

# **Investigating the Relationship between Virtuous Leadership, New War Practices and Military Performance**

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## **ABSTRACT**

### **Background**

The world of work is rapidly changing, and military organisations are no exception. Military organisations are increasingly subject to political and public scrutiny. At the same time, various treaties and codes of conduct have placed greater accountability on soldiers and military leaders for their actions during times of peace and combat. The transformation of the roles which military organisations fulfil, as well as the way in which soldiers and military leaders are to conduct themselves, led to the relatively recent introduction of the term 'New Wars'. The new war construct encapsulates models, theories and approaches which stand in stark contrast to those of traditional warfare and has not yet received much attention from scholars in the field of leadership.

In an attempt to respond to the various contextual factors encompassing a modern approach to warfare, military leaders need to adopt new, i.e. more contextually relevant, approaches and strategies in order to accomplish the desired outcomes of various crucial missions within a changed context.

### **Aim of the research study**

The aim of the present research study was, therefore, to identify a new leadership theory, model and/or approach, which will be better suited to a changing military landscape. In order to achieve this aim, a novel view on leadership, i.e. virtuous leadership, was suggested. It is argued here that virtuous leadership will enhance military performance within a modern operational environment. In the present study, the direct and indirect relationship between virtuous leadership, new war practices and military performance was investigated.

### **Research design and method**

Given the dearth of literature in this field of study, an exploratory research design was employed to gain insights pertaining to the proposed relationship between Virtuous Leadership, New Wars and Military Performance.

A composite questionnaire consisting of items responded to on Likert-type response scales, and open-ended questions were designed to measure the constructs under investigation. Qualitative data from open-ended questions, as well as quantitative data from close-ended questions, was, therefore, collected, i.e. a mixed-method approach was employed to collect data. The data was further collected cross-sectionally, i.e. at a given point in time from a convenient or non-probable sample of military personnel (n=138).

## **Data analysis**

Descriptive statistics and inferential statistics were calculated to summarise sample statistics and determine the strength and direction of the relationship between variables of interest, respectively. The PROCESS procedure (Hayes, 2018) was further employed to estimate the mediating effect of new war practices on the relationship between virtuous leadership and military performance.

## **Results**

The statistical analyses revealed a statistically significant positive relationship between virtuous leadership and military performance; virtuous leadership and new war practices; as well as between new war practices and military performance. The results further revealed a statistically significant direct and indirect, i.e. a partially mediated, relationship, i.e. that new war practices significantly mediated the relationship between virtuous leadership and military performance.

## **Findings**

Virtuous leadership is positively attributed to positive organisational outcomes. These research findings suggest that military organisations could enhance desired organisational outcomes by incorporating virtuousness with other leadership approaches for optimum military performance.

## **Contribution**

Based on these findings of the current study, the military leadership theory has hopefully been enriched with new construct and insights. It is therefore recommended

that virtuous leadership should be part of leadership training from the junior level in order to shape desired military conduct within and beyond the organisational premises. Qualitative insights suggested that military leaders demonstrated outstanding communication skills, military professionalism, compassion and exemplary leadership throughout peacekeeping deployment. However, most soldiers cited competence, emotional intelligence, courage and fairness as attributes that require further development to enhance leadership effectiveness in a new war context.

**Keywords**

*Virtuous Leadership, New Wars, Military Performance*

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# CHAPTER 1

## INTRODUCTION

The world of work is continuously evolving and changing due to various external factors, including increasing globalisation and developments in the Political, Economic, Social, Technological, Legal and Ecological (PESTLE) contexts. As a result of such forces for change, organisations continuously face new challenges for which new and/or novel solutions need to be found. Military organisations and work-related dynamics within the military domain are no exception. As is the case in public and private organisations, military organisations are increasingly subjected to a myriad of challenges that emanate from the PESTLE contexts that have brought about new challenges that require different perspectives and approaches from them. Kaldor (2002) defined globalisation as the intensification of global political, economic, military and cultural interconnectedness and goes on to argue that globalisation is the primary cause for what she termed 'new wars'. Based on Kaldor's (2002) concept of new wars, Van Dyk (2016) suggested an ideology highlighting the evolution of the battlespace and dissemination of military operations in time, space and purpose all of which are radically different to approaches that were used in the past.

In order to effectively deal with the evolving military context, as described above, military leaders are increasingly being required to adopt new approaches and strategies in order to accomplish the desired outcomes of a variety of crucial missions. The successful accomplishment of a mission relies on military performance within a contemporary battlespace characterised by the use of, for example, new technologies, more advanced capabilities, novel knowledge and a unique set of skills. Moreover, unlike in the past, military organisations are increasingly subject to political and public scrutiny, as well as greater accountability being placed on soldiers and military leaders for their actions – both in times of war and peace.

Given events of the past, several pieces of legislation, treaties and codes of conduct have been adopted to address and even regulate the actions of soldiers and military leaders, including the Law of Armed Conflict (LOAC); the Geneva

Conventions/International Humanitarian Law (IHL); Human Rights Law (HRL); and the United Nations (UN) Memorandum of Understanding (MoU) that regulates military conduct during peacekeeping operations (Rogers, 2008). Given the fundamental shifts in the nature, scope and contextual factors impacting military action described above, new approaches to leadership are needed. Several authors have, therefore, called for leadership theories and approaches that better equip military leaders to deal with the novel challenges of new wars (Wong, Bliese & McGurk, 2003).

Given highly publicised events where leaders have been ousted for unethical and even criminal practices, Friedman (2009) perceived modern society as a livelihood in desperate need of trustworthy leaders and leaders that have a moral compass. Cameron and Winn (2012) argued that contemporary organisations have failed to emphasise the importance of virtuousness amongst leaders. Virtuous leadership is defined as the ability to distinguish right from wrong, taking steps to ensure justice and honesty, creating value-based behaviours on the moral continuum and influencing followers to achieve worthy goals higher than self (Cameron, 2003; Caldwell, 2012). Caldwell, Hasan and Smith (2015) described virtuous leaders as ethical stewards who strive to improve the creation of wealth and values for all parties by creating organisational relationships and systems that establish an element of trust and commitment amongst members of an organisation. Virtuous leaders are further described as those individuals that incorporate character strength with commitment in pursuit of the welfare and success of others, and it is only attainable when they understand how they can best serve their followers and organisations (Caldwell *et al.*, 2015). Cameron (2011) found that leaders who chose to be virtuous are not only personally successful but also positively contribute to sustainable organisational success.

As suggested above, arguably, the greatest shift in military leadership comes from the added accountability on soldiers to act ethically, morally and in accordance with human rights conventions and guidelines. Though the emerging virtuous leadership construct, as described above, has not been investigated in a military domain before, it is argued here that the construct holds potential in addressing the requirements of military leaders that operate within the context of new wars. It is, therefore, argued that

investigating virtuous leadership within military organisations provides an avenue for research that may hold potential in answering the call for new approaches to military leadership.

## **1.1 Problem Statement**

To remain relevant, competitive, compatible and effective in a fast-changing world, military organisations need to adapt to the dynamics and requirements of new wars (Kaldor, 2002). On the other hand, military, public and private organisations are plagued with instances of corruption, fraud and other counter-productive and even deviant work behaviours. Military personnel deployed in UN peacekeeping missions abroad have on various occasions been implicated in transgressions of fundamental human rights, which are particularly problematic given that they are the custodians entrusted with the responsibility to protect and promote the rights of people within the areas that they are deployed in. It is within this context of a perceived moral decay in the world of work that a way in which to intervene was sought.

Virtuous leadership and new wars are relatively new constructs in the research literature. In an attempt to conceptualise a military leadership model for Africa, Van Dyk (2016) investigated the compatibility of various leadership styles, such as super-, transformational-, operational-, ethical-, and strategic-leadership in leader success in new wars. Van Dyk (2016) found that each leadership role posits one or more aspects that are relevant to new warfare within an African military context; however, it was concluded that one leadership style might not be sufficient in handling the current complex security challenges. Virtuous leadership was, however, not included in this study. The aim of the present study was, therefore, to investigate the direct and mediated relationship between virtuous leadership, new war practices and military performance.

It was hoped that by better understanding how virtuous leadership could contribute to addressing the issues described above, more specifically in modern warfare, a positive contribution could be made to a highly relevant issue. Given the dearth of studies that have investigated the role of alternative leadership theories/models or

approaches in the realm of the so-called new wars, it was hoped that the present study would make a useful contribution to addressing this gap in the current literature by providing insights into the conceptual and theoretical understanding of these constructs and the way in which they are related. It was further envisioned that the findings would make a practical contribution to military leadership development programs by entrenching virtuous conduct amongst various leadership levels in such a way as to make them more effective leaders and ensure that they bring about desirable outcomes within the units they lead.

## **1.2 Research Objectives**

Given the aim of the present study, as described above, i.e. to investigate the direct and mediated relationship between virtuous leadership, new war practices and military performance, the following theoretical and empirical objectives were formulated:

### ***1.2.1 Theoretical objectives***

- Present a compelling rationale for the present study;
- Conceptualise the virtuous leadership, new war practices and military performance constructs using existing literature;
- Build evidence-based arguments for the relationship between the constructs;
- Make a theoretical contribution to military leadership literature.

### ***1.2.2 Empirical objectives***

- Formulate hypotheses for the proposed relationships between the constructs under investigation;
- Select an appropriate research design, research methods and approaches to addressing the aim of the empirical study;
- Collect, clean and analyse valid and reliable data;
- Interpret results accurately and make appropriate inferences.

### **1.3 Conclusion**

The ever-changing world of work presents unique challenges to the military operational environment. In this chapter, the background, research initiating question, problem statement, aim and research objectives were discussed. In order to respond appropriately to the rapid changes encompassing military context, the current study proposed an introduction of virtuous leadership as a model, theory and/or approach to address perceived challenges envisaged in new war practices, while in pursuit of enhanced military performance. In the second chapter, the literature related to the constructs under investigation, as well as the relationships between them, is reviewed.

## **CHAPTER 2**

### **LITERATURE REVIEW**

In this chapter, a review of the literature pertaining to the constructs under investigation is provided. Firstly, the literature related to new wars and the distinction between old wars and new wars is discussed. Secondly, the literature pertaining to virtuous leadership, the characteristics of virtuous leadership are outlined. In conclusion, aspects concerning the role of leadership in new wars and military performance are revisited to contribute to the theoretical arguments proposed in the present study.

#### **2.1 New wars**

As with any new concept that is introduced in the academic discourse within a field of study, there are often conflicting views and ideas of what it constitutes and how it should be conceptualised, as it develops into becoming a recognised construct. Scholars have used various terms to conceptualise contemporary conflict or wars, including hybrid wars; wars of a third kind; privatised wars; post-modern wars; as well as new wars (Hoffman, 2007; Kaldor, 2013).

Kaldor (2007) coined the term new wars, being distinctly different to old wars and described it as the distortion of the dissimilarity between internal and external, public and private, political and economic, civilian and military and even war and peace in modern conflicts. Kaldor (2005) further highlighted critical elements that characterise new wars as conflicts of civil and intra-state and that they tend to erupt within authoritarian regime states that are weakened by exposure to globalisation. These conflicts are fundamentally based on identity politics, strengthened by new communication technologies and are stimulated by personal or group interests and greed. Internal gratuitous violence evoked by irregular paramilitary groups and entails forceful removals of a population instead of engaging on a traditional battlefield between armies. Table 1 (see below) summarises some of the characteristics of new and old wars to contrast them and highlight differences between them.

**Table 1: Old wars vs new wars**

<b>Old Wars</b>	<b>New Wars</b>
<ul style="list-style-type: none"> <li>Fought between the countries/ states by state armies.</li> </ul>	<ul style="list-style-type: none"> <li>They are fought by para-military groups (usually not a state army).</li> </ul>
<ul style="list-style-type: none"> <li>Clear distinction between combatants (lawful members of armed forces directly involved in war) and non-combatants (civilians and military personnel not taking direct part in war).</li> </ul>	<ul style="list-style-type: none"> <li>Combatants are not easily recognisable, and a blurring distinction between combatant and criminal.</li> </ul>
<ul style="list-style-type: none"> <li>Military necessity for the protection of civilians</li> </ul>	<ul style="list-style-type: none"> <li>Civilians are the primary victims</li> </ul>
<ul style="list-style-type: none"> <li>Clear front line</li> </ul>	<ul style="list-style-type: none"> <li>Patchwork of enclaves controlled by different groups</li> </ul>
<ul style="list-style-type: none"> <li>The effect of war financing is a state building</li> </ul>	<ul style="list-style-type: none"> <li>Violence financed by looting, hostage-taking, illegal trade, diaspora, international networks tied into conflict</li> </ul>
<ul style="list-style-type: none"> <li>Territorial control through direct military engagement with opposing forces</li> </ul>	<ul style="list-style-type: none"> <li>Territorial control through population displacement, rape, ethnic cleansing weapons of war. Avoidance of direct military encounters</li> </ul>

Based on the discussion above, it is argued that the nature of warfare has evolved drastically over recent years and so the role of military organisations in a modern or new war context. As a result, shifts in operational focus and nature of modern warfare have taken place and are described further below.

Military personnel are increasingly involved in peacekeeping, nation-building, disaster management, counter-insurgency and combat operations in various parts of the world (Bartone, Kelly & Matthews, 2013). The modern military environment presents unpredictable working conditions characterised by ambiguous tasks that are rapidly changing in both the nature and scope, which requires new levels of skills, competencies and experience.

In modern warfare, military leaders are often faced with moral and ethical dilemmas, especially when, for example, fighting combatants that are child soldiers. It is mandated by the HRL that peacekeepers should disarm child soldiers and take them to a place of safety. This presents military leaders with unique challenges, as rebel groups, insurgents and terrorist groups do not wear a uniform and do not follow any rules or protocols. It is, therefore, often challenging for even the most experienced or best-trained soldiers to distinguish the enemy from non-combatants in such conditions. In such ambiguous situations, it is argued that virtuous leaders who possess characteristics such as competence, courage and clarity, are better equipped to command with rapid, yet effective decisions that will steer soldiers to organisational success, whilst ensuring ethically responsible outcomes. Contemporary operational environments need leaders that are able to deal with diverse cultures, tolerate ambiguity and demonstrate a high level of initiative (Van Dyk, 2016).

Modern peacekeeping missions are designed to deal with conflict between states, rather than internal conflict. Furthermore, modern peacekeeping operations require soldiers and military leaders to behave in a manner which is often quite different from their initial training that focused on conventional conflict or war situations where direct aggression and hostile actions towards the enemy is expected. However, in contrast to traditional conflict situations, in the context of modern peacekeeping and new wars, soldiers and military leaders are mandated to maintain neutrality and mediate, instead of being confrontational. Even in instances of extreme provocation, UN soldiers are required to maintain a neutral attitude at all time, defuse conflict and foster cooperation especially in Civil-Military Cooperation (CIMIC) activities (Carlstrom, Lundin & Otto, 1990; Rhoads, 2016). Considering the above-mentioned contextual challenges, elements of perceived powerlessness, frustrations with the new rules of engagement,

ethical dilemmas and the constant risk of death have become day-to-day stressors that peacekeepers encounter and need to deal with. Such contextual demands require military leaders who possess critical operational, but also social and psychological competencies/skills relevant for effective performance within the context described above (Grundlingh, 2012).

Peacekeepers are often exposed to traumatic situations on a regular basis, as they, for example, witness the death of fellow soldiers and witness atrocities against innocent people. Their inability to react to such events often leaves them feeling powerless, humiliated and forced to bear an extreme psychological burden. The multi-dimensional nature of operations presents a unique set of challenges for soldiers and military leaders as they are expected to deal with physical and psychological challenges while in pursuit of operational objectives. To effectively support soldiers and manage such contexts, it is crucial that military leaders are emotionally stable and able to support their subordinates to adjust and cope with these kinds of stressors while maintaining morale and pursuing the required operational objectives (Lloyd & Van Dyk, 2007). Van Dyk (2016) proposed that military organisations should identify, attract and select individuals that possess distinctive physical, intellectual and psychological characteristics which are able to operate effectively under such conditions.

As described above, contemporary militia necessitates different competencies and training to ensure leader and military success and, therefore, military organisations need to transform their thinking and approaches and ensure leadership flexibility, if they are to conform to the challenges of new wars. Van Dyk and George (2006) proposed that military leaders should abandon the typical 'parade ground mentality' or command and control approaches that are traditionally characterised by a mindset of rigidity, stubbornness, and giving commands without considering the experiences of their subordinates. Modern military leaders need to adopt leadership models/approaches that will assist them in overcoming their limitations, uniting their efforts, maintaining focus and accomplish their missions. It is within this reasoning that, in the realm of the present study, it was sought to introduce virtuous leadership as a theory/model/approach that would enhance military performance within a new war context. It is argued here;

therefore, that virtuous leadership may hold the key to equipping military leaders to best deal with the challenges described above.

## **2.2 Virtuous leadership**

Various scholars have suggested a number of definitions, conceptualisations and descriptions of a virtuous leadership construct. Cameron (2003) described a virtuous leader as an individual who is committed to the optimisation of the interests of others and pursuing long-term wealth. Therefore, in an attempt to find common ground regarding the definition of virtuous leadership, Pearce, Waldman, and Csikszentmihaly (2006) suggested that any definition of virtuous leadership should specifically include the pursuit of righteous and moral goals for individuals and their respective organisations. It is suggested that there are distinct, virtuous leadership and virtuous organisation constructs. For the purpose of the present study, virtuous leadership was defined as distinguishing right from wrong in one's leadership role, taking steps to ensure justice and honesty, influencing and enabling others to pursue righteous and moral goals for themselves and their organisations and helping others to connect to a higher purpose.

The ethical leadership construct is often used interchangeably with the virtuous leadership construct. A clear distinction has to, however, be made between the constructs. Brown, Trevino and Harrison (2005) defined ethical leadership as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, promotion of such conduct to followers through two-way communication, reinforcement and decision-making. Brown and Trevino (2006) further suggested that the influence of ethical leadership may be deemed as being virtuous, as it can spread beyond encouraging an ethical climate to influencing organisational members' attitudes towards day-to-day work and their attachment to the organisation. As suggested above, however, it is argued here that virtuous leadership is more than ethical leadership. The word virtue is derived from the Latin word *virtue*, which is a direct translation of virtue or excellence (Rego, Victoria, Magalhaes, Ribeiro & Cunha, 2013). Virtues are, furthermore, defined as rules of moral character that motivate and guide behaviour towards an ethical order.

Caldwell *et al.* (2015) proposed six characteristics that virtuous leaders are inherently likely to possess that offer measurable propositions that researcher and practitioners may test to determine the practical value of virtuous leadership in the 21<sup>st</sup> century. Virtuous leadership dimensions such as character, competence, commitment, courage, clarity and compassion were identified as inferential and consistent with the virtuous focus of positive organisational scholarship.

When applied to an organisational setting, a virtuous organisation enables and support virtuous activities, such as good habits, desires and actions from its employees. These include the individual actions, group activities, cultural attributes and other processes that cater for the dissemination and promotion of virtuousness in an organisation (Cameron, Bright & Caza, 2004). Virtuous organisations are further thought to not only promote virtuousness among its members but also enhance it through management practices (De Araujo & Lopes, 2014).

### **2.3 Military performance**

Traditionally, i.e. in conventional warfare, military performance was measured in terms of a number of casualties suffered and territorial grid surrendered by state armies involved in some form of armed conflict. However, with regard to contemporary peacekeeping missions, military performance is measured by operational capability in stabilising violence-stricken countries; protection of civilians; facilitation of humanitarian aid; promotion of human rights; disarming illegally armed groups; fostering peace negotiations; supporting public security, and upholding the rule of law (Williams, 2015). Peacekeeping is defined as an operation involving military personnel, without enforcement powers, typically undertaken by the UN to help maintain or restore international peace and security in areas of conflict (Van Dyk, 2016). Recently, the United Nations Security Council adopted a resolution (UN resolution no. 2436) in an attempt to improve military peacekeeping performance. Wilen (2018) highlighted that UN resolution 2436 describes and even enhance current codes of conduct for peacekeepers' behaviour, leadership and accountability.

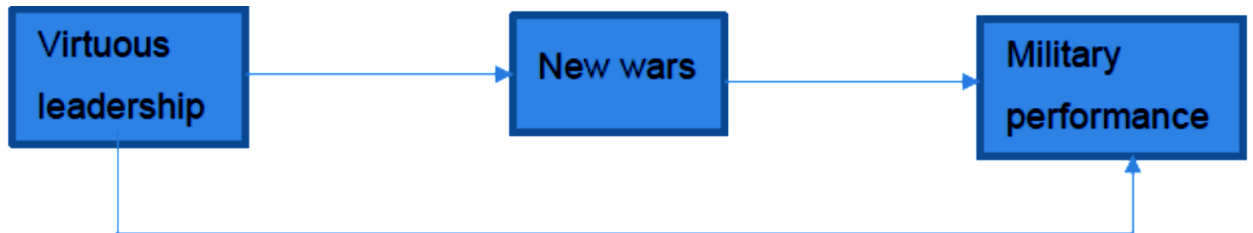
In light of the ambiguities presented by peacekeeping operations, as described above, Williams (2018) suggested military missions are characterised by a trilemma. Three UN goals, which are deemed imperative to pursue, were suggested. Firstly, deployed military organisations are required to fulfil broad mandates in high-risk environments, for example, facilitating humanitarian aid in regions that are under a siege of rebel forces. Secondly, peacekeepers should avoid or minimise the number of casualties. Thirdly, military leaders and organisations have to minimize the financial costs of any mission (Williams, 2018). Gilder (2019), consistent with UN Security Council 8349 of 2018, also suggested that courage, dedication and professionalism are paramount for peacekeepers to be successful in their various missions.

However, peacekeepers have in the past been found to have exposed civilians to extreme physical and psychological vulnerabilities, including committing such atrocities such as rape, human trafficking, abuse, sexual exploitation in exchange for means for survival (i.e. requesting sex in return for food, shelter, education and medicine that civilians are entitled to). A significant proportion of the victims were not only vulnerable woman but in many instances were young children. Victims of such actions often have no means of reporting such forms of abuse by peacekeepers, are provided with no medical or psychosocial care. This while no justice seems to be forthcoming, and abusers often go unpunished. Military organisations that fail to protect civilians, often women and children, from human rights violation, expose them to further risk of exploitation and atrocities by others (Carpenter, 2006).

Given that it is within the context of peacekeeping that military organisations most often encounter new war complexities, military performance is for the purposes of the present study defined in terms of performance in dealing with peacekeeping missions. Furthermore, peacekeeping is currently the primary operational focus of most state military organisations globally.

## 2.4 The relationship between virtuous leadership, new wars and military performance

Based on the arguments presented above, a proposed conceptual/theoretical model was suggested. The proposed conceptual/theoretical under investigation is graphically represented in Figure 1 (see below).



**Figure 1: Proposed conceptual/theoretical model under investigation**

As depicted in the proposed conceptual/theoretical model under investigation (see Figure 1), it is argued that there is both a direct relationship between virtuous leadership and military performance, as well as an indirect relationship with new war practices mediating the relationship between virtuous leadership and military performance.

Based on the arguments presented above, the following hypotheses were formulated:

*H<sub>1</sub>: The relationship between virtuous leadership and military performance is statistically significantly mediated by New war practices*

## **2.5 Conclusion**

In this chapter, a brief review of the current literature was provided. The construct new wars were discussed, as it relates to traditional or old wars. This was followed by a discussion of the virtuous leadership construct and a description of some of the valuable characteristics observable in virtuous leaders. Military performance was then discussed in relation to operational capabilities required in peacekeeping missions. Finally, the relationship between these constructs was discussed. The third chapter describes the empirical part of the present study.

## CHAPTER 3

### METHOD

In this chapter, the research design, approaches and methods that were employed in the current study to address the aim of the present study, are described and discussed.

#### 3.1 Research design and approaches

It was argued that an exploratory research design was appropriate for the purposes of the present study, given the lack of any previous empirical studies that investigated the relationship between virtuous leadership, new war practices and military performance. It is argued that exploratory research designs are appropriate when addressing a phenomenon where little prior research is available (Babbie & Mouton, 2012; Mlangeni, 2016). The primary purpose of exploratory research is to identify salient factors or variables of relevance within a particular environment (Babbie & Mouton, 2012; Mlangeni, 2016).

Primary quantitative data, from close-ended and qualitative from open-ended) data, was collected, i.e. a mixed-method approach to data collection was utilised to address the aim of the present study. Quantitative data allows researchers to use statistical analyses to estimate relationships between variables and determine the statistical significance thereof, and so allow one to make inferences about a population based on sample data (Rosnow & Rosenthal, 2008). Qualitative approaches, on the other hand, enable researchers to probe underlying facets of data and uncover new insights that may not have emerged when asking closed-ended questions. Mixed method approaches are, therefore, deemed appropriate to assist in producing more convincing data-supported research findings – which is especially useful when there is a lack of research on a topic as is the case in the present study (Creswell & Clark, 2011).

Given time and costs constraints, a cross-sectional approach was further employed. Cross-sectional approaches to collecting data are described as an efficient,

and sufficiently effective approach to obtain a sample at lower cost and time input (Hopkins, 2008).

### **3.2 Measurement instrument**

A pencil-and-paper composite questionnaire was designed for the purpose of the current study to measure the constructs under investigation, i.e. virtuous leadership, new wars and military performance. The questionnaire comprised of four sections, including demographic section, virtuous leadership, new war practices and military performance. The sub-scales used to measure the constructs under investigation consisted of both existing sub-scales, as well as items that were developed for the purposes of the present study.

To ensure the external validity of the questionnaire, a pilot study was conducted. A focus group consisting of military personnel with peacekeeping experience, i.e. the target sample elements of the present study was sought and used for this purpose. This was done before data collection in order to identify any issues with the questionnaire and so mitigate measurement error as far as possible.

#### ***3.2.1 Virtuous leadership***

Virtuous leadership was measured utilising the Virtuous Leadership Questionnaire (VLQ) developed by Wang and Hacket (2016). The questionnaire consists of 18 behaviour-based items, measuring five dimensions or virtue categories, i.e. 1) character, 2) competence, 3) commitment, 4) compassion, 5) courage and clarity. An example item is “My line-manager acts with sustained initiative, even in the face of incurring personal risk”. Respondents are required to rate their line manager/supervisor on a 5-point Likert-type response scale with “1 = Strongly Disagree” (i.e. the behaviour does not describe characteristics of the line-manager/supervisor), and “5 = Strongly Agree” (i.e. the behaviour best describes the characteristics of line-manager/supervisor). An overall composite average score is suggested to represent the perceived level of virtuous leadership of the leader in question.

The VLQ instrument has demonstrated satisfactory measurement properties in previous studies (Cronbach alpha = .96), as well as found to account for 60% of the variance in ethical behaviour among leaders (Wang & Hackett, 2016).

### 3.2.2 *New war practices*

New war practices were measured utilising a self-developed semantic differential scale consisting of 10 items relating to modern warfare aspects subdivided into six dimensions, i.e. 1) responsibility to protect, 2) use of military force, 3) accountability, 4) cultural sensitivity, 5) resource allocation, and 6) obedience. The scale, developed for the purposes of the present study, is based on Kaldor’s (2002) conceptualisation of new wars.

Each of the ten items consists of a description of a situational context, environmental characteristics or daily occurrence at opposite ends of a continuum. The left-hand side of the continuum describes a situational context, environmental characteristics or daily occurrence in terms of old war expectations. In contrast, the right-hand side of the continuum is a description thereof which is more in line with new wars.

Considering the behaviour of their unit leader, respondents were requested to indicate the extent to which they agree with either end of the statements, i.e. using a scale ranging from “3 = Strongly Applicable” on the left of the continuum and “3 = Strongly Applicable” on the right of the continuum, with zero (0) or neutral in the middle of the continuum. An example item is provided below:

	3 = Strongly Applicable	2 = Very Applicable	1 = Somewhat Applicable	0 = Neither	1 = Somewhat Applicable	2 = Very Applicable	3 = Strongly Applicable	
Military is a necessity for the protection of civilians								Civilians are the primary victims/ targets of violence.

The responses obtained were then re-coded to a 1-7 response scale, as the purpose of the study was to investigate the extent to which identification with new war

practices, i.e. scores closer to seven (7) are related to the selected variables, rather than the extent to which they relate to old war practices (scores closer to one).

### **3.2.3 Military performance**

Military performance was also measured utilising a self-developed measure of 18 items, consisting of six dimensions, including, 1) public safety, 2) promotion of human rights, 3) neutrality, 4) command and control, 5) cost efficiency, and 6) military professionalism. Each item contained a description of the perceived operational experience of the unit in which the respondent was stationed. The scale was developed based on the UN goals for conflict resolution as outlined by Williams (2015) as key performance measures for peacekeepers.

Respondents were required to indicate the extent to which each statements best described the platoon or unit they were part of, using a 5-point Likert-type response scale ranging from “1 = not at all” (i.e. the statement does not describe their experience) to “5 = to a great extent” (i.e. the statement best describes their experience). An example item is “My team/platoon/unit’s presence offered protection to the local community against rebellious violence”.

### **3.2.4 Open-ended items**

Three open-ended items were included in the questionnaire and used to collect qualitative insights, comments and recommendations from respondents:

1. Describe some of the outstanding leadership qualities your immediate line-report possesses.
2. Are there leadership qualities that you believe, if developed, would make your immediate line-report a better leader?
3. Do you believe your immediate line-report typically applies leadership practices, structures and processes within peacekeeping operational environment setting to his/her subordinates in the best possible manner? Why do you say so? Give examples where you can.

### **3.3 Sampling and sample**

Given cost and time constraints, a non-probability or convenience sampling technique was utilised. Convenience sampling is a method that relies on data collection from population members who are conveniently available to participate in a study (Tongco, 2007). As a result, findings from the proposed study cannot be generalised to any given population. However, as inferential statistics that are based on probability was utilised, appropriate and careful inferences were made when interpreting results.

South African National Defence Force (SANDF) military personnel returning from UN peacekeeping missions were requested to participate in the study. The group comprised of both combatants and non-combatants and further consisted of a diverse range of individuals, in terms of gender, age, race, rank and work experience. A sample of 138 respondents was obtained. The demographic information of the realised sample is summarised in Table 1 and Table 2 (see below).

The summary of the demographic information provided (see Table 2 below) suggests that the realised sample consisted mostly of males (73%). Although this does not reflect the overall gender split of the South African population, which according to Statistics South Africa (2018) is 51 % vs 49% females, this skewed gender split does reflect that of the SANDF which comprises of 61% males vs 39% females (Wood, Grant, du Toit & Fletcher, 2017). Military organisations, such as the SANDF, are still very much male-dominated. The sample further comprised of a diverse group of participants with regards to race, with 89% of the realised sample comprised of African Blacks vs 25% Coloureds and 9% Whites. This reflects the current demographics of the SANDF post-apartheid given the affirmative action/employment equity policies and practices that have been implemented.

The realised sample was further comprised of respondents from various arms of services and ranks. In terms of this diversity, the realised sample was considered to be largely representative of the SANDF, particularly amongst those engaged in peacekeeping missions. Privates from the SA Army confirms the strategic requirements for deployment in peacekeeping operational contexts. The fact that almost all

respondents (96%) have obtained a matric, and 24% have an undergraduate degree suggested they were able to understand and interpret questionnaire items with ease.

**Table 2: Demographic Characteristics of the Sample - Discrete variables (n=138)**

	<b>f</b>	<b>%</b>
<b>Gender</b>		
Male	101	73.2
Female	35	25.4
Transgender	1	0.7
Prefer not to answer	1	0.7
<b>Race</b>		
Asian	9	6.5
African	89	64.5
Coloured	25	18.1
Indian	-	-
White	5	3.6
Other	9	6.5
Prefer not to answer	1	0.7
<b>Level of Education</b>		
No formal education	9	6.5
Matric	96	69.6
Undergraduate Degree	24	17.4
First PG Degree	7	5.1
Prefer not to answer	2	1.4
<b>Arms of Service</b>		
SA Army	116	84.1
SA Airforce	4	2.9
SA Navy	3	2.2
SAMHS	13	9.4
Prefer not to answer	2	1.4
<b>Rank</b>		
Private	68	49.3
Lance Corporal	11	8
Corporal	23	16.7
Sergeant	7	5.1
Staff Sergeant	5	3.6
Warrant Officer	2	1.4
Lieutenant	14	10.1
Captain	3	2.2
Major	3	2.2
Prefer not to answer	1	0.7
Other	1	0.7

**Table 3: Demographic Characteristics of the Sample – Nominal variables (n = 138).**

	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std Dev</b>
<b>Age</b>	21	54	33.0	7.01
<b>Years of experience</b>	1	38	11.5	6.85
Years in the current unit	0	25	3.5	3.80
Years reporting to current direct report	0	16	2.5	3.16
Years in current rank	0	35	7.3	5.28
Size of the unit currently deployed in	4	120	31.2	14.86

The demographic information summarised in Table 3 (see above) is arguably in-line with that which is observed in the SANDF and more specifically of members in peace-keeping missions.

### **3.4 Data collection procedure**

Permission to conduct the present research study was granted by the University of Cape Town Faculty of Commerce Ethics in Research Committee (EiRC), as well as the Defence Intelligence Directorate. An appropriate time and venue were secured at the Department of Defence Mobilisation Centre military base in Bloemfontein, South Africa.

Participants were invited to complete the pencil-and-paper questionnaire described above. Conducive conditions were ensured, and rapport established with participants, as far as possible. The researcher was available to clarify any uncertainty participants encountered while completing questionnaires, or to answer any questions they have had about the research study. Completed questionnaires were handed back to the researcher and were not available for access to anyone besides the researcher and the academic supervisor.

### **3.5 Ethical considerations**

The pertinent ethical issue is whether the benefits of participating in the study supersede the burdens (Brinkmann & Kvale, 2008). The contribution of the present study was further directed at improving the effectiveness of military organisations congruent to the ever-changing world of work. It is hoped that the outcomes of the present study will be disseminated, and the SANDF and other military organisations adopt the recommendations. Identifying and finding ways to develop more effective leadership models/theories and approaches to deal with the demands of new wars and bringing about desirable military organisational outcomes or military performance.

Everything possible was done to ensure that no harm would result from participation in the study and to address the aspects of beneficence and non-maleficence. Strict adherence to accepted data privacy and ethical standards, as well as those stipulated by the University of Cape Town Ethics Committee and Health Professions Council of South Africa (Chapter 10), were upheld.

The purpose of the present research study was communicated to the respondents. Participation in the research study was voluntary, and no monetary rewards were offered for participation, and no one was compelled to take part in the study. Participants were advised of their right to withdraw at any stage of data collection if they felt like the study was infringing on any of their rights or for whatever reason. The questionnaires were further completed anonymously, and all data was kept confidential and only shared with the study supervisor. To determine the grounds for freedom of participation, participants completed a consent form that explicitly states that they are partaking in the study willingly. As suggested above, no names or any personal identifiers were required or captured to maintain the anonymity of the participants. Permission to conduct the research study was granted from both the University of Cape Town Commerce Faculty Ethics in Research Committee, as well as the Department of Defence Mobilisation Centre.

### **3.6 Statistical analysis**

The responses to the paper-and-pencil questionnaires were double-coded, cleaned and analysed using the IBM Software Package for the Social Sciences (SPSS) version 25. The measurement properties of the virtuous leadership, new war practices and military performance scale were first assessed using Principal Component Analysis (PCA) to investigate the construct validity of the scales. To assess the internal reliability or internal consistency, Cronbach's alpha coefficient was calculated.

Once the measurement properties of the scales had been checked, descriptive statistics were calculated, followed by conducting inferential statistical analyses, including calculating Pearson Product Moment Correlations and Multiple Regression analysis. For the purpose of this study, the Process macro for SPSS, developed by Andrew Hayes, was used to test the direct and indirect effect of the predictor variables on the outcome variable (Hayes, 2017). Finally, to analyse the qualitative data obtained from the open-ended questions, thematic analysis was conducted to summarise qualitative insights gathered through open-ended questions.

### **3.7 Conclusion**

Chapter three presented the research design and methodology employed in the present research study. Cross-sectional, exploratory, and mixed-method approaches to data collection were utilised; moreover, a convenient sampling approach was followed. The realised sample and composite questionnaire were discussed in this chapter. The research data was interpreted by means of SPSS statistical analysis; ethical considerations were observed. The following chapter presents the detailed results of the statistical analyses and the interpretation thereof.

## CHAPTER 4

### RESULTS

In this chapter the results obtained from the various statistical analyses, described above, are reported, including assessing the uni-dimensionality of the sub-scales (i.e. assessing the reliability and validity); calculating descriptive and conducting inferential statistical analyses. Calculating correlation coefficients and conducting Multiple Regression analysis was used to estimate the relationships between Virtuous Leadership, New War Practices and Military Performance. To analyse the qualitative data obtained from the open-ended questions, thematic analysis was conducted to summarise qualitative insights gathered through open-ended questions.

#### 4.1 ASSESSING UNIDIMENSIONALITY

The measurement properties of the various sub-scales that which was utilised to measure VLQ, New War Practices and Military Performance were firstly assessed to determine measures prior to conducting analyses. Construct validity was assessed using Principal Component Analysis (PCA), while reliability or the internal consistency of the scale was assessed by calculating Cronbach's alpha coefficient.

To determine the suitability of the data for factor analysis, i.e. to assess the factorability of the data, the Kaiser-Meyer-Olkin (KMO) statistic was calculated, as well as using Bartlett's test of sphericity. A KMO measure of sampling adequacy  $\geq 0.6$  and a statistically significant Bartlett's test of sphericity ( $p < .05$ ) is considered indicative of the data is suitable for factor analysis (Pallant, 2005).

Principal Component Analysis (PCA) with Kaiser Normalisation was utilised as a data reduction method. Items with component loadings  $\geq 0.3$  were retained (Tabachnik & Fidell, 2008). With regard to communalities, Field (2005) suggested that items that have communality value  $\geq 0.3$  can be retained.

A Cronbach Alpha ( $\alpha$ ) coefficient of above .70 is considered to be indicative of a satisfactory or acceptable reliable scale, i.e. a Cronbach Alpha coefficient below 0.6 is considered to indicate a scale which is not necessarily reliable (Hair *et al.*, 2010).

#### **4.1.1. Virtuous Leadership Questionnaire (VLQ)**

As described above, the VLQ sub-scale comprises 18 behaviour-based items which were designed to measure five virtue categories, i.e. 1) character, 2) competence, 3) commitment, 4) compassion, 5) courage and clarity (Wang & Hackett, 2016). Utilising PCA was deemed an appropriate method to assess construct validity.

The KMO statistic was found to be indicate that it would be appropriate to conduct PCA on the data (KMO= .92, i.e. >.6; Pallant, 2005), which meets the requirements of the sample measure adequacy of  $\geq .06$  for data to be regarded suitable for factor analysis (Pallant, 2005). Moreover, Bartlett's test of sphericity was further found to be significant ( $\chi^2 = 1542.44$ ;  $df = 153$ ;  $p < .01$ ), which further supports the notion that the data is appropriate for factor analysis.

Based on Keiser's criterion, i.e. Eigenvalues greater than one are indicative of a meaningful factor (Field, 2013). The eighteen items of the VLQ loaded on a single factor (Eigenvalue = 9.04, i.e. greater than one and explained 50% of the variance in the factor). No items were excluded based on the inclusion criteria (i.e. loadings  $\geq .30$ ). All items loaded satisfactory communalities ( $.68 < r > .33$ ), i.e. above the recommended cut-off score of .30 (Tabachnik & Fidell, 2008).

In order to further determine the reliability of the scale, the Cronbach alpha coefficient of the VLQ was found to be satisfactory and acceptable (Cronbach  $\alpha = .94$ , i.e.  $> .70$ ; Field, 2013; Hair *et al.*, 2010). The item-total correlations also depicted significant analysis ( $.77 < r > .42$ ). Based on the SPSS item-analysis procedure, the extracted item-analysis further suggested that the deletion of any item would not increase the Cronbach alpha coefficient.

Based on the basket of evidence described above, the VLQ sub-scale was deemed to have demonstrated satisfactory measurement properties, i.e. the measure is

believed to be a valid and reliable measure of perceived virtuous leadership behaviour in the current study and appropriate for use in inferential statistics conducted for the purposes of the present research study.

#### **4.1.2. New War Practices (NWP)**

The new war practices sub-scale comprised ten situation-based items measuring contextual factors of modern military warfare. The KMO statistic depicted that the strength of the relationships among variables was satisfactory (KMO = .89, i.e. >.6; Pallant, 2005). Bartlett's test of sphericity was further found to be statistically significant ( $\chi^2 = 737.94$ ;  $df = 45$ ;  $p < .01$ ). Based on the guidelines of Field (2013), these results depicted the factorability of the data, i.e. that conducting PCA on this data was appropriate to determine the variance in the observed measures.

Based on Keiser's criterion, i.e. Eigenvalues greater than one is indicative of a meaningful component (Field, 2013) ten items loaded on a single factor (Eigenvalue = 5.53, which is greater than 1; and explained 55.3% of the variance in the component). The component loadings (.61 <  $r$  > .40) further indicated satisfactory communalities above recommended cut-off score of .30 (Tabachnik & Fidell, 2008). As a result, no items were removed from the scale as all items met the criterion of eliminating factor loadings below the cut-off score (> .30).

In order to further determine the reliability of the sub-scale, the Cronbach alpha coefficient was found to be satisfactory and acceptable (Cronbach  $\alpha = .90$ ; i.e. > .70; Field, 2013; Hair *et al.*, 2010). The item-total correlations were further found to be satisfactory (.71 <  $r$  > .55, i.e. > .30). Based on the SPSS item-analysis procedure, deleting any item did increase the Cronbach alpha coefficient.

Based on the basket of evidence described above, the NWP sub-scale was deemed to have demonstrated satisfactory measurement properties, i.e. the measure is believed to be a valid and reliable measure of perceived virtuous leadership behaviour in the current study and appropriate for use in inferential statistics conducted for the purposes of the present research study.

#### **4.1.3. Military Performance (MP)**

As described above, the military performance sub-scale comprised of 18 behaviour-based items measuring the output of expected military platoon/unit in modern military warfare. The KMO statistic depicted that the strength of the relationships among variables was satisfactory (KMO = .89, i.e. >.6; Pallant, 2005). Bartlett's test of sphericity depicted significant results of ( $\chi^2 = 1718.93$ ;  $df = 153$ ;  $p < .01$ ). Based on the guidelines of Field (2013), these results indicated the factorability of the data and, therefore, that PCA was appropriate to determine the variance in the observed measures.

Based on Keiser's criterion, i.e. Eigenvalues greater than one is indicative of a meaningful component (Field, 2013) All the items loaded on a single factor (Eigenvalue = 9.09, which is greater than 1; and explained 50.5% of the variance in the component). The component loadings (.73 <  $r$  > .32 i.e. > .30) further indicated satisfactory communalities above recommended cut-off score of .30 (Tabachnik & Fidell, 2008). As a result, no items were removed from the scale.

In order to further determine the reliability of the sub-scale, the Cronbach alpha coefficient of the MP was found to be satisfactory and acceptable (Cronbach  $\alpha = .94$ ), i.e. above the recommended measure of > .70 (Field, 2013; Hair *et al.*, 2010). The item-total correlations were also found to be satisfactory (.82 <  $r$  > .45, i.e. > .30) and the extracted item-analysis further suggested that deletion of any item would not make any significant change on the Cronbach alpha coefficient.

Based on the basket of evidence described above, the NWP sub-scale was deemed to have demonstrated satisfactory measurement properties, i.e. the measure is believed to be a valid and reliable measure of perceived virtuous leadership behaviour in the current study and appropriate for use in inferential statistics conducted for the purposes of the present research study.

## 4.2 DESCRIPTIVE STATISTICS

Descriptive statistics are meant to simplify, organise and summarise the characteristics of raw data (Gravetter & Wallnau, 2006). Using the data collected from respondents ( $n = 138$ ), descriptive statistics were computed for the VLQ, NWP and MP scales.

Items in the VLQ and MP sub-scales were based on a 5-point Likert-type response scale, and as a result, the mean scores should be interpreted in line with those specifications. Items in the NWP sub-scale was based on a 7-point Likert-type response scale, and as a result, the mean scores should be interpreted in line with this specification.

Table 4 (see below) provides a summary of the descriptive statistics, including means scores, skewness and kurtosis values. Tabachnik and Fidell (2007) suggested that when interpreting the skewness and kurtosis values, only values between 1 and -1 should be considered as an indicator of normally distributed data. A kurtosis and skewness value of 0 is considered to be perfect, while a value of less than +/-1 is considered good enough in conducting research in the social sciences.

**Table 4:** *Descriptive statistics of sub-scales*

<b>Variables</b>	<b>N</b>	<b>Mini</b>	<b>Max</b>	<b>Mean*</b>	<b>SD</b>	<b>Skewness</b>	<b>Kurtosis</b>
<b>VLQ</b>	138	1	5	3.8	0.9	-0.8	0.6
<b>NWP</b>	138	1	7	4.7	1.5	-0.10	-.09
<b>MP</b>	138	1	5	4.2	0.8	-0.5	0.6

*VLQ = Virtuous Leadership; NWP = New War Practices; Military Performance*

*\*VLQ & MP mean is based on a 5-point Likert-type response scale; NWP mean is based on a 7-point Likert-type response scale*

Based on the suggestions informing the distribution of the data described above, the data was deemed to be adequately normally distributed data (see Table 4).

The average VLQ score was on the positive side of the neutral point (mean = 3.8 out of 5; SD =0.9), i.e. on balance participants perceived their unit leaders' behaviour as more virtuous than not. With regard to new war practices, the mean was also found to indicate the presence of new war type approaches in the operational environment (mean = 4.7 out of 7; SD = 1.5). Furthermore, on balance, the average score seems to have implied that participants perceived their unit's output in terms of fulfilling their mission objectives as well on the positive of the response scale (mean = 4.2 out of 5; SD = 0.8).

### **4.3 Estimating the relationships between the variables**

An inferential statistic is described as "...a statistical technique which allows researchers to study samples and then make generalisations about populations from which they were selected" (Gravetter & Wallnau, 2008, p 7).

#### ***4.3.1 Correlation analysis***

Pearson Product Moment correlation coefficients were conducted for the purpose of the present study (Sarkar, Midi & Rana, 2011). A correlation coefficient is used to indicate the effect size of a relationship between continuous variables and enables researchers also to estimate the strength of the relationship between variables. An absolute value of  $r$  obtained is typically evaluated against the following guidelines:

- between .00 - .19 are regarded as very weak and negligible;
- between .20 - .39 are regarded as weak;
- between .40 - .59 are regarded as moderate;
- between .60 - .79 are regarded as strong; and

- between .80 – 1.0 are regarded as very strong (Evans, 1996; Mlangeni, 2016).

**Table 5: Pearson Correlation matrix (n= 138)**

Variables	M	SD	1	2
1. <b>VL</b>	3.78	.92		
2. <b>NWP</b>	4.74	1.51	.49**	
3. <b>MP</b>	4.20	.85	.54**	.36**

\*\*p< .01 (2- tailed)

The bivariate relationships between the variables were estimated using Pearson correlation analysis and, in all instances, the null hypothesis was rejected (p<.01). Statistically significant moderate positive relationships were found between NWP and VL, and VL and MP (r = .49, p< .01 and 543, p< .01, respectively, i.e. between .40 - .59). if one rounds up to the closest whole number, a statistically significant moderate positive relationships were also found between NWP and MP (r = .36 or .4, p<.01).

### **4.3.2 Regression Analysis**

Multiple Regression analysis was conducted with VL, and NWP (X<sub>1</sub> and X<sub>2</sub>) as independent variables and MP being the dependent variable (Y) Table 6 (see below) summarised the model summary and test for statistical significance of the regression model consisting of VL and NWP.

According to Field (2009), when conducting a multiple regression, the predictor must be related to the outcome variable in order to appropriately conduct predictive model. Although the relationship between predictors is essential, however, if the relationship is too strong, it can make regression analysis unreliable. In this study, the

correlation coefficients ranged within the moderate effect ( $r \geq .10 \leq .55$ ) which is deemed appropriate to run regression model, whereas, if the predictors were correlated with strong effect ( $r \geq .80$ ) such results would have constituted a multicollinearity problem for the model. Daoud (2017) asserted that multicollinearity violates one of the basic assumptions of a successful regression, as it overinflates standard errors and making some variables statistically insignificant when they should be significant.

The regression model was found to statistically significantly predict variance in the dependent variable, explaining 13% of the variance in MP (See Table 6).

**Table 6: Predicating Military Performance (ANOVA)**

<b>Model</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>F</b>	<b>df</b>	<b>p</b>
1	.367	.135	10.52	2.00	.000

*Predictors: (Constant), NW, VL*

Results of the Multiple Regression analysis further indicated that VL significantly explained unique variance in the dependent variable MP (see Table 7 below).

**Table 7: Predicating Military Performance**

<b>Model</b>	<b>B</b>	<b>S.E</b>	<b>T</b>	<b>p-value</b>
<b>Constant</b>	3.219	.257	12.55	.000
<b>VL</b>	.234	.076	3.09	.002*
<b>NWP</b>	.043	.039	1.09	.274

*Dependent Variable: MP*

*Predictors (Constant), NW, VL*

### 4.3.3 Mediation analysis

The theoretical/conceptual model under investigation, which was based on the arguments presented in Chapter 2, postulated that the relationship between virtuous leadership and military performance is mediated by new war practices. As described above, the following hypothesis was, therefore, formulated:

*H<sub>1</sub>: The relationship between virtuous leadership and military performance is statistically significantly mediated by new war practices*

In a mediation model, the relationship between two variables is thought to be mediated by an intervening or mediating variable, i.e. is assumed to be an intermediate between an independent variable, in this case, virtuous leadership, and an outcome variable, i.e. military performance in this instance (Fairchild & MacKinnon, 2009).

The direct and indirect effect was tested using a percentile bootstrap estimation approach with 5000 samples, by means of the Process macro Version 3 for SPSS (Hayes, 2018).

The results indicated an existence of indirect negative effect of NWP on VL and MP interaction,  $B = .059$ ,  $SE = .055$ ,  $95\% CI = [-.044, .173]$ . This implies that VL was associated with MP scores that were approximately .06 points less when mediated by NWP.

**Table 7:** Completely Standardised Indirect Effect of X on Y by M Interaction

Model	Effect	BootSE	BootLLCI	BootULCI
NWP	.059	.055	-.044	.173

The existence of an indirect negative effect of predictors on the outcome variable, which implies NW mediates the relationship between VL and MP was found; therefore, the null hypothesis was rejected. Based on the results gleaned from the data, it was believed that support was found for the mediated relationship. Although the statistical data analysis depicted a CI that contains zero, it is however not a conclusive evidence that there is no effect, rather highlights the uncertainty of whether treatment effect in question had a positive or negative effect on the outcome of interest. In the statistical data provided above, the predictor variable had lower negative effect on the outcome variable.

#### **4.4 Qualitative data**

In order to further probe the insights of the participants regarding virtuous leadership and contextual matters encompassing new war practices, three open-ended items were included in the questionnaire. Thematic analysis was utilised for the purpose of identifying common themes and coding participants' responses.

Firstly, prevalent leadership qualities were identified, and extracts from the questionnaires are cited below to support the findings reported here. Secondly, leadership qualities recommendable for improvement were also identified and coded. Finally, the extent to which participants believe their superiors applied leadership practices in best possible manner was quantified on a 3-point Likert-type response scale (agree, neutral, disagree) and reasons and possible examples to support the evaluation provided were requested.

***Q1: Describe some of the outstanding leadership qualities your immediate line-report possesses***

Considering the responses obtained from the realised sample (n=138), four (4) main themes emerged in response to the outstanding leadership qualities that respondents believed their unit leaders possessed, namely 1) communication skills; 2)

compassion; 3) professionalism; and 4) leading by example. Table 8 (see below) summarises the number of times each theme came up in the responses to the open-ended question.

**Table 8:** Describe some of the outstanding leadership qualities your immediate line-report possesses (*n* = 138)

Themes	Frequency	Percentage	Cumulative %
<b>Compassion</b>	39	28.26%	28.26%
<b>Communication</b>	30	21.73%	49.99%
<b>Leading by example</b>	20	14.49%	64.48%
<b>Professionalism</b>	12	8.69%	73.17%
<b>Excluded responses</b>	37	26.81%	100%

Compassion was identified as the most cited leadership quality (frequency = 39). Participants perceived compassionate leaders as individuals who are caring, selfless and considerate about the welfare of their subordinates. A practical manifestation of this quality was described by a number of participants, as is reflected in the quotes provided below:

*“they are able to understand when we are experiencing some personal problems especially those that might interfere with line of duty.”* – Respondent 32

*“he puts his subordinates first”.* – Respondent 48

*“my section leader is fair when delegating tasks, he [acknowledges] his members’ strengths and weaknesses.”* – Respondent 138

*“he believes in that principle of it’s not about what he wants or what other people want but what the whole team wants!”*. – Respondent 59

*“well-educated officer who’s always encouraging subordinates to pursue academic goals”*. – Respondent 137

Excellent communication skills were identified as the second most cited leadership quality (frequency = 30) demonstrated by outstanding leaders. Examples of statements that were provided include:

*“he is a good observer, listens and take everyone’s advice or opinion before making his decision.”* – Respondent 5

*“good listener with patience”* – Respondent 136

*“he always makes sure his subordinates are well informed”.* – Respondent 41

*“my leader gave clear orders”.* – Respondent 53

The third most cited quality was that exemplary leaders model desired behaviour in front of their subordinates for them to see (frequency = 20). Examples of statements that were provided include:

*“[he] always lead by example and always respect subordinates”.* - Respondent 39

*“when a platoon came together to a woman without legs, our commander helped to organise the whole thing”.* - Respondent 18

Finally, professionalism was cited among outstanding leadership qualities demonstrated by military leaders in peacekeeping operations. Examples of statements that were provided include:

*“there was a high level of military professionalism shown before and throughout the deployment of the platoon”.* - Respondent 2

*“my section leader showed qualities that are solely professional as he always found a way to use limited resources effectively to ensure that the objective of the platoon is reached”.* - Respondent 132

*“[my leader] showed a high sense of responsibility, humility and professionalism of quite high standards”.* - Respondent 11

**Q2: Are there leadership qualities that you believe, if developed, would make your immediate line-report a better leader?**

In response to the above-mentioned question, most participants highlighted critical outstanding leadership qualities an outstanding leader or line-report should develop to be a better leader, namely 1) competence/functional expertise; 2) emotional intelligence; 3) fairness; 4) responsibility; and 5) courage.

**Table 9:** Are there leadership qualities that you believe, if developed, would make your immediate line-report a better leader? (n = 138)

Themes	Frequency	Percent (%)	Cumulative %
Competence	18	13.04%	13.04%
Emotional Intelligence	8	5.79%	18.84%
Fairness	8	5.79%	24.62%
Courage	4	2.89%	27.51%
Other	7	5.07%	32.58%

Competence/functional expertise was cited as the most as a leadership quality which should be developed in their unit leaders. Examples of statements that were provided include:

*“if the member can be exposed to military strategy modules, [they] can help very much in terms of planning operation in this changing landscape of operation. [Battles] are not only fought conventionally; there's too much technology involved. Physical and mental fitness of the individual is very important”.* -

Respondent 2

*"[my leader] must attend more functional courses. Other courses should be stopped and redirect funds, time and resources in leadership courses to build future leaders". - Respondent 78*

*"my leader was inexperienced and negligent, also posed a threat to the platoon". - Respondent 58*

Emotional intelligence was identified as the second most cited under-developed leadership quality. Examples of statements that were provided include:

*"he is ruthless, doesn't listen to his subordinates, often care about his own feelings and doesn't care about others". - Respondent 49*

*"some leaders need to stop taking job personal and need to understand that they are working with us not that we working for them, this organisation is for all of us". - Respondent 44*

*"at times they use emotions on situations we come across, they feel threatened when we ask direct questions regarding the way they do or say things". - Respondent 123*

Another further leadership quality that was indicated which unit leaders need to improve on was fairness. Several respondents highlighted their concerns with the level of favouritism that they had witnessed. Examples of statements that were provided include:

*"treatment of members was not the same" - Respondent 37*

*"fairness is something that lacked the most, especially deciding between males and females". - Respondent 133*

*"taking sides when coming to problem-solving... [there's] favouritism and nepotism". - Respondent 55*

Finally, courage was identified as a leadership quality that also requires development to enhance leadership effectiveness. Examples of statements that were provided include:

*“he was a good commander, but he was a coward, he never went on patrols with us even when we were understaffed”*. - Respondent 16

*“my immediate commander lacked an ability to take responsibility of anything we reported that needed his actions”*. - Respondent 54

*“their leadership is sometimes shameful. When the situation is bad like when we must fight rebels, he delays. Sometimes he is scared to command women. In future, they must appoint brave leaders, not a leader [that] will threaten soldiers. We need responsible leaders, not leaders who are power-hungry ... because they lower our working capabilities”*. - Respondent 122

To a smaller degree, a few positive leadership qualities were also identified by other members as areas that require improvement, i.e. over above those discussed above and included communication skills, creativity and professionalism. Such insights are reported in Table 8 as “other”.

***Q3: Do you believe your immediate line-report typically applies leadership practices, structures and processes within peacekeeping operational environment setting to his/her subordinates in the best possible manner? Why do you say so? Give examples where you can.***

To further probe the insights of respondents regarding the effective application of leadership practices in peacekeeping operations, the above-mentioned question was posed to respondents. Responses to this item were quantified into categories based on the extent to which participants agree, disagree or neutral about effective application of leadership practices by their immediate line-report in peacekeeping operational environment. Once they established which category the leader falls into, the reasons/

practical examples were requested. Excerpts are provided to support responses gathered below.

**Table 10:** *Do you believe your immediate line-report typically applies leadership practices, structures and processes within peacekeeping operational environment setting to his/her subordinates in the best possible manner? Why do you say so and give examples where you can (n = 138).*

<b>Responses</b>	<b>Frequency</b>	<b>Percent (%)</b>	<b>Cumulative %</b>
<b>Agree</b>	77	55.79%	55.79%
<b>Neutral</b>	4	2.90%	58.68%
<b>Disagree</b>	14	10.14%	68.82%

As illustrated in Table 10 (see above), 77 out of 138 respondents indicated that they believe their respective leaders applied leadership practices in peacekeeping operational environment in the best possible manner. Some of the key reasons and examples provided to support this evaluation included:

*“Yes! Because there was never a point where we encountered a discipline problem or any misconduct under his leadership. The way he presented himself made it difficult for platoon members to fail him under any circumstances”.*

*“She took initiatives especially while we were conducting patrols and there was [imminent] danger or situation that might inconvenience us; she always had an action plan to evaluate safety”.*

*“She gave direct orders like, when we go to the field we always knew the time, place, how to get there and what to bring along”.*

*“She gave enough resources like ammunition or equipment we needed to complete tasks”.*

*“She always looked after the safety of the platoon and local population by [recommending] the use of minimum force but effective enough not to jeopardise our safety”.*

Some respondents acknowledged the cultural diversity of peacekeepers present in an operational area, thus perceived their leaders' cultural sensitivity as an ideal attribute of a peacekeeper. The following responses which were provided support this notion:

*“He followed guidelines outlined for a peacekeeping operation, respecting the culture of the host country and always encouraged maximum participation in CIMIC projects such as building schools etc.”*

*“Yes! I strongly believe my team leader applied his leadership style according to the requirements of the UN in the mission area. All tasks that were executed were in the best interest of the local population, and it was mandated by the UN for us to protect all convoys and civilians.”*

Even though the majority of respondents gave positive reviews on the above statement, approximately 14 out of 138 respondents (=10%) indicated that they do not believe their respective leaders applied leadership practices in peacekeeping operational environment in the best possible manner. Some of the key reasons and examples used to support this choice were:

*“She lacked peacekeeping experience and didn't want to be helped by juniors, doesn't want to learn something new, maybe a changed approach can help her develop as a leader.”*

*“No! they didn't apply them because we had a lot of challenges and we expected commanders to take action and never did. My leader didn't want to take responsibility.”*

*“The man does not apply leadership practices; he had a strong team that covered his bad behaviour. There were too many divisions in the platoon, and there was favouritism in terms of former forces like non-statutory and MSDS. This created conflict among soldiers in the mission area”.*

Other respondents perceived employed leadership practices as irrelevant to the modern battlespace. One respondent cited that:

*“Their leadership was not applied in the best possible manner because they are using old methods to command and some of them are scared to take initiatives”.*

Finally, very few respondents opted to indicate a neutral position. Approximately four out of 138 respondents (=3%) indicated that they are uncertain about whether leadership practices in peacekeeping operational environment were applied in the best possible manner or not. One respondent neither agreed nor disagreed, and responded by stipulating that.

*“yes and no, [because] some situations during the mission were more challenging than others, which made the leader to lose focus”.*

#### **4.5 Conclusion**

In this chapter, the statistical results obtained from various analyses of the current study were reported. The unidimensionality of sub-scales was presented; the descriptive and inferential statistical analyses were also conducted for hypothesis testing. The regression analysis was used to assess the effects and interaction of virtuous leadership, new war practices and military performance.

The results showed that NW has an indirect negative mediation effect between the relationship of VL and MP. Thematic analysis revealed outstanding leadership qualities prevalent in peacekeeping operational environment, possible areas of improvement to

enhance the quality of leadership and finally, cited several perceptions of effective application of leadership in an operational environment. The following chapter will discuss the research results in relation to existing literature discussed in Chapter 2.

## **CHAPTER 5**

### **DISCUSSION**

In this chapter the results and findings of the present study, which are reported in Chapter 4, are discussed in relation to the literature review presented in Chapter 2. The theoretical and practical contributions to future research are also discussed.

#### **5.1 Introduction**

The aim of this study was to investigate a new/novel leadership model/theory or approach that is believed to be better suited to a changing military landscape. Since the present research study is one of the first of its kind, i.e. which investigated the relationship between virtuous leadership, new war practices and military performance, convergent approaches were employed to gather new insight regarding their perceived effective application of leadership practices in peacekeeping operational environment.

#### **5.2 Virtuous Leadership (VL)**

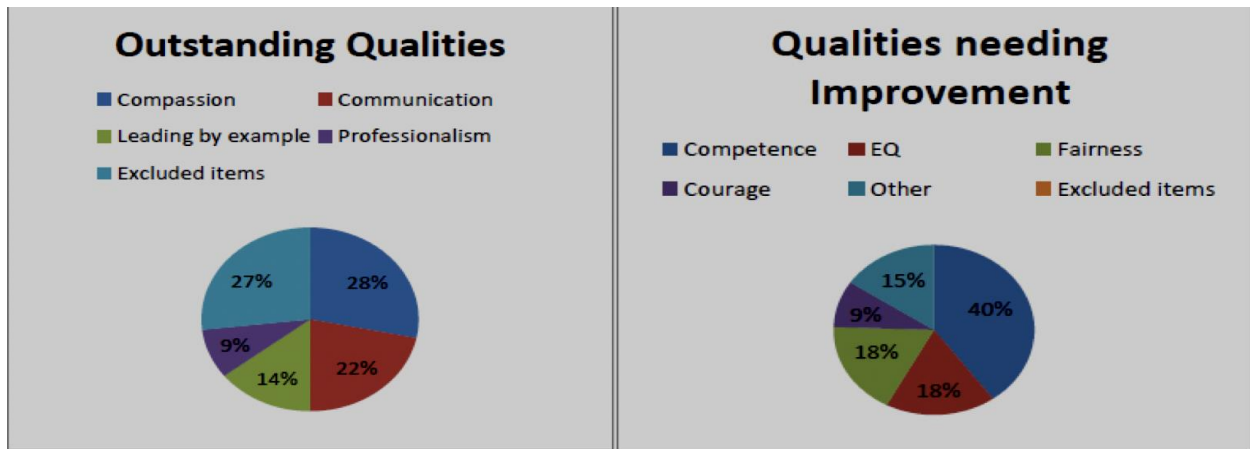
The results gleaned from the present research study seem to indicate that peacekeepers are cognisant of their leaders' attributes; and that virtuousness can serve as a fixed point of reference, inspiring people to be at their best. This result corroborates that of other authors (for example. Cameron, 2011). In the ethical arena where there are no clear guidelines, circumstances filled with ambiguities, turbulence and high velocity, leaders tend to make up their own rules. Virtuous leaders know better where to steer, as they represent goodness and nobility that can effectively manage turbulence and instability encompassing the modern external environment (Cameron, 2011).

Cameron and Caza (2002) conducted a series of studies across several industries; however, it is worth mentioning that military organisations were not part of these studies. They found that organisations with higher virtuousness scores, had significantly higher productivity, quality, low turnover intentions and were more profitable. The results

of the present research study, i.e. that military leaders in peacekeeping operational environment displayed virtuous leadership and that such behaviours were statistically significantly related to higher level of military unit performance, seems to corroborate the findings of studies, such as Cameron and Caza (2002) and Cameron (2011).

**5.2.1 Findings of the qualitative data collected**

Majority of respondents rated compassion, excellent communication skills and exemplary leadership as outstanding leadership qualities demonstrated by their immediate line reports. These qualities are related to virtuousness, and empirical studies gathered substantive literature that supports these findings. Fredrickson and Joiner (2002) discovered evidence that compassion attribute brings gratitude, which inspires enhanced relationships and observing virtuousness foster even more virtuousness. It can be deduced that observing virtuousness in a leader creates an upward spiral of positive dynamics. Moreover, several studies supported the notion that observing virtuous behaviour will enable others to follow suit (Cameron, 2011).



**Figure 2: Pie charts showing qualitative responses for open-ended items**

Furthermore, the majority of respondents believe that their immediate supervisors typically applied leadership practices and processes within the

peacekeeping operational environment in the best possible manner. These findings suggest that leaders applied themselves appropriately and adopted novel knowledge and got rid of “parade ground mentality” characterised by blind obedience to orders (Van Dyk, 2016). This further asserts that peacekeepers should have proactive leaders that are equipped with relevant skills and expertise to be able to deal with diverse cultures, tolerate ambiguity and demonstrate a high level of initiative on demand. However, a considerably larger number of respondents were concerned with certain leadership qualities and were recommended for improvement.

The respondents cited competence or expert knowledge, emotional intelligence and fairness as most under-developed qualities. Reilly and Aronson (2012) asserted the importance and relevance of contextual behaviours (knowledge, skills, abilities and other personality-related attributes) in contextual performance. Therefore, if these contextual behaviours are under-developed, it may be detrimental to organisational performance. These findings may be interpreted in support of an indirect negative mediation effect discovered in this study. Contextual performance is particularly important in a team setting; thus, military leaders need to work towards the enhancement of these qualities deemed critical in their operational environment.

### **5.3 New War Practices (NWP)**

With regard to new war practices, it was suggested that respondents perceived the contextual factors encompassing new wars to be present and to be related to their operational environment. Factors such as violence directed at civilians for political ends; an ever-increasing number of civilian casualties and forced displacements, are some of the new war characteristics and they are associated with weak states where law and order have collapsed. As a result, actions and behaviour of military leaders in these operational environments, work towards minimizing threat and restoring public order and peace. Kaldor (2013) argued that the shift in nature of warfare also affects the type of actors involved in conflicts, their goals, sources of finance and military conduct. Thus, such aspects make it difficult for UN peacekeepers to achieve mission objectives.

The results obtained in the present research study, seem to suggest that military leaders typically applied leadership practices and processes to counter the effects of opposing forces in an operational environment. Amongst others, military leaders demonstrated orderliness through transparent mission directives to counter decentralised networks of non-state actors, paramilitaries, mercenaries, jihadists and warlords competing for political control of the civilian population (Troncota, 2016). Furthermore, another mechanism employable by non-state forces is exclusive forms of social organisation such as religious grouping, and or ethnicity. Fragmentation creates confusion for external role players such as peacekeepers, and this confirms the hybridity of warfare. However, Kaldor (2013) proposed that peacekeepers should embrace nationalism, democracy and socialism; in this study, military leaders embraced diversity in this context.

#### **5.4 Military Performance (MP)**

From these results, it was deduced that the respondents perceived their units' military performance to be above average and that objectives were achieved. These results highlight that military personnel deployed in peacekeeping operation assumed their responsibility to protect civilians as mandated by UN Security Council (Williams, 2009), displayed military professionalism in task executions and approached imminent armed conflicts with neutrality for the sake of peace restoration. Other areas negotiate localised ceasefires and try to establish inclusive civil control of local administrations (Kaldor, 2016).

Furthermore, the immediate line of reports exercised decisive command and control in their respective roles, and they were also cost-efficient throughout the mission. UN mission to the Democratic Republic of Congo (DRC) in 2007 was mandated to prioritize available capacity and resources for the protection of civilians (Foley, 2014). It is also mandated by UN that peacekeepers who witness violence against civilians should be authorized within their reasonable means to repel such attacks, in support of basic UN principles (Lubell, 2010).

## **5.5 The relationship between virtuous leadership, new war practices and military performance**

The purpose of the present research study was to investigate the direct and indirect, i.e. mediated relationship between virtuous leadership, new war practices and military performance. The inferential statistical analyses described and reported in Chapter 3 and 4, are summarised below:

- A moderate statistically significant positive relationship was found between VL and MP ( $p < .01$ ).
- A moderate statistically significant positive relationship was found between VL and NWP.
- A moderate statistically significant positive relationship was found between NWP and MP.
- Support was found for a statistically significant mediating effect of NWP in the relationship between VL and MP.

Virtuous leadership and military performance were positively and significantly related. Although this study was first of its kind, the results were consistent with prior research study conducted in United States (US) airline industry by Gittell, Cameron, Lim and Rivas (2006). The study found that companies with high level of leadership virtuousness earned the highest level of financial return in the industry. Longitudinal studies conducted in financial and health care sectors revealed evidence that suggests virtuous leadership to produce desirable outcomes (Cameron, 2011).

The empirical studies revealed that organisations that were exposed to virtuousness training improved their virtuous practice over time compared to those that did not. Moreover, organisations that improved scores in virtuousness also produced improvement in other organisational outcomes such as satisfaction, climate, resource adequacy and quality of care. These findings suggest that military organisations could

enhance desired organisational outcomes by incorporating virtuousness with other leadership approaches for optimum military performance.

New war practices mediate the interaction between virtuous leadership and military performance. An indirect negative mediation effect revealed in the contemporary study supports Kaldor's (2016) notion that posited new war contextual factors as ambiguous and detrimental to conventional military performance measures. These research findings further support the notion that military organisations should devise novel leadership approaches compatible with modern war complexities, rather than applying a one-size-fits-all type of approach (Van Dyk, 2016). Qualitative data gathered also suggested several leadership competencies such as courage, competence, emotional intelligence and fairness that require an improvement.

## **5.6 Limitations and recommendations for future research**

For the purposes of the present research study, a non-probability or convenient sampling technique was utilised; therefore, the research findings are not representative of any population and can as a result not be generalised. In future studies, more representative samples should be sought.

Secondly, the correlational nature of the study does not provide insights into any causal relationships; only statistical probability inferences about the proposed relationships can be made (Lekhuleng, 2016). Future studies should be conducted that make use of experimental research designs so that causal inferences can be made.

Self-report measures that were utilised for the purpose of the present study, are prone to bias or error, as participants may respond in a socially desirable manner. As a result, report levels of variables investigated need to be interpreted with the appropriate caution (Podsakoff, MacKenzie, Lee & Podsakoff, 2003). Future studies should mitigate for this as far as possible and make use of different techniques and approaches to address this issue.

Finally, measuring instruments were developed or adapted from existing subscales for the purpose of the present research study. It is, therefore, recommended that further psychometric studies need to be conducted to further develop these measures and contribute towards the enrichment of leadership theories.

## **5.7 Theoretical and Practical Contribution**

The present study has hopefully made a positive contribution to military psychology literature, particularly in aspects of leadership, contextual factors of modern warfare and organisational effectiveness thereof. Specifically, because this study is first of its kind to explore the observed constructs.

Through mixed method data collection, the study highlighted key aspects that are often negated during military leadership training and combat readiness training, but their importance was salient during a peacekeeping mission. Such aspects include but not restricted to the initiative, emotional intelligence, coping with ambiguity and neutrality

when faced with adversities. Finally, the research contributed towards enhancing both theoretical and practical knowledge of soldiers to honour the virtuous leader-follower relationship as it adds value to the greater good for both the local and international society.

It is hoped that, as a result of this research study, virtuous leadership attributes will be entrenched during the military training so that it can become second nature to every soldier within the SANDF context.

## **5.8 Conclusion**

Virtuous leadership is relatively a new construct in leadership studies expanding to the existing leadership approaches. Through this contemporary research study, it has been found that this leadership style stands to elicit behavioural attributes necessary for military leaders to effectively address challenges and complexities within the new war arena. Virtuous attributes further demonstrated some support that they have a potential to buffer detrimental effects emanating from negative new war practices, thus, may bring about higher levels of military performance. The ambiguous contextual factors of modern warfare necessitate military organisations to derive novel strategies to counter the effects of the battlespace and contribute to the desired outcomes. The study findings highlighted an urgent need to enhance soft skills such as initiative, emotional intelligence and adaptability within the context of SANDF operational capacity for better operational outcomes.

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## ANNEXURE A



Dear Respondent

### 1. WELCOME

My name is Tumelo Mahlelele and I am collecting data for my Masters' dissertation. I want to invite you to participate in a research study with the title *Investigating the relationship between Virtuous Leadership, New War Practices and Military Performance*.

You will be presented with information relevant to this topic and asked to answer some questions about it. Please take some time to familiarise yourself with the information about the study we have provided below. You are welcome to ask us any question(s) and/or request further clarification regarding any aspect of the research study and/or the information provided here.

### 2. PURPOSE OF THE STUDY

Military organisations are increasingly subject to political and public scrutiny, as well as various treaties and codes of conduct that place greater accountability on soldiers and military leaders for their actions. As a result, military leaders are increasingly being required to adopt new approaches and strategies in order to accomplish the desired outcomes of a variety of crucial missions. The aim of this research study is, therefore, to better understand new leadership approaches that are better suited to a changing military landscape.

It is envisaged that new knowledge will be gleaned from the data that is collected, which will contribute to our better understanding of leadership in a changing military landscape. The findings of the research study may be used in future studies, disseminated by means of typical research output channels, including conference presentations, published conference papers, journal articles, popular articles, textbooks, and books at the discretion of the researchers. When doing so, your personal anonymity and confidentiality will always be maintained, and no identifiable information will ever be disclosed.

### 3. PROCEDURES

If you volunteer to participate in this research study, you will be asked to:

- fully complete the questionnaire attached;
- answer all questions honestly and to the best of your ability;
- provide demographic information that will only be used to describe the sample (i.e. only collected for statistical purposes).

### 4. PARTICIPATION AND WITHDRAWAL

Your participation in this research study is completely voluntary. You have the right to withdraw at any point during the study, for any reason, and without any negative or adverse consequence to you.

### 5. CONFIDENTIALITY AND DATA STORAGE

You are not required to disclose your name or any other personal identifier that will connect you to the study anywhere in the questionnaire. All responses, even though collected anonymously, will be treated confidentially. No data will be accessible by or provided to the South African National Defence Force (SANDF). This data will only be used for academic purposes, as outlined above.

Data will be stored at UCT in accordance with best practice guidelines and privacy legislation, including always being kept securely and password protected. No data will be stored within the premises of the SANDF.

## 6. RISKS

There are no foreseeable inherent or implicit risks in participating in the research study – nor associated with withdrawing from it at any time, even if you had initially agreed to take part in the study. All that we ask of you is that you give us your time. If you agree to participate in the research study, the survey should take you around 15 minutes to complete.

We will be grateful if you participate in the research study. You will, however, not personally benefit by participating in this study. Your time and effort will, however, contribute to this field of research and ultimately benefit many people.

This research study has been approved by the University of Cape Town Research Ethics Committee, as well as the SANDF.

## 7. IDENTIFICATION OF INVESTIGATORS

If you have any questions and would like to contact the principal investigators to discuss any aspect of this research study and/or your participation, please feel free to contact LT T.C. Mahlehelele, [stumizer1@gmail.com](mailto:stumizer1@gmail.com) and/or Professor A.F. Schlechter (UCT) at [anton.schlechter@uct.ac.za](mailto:anton.schlechter@uct.ac.za).

## 8. DECLARATION

By ticking “YES” and providing your signature below, you declare that you:

- are 18 years of age or older;
- agree to participate in the research study;
- acknowledge that your participation in the research study is voluntary and that you are under no pressure to take part in it;
- are aware that you may choose to terminate your participation in the study at any time and for any reason with no adverse impact for you at all; and
- are satisfied with the issues of risk, privacy, confidentiality and the use of the information you share with us as described above.

**Tick on of the options below:**

- Yes.** I give my consent to participate in the study, given the information above.
- No.** I do not give my consent and do not wish to participate in the study.

If **yes** is chosen, proceed to the questionnaire starting on the next page.

If **no** is chosen, do not proceed to the questionnaire. Informed consent is required to participate in this research study.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Thank you in advance for your participation and contribution.**

## Section 1: Leadership

Think about the person to whom you directly report (e.g. section leader, platoon commander).

Consider each of the statements below and rate the person to whom you report on a response scale where “1 = Strongly Disagree” and “5 = Strongly Agree”.

**There are no right or wrong answers.** Your rating should reflect the extent to which you believe that each statement is indicative of the way that the person to whom you report typically thinks, feels or acts. Do not base your rating on a single event, but preferably your typical experience.

My immediate report.....	1 Strongly Disagree	2 Somewhat Disagree	3 Neutral	4 Somewhat Agree	5 Strongly Agree
1. respects individual interests and rights when allocating responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. expresses concern for the misfortunes of others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. acts with sustained initiative, even in the face of incurring personal risk.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. speaks up on matters of injustice and personal conviction, despite personal risk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. downplays his/her personal successes to avoid making others feel uncomfortable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. behaves unselfishly, even when there are opportunities to maximise personal gain.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. shows concern and care for others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. uses only the resources necessary in response to the demands of any given situation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. allocates valued resources in a fair/equitable manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. exercises sound reasoning in deciding on an optimal course of action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. when making judgments, grasps the complexity of most situations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. resolves conflict in a fair and objective manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. initiates a long-term and worthwhile project, even when risking his/her personal reputation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. efficiently and effectively assesses requirements demanded by any given situation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. avoids indulging in his/her desires, at the expense of others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. leads fundamental change though it may entail personal sacrifice and personal risk.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. shows concerns for the needs of subordinates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. prioritizes organisational interests over self-interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Describe some of the outstanding leadership qualities your immediate line-report (e.g. section leader, platoon commander) possesses.**

**Are their leadership qualities that you believe, if developed, would make your immediate line-report (e.g. section leader, platoon commander) a better leader?**

## Section 2: Contextual factors in a peacekeeping operational environment

Think about how your immediate line-report (e.g. section leader, platoon commander) typically applies leadership practices, structures and processes within a peacekeeping operational environment setting that is under his/her influence (e.g. within the platoon, unit, division he/she is responsible for and which you are in).

Each item contains a description of a management practice, organisational structure or process at opposite ends of a continuum. Using a response scale, where “-3 =Extremely applicable”, “-2 = Very applicable”, “-1 = Somewhat applicable”, “0 = Neither”, “1 = Somewhat applicable”, “2 = Very applicable” and “3 = Extremely applicable” indicate the extent to which you agree with either statement, i.e. on the left or right of the continuum.

**There are no right or wrong answers.** Your rating should reflect the extent to which you believe that each statement is indicative of the way that the person to whom you report typically thinks, feels or acts. Do not base your rating on a single event, but preferably your typical experience.

Think about how your immediate line-report (e.g. section leader, platoon commander) commands and controls; how they execute orders; manages resources they are responsible for within a the operational environment setting that is under his/her influence (e.g. the platoon, unit, division he/she is responsible for).								
	-3= Strongly Applicable	-2= Very Applicable	-1= Somewhat Applicable	0= Neither	+1= Somewhat Applicable	+2= Very Applicable	+3= Strongly Applicable	
Ruthless	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Compassionate and thoughtful
Turns a blind-eye on misconduct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Hold subordinates accountable
Disregards cultural differences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Appreciates cultural differences
Mismanages allocated resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Effectively manages allocated resources
Abuses power for personal gain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Uses his/her power in the best interest of others
Victimises local population	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Protects local population
Achieves mission objectives by using direct military force	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Uses direct military force as last resort

	-3= Strongly Applicable	-2= Very Applicable	-1= Somewhat Applicable	0= Neither	+1= Somewhat Applicable	+2= Very Applicable	+3= Strongly Applicable	
Mission directives/orders are kept on a need-to-know basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Mission directives/orders were communicated and transparent
Blind obedience to directives/orders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Follows orders, but can also take effective initiative.
Downplays subordinates' psychological well-being	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Is concerned about subordinates' psychological well-being

**Do you believe your immediate line-report (e.g. section leader, platoon commander) typically applies leadership practices, structures and processes within a peacekeeping operational environment setting that is under his/her influence (e.g. within the platoon, unit, division he/she is responsible for and which you are in) in the best possible manner? Why do you say so and give examples where you can.**

### Section 3: Unit Performance

Think about the typical performance of your platoon/unit/division for which your immediate line-report (e.g. your section leader, platoon commander) is responsible for.

Consider each of the statements below and rate the typical performance of your platoon/unit/division for which the person to whom you report is responsible for, on a response scale where “1 = Strongly Disagree” and “5 = Strongly Agree”.

**There are no right or wrong answers.** Your rating should reflect the extent to which you believe that each statement is indicative of the **typical** performance of your platoon/unit/division. Do not base your rating on a single event, but preferably your typical experience.

The platoon/unit/division under the control of my direct report...	1 Strongly Disagree	2 Somewhat Disagree	3 Neutral	4 Somewhat Agree	5 Strongly Agree
1. Offered local communities protection against violence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Followed proper commands and avoided unauthorised shortcuts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Complied with orders, even in the absence of superiors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Treated the local communities with respect and dignity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Protected the rights of local communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Remained neutral, fostering peace and cooperation between conflicting parties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Unit members cooperated effectively with one another to complete tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Has a track record of excellent financial performance (e.g. reducing expenses, repatriations, loss of equipment etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Often goes the ‘extra mile’, i.e. did more than was required	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Has an excellent safety record	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Upheld the rule of law	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Displays proper military appearance and behaviour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Unit members supports one another	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Maintained high morale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Displays high levels of military integrity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Unit members would stop what they doing to help one another	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Unit members experience a sense of belonging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Is a highly effective unit, often outperforming similar units.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section 4: Demographics

**In which arm of service in the SANDF are you serving?**

- SA Army
- SA Air Force
- SA Navy
- SAMHS
- Prefer not to answer

**Approximately how many soldiers are in your platoon/unit/division?**

**How long have you been employed in the SANDF (in years/months)?**

Years	Months
-------	--------

**How long have you been employed in your current platoon/unit/division (in years/months)?**

Years	Months
-------	--------

**How long have you reported to your current line-report (e.g. section leader, platoon commander) in years/months?**

Years	Months
-------	--------

**What is your current rank group?**

- Private
- Junior NCO
- Senior Office
- Junior Officer
- Senior Officer
- Prefer not to answer

**What is your current rank?**

- Private
- Lance Corporal
- Corporal
- Sergeant
- Staff Sergeant
- Warrant Officer

- 2<sup>nd</sup> Lieutenant
- Lieutenant
- Captain
- Major
- Other? Please specify
- Prefer not to answer

**For how long have you held your current rank (in years/months)?**

Years	Months
-------	--------

**Please specify your highest level of qualification:**

- No formal schooling
- Grade 12 or Matric
- First undergraduate degree or national diploma
- First postgraduate degree or postgraduate diploma
- Masters' degree
- Doctorate
- Other? please specify
- Prefer not to answer

**Please specify your race (only for statistical purposes):**

- Asian
- African
- Coloured
- Indian
- White
- Other? please specify
- Prefer not to answer

**Please specify the gender that you identify with (only for statistical purposes):**

- Female
- Male
- Transgender
- Other? Please specify:
- Prefer not to answer

**What is your current age (in years/months)?**

Years	Months
-------	--------

**THE END**