

BUILDING
ARMY'S HUMAN RESOURCE
FOR
SUB-CONVENTIONAL WARFARE

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K.C. DIXIT



INSTITUTE FOR DEFENCE STUDIES & ANALYSES
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Foreword

I have great pleasure in writing the Foreword for K.C. Dixit's book entitled "*Building Army's Human Resource for Sub-Conventional Warfare*". This is the first comprehensive book on Human Resource Management in Sub-Conventional Warfare that has come from IDSA and is warmly welcomed. The author has combined his experience and reading with the detailed discussions he had with the experts and affected population during his numerous field trips to forward areas. He, therefore, brings to bear on his writing a certain freshness and originality of approach.

The army has a distinct non-civilian sub-culture and sub-structure. Essentially, the army personnel are trained, and motivated to protect the nation from external threats. With the emerging asymmetric nature of sub-conventional warfare and the growing aspirations of service personnel due to social compulsions, there is a need to develop the human resource of army in a manner, so as to achieve optimum results at the hour of need, in all types of operations whether conventional or sub-conventional.

The nature of work-culture in Army in operational areas leads to loss of familial life, high risk to life, geographical isolation, civic alienation, personal loneliness and continuous alertness. This causes severe stress among service personnel depending upon their respective personality traits. The army legitimises orders that are to be accepted and acted upon, with out questioning even at the cost of life. The nature of duty, inherent risk to life, the suppression of emotion expressions, denial of normalcy of life patterns and frequent shifting from one geographical terrain to another shrouded by secrecy, necessitate institutionalised sacrifice. The leaders in the army come across difficult and tricky situations on regular basis. Their tasks become even more complicated and challenging in sub-conventional operations.

The sub-conventional warfare requirements put tremendous pressure on the Army personnel and their families back at home due to human rights issues blown out of proportion by the media. For achieving optimum efficiency of the Army personnel in stressful sub-conventional operations, the officers and soldiers have to be trained, equipped, adapted and motivated in a deliberate manner. It should be remembered that eventually human beings fight during such operations and success or failure in these difficult operations depends primarily on these factors rather than just the numbers and technology.

The present study by K.C. Dixit has tried to establish the need for developing human resource of the Army for fighting in sub-conventional warfare environment. The study has been conducted in the forward areas of the J&K and the Northeast including in the high altitude and glaciated regions. The study has used schedule/questionnaire methods as well as quasi-participant technique for qualitative analysis. The study is based on empirical data including available data from previous studies. The findings have been re-confirmed by the author before finalisation.

This study raises several questions, offers tentative propositions and endeavours to establish the need for the developing human resource of the army for sub-conventional warfare. In addition, suggestions have been made by the author for developing human resource to fight sub-conventional operations with special focus on sustaining motivation, addressing stress-related issues and optimising sub-conventional warfare stress. I shall be very happy if the issues are pursued further.

Prof. R. Venkata Rao

Vice Chancellor

National Law School of India University, Bangalore

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I am extremely thankful to Prof. R. Venkata Rao, Vice Chancellor, National Law School of India University, Bangalore for having gone through this book despite his tight schedule and expressing his valuable comments in the form of a Foreword.

I dedicate this to my late parents, Shri and Shrimati Tika Ram Dixit for allowing me to join the army to serve the nation. Last but certainly not the least, I take this opportunity to thank my wife Rachna and son Raman, who encouraged me to pursue this study. They have always been the source of inspiration to me.

K.C. Dixit

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