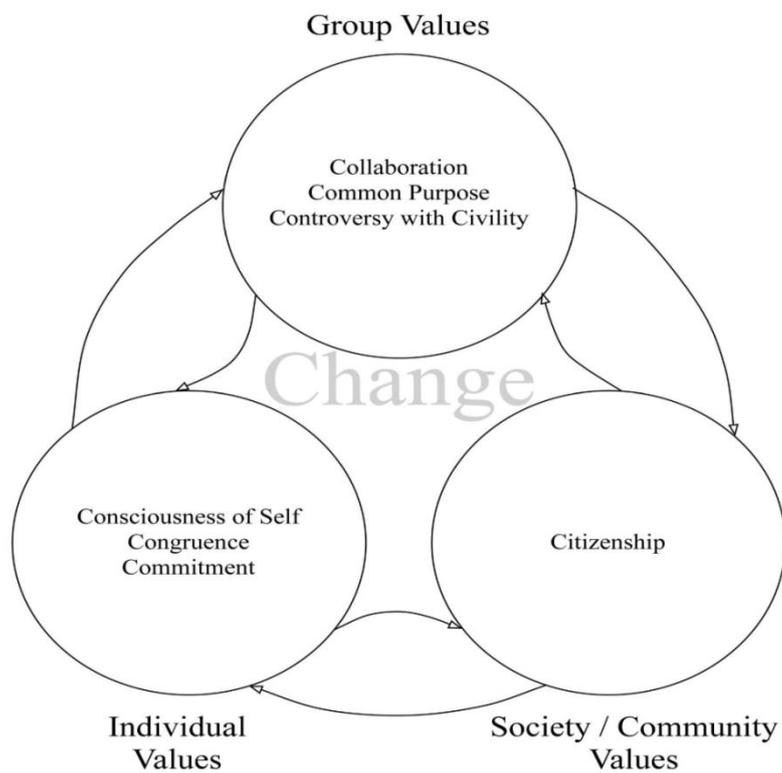


Figure II: “Theoretical Framework”¹

Hypothesis

¹ <http://leadership.studymsl.files>

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11. Hypothesis of this study is utilization of leadership aspects by naval personnel effectively important to overcome the combat/ various stresses. The purpose of this thesis is to investigate effectiveness of leadership in the Navy.

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CHAPTER II

METHODOLOGY

12. This chapter consists of the research method, which is used to carry out the survey and explained the data analysis of the thesis.

Research Methods

13. This research is a huge field which is illustrated and related to all armed forces in Sri Lanka, but due to lack of time period and official commitments I tend to focus on only Sri Lanka Navy. Hence this research method is one organization study (Sri Lanka Navy). It is justified by as follows.

- a. As a naval officer of this research for the study he has main interactions, experience and important easy access to the necessary data and connections within the subject.
- b. No any other reason to involve any other organization in the research due to large area to explore in detail.

14. The research is carried out in the Eastern and Northern Naval Command among the following bases. The sample design consists of Officers and Sailors altogether 100 no's. From Eastern command 25 officers and 25 sailors, from Northern command 25 officers and 25 sailors are selected from those bases based on cluster sampling method to obtain the primary data.

- a. 4th Fast Attack Flotilla (Aim to focus mostly)
- b. SLN Dockyard
- c. SLNS Tissa

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- d. Naval and Maritime Academy
- e. Special Boat Squadron
- f. Fast Gun Boat Squadron
- g. SLNS Uththara
- h. SLNS Agbo
- j. SLNS Wasaba

15. For this survey both officers and sailors were selected randomly from various ranks and branches because it would be helpful to see how different levels and different job roles expect their leader's assigned task, their needs, their ideas of the unit and experiences. Both multiple and open-ended questions are included in the survey questionnaire. The survey is entirely focused on the leadership aspects, how far its effectiveness avoids combat stress, which was carried out in March 2013. The objectives of the survey were to find out effectiveness of using the leadership aspect/ qualities, why they use it, how satisfied they are with the facility provided by the leader, to identify whether they are utilizing leadership qualities effectively and how to improve the effective utilization of leadership aspects among the Navy. It is observed most of the people both officers and sailors asked to implement this important leadership qualities in the Navy and they expect this type of training matters will begin in the Navy as soon as possible in near future.

Data Collection

16. This questionnaire was used to find out the effectiveness of the leadership and its survey drawbacks for the purpose of this study. I used printed copies and Email among the naval personnel both officers and sailors in the Eastern command and Northern command respectively. For that researcher was able to receive back replying for all the emails collected all the distributed papers. The researcher distributed 65 printed copies and 62 E- mails were sent to them. The Officers has mailed me the answers mostly, a large number of sailors have answered for the printed papers and few officers given the answered papers. Most of them tend to answer the close ended questions and they did not complete the final open-ended question.

CHAPTER III

RESULTS OF THE WAR & LEADERSHIP

Human losses

17. During the long lasted conflict, up to 100000² Sri Lankans were killed. It included all armed forces, LTTE cadres and civilians as well. It really affected on the society and future development as well. Mainly Sri Lanka Navy lost good leaders and professional people. A massive amount of property such as buildings, houses, bridges, vehicles were destroyed throughout this period. A lot of people lost their houses as an ultimate result. The exact value of these properties has not been estimated to date. The LTTE attacked economic targets such as Central Bank, World Trade Centre, Oil Refinery and civilian harbours which caused a huge impact on the country's economy. The GOSL had to spend millions of rupees to revert it back to normal. These were major draw backs on future leadership developments of the country. The responsible leaders should have to concern more about the major characteristics of the country.

18. Throughout the Sri Lankan history interest on naval power was neglected by the governing party leaders and this caused a lot of problems to soldiers periodically. War went that much longer during last three decades, because of lack in soldiers' experience, knowledge, combination with the command and control and naval power. But Sri Lanka Navy successfully defeated the insurgency at sea and protected the coastal resources with innovative approaches such as using of leadership qualities, new ideas and powerful command and control. There are number of adverse effects on the society resulted through past conflict. The major ones are,

² www.abc.net.au/news/2009-05-20/up-to-100000-killed-in-sri-lankas-civil-war

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- a. Internally Displaced Personnel issue. (IDP)
- b. Rural areas with less infrastructure facilities.
- c. Less educated and stressed youth.
- d. Mentally disabled personnel

LEADERSHIP

19. Leadership is the art of accomplishing the mission of the navy through people. It is an art as such can be learned the same way as any other art. Leadership is based on the understanding and application of experience, lesson learnt, principles and techniques. This leadership is began when people influencing and directing in such a way as to obtain their confidence, willing obedience, respect and loyal cooperation to accomplish the mission. A good leader mainly focuses and looks after following things as respect for future challenges;

- a. Creates a conducive work environment.
- b. Take responsibilities for failures, losses and guide and teach others to do the same correctly.
- c. Works to release intelligence and initiative of subordinates.
- d. A leader has to put an effort to rise to a position of authority.
- e. In an operation or task hold a vision.
- f. Aim to become a leader of leader and not a lender of followers.
- g. Always keen learner does not hesitate to ask.
- h. He is consistent to a point of rigidity.
- j. Does not believe in delegation.

20. A leader focuses his aim to achieve the task. Good leaders always ensure that the group's purpose and relevant important things are fulfilled. If the leader failed to do it the result is frustration, disharmony, and eventually criticism in the navy. Another good leader's

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important aim is maintaining of effective relationship among the soldiers. These relationships are effective if they contribute in achieve the goal or operation in the navy. The most essential quality in a leader is the ability to generate a vision for himself and for his subordinates. This leadership aspects or qualities can be developed, learned and practised in any circumstances by anyone. For that possessing of mental and physical courage and moral integrity are required.

21. The leaders are responsible for developing system, knowledge and interpersonal skills in the force or belong to their separate unit. They should act as a counsellor and a guider rather than simply as a judge. The leaders are responsible to teach their people the importance of their role to achieve the tasks, operations or aims. Without that they are not able to think and foresight way ahead in the situation. Leadership is the process of inspiring individuals to give their best to achieve a desired result. Leadership plays a major role influencing team behaviour as it is the leader who defines the goal and subsequently provides the direction for the aim or task. The behaviour of superior leaders or people, how they react for the task, what is their intention for various circumstances and quick decision making/ action taking are well look after by juniors. Those are affected to juniors to learn, study and they are expecting such qualities from their leaders. Juniors are not expecting their leader to become a failed character and unhappy in all situations.

22. Leaders have to demonstrate their mastery of social requirements relevant to the situation. The leaders are only recognized when there are teams and teams having requirements. They need to prioritize and satisfy their subordinates' requirements and all needs. The best leader's main responsibility is to identify positive reactions from members of their group. As a leader of the unit we should have to focus on the behaviour and not on the personality, not on fulfilling personal needs of the people.

23. As leaders we have to consider job relationship with the subordinates. We should have to characterise by mutual trust, respect for subordinates ideas and regard for their feelings. We have to ensure implies concern for followers and their comfort, wellbeing, status and satisfaction. The leaders with high consideration would help subordinates with personal problems; he is friendly and approachable and treats to all people as equal in same level.

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Each officer thus has to prepare himself from the very beginning, from first step for the 'task of the leader, responsible and role of the leader so that he can be ready to assume that responsibility if opportunity arises and privilege permits.

24. The team or unit needs to know why they exist, what they are supposed to accomplish and who else is involved. If these areas are fuzzy, frustration is the result. To accomplish this effective planning and leadership is most essential and required. Leader must be well organized and capable of helping the subordinate to organize it to accomplish established tasks. One of the strengths of a good leader is the ability to see and look a future of his juniors. The motivation is personal and leaders must know individual soldiers in order to learn what motivates them. A leader must be sensitive to recognise these employees' needs and design ways to meet them while achieving the goals and task of the juniors in his unit.

How a leader build a successful unit or team

25. This consists of the following: -

a. The competence of the leader is very important. The unit should feel that its soldiers have the skills; knowledge and capability to address the issues for which the soldiers were formed. The soldiers know how to examine errors without personal attacks. Then soldiers have capacity to create new ideas.

b. The Leader should clearly command and communicate his expectations for the soldiers' performances and expected outcome of the unit. The soldiers will prepare to take risks as groups and individuals. Then soldiers know that they can influence the important things to his superior.

c. The Leader should have to encourage his subordinate to feel the unit mission or task is important and all members committed to accomplish the unit mission and expected outcome.

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d. The unit or team should have to know their charter; they should know its assigned area of responsibility and design its own mission vision and strategies to accomplish the task. Therefore the leader is responsible for educate men under his command thoroughly for task orientation.

e. The leader should be responsible for encouraging understanding the roles and responsibilities of all soldiers under him. They should learn the problem solving and conflict resolving methods. Then soldiers develop a mutual trust with the leader.

f. A leader can obtain good output from the soldiers if they have effective communication system with each other. Without that a task or goal setting is frustrated and failed. Therefore soldiers should be clear about the priority of their task and they should communicate clearly and honestly with each other. The Leader should build a relaxed climate for communication between them.

g. If leaders have good context team members must understand why they are participating in the task and they should understand how the strategy of using each soldier will help the unit or team to attain its aims. Then each member is willing to contribute.

h. When a leader guides his subordinates correctly, automatically high level of interdependence among soldiers will begin. If the leader has good people with skills and it is committed to begin successful relationship in the unit.

FACTORS TO BE FOLLOWED BY LEADERS WHEN TAKING OF DECISION

26. Consider your values, attitudes and needs Identification of the purpose is essential. The leader is responsible for identifying what is the problem to be solved? Why it should be solved?

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27. **Your assumptions about subordinates**

Identify the principles to the alternatives. What standard and judgment criteria should the solution meet? Brainstorm and list different possible choices. Generate ideas for possible solutions.

28. **Your confidence in your subordinate** Evaluate each choice in terms of consequences. We have to use standards and judgment criteria to determine the concept and progress of each sailor/ soldier. Determine the best and reliable alternatives. Evaluate the outcome of your decision and action steps. What lesson can be learnt? This is an important step for further development of your judgment and actions.

29. **Motivation to work** The choices and identification of their expectations are the most important. Transform your actions in to specific plan of action steps and execute your plan. Be a good listener for your subordinate. Open your office door for them all time. Let them talk with you at any time. All people like to do their job freely. Be comfortable with both hard and soft input. Your single action may have more than one outcome.

As leaders

30. It is leader's duty to look after all welfare matters of his people in time and correctly as far as possible. Leaders can't lose their responsibilities and assigned tasks, they have to lead the battle or daily work. Juniors are expecting that their superior will protect them. Then the leaders have to protect and safeguard the sailors' lives in the navy. Therefore guiding of people in all activities, protection of their needs/ rights, giving relevant guidance from time to time and providing their needs are the most important and essential.

31. When we look after our sailors' behaviour in the navy it is benefited to have or set some policies/ rules to develop sailors' attitudes towards the navy. If they are familiar with those rules or policies they know what ever the things their leader will expect and they try to do that task putting full effort. Then they know their respective task and they know what should they have to do and shouldn't do. Sometimes we can change the attitudes of people.

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The easier way of changing the attitudes of people's is to satisfy sailors' needs and requirements. Anywhere job satisfaction is the most important thing. Humans are doing all the things for their benefits and survival on the earth. As leaders we should have to identify that and behave in accordance with it. Otherwise people come and work for a short period of time and leave them away from the navy having bad impression in their hearts. The sailors are always satisfied if their things are fulfilled as per their hopes and needs. If they are satisfied they will do all works with their maximum effort.

32. If a leader wants to up lift his unit he should have to build a good relationship with his unit. He should have to ensure various aspects as he is able to look after the welfare, training of people and other matters and the person who is responsible for handling all the people in his unit. If sailors know their leader will look after them in all conditions, they will carry out all things to develop the unit or success of the mission. Then they are happy to stay in that area or unit.

33. There are some people who are lazy to work. The sailors' attitudes can be changed by arranging skill development programs from time to time. If a person continuously working in a same level/ position or with same things, by the time that person will be unhappy about his job. Therefore we have to identify that and try to avoid this type of circumstances by increasing of allowances, update their promotions, giving of rewards and giving of special benefits. If they act in good level you can give them proper recognition. As a leader it is better to arrange interviewing programmes. By interviewing you can identify people's attitudes and aspirations. It is better to make some arrangements to meet your people individually thrice a month. Then you can identify your people and you can decide what type of actions you should have to take.

34. In the forces identification of job satisfaction is very important. Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions. If a leader able to identify this job satisfaction he can fulfil all the aims or tasks. An individual, who has not fulfilled his

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responsibility feels the sense of anxiety and regret for not performing well, he will also feel dejection due to not being able to achieve their hopes and aspirations.

FACTORS THAT INFLUENCE JOB SATISFACTION

35. **Communication load.** One of the most important aspects of an individual's work in a Naval force concerns the way of communication demands that sailors encounters on the job. The demands can be characterized as a communication load, which refers to the rate and complexity of communication inputs an individual must process in a particular time frame. The individuals in an organization can experience communication load which can affect their level of job satisfaction. Communication load can occur when an individual receives too many messages in a short period of time which can result in unprocessed information or when an individual faces more complex messages that are more difficult to process. Due to this process, "given an individual's style of work and motivation to complete a task, when more inputs exist than outputs, the individual perceives a condition of overload, which can be positively or negatively related to job satisfaction. According to the ideas of communication load, if sailors do not receive enough input on the job or is unsuccessful in processing these inputs, they more likely to become dissatisfied, aggravated, and unhappy with their work which leads to a low level of job satisfaction. It will directly affect to that unit or team leader to perform his duties in bad conditions.

36. **Leaders – juniors & sailor's communication** The Leaders – sailors' communication is an important influence on job satisfaction in the Navy. The way in which juniors and sailors perceive a leader's behaviour can positively or negatively influence job satisfaction. The Communication behaviour such as facial expression, eye contact, vocal expression, and body movement is crucial to the leaders – juniors and sailors relationship. Nonverbal messages play a central role in interpersonal interactions with respect to impression formation, deception, attraction, social influence, and emotions. The nonverbal immediacy from the supervisor helps to increase interpersonal involvement with their subordinates' impact on job satisfaction. The manner in which leaders communicate with

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their subordinates non-verbally may be more important than the verbal content. The individuals who dislike and think negatively about their supervisor are less willing to communicate or have motivation to work whereas individuals who like and think positively of their supervisor are more likely to communicate and are satisfied with their job and work environment. A leader who uses nonverbal immediacy, friendliness, and open communication lines is more likely to receive positive feedback and high job satisfaction from a subordinate. Conversely, a Leader who is antisocial, unfriendly, and unwilling to communicate will naturally receive negative feedback and create low job satisfaction in sailors in the Navy.

37. **Emotion.** The moods are related to overall job satisfaction. Mood and emotions form the effective element of job satisfaction. Moods tend to be long lasting but often weaker states of uncertain origin, while emotions are often more intense, short-lived and have a clear object or cause. Positive and negative emotions were also found to be significantly related to overall job satisfaction. It was found that suppression of unpleasant emotions decreases job satisfaction and the amplification of pleasant emotions increases job satisfaction.

38. **Genetics.** It has been well documented that genetics influence a variety of individual differences. Some “research suggests genetics also play a role in the intrinsic, direct experience of job satisfaction like challenge or achievement. One experiment used sets of monozygotic twins, reared apart, to test for the existence of genetic influence on job satisfaction. While the results indicate the majority of the variance in job satisfaction was due to environmental factors (70%), genetic influence is still a minor factor”³. Individuals high in negative affectivity are more prone to experience less job satisfaction. Positive affectivity is related strongly to the personality trait of extraversion. Those high in positive affectivity are more prone to be satisfied in most dimensions of their life, including their job. Differences in affectivity likely impact how individuals will perceive objective job circumstances like pay and working conditions, thus affecting their satisfaction in that job.

³ www.behaviouralhealth.army.mil

Relationships and practical implications

39. Job Satisfaction can be indicative of work behaviours such as organizational citizenship and withdrawal behaviours such as absenteeism and turnover. Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviours. This job satisfaction is in connection with life satisfaction. This connection is reciprocal, meaning people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. However, some “researchers have found that job satisfaction is not significantly related to life satisfaction when other variables such as non-work satisfaction and core self-evaluations are taken into account”⁴. The job satisfaction is a strong predictor of absenteeism, suggesting that increasing job satisfaction and organizational commitment are potentially good strategies for reducing absenteeism and turnover intentions.

THE LEADERSHIP CHALLENGES

40. During the old day requirements of the human beings were simple and they got them fulfilled through the guild system. A few excessive productions were carried out with the intention of exchanging with the other requirements. But with the industrial revolution that was changed and factory system was introduced. People started to work for money and tried to manufacture more and more products for more money. This was the point where the leadership was required to control the men for a common goal. Later it expanded over economic, political and military fields with the development of the social structure system. Later all these fields used to fight with each other and the leadership became a challengeable task. Among that the military leadership became significant. Because of that the field of military is very complex and advanced than any other fields. The military superiority is a basic requirement of a nation, as the world is in so tense situation to fight on the limited

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natural resources at present than before. The armaments are being getting sophisticated and lethal to compete each other .with that the function of command and control of the Naval service also has become complex and challengeable with the time, with the expansion of technology, threat and human development.

Administration and Management problems

41. This is the process of getting things done effectively and efficiently, through and with other people. In the battle field the leader is the controller of overall command. Then he should carry out all the function of planning, staffing, organizing, communicating, directing and controlling. It requires a lot of managerial skills, knowledge and competencies. The ability of application and justification create a good military leader.

a. **Human Resources.** The feudal and guild system over and now the soldiers are a human resource. Now it is rich in education and motivation is difficult as that is a combination of social, economy, achieving and complex men as described in the management. So the command and control of this resource is a challenging task. It requires a lot of knowledge on human resource planning, organizational development, employee relationship and personal facilities .So the military leadership must change as per that. The style of leadership in the past does not tally with the present century .So the functions of the leadership are becoming complex every day.

b. **Training.** The training of men is a vital requirement in the military. The training of how to fire a light machine gun and send him to the field is over now. With the present technologies, tactics, education of men and social trends, the training process has become very complex. That has to be evaluated at every stage and the development of skills of the soldiers must be improved. The training technologies and the area to be covered have broadened .In addition to that he must focus on organizational development. That is how that military adapts to the changing environment (technology capabilities of enemy, economy of the country, social trends etc...)

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c. **Communication.** In the military set up everything depends on the effective communication. Information must be passed vertically and horizontally. The only downward flow of communication is not enough and the feedback from the ground level also required in taking decision in war field of the time. How it is done effectively with the security is challenging for the military leadership. Keeping of uninterrupted communication throughout the confrontation has become a challenge now.

d. **Motivation.** The sailors' needs are very complex now. That has become a challenge for the leaders in the way of motivating soldiers. The motivation requires for the maintenance of morale, maintenance of the aim and the offensive action. Sometime the leaders must create theories other than need and expectancy theories of motivation. Nothing can be gained if the motivation of the soldiers is not in the high standard.

e. **Decision making.** There is no time to think about prior making decisions in the present century. The information technology is so quick and the sophistication of military equipment is so complex. The area to be covered is vast and the situation is very deterrent. Then it affects highly on decision –making. The rapid expanding unknown invention and imbalance ideas of the other also make the situation complex. Therefore taking about the decisions in this century is a challenging task for the leaders.

Time factor

42. Changes in the information environment have had the effect on compressing time in the battle space. Identification, notification and engagement of decisions have to be more quickly than human physiology and decision –making capability. The sensor to shooter link is likely to become automated, reducing the time lag between identifying a target and launching a weapon to engage it. The soldiers have many problems official/ personal and they will allow telling those things to their leader. In that time leader is responsible to give

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reliable solution or reply to them. They will expect good output from their superior. Otherwise that incident will become a huge problem or havoc in the team or unit.

Human and fundamental rights

43. The rights to life and freedom from torture are two important rights that people should entitle to irrespective of whether they perform their duties or not. There is increasing international understanding on this matter today. There is no justification to torture even the worst type of criminal. On the other hand people have a primary human duty respect other people's lives and refrain from killing and violation.

44. Therefore the era when the military leaders treated and commanded their subordinates as they wished is over now. Even the soldiers are well aware of what they have been provided by the 'Universal Declaration Human Rights -1948'' Therefore a sound knowledge of judiciary world is required when dealing with them today. If not such people will have to appear in the courts. There are hundreds of cases in the war history. Now this has become a leadership challenge for a superior or leader. He has to think twice before commanding his men even in a terrible condition.

Information warfare challenges

45. In the past lose or the victory of the war totally depended on the tactics, skills and the competence of the leadership. We have much experience on that during the last humanitarian operation in Sri Lanka. All people were same and a person who is skilled in command and control was the leader. The developments of materials and equipment field have increased now. The satellite pictures, Internet facilities and video images will make the situation more and more in the future. The leadership will have to plan the situation and educate subordinates, taking all these as challenges in the future. The information warfare is used nowadays for action taken to preserve the integrity of one's own information system from exploitation, corruption or disruption while at the same time exploitation and corruption are destroying an information advantage in the application of force. As the warfare is continuously developed to attack the information flow, that badly affect the planning process

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of the war. Because the leader can't rely on the information's security, reliability and the speed.

Decentralization of warfare

46. In the early, the tendency was to fight in groups. This becomes a larger and larger through the world wars. Fleets of hundreds of ships and thousands of troops move together for operations. Therefore the force could be focused on a certain location and carried out offensive action. But world's trend of war has changed. It has converted from massive offensive action to small team guerilla operations. This is very evident everywhere in the world. The terrorist activities of small team operations were very much obvious in the countries like Iraq, Afghanistan, indo-Pakistan and Sri Lanka. The threat can be developed at any place at any time unpredictable. Therefore the leader has to think and arrange pre plans, protection gears and educate men under him for future challenges. With the industrialization people used to work in groups for money and a kind of function was required to lead them. With the development this became an art called leadership and with the centuries it became challengeable especially in the forces.

47. The people joined to the Navy during this period are educated and they brought a lot of varieties. Then the leadership was required to know how to manage, train communicate, motivate and make decision over these resources. Therefore converting a man to effective war machine is not an easy task now. Even though that was accomplished, the control of him is the next problem. A small mistake of leadership may end up at the courts for the sake of human fundamental rights. In addition to that when the human resource is concerned, as leaders making of suicide attack or an unwanted accident is a dangerous situation and challenge in present scenario. The delay of few seconds can turn the war and daily matters also upside down. Generally these are incorporated with modern methods, which obsolete the concepts of concealment methods and security of the opponent actions.

48. The psychological operations are an effective proven combat weapon nowadays. Making the minds of soldiers at peak of a war is not an easy task for leaders due to this. The actions of information warfare, which attacks to the electronic systems, are also a

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considerable problem while the war is going on. Everything happens on the system of electronics and sudden black out of this is a challenge which could not be seen in the past. Finally as a result of all above, the time is the greatest military leadership challenge. The leaders have to struggle with the decision making speed of the electronic equipment. It is not more than a fraction of a second. The leader's good decision making is affects the soldiers' survival on the earth and their correct behaviour also.

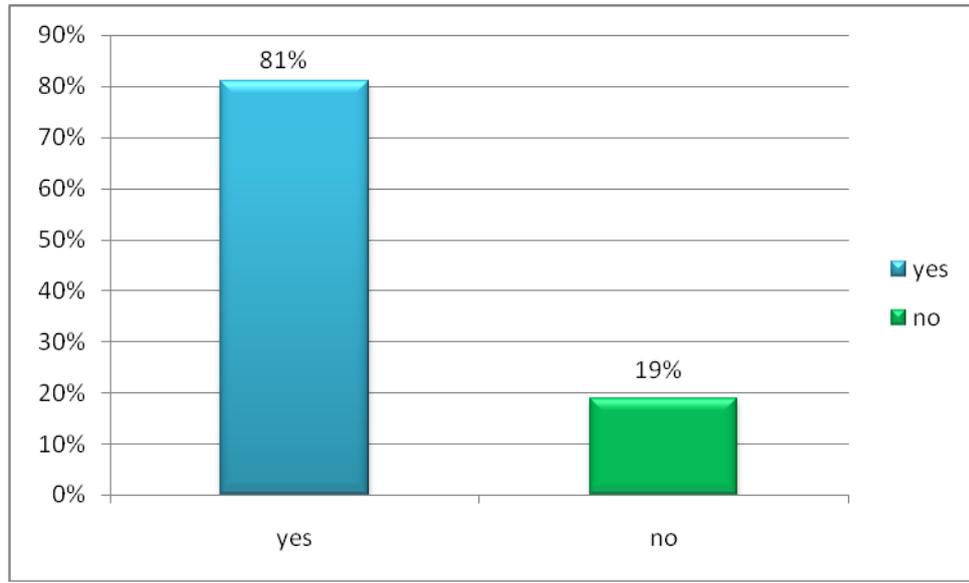
CHAPTER IV

FIND DATA ANALYSIS

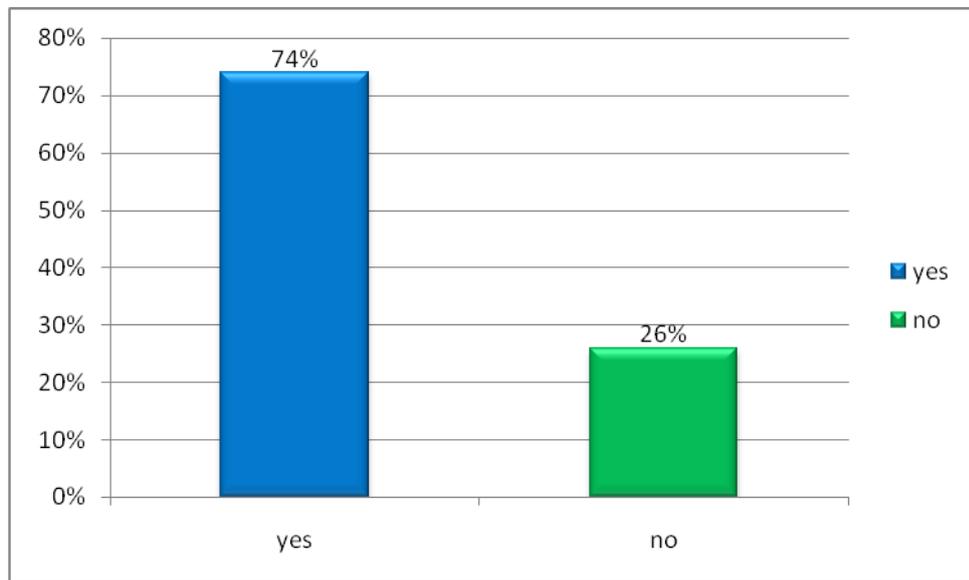
49. This chapter consists of the findings of the survey. In order to understand this chapter easily, the researcher has categorized into four sections. The first section is brief and it evaluates the leadership qualities and what is leadership. It includes a percentage how much they know about leadership, for what purpose they use it and why they do not use it. Second section includes the effectiveness of the leadership. These sections discuss the satisfaction of the leadership and the expectation of the junior officers and sailors. Then the next section is about the possible drawbacks that are identified by the junior officers and sailors. The majority of them were reluctant to answer this question. However, some of them were supportive and provided their fullest support. Further, last section gives the opinions and suggestions for what should be done to improve the leadership aspects and how to build the system. Finally, last section summarizes all findings and tries to find out what should be improved on the leadership, which type of best aspects are reliable for Sri Lanka Navy and whether the leadership is used effectively to overcome combat stress and if not what are the reasons for those things.

People's experience of war

50. According to the findings of the survey among 50 officers and 50 sailors, 81% of officers had the war experience and the 19% of them had not any war experience. Among the sailors', 74% of sailors' had war experience and 26% of them had not any war experience. These findings are shown in **Graph-I** and **Graph-II** respectively below.



Graph-I: War experiences of officers



Graph-II: War experience of sailors

51. Answers were given by the officers and sailors choosing only one out of thirteen questionnaires. One questionnaire was included an open ended question to indicate their views, proposals and ideas to avoid or overcome the combat stress. Further, the research

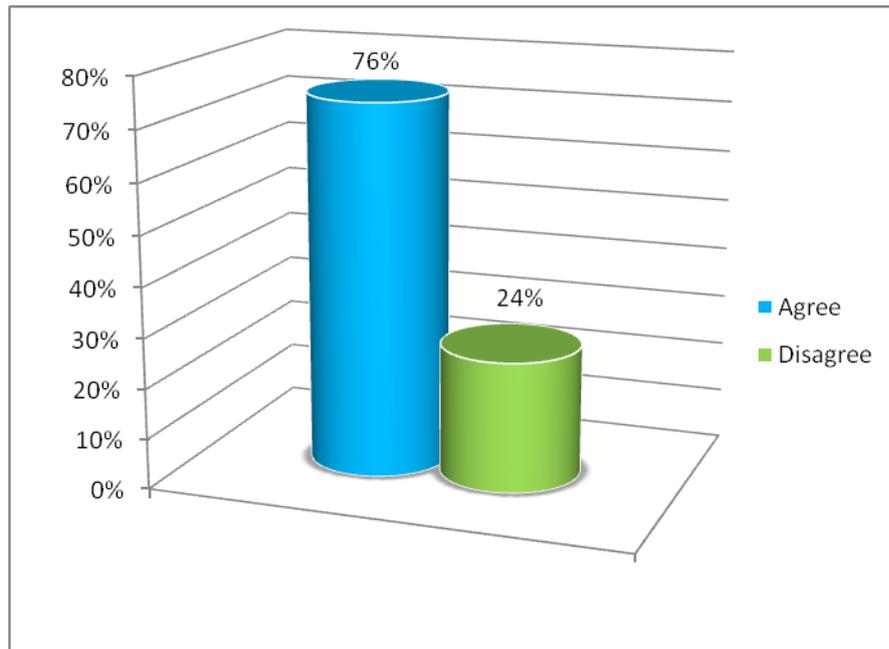
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reveals that the highest number of people selected for the study have been experienced in the last LTTE war in Sri Lanka. The data was analyzed by using bar and pie charts illustrated the responses for each variable. 14 numbers of total questions were designed for this study. Allocation of Marks for the all questionnaires which were asked from selected sample is as follows.

a.	Totally Agreed/ Yes	-	5 (TA)
b.	Agreed	-	4 (A)
c.	Disagree / No	-	3 (DA)
d.	Completely Disagree	-	2 (CDA)
e.	Cannot be Mentioned	-	1 (CM)

52. Sri Lanka Navy officers and sailors have adequate leadership qualities to face war challenges (Q -2)

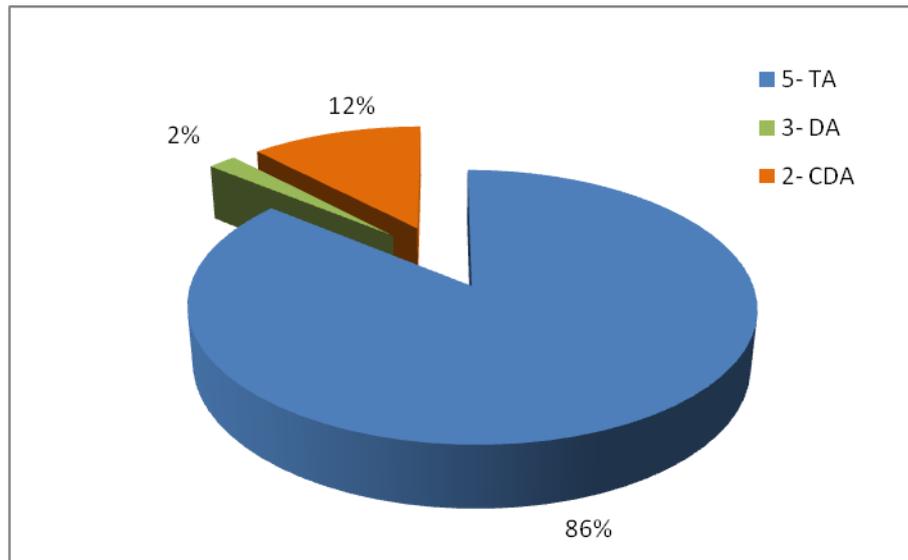
a. Data analysis revealed that 74% of naval people illustrated adequate leadership qualities as training was enough/ sufficient among the naval personal. Out of them, 26% disagreed to the existing system of Sri Lanka Navy. Especially they have highlighted the insufficient of born leaders and well trained experienced persons are not available in Sri Lanka Navy. Inadequacy of man power, personal circumstances and equipment are also caused to this problem. The findings are shown in **Graph-III**.



Graph-III: People's opinions/ for Leadership qualities

53. **There were some weaknesses in the leadership during the war, various circumstances/ lapses had happened (Q-3)**

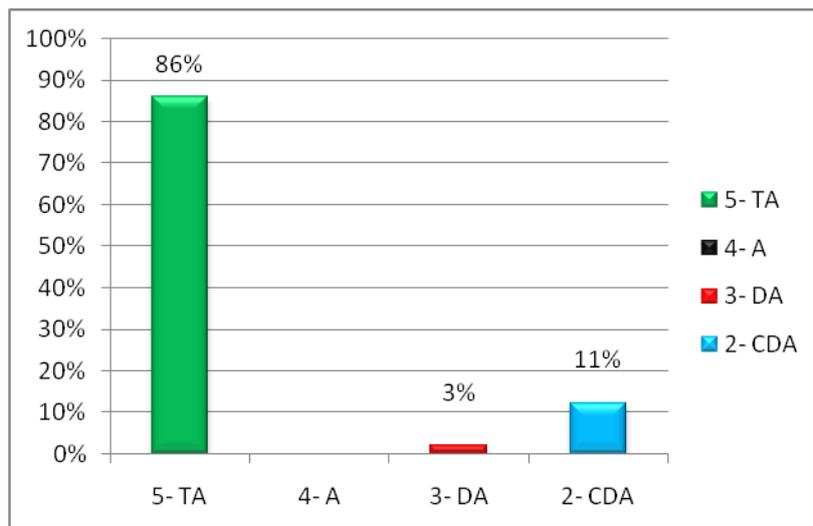
a. This question have been focused on failures of leadership which faced by the naval personnel while engaging in the war, 86% of officers and sailors agreed that those lapses and mistakes which happened due to the poor leadership. Among the respondent officers and sailors, 12% of them disagreed with that and 02% of others did not answer. These findings were shown in **Graph-IV** below.



Graph-IV: People's attitudes for Leadership weaknesses

54. Adequate improvements are needed to develop leadership qualities in basic training/ special training (Q-4)

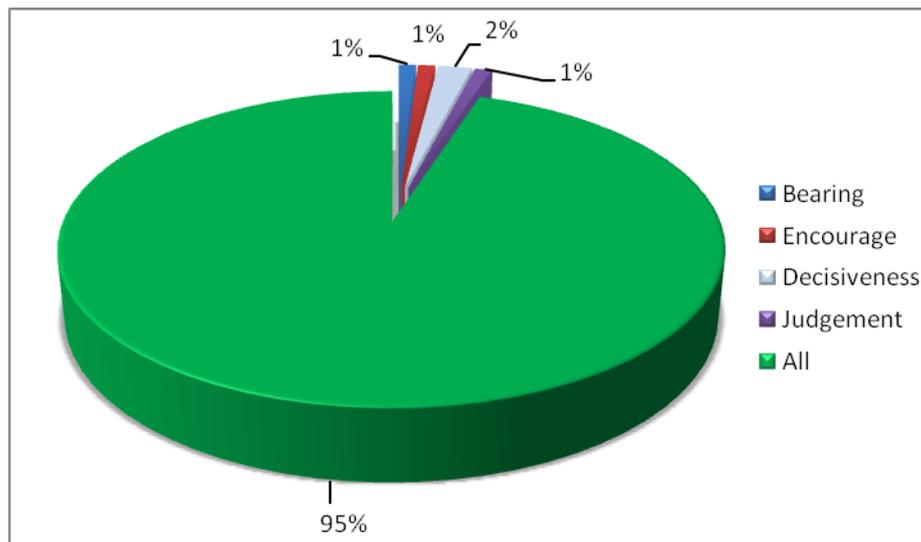
a. As per their knowledge, 86% of naval people mentioned considerable changes are needed in the existing naval training system and 3% of people refused to answer the question, 11% of people agreed for the existing training system of Sri Lanka Navy. These findings are shown in **Graph-V**.



Graph-V: People's ideas for the change of training

55. Which important quality is highly shown by officers & sailors when engaged in combat stress during the war? (Q-5)

- a. **Bearing** b. **Encouragement** c. **Decisiveness**
d. **Judgment** e. **Above all**



Graph-VI: Leadership qualities Averages

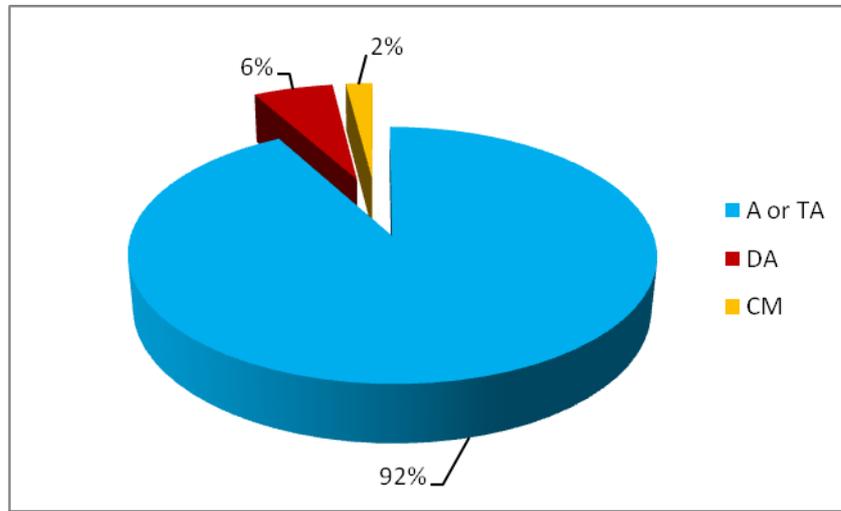
56. When analysing the above chart (**Graph-VI**), answers were given accepting the above statements by an average of 95% to selecting “Above all”. Other 05% of people have given different answers as bearing (1%), encourage (1%), decisiveness (2%) and judgement (1%). During the interview many expertise revealed that a good leader should be accompanying with more good and important leadership qualities.

57. **During the war time the combat stress was not a matter for a leader (Q-6)**

- a. The above question statement was denied by officers and sailors who were involved in war. 92% of people in selected sample revealed that the combat stress was not a problem or matter for their works in war time. Other 6% of people in the sample disagreed to the same question statement and 02% of naval people mentioned that they cannot mention the correct answer for that question. Further the war experienced

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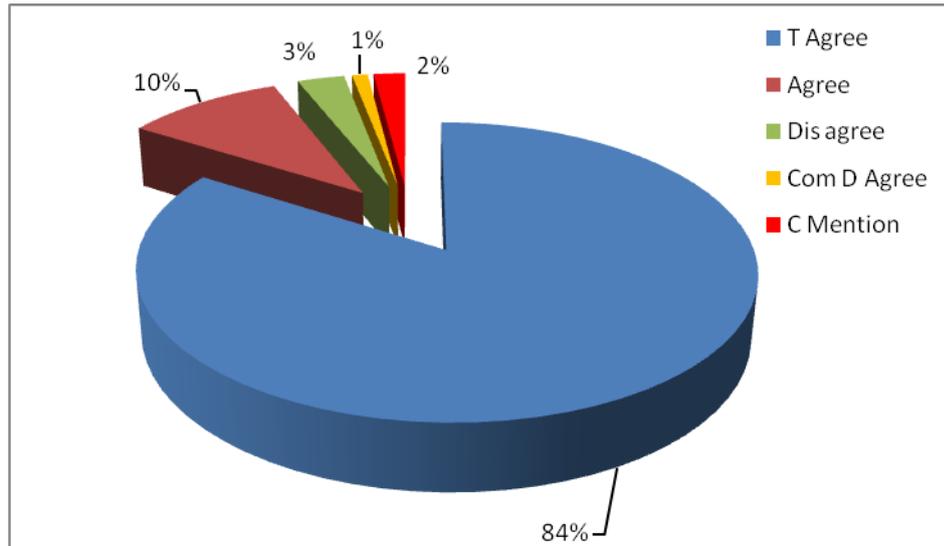
people mentioned when combat stress occurs simultaneously, in many times they have to manage and take appropriate decisions as soon as possible in order to avoid vulnerable things happen in that place. **Graph-VII** illustrates the averages of those statements.



Graph-VII: Combat stress statements averages

58. **Present leadership training programs are malfunctioning with those senior leaders' characteristics and knowledge are not enough (Q-7)**

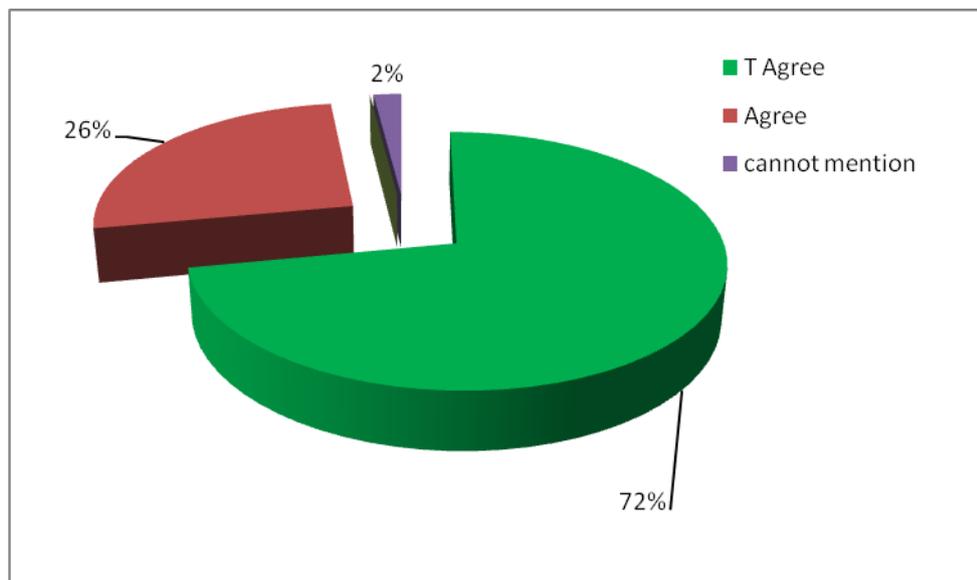
a. Following table depicts that, the lapses and weaknesses are accompanied by existing naval training system. Therefore considerable changes, new implements and paying much attention to leadership qualities are needed to enhance and up lift the existing training system of Sri Lanka Navy. The answers were given as, 94% of people who agreed with the above statement, 4% of them disagreed with that statement and 2% of them are reluctant to answer for that statement. **Graph-VIII** shows the averages of those statements.



Graph-VIII: Leadership training program ideas

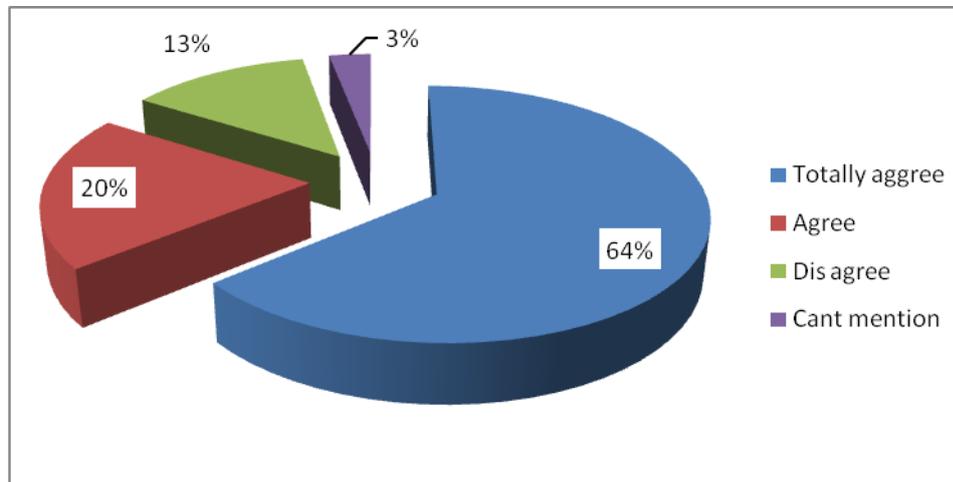
59. **Changes & improvements are required to Sri Lanka Navy with regard to decision making, out of the box coordinate, judgement, transformational qualities and own initiate (Q-8)**

a. As per below chart **graph IX**, 98% of people mentioned the need of considerable changes in the existing naval management and decision making system and 2% of people did not answer to the same question.



Graph IX: Required changes & improvements averages

60. **Required to develop Naval enlistment and recruiting system with attitudes & new technologically leadership (Q-9)**



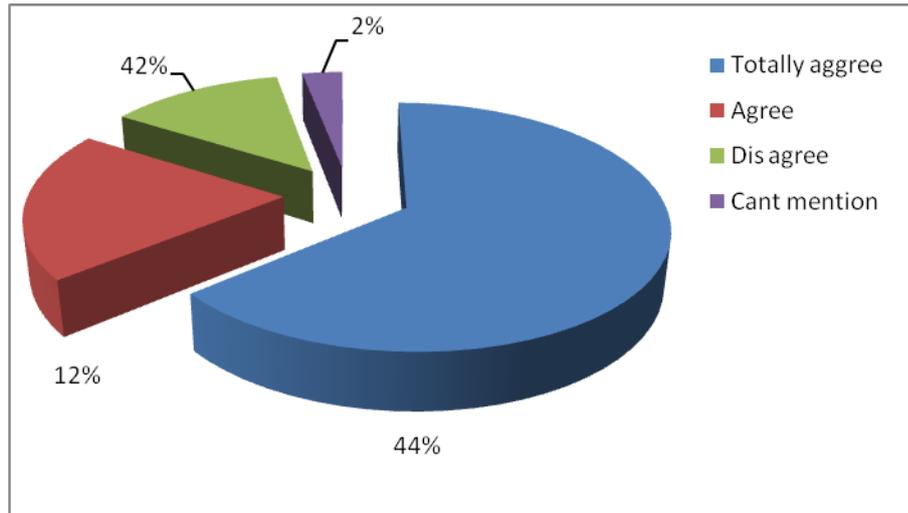
Graph X: Naval enlistment and recruiting system

a. When analysing the above chart, answers were given agree to the above statement with the average of 84% agreed and 13% of people disagreed with the statement. 03% of people were reluctant to comment on the above statement. Nevertheless, during the interview much expertise reveals that existing enlistment and recruiting system should be developed and it is needed to have an implement technological developed method or management plan with the proper coordination at higher level.

61. **There were more weaknesses in early recruiting system of Sri Lanka Navy (Q-10)**

a. This question have been focused on weaknesses of recruiting system which happened in earlier, 56% of officers and sailors agreed to that those weaknesses, lapses and mistakes which happened due to poor leadership. Among the respondent officers and sailors, 42% of them disagreed with that and 02% of others do not mention any answer. These findings were shown in the **Graph-XI** below.

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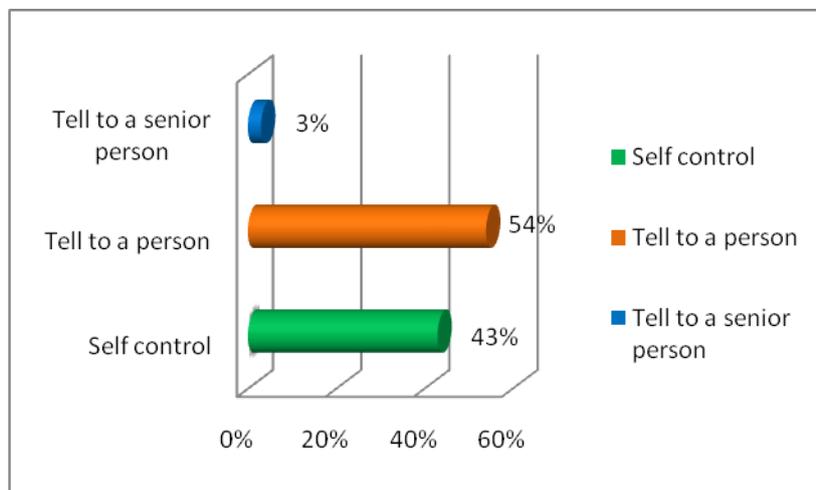


Graph-XI: Weaknesses average of early recruiting system

62. Which precaution or action you should initiated, to overcome the combat stress?

(Q 11)

- a. Self-controlling - 4
- b. Tell a person - 3
- c. Self-thinking - 2
- d. Tell a senior person - 1



Graph-XII: Precaution or action for combat stress

e. The data analysis revealed that 54% of naval people illustrated “Tell a person” is the answer to overcome the combat stress during the period. Out of them, 43%

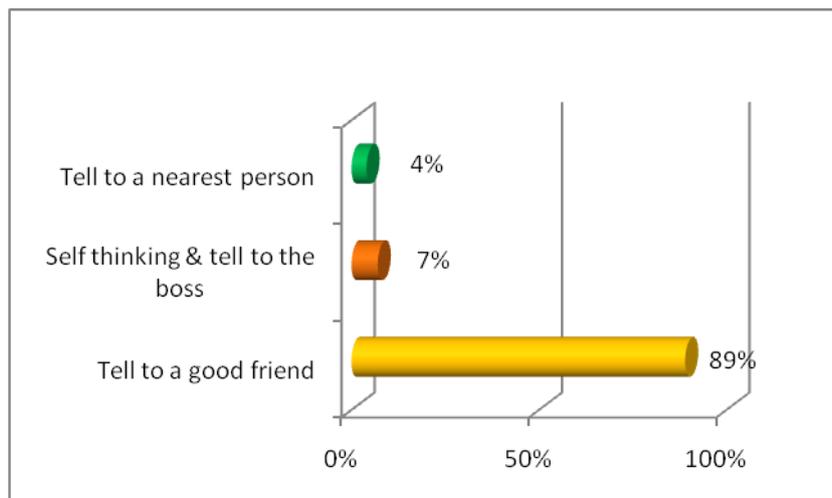
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illustrated “Self controlling” answer and 3% of them given “Tell a senior person” answer. These findings are shown in the **Graph-XII**.

63. **What is your quick reaction if combat stress occurs suddenly? (Q-12)**

- a. Informed a senior person - 1
- b. Tell a good friend - 2
- c. Tell nearest person - 3
- d. Self-thinking& tell the boss - 4

e. The data analysis revealed that 89% of naval people illustrated “Tell a good friend” answer for quick reaction under combat stress situation. Out of them, 07% illustrated “Self thinking & tell the boss” answer and 04% of them given “Tell a nearest person” answer. These findings are shown in the **Graph-XIII**.



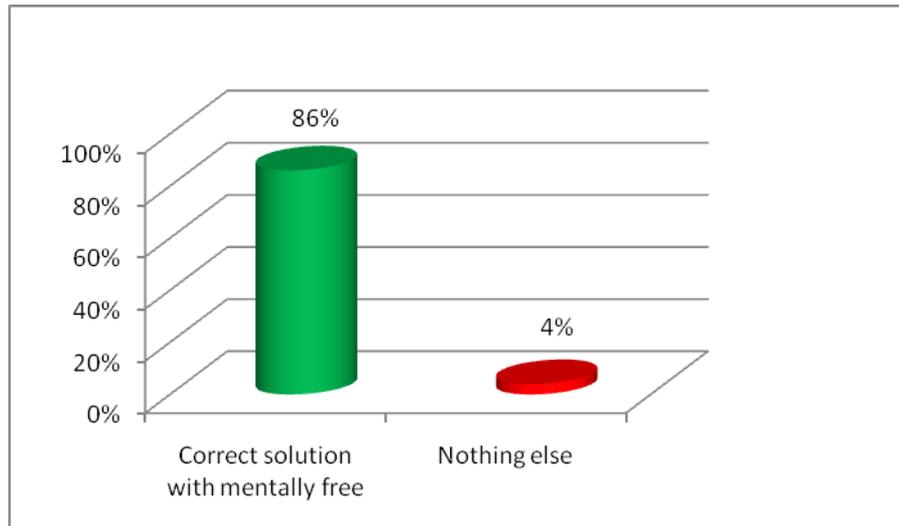
Graph-XIII: Quick reaction average for combat stress

64. **What is your intention or hope if you have the combat stress? (Q-13)**

- a. A correct solution with mentally free - 4
- b. Sympathy - 3
- c. Rewards/ profit things - 2
- d. Nothing else - 1

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e. This question has been focused on how to react or handle the combat stress while performing their day today works. 96% of officers and sailors illustrated they want to find correct solutions for those problems and then they want to be mentally free. Among the others respondents, 04% of them illustrated “nothing else” answer for that question. The **Graph XIV** shows those averages.



Graph XIV- Intention averages for combat stress

65. **What are the proposals, suggestions and views to avoid the combat stress? (Q-14)**

a. This question was asked as an open ended question. Majority of the sailors were reluctant to answer this question and a very few people (officers and senior sailors) were given answers. The summarized answers are as follows,

- (1) When in doubt choose a reliable, well experienced person and inform them in order to find solutions.
- (2) Self-control of own life problems and for official tasks take assistance.
- (3) When stresses occurred away from that work and do another work.
- (4) The combat stress is a self-control, timely effect thing and need reliable training.
- (5) Conduct more counselling awareness and attitude development programs.

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- (6) Prepare surrounding in good manner and leaders must ensure to supervise subordinates often.
- (7) Teach people how to work in various places, prepare more endurance training programs, a lot of team building and self-discipline control programs.
- (8) When in stress close eyes and take some hard breaths.
- (9) Live in harmony and religiously.

66. Officers and sailors given answers averages are as follows;

(Sample= 100 no's of Officers & Sailors) Question No.	Answers for questions		
	Yes / All Or Agree %	No / Nothing else Or Disagree %	Cannot mention / Agree for existing / other answers
1	81 (Officers) & 74 (Sailors)	19 (Officers) & 26 (Sailors)	-
2	76	24	-
3	86	12	2
4	86	3	11
5	95	-	5 – 1 each other
6	92	6	2
7	94	4	2
8	98	-	2
9	84	13	3
10	56	42	2
11	54- Tell to a person	3- Tell to a senior person	43- Self control
12	89- Tell to a friend	7-Self thinking & tell to boss	4-Tell to nearest person
13	96- Correct solution & mentally free	4	-

Table II: Results of the Questionnaire

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CHAPTER IV

CONCLUSION

67. Sri Lanka was experienced with 30 years prolonged internal conflict against the LTTE organization. Ultimately the government was able to enforce peace after defeating the terrorists as a result of a strategically battle. Although the terrorism is in its bitter end, causes for the combat stress remain the same in the Navy. According to the results of the study; leaders have main responsibilities to build many things to have a successful unit or team Navy in future. Today Sri Lanka Navy has the strength of over 54225 personnel actively in service. Sri Lanka Navy was established on 09th December 1953, which was called as the Royal Ceylon Navy. It became Sri Lanka Navy on 1972; when Sri Lanka was, declared as a republic. Even though Sri Lanka was a small country of 65610 Km², Navy operates well beyond the territorial limits. It is important to mention that conventional military capabilities of the LTTE organization inside Sri Lanka have been ended. Therefore a sustainable solution can be obtained without the intervention of the LTTE. Therefore the respective leaders' main responsibility is now to develop a successful culture, find solutions for sailors' problems/ difficulties and make necessary arrangements to overcome the combat stress. Then this attempt is to find out the effectiveness of the system, drawback of the system and finally to provide recommendations to improve the leadership system.

Summary of find Data

68. The leadership challenge is about how leaders mobilize others in order to get extraordinary things done in organizations. It's about the practices leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity and risks into rewards. It's about leadership that creates the climate in which people turn challenging opportunities into remarkable successes. Certainly there are no shortages of challenging opportunities today. In these extraordinary times, the challenges seem to be increasing and through our responses, we have the potential to change the place profoundly in

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which we live and work. When successful leaders talk about their personal best achievement, they talk about searching for opportunities to innovate and change things. The source of most innovation is external to the leaders unit, so the leader must always stay open to accept ideas from each and every source. Innovation brings risk. Leaders accept the mistakes that result from experimentation and make every effort to learn from them. They also build commitment to change and renew through a process of incremental improvement, they develop resiliency and hardiness in order to make them more capable of dealing with uncertain and troubling times.

69. Maintaining a leadership is a hard work. Leaders deeply care about others; they often refer to their work place as a community and to those with whom they work as a family. To teach people how to work in various places, lots of team buildings, lots of offsite and other forms of training should take place. Leadership is a dialogue, not a monologue. To enlist support leaders must have intimate knowledge of people's dreams, hopes, aspirations, visions and values. People first follow the person, then the path and other tasks. Leaders have a desire to make something happen, to change the way things are, to create something that no one else has ever created before. In some ways leaders have to live their lives backward. The leader's primary contribution should be the recognition of good ideas, the support of those ideas and the willingness to challenge the system to get new products, processes, services and system adopted. It might be more accurate, that leaders are early adopters of innovation. Leaders know well that innovation and change all involve experimentation, risk and failures. They proceed anyway. Leaders also pay attention to the capacity of their constituents to take control of challenging situations and become fully committed to change. You can't exhort people to take risks if they don't also feel safe. When getting extraordinary things done in organizations, leaders have to consider following things:

- b. Inspire a shared vision
- c. Model the way
- d. Encourage the heart
- e. Challenge the process
- f. Enable others to act

70. Based on the survey which was carried out on the leadership aspect overcoming of combat stress considering the weaknesses and opportunities in naval service, the following

recommendations which were given by respondents are finalized to improve the system.

RECOMMENDATIONS

OVERCOME THE ADMINISTRATION/ MANAGERIAL CHALLENGES

71. **Managerial challenges**

a. All the leaders must know the development of the art of managing the human resources. They have to be under gone Human Resources Management courses evaluated regularly. The mutual understanding and cooperation between officer and sailor parties must be improved. The training has to be done as per the following cycle.

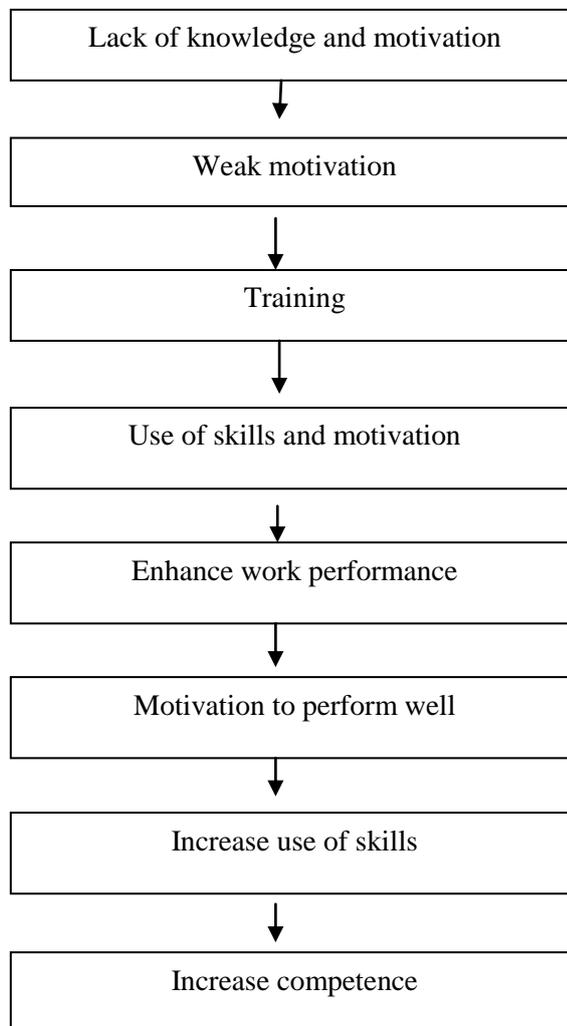


Figure III: Managerial challenges cycle

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b. When there is any new acquisition this has to be done again. For that the need of training is to be identified, Prioritized, objects to be set, designed and developed the training methods and then delivered. The training has to be done by evaluating at all the stages.

c. The horizontal and vertical communication must be improved providing various channels. All the leadership levels must be educated on the importance of smooth flow of information.

d. The leadership must identify the men and needs and their motivation factors as soon as possible. The frequent interviews facilitate this process. The increment of salary, leave, working condition, promotion, welfare, facilities etc...motivates them rather than forcing as what practiced earlier.

e. When decisions are taken, “the following process is to be adhered”⁵.

- (1) D - Define the problem precisely
- (2) E - Enumerate alternatives
- (3) C- Collect information
- (4) I - Identify the best alternative
- (5) D- Develop and implement the plan
- (6) E- Evaluate the process

f. To overcome the prevailing pessimistic conditions in naval service, there are admirable steps to be taken immediately. Policies and criteria need to be updated with special emphasis to training, recruiting and open up naval service to the people with optimal restrictions.

⁵ <http://management.about.com>

72. **Time challenges**

- a. The decision taking must to be decentralized. Then several people can act at the same time covering various fields.
- b. The speed of action taking must be improved possessing latest technology.
- c. The communication must be improved to gain information and at the same time to build good interaction with subordinates for effective commutation. Without prompt communication facilities the problems can't be identified effectively.
- d. A well-equipped information gathering system is to be spread to know the capabilities of sailors' knowledge, their welfare, their personal interactions, their behaviour and skill developments with the training.
- e. The psychological operation statement should be spread. This can be easily done with the help of communication systems.

73. **Human Resources and Fundamental Rights Challenges**

- a. All the leaders must know what are the declarations, the conventions and treaties and their limitation when dealing with the people.
- b. The soldiers must be educated regarding the provisions given by the service acts, to deal with their judicial matters.
- c. The military commanders should have knowledge where the possibility is available to train officers and sailors and equip them as per new challenges.
- d. Operation level activities have to provide security to infrastructure, personnel and information.

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e. The forces need funds to maintain the organization. The military leadership must be capable enough to convince that to the government.

74. While increasing the conflict situations in the country, many people tend to join hands with the armed forces in order to establish the peace. The military leadership should have to consider the following conditions to uplift naval persons' attitudes regarding the betterment of their lives. Following facts are mainly illustrated when critically studying 'why people join armed forces?'

a. **Patriotism.** Increasing the brutal activities against Sri Lankan nationality by quislings of the country, the entire Sri Lankans' hidden braveness illustrated that the people are coming from a great nationality since history. Further, many persons have lost their beloved ones due to the ruthless terrorism cause the encouragement of the citizens to join hands with forces to get their revenge.

b. **Welfare.** To uplift the motivation of service personnel as well as to encourage them to join with armed services, the Sri Lankan government has introduced many welfare measures for armed services specially during waging war scenario. Mainly Armed forces are provided with food, accommodation facilities, uniforms, medical facilities, transport, sports opportunities etc., those are given in free of charge for the betterment of service personnel. Apart from that government has implemented many measures to uplift the welfare of servicemen and their families. Such few measures are as follows,

(1) **Establishing Educational Institutions.** Government has taken initiative to establish educational institutes such as pre-schools and Defence College for the benefit of children of service/ naval personnel. Apart from that service personnel are given priority in admissions of children for government schools. These things should have to uplift and need some changes as appropriate.

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(2) **Seva Vanitha Units.** Seva Vanitha Units are functioning separately in each armed service to look after welfare matters of service personnel and their families. It should have included conducting of several workshops to uplift the living standards of women and children of service/ naval families. Additionally it also required conduct more housing projects for families of war veterans.

c. **Job Security.** Sri Lankan security services are also considered as government service. Therefore, each serviceman in the navy is eligible for government privileges and benefits. Further, it has given special provisions for them to leave service on completion of 22 years with a pension or they can leave the service after 12 years of service with a gratuity. There are slight differences in pay scales and time limits for each composition in service such as Regular, Regular Reserve, Volunteer and Volunteer Reserve. Furthermore the personnel who are leaving the services are also highly recognized and demanded in private sector as they are well disciplined and task oriented personnel. Nowadays there are some programs going on to give a special training for a job prior to retirement. Therefore the job security is comparatively higher than other occupations. These things should have to be teach for juniors in everywhere by all leaders. Then they will be attracted to their job and do assigned tasks with good knowledge.

d. **Prestige.** Undoubtedly any nation, the military service is a prestigious service to people. It is revealed that most of the people join armed services in terms of that impression. Citizens are considered the service personnel as their saviours; therefore, people have an exceptional honour towards them. Service personnel are given the priority at any place in the country due to the reputation of people. Servicemen are considered as the highly disciplined personnel. Hence it leads to gain the recognition of the people towards them. The leaders are responsible to educate juniors under him regarding the proud to be a serviceman, duties and responsibilities wherever they have to perform.

Pay scale

75. While comparing with the private sector the pay scale in military services are high. In addition to that many allowances and privileges are entitled to them. Even in lower rates are paid lucrative salary in spite of considering their educational qualifications. The leaders are responsible to remind these kinds of things to subordinates regularly.

Foreign exposure

76. The service personnel are receiving many foreign exposures as training opportunities, tours, visits and foreign missions. Therefore, service personnel can gain their professional knowledge, language skills, cultural and technological knowledge as they are interacting with foreign forces. Giving of this opportunity for people who lack of foreign visits is essential. Then leaders are responsible for obtain more foreign exposures and give them to qualified subordinates. The leaders can develop diplomatic relationship with United Nations Organization and other countries to acquire more opportunities to serve Naval personnel in UN peace keeping operations, Lebanon and Congo as to create higher recognition in society since it is a financially beneficial opportunity to them settle their personal economic problems. It is benefited to them to have overseas experiences also. With increasing participation in UN missions will affect to uplift motivation level of people as naval service is creating stable career path in their future.

Training

77. In present scenario the training of the navy is restricted to military training or military related training only. During the past war era it was the main requirement in the country in order to win the war against the enemy. During the recent past most of the military training institutes were affiliated to Sri Lankan universities to give the world wide recognition to the military training. But still it only is granted to officers' training. Moreover, it has to be a proper constructive training doctrine not only for the officers but also for other rankers. The different grading levels such as Basic Degree, Advanced Diploma, Diploma and Advanced Certificate can be awarded considering their respective training streams. The existing military

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policy need to be changed in the aspects of training recruiting and service criteria in order to enhance the career opportunities for outsiders.

78. Apart from the military subjects, career development subjects need to be introduced to the training syllabuses in respective to their fields. Such syllabuses are to be in par with the present educational trends and highly demanded in society. Budgetary allocations for career development training are to be increased, in order to achieve higher standard of military personnel. Those career based subjects are to be conducted by qualified trainers either within service or out sourced.

79. Educational qualification levels which considered in recruiting process to be increased if needed to create a skilful military person. Because without establishing a basic educational back ground, it is difficult to implement proper standard for career development. In addition the present recruiting system needs to be given much priority to the educational qualifications rather than physical standards. One of the prevailing constraints in military service is lack of language skill and leadership qualities. Therefore, remedial actions are required to be taken to uplift the military personnel from their existing language barriers.

A Home away from Home Concept

80. 'Work Life balance' is the major issue that is military personnel struggling in the present context in Sri Lanka. As a result military personnel are extremely suffered due to inability of finding solutions to their personal matters cope with their job profile. That is a main factor to reduce efficiency and effectiveness at their work place. It is envisaged this issue has become a great barrier to making the navy as an appealing career option.

81. The working environment of military setup has to be improved as to any service personnel who return back to their work place after their vacation with a positive mentality in order to continue his desire working phase. That can be achieved through the uplifting of infrastructure facilities, living conditions etc.

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82. Infrastructure and other facility developments are to be carried out to establish the 'home away from home' concept in naval context. It should be included sports, entertainment, educational and adventurous facilities to motivate the personnel minds.

Opportunities to Citizens for Serving in the Navy

83. Many countries in the world such as China, Germany and Israel are offering opportunities to their citizens to serve in military services for a considerable time. This leads to enhance the leadership qualities, discipline and patriotic feelings upon the country in them. This concept can be introduced to Sri Lanka navy as well since Sri Lankans have the attitude of serving in a military service is a prestigious opportunity in their life time. This will be an important time factor for identify and introduce borne leaders for the military services and share their experiences with the knowledge.

Effective Media Propaganda

84. The media can play a vital role in making free mind set of people to attract towards Naval service. Therefore, it is compulsory to utilize the media effectively in order to create an optimistic image in society upon Naval setup. The leadership can decide how to handle the media, how create an image to uplift the service personnel minds, up lift the moral condition and making the positive attitudes with regard to the job profile. It is benefited them to have some set of free mind and changing of job environment condition also.

Cantonment Concept

85. Presently the country is well stable in security aspect and therefore establishing of cantonments anywhere in the country can be done consist of all the facilities to Naval personnel to sustain with their families. This will be affected to settle or balance the combat stress of naval people. Because the combat stress will be cause to begin due to those personal issues and commitments also. Those cantonments should consist of Schools, Shopping malls, Religious places, Theatres, Sport complexes, Children's parks, Pre Schools, entertaining clubs etc. Cantonment concept is an effective measure that allows naval

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personnel to balance their work with personal life. Jobs can be created in naval service or within cantonment for spouses of service men to demolish separation barriers of military families.

Workshops

86. Attitude development programs, motivation programs and skill development workshops are required to be carried out regarding Naval service and their privileges in order to uplift job environment and to enhance people willingly remain in the Navy. Effective workshop can be conducted to enhance the attraction of people in the service. Existing benefits and privileges can be boosted than any other organization to motivate people.

Enhancing Benefits and Privileges

87. The Naval service is to be offered with higher level of benefits and privileges rather than other organizations considering the commitment of service personnel. Outside companies are to be motivated to offer low cost products for defence services as a welfare measure like practicing in India. Further foreign family tours can be given for naval personnel for low cost. Low interest loan packages can be introduced for the benefit of men.

88. Though the naval force is an attractive service in the country, that attraction has been drastically declined due to the pitfalls in policies and working environment. Excessive political influence for naval service, frequent changes in job profile, unethical media practices of mass media and job dissatisfaction due to various non- military activities of services have created unfavourable situation to attract people in naval service and remain in the navy. The naval environment need to be up lifted with rapid modernization of infrastructure to cultivate feelings in personnel minds to serve in naval force with positive mind.

89. Military leadership is the “successful accomplishment of the mission. Proper leadership accomplishes the mission with a minimum expenditure of means and time, and maximum harmony of group or unit objectives with individual needs and goals. Thus, the development and maintenance of an effective, proficient, well-disciplined organization

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possessing high morale and spirit decors is basic to this objective”⁶. Therefore we have to identify various barriers, problems and limitations to avoid subordinate such combat stress.

⁶ www.navy.lk/ Rear Admiral TSG Samarasinghe Dialogue with media

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- e. www.armystudyguide.com
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- h. www.byui.edu/activities
- j. [http/management.about.com](http://management.about.com)
- k. [http/ask.com/what is leadership](http://ask.com/what-is-leadership)
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- m. [http/business balls](http://businessballs.com)

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ANNEXES

ANNEX 'A' TO MAIN DOCUMENT

**USE OF LEADERSHIP ASPECTS TO OVERCOME THE COMBAT STRESS ARE
IN EFFECTIVE OR NOT IN SRI LANKA NAVY**

Researcher : LCDR A I Ekanayake
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Date :

Introduction

1. This questionnaire is focused to obtain information about utilization of Sri Lanka Navy Leadership qualities/ aspects during the Humanitarian operation. This is the theme of my research study at JNSC. By analysing this result I intend to find 'Leadership aspects are how far utilized to overcome combat stress effectively'. Therefore your co-operation in this regard is highly valued, most important and any such information will be used for nothing other than the work of this study.

2. Please tick (✓) or (-) where applicable in answers and fill following details.

h. Name / Rank or Rate / Official no :

i. Length of Service :

j. Ship / Establishment :

Questionnaire for selected sample

1. Do you have faced any war or humanitarian war experiences in your life?

a. Yes

b. No

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2. Sri Lanka Navy officers and sailors have adequate leadership qualities to face war challenges.

- | | | | | | |
|----|---------------------|----|---------------------|----|----------|
| a. | Totally Agreed | b. | Agreed | c. | Disagree |
| d. | Completely Disagree | e. | Cannot be Mentioned | | |

3. There were some weaknesses in the leadership during the war, various circumstances/lapses had happen.

- | | | | | | |
|----|---------------------|----|---------------------|----|----------|
| a. | Totally Agreed | b. | Agreed | c. | Disagree |
| d. | Completely Disagree | e. | Cannot be Mentioned | | |

4. Adequate improvements are needed to develop leadership qualities in basic training/special training.

- | | | | | | |
|----|---------------------|----|---------------------|----|----------|
| a. | Totally Agreed | b. | Agreed | c. | Disagree |
| d. | Completely Disagree | e. | Cannot be mentioned | | |

5. Which important quality is highly show by Officers & sailors when engage in combat stress during the war?

- | | | | | | |
|----|---------------------|----|---------------------|----|----------|
| a. | Totally Agreed | b. | Agreed | c. | Disagree |
| d. | Completely Disagree | e. | Cannot be mentioned | | |

6. During the war time the combat stress was not a matter for a leader.

- | | | | | | |
|----|---------------------|----|---------------------|----|----------|
| a. | Totally Agreed | b. | Agreed | c. | Disagree |
| d. | Completely Disagree | e. | Cannot be mentioned | | |

7. Present leadership training programs are malfunctioning with those senior leaders' characteristics and knowledge are not enough.

- | | | | | | |
|----|---------------------|----|---------------------|----|----------|
| a. | Totally Agreed | b. | Agreed | c. | Disagree |
| d. | Completely Disagree | e. | Cannot be mentioned | | |

8. Changes & improvements are required to Sri Lanka Navy with regard to decision making, out of the box coordinate, judgement, transformational qualities and own initiate.

- | | | | | | |
|----|---------------------|----|---------------------|----|----------|
| a. | Totally Agreed | b. | Agreed | c. | Disagree |
| d. | Completely Disagree | e. | Cannot be mentioned | | |

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9. Required to develop Naval enlistment and recruiting system with attitudes & new technologically leadership.

- | | | | | | |
|----|---------------------|----|---------------------|----|----------|
| a. | Totally Agreed | b. | Agreed | c. | Disagree |
| d. | Completely Disagree | e. | Cannot be mentioned | | |

10. There were more weaknesses in early recruiting system of Sri Lanka Navy.

- | | | | | | |
|----|---------------------|----|---------------------|----|----------|
| a. | Totally Agreed | b. | Agreed | c. | Disagree |
| d. | Completely Disagree | e. | Cannot be mentioned | | |

11. Which precaution or action you should initiated, to overcome the combat stress?

- | | | | |
|----|------------------|----|----------------------|
| a. | Self controlling | b. | Tell a person |
| c. | Self thinking | d. | Tell a senior person |

12. What is your quick reaction if combat stress occurs suddenly?

- | | | | |
|----|-----------------------------|----|----------------------------------|
| a. | Informed to a senior person | c. | Tell a good friend |
| b. | Tell to nearest person | d. | Self thinking & tell to the boss |

13. What is your intention or hope if you have the combat stress?

- | | | | |
|----|---------------------------------------|----|--------------|
| a. | A correct solution with mentally free | b. | Sympathy |
| c. | Rewards/ profit things | d. | Nothing else |

14. What are the proposals, suggestions, any other comments and views to avoid the combat stress?

Note: The given marks for each questions as follows;

- | | | | | |
|----|---|---|---|-----|
| a. | Totally Agreed / Yes | - | 5 | |
| b. | Agreed/ Self controlling / Self thinking & tell to the boss / | | | } 4 |
| | A correct solution with mentally free | | | |

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- c. Disagree / No / Tell to a person /
Tell to nearest person / Sympathy } 3
- d. Completely Disagree / Self thinking /
Tell to a good friend / Rewards/ profit things } 2
- e. Cannot be Mentioned / Tell to a senior person /
Informed to a senior person / nothing else } 1

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ANNEX 'B' TO MAIN DOCUMENT

TABULATION OF RESULTS OBTAINED BY THE QUESTIONNAIRE

(Sample= 100 no's of Officers & Sailors) Question No.	Answers for questions		
	Yes / All Or Agree %	No / Nothing else Or Disagree %	Cannot mention / Agree for existing / other answers
1	81 (Officers) & 74 (Sailors)	19 (Officers) & 26 (Sailors)	-
2	76	24	-
3	86	12	2
4	86	3	11
5	95	-	1 – each other
6	92	6	2
7	94	4	2
8	98	-	2
9	84	13	3
10	56	42	2
11	54- Tell to a person	3- Tell to a senior person	43- Self control
12	89- Tell to a friend	7-Self thinking & tell to boss	4-Tell to nearest person
13	96- Correct solution & mentally free	4	-

Table II: Results of the Questionnaire

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