

# Professional Stress among Junior Commissioned Officers and Non Commissioned Officers of Indian Military Intelligence



P. Saravanan, N. Panchanatham, M. Jeyakumaran

**Abstract:** The present study focuses on the professional stress on work places among the Junior Commissioned Officers (JCOs) and Non-Commissioned Officers (NCOs) of Military Intelligence of Indian Army. 384 samples of Military Intelligence personnel will be taken for this study. Sources of data is Primary data include a structured questionnaire. Data was collected through structured questionnaire and measure through Likert's scale, using Kaiser-Meyer-Olkin measure of sampling adequacy, Cronbach's alpha for checking internal consistency, Bartlett sphericity test for testing the null hypothesis and various factor analysis including Eigenvalues, Extract square Sum loading, variance percent and Accumulation percent values relative comparison and Correlation matrix will be used as tools to arrive at desired results and statistical interpretations.

The hypotheses put for test and the resultant values at 0.01 and 0.05 (for different factors) clearly indicated that there is an existence of association between different level of cadres and professional stress among personnel of Indian Military Intelligence. The authority who can formulate the rules and regulations and binding them on the lower cadres and professions to accept and adopt.

**Key Words:** Indian Military Intelligence, Junior Commissioned Officers, Non Commissioned Officers and Professional Stress.

## I. I. INTRODUCTION

Job plays a major role in every person's life and the stress related to professional life is inevitable. Stress related to profession will co-relate with performance and to prove it there are enough of evidence supporting the effects of it over organizational and individual productivity. Stress has become a unavoidable factor in defence arena and culture and stress also become day to day issue for the organizations and as well to the personnel life. In human life, there are several kinds of stress; however the stress related to profession will be unique in nature and will turn out to be "the silent killer" if it's not managed properly.

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Professional stress if not managed properly will cause psychological, physiological and behavioral symptoms which causes the human machine to collapse. To avoid this, organizations and personnel should know how to deal with the professional stress issues and act smartly to tackle it and stay productive.

Individuals should have sound knowledge regarding the causes so as to resolve professional stress on time. Professional stress happens mainly when an individual finds difference between the work and environment and when they are made to work under different sorts of pressures and concerns. When an individual continues to work under such environment, it may lead sudden bust out situation at work which might create a negative image of individual and also cause other symptoms of stress (Khodabakhsh Ahmadi and Kolivand Alireza, 2007).

Military Intelligence personnel has gathering information from various sources. After information gathering the same have been shared with other intelligence agencies i.e National Technical Research Organisation, R&AW, IB, DIA & Joint Cipher Bureau. They use this type of information to control the risks related to hypothetical command decisions. They use the gathered intelligence/ information through their specialization to resolved threats presented by an adversary and to provide gathered intelligence to operational commanders with a reduced risks of uncertainty. Hence, profession of MilitaryIntelligence personnel is not a tiny one; they are playing with their life and against nature. Hence Professional stress among Indian Military Intelligence Personnel had been chosen (Singh, Jagdeep, 2009).

## A. About the Indian Military Intelligence.

History of Military Intelligence in India dates back to 1941, during the course of Second World War. It was a wing in the then British Army that aimed to gain "Field Intelligence" for army. In the beginning when the organization was set up its role was to collect intelligence information from the countries that bordered India. It was imposed with geographical limitations. But in later days when it began to play extending roles these limitations were removed.

In order to expect the proficiency from employees from Military Intelligence they must be equipped with modern devices that assist them in gathering information. Provision of these will help to increase their efficiency by reducing stress to some extent. This research works mainly aims in extracting the information regarding the impression that is left by holding or controlling the emotional intelligence. To obtain this information a case study is performed. The Military Intelligence personnel collect the information from various sources such as: remote sensors, spy at the borders etc.,

They also prevent illegal-Trans-border activities, espionage, sabotage and subversion activities.

The collected information will be given out to other wings such as National Technical Research Organization, R&AW, IB, DIA & Joint Cipher Bureau.

The obtained information is further processed and analyzed to extract the probable threats and consequences involved and finally arrive at the action plan to be conducted. Hence, this profession has more potential risks involved when compared to other professions. Therefore, the department of Military intelligence requires a strong individual with proper inter-personal skills such as integrity, leadership, self-esteem, capability to efficiently handle risky situations, honesty etc...,. The requirements are more in this professional comparatively and hence more strength and preparedness is required to handle these professionals. More the expectations from the individual more is the stress upon him to fulfil those expectations.

## II. LITERATURES REVIEWS

### **A.P. Saravanan, Dr.N. Panchanatham and Dr.M.**

**Jeyakumaran (2019)**

In the article, “**Emotional Intelligence and Job Performance among Indian Military Intelligence Personnel**”, the author find out that a positive relationship was found between Emotional intelligence and job performance. Based on the findings, the authors were recommended that the Directorate of Military Intelligence should focus not only on identifying the occupational stress factors affecting their personnel but also try to manage their emotional competences through the provision of conducive working environment for them. In this way they can deal with the problem of occupational stress and boost their job performance. Also, this could be done by employing the service of motivational interviewing counsellor, psychologist and counsellors from Defence Institute of Psychological Research to train the Military Intelligence personnel and made them as psychologically fit to handle their emotional intelligence in positive way.

### **B. P. Saravanan, Dr.N. Panchanatham and Dr.M. Jeyakumaran (2019)**

In the article, “**Work-Family Conflict and Professional Stress among Indian Military Intelligence Personnel**”, the author had find out that Indian Military Intelligence Personnel’s work-family conflict perception increases the professional stress.

Based on the findings, the author was recommended that the Directorate of Military Intelligence may building the existing knowledge base on dealing with dual-roles conflict in the workplace for strategic Human-Resource Management through strategies like Emotional Support, Instrumental Support and Role Modelling Behaviours.

### **C.P. Saravanan, Dr.N. Panchanatham and Dr.M. Jeyakumaran (2019)**

In the article, “**Professional Stress and Motivation among Indian Military Intelligence Personnel**”, the author had to identified the professional stress and motivational factors in military intelligence professionals in India with sample of 300 different cadres of military intelligence department. The results of Chi-square analysis found that there is a significant difference exists between job stress and work motivations are concerned. The study revealed that Clerk Cadre Personnel feel more stress than FIOs and there is significant association

exist between professional stress and personnel motivation and proposed some applicable recommendations to perk up overall job scenario in MI department.

### **D.Sivasubramanian& K.V.R. Rajandran (2017)**

In the article, “**Study of Stressors affecting Indian Air Force Personnel**”, the author had mainly checked on stress breeding environment which in a way impacted in boosting morale of defence personnel and thus reducing the number of unnatural death due to fratricide, suicide and PTSD. Severity of unbalanced behavior of soldier due to excessive stress which would result in creating havoc among colleagues and thus causes cascading effect on defence establishment.

The questions were prepared based on the following factors : The ‘Q’ was distributed with group of 60 personnel which had 40 soldiers and 20 officers. The study was conducted at one of forward base of Indian Air Force establishment and selected group of people were asked about the top 10 stressors from the list of most likely to promote stress among Indian Air Force personnel. The paper provides association of stress with working culture of Indian Air Force and existence of various stressors in their day today life. Also, in accordance it also suggested various unique measures, which promoted stress free work environment among Indian Air Force personnel.

### **E. Dr. B. Vijaya Bhaskararao (2017)**

The article, “**Job Stress: Influence of Socio Economical Factors on Employees of Indian Army**”, written by Vijaya Bhaskarao was mainly aimed at examining the magnitude of stress experienced by Indian army soldiers with reference to various factors such as socio-economic groups of age, income and region, experience, destination.

The study was conducted on 417 soldiers to find out the level of job stress in the area of organizational stressors, job stressors, individual stressors and group stressors and the same was used for finding the overall stress . When it came to designation level stress, JCO soldiers felt more stress working on too many jobs and the individuals had the feeling of spending less time with family. In conclusion to all the above, authors suggested that soldiers should be encouraged to share their problems with seniors and peer group.

### **F. P. Saravanan and Dr.N. Panchanatham (2017)**

The authors in their article, “**Impact of Motivation, Change the Stress Level of Personnel of Indian Army – An Empirical Study**” focuses on the stress on work places among the Junior Commissioned Officers (JCOs), Non-Commissioned Officers (NCOs) & Other Ranks (ORs) of Indian Army. 15 questions are consisted in the questionnaire. Scrutiny of the results shows that stress level increased repeated postings to operational / Counter Insurgency areas (13 Nos), however family problems and separation from spouse are also have same Nos (15 each). The t values are found to be significant for ineffectual officer’s leadership (22.627) as 15 personnel are in Neutral statement. Apart, repeated postings to operational / CI areas (17.567), family problems (18.292) and separation from spouse (19.530) are indicates stress level has increased. On the basis of the results authors directed that the government should taken various measures to prevent such incidents, these include improvement in living and working conditions through provision of better infrastructure and facilities, additional family accommodation,

liberalised leave policy, establishing grievance redressal mechanism, conduct of yoga and meditation as part of the unit routine.

#### G. Dr. Sakshi Sharma (2015)

In an article, “**Occupational stress in the armed forces: An Indian army perspective**”, written by Dr. Sakshi Sharma there were attempts discover the main factors that influenced professional stress which was faced by Indian Army Soldiers and evaluating the applicability of the scale which was used for measuring the professional stress. They had conducted a scheduled and organized interviews to collect first hand data from a group of 415 soldiers which included Naiks, Sepoys, JCOs , NCOs of the Northern command of the Great Indian Army who were deployed in the state of Jammu and Kashmir with main intent to understand the professional stressors and its consequences on the army soldiers. The sample group comprised of two army units each from the three major arms of Indian Army, i.e. Combat arms( Infantry and Armored), Services (Electrical and Mechanical Engineers, and Army Service Corps) and Combat-support arms(Engineering and Artillery). EFA (Exploratory Factor Analysis ) mainly highlighted lack of control at work, role conflicts, less awareness about profession, workload and job pressure , and the unconcerned organizational attitude as the major occupational stressors in the Indian army. In addition to this, CFA (Confirmatory Factor Analysis) which confirms occupational stressor as an eight factor model in the army. The study highlights and recommends implementing that approach which are commitment based and techniques such as Sahaja Yoga meditation in the army.

#### H. Maj Gen Mrinal Suman (2014)

In an editorial named “**Indian Army and Management of Stress**” , written by Maj Gen Mrinal Suman states that long term deployment in an highly dangerous environments, long time separation from families, financial injustices, serving in isolated conditions, helplessness of not being with family during domestic emergencies and also lack of liberty (as enjoyed by the citizens ) are few of the reasons for objectionable levels of stress felt by Indian soldiers. Also he gives three prolonged approaches such as command level initiation, organizational level reforms and psychological level measures.

#### I. SurgCmde VSSR Ryali (2011)

In an editorial, “**Stress in the Indian Armed Forces: how true and what to do?**”, he proposed to review the existing literature on the concepts of stress, assessment methodologies, epidemiological trends of stress related disorders among soldiers, manifestation of stress and as well the coping strategies. He also suggested measures to liberalize policies, enhance the interaction between officers and soldier's, enhancement of hardship related allowances, etc to deal with combat stress.

The change of event or change in routine causes stress among soldiers. These factors does not cause stress in any mathematical measure. The individual's character might make him to react to stressors. Different operational environment has been covered which relates to faces of satisfaction of job, living conditions which also includes recreation facilities, service conditions which includes pay and allowances, food, leave, promotion, posting and tenures in operational high altitude/difficult areas

#### J. Col KC Dixit (2011)

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**Col KC Dixit** in an article, “**Addressing Stress Related Issues in Army**”, discuss the key causes of stress in Army which includes cases of suicides and fratricides, journal on stress related incidents, various action taken by the organization/ government to address the issue and finally recommended focus areas. The methodology adopted involved study of literature , Reports, journals , interacting with individuals, survey during field trips. The survey was done with two different questionnaires. The survey comprised of 100 officers, 100 JCOs and 300 other ranks. The analysis of factors in sample survey which were mainly related to operational and also domestic pressures which induces various levels of stress in Army personnel. The author suggested immediate need to carry out cadre review so as to ensure faster promotions to permanent commissioned officers must be identified and executed. Also, he highlighted that promotion policy must be transparent and designed to enhance the overall effectiveness of the Army.

#### K. Brig JarkenGamlin (2010).

The article, “**Challenges of Man Management and Combat Stress in LIC Environment**”, where the survey consisted of 568 officers, junior commissioned officers and other ranks randomly selected from units deployed in LIC. Different measures such as Personal Questionnaire, Carroll Rating Scale for Depression (CRSD), Michigan Alcoholism Screening Test (MAST), General Health Questionnaire (GHQ), State-Trait Anxiety Inventory (STA), Perceived Stress Questionnaire(PSQ), Impact of Events Scale (IES), Multidimensional Fatigue Inventory (MFI), Satisfaction with Life Scale (SWLS), The Hindi PEN Inventory (PEN) & Locus of Control (LOC) scale was used to measure the stress level. Mean and Standard Deviation used as a testing tool called Mann-Whitney U test. The author suggested several techniques such as Yoga, acupressure, massage, sound therapy, music therapy and Sudarshana Kriya to combat stress.

### III. RESEARCH GAP

Two Searches conducted using the keyword “Stress” and “Professional Stress” .Studies were conducted with subjects limited to human , English language and also mainly concentrating on Military intelligence personnel which yielded 77 articles for stress, 31 articles for professional stress and 12 articles for Professional stress related with army.Apart from the literature's review mentioned above, maximum literatures had focused on stress during less intensified conflict areas, job stress influencing socio economic factors and addressing stress related issues in the entire army and also suggested the implementation of yoga & Meditation classes to be carried out in Indian Army for reducing stress level among soldiers. Several other studies also suggested increasing of pay and allowances of officers and soldiers and also suggested to have officers-soldiers interactions and to share the problems with the seniors and peers.In view of above, there wasn't any dedicated study on professional stress, factors influencing professional stress and reasons of professional stress among Indian Military Intelligence Personnel was carried out.

#### **IV.RESEARCH OBJECTIVES**

To assess the level of professional stress between different ranks i.e. Junior Commissioned Officers & Non Commissioned Officers and different cadres i.e Clerical Staffs and Field Intelligence Operators.

#### **V.RESEARCH HYPOTHESIS**

**H<sub>0</sub>:** There is no association between the different level of cadres and professional stress among personnel of Indian Military Intelligence.

**H<sub>1</sub>:** There is an association between different level of cadres and professional stress among personnel of Indian Military Intelligence.

#### **VI.RESEARCH METHODOLOGY**

This research is quantitative in nature. To study the correlation between job stress and other factors, job stress has been quantitatively measured.

Several tools were developed to measure job stress. The first hand data has been collected by making use of structured questionnaires. 384 respondents from different ranks i.e. Junior Commissioned Officers & Non Commissioned Officers and different cadres i.e Clerical Staffs and Field Intelligence Operators have been taken into an account for survey.

Data was collected through structured questionnaire and measure through Likert's scale, using Kaiser-Meyer-Olkin measure of sampling adequacy, Cronbach's alpha for checking internal consistency, Bartlett sphericity test for testing the null hypothesis and various factor analysis including Eigenvalues, Extract square Sum loading, variance percent and accumulation percent values relative comparison and Correlation matrix and will be used as tools to arrive at desired results and statistical interpretations.

Among those tools, the Occupational Stress Indicator (OSI), developed by *Cooper and Williams et al.* [32], is one of the most frequently used to measure job stress. It covers six dimensions i.e., (i.e., the job itself, family-work conflict, geographical differences, combat conflict, disturbance factors, organization style, unit perception and Unit resource management. The questionnaire developed by *Karasek* [41] is used to measure job control level and the psychological demand, and this questionnaire is divided into four sections: mission control, decision control, resource control, and physical job environment control. Then, the collected data from valid questionnaires were analyzed to study the correlation between job stress and different cadre of Indian military intelligence personnel.

#### **VII. DATA ANALYSIS AND RESULT DISCUSSIONS**

##### **Reliability Test Analysis**

##### **A. Factor Analysis of the Scale**

The primary task of factor analysis is to extract and synthesize the overlapping parts of the original variables into factors. It requires a strong correlation between the original variables. Otherwise, if the original variables are independent of each other, the degree of correlation is very low. If there is information overlap, there is no common factor, and no factor analysis is needed. Therefore, before the factor analysis, KMO (Kaiser-Meyer-Olkin Measure of Sampling Adequacy) and Bartlett sphericity test method are used to analyze

whether the original variables correlate, meaning whether it is suitable for factor analysis. The KMO method indicates that the higher the value of the measure, the more common factors between the variables. The KMO and Bartlett tests are performed on the recovered working pressure gauge. The KMO value is 0.86 (between 0.8 and 0.9), and the significant level of Bartlett test is 0, indicating that the job stress questionnaire is suitable for factor analysis. The results of factor analysis using SPSS are presented in Table 1 & 2. The 38 items can be grouped into eight factors as shown below and 20 items under junior commissioned cadre grouped into five factors.

**Table I: Non Commissioned Officers  
Job Stress Original Scale**

Table II: Junior Commissioned Officers  
Job Discharge Scale

Dimensions	Name of Items
Leadership Style	C1.Inability to give open/free feedback about work concerns C2.Incompetent officers C3.Unfree to talk about work and/or home issues C4. Lack of support regarding difficult or emotionally demanding work. C5. Uncomfortable leadership style C6. Non-appreciation efforts
Organisation Attitude	C7.Lack of mutual trust and supportive culture C8.Lack of emotional and practical support C9. Insincere implementation of dignity related policies
Training Conflict	C16.Inadequate training for continuous career development C10.Lack of identification and incorporation of new training needs C11.Non-availability of required training program C12. Lack of training on latest equipment
Organisational Rules	C13.Unawareness about Army rules and regulations C14.Unclear understanding of the strategies and objectives C15. Unclear understanding of mission and vision
Job Pressure	C16. Working more than defined working hours C17. Too much work in too little time C18. Too many or too complicated tasks C19. Inadequate rest breaks C20. Unachievable target.

A total of 384 questionnaires were designed and distributed among military intelligence personnel to receive the responses on various job stresses and stress management aspects. Out of which Non Commissioned Officers which accounts to the tune of nearly 62 percent and the rest 38 percent comprises Junior Commissioned Officers group. The Non Commissioned Officers comprises Field Intelligent Operators were in majority with nearly 58 percent followed by Clerks with 27 percent lastly both Buddy and Office Runners represents an equal of 8 percent each. Using job stress factors and stress management techniques for 384 respondent's factor analysis was conducted to find the underlying relationship that exists among the factors.

The factors in the current study of job stress factors among Non Commissioned Officers are listed as (Factor#1), (Factor#2), (Factor#3), (Factor#4), (Factor#5), (Factor#6), (Factor#7) and (Factor#8).

Similarly, authority related parameters are listed and



grouped under five factors to represent Junior Commissioned Officers cadre establishment.

The results of factor analysis (Table 3 & 4) reveals that the cumulative interpretation rate of these six factors is 91.07% indicating that job types of job pressure can summarize 91.07 %. Among them the job itself has the highest interpretation rate of 22.77% followed by family-Work isolation conflict with 20.26%, Geographical difference accounts to 19.09% and remaining combat conflicts, disturbance factors and others to the tune of 11.83%, 8.63% and 8.10% respectively.

Similarly, in case of job stress management questionnaire, the total cumulative interpretation rate accounts to 88.74%. Out of which leadership style accounts to the highest of 57.01% followed by organisation attitude with 17.13% and others putting together 14.60%. This indicates that the Leadership style impact more on Non Commissioned Officers cadre and is the primary source of job stress factors followed by Attitude found to be the moderately significant factors and the rest all found to be the least significant ones.

**Table III: Total variance explained by the job stress questionnaire  
(Non Commissioned Officers)**

Factor#	Initial Eigenvalue			Extract Square sum Loading		
	Total	Variance%	Accumulation%	Total	Variance%	Accumulation%
1.	20.22	50.56	50.56	9.11	22.77	22.77
2.	5.35	13.38	63.95	8.24	20.62	43.39
3.	3.81	9.54	73.50	7.63	19.09	62.49
4.	2.85	7.14	80.65	4.73	11.83	74.33
5.	2.34	5.86	86.51	3.45	8.63	82.96
6.	1.82	4.55	91.07	3.24	8.10	91.07

**Table IV: Total variance explained by the job stress management questionnaire  
(Junior Commissioned Officers)**

Factor#	Initial Eigenvalue			Extract Square sum Loading		
	Total	Variance%	Accumulation%	Total	Variance%	Accumulation%
1.	13.96	66.52	66.52	11.97	57.01	57.01
2.	3.34	15.90	82.42	3.59	17.13	74.14
3.	1.32	6.31	88.74	3.06	14.60	88.74

## B. Reliability Analysis of the scale

The internal consistency of the scale is validated through a test called Cronbach's Alpha co-efficient.

**Table V: Military job stress scale Reliability statistics  
(Non Commissioned Officers)**

Variable	Cronbach's Alpha	Number of Items
Job itself	0.87	4
Work-Family Conflicts	0.88	4
Geographical Differences	0.78	4
Disturbance Factors	0.89	3
Organisation Style	0.91	6
Unit Perception	0.87	4
Unit Resource Management	0.95	6
Questionnaire		36

The Non Commissioned Officer usually work in complex physical conflicts situations and environment of varied temperature and humid conditions, which amid various threats like combat, geographical differences, military establishment/unit style, Junior Commissioned Officers orders etc. This directly influence and lead to Junior Commissioned and Non Commissioned Officers stress level and safety behaviors. Given this situation, this study was conducted to formulate hypotheses and put them for test to interpret the results statistically to arrive at the results that develop the job stress scale and demonstrate its applicability by investigating the relationship between Junior Commissioned Officers and Non Commissioned Officers units of Military Intelligence in India.

This study contributes to the current stress management research by developing a reliable factor structure of military employees job stress including the, job itself, family-work isolation conflict, geographical differences, combat conflicts, disturbance factors, organisation style, unit perception and resource management factors identified as potential to explain the Non Commissioned Officers issues. On the other hand leadership style, organisation attitude, training management, organisation rules and job pressure found to be the authority related factors which are going to impose by Junior Commissioned Officer cadre on Non Commissioned Officer cadre. Through this study we are intended to establish the type of relation that establish and the impact is being quantified at known level of significance.

**Table VI: Military job stress scale Reliability statistics  
(Junior Commissioned Officer)**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Number of Items</b>
Leadership Style	0.96	6
Organisation Attitude	0.96	3
Training Management	0.93	4
Organisation Rules	0.92	3
Job Adaptability	0.80	5
Questionnaire		21

The Cronbach's Alpha values for all the variable of both Junior Commissioned and Non Commissioned Officers calculated to be more than 0.70 for all the variable is an indication that the selected variables for analysis are of potential to establish the relationship between the two groups of officers. Among Non Commissioned Officers the

Cronbach's Alpha ranges between 0.78 (Combat conflicts) to 0.95 (Unit Resource management) factors. Whereas, the same ranges between 0.80 (Job Pressure) to 0.96 for both leadership style and Organizational Attitude factors among Junior Commissioned Officers.

**Table VII: Correlation analysis of each Dimension (N=237)**

<b>Variables</b>	<b>Stress Perception</b>	<b>Job Itself</b>	<b>Work-Family Conflict</b>	<b>Geographical Differences</b>	<b>Combat Conflicts</b>	<b>Unit Perception</b>	<b>Disturbing Factors</b>
Leadership Style	-0.057** (0.000)	0.065 (0.326)	-0.026** (0.005)	0.017 (0.006)	-0.057** (0.371)	0.396 (0.000)	0.395 (0.000)
Organisation Attitude	-0.324** (0.000)	0.338 (0.000)	-0.203 (0.002)	-0.116 (0.075)	0.804 (0.000)	0.546 (0.000)	0.567 (0.000)
Training Conflicts	-0.659 (0.000)	-0.002 (0.972)	-0.176** (0.007)	-0.131* (0.044)	-0.142* (0.000)	-0.156* (0.016)	0.306* (0.306)
Organisation Rules	-0.296** (0.000)	0.259** (0.000)	-0.243** (0.000)	-0.699** (0.000)	0.329** (0.000)	0.212** (0.001)	-0.307** (0.000)
Job Pressure	-0.324** (0.000)	-0.334** (0.000)	-0.680** (0.000)	-0.611** (0.000)	-0.372** (0.000)	-0.565** (0.001)	-0.742** (0.000)

\*\*Correlation is significant at 0.01 level \*Correlation is significant at 0.05 level

Values-Pearson correlation, Significance in Parenthesis-Bilatera

### VIII. SUMMARY AND CONCLUSION

Through the correlation analysis between the Junior Commissioned and Non Commissioned officers given in the above table. It is clear from the above table that the leadership style establish a negative correlation with value of -0.057 at 0.01 level of significance. Follower by the same parameters of leadership style have shown negative correlation (-0.026) with Work-Family conflicts.

The parameters such as lack of mutual trust, lack of emotional & practical support and lack in implementation of dignity related policies put together under factor organizational attitude has shown an opposite relation (-0.324) with stress factors. More the organizational attitude towards Non Commissioned Officers resulting in tilting of lower cadre to stress related parameters.

calculated with negative correlation with majority Non Commissioned Officers factors ranging between -0.324 to -0.742 at 0.01 level of significance.

Hence, the hypotheses put for test and the resultant values at 0.01 and 0.05 (for different Factors) clearly indicated that there is an existence of association between different level of cadres and professional stress among personnel of Indian Military Intelligence. The authority who can formulate the rules and regulations and binding them on the lower cadres and professions to accept and adopt.

Parameters under factor Training conflicts shown a negative correlation with Non Commissioned Officers from different geographical living conditions. The resultant value calculated to be -0.131 with value less than 0.05 (0.04) level of significance (bilateral).

Some parameters such as un-awareness about army rules and regulations, the strategies and objectives and unclear about mission & vision have shown negative impact on family-work conflict (-0.243), mounting some sort of pressure (-0.259), stress (-0.296) and resource handling (-0.307) on Non Commissioned Officers.

Finally, Over working hours, dead line works, complicated tasks, no relaxation and assignment of unachievable targets of Non Commissioned Officers

### IX. RECOMMENDATIONS

#### A. Highly Negatively correlated factors

Job pressure of authority found with high degree of negative correlation on all Non Commissioned Officer factors. Parameters of job pressure factors such as extended working hours, assign of much work in less time, complicated tasks and inadequate rest breaks found to be streamlined in such a way that ease to minimize job stress among low cadre to bring them out of stress level.

Another important factor is training conflicts. The parameters such as imparting career related trainings, advanced trainings and relevant & latest training focus is the need of the hours. Hence, focused training programs are expected by Non Commissioned Officer to fulfill their needs and requirements with respect to learning are concerned. Parameters such as Terrain (Geographical Differences), Tension & Anxiety (Combat conflicts) and Monotony (Unit perception) found to be important factors in stress building. The leadership style needs to consider them in reducing stress.

### B. Moderately correlated factors

Incompetent officer, unfree to talk to officer and uncomfortable leadership under factor Job Pressure have made Non Commissioned Officer to take leaves, overstay on leave and also to think about next movement. They found to be moderately creating stress. Adopting lesser care on the leadership style and attitude leads to building higher the personnel stress has been observed.

### C. Less correlated factors

Geographical Differences (Except Terrain parameter), Unit Perception and Disturbing factors found to be least negatively correlated with Leadership style as they did not show negative correlation at 0.05 significance level.

Hence, Training conflicts, Job pressure and Organizational Rules found to be the most stress impacted factors on Non Commissioned Officer. Streamlining of these factors could boost the morale of other employees to reduce stress and could enhance the efficiency and effectiveness of Military Intelligence personnel.

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