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PROCEEDINGS

TOPICS

AERODYNAMICS AND FLIGHT DYNAMICS
AIRCRAFT
WEAPON SYSTEMS AND COMBAT VEHICLES
AMMUNITION AND ENERGETIC MATERIALS
INTEGRATED SENSOR SYSTEMS AND ROBOTIC SYSTEMS
TELECOMMUNICATION AND INFORMATION SYSTEMS
MATERIALS AND TECHNOLOGIES
QUALITY, STANDARDIZATION, METROLOGY, MAINTENANCE AND EXPLOITATION

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ON DEFENSIVE TECHNOLOGIES

SECTION VIII

Quality, standardization, metrology, maintenance and exploitation - QSMME

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EXPLOATATION OF ARMAMENT & MILITARY EQUIPMENT-INTERACTION MAN AND TECHNOLOGY: ORGANIZATIONAL CULTURE AS THE FOUNDATION OF MILITARY STANDARDS IN THE MODERN MILITARY PROFESSION

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Abstract: *The accelerated progress and digitization of defense technologies imposes the need for a deeper understanding of the interaction of man and technology within the military profession. The paper sets up a conceptual framework for analyzing how organizational culture acts as a guarantor of consistent application of military standards and building trust in technical assets. Organizational culture is viewed as a set of internalized values and behavioral patterns that shape the attitude of system members towards technology, risk and prescribed procedures. Relying on the sociotechnical theory, the concept of highly reliable organizations and the theory of trust, the paper distinguishes key dimensions: perceived technical reliability, safety culture, the relationship between formal procedures and informal practices, as well as the impact of automation on the sense of control and decision-making. Special attention is paid to the role of technical systems and standards as active factors that shape work practice. In this way, it is indicated that the exploitation of military assets is not exclusively a technical, but also a sociocultural issue. The work is conceived as a theoretical analysis, with a proposal of a model of operationalization through examples of questions and questionnaires that have an illustrative function and indicate possible directions for future empirical research.*

Keywords: *exploitation, armament & military equipment, standards (technical & military), organizational culture.*

1. INTRODUCTION

The rapid advancement of modern technologies is witnessed on a daily basis. In recent decades, technological development in the defense sector has been characterized by accelerated digitalization, the introduction of complex sensor, information, and automated systems, as well as the networking of weapon platforms into unified systems. Recent and ongoing conflicts in Nagorno-Karabakh, Ukraine, and the Middle East have demonstrated that without rapid digitalization, the implementation of artificial intelligence (AI), and automated systems, effective deterrence of aggressors and the conduction of conflicts are no longer viable or economically sustainable.

The Serbian Armed Forces and the Ministry of Defence are rapidly embarking on the "Digital Army" project [1], which will significantly strengthen the defense posture of the Republic of Serbia while further propelling the entire system, organizational units, and enterprises operating within the defense sector. These structures, which encompass specialized military-technical institutions and defense industry factories, form the core of the Defence Technological and Industrial Base of Serbia (OTIBS), whose capacities in research, development, testing, quality control, and metrology hold strategic importance for national security and the system's response to contemporary threats [10]. The integration of advanced technologies, such as artificial intelligence, virtual, and augmented reality, into the military system does not merely constitute a technical and engineering modernization, but represents a reality, a necessity, and an imperative for the efficient functioning and survival of the organization in a contemporary information society [20]. This trend dictates the need to evaluate the functioning of defense systems not solely through engineering and technical parameters, but also through the manner in which members of the armed forces-soldiers, officers, engineers, and workers-interact with this technology on a daily basis. The exploitation of weapons and military equipment, understood in its broadest sense as the use, handling, and maintenance of technical assets in accordance with prescribed procedures, represents the convergence point of two vital aspects. One is technical, grounded in design and engineering solutions, while the other is social, built upon the norms, experience, skills, and behavioral patterns of the organization's members. In the sociological theory of organizations, it has long been recognized that the influence of culture on organizational behavior operates at a deep, subconscious level, generating thought patterns that are treated within the system as entirely natural.

When advanced technologies or external standards are introduced into military technical systems, it must be taken into account that the subconscious assumptions and values of the actors themselves exert a decisive influence

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on the formulation and selection of practical solutions to operational problems. Neglecting this aspect poses a risk of parochialism, wherein the universal applicability of technical concepts is assumed without sufficient awareness of the specific local and organizational context in which the technology will be exploited [22].

The baseline assumption of this paper is that the consistent application of military and technical standards, as well as the trust users place in technical assets, are not solely a product of the quality of the technology itself, but significantly depend on the organizational culture in which that technology is implemented. Organizational culture is understood as a system of assumptions, beliefs, values, and behavioral norms developed and adopted by the members of an organization through shared experience, manifested through symbols, and guiding their thoughts and actions [2]. It is a relatively stable and clearly defined set of core values, beliefs, shared knowledge, norms, and customs that shapes organizational behavior, cognitive frameworks, and directs all activities of individuals and groups within the organization.

The objective of this paper is to offer a conceptual framework for analyzing the relationship between organizational culture, trust in technology, and the application of standards within a military environment. To this end, the study draws upon three theoretical sources: primarily socio-technical theory, as well as the concept of high-reliability organizations and trust theory. Based on these sources, four analytical dimensions are identified: (i) perceived technical reliability, (ii) safety culture, (iii) the relationship between formal procedures and informal practices, and (iv) the impact of automation on the sense of control and decision-making. Their interconnectedness allows the exploitation of weaponry to be viewed as a socio-technical phenomenon rather than the mere execution of technically defined procedures.

This paper is theoretical and analytical in nature. In the final section, a framework for the operationalization of the presented dimensions is developed, complete with illustrative questions and a draft questionnaire. Its purpose is to indicate potential directions for future empirical research within the defense system and enterprises engaged in the production and exploitation of weapons and hardware, without claiming to represent a definitive or validated measurement instrument.

2. ORGANIZATIONAL CULTURE IN A MILITARY ENVIRONMENT

As previously noted, organizational culture is most frequently defined in the literature as a system of shared assumptions, values, and norms that organization members share and use to interpret their own experience, which are transmitted to new members as the correct way to perceive, think, and feel in relation to the problems the organization faces. Although definitions of this concept vary across authors, they share a common distinction between visible cultural elements—symbols, rituals, language, formal regulations—and deeper, often unspoken assumptions from which these visible elements emerge [4]. The author refines this division through three clearly defined levels: artifacts (visible organizational structures and processes), espoused values (official strategies, goals, and norms), and basic underlying assumptions (unconscious, deeply ingrained beliefs that actually guide behavior) [4]. In military-technical systems, formal standards and operational procedures primarily emerge as artifacts and espoused values. However, to truly guarantee safety, they must be cognitively transformed through practice and collective experience into the basic assumptions of the users themselves. In doing so, the standard ceases to be merely an external obligation and becomes an integral part of professional identity.

Organizational culture is a dynamic process that continuously evolves, is nurtured, and is internalized by transmitting established norms and standards of behavior from more experienced to junior colleagues. It is grounded in community and symbols through which employees share and interweave their values within the collective. Due to its transmissible nature, this culture evolves into a stable tradition of the enterprise or organization, while simultaneously maintaining the flexibility required to adapt quickly and easily to current trends and environmental needs.

In the context of contemporary organizational transformations, particularly driven by rapid technological development, the traditional bureaucratic model characteristic of military systems is undergoing structural changes. Classical bureaucratic structures that strictly rely on formal procedures and hierarchy exhibit severe limitations in dynamic environments. Consequently, there is a growing need to develop more flexible, decentralized forms that influence internal culture and the adoption of technological innovations [23].

Such a cultural framework exerts a decisive influence on the daily behavior of individuals, their productivity, as well as general job and organizational satisfaction. When values are clearly established, they serve as a powerful internal driver and motivator for employees, directing their daily efforts, engagement, and energy toward achieving the shared strategic goals and priorities of the organization [5]. In the context of complex military-industrial systems, the success of implementing a broader development vision directly correlates with the degree to which employees understand the organizational strategy; without this understanding, individuals cannot adequately link their daily operations and equipment handling to strategic outcomes [10]. The military organization represents a highly specific environment for the development and operation of organizational culture. A pronounced hierarchy, emphasized discipline, formalized procedures, and the existence of thoroughly prescribed standards, technical manuals, and operational regulations might create the impression that the behavior of personnel is entirely dictated by formal rules. However, formal procedures never fully encompass the complexity of real-world work scenarios. The space "between" regulations and reality is filled by informal behavioral patterns,

established habits, tacit rules, the ways experience is passed from senior to junior personnel, and the minor shortcuts developed during daily work. It is precisely these patterns that largely determine whether a prescribed standard will be consistently applied in a concrete situation.

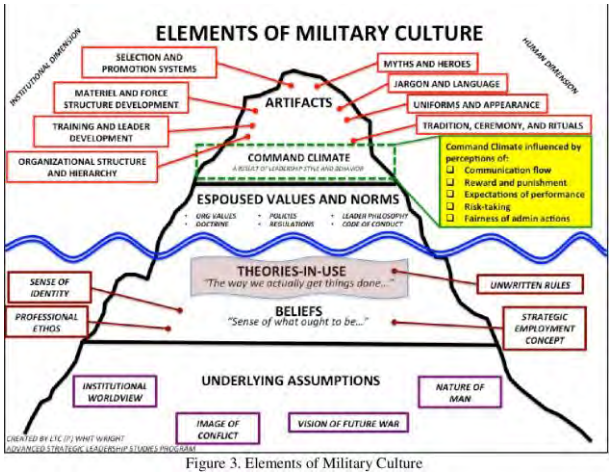


Figure 3. Elements of Military Culture

Figure 1. Elements of Military Culture [9].

For this reason, organizational culture is not treated in this paper as a secondary or less significant variable in relation to technology; rather, it is regarded as a factor that actively mediates between prescribed standards and the actual behavior of all users of technical equipment. In this way, culture becomes a mechanism that can either strengthen or undermine system reliability to an equal extent, regardless of the objective quality of the technology itself.

3. THEORETICAL FOUNDATIONS

The sociotechnical systems theory of organization, the foundations of which were established in the mid-twentieth century through studies of miners in British coal mines [6], posits that an organization's technical and social subsystems must be optimized jointly rather than in isolation. The introduction of a new technological solution inevitably alters the division of labor, communication flows, and power dynamics within work groups; consequently, a technically "optimal" solution may yield poor results in practice if it disrupts established social patterns of cooperation and trust. When applied to a military context, this perspective implies that the deployment of new weaponry is not solely a technical matter of procurement and training. Instead, it requires alignment with the existing unit structure, the division of responsibilities, and the established operational routines of the crew or team operating the system.

The concept of high reliability organizations (HROs) was developed through the study of systems operating under conditions of extreme complexity and potentially catastrophic consequences-such as nuclear power plants and operations on military aircraft carriers-which, despite these hazards, record a surprisingly low number of serious incidents [7]. This finding also served as a response to earlier, more pessimistic perspectives regarding the inevitability of severe accidents in complex, tightly coupled technical systems [8]. Researchers have identified five interrelated characteristics inherent to high reliability organizations:

- a persistent preoccupation with failure and a refusal to dismiss minor signs of disruption as insignificant;
- a reluctance to oversimplify complex events;
- a pronounced sensitivity to operations and the actual state of affairs "on the ground";
- a commitment to resilience, ensuring the system can recover rapidly following an error; and
- a deference to expertise, valuing the input of those closest to the source of risk regardless of their formal rank or stature [11].

Military units that handle complex and potentially hazardous weaponry belong, by the very nature of their mission, to this type of organization; thus, the question of how these characteristics are developed, nurtured, or, conversely, eroded through daily practice emerges as a legitimate research question.

In organizational theory, trust is most frequently examined through interpersonal relationships, where the assessment of the other party's ability, benevolence, and integrity stands out as key factors [12]. When it comes to trust in technology, one must also account for the fact that a technical asset possesses neither intent nor a moral component, yet the user nevertheless develops a specific type of "trust" in the system. Trust is of particular importance in situations where the complexity of an automated system is such that the user is unable to fully comprehend all of its processes and algorithms. Under such circumstances, trust serves as a mechanism that enables decision-making and reliance on the technical system under conditions of uncertainty [13]. It is the conviction that the system will behave in a predictable and reliable manner within the boundaries of its designed capabilities. Research in the field of automation indicates that the user's relationship with technology oscillates between two unfavorable extremes: over trust, where control and verification procedures are neglected because the system is deemed infallible, and under trust, where reliable technology is avoided or bypassed due to user skepticism [13]. Building "calibrated" trust, aligned with the actual capabilities and limitations of the system [13], represents a particularly sensitive issue in the military context, where both over trust and under trust in weaponry and equipment can have severe consequences for safety and successful mission execution.

Trust in automated systems within complex organizations is recognized as a multidimensional construct that, in addition to perceptions of reliability and competence, encompasses affective and experiential components. Recent empirical research on human-autonomy interaction demonstrates that user trust is not based solely on successful task execution or technical accuracy, but primarily on the quality of the interaction process and the manner in which the system manages uncertainty [19].

Safety culture encompasses shared beliefs and practices that determine how seriously risk will be treated in daily operations, independent of the moments when formal

control or inspection takes place. Key elements of a safety culture include a willingness to report minor deviations and occurrences without fear of punishment, the practice of learning from incidents rather than merely assigning accountability, and consistency between organizational rhetoric on safety and actual daily practices [14]. This logic closely mirrors the distinction between an approach that equates safety with the absence of negative outcomes and an approach that conceptualizes safety as an active capacity of the system to function correctly under most conditions, thereby requiring learning from examples of successful operations rather than exclusively from failures [15].

High-Reliability Organizations maintain their performance precisely through this type of collective safety and systematic learning [16]. In a military environment, where hierarchy and discipline are intricately intertwined with safety issues, it is particularly vital that the error-reporting culture does not conflict with the demands of discipline and adherence to the chain of command—specifically, a clear distinction must be made between negligent non-compliance with procedures and the honest admission of an oversight aimed at preventing future incidents.

When the previously outlined dimensions are viewed collectively, it becomes clear that the consistent and safe operation of weaponry and military equipment depends not solely on the technical serviceability of the asset and the formal completeness of regulations, but to a significant degree on how the organizational culture aligns the perception of reliability, safety practices, attitudes toward procedures, and responses to automation. The exact same technology, embedded within different organizational cultures, may in one instance be utilized precisely in accordance with the designer's intent and designated risk parameters, while in another, it may lead to severe deviations without a single formal modification to the weapon system itself. This supports the assertion that enhancing reliability and safety in the operation of military assets cannot be viewed exclusively through the prism of acquiring more advanced technology or enacting increasingly detailed regulations; rather, it demands parallel attention devoted to developing an organizational culture that supports the rigorous application of standards, appropriately calibrated trust in technology, and a sustainable balance between automation and human control.

Based on the presented theoretical framework, it can be hypothesized that organizational culture serves as a mediating factor between military standards, trust in technical systems, and operational safety. It is posited that organizations possessing a well-developed safety culture, consistent procedural compliance, and trust in technical systems achieve a higher degree of operational reliability and a lower risk of errors driven by the human factor. By integrating the specificities of the domestic defense environment into this theoretical framework, it becomes evident that strategic leadership must define an appropriate model for organizational culture change within the Serbian Armed Forces, aiming to create the necessary conditions for the development of operational capabilities and the efficient employment of forces in a dynamic and rapidly changing environment [21].

4. FUTURE EMPIRICAL RESEARCH

Although the paper is conceived as a theoretical-analytical study, the presented conceptual model opens up avenues for future empirical research within the defense system. Grounded in the identified theoretical constructs, it is possible to develop a standardized survey questionnaire to investigate the relationship between organizational culture, the application of military and technical standards, trust in technical systems, and the operational safety of weaponry and military equipment.

The prospective research is quantitative in nature and relies on an anonymous survey of defense system personnel directly involved in the design, testing, metrology, maintenance, operation, and management of technical assets. Respondents comprise military and/or civilian personnel, including engineers, researchers, and technical staff participating in these processes within military institutions (such as VTI, TOC, TRZ...) or defense industry factories.

The introductory section of the questionnaire covers the sociodemographic and professional characteristics of the respondents, such as gender, age, defense system status, field of work, and years of service. These data enable the analysis of potential attitudinal variations among different professional groups and levels of work experience. This approach to sample segmentation is scientifically grounded in existing studies of military systems, which demonstrate statistically significant differences in safety perception and readiness to modify practices across different service branches (e.g., more pronounced safety improvement practices in the air force compared to the army). This variance is attributed to the specific operational environments where errors in technical utilization carry immediate, catastrophic consequences [17].

The core section of the questionnaire is organized into several thematic blocks designed in alignment with the theoretical framework developed in this paper. Each of these blocks comprises items directly linked to key concepts and research objectives, ensuring the systematic collection of relevant data and facilitating subsequent analysis in accordance with the established theoretical premises.

The first domain addresses attitudes toward military and technical standards, metrology, and maintenance procedures. The objective is to examine the extent to which personnel accept standards as an essential element of the safety and reliability of technical systems. One of the items reads: "*During the operation or maintenance of an asset, I consistently rely on official technical manuals and prescribed procedures*."

The second thematic area explores trust in technology, digitalization, and automation. This segment focuses on assessing trust in modern technical systems, the adoption

of digital technologies, and the impact of automation on decision-making. An illustrative item states: *"The introduction of new technologies contributes to increasing occupational safety."*

The third domain encompasses organizational culture and safety culture, specifically focusing on procedural compliance, the role of leadership, the treatment of errors, and the transfer of professional knowledge. For instance: "*Operational errors are analyzed systematically, with the aim of learning rather than individual punishment*." These and similar questionnaire items allow for an assessment of the degree to which the organization exhibits the characteristics of High-Reliability Organizations. This segment builds directly upon modern methodological modifications of military surveys, according to which reflection on the impact of regulations on operations and the utilization of incident reporting are treated as primary tools for improving safety procedures at the tactical unit level [17]. Developing these items tests the openness of the military environment to feedback loops, which are critical for adaptive command and control in complex sociotechnical systems [17]. Within this domain, it is justified to introduce specific items measuring the safety leadership capacity of superiors. Validation for this addition lies in the fact that, within military structures, command personnel (officers and non-commissioned officers) typically manifest a significantly higher level of safety knowledge and safety communication compared to enlisted soldiers. Leadership in a military context thus represents the primary channel through which formal procedures and technical operation standards are translated into the conscious behavior of subordinates [3].

The fourth thematic area relates to the perception of technical reliability and risk. It examines how employees assess the risk of working with technical equipment, the extent to which they trust the outcomes of technical inspections, and how they react when results deviate from expectations. One such item is: "*Trust in prescribed procedures reduces my fear of asset malfunction or failure*." Evaluating this dimension is of particular importance for reference military-technical centers engaged in weapons testing, where maintaining objective independence in decision-making regarding test results constitutes a critical prerequisite for building end-user trust in the reliability of military assets [10].

The fifth domain concerns ethics and professional responsibility. The intention is to determine the degree to which metrology, technical serviceability, and compliance with procedures are internalized as a part of professional responsibility, rather than viewed merely as a formal obligation. An example item is: "*How would your confidence in crisis situations be affected by the knowledge that the asset had not undergone regular metrological inspection*?"

In addition to closed-ended questions utilizing a five-point Likert scale, the questionnaire would contain a small number of multiple-choice categorical questions, as well as several open-ended questions allowing respondents to share their own observations regarding the factors that influence trust in technical assets, the greatest operational challenges, and opportunities for enhancing the maintenance and quality control systems.

In this manner, the assumptions set forth in this paper are empirically tested, and the interrelationships among organizational culture, the application of standards, trust in technical systems, and the operational safety of weaponry and military equipment are analyzed. The obtained results serve as a foundation for improving the training system, developing organizational culture, revising maintenance procedures, and further advancing the digitization process within the defense system.

5. CONCLUSION

This paper proceeds from the premise that the operation of weaponry and military equipment constitutes a complex sociotechnical process in which the technical characteristics of assets, human behavior, and organizational conditions are mutually interdependent. Theoretical analysis indicates that the consistent application of military and technical standards, as well as the cultivation of adequate trust in technical systems, do not depend solely on the quality of technology or formally prescribed procedures, but to a significant degree on the organizational culture within which these assets are utilized. Drawing upon sociotechnical theory, the framework of High-Reliability Organizations, trust theory, and the concept of safety culture, this study proposes a conceptual framework that facilitates an integrated examination of the relationship between humans, technology, and organization within the military environment. Crucially, it is highlighted that organizational culture acts as a mediating factor influencing the consistency of procedural compliance, the adoption of new technologies, risk response mechanisms, and the development of trust in technical systems.

The proposed model for future empirical research does not constitute a definitive measurement instrument; rather, it demonstrates how the outlined theoretical concepts can be operationalized and empirically validated. Research based on this model would enable the determination of the interrelationships among organizational culture, the application of standards, trust in technology, and operational safety, while also identifying areas where organizational and technical improvements can be achieved. The scientific contribution of this paper lies in bridging concepts that are traditionally examined in isolation within the literature, and in demonstrating that the operation of weaponry and military equipment cannot be viewed exclusively as an engineering process. Instead, it must be understood as the product of interaction between technical systems, organizational values, and the professional behavior of their users.

Contemporary trends and security challenges necessitate a transition toward more flexible and operationally integrated workflow management systems. This implies a reliance on smaller organizational units comprised of highly qualified individuals, a reduction in management

layers, and the realization of an authentic, organic convergence between the technical and social subsystems within the defense system [18]. Furthermore, synthesizing social aspects and applying them to technical disciplines would yield a significant contribution, fostering enhanced collaboration between the social and technical sciences, particularly within the military context. Concurrently, this paper serves as a baseline for future empirical investigations that could contribute to optimizing training systems, cultivating organizational culture, rigorously applying standards, and further advancing digitization processes within the defense system. Organizational culture integrates technical standards into the military ethos and professional identity. Thus, armament exploitation ceases to be a mere routine and becomes a direct expression of responsibility in the modern military profession.

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