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IMPORTANT SHADES IN THE MEANING OF MILITARY CULTURE – AN ETYMOLOGICAL STUDY

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Abstract

This study aims to outline and critically analyze key shades in the contemporary meaning of the military culture. An etymological study is conducted, based on a literature review of academic publications in the sphere of military culture. Furthermore, text mining was performed in the bodies of deliberately selected publications in order to explore the contemporary tendencies in developing of the professional language in this sphere. An elaborate set of interconnected, rich shades in the meaning of the military culture are identified, based on the reviewed scientific literature, organized and depicted by creating a useful mind-map. On this base an overarching contemporary definition of the aforementioned term is proposed. The identified items from the set of the reviewed scientific publications in this study are discoverable as open access documents on the first ten electronic pages in the academic database of Google Scholar. Seven shades in the meaning of the military culture are identified. The latter and their attributes are logically arranged by means of mind-map. Finally, a new overarching definition of military culture was formulated, considering its simultaneous realizations on different levels, its cultural forms, functions, pursued aims and means of their accomplishment, modernity in its stakeholder management, and its main impacting factor, i.e. the capability to switch between two alternative states of society.

Key words: military culture, organizational culture, corporate culture, national security and war

JEL: L20, M14, H56

Introduction

The existence of the contemporary world is branded by continuous cultural clashes and recurring international conflicts, showing their manifestations at different cultural levels (global, regional, national, ethnical, professional, organizational, etc.). Some of these clashes and conflicts may occur simultaneously on more than one level and may have diverse manifestations and also acquire new playgrounds (Nakata, 2009). In many cases the military are used as a means of solutions to some of the aforementioned issues. On the one hand, in this way an array of inefficient and ineffective governmental and international initiatives may

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be outlined, addressing complex social and political issues, and balancing the interests of diverse stakeholders (Malley, 2018; Council on Foreign Relations, 2019; Sen Nag, 2018). On the other hand, the military and their dominating culture do not represent a main research topic within the organizational studies, because of the imposed secrecy during times of war conflicts and especially during peace time, because of low interest by the research community. Furthermore, other factors of the external (business) environment as pandemics, globalization, international trade, mass use of information technology, increasing competitiveness, turbulence, climatic changes, etc., also contribute to the emerging of new challenges, confronting the military that have to be surmounted by means of smart change management and leadership efforts, simultaneously initiated in several directions (based on: Schein, Schein, 2017; Wezeman et al., 2018; European Defense Agency, 2018; Defense industry, 2019; Ulrich et al., 2012; Armstrong, 2012; Schermerhorn Jr., 2012): (a) justifying the reason of military organization existence on the continuum between the two extremes of strict adherence to certain values versus demonstrating their market orientation to political unrests and war conflicts, (b) setting an appropriate and acceptable extent of obedience to rules and regulations, imposed by international quasi-state organizations and national regulatory agencies, (c) deliberate reframing of the organizational settings by introducing of new functions, discontinuing or outsourcing of others, adopting new organizational designs and specific employee relations, (d) developing a bright view to defense business between the two extremes of being (becoming) a driver of innovations, economic growth and competitiveness versus being a burden for the respective national economy, limiting its wellbeing.

The existence of relationship between cultural studies and the military is mentioned in a number of scientific publications from the 1960s, 1970s and 1980s (Schein, 1988; Dyer Jr., 1983; Schein, 1983; Van Maanen, Barley, 1983; Van Maanen, Barley, 1982; Van Maanen, Schein, 1977; Schein, 1963) without providing the reader with necessary definition of the applied construct of “military culture”. Instead, diverse military units are used either as examples in the process of describing and analyzing of certain cultural frameworks (models, classifications, etc.), or indicated as clients who ordered the respective surveys without disclosing any issues, situations, reasons or recommendations, i.e. the Office of Naval Research (Organizational effectiveness group, Naval research psychological sciences division, Resident representative at MIT). This is the reason why the current study is oriented to outline and analyze key nuances in the meaning of the military culture, shaped in this realm. The included scientific publications for the current study are indexed and full text accessible through the first ten electronic pages in Google Scholar academic database (see ***, 2020).

The core of the “military culture” construct

A basic definition of the term “military culture” describes it as “the ethos and professional attributes, both in terms of experience and intellectual study, that contribute to a common core understanding of the nature of war within military organizations” (Murray, 1999). The aforementioned construct may receive its specific realizations at different cultural levels, if depth perspective in cultural analysis is applied, i.e. in the group or unit, on organizational and professional level (Buckingham, 1999; Murray, 2003; Nuppenau, 1993), on national level (German, American, Italian, Russian, Turkish etc.) (Koçak, Demir, 2019; Adamsky, 2010; Murray, 1999) and even on international (e.g. NATO) level (DeViney, Buckley, 2012). A controversial mingling of two subsequent levels of cultural analysis (organizational and national one) is performed by Koçak and Demir (2019) who use the term “Turkish military organizational culture”, implying that the powerful impact of certain cultural forms command the realizations of certain behaviors which becomes evident in the structure of proposed definition for the construct as “shared basic norms, rules, values, and beliefs... that they are taught to create a common identity to entrants” in “an exclusive organization where adherence to heroism, honor, patriotism”, “loyalty” and resilience “represent a common identity”. In his turn, Cole (2014) also resorts to the depth perspective of cultural analysis, but in order to elucidate the meaning of military culture inside the military organization by classifying the attributes of the target construct into two levels. The first one represents “the surface-level aspects of military culture”, i.e. language, hierarchy, sense of rules and regulations. The second one includes “the more emotionally intense, shallow and deep aspects of military culture”, i.e. self-expectations and self-sacrifice (Cole, 2014). The aforementioned cultural attributes are classified in one of these two levels by their visibility, tangibility, and existence in the conscious/unconscious beliefs and feelings, experienced by the warriors and military employees.

In addition to the presented depth approach to defining the construct of military culture, other useful approaches may also be identified. These approaches should not be viewed as alternative. On the contrary, these approaches are complementary, reflecting diverse stances of social actors (i.e. stakeholders), thus accumulating numerous and key shades in the meaning to determine in a richer way the essence of military culture. For example, the approach of deliberate broadening the scope of military culture construct that creates its “overarching image”, consisting of “the military’s personality, way of thinking, or values” (Gerras, Wong, Allen, 2008). The same scientists express their well-grounded opinion that social science researchers should be duteous in further exploring the etymology, forms of expression and methods or techniques to change military culture, even during peace time when the military, (and defense sector as a whole) does not attract

sufficient investigative interest. That is why Snider (1999) smartly adapts Edgar Schein's well-known definition of organizational culture to fit the specificity of military culture (Schein, Schein, 2017), i.e. "the deep structure of organizations, rooted in the prevailing assumptions, norms, values, customs, and traditions which, collectively, over time, have created shared individual expectations among the members. Culture includes both attitudes and behavior about what is right, what is good, and what is important among the members" (Snider, 1999).

The third approach encompasses a succinct summarizing (mixing) of at least several points of view to military culture permits Williams, Barrett and Brabston (2000) outlining key nuances in its meaning as a mixture of traditional cultural types, forms and issues to be solved. Thus, they describe the military culture as a strong and conservative one, demanding continuous demonstrations of discipline, goal attainment (even of higher rank causes), sacrifice, a sense of duty, honor, intensive teamwork, group solidarity, establishing and maintaining fraternity and a sense of community by its keen supporters. The same approach is utilized by Redmond et al. (2015) who succeed in enriching the bundle of nuances in the meaning of "military culture" by: (a) introducing new cultural forms or specifying the existing ones as shared experiences, languages and symbols within this professional group, (b) broadening the set of concrete values as obedience, self-sacrifice, trust, courage, conscious engagement in non-stop training and self-improvement, engagement civically and in the community, health preservation, and personal responsibility.

The fourth approach relies on the simplification of the military culture term. It is achieved by narrowing the scope and number of the nuances, included in it to "the oath taken that puts mission accomplishment above life itself" in both peacetime and combat situations with "fundamental allegiance... to the Constitution" of the respective country (in this case the United States of America) (Ulmer Jr., 2005, p. 18). In this way the existence of intensive relationship between the military and the society is underlined.

The fifth approach may be differentiated as a more complex and descriptive one in comparison to the others, because Tinoco and Arnaud (2013) try to define thoroughly military culture, grounding their analysis on logic interpretations of organizational culture profile (OCP) dimensions for military's organizational environment (O'Reilly, Chatman, Caldwell, 1991). In this way the researchers identify a rich array of key nuances in the meaning of the aforementioned construct and even detect and explain the reasons for the existence of any differences between the traditional conditions and recent developments (table 1). According to Tinoco and Arnaud (2013) the OCP set of dimensions does not disclose to the full the construct of military culture, because one of its basic cultural attributes as

“the preservation of life and society” cannot be identified by use of this cultural research technique.

Table 1: Key nuances in the meaning of military culture, based on the dimensions of OCP

OCP DIMENSION	SPECIFIC DESCRIPTIONS OF MILITARY CULTURE along the continuum between “traditional conditions and recent developments”	
Innovation dimension	Traditionally... – Military culture is characterized by a low tolerance for uncertainty, risk taking and innovation	Recent appeals... – For changing the organizational behavior in the opposite direction are detected
Stability dimension	Traditionally... – Strong perceptions of stability	Recent developments... – Reductions in perceptions of stability and predictability are ascertained, because of government spending fluctuations and continuously changing military assignments
Respect for people dimension	Traditionally... – It is widely accepted that the needs of society and country exceed individual rights	Recently... – The military culture is characterized by higher level of tolerance to individuals
Result/outcome orientation dimension	Strong orientation towards achievements and results	
Team orientation dimension	Obligatory unit cohesion and teamwork in the most difficult circumstances	
Attention to detail dimension	The use of specific machines and equipment requires serious employees’ orientation to detail and precision	
Aggressiveness dimension	Aggressiveness is considered as an essential behavioral response to “management of violence”	

Source: Tinoco and Arnaud (2013).

The sixth approach is based on the stance, occupied by Watson (2006), claiming that military culture and corporate (organizational) culture almost overlap, relying on the expressed opinions of USA government officials who consider the high extent of its blending with contractors and interagency workers or civilians. Tinoco and Arnaud (2013) also support this view, providing as an evidence the observed intensive cultural transference in the process of realizing the necessary business interactions between Department of Defense (DoD) and contracted business organizations from the defense industry, even blurring the

traditionally established organizational boundaries between government and the private sector.

Finally, the forbearance from formulating a definition of the military culture, may be considered as the last (seventh) approach in its elucidation. It is evident that a number of scientific publications in the sphere of cultural studies from the 1960s, 1970s and 1980s mention sporadically the construct of “military culture”, assuming the unbiased readers are quite aware of the nuances, embedded in its meaning (Schein, 1988; Dyer Jr., 1983; Schein, 1983; Van Maanen, Barley, 1983; Van Maanen, Barley, 1982; Van Maanen, Schein, 1977; Schein, 1963).

Semantically close constructs to the “military culture”

Close constructs to the “military culture” are also identifiable in the reviewed scientific publications, disclosing even wider diversity of occupied stances by respective researchers, not always accompanied by exact definitions and frequently concentrated to specific narrower functions, performed by the military, as summarized in table 2.

Table 2: Semantically close constructs to “military culture”

CONSTRUCTS	APPLIED DEFINITIONS
Army culture (Ault, 2003; Winslow, 2000)	“The collective education, training and experiences that make up the mindset of active duty army leaders and subordinates” (Ault, 2003). Closely related to organizational (social) innovation; pursued through means as establishment of new organizations, implementations of (new) business practices (“doctrine, training, and winning the nation’s wars”) and adopting of new management paradigms and appropriate organizational behavior (Carpenter, 2006).
Defense Company Culture (U.S. Congress, Office of Technology Assessment, 1992)	No direct definition is provided; indirect outlining of its important characteristics within two broad streams, i.e. dominating attitudes to establishment of production processes and applied management practices.
“Control cultures” of defense manufacturing companies (Schneider, 1999)	No direct definition is provided; indirect outlining of its important characteristics, such as: domination of highly detached and impersonal decision-making processes; highly prizing objectivity; expressing of emotions, subjectivity, and ‘soft’ concepts is considered as deeply problematic; highly valuing empiricism and the systematic examination of externally generated facts; keenly appreciating certain values as order, predictability and stability.

Continued

Defense Company Culture (U.S. Congress, Office of Technology Assessment, 1992)	No direct definition is provided; indirect outlining of its important characteristics within two broad streams, i.e. dominating attitudes to establishment of production processes and applied management practices.
Traditional military culture v/s Modern military culture (Apgar IV, Keane, 2004)	No direct definition is provided; the comparison is performed, based on a set of differentiators, as follows: the applied model, the main aim of the military, dominating attitude to people, the role of information technology, preferred organizational structures, hired personnel in non-combat role, attitude to military functions with corporate equivalents, attention to speed and flexibility.
Security culture	(a) “thinking and acting in regard of threats and dangers to organizational interests“ of military organizations (Poudin, 2019). (b) „Ideas, customs and social behaviours“ with manifestations on cultural levels as group, nation and society (Roer, 2015, pp. 12-13).
Nuclear security culture	“The assemblage of characteristics, attitudes and behaviour of individuals, organizations and institutions which serves as a means to support and enhance nuclear security” (IAEA, 2008, p. 2).
Information security culture	“Values and assumptions which are presented in the security behaviors exhibited by users of information and communications technology within the organization” (Da Veiga, Eloff, 2010).

The official side of military culture

By reviewing official USA army organizational documents Redmond et al. (2015) identify the existence of two forms, incarnating the professed (proclaimed) military workplace culture, i.e. *mission and core values*. Thus, the researchers disclose and make it easier for comparing official cultural images (identities) of diverse military professional sub-groups (table 3).

Table 3: Cultural overview of different military professional sub-groups

SERVICE MEMBERS	MISSION	CORE VALUES
Soldiers	Fight and win our Nation’s war by providing prompt, sustained land dominance across the full range of military operations and spectrum of conflict in support of combatant commanders	Loyalty, duty, respect, selfless service, honor, integrity, and personal courage
Airmen	Fly, fight, and win... in air, space, and cyberspace	Integrity first, service before self, and excellence in all we do

Continued

Sailors	Maintain, train and equip combat ready Naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas	Honor, courage, and commitment
Marines	Train, organize, and equip Marines for offensive amphibious employment and as a force in readiness	Honor, courage, and commitment
Coast Guardsmen	Safeguard the Nation's maritime interests	Honor, respect, and devotion to duty

Source: Redmond et al (2015).

In its turn, the British military deliberately profess a very specific set of *values and standards* that they encourage all members of the organization to uphold by emphasizing the custodian role the officer corps (Yardley, Neal, 2007). Two types of clearly, orderly and succinctly defined official culture attributes are applied (Pers Cap Army Headquarters, 2018) (table 4):

- A single component – “a mission”, and
- Two multi-component cultural attributes as values and standards with respective definitions being provided for both general terms and concrete items from the respective lists of values and standards that is not always the case in business organizations, manifesting their professed cultures in company documents or on the internet. Furthermore, the British military “standards” are called “code of conduct” in the USA army (Tinoco, Arnaud, 2013).

Table 4: The elements British army official culture

CULTURAL ELEMENTS	DESCRIPTION	
Mission	“Our purpose is clear: we protect the UK, fight the UK’s enemies, prevent conflict and deal with disaster. This is underpinned by unlimited liability and exemplary Values and Standards.” Unlimited liability is the ultimate expression of selfless commitment: the willingness to sacrifice one’s own life if required.	
Values	The moral principles which define who British soldiers are as individuals and what the British Army stands for as an organization. Values are used to develop character and spirit.	<ul style="list-style-type: none"> • Courage • Discipline • Respect for Others • Integrity • Loyalty • Selfless Commitment

Continued

Standards	Authoritative benchmarks against which the British army judge their conduct. Standards are applied to define actions and behavior.	<ul style="list-style-type: none"> • Lawful • Acceptable Behaviour • Professional
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Source: Pers Cap Army Headquarters (2018).

The official military culture is also represented by another construct, called “vision” that is applied by higher rank systems in the sphere as DoD (in the USA) and is characterized by motivation, sharing, strategic thinking and longevity (Combs, 2007; Carpenter, 2006; Driessanck, 2003; Murray, 1999).

A very interesting peculiarity in the military sphere is related to the use of the official culture form “mission” that possesses other specific nuances in its meaning outside its cultural manifestations, i.e. “a task to perform” (Buckingham, 1999), “an operation that is assigned by a higher headquarters” (Combs, 2007; Murray, 1999), “tactical, combat and trivial missions (Murray, 2003).

Change management perspective to outlining military culture

Change management is reflected through several perspectives in military-oriented scientific literature as necessary leadership efforts, exerted to change the dominating characteristics of military culture, or just to perform basic functions by different units from the British army, articulating arguments in favor of change as an inherent characteristic of military culture, planning the transition from one state of military culture to another, identification of strong influencing factors on the evolution of military culture, and taking into account the inevitable implementation of production conversion strategy by succeeding defense manufacturers. *Leadership efforts in deliberate changing of dominating characteristics of military culture in the USA may be also identified*, utilizing crises as key marker events, especially the 11th of September 2001 terrorist attacks. Thus, the inevitable solution of pending military issues, originating from military core activities, is justified and realized by means of deliberate and congruent change initiatives in the respective military processes that are strategically planned, bearing in mind the most probable arising cultural obstacles to transformational leadership (Combs, 2007), following a traditional top-down direction (table 5).

Table 5: Cultural aspects of change management initiatives, undertaken by (military) leaders at different levels in the USA

LEVEL OF LEADERSHIP	PROCLAIMED CULTURE CHANGE INITIATIVE FOR THE MILITARY...
President Bush	New desirable characteristics of military culture as “new thinking, innovation, and experimentation”, that should reflect the USA defense external adaptation to the influences of environmental factors as rapidly changing technology and an increasingly changing enemy (Bush, 2001).
Secretary of defense Rumsfeld	New coveted characteristics of military culture as (Rhoads, 2005; Rumsfeld, 2002): Entrepreneurial thinking, marked by demonstrating proactivity; adhering to venture capitalist behavior; orientation to anticipation, dissuasion and determent of (potential) threats. Tolerance to an acceptable level of failure across the military in order to ensure the adoption of innovative and flexible approaches to organizational issues and challenges.
Driessanck – a researcher in U.S. Army War College	He identifies concrete military beliefs and values, oriented to embedding of innovativeness in this professional sphere (i.e. new, desired military culture), as follows: building external sensitiveness; relying on rapid short-term strategic planning; adhering to flexibility and diversity; transforming personnel members into better, faster learners; developing rich network of relationships; designing of organizational vision, mission, and values (Driessanck, 2003).

The cultural perspective of change management is also emphasized by Yardley and Neal (2007) who survey the basic functions performed by different units from the British army in relation with the necessary leadership efforts to be exerted. In this way the researchers logically ground their conclusion about the existence of subcultures within this large and diverse professional group, corresponding to a great extent to the complexity of its organizational structure and pursued aims (i.e. performed operations or tasks) in diverse contexts (peace time, military conflicts, business environment, etc.). For the purpose of outlining important nuances in military culture of the British army Yardley and Neal (2007) apply Cameron and Quinn’s organizational culture framework (Cameron, Quinn, 1999). Thus, they publicly express their strong belief that two dominating types of military culture may be observed in the British army, i.e. adhocracy culture and hierarchy culture. Furthermore, since the army represents a large organization, Yardley and Neal (2007) accept it as normal that the aggregate of its diverse structural units and wide array of performed operations may possess more than one cultural archetype from Cameron and Quinn’s classification (Cameron, Quinn, 1999) and even assume different extent of proliferation in the British army for each one of the four cultural types, implying lower presence of market and clan culture (table 6).

Table 6: Cultural analysis of the British army, based on Cameron and Quinn’s framework

TYPE OF CULTURE	CULTURAL REALIZATIONS OF THE BRITISH ARMY WITHIN CAMERON AND QUINN’S CULTURAL FRAMEWORK
Hierarchy culture	The dominating peacetime cultural mood of the British army.
Adhocracy culture	It is observed widely within units on operations, characterized by newness, unpredictability, lack of experience, urgent need of adaptation to forming circumstances, experimentation, innovation and decisive overcoming of adversities.
Clan culture	Its localization is in the infantry sub-units where success is measured by the achieved high-quality of teamwork, self-management and effective decision making skills, delegation and empowerment of individuals by leaders. That is why the military concentrate their efforts on training and developing their staff, communicating their work-related requirements and appropriate behaviors.
Market culture	Concentrated in specific spheres (areas of operations) as contracted support functions (for example accommodation management, transport services, security services etc.). Accumulating cost savings within military operations represents the main aim.

Source: Yardley, Neal (2007).

Hillen (1999) firmly declares that change represents an inherent characteristic of military culture. Then, the main challenge is defined as how military culture should change as a result of the impact by outside pressures. The latter are formulated, as follows: (a) the evolution of the central tasks, performed by the military, (b) the legitimacy that is provided to the military by means of official organizational documents and enacted national and international laws, and agreements, and (c) maintenance of appropriate cultural fit between the military and the society (societies) it serves.

The pursuit of deliberate avoidance of any distortions in transmitting information upward through management levels of Defense Intelligence Agency after the 2001 terrorist attacks against the United States of America is used as a key core activities related organizational culture issue (i.e. the measurement step in organizational survival and external adaptation, see Schein, Schein, 2017), for initiating a culture shift for this organization whose culture may be characterized as a military one, moving it “away from its control-based environment toward becoming a knowledge-based one” (Wolfberg, Dixon, 2011).

In search of any factors, possessing a great potential to influence the evolution of military culture, Koçak and Demir (2019) indicate enacted legislative regulations, inherited historical values and nationalism (national culture), introduced education (including the conscription system), social benefits, and orientation to alliances. It is considered that the impact of the aforementioned

factors may be result of both occurred external (organizational, business) environment changes and deliberate leadership efforts.

Differences between “Defense Company Culture” and traditional corporate culture are outlined under the conditions of the inevitable implementation of production conversion strategy for the defense manufacturers at the beginning of the 1990s, confronting demonstrated resistance to change by a number of their senior managers, forced to synergistically combine defense and commercial business in a single entity (U.S. Congress, Office of Technology Assessment, 1992), as shown in table 7.

Table 7: Cultural characteristics, outlining differences between defense contractors and business organizations

CULTURAL CHARACTERISTICS	DEFENSE CONTRACTORS	BUSINESS ORGANIZATION
Different attitudes to establishment of production processes	<ul style="list-style-type: none"> • Heavy reliance on low-volume production of highly specialized and expensive equipment. • Product design emphasizes technical performance • Observed misbalance of the stakeholder interests, i.e. with a main emphasis on meeting DoD requirements • Producing under the conditions of longer production cycles • Strictly complying with the rigid, detailed specifications and standards throughout procurement, imposed by DoD which hampers technological progress 	<ul style="list-style-type: none"> • Deliberate orientation to combining reliability and affordable cost with high-volume manufacture in commercial product management • Adopting shorter production cycles for delivered commodities • Balancing the interests of all stakeholders • The construction of some technologies and applications may seem unattractive to them because of unreasonably higher cost price
Existence of diverse management practices	<ul style="list-style-type: none"> • Accepting of detailed government supervision • Complying with DoD reporting requirements and undergoing extensive reviews and audits in addition to traditional environmental, health and safety, and fair labor regulations • Incurring large overhead costs (hiring personnel, accepting inspections, scheduling audits, etc.) • Abstaining from marketing and distribution efforts 	<ul style="list-style-type: none"> • Abiding only to environmental, health and safety, and fair labor regulations • No administrative interactions with DoD • A heavy reliance on organizational marketing and distribution activities for selling the manufactured products and services

Source: U.S. Congress, Office of Technology Assessment (1992).

A set of cultural aspects, underlining undertaken military transformation at the beginning of the 21st century, permit Apgar IV and Keane (2004) to outline key differences between traditional and modern military culture (table 8).

Table 8: Attributes of traditional versus modern military culture

CULTURAL ASPECTS	TRADITIONAL MILITARY CULTURE	MODERN MILITARY CULTURE
The applied model	Government monopoly on every aspect of national security	A more businesslike model in which DoD's warfighting capabilities are supported through outsourcing and business alliances for numerous noncombat functions
The main aim of the military	Fighting predictable threats (armies of countries)	It can fight unpredictable threats (terrorism, disasters, etc.) while sustaining the infrastructure needed to support and train forces
Dominating attitude to people	New people may be easily attracted	People are no longer in unlimited supply
The role of information technology	Supportive	It covers the spectrum from networked systems to laptops
Preferred organizational structures	Multi-level organizational structures; maintaining high volume of supplies (inventories)	Force structures and support organizations are becoming flatter and leaner
Hired personnel in non-combat role	Military personnel	Civilians
Attitude to military functions with corporate equivalents	Held inside the military organizational settings for high security, quality and reliability reasons	Potential candidates for outsourcing and privatization
Attention to speed and flexibility	Little attention: orientation to heavy customization, high-cost, inflexible contracts	Great attention: orientation to market standards, cost savings, efficiencies and contractual flexibility

Source: Apgar IV, Keane (2004).

The characteristics of leaders within the military culture

A revolving behavioral issue for leaders within the military culture and their deliberate comparison to their colleagues from the business world lie at the base

of disclosing key nuances of military culture. *First*, according to Williams, Barrett and Brabston (2000) dominating characteristics of military culture as teamwork, group solidarity, goal attainment and protecting organizational image may represent the primary cause of not timely detecting unlawful employee behaviors and undertaking corrective actions against illegal activities in a company by responsible senior managers with previous military tenure. Thus, some negative aspects of military culture come to the foreground.

Second, conducting exploration of the similarities and differences between appreciated leader characteristics in the business world in comparison to those in the military sphere (table 9). Starting from the common ground Ulmer Jr. (2005) prescribes “attention to the mission, caring for subordinates, making the intent of the commander clear, physical courage, and willingness to sacrifice for the benefit of the larger community” (Ulmer Jr., 2005, p. 18). According to him military leaders are also characterized by demonstration of strong conservatism, expressed by simultaneous suspicion of change, and nourishment of risk and adventure. The surmounted professional difficulties, especially on the battlefield, frequently contribute to the establishment of higher (extraordinary) internal integration among military team members that may hamper the necessary growth, change, and adaptation of individuals and even on organizational level.

Table 9: Dimensions of differences between the military leaders and the business ones

DIMENSIONS	MILITARY LEADERS	BUSINESS LEADERS
Education	Higher interest to education.	Weaker educational strivings.
Orientation of the allegiance	Strong allegiance to the constitution of the respective state (USA).	Most probable orientation of allegiance to a higher rank manager or a structural, organizational unit.
The ration “personality – expertise”	More emphasis is set on personal character (trustworthiness) than on personal expertise.	Leader’s competence is the priority.
Existence of competition	Existence of one organization for the realization of the entire profession.	Many similar companies operate on the market.
Dominating career paths	Promotion from within only.	Hiring both from company’s internal labor market and from other business organizations.

Source: Ulmer Jr. (2005).

The stakeholder approach to studying military culture

The literature review for the current study also implies the existence of different stakeholders in the defense sphere as government, military organizations and quasi-state organizations, frequently attracting the attention of the research community in this sub-field of business management. But other stakeholders are also important to the survival and sustainable development of military organizations. That is why it is important to analyze the cultural phenomenon impact on their activities, assuming the potential recurring of numerous unresolved issues, establishment of necessary relationships, lack of distinctness, existence of processes (organizational, political, societal, etc.) in the state of becoming and others in the state of fading away, but not entirely. *First*, balancing the interests of the stakeholders to the military organization represents the main aim of introducing military culture training in the curriculums for the students in the medical universities and colleges (Ross et al., 2015). Since culture can be learned, it is considered that medical students may improve their ability to deliver high quality health services in the future, i.e. to recognize health issues and diagnose symptoms of people in military service and veterans by raising medics' awareness of key assumptions, biases, and prejudices, shared within the military professional group. The medical students are intended to learn more about a wide array of military culture forms – established traditions, employee socialization, strong-held values, used vocabulary, behavioral norms, observed employee diversity in the military organization (race/ethnicity, socioeconomic status, religion, sexual orientation, age, etc.), and experiences (i.e. combat zones, war-related trauma, the stigma of help-seeking, etc.). The researchers propose a set of appropriate methods to study the essence of military culture in the medical educational sphere – obtaining a focused military history, eliciting service-related health concerns, identifying and assessing stressors.

Second, the inside (close) stakeholders of military organizations are also jointly accepted as subcultures (specific military cultural subgroups) that may be thoroughly classified by a set of criteria (Redmond et al., 2015):

- *By the extent of their inclusion into activities and established personal relationships* – guardsmen, reservists, officers, military spouses, and wounded warriors may be outlined.
- *By the branch of the military where they perform* – soldiers (from the army), airmen (from the air force), sailors (from the navy), marines (from the marine corps) and coast guardsmen (from coast guard).
- *By the work/life balance of service members*: A great overlap between military and personal lives contributes to individual's strict adherence to the military mission, values, and the institution as a whole. If the military career is not considered a top priority for one's life, the individual may focus his

attention outside the military sphere while retaining an adequate interest in this occupation.

- *By the unique cultural canvas of the two basic military career related situations:* (a) time of peace, characterized by putting an emphasis on training and maintenance while becoming reconciled with boredom, (b) time of war—when courage, fear, control, “us versus them” mentality, and strong internal integration among group members are considered as crucial features.

Third, the school counselors are another constituency to the military that is recognized to have the potential of creating higher value added to the lives of military families through promoting the sense of self-efficacy in them, providing them with necessary tools and resources in order to be able to make choices, pursue and achieve academic, social and emotional successes (Cole, 2014). Based on review of other empirical surveys Cole (2014) recommends a sequence of steps for the school counselors to follow in order to improve their performance while interacting with military students and their (military) families in congruence with basic military culture characteristics (language, hierarchy, sense of rules and regulations, self-expectations and self-sacrifice). The proposed logic sequence of the steps is the following: (1) performing self-examination by school counselor, (2) actively seeking opportunities of professional development, (3) undertaking cultural immersion initiatives in order to penetrate deep into the military community and (4) realizing cultural competent practice.

Fourth, elaborating on the adoption of an effective and efficient approach to building sustainable collaboration processes between military and corporate organizations, allows Apgar IV and Keane (2004) formulating a set of seven principles for doing business with DoD successfully by business organizations as their suppliers, as shown in table 10. In this way the researchers imply that the business world should partially succumb of itself in order to better understand its military partners and ensure an acceptable predictability and quality of desired business relationships. Thus, Apgar IV and Keane (2004) indirectly assume the greater strength of military culture in comparison to the corporate one.

The performed exploration of complementary stakeholders for the military deepens and specifies the stakeholder analysis in order a healthy balance of their interests to be established. In this way the military facilitate to a great extent their strategic and tactic decision-making, thus boosting the levels of performance, engagement and professionalism, demonstrated by their personnel members.

Table 10: The cultural principles business organizations should abide in order to maintain good relationships with military organizations as their suppliers

PRINCIPLES	DESCRIPTION
“Kick-start transformation”	A business organization should occupy a leading role in a continuous interaction process with its military client, i.e. identifying and interpreting in business terms client’s necessities, and proposing appropriate ways of deliveries.
“See through soldiers’ eyes”	Considering the existence of strong culture (“military’s ethos”) within military professional group, retirees included – due to observed employee adherence to military organizations, togetherness in working and living, efficient teamwork in combat environments.
“Prove you are a partner”	Demonstrating patience in developing a solid relationship between a business organization and the military by building trust, maintaining openness, and becoming a reliable partner by putting customers first, sharing necessary knowledge and capabilities, solving problems with innovation.
“Look up, down, and across”	A business organization should become familiar with its organizational structure (units, levels) of purchasing authority, seeking contacts with higher ranks when innovative products or deals are negotiated.
“Know the difference”	Becoming aware of the nature and specific challenges faced by different military clients, forming the bases of their needs and necessities.
“Embrace life in the fishbowl”	A business organization should comply with specific laws and regulations, i.e. avoid conflicts of interest, continuously clarifying its supportive role, adapting its information and control systems to customer’s requirements, developing readiness for audits and public scrutiny, etc.
Adopting the military etiquette	Strict adherence to official military etiquette is considered obligatory by business organizations.

Source: Apgar IV, Keane (2004).

The lens of research methods to disclosing the meaning of military culture

A very good literature review of scientific publications in the sphere of military culture is performed by Tinoco and Arnaud (2013) which may be used as an efficient means of identifying other important nuances in the meaning of construct (table 11), i.e. the construct has not been sufficiently studied.

Table 11: Important approaches to the research on military culture by Tinoco, Arnaud (2013)

APPLIED APPROACHES	DESCRIPTION
Implemented set of indicators for the analysis of the identified publications...	Study and year of publication, research focus, reference to culture concepts, core findings and data
Identifying the ratio between conceptual studies and empirical surveys...	A dominance of conceptual studies on military culture over those, containing empirical surveys (ratio – 17:3) is reported
Specifics in exploring of conceptual studies...	These are analyzed by measuring a less number of indicators – study and year, research focus and core findings that limits the richness and use of the generated results.

Source: Tinoco, Arnaud (2013).

That is why it is considered that a thorough knowledge in this field requires the acquisition, consecutive retrieval and analysis of new value added data about applied culture-related terms and close constructs, and deliberately presented organizational culture frameworks or instruments *in the identified theoretical and empirical research*. This aim has been achieved by performing an additional analysis for the items from Tinoco and Arnaud's (2013) publication list (table 12 and table 13), i.e. performing text mining within the body of publications and reviewing the applied research methods in them. Concerning the correct use of the text-mining method, it is accepted that one culture-related term, encountered in a single publication, is counted as one (1), even when it is mentioned inside it more than once or with more than one of its synonyms, because in certain publications some terms are extensively used, while in others the same terms are superficially mentioned, but still presented, not only due to chosen research topic, but also due to authors' demonstrated language specificity. Just two of the publications (Dunivin, 1994; Wilson, 2008) could not be found currently as full-text electronic documents in the selected academic database for the purpose of the current study. For this reason these are excluded from the current analysis.

Table 12: New analysis of the conceptual studies oriented publications, describing military culture, included in Tinoco and Arnaud's (2013) literature review

Scientific publications	Basic topics (research focus)	Organizational culture frameworks or instruments, presented in the theoretical research
Apgar IV, Keane (2004)	Establishing and maintaining efficient relationships between the military and the business.	Theoretical survey: sporadic mentioning of related terms. Empirical survey: not disclosed for security reasons.

Continued

Ault (2003)	Encouraging Risk and Embracing Uncertainty, The Need to Change U.S. Army Culture in concern with army's new operation specificity	Theoretical survey: concise mentioning of related terms; a shift in cultural mindset through a refined educational process rather than implementing changes to training scenarios and curriculums is recommended.
Buckingham (1999)	Oriented to outlining distinctive warrior traits	Theoretical survey: comparatively rare mentioning of related terms.
Carpenter (2006)	Prescribes an army organizational culture of innovation as a prerequisite for needed transformation	Theoretical survey: succinct mentioning of related terms; strong or weak culture (***, 2006); culture of innovation (Schein, 1992; Fastabend and Simpson, n.d.), culture-embedding mechanisms (Schein, 1992).
Driessanck (2003)	It explores the Army culture required to excel in a world of accelerating change.	Theoretical survey: concise mentioning of related terms. The innovative culture's key beliefs and values list is proposed. John Boyd's OODA loop (Hammond, 2002) and the alignment model (Labovitz, Rosansky, 2002) are integrated (Driessanck, 2003, p. 15).
Combs (2007)	Outlines US Army cultural obstacles to transformational leadership	Theoretical survey: succinct mentioning of related terms. Four cultural elements, hampering development of transformational leaders are identified: leadership composition, the "by the book", "by the numbers" process driven culture, the linear progression system, and the current officer evaluation system. Recommendations are given to minimize the impact of these cultural obstacles. An adaptation of competing values framework (Quinn, 1988) by Hooijberg, Bullis, Hunt (1999).
Deavel (1998)	It explores the role of privatization for the American military	Theoretical survey: sporadic mentioning of related terms.
Gumbus, Woodilla and York (2007)	To increase understanding of organizational issues surrounding students, and how related decisions affect their career (a case-study).	Theoretical survey: brief mentioning of related terms; the relationship between strong cultures and organizational effectiveness is outlined (Denison, Mishra, 1995).
Murray (1999)	Oriented to depict the essence of military culture	Theoretical survey: succinct mentioning of related terms.
Murray (2003)	It justifies the supportive organizational climate as a catalyzer to unit effectiveness.	Theoretical survey: sporadic mentioning of related terms.

Continued

Nuppenau (1993)	Exploring the influence of organizational factors on the activities of a process improvement team (a case-study).	Theoretical survey: concise mentioning of related terms. Based on Zimmerman (1992), Schein's mechanisms for culture embedding are presented (Nuppenau, 1993, p. 22). Different types of leaders by culture (Daft, 1989); some forms of organizational culture are described (Daft, 1989).
Trainor (2000)	Researching values, culture and civil-military relations in the realm of postmodern military.	Theoretical survey: brief mentioning of related terms. Four basic elements of military culture (Snider, 1999; Lehman, Sichertman, 1999) are described (Trainor, 2000, p. 10).
Watson (2006)	It discusses important trends inside America's military culture – its increasing domestic role and its growing reliance upon defense contractors.	Theoretical survey: sporadic mentioning of related terms.
Winsor (1996)	It outlines important military perspectives of organizations.	Theoretical survey: sporadic mentioning of related terms.
Winslow (2000)	It explores the US army culture.	Theoretical survey: concise mentioning of related terms. 3 perspectives of analysis on army culture (organizational culture): integration, differentiation and fragmentation (Martin, 1992; Martin, Meyerson, 1988; Frost et al., 1991).

Table 13: New analysis of the three empirical research publications on military culture, included in Tinoco and Arnaud's (2013) review

Scientific publications	Basic topics (research focus)	Theoretical and/or empirical survey of organizational culture related attributes (frameworks or instruments)
Breslin (2000)	Outlining a key aspect of the organizational culture in the military organizations.	Deep theoretical review: Edgar Schein's levels of organizational culture, discussing whether quantitative or qualitative methods to apply in researching organizational culture, outlining the relationship "climate-culture". Empirical survey: Ulmer-Campbell Military Culture/Climate survey (MCCS) (Ulmer, Collins, Jacobs, 2000; Ulmer, 1998).

Continued

Rhoads (2005)	Searching for an initiation of an entrepreneurial mindset in the department of defense.	<p>Comparatively deep theoretical review: the relationship between the entrepreneurship field and culture. Empirical survey: Proposed Entrepreneurial Mindset Model. The study tested a model of antecedents and outcomes of an entrepreneurial mindset in organizations (a 121-item survey). A wave analysis, ANOVA. The list of antecedents: (a) individual characteristics (44-item Big Five scale, developed by John, Srivastava, 1999), (b) process (Corporate Entrepreneurship Assessment Instrument – CEAI by Hornsby, Kuratko, Zahra, 2002), and (c) context (seven-point Likert-type scales by Hurley, Hult, 1998). The list of outcomes: (a) job performance (a seven-point Likert-type scale, two questions regarding the organization’s overall performance last year by Jaworski, Kohli, 1993), (b) job satisfaction (four items from job satisfaction index by Quinn, Shepard, 1974) and (c) affective commitment (six items from a scale by Meyer, Allen, Smith, 1993).</p>
Soeters, Boer (2000)	Studying the relationship between national culture and flight safety in military aviation.	<p>Theoretical review: No access to the full-text publication through the chosen academic databases is provided. Empirical survey: national cultural scores by Geert Hofstede (from 1984, 1991) and accident rates. Referring to Geert Hofstede’s list of scientific publications, implies that tested cultural dimensions may be: individualism, uncertainty avoidance, power distance, and masculinity versus femininity (Hofstede, 2019).</p>

The analysis of the retrieved information from table 12 implies that the construct of military culture seems to have been explored experimentally and a bit chaotically during the target time period (1993 – 2007), set by the researchers (Tinoco, Arnaud, 2013) for several reasons, i.e.:

- Observed great imbalance of applied cultural constructs in the sample of selected publications that proves a varying extent of cultural studies penetration into the military sphere;
- Detected sporadic uses of some cultural theories and frameworks without expressing and justifying any authors’ preferences to many of them;

- In some publications the interest to cultural perspectives is limited only to reviewing of basic constructs without deliberately organizing them in frameworks or models;
- Identified simultaneous and undisciplined penetration into several levels of culture in and outside the (military or business) organizations without providing the necessary analysis of potential two-directional information flows, realized among these levels and forming the contents of their attributes;
- A great deal of widely used cultural models or frameworks in business environment are not discoverable here (Wilhelms, Shaki, Hsiao, 2009; Erez, Gati, 2004; House et al., 2004; Dimitrov, 2013, 2012a, 2012b);
- Cultural issues in (military or business) organizations or institutions are correctly viewed in these publications only as reverberations of other pursued important national and organizational strategies as privatization, outsourcing, desired sustainable increases in efficiency and production quality, and new ways of inter-organizational collaborations;
- The interest to cultural analysis is limited to team, organizational and professional levels, most of the time interrelated with solving organizational issues as passing through necessary change initiatives, fostering innovations, increasing team's efficiency, sustainably improving relationships among key constituencies and implementing leadership development.

The group of empirical surveys, identified by Tinoco and Arnaud (2013), consists in just three publications (table 13) that is quite insufficient. Nevertheless, some commentaries may be made for the observed characteristics of this group of three publications, as follows:

- Indicators as reference to culture concepts and data are applied only for this group of scientific publications.
- These publications disclose the use of wide array of research techniques: (a) Ulmer-Campbell Military Culture/Climate survey (MCCS) (Breslin, 2000), (b) a model of the antecedents and outcomes of an entrepreneurial mindset in organizations (a 121-item complex survey) (Rhoads, 2005), and (c) the earliest version of the national culture differences model by Geert Hofstede, consisting in four cultural dimensions (Soeters, Boer, 2000). There is no repetition in the use of research instruments which confirms the stance that it is evidenced just the expression of initial researchers' interest in the sphere of military culture.
- Such imbalanced results in the classifying of the scientific publications (theoretical studies versus empirical research – 15:3) leave the unbiased observer with the impression that this sub-field of research still is not deeply explored and systematized by the scientific community.
- The analysis here is realized only at professional and organizational culture levels.

The conducted text-mining of all the items from Tinoco and Arnaud’s (2013) list of publications (with the exception of the inaccessible two ones) reveals the existence of: (a) a very short list of comparatively widely accepted by the authors culture-related terms in military oriented publications (figure 1), (b) longer lists of culture related constructs, mentioned only once or just in two publications (table 14), (c) few of the applied culture related constructs seemed overcomplicated, heavy-sounding and equivocal in meaning, so these were decomposed to simpler and clear terms in the preparation process for the consecutive text mining counting and interpretation, (d) different lists of used synonyms for the basic culture related terms were constituted, facilitating the consecutive counting in the text mining process. Thus, it becomes evident that there exists a core of professional language shared among researchers in the field, but outside it the applied diversity of professional language is tremendous and has the potential to hamper the potential communication of scientific information, if unbiased readers do not possess preliminary interdisciplinary knowledge in the fields of business management, psychology, sociology, anthropology, military studies, etc.

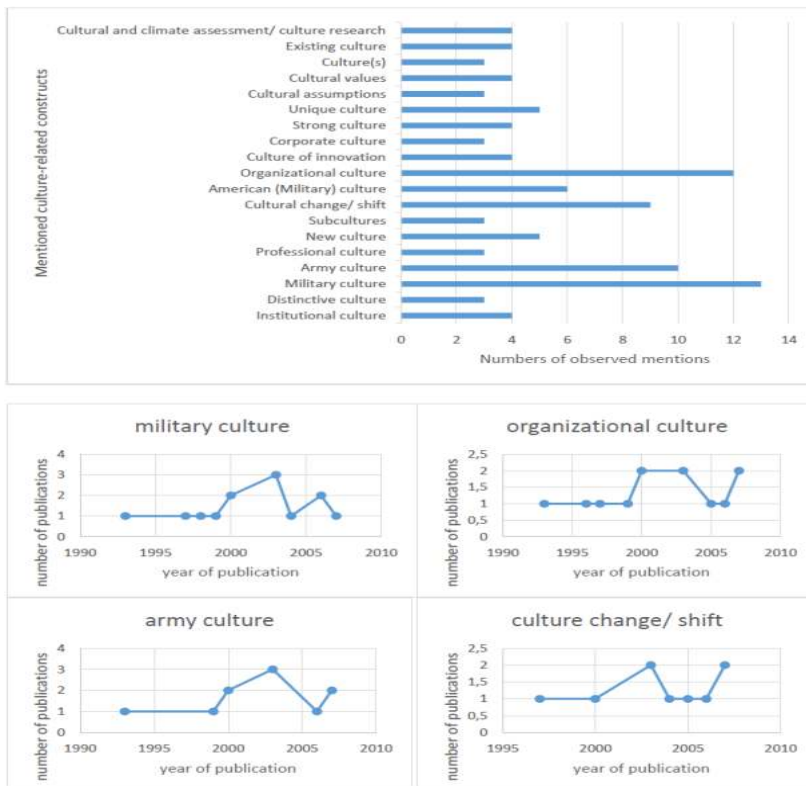


Figure 1: Widespread culture-related terms among the authors in the target military culture publications

Table 14: Comparatively rarely mentioned culture-related terms by the authors in the target military culture scientific publications

NUMBER OF PUBLICATIONS	THE RESPECTIVE CONSTRUCTS
Terms, mentioned in three items...	Corporate culture, Cultural assumptions, Culture(s)
Terms, mentioned in two items...	Business culture, Cross-cultural Savvy/multiculturalism, Cultural behaviors, Cultural challenge, Cultural characteristics, Cultural differences, Cultural framework, Cultural mindset, Cultural norms, Cultural tendencies, Culture of control, German military culture, Leadership culture, Officer culture, Old culture, Risk tolerant culture, Technological culture
Terms, mentioned in one item...	A knowledge-based culture, A male dominated culture, A society's culture, A technocratic culture, A warrior culture, Academy culture, Adaptable culture, Acculturated subordinates, Autocratic culture, Belief(s), "by the book" culture, "by the numbers" culture, Civilian culture, Cross-cultural group, Cultural acceptability, Cultural artefact, Cultural aspects, Cultural attributes, Cultural barriers, Cultural claim, Cultural clashes, Cultural elements, Cultural factors, Cultural leadership, Cultural paradigms, Cultural patterns, Cultural problems, Cultural rigidity, Cultural subsets, Cultural survival attributes, Cultural system, Cultural understanding, Culture (climate) context, Culture concept, Culture formation, Culture gap, Culture of creativity, Culture of "zero defects", Culture's flexible structures, Desired culture, Entrepreneurial culture, Formal culture, French military culture, Hierarchical culture, Hostile culture, Intellectually stagnant culture, Management culture, National culture, Natural culture or mindset, Navy culture, Operational culture, Optimal culture, Political culture, Process driven culture, Psedomorphic culture, Risk avoidance culture, Self-satisfied culture, Service culture, Training culture, Warrior culture, Weak culture, Western culture, Workplace culture

Conclusion

The accomplished etymological study of the construct of "military culture" may be efficiently summarized and visualized by introducing a useful mind map (figure 2). In this way seven mainstream nuances in the meaning of the construct come in the foreground and each of them is closely related with specific bundles of unique, semantic sub-nuances. The list includes: (1) the content of the core for the "military culture" construct, (2) outlining the set of semantically close constructs to the aforementioned construct, (3) concentrating only on the official side of military culture, (4) prioritizing the change management perspective to disclosing the essence of military culture, (5) adhering to the reality by outlining the characteristics of leaders within the military culture, (6) specifying the

stakeholder approach to study military culture, and (7) relying on the lens of research methods to disclose the meaning of the construct.

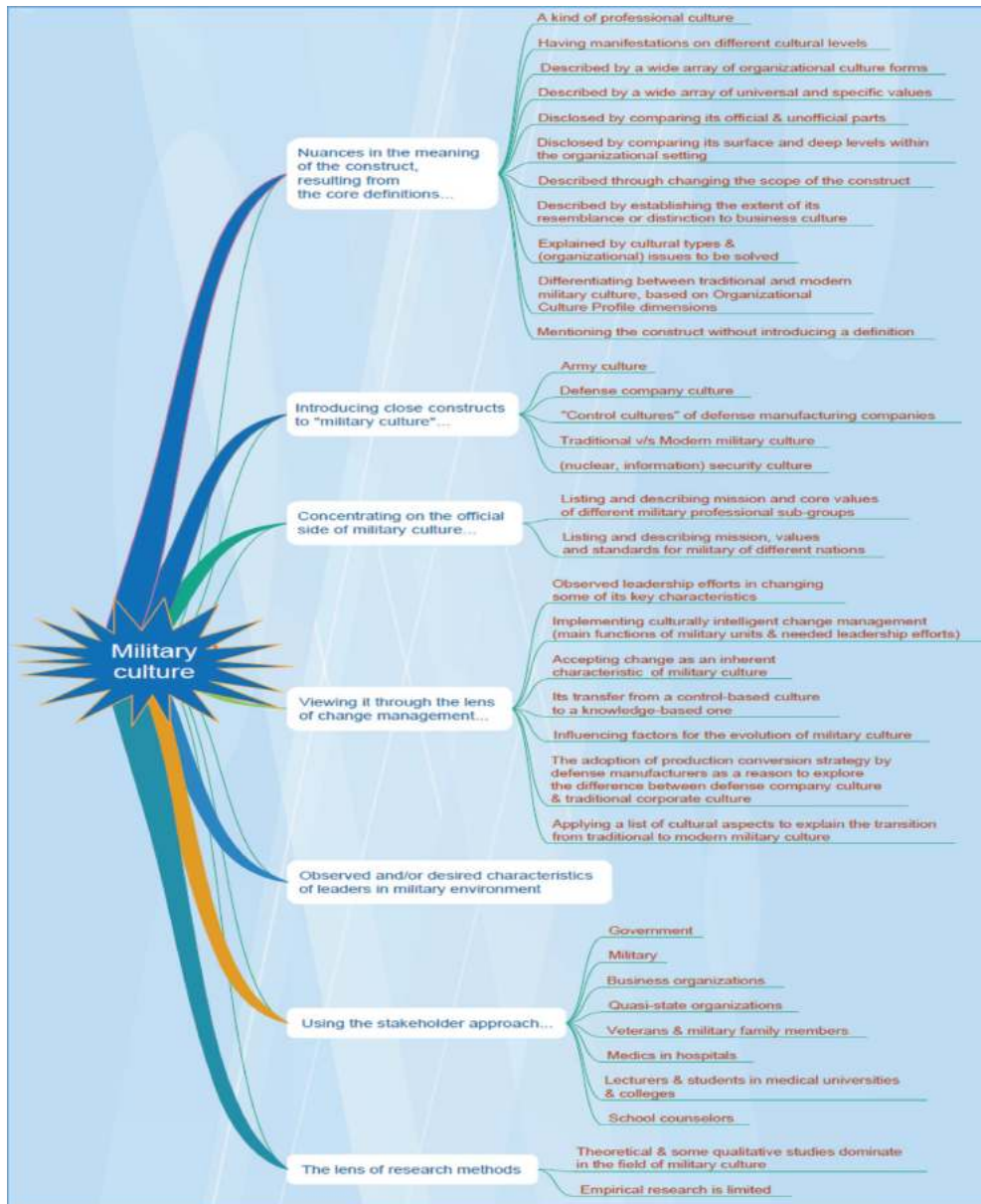


Figure 2: A mind map for the construct of “military culture”, based on the current study

The accomplished mapping of the terrain for military culture permits a well-grounded proposing of a useful definition for it at the current stage of development in societal, political and economic background, as follows:

- Military culture incarnates the jointly held basic assumptions by the professionals in the military sphere. It is characterized by: (a) certain cultural forms (as universal and specific values, principles, standards, beliefs, behaviors, heroes, etc.), (b) performed functions, (c) evolving aims and means of their accomplishment in congruence with internal and external organizational change triggers, (d) continuous leadership strivings to balance the needs of diverse stakeholders (as government, military, business, quasi-state organizations, veterans, military family members, medics, etc.), (e) possible realizations at team, unit, organizational, national and international levels, and (f) two alternative states of society – peacetime and wartime, that possess the power to exert great impact on all the other existing cultural attributes, comprising the essence of military culture.

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