

LEADERSHIP CHALLENGES IN THE INDIAN AIR FORCE DUE TO CHANGING ETHICAL VALUES IN THE INDIAN SOCIETY

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ABSTRACT

This paper reviews the literature in the area of Leadership Challenges in the Indian Air Force due to Changing Ethical Values. The survey conducted on both the male and female employees of IAF in India. In the analysis part, SPSS 21 version used to understand the relationship among the selected variables, for this some statistical tools were applied simple frequency, percentages and to hypothesis testing for how the IAF employees are facing Leadership Challenges, with one way Analysis of Variance (ANOVA), F-test, reliability test and t-Test. The study identified that leadership challenges due to changing ethical values in the Indian society. The married IAF employees, experiencing changes in the ethical values and effective leader must uphold ethical values during peace and war. Who are un-married in their view leadership and ethical values are positively correlated. Male and female have the difference of opinion on the variable 'The concept of leadership has a direct linkage with the ethical values exhibited by the leader'.

Key Words: IAF, SPSS, Leadership Challenges, Ethical Values.

1.INTRODUCTION

Ethical values are the guiding principles of Military life that contribute to the all round development of an individual. These values also add a good quality to the life and contribute to the welfare of family, the community and the nation. Without ethical values, human development will be incomplete. Values and morals are inbuilt in human being and upbringing, education, effective leadership and training would help in the improvement of human character and recognition of their inner purity.

Ethical values are the standards of our environment that are acceptable to most people. In the western world these standards are, in large part, based on Judeo-Christian principles. Generally referred to as mores, ethical standards are what the majority accepts as good, and the way they behave without imposed rules and regulations. Within our societal structure, sanctions are often imposed on those who fail to follow ethical standards, and laws dictate consequences for those found guilty of unethical behaviors.

2.REVIEW OF LITERATURE

Kelly (1990), contends that the leader of an organization is the one who develops the ethical strategy and agrees that the implementation of ethics is through communication behaviors. Ethical communication, he points out, should be a dialogical, ongoing, two-way communication process. Thus, if an Army leader wanted to encourage ethical behaviors, he/she would have to set the ethical tone him/herself by engaging in two-way communication.

Ruppel and Harrington (2000), study found, a relationship exists between ethical work climate and skillful communication. They also found support for the relationship between communication and trust. Good leadership communication can create an ethical organizational environment.

Bolton, (2002), There is little question that families have a significant impact on a soldier's decision to stay. As the soldier's perception of family support increases, so does the rate of reenlistment.

Britt (2003) contends that employees will become unmotivated if they begin to find that their job lacks meaning.

3.OBJECTIVES

1. The impact of changing ethical values in Indian Armed forces
2. To identify the changing Ethical Values in the Indian society is directly affect the Leadership Challenges in IAF

4.METHODOLOGY

The sample survey conducted on employees of IAF, India. The survey conducted on both the male and female employees of IAF organizations with 823 respondents. Among 823, 46 are female respondents and 777 are male respondents. A structured Questionnaire used to collect data, in that to measure the attitude of respondents used Likert five point rating scale with strongly disagree to strongly agree and in depth interview was conducted on some of these respondents to understand the leadership challenges. A probability convenience sampling techniques was adapted to selected sample from the population.

5. ANALYSIS AND INTERPRETATION

Here, the researcher collected demographic information; these variables analyzed simple frequency, percentage, cumulative percentage and graphical representation. The selected Ethical Values five variables have been analyzed through the statistical techniques, Reliability, mean, SD, ANOVA, t-test and factor analysis.

5.1 Sex

Generally, in military sex is very important to get selected for suitable positions to perform an assigned task, moreover some areas only male employees to be selected to perform job duties and responsibilities effectively. In IAF, Navy and Armed forces female participation is limited.

Table 5.1: Employees Gender wise frequency and percentages

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	777	94.4	94.4	94.4
Female	46	5.6	5.6	100.0
Total	823	100.0	100.0	

Table 5.1 reveals that, 94.4 percent are male and 5.6 percent are female in IAF employees. Male employees are dominating, which as shown graphically.



Figure 5.1: Employees Gender wise - percentages

5.2 PRESENT ROLE IN THE IAF

The employees in any sector they have to perform different roles to run the organization. Here the role and responsibilities are to save and serve the mother country. And by experience they understood the role of individuals. IAF needs a leadership oriented people to handle the duties given by the high command.

Table 5.2: ‘Present role in the IAF’ wise frequency and percentages

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Command	42	5.1	5.1	5.1

Staff	385	46.8	46.8	51.9
Supervisory	205	24.9	24.9	76.8
In-charge	145	17.6	17.6	94.4
Not Applicable	46	5.6	5.6	100.0
Total	823	100.0	100.0	

Table 5.2 shows that employees with their own job role and responsibilities in IAF, as command are 5.1%, as In-charge 17.6%, as Supervisory 24.9%, as staff 46.8% and other duties (not applicable to the above role) are very less and stood at 5.6%.

Majority of the employees are working as staff which stood are more than half-half the total employees in IAF. This is shown in the following figure 5.2.

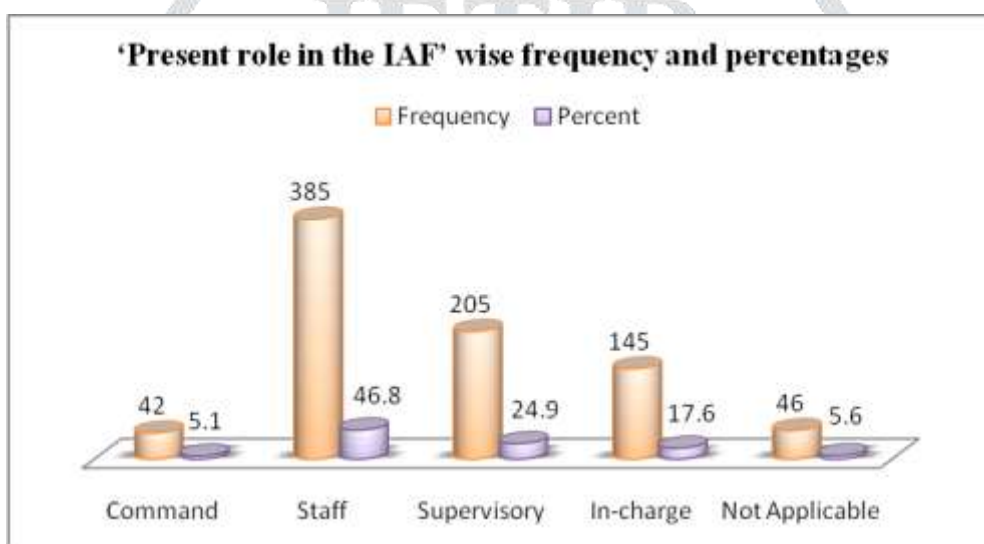


Figure 5.1.6: Present role in the IAF wise frequency and percentages

5.3 MARITAL STATUS

Marital status enables employees to adjust with the stress and strains – social, cultural and economic. There is lot of difference in the ratio of married and unmarried employees under study.

Table 5.3: Employees Marital Status wise frequency and percentages

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	659	80.2	80.2	80.2
Un-Married	160	19.4	19.4	99.6
Widowed	2	.2	.2	99.8
Divorcee	2	.2	.2	100.0
Total	823	100.0	100.0	

Table 5.3 shows that the married employees are (80.2%), Un-Married are 19.4% in the IAF, and Widowed & Divorcee are stood at each 0.2% which is negligible in this sector. This is shown in the following figure 5.3.

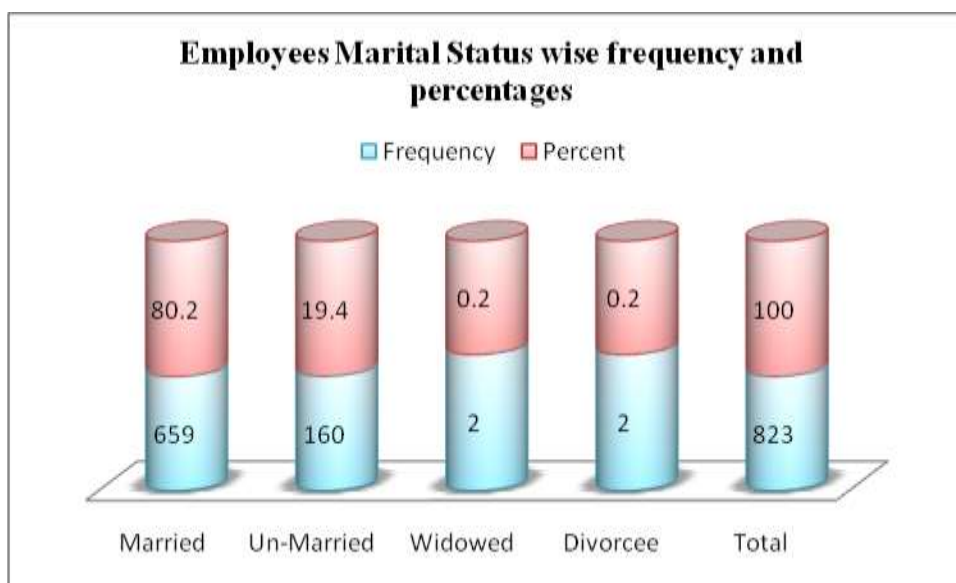


Figure 5.3: Employees Marital Status wise frequency and percentage

Most of the respondents from the sector are married (80.2%). That is four-fifth is married and one-fifth are unmarried. It indicates majority of the employees are married.

Dependent variables analysis as follows;

5.4 RELIABILITY

5.4 Reliability Statistics for Ethical Values variables

Reliability does not imply validity. That is, a reliable measure that can measuring something consistently is not necessarily measuring what they want to be measuring. For example, while there are many reliable tests of specific abilities, not all of them would be valid for predicting, say, job performance. In terms of accuracy and precision, reliability is a useful way of describing precision, while validity is used to describe accuracy.

Table 5.4a: Reliability Statistics

Cronbach's Alpha	N of Items
.733	5

The reliability value 0.733 that is close to '1' then all the selected five variables reliable and support to **Ethical Values** related variables.

Table 5.4b: Item Statistics

	Mean	S.D	N
The society is presently experiencing changes in the ethical values.	4.02	.425	823
The concept of leadership has a direct linkage with the ethical values exhibited by the leader.	4.59	.749	823
Traits like being Just, Transparent, impeccable Integrity & Conduct are some ETHICAL qualities integral to an effective leader.	4.63	.710	823
In the armed forces, there is a famous saying that is practiced in letter and spirit i.e “One for All and All for One”. With your experience and consideration, do you see that these values are being completely upheld?	3.69	.801	823
As an effective leader, you consider that upholding ethical values is of paramount importance for effective leadership during peace and war.	4.55	.756	823

The above table 5.4b, reveals that almost all the variables except 4th variable, mean values are closely 5 and above 4 it indicates majority of the respondents are at strongly agreed level on the 4 variables out of 5 variables. And its standard deviation value is below 0.81 it indicates based on their Demographic information their opinion varies on selected 823 sample size.

Table 5.4c: Scale Statistics

Mean	Variance	Std. Deviation	N of Items
21.47	5.938	2.437	5

The above table 5.4c, reveals that the combined mean, variance and standard deviation of the all the selected 5 variables under the **Ethical Values** related variables. The combined mean is 21.47 and moderate standard deviation is 2.437. It indicates all the **Ethical Values** related 5 variables are varied their opinions agreed to strongly agreed level.

5.5 ANOVA for Ethical Values variables by At Present Role in the IAF

Here the researcher is to identify the variance of different Role in the IAF employees' opinion on **Ethical Values 5** variables.

Table 5.5: One Way ANOVA for Ethical Values Variables by At Present Role in the IAF

		Sum of Squares	Df	Mean Square	F	p-value
The society is presently experiencing changes in the ethical values.	Between Groups	5.196	4	1.299	7.400	.001
	Within Groups	143.599	818	.176		

	Total	148.795	822			
The concept of leadership has a direct linkage with the ethical values exhibited by the leader.	Between Groups	2.574	4	.643	1.148	.332
	Within Groups	458.250	818	.560		
	Total	460.824	822			
Traits like being Just, Transparent, impeccable Integrity & Conduct are some ETHICAL qualities integral to an effective leader.	Between Groups	4.092	4	1.023	2.042	.087
	Within Groups	409.876	818	.501		
	Total	413.968	822			
In the armed forces, there is a famous saying that is practiced in letter and spirit i.e “One for All and All for One”. With your experience and consi., do you see that these values are being completely upheld?	Between Groups	28.388	4	7.097	11.64	.001
	Within Groups	498.733	818	.610		
	Total	527.120	822			
As an effective leader, you consider that upholding ethical values is of paramount importance for effective leadership during peace and war.	Between Groups	13.072	4	3.268	5.852	.001
	Within Groups	456.782	818	.558		
	Total	469.854	822			

Null Hypothesis H₀: There is no significant effect of At Present Role in the IAF on Ethical Values variables.

Alternate Hypothesis H₁: There is significant effect of At Present Role in the IAF on Ethical Values variables.

Above **Table 5.5** reveals that 1st, 4th and 5th variables p-values < 0.01, that is Null Hypothesis has been rejected. Hence, **alternate hypothesis H₁ is accepted at 1% level of significance** showing that there is significant effect of At Present Role in the IAF on **Ethical Values**. That is employees in different Roles in the IAF employees have different opinions on the three **Ethical Values** related variables.

i.e Command, Staff, Supervisory and In-charge Role employees in IAF opinion is different on the following three variables;

- The society is presently experiencing changes in the ethical values.
- In the armed forces, there is a famous saying that is practiced in letter and spirit i.e “One for All and All for One”. With your experience and consideration, do you see that these values are being completely upheld?
- As an effective leader, you consider that upholding ethical values is of paramount importance for effective leadership during peace and war.

But 2nd and 3rd variables p-value > 0.01, hence null hypothesis has been accepted at 1% level of significance.

i.e., Command, Staff, Supervisory and In-charge Role IAF employees are with same opinion on these two variables;

- The concept of leadership has a direct linkage with the ethical values exhibited by the leader.
- Traits like being Just, Transparent, impeccable Integrity & Conduct are some ETHICAL qualities integral to an effective leader.

5.6 t-Test for Ethical Values variables

This is independent sample t-Test, test variable is **Ethical Values** variables and Independent variable should be in two groups. In demographic profile, the selected one variable for testability is **gender**. Here the researcher is interested to find the opinion of male and female on **Ethical Values** variables. The following **Table** is computed **gender** wise t-Test values with standard level of significance level.

If P-value > 0.05, then Null hypothesis is accepted at 1% & 5% level of significance. That is not significant (NS). If, P-value < 0.05, then Null hypothesis is rejected at 5% level of significance i.e. data is significant (S) and if P-value < 0.01, then Null hypothesis is rejected at 1% level of significance, i.e. data is highly significant (HS).

Table 5.6: t- Test to know the Opinion of Male and Female on **Ethical Values** variables

	Gender	N	Mean	SD	t-value	P-value	S/NS
The society is presently experiencing changes in the ethical values.	Male	777	4.02	.438	.259	.796	NS
	Female	46	4.00	.000	1.065		
The concept of leadership has a direct linkage with the ethical values exhibited by the leader.	Male	777	4.58	.752	-1.986	.047	S
	Female	46	4.80	.654	-2.249		
Traits like being Just, Transparent, impeccable Integrity & Conduct are some ETHICAL qualities integral to an effective leader.	Male	777	4.62	.700	-1.079	.281	NS
	Female	46	4.74	.855	-.905		
In the armed forces, there is a famous saying that is practiced in letter and spirit i.e “One for All and All for One”. With your experience and consideration, do you see that these values are being completely upheld?	Male	777	3.67	.818	-3.128	.002	HS
	Female	46	4.04	.206	-8.949		
As an effective leader, you consider that	Male	777	4.56	.768	1.448	.148	NS

upholding ethical values is of paramount importance for effective leadership during peace and war.	Female	46	4.39	.493	2.133		
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HS=Highly Significant (*at 1% Level of Significance), **S**=Significant (**at 5% Level of Significance), **NS**=Not Significant (***)at 1% & 5% Significance).

Null Hypothesis H₀: There is no significant difference in the opinion of Male and Female on **Ethical Values** related variables.

Alternate Hypothesis H₁: There is significant difference in the opinion of Male and Female on **Ethical Values** related variables.

Table 5.6 reveals that opinion of male and female on Ethical Values related variables. 1st, 3rd and 5th variables **P-values are > 0.05** hence Null Hypothesis has been accepted at 1% & 5% level of significance, that is there is no significant difference in opinion on male and female i.e. male and female have the same opinion on the following three variables.

- The society is presently experiencing changes in the ethical values.
- Traits like being Just, Transparent, impeccable Integrity & Conduct are some ETHICAL qualities integral to an effective leader.
- As an effective leader, you consider that upholding ethical values is of paramount importance for effective leadership during peace and war.

But 2nd variable **P-value < 0.05** hence Null Hypothesis has been rejected at 5% level of significance i.e. data is significant (S), that is there is significant difference in opinion on male and female.

i.e. male and female have the difference of opinion on the variable ‘The concept of leadership has a direct linkage with the ethical values exhibited by the leader’.

And 7th variable **P-values are < 0.01** hence Null Hypothesis has been rejected at 1% level of significance i.e. data is Highly Significant (HS) that is there is significant difference in opinion on male and female.

i.e. male and female have the difference of opinion on the variables, ‘In the armed forces, there is a famous saying that is practiced in letter and spirit i.e “One for All and All for One”. With your experience and consideration, do you see that these values are being completely upheld?’.

5.7 Factor Analysis for the Ethical Values variables

5.7.1 Factor analysis – the influence of IAF employees’ marital status on “Ethical Values” factor

Here the researcher identified most suitable independent variable **marital status**, how it influences the “**Ethical Values**” factor. Here employees marital status has been discussed with four values as married, un-married, widowed and diverse. Among all these four values 99.6% respondents are from married and un-married. So, the researcher considered married and un-married employees views on the “**Ethical Values**” factor which contain five dependent variables.

(i) **Factor analysis** - the influence of **married** IAF employees on “**Ethical Values**” factor

The researcher applies the identified independent variable **marital status** and its one of the value **married**, now the influence of **married** on the “**Ethical Values**” factor. Its KMO value evaluated as follows.

Table 5.7.1.1: KMO and Bartlett's Test^a

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.704
Bartlett's Test of Sphericity	Approx. Chi-Square	775.851
	Df	10
	Sig.	.000

a. Only cases for which Marital Status = Married are used in the analysis phase.

Table 5.7.1.1 specifies that the KMO value is greater than 0.5, which necessitates factor analysis and the researcher identified latent factor as indicated. Its KMO value is 0.704 at 5% level of significance.

Table 5.7.1.2: Communalities^a

	Initial	Extraction
The society is presently experiencing changes in the ethical values.	1.000	.721*
The concept of leadership has a direct linkage with the ethical values exhibited by the leader.	1.000	.657
Traits like being Just, Transparent, impeccable Integrity & Conduct are some ETHICAL qualities integral to an effective leader.	1.000	.709**
In the armed forces, there is a famous saying that is practiced in letter and spirit i.e “One for All and All for One”. With your experience and consideration, do you see that these values are being completely upheld?	1.000	.677
As an effective leader, you consider that upholding ethical values is of paramount importance for effective leadership during peace and war.	1.000	.683

Extraction Method: Principal Component Analysis.

a. Only cases for which Marital Status = Married are used in the analysis phase.

The above Table 5.7.1.2 shows that, married IAF employees has given weightage to 1st component as ‘The society is presently experiencing changes in the ethical values’ because its highest extracted value is 0.721, and then 3rd component as ‘Traits like being Just, Transparent, impeccable Integrity & Conduct are some ETHICAL qualities integral to an effective leader’ its extracted value is 0.709.

Table 5.7.1.3: Total Variance Explained^a

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.384	47.682	47.682	2.384	47.682	47.682	2.179	43.584	43.584
2	1.062	21.233	68.915	1.062	21.233	68.915	1.267	25.330	68.915
3	.714	14.277	83.192						
4	.505	10.091	93.283						
5	.336	6.717	100.000						

Extraction Method: Principal Component Analysis.

a. Only cases for which Marital Status = Married are used in the analysis phase.

The above Table 5.7.1.3, Eigen values and Extraction sum of squared loadings and Rotation Sums of Squared Loadings of only one prime components stood at 69% of Eigen values.

The table 5.7.1.4 depicts that the one identified component influence on the all the five variables of “Ethical Values” factor, with reference to the independent variable ‘marital status’ as married. The highest value in each component influences the respective component.

Table 5.7.1.4: Component Matrix^{a,b}

	Component	
	1	2
Traits like being Just, Transparent, impeccable Integrity & Conduct are some ETHICAL qualities integral to an effective leader.	.827	.158
As an effective leader, you consider that upholding ethical values is of paramount importance for effective leadership during peace and war.	.816	.128
The concept of leadership has a direct linkage with the ethical values exhibited by the leader.	.777	-.232
The society is presently experiencing changes in the ethical values.	.367	.766
In the armed forces, there is a famous saying that is practiced in letter and spirit i.e “One for All and All for One”. With your experience and consideration, do you see that these values are being completely upheld?	.544	-.617

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

b. Only cases for which Marital Status = Married are used in the analysis phase.

Interpretation of Factor analysis 5.7.1: The identified independent variable employee **marital status** and its one of the value **married employees**. Now the influence of **married IAF employees** on the “Ethical

Values” factor is described as below. Married IAF employees’ influences only two components from the cultural changes seven variables, with priority wise as follows,

- 1) The society is presently experiencing changes in the ethical values
- 2) Traits like being Just, Transparent, impeccable Integrity & Conduct are some ETHICAL qualities integral to an effective leader

5.7.2 Factor analysis - the influence of **un-married** IAF employees on “**Ethical Values**” factor

The researcher applies the identified independent variable **marital status** and its another value **un-married**, now the influence of **un-married** on the “**Ethical Values**” factor. Its KMO value evaluated as follows.

Table 5.7.2.1: KMO and Bartlett's Test^a

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.699
Bartlett's Test of Sphericity	Approx. Chi-Square	279.526
	df	10
	Sig.	.000

a. Only cases for which Marital Status = Un-Married are used in the analysis phase.

Table 5.7.2.1 specifies that the KMO value is greater than 0.5, which necessitates factor analysis and the researcher identified latent factor as indicated. Its KMO value is 0.699 at 5% level of significance.

Table 5.7.2.2: Communalities^a

	Initial	Extraction
The society is presently experiencing changes in the ethical values.	1.000	.291
The concept of leadership has a direct linkage with the ethical values exhibited by the leader.	1.000	.719*
Traits like being Just, Transparent, impeccable Integrity & Conduct are some ETHICAL qualities integral to an effective leader.	1.000	.501
In the armed forces, there is a famous saying that is practiced in letter and spirit i.e “One for All and All for One”. With your experience and consideration, do you see that these values are being completely upheld?	1.000	.611
As an effective leader, you consider that upholding ethical values is of paramount importance for effective leadership during peace and war.	1.000	.675

Extraction Method: Principal Component Analysis.

a. Only cases for which Marital Status = Un-Married are used in the analysis phase.

The above Table 5.7.2.2 shows that, un-married IAF employees has given weightage to only 2nd component as ‘The concept of leadership has a direct linkage with the ethical values exhibited by the leader’ because its highest extracted value is 0.719.

Table 5.7.2.3: Total Variance Explained^a

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.797	55.944	55.944	2.797	55.944	55.944
2	.908	18.159	74.103			
3	.597	11.931	86.035			
4	.455	9.106	95.140			
5	.243	4.860	100.000			

Extraction Method: Principal Component Analysis.

a. Only cases for which Marital Status = Un-Married are used in the analysis phase.

The above Table 5.7.2.3, Eigen values and Extraction sum of squared loadings and Rotation Sums of Squared Loadings of two prime components stood at 56% of Eigen values.

Table 5.7.2.4: Component Matrix^{a,b}

	Component
	1
The concept of leadership has a direct linkage with the ethical values exhibited by the leader.	.848
As an effective leader, you consider that upholding ethical values is of paramount importance for effective leadership during peace and war.	.821
In the armed forces, there is a famous saying that is practiced in letter and spirit i.e “One for All and All for One”. With your experience and consideration, do you see that these values are being completely upheld?	.782
Traits like being Just, Transparent, impeccable Integrity & Conduct are some ETHICAL qualities integral to an effective leader.	.708
The society is presently experiencing changes in the ethical values.	.540

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

b. Only cases for which Marital Status = Un-Married are used in the analysis phase.

The table 5.7.2.4 depicts that the one identified component influence on the all the five variables of “Ethical Values” factor, with reference to the independent variable ‘marital status’ as un-married. The highest value in each component influences the respective component.

Interpretation of Factor analysis 5.7.2: The identified independent variable employee **marital status** and its one of the value **un-married employees**. Now the influence of **un-married IAF employees’** on the “**Ethical Values**” factor is described as below. Un-married IAF employees’ influences only one component

from the Ethical Values of five variables, with prime component as follows,

- 1) The concept of leadership has a direct linkage with the ethical values exhibited by the leader

CONCLUSIONS

Male and female have the difference of opinion on the variables, 'In the armed forces, there is a famous saying that is practiced in letter and spirit i.e "One for All and All for One"'.
Command, Staff, Supervisory and In-charge Role IAF employees are with same opinion on "The concept of leadership has a direct linkage with the ethical values exhibited by the leader and Traits like being Just, Transparent, impeccable Integrity & Conduct are some ETHICAL qualities integral to an effective leader.

The factor analysis it indicates married IAF employees' their supporting variables are different from un-married IAF employees'. Therefore the married IAF employees, experiencing changes in the ethical values and effective leader must uphold ethical values during peace and war. Who are un-married in their view leadership and ethical values are positively correlated.

The factor analysis it indicates married IAF employees' their supporting variables are different from un-married IAF employees'. Therefore the married IAF employees, experiencing changes in the ethical values and effective leader must uphold ethical values during peace and war. Who are un-married in their view leadership and ethical values are positively correlated.

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