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Modernization of Technical Units of the Nepali Army for Mission Success: A Mixed Methods Exploratory Research

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Abstract

In this research paper, the author has tried to establish the historical journey of technical units and their organizational changes, especially in the field of modernization in the Nepali army. A brief historical background of such technical units is also one of the areas of interest of the researcher to enhance the research questions. A mixed method has been applied. An exploratory approach has been used to answer the research questions. Almost 10 army experts, including defense security experts who know the Nepali army closely participated in the Delphi technique, based on interview questionnaires to explore the research findings. Secondary data have been used for the quantitative research analysis and 10 veteran Generals participated in qualitative research. In quantitative analysis, the growth and strength were analyzed. Medical, Aviation, EME, Civil Engineering, and Production Units were chosen for the study. Triangulation of methods was used to establish the reliability and credibility of the research findings. The results show that top leadership of the Nepali Army is one of the top factors for the modernization of Technical Units than any other factors and the Mission factor comes in the second position that is the serendipity of these research findings. The study also revealed that without a perfect balance between technology and technocrats, mission success is difficult to achieve. This research has answered all the research questions and has given enough avenues for the modernization process of technical units of the Nepali Army in the upcoming days to achieve organizational, as well as mission success of the Nepali Army.

Keywords: Change drivers, leadership, modernization, mission success sustainability, technical unit

Introduction

An organization is a social entity, which is established to achieve a certain goal. The Nepali army is a national state-owned organization, which is responsible for national security and other various tasks as per the constitution of Nepal. The Nepali army has changed its size, structure, technology, culture, values, and ethics during its journey of change. From the

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historical data and research findings, readable historical records of the Nepali army have been available since the time of Drabya Shah, the founder of the Shah dynasty. The Nepali army was more organized at the time of King Prithvi Narayan Shah. There were five companies around 1819 BS. Homemade weapons were widely used at that time and the King himself was considered an army leader. The Nepali army, which was called ‘Gorkha Paltan’ at that time, moved forward in the process of change during the tenure of Bahadur Shah and Bhakti Thapa as western commanding generals (Kafle, 2008). Bhakti Thapa was a well-renowned administrator who brought about a lot of changes in the administration not only within the army but he made many decisions for the country as a civil administrator. His civil-military relations and military leadership were appreciated by the foreign military commanders at that time. After Bhakti Thapa Bhimsen Thapa brought some noticeable changes in the Nepali army. Only the army chief can change the army (Whelpton, 2005). Bhimsen Thapa had followed the British pattern in the Nepali army but after the unsuccessful battle with British India, he changed his mind and followed the French pattern. Paltan and Kamphu were in the British pattern (Nepal, 2019). After the Anglo-Indian war, the French pattern started in the Nepali army. Nepali Army Headquarters (Jangi Adda), Weapon storage, and Chhauni were a few organizations that were established during Bhimsen Thapa’s time. It was strongly felt that the organization of any army should be supported by its infrastructure (Coleman, 1999). After Bhimsen Thapa, another noticeable change took place at the time of Janga Bahadur Rana. He started the modernization of the Nepali army after his Europe visit. He planned for the Brigade and Division of the Nepali army but those were not implemented. The concept of explosives came at the time of Janga Bahadur Rana. After Janga Bahadur Rana, other noticeable changes in the Nepali army took place at the time of King Tribhuvan, and the Nepali army “Punar Gathan” was completed in 2009.07.13 BS. At that time, total troops had reached up to 9652 and the first army orders were published in 2008.11.26 BS. These were the major milestones of organizational change in the Nepali Army (Whelpton, 2005). The concept of combat, combat support, and combat service support started from Punar Gathan. Nepali Army had three brigades (i.e. No1 No2 and No3). Adjutant Branches were more active than the operation branch of the army at that time (Acharya, & Yogi, 2061 B.S.).

With the promulgation of the Army Act 2016, the establishment of the home guard, establishment of the No.4 Brigade in 2020 BS, Commander in Chief changed to Rt. Hon COAS, all departments, and Rank of the Nepali army changed to the Nepali language from English British pattern in 2023 BS. Nepal Army was named the Royal Nepali Army in 2015 BS and changed into the Royal Army in 2016.1.1 BS. From that time, the Nepal government was also called His Majesty’s Government of Nepal. After King Mahendra, King Birendra started changing the Nepali army at a slightly higher pace than before. He had the concept of five development regions of Nepal and planned for each Brigade in each development region. Nepal has no separate Air Force but has flown several aircraft within the Nepalese Army Air Service, also known as the DGAA till a few years ago. It was formed in 1960 (Gautam, 2074 B.S.). EME unit was established for the maintenance of vehicles as well as radio equipments of Ganesh Dal. Likewise, he formed the No.5 brigade in the Far western development region. Again he renamed the Royal Army as the Royal Nepalese Army in 2031.08.26 BS. Troops were increased in various phases from 2029 BS to 2045 BS and troops had reached up to 47572 by

that time. He asked to establish an air defense unit in the Nepali army in 2045 BS. The new record-keeping system was introduced during the period of King Birendra. He visualized the better half potential and established the Nepali army Sainik Srimati Sang during 2042 BS which is still doing a novel job for the people and the nation. Staff College, Birendra Hospital, and Royal military academy were upgraded and established during the leadership of King Birendra. After King Birendra, King Gyanendra came into power and due to insurgency within the country, troops of NA reached up to 95753. The Nepali army had led the military operation to bring the insurgents to the peaceful negotiation table and the Nepali army did it. After the mass movement of 2063 BS, the political system was changed in Nepal and Nepal entered into a Republic country. Following this, the Royal Nepalese Army was renamed as the Nepali Army, and the Army Act 2064 BS was enforced. During that period, a lot of structural changes due to the integration of Combatant in the Nepali Army took place and the total strength of the Nepali Army reached 96924 in 2069/70 BS. Nepali army leadership, mainly the Chief of the Army Staff, was slightly more active than before as in the era of kingship (Gautam, 2074 B.S.).

Some of the organizational changes and modernization of technical units separately have been given priority in this period. The author himself as a retired senior officer of the Nepali army is not satisfied with the present modernization of the Nepali army especially in technical sectors and wishes the some additional efforts to continue in the future. No changes are permanent and, as per the environment and in the context of army organization, it should be as per the global context. The army needs to work as per the global trend and need to act locally to understand the country's realities. Therefore, the Nepali army needs to follow the concept of globalization, which is 'think globally and act locally' for the sustainment and sustainability of our Nepali army. In the last few years, there have been a lot of organizational changes and improvements in the field of national security, warfighting capacity, improvement in logistics, improvement in training, organizational re-organization, many works in operations other than war and social welfare to the ex-army as well as the serving army. Special effort has been given to unit cohesion and esprit-de-corps. Standardization of Standard Operating Procedures for the construction of barracks has been another noticeable job during the last few years. One door policy for procurements, National Defense University (NDU) are few of them. We can see a lot of reforms and the start of a new military management concept in the Nepali army during the process of organizational modernization. Changes in the last few years are noteworthy but not sufficient.

The organizational theory suggests that any organization can be modernized due to various reasons. Some organizational changes are transformational; some are unplanned (Burke, 2002). Some changes in the organization could be remedial, which removes the unwanted things and systems of the organization. Likewise, while some changes are people-centric, others are strategic transformational (Beer & Nohria, 2000). Due to technological innovation in the recent decade, organization changes are techno-centric changes. There are three types of organizational changes: static, dynamic, and dynamical. In all types of change, cultural change of an organization takes place slowly (Benson & Ross, 1998). As per research findings, if the organization does not change in 50 years, that organizational performance will be reduced by 50 %, and if the organization continues as it is without any organizational change until another 100 years, then that organizational output will be almost zero (Bastola, 2011).

In this context of the journey of organizational change and modernization of the Nepali army, the main objective of this paper is to find out the various changes of the Nepali army for modernization, to analyze the changes as per the contemporary military organization, to analyze the change of the Nepali army as per the global trend. Organizational modernization in processes, systems, culture, values, ethics, structure, and technology is thoroughly studied by using DIME (Diplomatic, Information, Military, Economic) and DIMEFIL (Diplomatic, Information, Military, Economic, Financial, Intelligence, and Law Enforcement) tools as well as few management tools like SWOT analysis and Force field Analysis (Lewin, 1948). For the simplicity of analysis, technological modernization, change in HR, and best options have been established and analyzed by using mixed methods. Results are tabulated in the results and findings section of the paper.

In this research paper, the author has tried to present the historical organizational changes and modernization of the Nepali army, presenting the organizational change process in technical units as well as modernization of technical units. A mixed-methods study is used for this research. A literature review on organizational modernization, especially in the military organization, has been done thoroughly, the methodology of research, results, and findings, scientific contribution and limitations of the research, and finally conclusions and recommendations are mentioned in the following headings.

Review of Literature

Organizational modernization or change is a natural process and if we do not try to change the organization, the organization itself will take it to change naturally (Freeman, 1982). The recorded history of Nepal started in 350 AD and the army also existed since that time. However, a clear-cut history of the Nepali army started in 1744 AD. Nepal was not a single nation at that period and almost fifty different principalities had existed then. Therefore, there was not a single Nepali army. All army was primarily commanded by the king, chief of the army, princes, kwantha nayaks, mulmi and umraos. All military ranks were considered one of the reputed positions of the country at that time. Nepal is always proud of its army due to it never became subject to any colonial rule.

The unification campaign was one of the factors of the modernization of the Nepali army, which was named the Gorkhali army. The Unification Campaign commenced in 1740 AD, when the British (as East India Company) had already started colonizing India. A readable historical background of the Nepali army can be obtained since the organizational change in the Nepali army was significant after the two unsuccessful battles of Nuwakot. There were a lot of reasons for the defeat in the battle. Among them, a few were lack of preparation, climbing upslope, lack of information about enemies, and lack of weapons. After realizing these facts, King Prithvi Narayan Shah did a massive reform to his army and did modernization of the army, which included the procurement of weapons, manufacturing gun powder within the country, and manufacturing of arrows, Khukuries and Kundas. He also employed foreign technical people for the manufacture of arms and ammunition. Shekh Jawar, Bhekh Sing and Mohammad Taki were among them. This change was failure-induced (Upadhya, 2018). Along with the failure-induced change of organization, culture, technology, and even the strategy change while trying to achieve the objectives.

Bahadur Shah and Bhakti Thapa did the routine organizational change of the Nepali army. In these routine changes, the need for organizational change was visualized in advance and changes were enacted before failures (Upadhyaya, 2018). The Research and Development departments of modern organizations continuously monitor the need for organizational changes. The first such view was developed by Carnegie in the early 1960s. Organizational changes for modernization may be short mid or long-term (Freeman, 1982).

The process of organizational change commences once the organization is prepared and unfreezing the organization began. While doing so, the problems of the organization need to be identified and the strategies for reform are to be made. Then the organization will start its transformation of the new changes, which is also called the transition of the new strategy (Ali & Patnaik, 2014). Meanwhile, rigorous brainstorming can be done to identify the best option for changes and in this process result of outcome is also visualized in advance. Once the new strategic best option is selected, it will enter the implementation phase. Then, the issue of stability and legitimacy will be key. This process is called the refreezing of the organization. In these three phases of organizational change, unfreezing the organization, the transformation of strategic change, and refreezing the organization, as per Kurt Lewin (1984) unfreezing the organization is crucial since in this lot of processes of fixed ideas need to be unfixed.

Organizational change begins soon after identifying the main issues to be improved (Armenakis et al., 1993). Most of the changes take place in the systems and processes to achieve the desired objectives. Once the issues have been fixed, the clearance should be taken from the government or stakeholders before commencement. Clear-cut paths of changes should be decided in another stage after approval or decision. Likewise, planning is vital for organizational change. Sudden unplanned change may have more problems during education than planned changes. Resource planning and its correct utilization are other issues during the process of change. Communication between inter-departments is needed. Transparent communication should be maintained through the process of changes. Change is necessary to achieve the desired strategy (Freeman, 1984). Two-way communication is vital and a necessity of the change process. During the process of organizational change, we need to identify the change drivers, change resistances, and change climate of the organization. Leadership is responsible for the correct use of change drivers for the modernization of the organization. Change is a not so easy process and sometimes it is painful. Therefore, it is important to celebrate the success of change regularly. It is also mandatory that regular review, revision, and continuous improvement of organizational changes need to be maintained in any organization. Moreover, organizational performance depends on its leadership (Bastola, 2020). Organizational changes are basically of two types: a) Incremental change, which takes place on day to day basis as problem-solving and improving the work processes; and b) Discontinuous change, which is the rapid and large-scale change and more noticeable than incremental change (Nadler, 1985). Nepali Army organizational change in the field of technical units in the last few years has been discontinuous. This change is more complex than incremental change.

Organizational change is difficult without the process of organizational learning, unlearning, and relearning processes and thus changing the organizational culture is difficult and will take time (Alvesson & Sveningsson, 2008). An organization can only be changed if the organizational culture of change is improved and the mental model of change exists in

the organization. Furthermore, leadership and shared vision with various levels of leadership are a must for organizational change (Senge, 1990). In addition, team learning is a must and individual energy needs to be combined to build a robust team. Only such a team can change the organization. From the various training, the system thinking of the organization will be achieved. As such, organizational change and performance are directly proportional to leadership performance (Bastola, 2020).

The Nepali army has a long historical background than other militaries in South Asia. However, its development and military power are not as per the desire and the Nepali army needs to improve a lot to meet the present global trends. The Constitution of Nepal 2015 gives a mandate for the Nepal army “There shall be an organization of the Nepal Army in Nepal, which is inclusive and committed to this Constitution, for the safeguarding of independence, sovereignty, territorial integrity and national unity of Nepal” (clause 267(1)). To meet the above tasks in this VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) environment, there is a need for an organizational change in the Nepali army in all dimensions. Based on the above literature review, the following research questions are not answered well and thus this research needs to be carried out.

Research Questions & Conceptual Framework

- a) How has the Nepali army progressed in its journey mainly in structure, technology, size, value, ethics, and culture since its establishment to the present?
- b) What are the main change drivers of the Nepali Army in the process of organizational change especially in technical units of the Nepali Army?
- c) What is the relationship between organizational modernization and mission success?
- d) How do the Nepali Veteran Army officers (Retd.) perceive the organizational modernization, problems for the modernization, and its solutions to move ahead for the mission success?

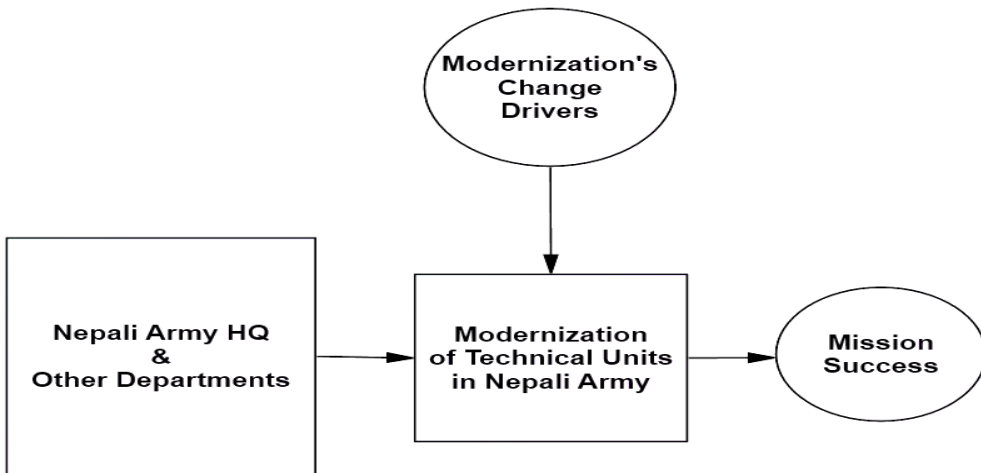


Figure 1. Conceptual Framework of the Research Study: Organizational Modernization, Organizational Change Drivers, and Mission Success

Therefore, in this paper, the researcher conducted a multiphase mixed methods research to answer these questions in the context of the Nepali army.

Research Methodology

This paper is prepared based on the research carried out in the Nepali army by using multiphase mixed-methods research methodology. It is an applied exploratory research. Firstly, pilot research was conducted to identify the change drivers of the organizational change of the Nepali Army, among various disciplines of people mainly uniform personnel along with some of the academicians from reputed universities and civilian people. A Delphi technique was used to identify the organizational change drivers for the modernization, HR Qualifications, and Skills (Beretta, 1996). The top ten organizational change drivers for modernization were defined as the construct variables for the research study. This pilot survey was carried out based on email. After analyzing the survey report, the researcher conducted further investigation on these top 10 change drivers of modernization in the Nepali army. These drivers were identified through the Delphi technique (Williams & Webb, 1994).

Table 1: Organizational Change Drivers of the Nepali Army

S. No	Top 10 Organizational Change Drivers for the Modernization of Technical Units	Code for Change Drivers	Remarks (Most effective Drivers of Organizational Modernization)
1	Army Top Leadership (King or COAS)	Driver 1	
2	Requirements of Military Mission	Driver 2	
3	Economy of the country	Driver 3	
4	Government Political Power	Driver 4	
5	Strategy of the Nepali Army	Driver 5	
6	Technological Change	Driver 6	
7	Interest of Employees	Driver 7	
8	Educational Background	Driver 8	
9	Culture of Change (Value and Ethics)	Driver 9	
10	Government interest in national development	Driver 10	

A mixed-methods study was conducted to answer the above research questions. The qualitative approach and quantitative approach were mixed. In the qualitative method, mainly, a case study was conducted (Yin, 1994). For this Nepali Army organization was considered the unit of analysis and its various 5 main technical departments and branches were considered the subunits of analysis. Case analysis and cross-case analysis have been performed to validate the results (Williams & Webb, 1994). Triangulation of data from secondary sources, like journal articles, and literature mainly the army military history of Nepal, was done to make the findings

more reliable, authentic, and credible (Jick, 1979). A sample of key respondents was selected as per convenience sampling and in most cases, key respondents were retired veteran military personalities of the Nepal army and they were grouped into 5 technical clusters as per their specializations. In-depth interviews were conducted and qualitative data were decoded and analyzed thematically. The findings are tabulated in the findings section. The researcher chose retired military personnel to avoid personal bias, since the army is a red tape organization, and uniform wearing people may be biased to speak due to their chain of command.

The researcher, therefore, surveyed 500 uniform personnel who could only fill out the form and their identities were not disclosed (it was not mandatory to write their name and rank). All units were selected randomly and at the convenient of the researcher based on the convenience sampling method. After decoding the data, SPSS Amos software was used to analyze the data. Both qualitative findings from interviews of key veteran respondents and quantitative findings from the survey data analysis were mixed, and compared, and theoretical analysis was also taken care of regarding the organizational change, and its drivers in the data analysis phase of the research. Findings were then presented in the findings and results section of the paper.

Research Findings

Pilot Research Survey Result on Organizational Change Drivers for the Modernization of Technical Units of Nepali Army

A pilot survey was conducted through the questionnaire designed as per the suggestions from the professionals who were closely related and well-known to the Nepali army. A Delphi technique was used to select the top ten change drivers from 35 chain drivers of the Nepali army. Human resources, Service demand, Changes in legislation, Technology development, Competitors, Key Performance Indicators, Economic Growth of our country, Due to Globalization, International laws, politics, and agreements, the Unemployment rate of the country, Interest of employees, Political changes, Professional achievement, Geo-Political situation of the country, To participate in peacekeeping operations. Similarly, Interest in other countries, Management ambitions, Changes in the world and domestic economy, Internal problems in the organization, Organizational structure, Organizational resources, Strategy of the Nepali Army, Change in government politics, Organizational reduction, Availability of capital, Ammunition and Weapon Suppliers, The innovation of new weapons or services. Likewise, Environmental protection like national park duties, Vision, mission, and goals of the country, Government interest to control any insurgency, Social changes within the country, the Exchange rate of foreign currency, Systems and processes in the organization, Decreasing discrimination and Implementation of new technology were also selected. The survey questionnaire for this pilot research as per the Delphi technique is listed in Appendix A.

After the pilot survey, the top ten drivers of the Nepali army (out of these thirty-five change drivers) were identified. They included: COAS/Top Leadership, Requirements of the Military, Economy of the country, Government Political Power, Strategy of the Nepali Army, Technological Change, Interest of Employees, Educational Background, Culture of Change (Value and Ethics), and Government interest of national development.

The Organizational Change from the Perspectives of Nepali Veteran Army Retired Officers/Generals (Qualitative Research)

Qualitative interviews have been conducted with veteran Generals who have just retired from the service. Most of them agreed that organizational modernization in technical units of the Nepali army is a present requirement of the army and present leadership has a strong determination to perform the desired change in the organization positively. As per the requirement of the Nation and Nepal Army (NA), due to internal adjustment and the need of time, NA has been progressing in its structure, technology, size, values, and culture. In the past Palace, sometimes King and most of the time in the interest of the Military Secretariat at the Palace, Government. Political interest and the interest of the Chief of Army Staff and high-ranking NA officials at the Army Headquarters played as change driver of the Nepali army (Field note: Respondent 1, age 58). Organizational change drivers are human resources, change in military law, technology development, competitors, tasks allotted, key performance indicators, and leadership. Whereas Organizational change climate is a reoccurring pattern of behavior, attitudes and feelings, organizational culture, perception of the work environment, and picture of the relationship between the organization and its employees. For successful change in the organization, there should be employee' participation as much as possible (Denhardt et al., 2018).

NA organization should be changeable as per the requirement of the country for the protection of its territory and people and fulfill the tasks allotted to it. For the change in the organization, there might be problems from within the organization, Government level, political leadership, lack of budget, and shortage of technology (Field note: Respondent 3, age 58). Leadership should be able to change its organization as per requirement maintaining its tradition, culture, and ethos. Many people do not like the changes in the organization. They like the status quo. However, promising members of the organization always like improvement and changes in NA. NA has to strike a balance between these two thoughts (Field note: Respondent 8, age 60).

Why organizational change is not comfortable in the context of the Nepali Army (NA)? Most of them answered, because of the lack of interest and unwillingness of most of the serving people in the NA. Army organization must change as per the requirement of the nation especially as per the mission requirements of NA, NA's Strategy, Vision, change in technology and tasks to fulfill nationally and internationally (Field note: Respondent 7, age 58). NA has to analyze the positive and negative impact of present changes and make sure that these changes are continued after the retirement of present leadership (Field note: Respondent 3, age 72). In Nepal, NA is the only organization that can save the country and its people in any type of crisis. Organization and technology should be updated regularly so that it can face the challenges (Field note: Respondent 9, age 58). Most of the veterans shared that top leadership is very crucial for organizational change (Field note: Respondent 7, age 58). Continuity of organizational change is needed in all dimensions mainly systems, processes, technology, and training to meet the global army trend. Individual remarks of veterans have not been mentioned due to the sensitivity of the research. Nevertheless, the researcher has mentioned the key findings of qualitative interviews in brief. From the qualitative interviews, it has been observed that all veteran Generals have positive feelings regarding present organizational modernization and they recommended that continuity of such modernization in the future should be maintained so that change will be the culture of the Nepali army's organization.

The Organizational Change and Its Change Drivers from the Perspective of Serving Army Uniform Personnel (Quantitative Results)

In this quantitative survey, 500 uniformed personnel participated and their results were analyzed by using SPSS and AMOS tools. The change drivers mean is 21.93 in the Nepali army (Refer to Table 2). Although as per descriptive statistics, top leadership, mission requirement, and economy seem to be the top three organizational change drivers as per the qualitative data analysis, education especially training, organizational change culture, and top leadership determination are the most effective organizational change drivers of the Nepali army. These change drivers have very high effects on minimizing the change resistance within the army. By giving more attention to these drivers, the Nepali army will continue its organizational change process without any difficulties.

Table: 2 Descriptive Statistics of Modernization's Change Drivers of Technical Units of Nepali Army

Descriptive Statistics			
	Mean	Std. Deviation	N
Changed Drivers	21.9360	2.87793	500
Driver1 (COAS/Top Leadership)	3.300	.6433	500
Driver2 (Requirements of Military Mission)	2.942	.6576	500
Driver3 (Economy of the Country)	2.402	.7053	500
Driver4 (Government Political Power)	2.324	.8564	500
Driver5 (Strategy of Nepali Army)	2.411	.8360	500
Driver6 (Technological Change)	2.193	.5629	500
Driver7 (Interest of Employees)	1.7145	.90055	500
Driver8 (Educational Background)	1.611	.7472	500
Driver9 (Culture of Change (Value and Ethics)	1.601	.7172	500
Driver10 (Government Interest in National Development)	1.4375	.96765	500

The results show that the top leadership of the Nepali Army is one of the top factors for the modernization of Technical Units more than any other factors and the Mission factor comes in the second position, which is the serendipity of these research findings. In general, the mission driver should be the number one change driver for the modernization of technical units. Technical units' change priority need to be given as per the mission that help to achieve mission success.

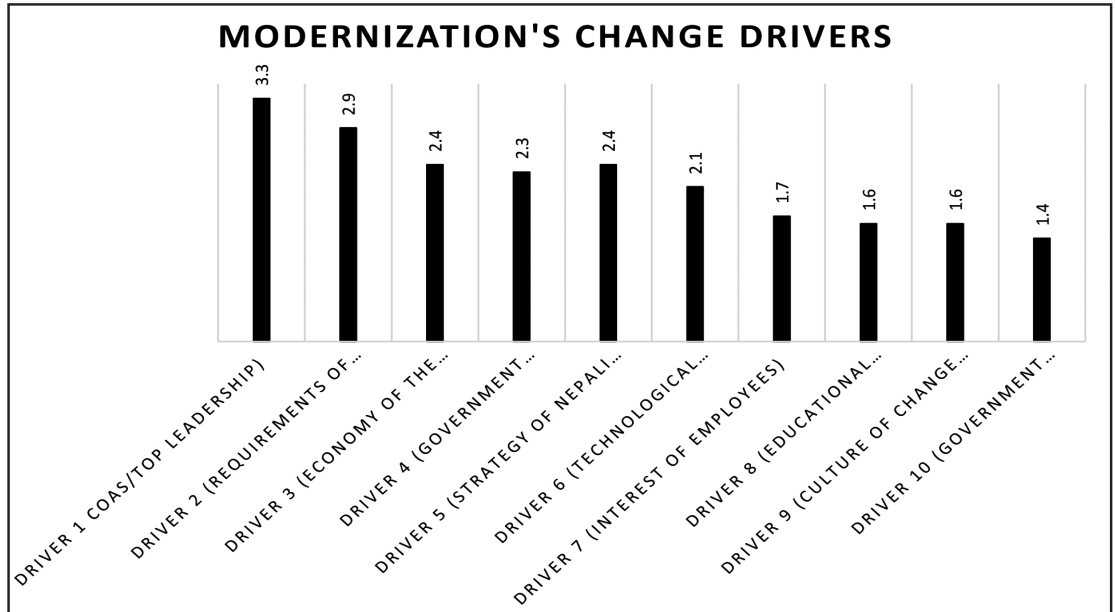


Figure 2. Modernization Change Drivers of Technical Units of Nepali Army

Mixing both Qualitative and Quantitative Research Findings

In this paper, all findings are compared in following Table 3. Mixing the results and findings have been done as per the Creswell (1998).

Table 3: Final Research findings on Organization’s modernization Drivers of technical units of Nepali Army

Quantitative Research Findings	Qualitative Research Findings	Mixing both Results and Findings
Out of 35 change drivers, 10 top drivers are identified from the first pilot survey and out of ten top organizational modernization change drivers, Top leadership; Mission and Economy of the country are the top three organizational modernization change drivers, which have greater effects on organizational change.	As per qualitative interviews with veteran army Generals, technical organizational modernization is not possible without the strong determination of army chief. Government support, economical condition of the country and requirements of nation are the top organizational change drivers of the Nepali army.	From the history and as per both research findings, organizational change of Nepali army is due to the willpower of top leadership, requirements of nation and economy of the country are the top three organizational modernization drivers of Nepali army. However, Education (Training), Change culture and top leadership have more correlation and hence more effects for organizational change and modernization of technical units in Nepali army.

Discussion and Critiques on Journey of Nepali Army's Organizational Change

Organizational change for modernization can be positive as well as negative. Sometimes organizational change takes place as a remedial measure for solving the problems. Present organizational change of the Nepali army is the combination of both remedial as well as modernization of the Nepali army to meet the national as well as global army organizational change. Organizational modernization of the Nepali army is not within our expectation. However, change culture can be developed through continuous training and educational level. Organizational change drivers are top leadership of Nepali army COAS, education (training), and change culture especially ethics and values of the organization. Research findings indicated that the cultural value of the organization of the Nepali Army is one of the important and reliable organizational change drivers in any units of the Nepali Army.

System driven organization, re-enforcement of organizational change culture and change leadership are a few change climates of the Nepali army in the present context. Organizational change for modernization in the Nepali army has shown from history that it was not continuous and during more than 260 years of its glorious service to the nation, finger counts leadership have taken some pain for the development of the organization and tried their best to change this organization (Field note: Respondent 3, age 72). It is proven that only leadership can change the organization (Caplan, 1995).

In the context of its journey to change, an initial noticeable change took place in the era of King P N Shah. Organizational change then progressed at a snail's pace, except during the tenure of Bahadur Shah, Bhakti Thapa, Bhimsen Thapa, Janga Bahadur Rana, King Tribhuvan, King Mahendra, King Birendra, and a few organizational changes especially in size and structure during the time of King Gyanendra and then after the political changes in the country. Present COAS General is also committed fully to the organizational change, especially in system-driven organization and process improvement. He also focuses on the improvement of the lifestyle of the soldiers, and technology (Epstein et al., 2010).

Organizations need to focus on the development of junior and senior leadership towards change-oriented leadership through regular technical training (Burke & Trahan, 2000). The change process needs to be continuous and should not be intercepted, that is one of the major suggestions from the veteran Generals (Field note: Respondent 1, age 58). Uniform wearer soldiers have also given the same survey report as the veteran General said. Organizational change is not easy in the Nepali army due to intermittent change processes in the past. It was not continuous, therefore, to make it easy for a change, regular motivational training which is oriented towards positive organizational change needs to be given at the various levels of the Nepali army. The change process should be routine and culturally should be supported by the organizational culture itself to make it simpler (Field note: Respondent 2, age 58). Nepali army leadership is not a single-man leadership, it is the organizational body as per the constitution of Nepal. There is a clear mandate given in the constitution for the Nepali army which mentions that the COAS will lead the Nepali army. Therefore, the COAS needs to be change-oriented in the future too, like at present. Without the strong determination of the COAS, organizational change as well as modernization in the Nepali army will not progress, as we desire.

Scientific Contribution and Limitation of the Research

This research identified the strong and effective organizational change drivers of the Nepali army. Identifying effective drivers for efficient change is necessary to achieve successful organizational change. This is the scientific contribution of this research. Without knowing the relationship of change drivers, we can perform the organizational change but we may end with a big loss of money and efforts without achieving the change (Burnes & James, 1995). Therefore, it is mandatory to know the effective change drivers before commencing organizational change. This may be beneficial and economical during the process of change. It will be sustainable for the future, too.

Change is not always positive and such changes may end with negative outcomes for the organization (Nadler, 1981). In this context of the Nepali army's organizational change, top leadership, Education especially professional training, and change culture within the organization are three effective change drivers. The researcher also clearly noticed that the present organizational change has given enough effort in education for the changing culture within the Nepali army and the COAS has taken the initiative of change once he has joined in the office and provided leadership for the Nepali army's organizational change. Higher the change orientation, change is much simpler and more economical (Burritt, 1999).

Limited time, sample size, and convenience sampling for qualitative research may be the limitations of this research (Creswell, 1994). Uniformed personnel may be biased while giving their thought and retired veteran army officers especially Generals may not be fully aware of the recent organizational change of the Nepali army. The researcher himself is also a Major General (Retd.) and could be biased while interpreting the qualitative research data and asking the questions. However, the researcher has tried his best to minimize personal bias and utilized academic ethical values while doing and reporting the research.

Conclusion and Recommendations

It is noticed from both qualitative and quantitative research that organizational change of the Nepali army began since its establishment and it has been very slow and could not meet the national as well as a global trend. The present leadership organizational change in all dimensions of the Nepali army organization began in the last few years. As per the research findings, a noticeable change has been observed and from a mixed methods study the top ten organizational change drivers are identified by the group of experts and veteran army retired officers. These every 10 constructs of drivers have been examined and results and findings revealed that training and organizational culture mainly ethics and values are the effective change drivers of the Nepali army along with top leadership.

It is therefore recommended that change leadership and its development through a continuous leadership development program is needed in the future to achieve successful organizational change in the Nepali Army (Sipahi Special Issue, 2020). Training and merit-based promotion and career plans are also recommended for better performance and faster organizational change as per the goals of the Nepali army. Economic condition is not the scope of NA. Organizational change is not an easy process and learning unlearning and relearning theory applies to NA soldiers, too. As per this theory, we need to spend 4 hours to unlearn 1 hour of learning. Therefore, in conclusion, change from old experienced employees is not so easy (Doppelt, 2003). Hence, the Nepali army needs to focus on the new blood and give

priority to the merit-based selection, highly educated officers and soldiers, and continuous change-orientated training program needs to be designed for various ranks. This continuous change process for modernization will increase the organizational performance of the Nepali army. If the organizational change process goes in this present direction, the Nepali army's organizational performance and its mission success will increase in the future. Sustainability is not possible without change management (Doppelt, 2008). Nepali army has already identified all dimensions of organizational modernization and its process has already vigorously begun in the last few years, and the researcher hopes that this paper can add some value to the journey of organizational modernization of the technical units of the Nepali army for mission success. The Nepali army needs to expedite its modernization process to meet future challenges. Modernization of technology, training, and production for self-sustainability are the top three areas that need to be taken top priority. These research findings suggest that present pace of modernization of technical units is not as per global as well as regional context. Modernization of technology, training, and production for self-sustainability are the top three areas that need to be taken in top priority. The study also revealed that without a perfect balance between technology and technocrats, mission success is difficult to achieve. The results also show that top leadership of the Nepali Army is one of the top factors for the modernization of Technical Units than any other factors and the Mission factor comes in the second position, that is the serendipity of this research findings. This research has answered all the research questions and has given enough avenues for the modernization process of technical units of the Nepali Army in the upcoming days to achieve mission success of Nepali Army.

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