GRADUAL CHANGES IN THE ORGANIZATIONAL BEHAVIOUR OF THE BANGLADESH ARMED FORCES: LEADERSHIP CHALLENGES IN THE NEW MILLENNIUM

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INTRODUCTION

Organizations are made up of people working together. The Bangladesh Armed Forces are no exception to this axiom. Organizational Behaviour (OB) is the study of human behaviour in organizational settings, at the interface of human behaviour and the organization, and of organization itself. The study of OB is based on the importance of understanding what happens to people in organizations, and to the causes of their behaviour .[1] Leadership in OB is perhaps an extensively researched and studied topic. It implies the ability to influence colleagues, achieve desired results, and give purpose and direction to an organization. Military leadership is defined as "the art of influencing and directing men to an assigned goal in such a way as to obtain their obedience, confidence, respect and loyal co-operation".[2]

In any organization leadership is a dynamic process, it can never remain static. Therefore, it demands constant review and evaluation so that leaders can keep pace with environmental change and face future crises. Everywhere, leadership matters greatly in behavioural changes and the progress and technological development of any organization, and this statement is equally applicable for the Bangladesh Armed Forces. A leader should be brave, patient, truthful, steadfast and forthright. In the absence of the degree of motivation and the kind of leaders mentioned above, maintaining a huge organization such as the BD Armed Forces may not prove worthwhile.

The Bangladesh Armed Forces was born during the War of Liberation in 1971 when a few brave Bengali officers took up arms for their people and ultimately gave shape to the leadership of the Armed Forces. Over the period there have been gradual changes in the OB demanding an appropriate leadership approach to meet the challenges of the new millennium. A lot of research has been carried out by military scholars on leadership issues without giving due importance to OB in the Bangladesh Armed Forces. Therefore, it is important at this stage to study the fundamentals of OB, its causes and effects on the changes in OB of the Bangladesh Armed Forces and find out how leadership can cope with these changes to meet the challenges of the new millennium.

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1. Shaun Tyson and Tony Jackson, The Essence of Organizational Behaviour, Prentice-Hall, New Delhi, 1997, p.2
2. GSTP-0030, Leadership and Military Command, (December 1978), p.2
Standardize references according to the house requirements.

FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOUR

General

Organizational Behaviour is directly concerned with understanding, predicting and controlling human behaviour in organizations. The key elements in OB are people, structure, technology and the environment in which an organization operates.[3] The Bangladesh Armed Forces as an organization has all these key elements. It has a well defined organizational structure. All organizations operate within an external environment. The operational environment of the armed forces is different than those of an industrial or commercial organization. The central concept of OB can be grouped into three basic categories: individual processes, interpersonal processes and organizational processes and characteristics.[4] These are discussed next.

Individual Process in Organization

Foundation of Individual Behaviour. Individuals and their own unique qualities, characteristics and behaviour represent the basic building blocks from which organizations are created. The most fundamental concept that is used to describe sets of behaviours is that of personality.[5] At the simplest level, it can be said that personality is the characteristic way or ways in which an individual thinks and acts when he or she is adjusting to the environment.

Need Based Perspective on Motivation. Motivation is the process that accounts for an individual's intensity, direction, and persistence of effort in attaining a goal.[6] A need is something an individual requires or wants. Need theories of motivation assume that need deficiencies cause behaviour. There are several theories on need-based motivation of which the most well-known are Maslow's hierarchy of needs and McClelland's theory of needs. Maslow's theory assumes that human needs are arranged in a hierarchy of importance. This seems quite relevant for the other ranks of the Bangladesh Armed Forces. McClelland's theory of need focuses on achievement, power and affiliation.[7] Officers of the Bangladesh Armed Forces may follow this theory for self motivation and achievement of the organization's goal. Need theories describe the factors that motivate behaviour, but says very little about the actual process of motivation. A process- based perspective of motivation tries to address this issue.

3. Biswanath Ghosh, A New Look Organizational Behaviour, Himalaya publishing House, Bombay, 1994, p.3

4. Moorhead and Griffin, Organizational Behaviour, A.I.T.B.S. Publishers, Delhi,2000, p.16

5. Tyson and Jackson, op. cit., p.10

6. Stephen P. Robbins and Seema Sanghi, Organizational Behaviour, Pearson Education, New Delhi, 2006, p.163

7. Ibid, p.168

Process-Based Perspective on Motivation. The process-based perspective on motivation focuses on how people behave in their efforts to satisfy their needs. Process theories attempt to identify the variables that go into motivation and find out how they relate to one another. There are several theories on process- based motivation, of which the most well-known are equity theory and expectancy theory of motivation. Equity theory focuses on people's desire to be treated with what they perceive as equity and their desire to avoid perceived inequity.[8] Expectancy theory suggests that individuals are motivated by how much they want something and the likelihood they perceive of getting it.

Job Satisfaction. Job satisfaction is a collection of feelings that an individual holds toward his or her job. Job satisfaction is related to behaviour at work in the following ways: quality and quantity of output as well as cooperation, are related quite directly to effort and purpose.[9] The reverse of job satisfaction is frustration. Factors conducive to high levels of job satisfaction are mentally challenging work, equitable rewards, supportive working conditions and supportive colleagues.[10]

Interpersonal Process in Organization

Communication in Organization. The term communication is derived from the Latin 'Communis' meaning common, and thus when one communicates one is trying to establish a 'commonness' of ideas with some one.[11] It is an influence process. Effective communication is an absolutely vital tool for effective leadership of any kind. It is the means by which behaviour is modified, change is effected and goals achieved.

Group Dynamics. Groups can be defined in terms of perceptions, motivation, organization, interdependencies and interactions. A group consists of two or more persons who interact with one another in such a way that they influence each other. The word 'dynamic' is derived from a Greek word, meaning 'force', hence group dynamics refers to the study of forces operating within a group.

Teams in Organization. Groups and teams are not the same thing. Work groups have no need or opportunity to engage in collective work that requires joint effort. Their performance is merely the summation of each group member's individual contribution. A work team generates positive synergy through coordinated effort.

8. Moorhead and Griffin, op.cit., p.144

9. Tyson and Jackson, op. cit., p.24

10. Robbins and Sanghi, op. cit., p.87

11. Ghosh, op. cit., p.96

Their individual efforts result in a level of performance that is greater than the sum of those individual inputs. They have effective leadership, a climate of trust, and a performance evaluation and reward system that reflects team contributions.

Group Behaviour and Leadership. Leadership is defined as the ability to influence a group toward the achievement of goals. Leadership and management are two sides of the same coin of Command. Management brings about order and consistency by drawing up formal plans, designing rigid organization structures, and monitoring results against the plans. Leaders establish direction by developing a vision of the future, then they align people by communicating this vision and inspiring them to overcome hurdles.[12] Leadership, therefore, complements management; it does not replace it. Organizations need strong leadership and strong management for optimal effectiveness.

Organizational Process and Characteristics. The organizing process may be seen in two ways. It is a process of construction in which a number of small work units are built into jobs, departments, divisions and finally a whole institution. Alternatively, an organization may be viewed as a process of analysis by which a particular area of work is sub-divided into divisions and departments are finally assigned to particular people. There should be some structure that holds together parts of an organization so that its personnel can become an integrated team working towards common goals.

Dimensions of Organizational Structure. An organizational structure defines how jobs and tasks are formally divided, grouped and coordinated. There are six key elements that need to be addressed when designing organizational structure. These are: work specialization, departmentalization, chain of command, span of control, centralization and decentralization, and formalization.[13] The military is one of the oldest professions. From the early stages of mankind, this profession has undergone many trials, errors and tests and ultimately have formed into an effective organizational structure.

Organizational Culture. Every organization has a culture, and depending on its strength, it can have significant influence on the attitudes and behaviour of organization members. Organizational culture is the set of values that helps the organization's members understand which actions are considered acceptable and which unacceptable. A strong organizational culture increases behavioural consistency. The Bangladesh Armed forces have a tradition of strong organizational culture, that need to be maintained in the days to come.

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12. Robbins and Sanghi, op. cit., p. 312

13. Ibid, p. 428

Organizationl Behaviour of Bangladesh Armed Forces- A Retrospect

The BD Armed Forces is the lineal descendant of the British-Indian and Pakistan Military. The British termed the Bengalis a non-martial race. In the British-Indian Military, very few Bengali members were recruited. After the departure of British in 1947, Bengalis were again subjected to discrimination by Pakistanis. Bengali officers with leadership potential were systematically eliminated from the mainstream of the armed forces of Pakistan.[14] However, the chance to prove the worth of a Bengali came in November 1971. The War of Liberation was planned and executed by only a few young and brave officers. They shared the hardship and danger, the joys of victory and pains of failure with their troops. All these created a bond between the leader and the followers.[15] Freedom Fighters developed a sense of ownership to modify the whole system according to their liking. With independence, idealism turned into the ambition to wield political power for bringing about socio-economic changes to modernize the country.[16] They developed a superiority complex, which made them undermine repatriated or other officers. After the liberation of Bangladesh, the repatriation of Bangladesh Military personnel from Pakistan in 1973-74 strained the organizational structure of the services. The nucleus of the military, that is, the command echelon, comprised of both freedom fighters and repatriated officers from Pakistan. It was certain that there were differences in opinions, command styles, loyalty and in many other aspects, because of the origin, basic training, behaviour and overall view towards the profession. This was a major leadership challenge. The repatriated personnel were quickly inducted in the military, and they provided the professional foundation for further development. Over the years it has gone through a lot of changes in behaviour until it reached its present state.

Causes and Their Effect on the Changes in Organizational Behaviour of Bangladesh Armed Forces

After having considered the different aspects of OB, it is important at this stage to identify the causes and their effects on the changes in OB of the Bangladesh Armed Forces. These are discussed in subsequent paragraphs.

Social Milieu. The social milieu means social determinants like family organization, ideals and ideas of people in society, which greatly impact on character, conduct, ambition etc. The social structure has undergone a great revolution over a period of time. Soldiers and officers come from different socio-economic backgrounds. Differences in education levels have narrowed. Thinking procedure has been upgraded. The under command undertakes any tasks of their leader after rational analysis. Mere giving order may not be sufficient to lead

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14. Wing Commander Ishfaq Ilahi Chowduury, " Principles of Military Leadership and Military Leadership Environment in Bangladesh" , Mirpur Paper, Issue No 2, December 1994, p. 79
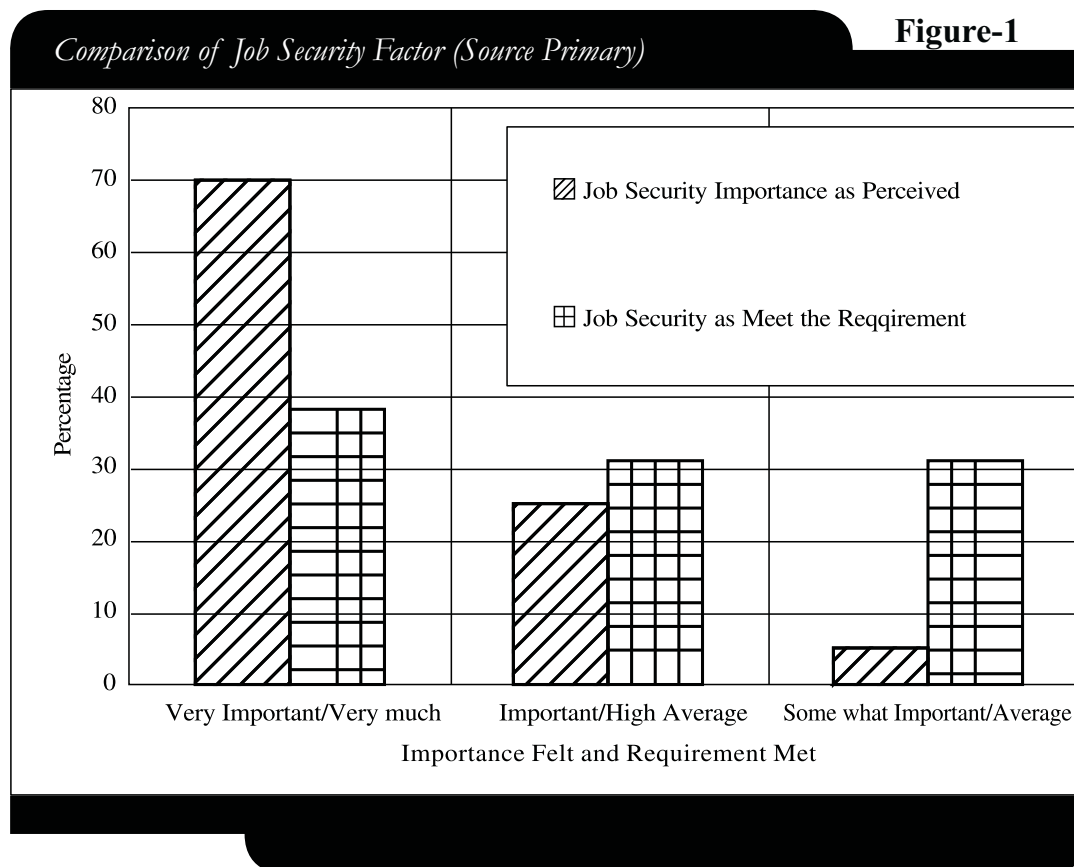
15. Ibid, Pp. 80-81

16. Chibber, Lieutenant General, ML, "Military Leadership to Prevent Military Coup", New Delhi, Lancer International, 1986. P.89

the under command in today's military environment.[17] These, all together, pose great challenges for the leaders of the new millennium. In what follows, some of the social dimensions and their impacts are discussed.
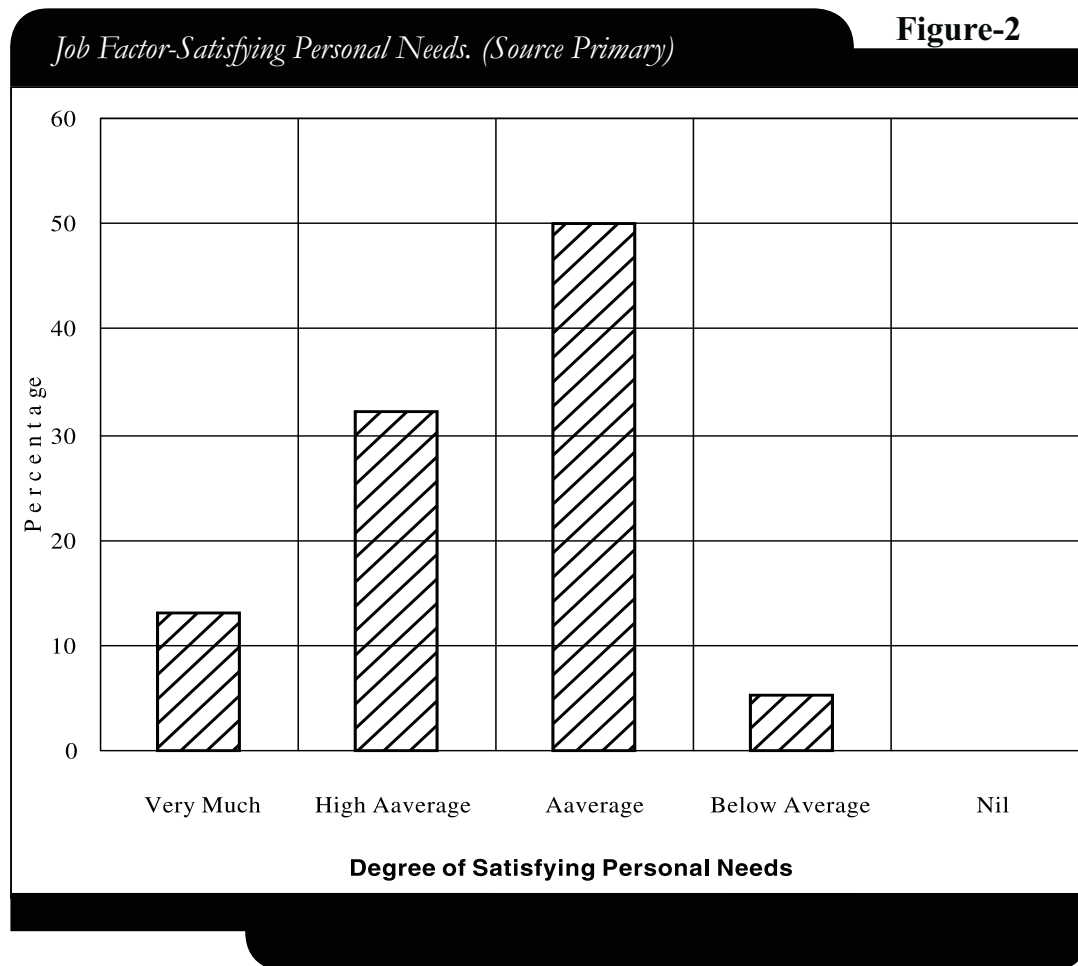
Degenerated Value. Present-day society is a unique example of eroded moralities and loss of core values of life. Honesty and integrity, honour and dignity, discipline and dedication are attributes which no longer furthers one's aim in life. The young leaders and men of the armed forces are the products of this society. Patriotic feelings among the youth have been declining. They are more inclined towards materialism and enjoying life with modern amenities.

Frustration. The reverse of job satisfaction is frustration. Frustration amongst military leaders comes from multifarious problems. Lack of job security and stagnancy in the promotion system are amongst the must pressing problems. As per survey evaluation, it can be observed that there is a big difference in the importance of the job factor as perceived by an individual and how much each factor meets his requirement. The differences in perception on job security is shown graphically in Figure 1.

Figure-1

Comparison of Job Security Factor (Source Primary)

Legend:
- Job Security Importance as Perceived
- Job Security as Meet the Reqqirement

X-axis categories: Very Important/Very much, Important/High Average, Some what Important/Average

X-axis label: Importance Felt and Requirement Met

Y-axis label: Percentage

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17. Brigadier General H R M Rokon Uddin, psc, "Current Leadership Challenges and Measures to Face Them", Armed Forces Day Journal 2002,p. 10

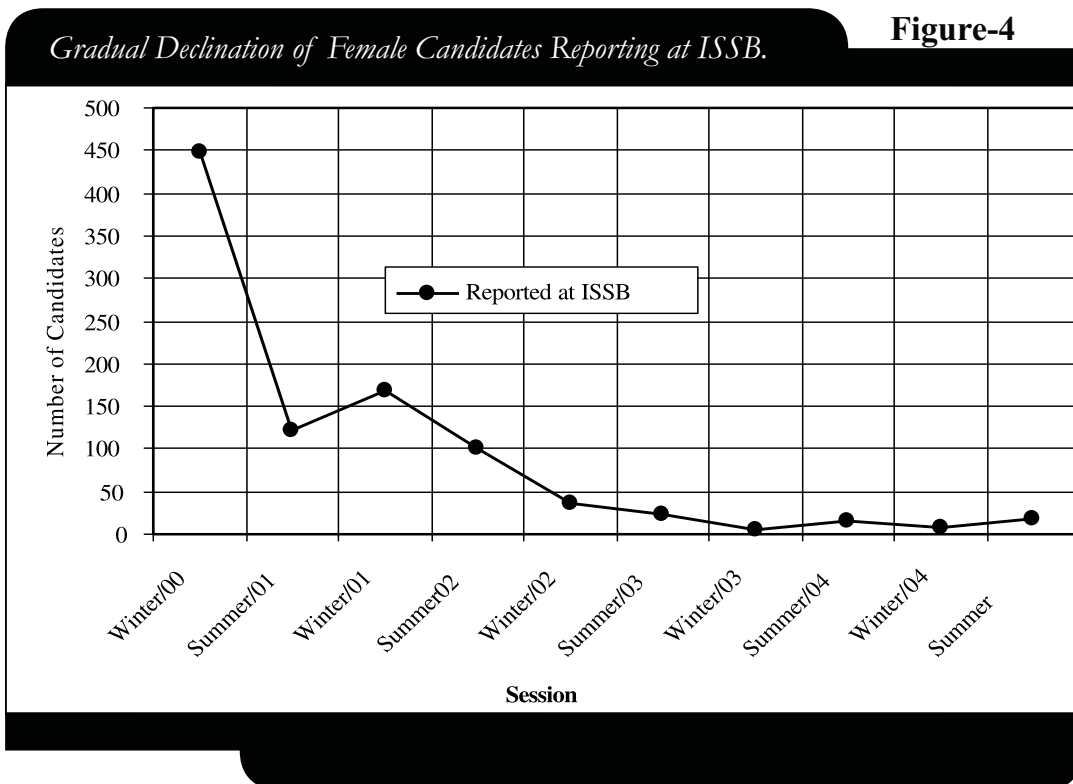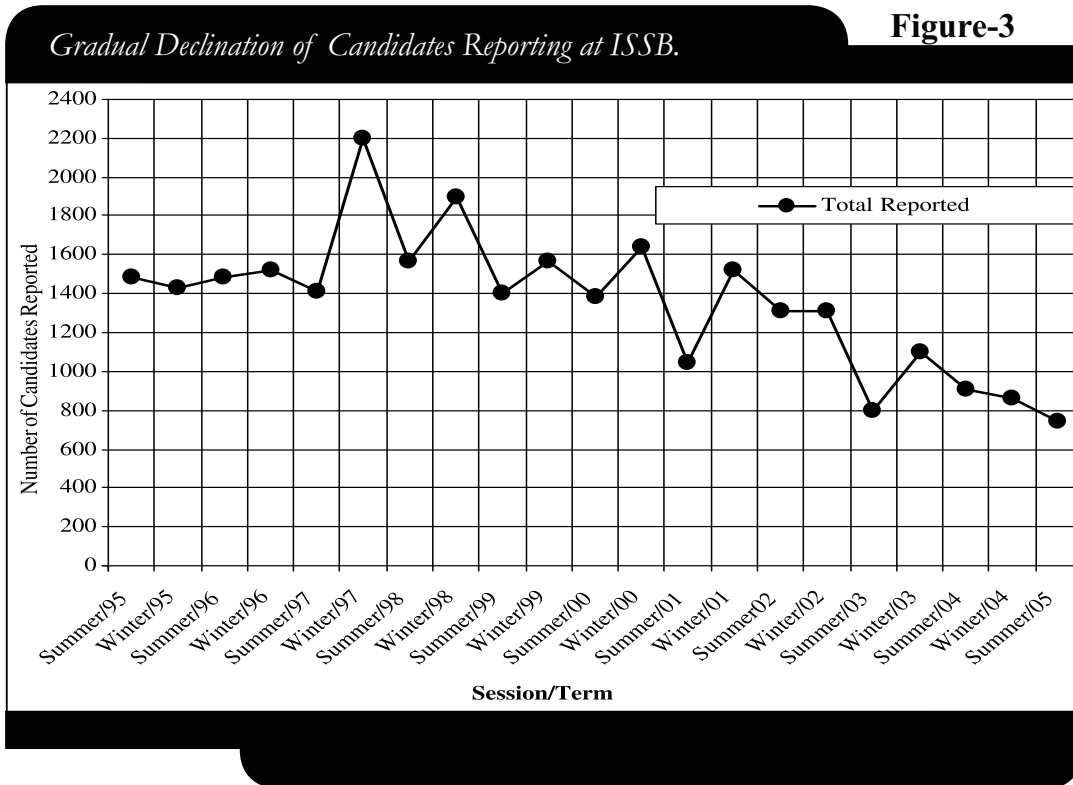More than 50 percent officers consider that level of personal need satisfaction is only average as shown in Figure 2.

Figure-2

Job Factor-Satisfying Personal Needs. (Source Primary)

Percentage (y-axis: 0, 10, 20, 30, 40, 50, 60)

Degree of Satisfying Personal Needs (x-axis: Very Much, High Aaverage, Aaverage, Below Average, Nil)

Better Employment Prospect in Civil Sector. In recent days, the armed forces are facing the problem of not getting quality candidates for its officer cadre. This is because of availability of better opportunities for higher education and perceived better employment prospect elsewhere on completion of higher education. This poses a threat for the future leadership of the armed forces. Gradual declination of candidates reporting at ISSB is shown in Figure 3[18] ; declination of female candidates is shown in Figure 4.[19] Due to declination in reporting, selection percentage has become high, compromising the standard to the requirement as shown in Figure 5.[20] Obviously, this will pose a great leadership challenge in the coming days.

18. Study Period on 'Difficulties in Getting Quality Candidates for BMA and Measures for Encouragement,' Conducted by 14 Independent Engineer Brigade, 27 October 2005, p.4
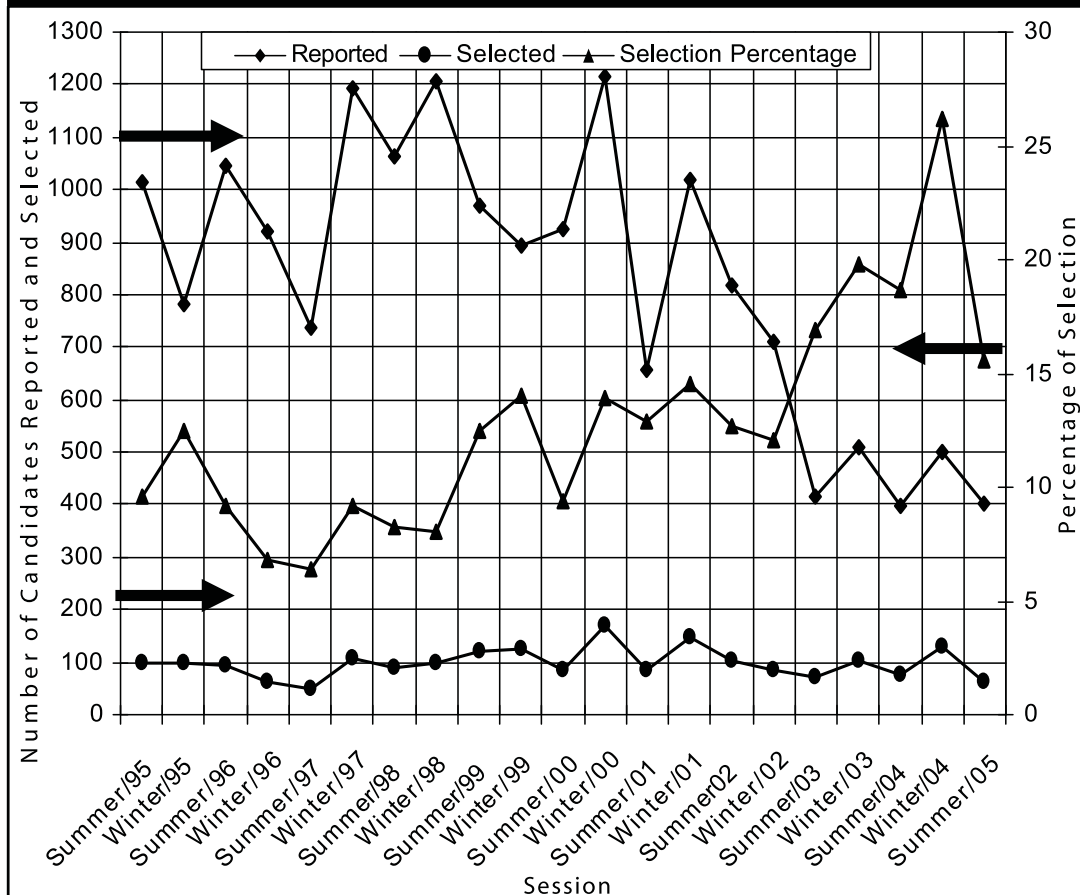
19. Ibid, p. 6

20. Ibid, p. 7

Figure-3

Gradual Declination of Candidates Reporting at ISSB.

Number of Candidates Reported

Total Reported

Session/Term

Figure-4

Gradual Declination of Female Candidates Reporting at ISSB.

Number of Candidates

Reported at ISSB

Session

142

Figure-5

Job Factor-Satisfying Personal Needs. (Source Primary)

Economic Condition. The economic environment of a society affects its members in a manner which other things do not. A career in the military does not really go well with a materialistic outlook. In a world where money determines the power and position of a member in a society, the lure of materialism becomes irresistible.[21] The survey report supports this contention as indicated in Figure 6, for more than 35 percent officers agree that people in the organization are motivated by extrinsic rewards like pay scabs and bonuses. The potential leaders and men of armed forces of today are not immune from the lure of materialism. The recent deployment of the armed forces in UN mission has, of course, developed a ray of hope in this regard.

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21. Brigadier General H R M Rokon Uddin, psc, Study of Military Management, Adorn Publication, Dhaka, November 2003,p. 57

Figure-6

*Motivation by Extrinsic Rewards. (Source Primary)*
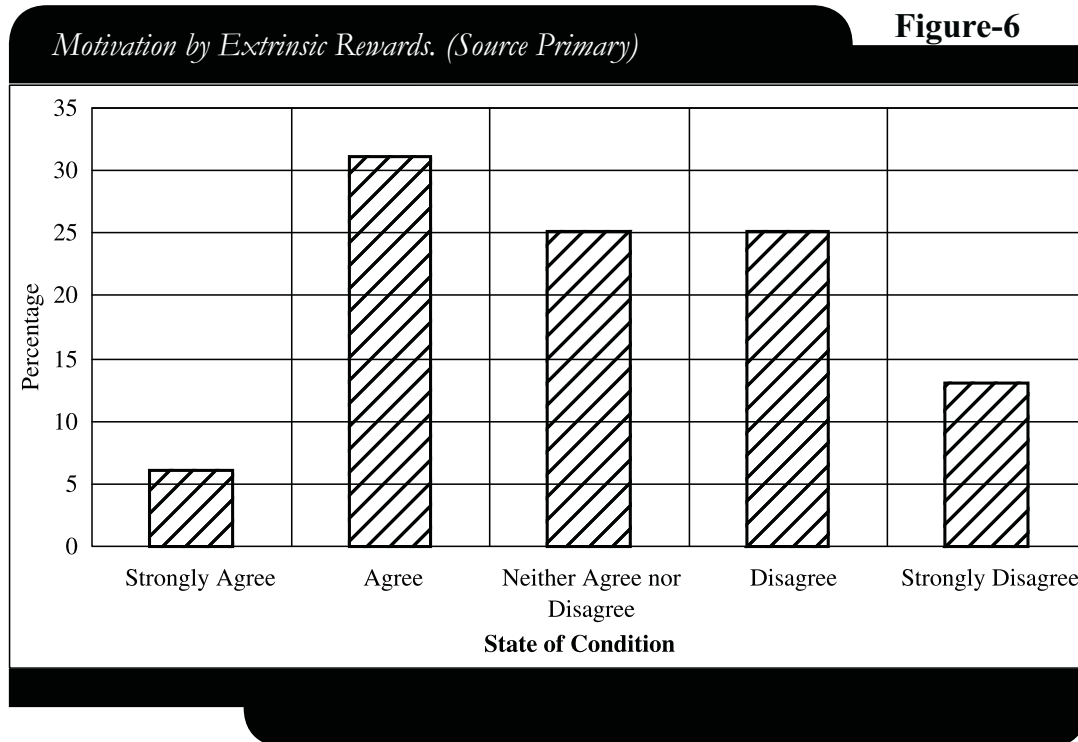
Political Affairs. The political environment has a major impact in the making of military leaders. Politics in Bangladesh mostly pivots around students and therefore, educational institutions. Some of the students are victims of circumstances and join political parties; the selection process of the military certainly discourages such elements. But there may be some unnoticed insertion of people with some political beliefs and ideologies into the armed forces. These ideologies, whether embryonic or deep-seated are likely to have far-reaching effects in the making of military leaders. The military is traditionally supposed to be apolitical and non-partisan. Therefore, such inductions pose a threat to good leadership. During the last two decades there were several incidents and trends of this nature that have adversely affected military professionalism.[22]

Technological Advancement. New technology, especially as it relates to information, poses an increasing challenge to leaders. Information technology has complicated and at the same time paradoxically has made it easier to acquire and disseminate information. Due to technological advancement young officers often remain confined to their rooms in the Bachelor Officers' Quarter glued to computers. This reduces interactions resulting in poor fellow feelings and little sense of belonging, which is essential for work in the armed forces.

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22. Ibid, p. 57

Future Battle Field Scenario. The future battlefield will require leaders who have the capacity to operate autonomously, show initiative and foresight and who understand the need for communication and conceptualization skills. Reliance for command and control will depend increasingly on development in the communication system. Consequently, the interface between senior military leaders and their troops will decrease. This will affect the power structure adversely.

Zero Error Syndromes. The "zero error" syndrome has gained strength as careerism, and self-protection has become more important than faith in the fact that one's destiny is in the hand of Allah, and that one must leave results to him, after giving one's best. Over ensuring of task by seniors results in over-supervision and lack of initiative on the part of junior leaders. Because of the "zero error" syndrome, people generally try to avoid responsibility; as indicated in Figure 7, more than 40 percent officer either strongly agree or disagree with this contention.

Figure-7

Zero Error Syndromes and Avoidance of Responsibility. (Source Primary)
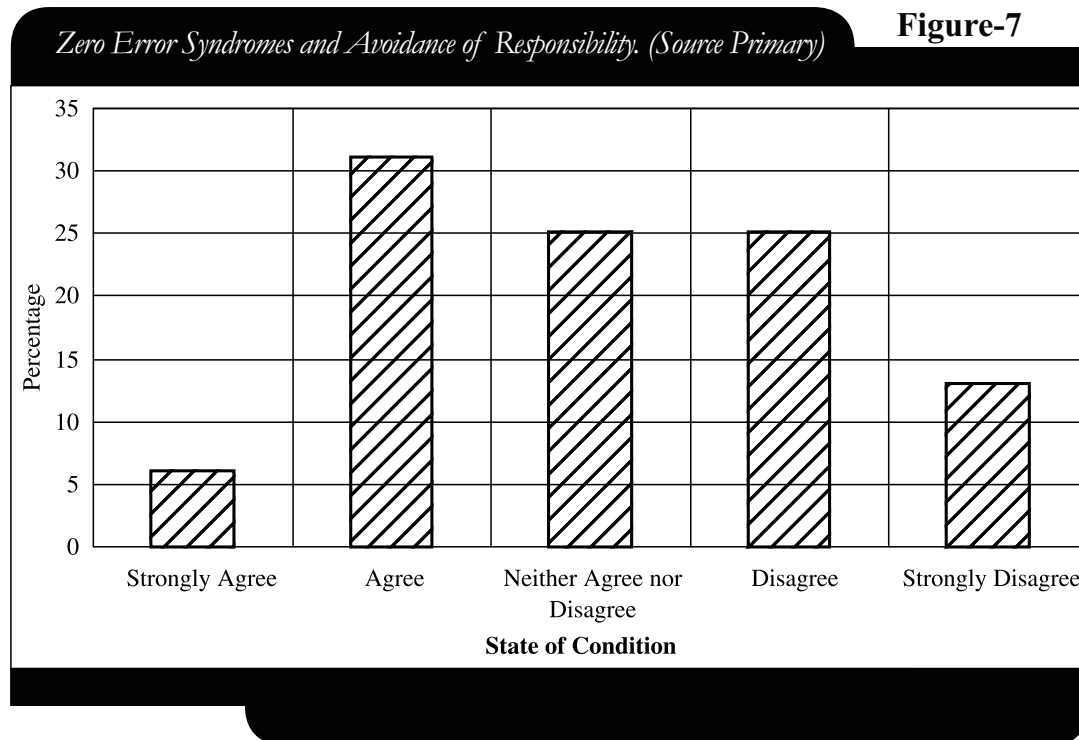
Communication Gap. There are three main barriers to communication; delay, distortion and dilution. Dilution of communication is caused by an 'yes man' telling the boss what he wants to hear rather than giving him the correct feedback. There is a tendency to adopt an 'yes man' attitude among young officers to satisfy their superiors and fulfilling their ambition. This acts as a barrier creating

a big communication gap, which exists amongst different levels and results in deterioration of efficiency and is likely to give birth to a negative attitude.

Case Study: Congo Episode. Case study of a recent incident that took place in Congo will substantiate the changes and its effect on the OB of Bangladesh Armed Forces. On 25 February 05 a patrol was sent out for selecting helipad in and around Ndoki from Café camp. The patrol did not carry grenades as it was centrally stored in BANBAT HQ to avoid loss. Once fired upon, the patrol was disorganized and divided into three groups. Late Capt Shahid wanted to fight the militias but was not supported by all his members. He, along with his group, was brutally killed. The surviving persons left the site keeping the militias at a safe distance and did not try to cover each other. Obviously, there was a communication gap. Etina Lona (the militia commander) declared Third World War against BANBAT but this information was not circulated anywhere. The command level was only aware of such a threat after the incident.[23] The incident of Ndoki in the Democratic Republic of Congo did not happen because of the brilliant performance of the militias; rather, it was the outcome of changed behaviour of the members of Bangladesh Armed Forces. This incident indicates the following:

1. Zero Error Syndrome and extreme cautiousness, as grenades were stored in the HQ to avoid loss.

2. A communication gap since the latest situation was not known to all concerned.

3. Lack of group dynamics and team spirit, lack of fellow feeling and a sense of belonging.

4. Lack of command and control; once fired upon, the patrol was disorganized and divided into three groups.

LEADERSHIP CONCEPTS AND APPROACHES

Concept of Leadership

Leadership is both a process and a property. As a process, leadership involves the use of noncoercive influence. As a property, leadership is a set of characteristics attributed to someone who is perceived to use influence successfully.[24] The concept of leadership appears to be riven with myths: leaders

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23. Interview with the President of Field General Court Marshal on Congo Incident, 13 July 2006.
24. Moorhead and Griffin, op. cit., p.352

are born, not made; leaders must be charismatic and have unblemished private lives; leadership is management by another word; leadership is for bosses, generals and politicians. Military leadership is visionary; it is the projection of personality and character to inspire sailors, soldiers and airmen to do what is required of them.

Levels of Leadership

Leadership can be envisaged at three different levels. At the first level of supervision, leadership is mainly concerned with rule enforcement and communicating the technical knowledge needed for task completion.[25] In the military, this is termed as direct leadership.[26] Direct leadership is face to face, first line leadership. In the Bangladesh Armed Forces, officers commanding a regiment or equivalent units down to the section level are referred to as direct leaders. At the middle management levels are the organizational leaders; they influence several thousand people. They do this indirectly, through more levels of subordinates than do direct leaders. Organizational leaders include military leaders at brigade or equivalent through division level. Finally, strategic leaders are responsible for large organizations; they establish force structure, allocate resources, communicate strategic vision, and prepare their commands and the armed forces as a whole for future roles.

Leadership Styles and Approaches

Leadership Styles. The total pattern of a leader's actions as perceived by their led is called leadership style. It represents the leaders' philosophy, skills and attitudes in practice. It is necessary to study different leadership styles from which an appropriate style can be selected depending upon the situation in which leadership is to be exercised and the nature of the followers involved. There are three classes of supervisory techniques: autocratic, participative and free-rein. Corresponding to these three techniques, there are three leadership styles: autocratic, democratic and laissez-faire.[27]

Leadership Approaches. To understand the art of leadership, one should visualise the various approaches to leadership. There could be many approaches to military leadership, for example, 'Trait Approach', 'Behavioural Approach', 'Situational Approach' and 'Functional Approach'. Traits approach to leadership is relevant at the stage of initial selection and plays a key role in training cadets

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25. Ghosh, op. cit., p.77

26. National Defence College of Bangladesh Précis on Command, Leadership and management, Pp.1-11

27. Ghosh, op. cit., p.78

and junior leaders. The trait approach lays emphasis on the inborn qualities of a leader while the behavioural approach stresses his behaviour. The situation approach, however, gives overriding importance to the situation. Functional approach explains what a leader does instead of trying to define what a leader is. It looks at the interaction of the leader, the group, the situation and the environment.

Transactional and Transformational Leadership. Military leadership in Bangladesh is going through a transition at present because of the changing political and socio-cultural environment in the country. Bass has divided leaders into two categories: transactional leaders and transformational leaders.[28] The transformational leadership style focuses on inspiration and change, and the transactional leadership style focuses on rewards and punishments. The transformational style is developmental: it emphasizes individual growth and organizational enhancement.[29] The most effective leaders combine techniques from the transformational and transactional leadership styles to fit a situation.

PROBLEMS AND CHALLENGES TO CURRENT LEADERSHIP OF BANGLADESH ARMED FORCES

Present Leadership Trends in the Armed Forces. The present military leadership situation of the Bangladesh Armed Forces is the legacy of the British and Pakistani period where more emphasis was given on loyalty and obedience. The present trend is different throughout the world. It is now believed that loyalty and obedience will automatically come once the whole organization is mission-oriented through honesty, devotion and other leadership qualities. A materialistic approach combined with career consciousness has completely changed the mentality of leaders and this trend is likely to aggravate in future. In the battlefield, such leaders will be prone to taking the safer course that aver to defeat rather than the riskier one essential for victory.

Lack of Professionalism in the Armed Force. The term `professionalism' is better understood as acquiring mastery over one's own business. Building of professionalism in the armed forces is the most important requirement to reset leadership setbacks. Presently, many soldiers view the service as a job, the military as an occupation, and the motivation and performance criteria mostly from the standpoint of material reward. It implies that soldiers take the profession as a means of life and not as a way of life. There is a sharp decline amongst officers also.

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28. Defence Services Command and Staff College Mirpur, Précis on Command, Leadership and Management, Pp.5-10
29. National Defence College of Bangladesh Précis on Command, Leadership and management, Pp.3-17

Presently officers are shaping to be better careerists than to be true professionals. This attitude undermines the value of professionalism. The outcome of this attitude is decline in loyalty and sense of belonging. Figure 9 shows that more than 60 percent officers consider average loyalty and sense of belonging.

Lack of Confidence on Subordinate. Leaders at the hierarchy do not feel safe in giving responsibility to the junior leaders appointed for the task. In the present environment, everybody does the job of his subordinate instead of performing his own task. A young officer is rarely encouraged to take independent decisions or to use his initiative. Their attitude at times forces subordinate leaders to adopt the approach of no-risk, no-trouble, and maximum chance of career opportunity. These all are the direct outcome of careerism; self interest and zero error syndromes. Therefore, with the advancement in rank and service, one must learn to trust subordinates and delegate responsibility.

Figure-9

Degree of Loyalty and Sense of Belonging. (Source Primary)
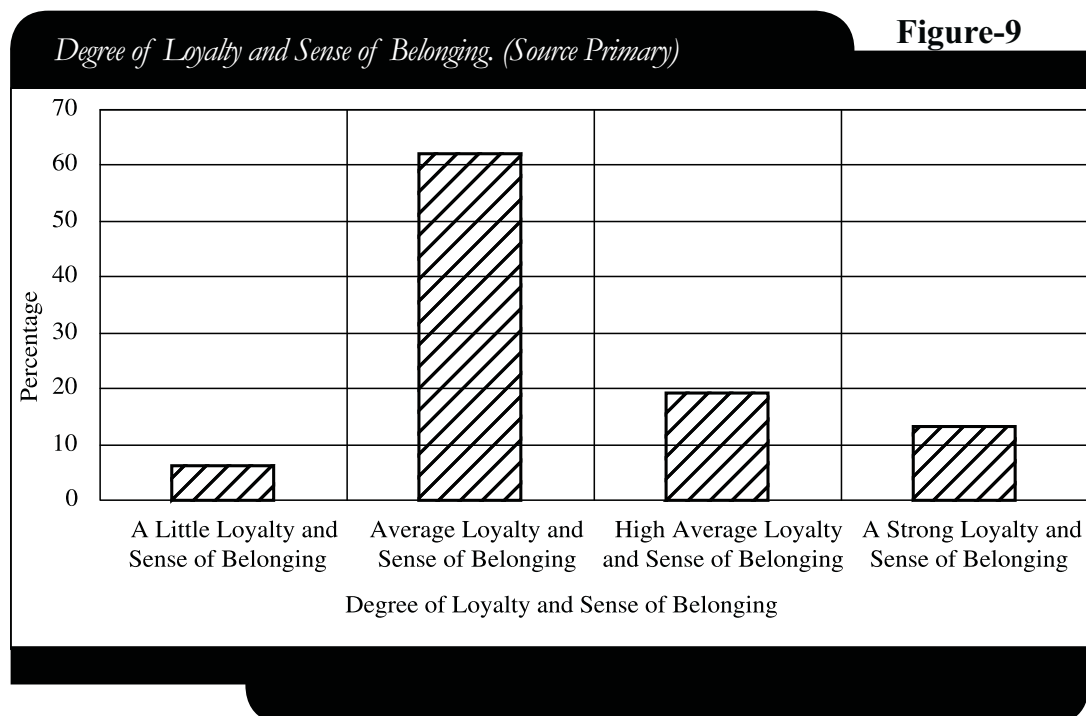
Lack of Pride in Service. Members of the armed forces should feel honoured and take pride in serving in such a prestigious organization. Unfortunately, the military as a distinct and distinguished service has lost its way in Bangladesh . This may be the reason for which some of the officers do not consider it to be a secure job and failing to take pride in the service. Therefore, it is seen that very efficient officers prefer to leave the service and look for better job in some other organization. Figure 8 shows the number of officers who have applied for premature retirement in the last four years to seek alternative professions in the civil sector.

Figure-8

Number of Officers who have applied for Premature Retirement.[30]
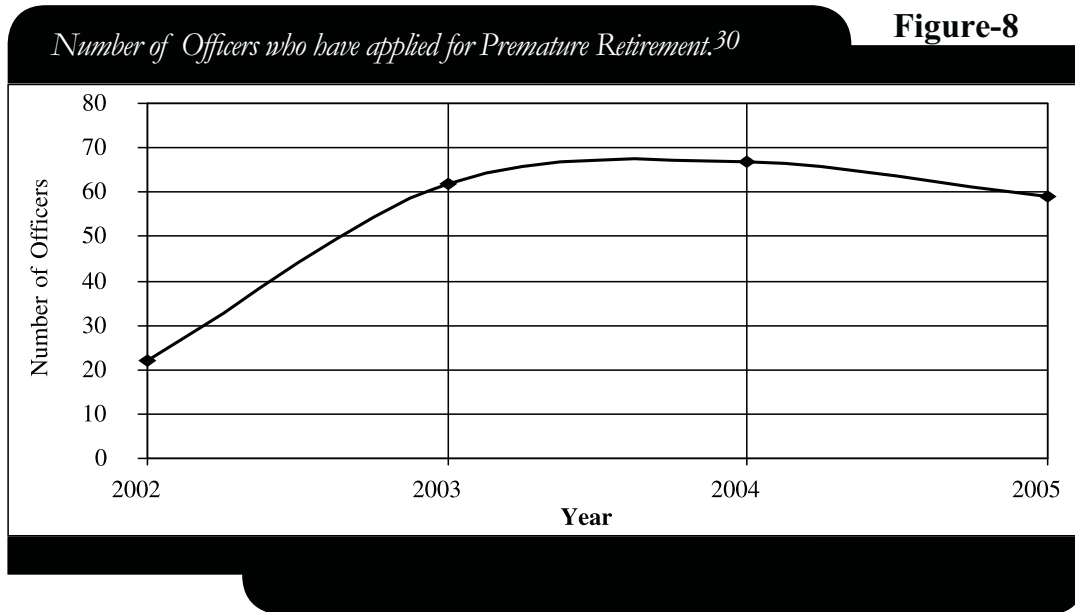
Social Background. Socio-cultural heritage of Bangladesh is not rich as far as military leadership qualities are concerned. Such qualities are mostly pursued in military to fulfil the job requirement rather than for the sake of the profession. One essential quality of military leadership is undergoing hardship, which is lacking in most of the young educated lot in the country. Without a sense of dedication, institutional training alone cannot develop military leadership.[31] Social backgrounds of officers and men have largely merged in Bangladesh today. Both are usually from the middle or lower middle class. Presently, a good number of dependents of Junior Commissioned Officer and Other Ranks have joined the military as officers, who, at times, are reluctant to command the colleagues of their parent, a situation which creates problem in command and control.

Group Dynamics and Value Systems. Since subordinates could have value and attitudinal systems that reflect the cultures from which they come, they may not and perhaps need not be in consonance with those of the leader. The exercise of leadership would have to face this challenge. Similar divergences in the value systems of a leader vis-a vis his/her superiors/supervisors could also exist and would also have to be effectively resolved.

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30. Interview with AMS, AHQ, MS Branch, 03 August 2006.

31. Rafiq, op. cit., . p. 31

ESSENTIALS FOR FUTURE LEADERS TO MEET THE CHALLENGES OF THE NEW MILLENNIUM

After considering the present leadership profile and diverse challenges, facing the creation of future leader, enhancement of leadership process should start now. There is an urgent need to develop a leadership style which is psychologically indigenous. The driving principle should be that leaders must be appropriately developed before assuming leadership positions: they must be competent in and confident of their ability to lead at the level assigned. The military should be committed to the enrichment of its leaders at all levels. Military leaders gain their knowledge and skills through a combination of institutional training, assignments, and self-development.

Professional Development

Professional Attributes. For a leader's development, it is imperative that one remembers the attributes of the professional leader. Leaders should develop a sense of initiative and self-direction; acquire good organizational skills; and show professional commitment to the attainment of the required attributes. Leader attributes influence leader actions; leader actions, in turn, always influence the unit or organization. The mental attributes of a military leader include self-discipline, judgment, self-confidence, intelligence, and cultural awareness. Physical attributes include health, physical fitness, and military and professional bearing, and these are to be enhanced.

Institutional Training. The military school system provides formal education and training that all personnel require in developing specific job-related skills. This training should be conducted on a progressive and sequential basis to prepare the individual for ever-increasing positions of responsibility. Institutional training provides the foundation for leader development, particularly in peacetime. Existing General Staff training publication on 'Leadership and Military Command' does not fulfill the required material and give guidance for leaders of the new millennium, especially at the organizational and strategic levels. The publication should be revised to meet the requirement.

Operational Assignment. Operational experience through duty assignments requires leaders to use and build upon what was learned through the process of formal education. Leaders are assigned to operational positions to provide themselves with experience and to assess their ability to apply theoretical knowledge in a practical setting, as well as enhance their potential for further development as leaders. To train future leaders efficiently in the intricacies of battle, scope may be given to involve them in the decision making process under special situation.

Self-Development. Leaders of 21st century should be natural starters and self developers. The career of a professional leader requires a life-long commitment to self-development. That development complements and builds on advancements and accomplishments leaders gain during their formal training and other assignments. Self-development should be a significant factor in preparing at all levels of leadership for future battlefields. Self-initiated programs of individual and group study, professional reading and self-assignment are now more than ever, crucial to an individual leader's success.

Personality Development

Knowledge on Religion. Islam is a complete code of life and all aspects of it have been explained in the Holy Quran. The life of the Holy Prophet (peace be upon him) provides a complete example of how the Islamic code of life should be implemented. This includes the exercise of leadership in all spheres of life, specially the military sphere. The Islamic concept of leadership is unambiguous, comprehensive and appealing. Improving the knowledge of religion may contribute to the personality development of military leaders.

Character Building. The chief ingredients of leadership are the three C's - character, courage and competence. Character is the bedrock on which the whole edifice of leadership rests. Character gives a person the courage to do what is right regardless of the circumstances or the consequences. Courage takes two forms, physical and moral. Good leaders should demonstrate both. A leader must have a certain level of knowledge to be competent. That knowledge is spread across four skill domains; developed interpersonal skills, conceptual skills, technical skills and finally tactical skills, that is to say the ability to take the right decisions.

Setting the Example. Setting the right example is an important quality of a leader. When an officer signals, "Do not do what I do, do what I say," he is setting a bad example. He might coerce obedience, but he will neither inspire nor motivate his subordinates. Leaders must practice what they preach.

Leadership Style to Make Organization More Effective

Though autocratic style of leadership is being followed in the armed forces, commanders at different levels need to have more flexibility for innovative and experienced decision-making. Leaders should combine techniques from the transformational and transactional leadership styles to fit the situation to make organization and leadership more effective.

Leadership Efficacy-Organizational Climate

Minimizing Social Disparity. The worries of socio-economic uncertainty and social disparity with other officials of the country should not pre-occupy military leaders since this may affect their professionalism. Necessary steps to meet up his financial and social needs may take away frustration, enhance job satisfaction and reduce the tendency towards premature retirement. An organized and long-term scheme may be undertaken at appropriate level to resolve this issue. Steps should also be undertaken at the national level to inspire the younger generation to join the armed forces by offering them a suitable salary package and the prospect to overcome the problem of not getting quality candidates.

Better Human Relationship. There is an increasing need of a change in the officer-men interaction within the armed forces. This is the age of globalization and social equality. Paternalistic style of leadership will not meet the demand of the time. Greater leader-follower interaction and feedback in operations and exercises, and in meetings and discussions should be encouraged. More liberty may be given to junior leaders to exercise their ingenuity to produce innovative ideas and learn from their own mistakes. These will enhance confidence among leaders and followers.

Group Dynamics and Value Systems. There is a chance of divergence in values and the attitudinal system of leaders from different social and cultural background. To address this issue, there is a need to create and sustain a culture with value and systems conducive to bringing about behaviour patterns facilitating military leadership and building up convergence and cohesion in group dynamics. This may be achieved through prolonged initial training. As such, initial training may be extended up to three years instead of two and an Honours degree may be offered from the Academy. Similarly, initial training for soldiers may also be increased up to one year.[32]

Working Climate. An organizational climate, value and culture must be created to ensure that values and norms compatible with the demands of the military profession are established. This requires visionary and transformational leadership at the apex which would largely determine the organizational climate. The culture of accepting honest mistakes should be inculcated at all levels of leadership so that the 'Zero Error Syndrome' can be eliminated from the armed forces.

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32. Interactive Session with Major General Abu Tyeb Muhammad Zahirul Alam, rcds, psc, Commandant, National Defence College, Mirpur, 07 and 08 August 2006.

CONCLUSION

Organizational Behaviour and leadership are two dynamic and interrelated phenomena of organizational settings. The key elements in OB are people, structure, technology and the environment in which an organization operates. Leadership is the ability to influence people in an organization. The Bangladesh Armed Forces is the lineal descendant of the British-Indian and Pakistan Military. It was born during the War of Liberation 1971. Over the years, The Bangladesh Armed Forces have been subjected to gradual changes in OB. The OB of the Bangladesh Armed Forces have been affected by various factors like: change in socioeconomic environment, political events, technological progress, the future crisis scenario, communication gap and zero-error syndrome etcetera. All these have direct and indirect influence on the OB and act as challenges to leadership in the new millennium. The Congo Episode is a glaring example in support of this assertion.

The current leadership of the Bangladesh Armed Forces is facing certain problems and challenges. At present, the leaders in armed forces seem to be tilting towards careerism. There is a sharp decline in professionalism, loyalty and sense of belonging. Lack of reliance on subordinate commanders, lack of initiative, lack of pride in service, feeling of inferiority about social background and value systems are some of the challenges the present leadership has to deal with. To meet these challenges, future leaders must be competent in and confident of their ability to lead at the level assigned. The Bangladesh Armed Forces should be committed to the development of its leaders at all levels through professional and personality development. Adopting appropriate leadership style to make the organization more effective and creating an organizational climate combining better human relationship and working environment appear necessary.

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