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**COMMUNICATION  
AND ORGANIZATIONAL COHESION  
IN THE MILITARY**

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**Abstract:**

The study of communication and cohesion within the military organization has arisen from the normal need to achieve performance in fulfilling the mission. An efficient group communication essentially contributes to increase the degree of group cohesion and the performance of military organization. Social scientists most often view cohesion as both a group characteristic and as a determinant of performance.

Cohesion has not only a positive impact on group morale, it can help to improve functioning and performance by buffering the effects generated by high-stress situations. Interpersonal relationships, work in communication group and its cohesion would be unimaginable in the absence of communication.

The importance of feedback for satisfactory communication is remarkable. Studies on non-formal groups show that more than half of the communication that takes place within them is a form or another of feedback or response. As expected, in formal organizations, where communication is task-oriented and has a vertical character, feedback is much lower than in non-formal organizations. Closing the circuit between sender and receiver (feedback) increases fairness, confidence, and reduces doubt and hostility in the relationship between them.

Efficient communication and strong cohesion within the military organization are two essential conditions that a military organization must complete to fulfill the organization's objectives at the highest performance standards.

*Key words: communication, cohesion, performance, objectives*

**1. Introduction**

The study of communication and cohesion within the military organization has arisen from the normal need to achieve performance in fulfilling the mission. Achieving communication performance is the condition that a military organization must meet to fulfill the organization's objectives at the highest performance standards.

These days, characterized by a rapid development of technology, there is a significant increase in the interest in the communication phenomenon in all types of organizations, including in the military organization where people work and relate to each other in order to achieve a common goal. Group communication, a form of interpersonal communication and the most widely used form of communication in all organizations, including military, is essential in teams of professionals employed in a joint project. It essentially contributes to increasing the degree of group cohesion.

The military organization has also proven its performance thanks to the efficiency of organizational communication, which will continue to be based on the new, increasingly sophisticated, military, technological, informational, social and political demands.

The importance of organizational communication derives from the fact that the military organization must have the ability to self-adjust. The military organization is an

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integral part of the society that created it and serves it. Communication is the key to the effectiveness of the entire military organization, influencing and being influenced by all organizational phenomena and processes: organizational culture, decision-making, leadership style, conflict resolution and negotiation, organizational change and development.

The military organization has always pursued perfection for a competitive superiority. And as the battle on the battlefield has moved into the information field, on the one hand, and must meet the needs of the company for flexibility, professionalism and progress, on the other hand, it is clear that the military to achieve organizational excellence must include in its strategies and aspects of organizational communication.

Cohesion can be considered the most important group variable because, due to it, the group exists and functions as a coherent, self-supporting entity.

Group cohesion can occur spontaneously and develop organically over time. When you run a military institution, you do not have time to wait for this natural process, because you are interested in the team being united around a certain set of common goals / goals; That is why an important role in the development of team cohesion is the communication and the way it is done both horizontally and vertically.

Interpersonal relationships, work in communication group and its cohesion would be unimaginable in the absence of communication. The process includes not only orders that need to be immediately executed without any comments, but it contains also conceptions, opinions, suggestions, working hypotheses, variants of action that precede, as a rule, the decision making as well as ways of analyzing work and assessing the effort made by the military, activities in which the "art of communication" can be mobilizing, causing new searches and options or, on the other hand, producing blockages and barriers in communication.

Thanks to the "struggle" for a common purpose, the barriers usually encountered in the way of communication, fade away and the members of the group discuss issues and solutions.

Thus, communication becomes the framework and the mediating mechanism of all interpersonal relations that are established between the military cadres personnel within the group, because through the information they learn what they have to do, when, how, in what situation and in what ways.

## **2. Chapter 1 - The communication process in the military**

### **2.1. Section 1. Communication – conceptual delimitations**

Communication is part of our lives, it is essential for living and working. The term comes from the Latin "communis" (common). Communication (from Latin *commūnicāre*, meaning "to share") is the act of conveying intended meanings from one entity or group to another through the use of mutually understood signs and semiotic rules. Although the term is of Latin origin, the Greeks had the first preoccupations for communication. For them, the art of the word, the skill to build the speech and to deliver it was an indispensable condition of citizenship status. The Romans will take over these preoccupations from the Greeks, developing the first model of communication system around the year 100 BC (Before Christ).

Communication happens when people share information to reach a common understanding. Communication is a process whose essence is the movement, transfer or transmission of information from one participant to another in a communication process. In other words, a sender transmits information to the receiver via a communication channel in order to produce certain effects on the receiver. In this sense, communication is a complex process of use by two or more interlocutors of a common system of symbols, signs and

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behaviors for the exchange of information, ideas and emotions, for the purpose of mutual influence, knowledge, intergroup relationships or in order to achieve a common goal.

Communication is an exchange of facts, ideas, opinions or opinions by two or more persons (Newman & Summer). It is the exchange of information and transmission of meaning (Katz & Khan). Communicating does not mean emitting sounds and words only, but also means thinking and knowing.

Regarding the term "communication", there is a multitude of approaches specific to different sciences: linguistic, psychological and psychosocial definitions, philosophical, mathematical, pedagogical, etc.

If the generic term "**communication**" refers to "**social interaction through a system of symbols and messages**" [1], the term **organizational communication** is a process of creating and exchanging messages within a network of interdependent relationships that conform to environmental uncertainty.

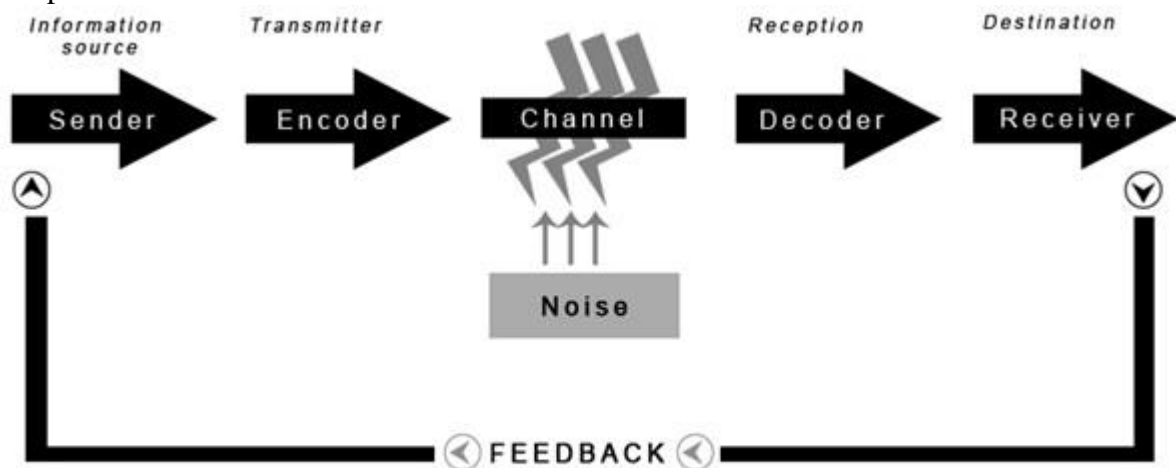
In the military organization, people are confronted with different situations that require specific behaviors and appropriate communication patterns. Thus, they must have a true culture of communication: how to speak, where, when, in what situation.

Within the military organization, "communication" defines the process by which messaging takes place in order to achieve the individual and common goals of its members.

Organizational relationships are supported by *interpersonal communication*. Being a complex process, however the communication also involves, beyond the structural side, other aspects of the military organization's existence: technical, educational, psychological, cultural or legal. The communication is present in all aspects of managerial work within the military organization. The real issue of organizational communication is whether those who are part of the command structure in the military organization have good communication in order to increase the efficiency of fulfilling specific missions.

## **2.2. Section 2. Components and forms of communications**

One of the best-known communication models is that proposed by C. Shannon and W. Weaver [2] since 1949 and has been resumed by many of the subsequent research on the phenomenon of communication:



**SHANNON-WEAVER'S MODEL OF COMMUNICATION**

Fig.1

This model is specially designed to develop the effective communication between sender and receiver. They also find factors affecting the communication process which are called noise. At first, the model was developed to improve the technical communication.

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Later it became widely applied in the field of communication. The model deals with various concepts like information source, sender, noise, channel, message, receiver, channel, information destination, encode and decode. In the communication process we encounter several variables: sender, receiver, message, communication channel, feed-back, etc., which influences the process as such.

**a. The sender** may be an individual, group or institution (military organization) that:

- have more structured information than **the receiver**;
- Assumes a state of mind (motivation);
- Assumes an explicit purpose (beside the message) and an implicit one (the reason for transmitting the message, sometimes unknown to the receiver)

Before communicating anything, the sender must obtain information about that and must interpret that information. Thus, at the sender level, several variables act, improving on the contrary, disrupting communication.

**b. The receiver** is, in turn, an individual, group or institution that:

- the message is addressed to him or get is in his possession accidentally;
- receives the message in a conscious or subliminal way.

**c. The message** involves a lot of objective information, value judgments that concern information (subjective valences), and value judgments and personal experiences outside of this information.

**d. The communication channel** is the way that allows the message to be broadcast and which has as main determinants:

- Communication coherence between sender and receiver;
- It is the main space for disturbing factors.

**e. The feedback** is a particularly important component of communication, being "necessary to determine the measure to which the message has been understood, believed and accepted" [3]. De Vito states that the feed-back is "information sent back to the source" and can be either positive or negative, immediate or delayed.

The brief analysis we have undertaken in these conceptual delimitations has been aimed at identifying specific components that fulfill distinctively or conjugatedly the roles within the communication process: these are the broadcasting functions, the channel through which communication takes place, the message itself with its specifics (including encoding and decoding), feed-back etc.

### **2.3. Section 3. Forms of communications in the military organization**

Depending on the classification criteria, the specialized literature distinguishes a wide variety of forms of communication (intrapersonal and interpersonal communication, vertical communication and horizontal communication, verbal, nonverbal or paraverbal communication, etc.).

**Upward communication** takes place from the subordinate (as the initiator) to the leader (as a receiver), being at the opposite pole of **downward communication**, from the higher ranks positions to the lower ones. Thus, the role of upward communication is to provide feedback from subordinates to the leaders. The effects of such communication are significant, both on the productivity and on the working climate. Without the necessary information from subordinates, commanders would not have the data needed to carry out their work, nor would they have information about how the employees performed tasks and how they solve the problems they encountered.

In the absence of upward communication, problems are getting worse and harder to solve. This is why the existence of an open channel from subordinates to the commander is a vital factor for the military organization

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***Horizontal communication*** refers to peer-to-peer messages from the same hierarchical level (commander to commander, employee to employee); This type of communication facilitates the sharing of understanding of problems and develops employee satisfaction at the workplace. On the other hand, an advantage of horizontal communication - in contrast to the vertical one - refers to the fact that the motivation of members to share their information and ideas tends to be natural and powerful because no authority of the right answer is expected to occur immediate.

***Interpersonal communication*** is a process that takes place between two people, presenting the following distinct stages: stimulus, attention, filtering and completing the interaction. For the military organization, efficiency of the interpersonal communication implies the existence of a feed-back. Feedback is the information that the receiver understood from the message. Feedback informs us of what the other person has received, interpreted and understood from our message and how efficient we have been in the role of emitter. Unfortunately, many military leaders avoid / refuse to receive feed-back and others think they do not need it. Whenever no attention is paid to the feedback, no reaction is generated and consequently no improvement is required in the behavior of the sender or in the quality of the relationship between him and the receiver.

A subordinate working in an anxious work environment will develop a defensive behavior, unlike the person who, having the necessary resources and appropriate leadership support, will use the feed-back to improve the interpersonal communication process.

***Group communication*** plays a decisive role in the development, transmission and operationalizing management decision in the military organization. In order to have effective group communication, we must take into account the nature of the group.

The importance of intrapersonal, interpersonal and group communication derives from the fact that the military is a dynamic structure, made up of individuals who are in continuous development and transformations.

In the communication process, the military leader will have to take into account the characteristics of the group, namely the structure, cohesion, composition, size, role.

In both interpersonal communication and group communication, the military leader can influence the quality of communication, both as the initiator and coordinator of the communication (sender) as well the receiver. At the sender, the existence of difficulties in its ability to transmit information may adversely affect the communication process due to the following causes:

- insufficient documentation;
- the tendency to turn the dialogue into a monologue;
- stereotypes in ways of transmitting and presenting information;
- use of inappropriate language for the person who negotiate the message;
- use of high voice;
- irritability;
- lack of attention or ability in conducting and controlling the dialogue.

As a receiver, the military leader can negatively influence the communication process due to deficiencies in his listening capacity, such as:

- lack of respect for the personality of the interlocutors;
- reduced ability to concentrate on the background of the problem;
- persistence of the idea that the subordinates cannot have good suggestions for solving a problem;
- the tendency to intervene during exposure and to present exactly the opposite solution;
- resistance to accepting new ideas.

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On the other hand, subordinates can influence communication both as emitters and as receivers, either because of deficiencies that have as their source the desire for security or the lack of involvement in the life of the organization, or because of the lack of listening capacity.

We can conclude that the exchange of information can be done in two directions: vertically (from top to bottom, or vice versa) or horizontally (at the same hierarchical level).

### **2.4. Section 4. Barriers in communication in the military**

Due to the negative effects of poor communication on the organization, organizational psychologists have long studied the barriers in communication, seeking to solve them. This has resulted in several classifications of barriers in communication, reaching on various aspects that we will try to discuss further. Taking into account the model of the communication process [4]:

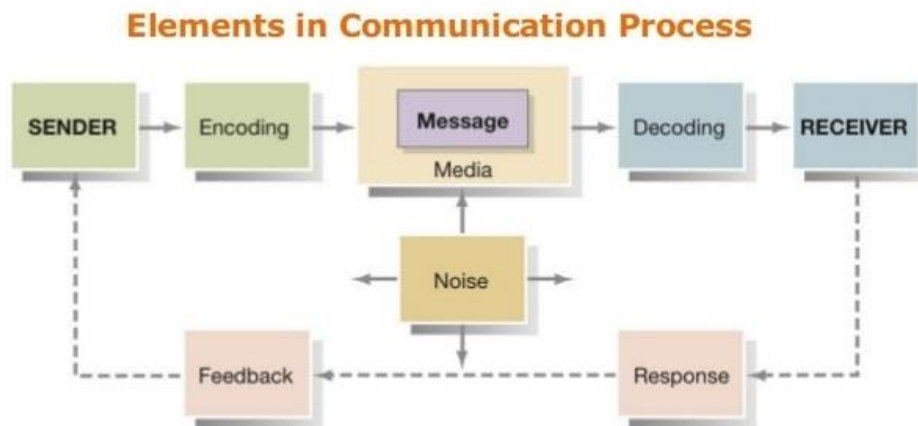


Fig.2

Communication problems can be divided into:

- Problems caused by sending messages:
  - inappropriate language for the audience (it is important to be careful with whom you communicate, to establish a common language);
  - the duration of communication is too long or too short;
  - the message is not concise, clear;
  - the existence of speech defects.
- Problems caused the perception of messages:
  - environmental stimuli, noise;
  - attitudes and values of the receiver;
  - the needs and expectations of the receiver.
- Problems of understanding:
  - language, semantic issues;
  - the listener's abilities to listen, to receive;
  - the duration of the communication;
  - status effects.
- Acceptance issues using feedback:
  - most of the times we encounter the receptor's prejudices or the existence of interpersonal conflicts between the receiver and the sender.

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- Referring more broadly to these communication barriers, organizational psychologists have surprised these issues within the military organization by referring to commanders and subordinates.
- The obstacles to communication generated by leaders are:
  - difficulties in the ability to transmit information
  - insufficient documentation;
  - oversimplification of introductory explanations;
  - the tendency to turn the dialogue into a monologue;
  - stereotypes in the mode of transmission;
  - use of language inappropriate for the audience;
  - deficiencies in listening capacity;
  - underestimation of the interlocutor;
  - low ability to focus on problems;
  - the tendency to intervene, to block the subordinates' initiatives to communicate;
  - resistance to introducing new ideas.
- Obstacles generated by subordinates are:
  - fearing that expressing true feelings and opinions about the organization would be dangerous;
  - the perception that "if you disagree with the boss, you will not be promoted";
  - the conviction that managers are not interested in employees' problems;
  - the feeling that employees are not rewarded for good ideas;
  - lack of accessibility and responsibility of superiors;
  - the conviction that managers do not act promptly on employees' problems;
  - dissatisfaction caused by frequent changes to the instructions.

As we can see, many obstacles are due to the perception that subordinates have about the leadership, precisely because of the existing beliefs, so to solve the deficient communication, the organizational psychologist must intervene in changing the perceptions of the employees.

### **3. Chapter 2. The organizational cohesion in the military**

Regarding the relationship between communication and cohesion there are two aspects related to the communication process within the military organization that are related to the cohesion. One refers to the physical form or structure of the communication relationship, the other to the presence or absence of the feedback. Experimental studies have shown that organizations that allow all members of a group to communicate with everyone else lead more often to solidarity and satisfaction. The more equalizing model seems to promote creativity and raise morale, although it is not necessarily more efficient than centralized or linear forms.

The importance of feedback for satisfactory communication is remarkable. Studies on non-formal groups show that much (more than half) of the communication that takes place within them is a form or another of feedback or response. As expected, in formal organizations, where communication is task-oriented and has a vertical character, feedback is much lower than in non-formal organizations. Leavitt and Mueller show that "Closing the circuit between sender and receiver (feedback)" [5] increases fairness, confidence, and reduces doubt and hostility in the relationship between them.

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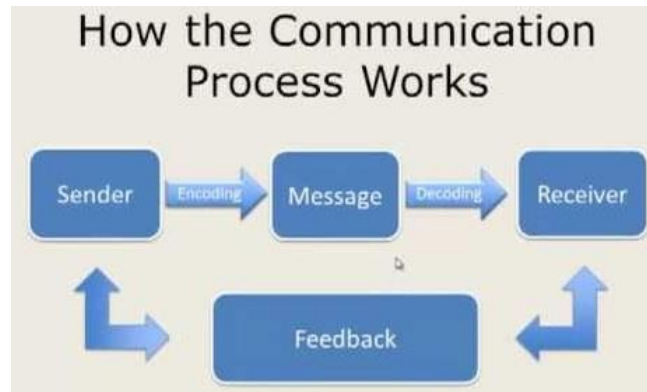


Fig.3

It has long been recognized that cohesion plays an important role when it comes to ensuring military success in a variety of domains. After all, military units can only function effectively when all of the members carry out their responsibilities in a collective manner. This means that every person in uniform, regardless of occupation, rank or operational status has a role to play to ensure mission success. This also means that the most proficient militaries will be those with a cohesiveness that bonds them together in a unified sense of purpose and belongingness. Leaders have an important role to play in creating the conditions that lead to cohesion, leading by example and doing whatever is necessary to sustain high levels of interpersonal bonding within their groups and to instill an orientation that is mission – focused.

Dorwin Cartwright and Alvin Zander [6] believe that there are at least four determinants of cohesion within the group:

- Motivational basis for attraction;
- The stimulating properties of the group;
- Expectations on results;
- Level of comparison

Group cohesion results from all the forces that act for members to remain in the group:

- Attractiveness of the group;
- Attractiveness of alternatives to membership.

Consequences of Group Cohesion:

- Keeping the membership;
- Group's power over members;
- Participation and loyalty;
- Satisfaction and productivity.

### **3.1. Section 1. The concept of military cohesion**

Regarding the definition of the term, we can say that the phenomenon of cohesion implies the spirit of "closing" in the group. Leon Festinger, Stanley Schachter and Kurt Back defines the cohesion as “ the total field of forces which act on members to remain in the group” [7]. The most common reasons for joining or remaining in a group are group prestige, personal attraction for some members of the group and group goals [8]. Social scientists most often view cohesion as both a group characteristic and as a determinant of performance. Alexander Mikalachi a professor of a organizational behavior has referred to cohesion as the “stick togetherness” of a group [9].

Unit cohesion is a military concept, defined by one former United States Chief of staff in the early 1980s as "the bonding together of soldiers in such a way as to sustain their will and commitment to each other, the unit, and mission accomplishment, despite combat or mission stress" [10].



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Cohesion has been variously defined as: a basic bond or uniting force, the force that acts on members to remain in a group and the tendency for groups to stick together in the pursuit of goals and objectives. Despite some slight variations in these views of cohesion, it is evident that there is an underlying agreement that cohesion is a bonding force within groups. This debate about the relative importance, or even need for, the concepts of social cohesion and task cohesion is exemplified by an exchange between Anthony King and Guy Siebold in the journal *Armed Forces & Society* in 2006–2007 [11]. For example, in a recent *Armed Forces and Society* article, US Army Research Institute military psychologist Guy L. Siebold states that the most widespread and meaningful approach to understanding cohesion comes from social psychology “„with its focus on bonding among group members and with their organization and military service” [12].

Within the military context, cohesion has been used interchangeably and often incorrectly, with many other terms including camaraderie, bonding, morale, esprit and will-to-fight. Although cohesion tends to be viewed in a favorable light, it does not always lead to beneficial outcomes. If the goals of a cohesive group are not in line with organizational objectives, then these organizational objectives may not be fulfilled. “With this understanding in mind, military cohesion has been defined as...the bonding together of members of an organization or unit in such a way as to sustain their will and commitment to each other, their unit and the mission.” [13] This definition implies that the group members will not only be bonded to each other, they will recognize the need to remain committed to the mission.

Few people will disagree with the perception of cohesion as a general bonding force amongst group members. However, it would be short-sighted to assume that the bonding takes place exclusively amongst one’s peers, colleagues and buddies within a group. The cohesion that takes place in a military unit, in particular, is not limited to relationships between peers (horizontal cohesion), but also includes relationships developed between subordinates and superiors (vertical cohesion). Horizontal cohesion refers to the caring that takes places among soldiers and the mutual support. Vertical cohesion implies a bonding up and down the chain of command and can be described as leader-led support. Naturally, both types of cohesion will play a critical role with respect to military effectiveness.

## **3.2. Section 2. Types of group cohesion**

To truly understand these negative consequences of cohesion, the distinction between vertical and horizontal cohesion becomes of critical importance. Vertical cohesion, defined as the positive bond, or favorable sentiments that soldiers have for their leaders, is the mechanism by which group objectives are articulated with the goals of the larger organization. Vertical cohesion is fostered by exemplary leadership, which is characterized by a sense of fairness in superiors and the willingness of competent superiors to lead their soldiers into combat and share equitably in the risk of death. As such, vertical cohesion positively affects fighter spirit, the willingness to seek success in combat regardless of the risk of injury or death.

In the absence of vertical cohesion, primary- group goals can be thrown out of alignment with those command and can result in combat refusals, mutinies and even fraggings. Canadian military psychologist Peter Bradley states that Military life naturally creates strong horizontal cohesion... and this lateral loyalty can become so powerful that it leads to leadership failures....Vertical cohesion is the glue that ensure that the values and norms of lower level units are consistent with unit, service and national interest” [14].

In his analysis of fighter spirit, author Robert B. Smith found that vertical cohesion had a much stronger relationship with fighter spirit than horizontal cohesion [15]. Furthermore, exemplary leadership was shown to have both a strong effect on vertical

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cohesion and a moderately strong direct effect on fighter spirit. This is not to say that horizontal cohesion is unimportant; leadership and vertical cohesion are simply the key elements in combat motivation and effectiveness.

One of the primary functions of horizontal cohesion is to provide social support, which itself has instrumental value in times of extreme stress and the positive stress-buffering effects of social support networks and groups have been extensively documented. The Israeli Defense Forces also have investigated the buffering effects of horizontal cohesion on combat stress. Gal reports that studies conducted following the 1973 war found that 40 percent of the men who were diagnosed with battle shock reported minimal group cohesion and identification with their units, as compared with only 10 percent of a control group (men not suffering battle shock) reporting the same. Obviously, cohesion is not only important for the achievement of group and organizational goals, but it also plays a crucial role in easing the negative consequences of extreme stress and, consequently, in the overall well-being and operational effectiveness of the unit.

It has been noted that vertical cohesion will be more important for the mission success than horizontal cohesion. But, what do leaders need to ensure vertical cohesion? Faris R. Kirkland, a military academic and veteran of both Korea and Vietnam, succinctly sums up this requirement as: "Leaders who behave competently, tell the truth, keep their word and take care of their troops earn trust and build vertical cohesion. This is not easy. Sometimes it may appear to be easier and more appropriate to withhold information from subordinates or even lie to them. Leaders who yield to this temptation lose their believability and compromise vertical cohesion in their units." [16]

In short, competent leaders who display genuine integrity and caring will both earn respect and build vertical cohesion.

### **3.3. Section 3. The importance of military cohesion**

Although cohesion is not an easy concept to define or measure, extended research, carried out over a number of years, has yielded substantial support for a stable and positive relationship between group cohesion and performance [17]. Cohesion has been shown not only have a positive impact on group morale, it can help to improve functioning and performance by buffering the effects generated by high-stress situations.

Sprinthall and Oja support that the cohesion of the group can be influenced by five elements:

- Amicable interactions;
- Cooperation;
- Group status (a high status group is more cohesive than a low status group);
- External threats (in case of their occurrence, the cohesion of the group can increase vertically);
- Leadership style.

In their extensive review of 39 studies of cohesion in military units, researchers at the US Army Research Unit concluded that unit cohesiveness contributed to a variety of desirable outcomes. A slightly contrasting, yet not totally conflicting, perspective can be found in the writings of military sociologist Anthony King. He suggests that the real relationship may be that repetitive drills and military efficiency may lead to a strengthening of cohesion in groups rather than cohesion leading to performance. King argues that the regimented procedures developed by military units serve to "...sustain social cohesion, even though the actions they demand of individuals often run against the instincts of self-preservation" [18]. Conversely, the bonds of friendship will become strained and undermined when a group member exhibits military or professional incompetence.

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Nevertheless, the importance of cohesion to combat- effectiveness has been extensively documented. Examples include: an examination into command style, group cohesiveness and performance in Israeli tank crews, an assessment of the demoralization of American troops in Vietnam, an exploration into primary group relationships in the Wehrmacht during The Second World War and a case study in military cohesion during the South Atlantic Conflict of 1982 (Falklands).

In her review of the literature and quantitative analysis of the Falklands War, military sociologist Nora Stewart noted five consequences of military cohesion. Specifically, with higher levels of military cohesion, there will be:

- Less non-battlefield casualties un combat;
- More soldiers who will fire their weapons in combat;
- Less desertion in time of war;
- More soldiers who will fight valiantly and
- Less AWOL (Absent Without Official Leave), drug addiction, alcoholism and sick calls in peacetime [19].

Of particular relevance for combat operations, Canadian military historian and infantry officer, Colonel Bernd Horn, asserts that a "...powerful tool for controlling fear is strong group cohesion or primary group relationship...the greatest fear felt by most combat soldiers is the fear of letting down their comrades." [20]. Similarly, Leonard Wong, a professor at the US Army War College, contends that it is the sense of loyalty generated by cohesion that compels soldiers to face additional hardships and danger to recover a fallen comrade [21]. More recent positive examples include an in-depth analysis of the potential impact on unit cohesion caused by reassignments of personnel to other units while being deployed during the Gulf War [22].

When the evidence is examined with a critical eye, it becomes clear that the presence of cohesion in a unit can enhance performance and the pursuit of organizational goals, but cohesion can just as easily jeopardize organizational aims as well. Under certain circumstances, cohesive groups may pursue goals that are different from, or even antithetical to, those their superiors, the unit or the larger organization. For example, it has been estimated that, during the Vietnam conflict, less than 20 percent of the fraggings of officers were carried out of individuals.

From the foregoing, there seems to be a clear linkage between cohesion and performance, although the traditional view of the relationship tends to be a simplistic one. Although a high level of cohesion is important, its positive impact almost demand a correspondingly high degree of group morale. If morale is not positive, then cohesiveness can even lead to adverse consequence. For example, if a group is highly but morale is low because of its work or living conditions, then this cohesive group may engage in collective actions that are in conflict with the higher order goals established for the group.

## **4. Conclusions**

Efficient communication and strong cohesion within the military organization are two essential conditions that a military organization must complete to fulfill the organization's objectives at the highest performance standards.

In the communication process, the military leader will have to take into account the feedback from his subordinates, because the importance of feedback for satisfactory communication is remarkable: "Closing the circuit between sender and receiver (feedback)" increases fairness, confidence, and reduces doubt and hostility in the relationship between them.

Military leaders have an important role to play in creating the conditions that lead to cohesion, leading by example and doing whatever is necessary to sustain high levels of

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interpersonal bonding within their groups and to instill an orientation that is mission – focused.

The formal leader of the military organization needs to know the ways to guide the group towards a cohesive development. But, in fact, why do we need to develop the cohesion of military teams? There are at least two answers to this question:

- Military organizations' missions are almost entirely group tasks. As the group's degree of cohesion is greater, the more common goals are easier to achieve. This is the short-term effect of cohesion.
- The performance of military organizations is influenced by the quality of cohesion. This is the long-term effect of cohesion.

An efficient and transparent communication process within the military organization ensures the consolidation of the group's cohesion and leads to the fulfillment of the specific missions and the achievement of the proposed objectives at a high level of performance.

The study of communication and cohesion within the military organization has arisen from the normal need to achieve performance in fulfilling the mission. An efficient group communication essentially contributes to increase the degree of group cohesion and the performance of military organization. Social scientists most often view cohesion as both a group characteristic and as a determinant of performance.

Cohesion has not only a positive impact on group morale, it can help to improve functioning and performance by buffering the effects generated by high-stress situations. Interpersonal relationships, work in communication group and its cohesion would be unimaginable in the absence of communication.

The importance of feedback for satisfactory communication is remarkable. Studies on non-formal groups show that more than half of the communication that takes place within them is a form or another of feedback or response. As expected, in formal organizations, where communication is task-oriented and has a vertical character, feedback is much lower than in non-formal organizations. Closing the circuit between sender and receiver (feedback) increases fairness, confidence, and reduces doubt and hostility in the relationship between them.

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