CHAPTER 11

THE COMMITTED SOLDIER
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“All these years we have taken up important programs but we have put at the head of these undertakings men who are not fully involved, who thought it was only another job. We simply cannot afford that sort of attitude.”

Late Prime Minister Indira Gandhi while addressing the heads of Public Sector undertakings in 1982.

11.1 Ever since the publication of the Fifth Pay Commission report, a discussion has generated in the country, regarding various attributes of the ‘generalist’ and the ‘specialist’ for executive appointments or even the armed forces. However, the frequent reshuffles of the appointments in the top ranks of Public Sector undertakings, the IAS and the IPS and even in the three services a new element has been brought in as regards the new category of the government servant namely the ‘ideologist’, more commonly referred to as ‘committed’.

11.2 This has brought to a sharp focus, the kind of commitment that is expected from any government servant in the normal conduct of his duty. In this, the single question asked is, whether for a society to be free, can any officer of the government abdicate his moral responsibility to think for himself, when official duty demands that he remains fully committed to the policy of government in power? On the other hand, can any semblance of ordered administration be possible, if everyone starts deciding things based on his personal beliefs?

The Concept of Commitment

11.3 The Late Prime Minister in her words desired that, all those who were concerned with any sort of public services should be “deeply involved, deeply committed”. Until now, the concept has always been that the civil servant was committed to the high principles of public good as embodied in the Constitution and to the Directive Principles of the State Policy. The soldiers commitment has always been as interpreted in terms of Lord Chetwode’s inscription in the IMA, a mention of which has been made repeatedly in this treatise.
11.4 Although the above concept appeared to have worked well under a colonial domination, and was aptly suited to the purely professional aspect of the services, the question arises, whether under the present environment in the country emphasising social justice in its true sense is it possible for the military to remain divorced from the political ideology of the government in power?

**Commitment of the Different Political Systems**

11.5 The aforesaid problem is more complex in a developing country like India where the political awakening preceded industrial rejuvenation, with the result that right from the beginning, political ideology has dominated and taken priority over such ‘mundane’ professional activities like higher production, administrative and professional efficiency. Therefore, can a professional soldier stay aloof or be absorbed and become part of this ideology? To do otherwise would mean being at conflict with the socio-economic climate of our country, and which may ultimately affect in lowering of his professional effectiveness. On the other hand swimming with the current would mean being at variance with certain professional traditions to which the Indian soldier has been wedded to. In the communist countries, a soldier is thoroughly indoctrinated and wedded to the party ideology. In a democratic country a soldier is wedded to a particular person or institution e.g., in UK the soldier’s loyalty is to the Queen, in USA it is to the constitution and in India it is to the country.

**The Degree of Commitment**

11.6 Depending on the degree of commitment to a cause, the Indian soldier can be categorised under the following heads:

11.6.1 **Crusaders.** Hundred percent committed and ready to stake everything including life and livelihood for the sake of success of the cause.

11.6.2 **Sympathisers.** Generally believe in the cause but with some reservations. Also not willing to take extraordinary risks. May at times even prefer to conceal their faith.

11.6.3 **Neutrals.** Have no axe to grind. Willing to do any job assigned to the best of their ability to make their own career.

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43 Source : Grant, Brig (Retd) N B , A renowned military scholar.
11.6.4 **Conscientious Objectors.** Have no faith in the cause or the purpose but would prefer to do jobs selectively. May create difficulties at times by withholding efforts, but would desist from wrecking efforts of others.

11.6.5 **Antagonists.** Openly opposed to the cause. Would attempt to secure rejection of it in preference to an alternative cause.

11.6.6 **Saboteurs.** Deadly opposed to the cause. May express interest and even participate in programs outwardly with a view to sabotaging the cause.

**Response Pattern**

11.7 There are external and internal forces today that affect and mould the commitment of the soldier to the uniform he wears. Both affect his responses to the "cause" for which he is in the Army, which is, being prepared for the utmost sacrifice of his life. This should not be mixed up with motivation. Commitment of a soldier towards his organisation can only be assured once he is *convinced* of the cause for which he is there. Motivation comes later, with the sole aim of energising the mind to get the best out of the limb.

11.8 The new generation is more comfort oriented, attuned to divergent beliefs socially and politically. As compared to yesteryears, the urban youth lives in a free and permissive society. A new soldier’s commitment to the organisation is bound to be influenced by a number of factors. The complex mix of forces is greatly affecting the behaviour and response of a soldier in unit life. Some of the influencing factors are listed below:

11.8.1 Increasing psychological and emotional tensions.

11.8.2 Dislike for routine and resistance to discipline.

11.8.3 Varying ideological and political affiliations may mean the questioning of validity of wars and the necessity to maintain the unproductive organisation of armed forces.

11.8.4 Greater zest for accumulation of wealth.

11.8.5 Fast growing concept of individuality due to rising standards in education, which may lead to a challenge to authority.

11.8.6 Greater requirement for recreational facilities than Army can afford.
11.8.7 Lack of martial inspiration due to negative attitude towards hard physical work.

11.8.8 Diminishing allegiance to religion and country.

11.8.9 Addiction to drugs and other vices.

11.9 It must be unambiguously understood that the commitment of a soldier today isn’t on the same level as it was 2-3 decades ago. As stated in this Chapter the environment over a period of time has changed. Today due to increasing use of Army in maintenance of law and order in the country, a soldier is made to rethink about commitment. What is aimed to bring out here is that so far he is being told that in defence of the country lies his commitment, but when he is fighting his own men within the country how does he redefine his commitment? A soldier during training is taught to ‘shoot to kill’. He is trained to kill the enemy and not wound him. When employed in C I operations he faces the enemy which is not defined in clear terms. The enemy looks like his own countrymen. It is here he is asked at times not to kill but wound the enemy. Therefore his basic commitment to kill in defence of his nation gets blurred. There is a shift of focus expected out of him in C I environment. This affects the psyche of the soldier enormously. For a soldier to interpret the orders correctly in such an environment keeping into view his basic training skills and focus, is indeed a tall order. It thus causes maximum confusion about the concept of commitment of a soldier today. With the increased involvement of units in C I operations, the time left for primary task of training for operational role is getting reduced. This does induce certain level of frustration amongst men causing change of attitude thereby affecting his work behaviour.

11.10 Psychologists often say that the level of commitment of a soldier or a body of troops rises to dizzy heights before, during and immediately on the aftermath of a war wherein the sense of patriotism and izzat for the ‘paltan’ propels a man to go beyond the realm of imagination in so far as commitment is concerned. This is not to suggest in any way that wars at regular intervals are the only tonic to this problem! The fact remains that to remain at the peak of operational preparedness, commitment to the specific cause of defence of the nation against external aggression needs to be kept alive at all times. However, as said earlier, increasing mix of complex forces both macro and micro levels are playing on the minds of the soldier directly affecting his behavioural pattern at work place.
Legitimacy and Commitment

11.11 The military organisations of the last few decades have been different. These are those Armies that are prepared not only for war, but for peace, internal security and peacekeeping missions. These Armies may be utilised more for such tasks than combat missions. The youth in India today is more educated and when they become combatants will not see themselves as blindly executing orders. They will examine carefully the sources of military legitimisation before furnishing the unconditional commitment that is the backbone of the military fighting spirit.

11.12 Legitimacy stems from legal-ethical arenas and commitment refers to the organisational-motivational aspects of behaviour. It is a known fact that ‘commitment rather than obedience is the ultimate mode of military obedience’.

11.13 The ethical dimensions of commitment need to be examined in totality here. The My Lai incident of Vietnam is a glaring example of personal commitment. Or shall we say misplaced commitment. The soldiers who massacred villagers at My Lai were showing commitment to superior orders without examining the larger aspect of commitment to values and ideals, which their country upheld.

11.14 In the Indian context the commitment across the rank and file too is generally to the superior orders. The issue of examining the legitimacy of orders is a far-fetched idea. Commitment to cause that is, the defence of the nation is generally aroused during situations of external aggression. For the balance of the Army in peacetime duties, it is commitment to superior orders, which is to the fore. Even in situations wherein the soldier is performing the duties of internal security the concept of commitment is again at crossroads in such situations. Is a soldier in ethical dilemma when he is engaged in operations against his own men? Or here too it is the personal commitment to superior orders which is all pervasive?

11.15 The sociological ethical perspective has been examined by noted author, Donald L Lang. He analyses the role of values, commitment and legitimacy within an organisational context, particularly the Army. According to Lang, legitimacy resides solely in the soldier’s role, as a member of military organisation, whereas his commitment is essentially a conscious, solely objective process. He concludes that a soldier’s value system is a key

\[44 \text{Gal, Reuven.}\]
element between legitimacy and commitment. *Commitment is the sine qua non of effectiveness in volunteer military systems*[^45].

11.16 Legitimacy, commitment and moral values—all are key items in the area of military ethics. The term military ethics itself would be called by some an oxymoron—what does military have to do with ethics? After all, the ultimate function of every military organisation is to institute collective violence in the service of social goals. Soldiers are expected to perform—with great decisiveness—those very destructive actions that we have always preached to them never to do. It is because of his moral dilemma that the military depends so critically on such concepts as military ethics, commitment, and legitimacy.

11.17 Strangely enough, we do not find that much involvement with ethics and its related concepts with regard to other occupations that are relatively close to the military profession. Very rarely does one find any references to fireman’s ethics, or pilot ethics—to mention only two of those combat like professions. Military ethics, on the other hand, is a widespread issue of both military professionals and military students. Furthermore, military leaders—perhaps more than any other professional—are expected to demonstrate not only outstanding skills and professional competence, but also such indelible qualities as honesty, loyalty, commitment, courage, and above all, moral integrity. Why?

11.18 There are two main reasons for this extra emphasis on military ethics. First, the military profession must be morally sound and operate by strict ethical rules, because it is the only institutionalised profession that deals with the most delicate aspect of human beings—life and death.

11.19 Second, the military profession is not just an occupation. Neither it is engaged only in training and operations. For most societies, the military has a symbolic function: its members—officers and soldiers alike—represent cultural and societal values. The Armed Forces of the nation are perceived as a guarantee of the continual existence of the nation, and its government which, in turn, provides individual protection and a structure of law. Ethical behaviour, thus, is for the military not just an external decoration. It is essential, authentic and binding.

[^45]: Costton, A Charles, Canadian Scholar.
The Narrow Pyramidal Structure

11.20 The Indian Army has a narrow pyramid. The ladder to climb is very steep. As one grows in service and age the options in the career reduce. At senior ranks, the vacancies are limited and there are many aspirants. This is especially so in the officer cadre. It therefore goes to say, that by and large, the individual aspirations cannot be fully fulfilled. Even in certain categories of OR the promotions are slow, and at times far and few. As the Maslow’s theory says, that at the senior age and service it is the self-esteem which matters. If the self-esteem needs are not fulfilled, due to any reasons, then obviously it can cause a dent in the psychological state of the individual. The morale dips and the commitment of such individuals wavers. Once the commitment to cause is affected, then obviously in some form or the other it does affect the ethics of the individual at work place. The issue which is being raised at this juncture is retention of a high level of commitment till the end of service of an individual. How does one achieve that?

Level of Education

11.21 The level of education in the recent past in the country has risen dramatically. The standard of education and intake level in the Armed Forces has accordingly increased. The awareness level of the youth today has increased manifold. He does not wish to follow set patterns of his predecessors. His knowledge of the world, other armies and exposure to the vast electronic media has changed his total outlook towards life and living. The population too is increasing at a very fast and rapid pace. Again the jobs are few and aspirants are many. Unemployment is rampant. The sole aim of the youth today, and understandably too is to get a job and sustain himself. It is this heterogeneous mix of youth which join the Armed Forces today. Gone are those days, when a large majority of the recruits joined the Armed Forces purely on the basis of honour and glory to serve the nation. It would be unfair to expect an ideal behavioural response from such youth when they get commissioned in the armed forces. The units today have no wherewithal to train and groom the youngsters in an ideal manner. It is this youth which will rise in the high rungs of hierarchy of the Armed Forces tomorrow. High levels of education too have had its own disadvantages in the Armed Forces. There is definitely a reduction in the intensity of immediate and implicit obedience to orders of superiors. Measures need to be taken to reinvigorate the environment.
Senior Ranks

11.22 As the individual rises in rank and service his exposure to aspects, other than regimental increase. He comes in contact, at times, with the civilian bureaucracy and politicians. At times, the senior person gets overawed and enveloped in perks, privileges and power. This does affect the focus of the prime motive of an army man-commitment to the cause - the nation. It would indeed be pertinent at this stage to highlight an issue –is the commitment of a senior person in the Army today of the same intensity and vigour, as it was when he joined the Armed Forces? One can see different shades of ethical patterns amongst the senior ranks. Needless to emphasise, the ethical standards of each and every individual of the Army today has to be of the highest order. Is it so? The wavering commitment to the ethical environment in the Army is a cause of concern. Ethics per se, is a subject seen at times to be brushed aside. It is good to talk about it. But how many do implement its code of conduct in letter and spirit?

Welfare of Men

11.23 Apart from the self esteem needs of an individual, the physiological and the physical needs also need to be looked into with all the seriousness. The key to high level of commitment from the men is high quality of welfare. If the standard of welfare of troops, families, dependents is of a high order, and a stress free environment is provided at the workplace, then the level of commitment of OR will rise automatically. Key players up the chain in this endeavour are men in command, the Army as an organisation and the government. A soldier will give his full commitment to the cause once he is convinced that his family and dependents will be given due respect and care in the society. The commitment to the bereaved family by the organisation should not only sparkle on paper but translate itself in actual deeds. The effort should be seen to be believed.

Commitment of the Spouse

11.24 The lady who marries the army man is essentially wedded to his uniform. What a correct statement! The role of the lady in matters regimental is very important. She is the soothing influence on her husband, and can contribute immensely to the motivational state of her husband. For that as mentioned earlier, she has to be wedded to the uniform. She too has to be convinced of the commitment of her husband to the cause that is the nation. If she is not, then it can have a negative influence on the psyche of her husband. Interestingly, it is the grooming of young wives by the senior ladies, which is as important as the grooming of
YO! Unfortunately, this is on the wane. Also the high level of education amongst the ladies is not adding or enhancing the level of commitment to the organisation. The commitment of the working spouses is also diminishing. The lady is too preoccupied with the commitment of her own profession whereby minimal time is left for commitment to welfare of the families of soldiers. This is particularly true of the wives of those CO who are working women.

Unethical Practices

11.25 No organisation is free of unethical practices. The Tehelka expose', has brought out a debate in the society, whether the Armed Forces are actually free from unethical practices as seen in the society today. Unfortunately, when the army man thinks like an ordinary mortal, ethics becomes the last priority in his dictionary. Obviously, the level of commitment of such individuals is low. They have gone off the track. The blame solely rests on the shoulders of the superiors of such individuals. Tendency for unethical practices are in the vein of such individuals. It can be seen in some form or the other during childhood too. The Services Selection Board has a very important role to play in the selection process of men and officers in the Armed Forces. It is important at this critical stage, to separate the unethical from the rest. Once inducted in the Armed Forces, such individuals become parasites on the organisation. Their unethical tendencies manifest themselves in some form or the other at every stage in their career. Unfortunately, either they go unnoticed, or there is a lack of will on part of superiors to take an unpopular step of putting a full stop to such activities. Here too, the level of commitment of the seniors is what matters. Also, is the senior himself free of unethical practices? Unethical practices of seniors have a demoralising effect on juniors. Can we expect hundred per cent commitment from juniors when we find their seniors lacking in commitment to the organisation? Commitments to advancement of ones own self can have a negative influence on the juniors.

Corruption in Armed Forces

11.26 As per the Oxford dictionary, the meaning of corrupt is, 'morally depraved'. Unfortunately, corruption is normally associated with acceptance or transaction in terms of bribery. Corruption is a state of mind, and is a matter of opportunity for many. Corruption in Armed Forces is no more an in-house closed affair. Corruption in arms deals and at various levels of hierarchy is getting exposed due to the increasing interest of the electronic media. This does have an adverse impact on the morally forthright and upright.
Unfortunately, lure at times for some in the Armed Forces is too tempting to resist. It does tend to have a negative impact on the people over whom they exercise command and influence. The younger generation, which has a mouldable mind, is the worst affected. It is once again reiterated at this stage the importance of weeding out the unethical bent of mind of candidates at the level of the Services Selection Board itself. Later on once absorbed in the stream such tendencies at times get unnoticed. These gentlemen will then rise to higher ranks, and then write the careers of their subordinates! And as seen in this paragraph there has been no mention of the aspect of commitment. Obviously, when a person is morally depraved he has no time for the ‘not so important issue’ of commitment!

The Standard of Intake

11.27 The standard of intake in the Armed Forces over a period of time has deteriorated considerably. Armed Forces are no more a popular choice with the youth today. Generally speaking, they are not joining the Armed Forces purely for the sake of commitment to the defence of the nation. It is therefore extremely important that in the initial stage of training itself their minds are moulded in so far as the issue of commitment is concerned. And then there has to be a sustained effort throughout the later part of the career of this youngster. But is there a high level of commitment, amongst all levels of hierarchy towards this aspect of “commitment”?

Selection Process

11.28 The other aspect that needs to be addressed to with all the seriousness is the standard of selection process for the Armed Forces today. There is a tendency to modify the highest standards of the selection process in order to fill the allotted vacancies. This is a dangerous trend and needs to be ruthlessly curbed. This is a profession which deals with life and death, which deals with the defence of the nation against external aggression and which deals with the internal security and aid to civil authorities within the country. Larger aspect of the quality of the intake of youth has to be addressed holistically. The pay commissions do make an endeavour, but have they been able to address the problem fully? The quality of intake both at the level of the officers and soldiers is not up to the desired level. The psyche of the youth today, including their parents has to be understood in totality. There is a tendency amongst the army officers, both serving and retired army personnel not to send their children to join the Armed Forces just as the way they did. The Armed Forces therefore have to be made more attractive. With so many avenues available in the society
today the Armed Forces have to be packaged in a more saleable manner. For this, the organisation within itself has to rejuvenate itself and reinvigorate the environment. The aspect of commitment to the profession has to be associated with remuneration which the government provides. Unfortunately, this is one of the more viable propositions.

**Career Aspirations**

11.29 In the Army today it is seen at times, that career aspirations of individuals take priority over the more noble aspect of commitment to the armed forces and nation. The trend is indeed disturbing. Unfortunately there is a paucity of leaders, who do not encourage selfless commitment to the uniform and country as the sole objective of a soldiers’ survival. By no means the researchers states that an individual in the Army should not aspire. For it is only when you dream that that one puts an effort and hard work and therefore attempt to excel. But this should not be the overriding and all pervasive thought process of an army man. In the German army during the Second World War, if an officer expressed a desire to rise in service he was summarily executed. Lord Krishna in Bhagwat Gita also makes a mention of not aiming for fruits prior to executing a course of action. He says, the fruits will follow. It is again the commitment to the cause that was highlighted by the Lord. But how do we sell these aspects to the youth and the senior generation of the Armed Forces today?

**Type of Leadership**

11.30 If the leadership is sincerely committed to the cause then its command will follow suit and show commitment to the cause as well. The leadership has to represent highest level of ethical and moral standards. Unfortunately, in the Army today it is generally seen, that the command is personality based. It is the ethical standards of the leader which percolate downwards. If the environment is faulty, then it is commitment to the superiors’ code of ethics, right or wrong that is followed. At each level of command in the Army today there has to be a foolproof system of checks and balances in so far as the commitment to code of ethics is concerned. Leaders are not only born, but trained too. It is a continuous process. The will to train subordinates on part of the men in command is not at the optimum level. Good leadership qualities have to be nurtured and the lack of commitment to the uniform has to be ruthlessly curbed.

**Commitment versus Motivation and Motivation versus Level of Satisfaction**

11.31 Commitment, motivation and level of satisfaction are interrelated and closely
interlinked. It all actually starts and commences with the level of satisfaction that an individual finds himself in. If his aspirations have been fulfilled, has the job satisfaction; the level of motivation of this particular individual will always be very high. Supersession in the Armed Forces is not viewed very positively by one and all. The moment an individual is superseded, the level of motivation dramatically drops. In the Army today, pre-emptive measures to save individuals from falling into such conditions are not in place. This is a serious issue and cosmetic measures will not help. There has to be a concerted effort on part of the senior ranks to educate all ranks in a continuous manner, that supersession in the Army is just a way of life, and does not in any way reflect the capabilities or the honesty of an individual. Until and unless the attitude towards the not so fortunate changes, this unfortunate lot will never be fully committed to the cause.

11.32 Flaunting of Rank. In an organisation such as the Army due to undue importance given to the hierarchical structure flaunting of rank at various levels is predominant and omnipresent. The excessive importance given to rank and associated perks and privileges ensure a low level of morale amongst the superseded officers. The superseded therefore feel small wherein remorse sets in and the officer feels highly alienated and suffers from extreme complex.

Sustainability of Commitment

11.33 For any organisation to survive and flourish it is essential that a concerted effort is always made to sustain high levels the commitment of its employees. In the private sector, if the level of commitment is low, the productivity too is low. The motivation and morale of the employees therefore, are also low. The company suffers a loss, and then takes place the migration of employees to better pastures. In the Army, the migration to civil society by dissatisfied individuals is a difficult decision to take. So what happens? Levels of frustration grow, and the level of commitment drops. Until and unless the commitment of individual right from the date of entry to the Army till that time he retires is of a high order, the organisational ethos is bound to suffer. Therefore, there has to be a more humane effort on part of the senior leadership to deal with such issues. As compared to the private sector the alternative options in the Armed Forces to enhance one’s career once superseded are almost nil. There are no lateral avenues for superseded officers to move out of the organisation.
Rise of the Mediocre/Conformist

11.34 There is supposed to be no place for the mediocre in the Armed Forces. For, it involves dealing with lives of men and national security. Is it true that only men of highest character and deep commitment rise to the highest rungs of the Armed Forces? This is debatable. Until we produce men of highest character and ensure that it is only this strata of the Army that rises in rank, its level of commitment unfortunately, will not be of the highest order. There is supposed to be no place for yes men in the Armed Forces. But is the Indian Army devoid of such parasites? The mediocre or the conformist will never be committed to the cause. Personal gains and aspirations are only the sole motive of such gentlemen.

Leadership and Commitment

11.35 We now focus on individual responsibility and commitment to leadership - a concept that is so fundamentally important to every aspect of the functioning of the Army. Leadership is a life-long learning process, an on-going dialogue that, coupled with experiences throughout careers, encourages all to challenge values, attitudes, and our beliefs, to come to a shared understanding with others. This dedicated self-reflection allows all to internalize values and standards, thereby bringing to a heightened awareness of what is “right” versus what is popular, and allows all to act in ways consistent with those ethical values and standards. Leadership development is hard work. First and foremost, it requires the responsibility and commitment of each person and the organization as a whole, both internally and externally.

11.36 Organizational Commitment. What does our collective organisational commitment to leadership mean? Organisationally, this responsibility and commitment begins with providing the infrastructure and material resources to officers and jawans, providing them with all that is necessary for the creation and sustainment of adequately resourced training and education facilities and a culture and climate that accommodates the diversity the organisation endeavours to attract the best from the society in the Armed Forces.

11.37 Individual Commitment. In addition to organizational commitment to good leadership, there must be individual commitment and responsibility to leadership excellence and we must hold individuals accountable for that sense of responsibility and commitment. Individuals within the service must be aware of, and develop a sense of, priorities, values, and skills that collectively contribute to organizational leadership and excellence. As

individuals, they must endeavour to become the best intellectually and emotionally. It is by tending to each of these internal or personal domains that one can make the greatest contribution externally, in one’s personal contribution to the battalion, the Army and the Nation.

11.38 **Personal Commitment.** Personal commitment to the team and to the well being and professional growth of Army’s rank and file is also an indispensable component of individual leadership excellence. As individual leaders in this organization, everyone has a responsibility and must be committed to fostering and growing this enthusiasm in every member of the Army. The leadership has a responsibility to take forward these motivated and dedicated individuals who joined the Army because of its reputation, and in the indoctrination process it must provide for the emphasis and resources to successfully cultivate this attitude.

11.39 Leadership is not just a matter of personally adhering to core values; it is also a matter of instilling the core values in the rank and file, through personal example, commitment to the cause and holding others accountable. There is no room in the Army for an individual who does not conform to core values. Leaders must view it as their personal responsibility and commitment to nurture within their units what has been so richly cultivated in the training academies and centres.

**Commitment of Officers**

11.40 There are two primary components of organizational commitment:

11.40.1 **The Want Factor.** The want factor or the extent to which employees want to remain in the organization and be committed, is based on the employees’ emotional attachment to, identification with, and involvement in the organization (Meyer & Allen, 1997). It reflects an agreement with and willingness to work towards organizational goals and values. Individuals who are highly loyal identify with the organization and desire to be a part of it and be committed to it. As a result, they remain in the organization because they want to and doing so allows them to fulfil their occupational needs. The want factor is particularly meaningful to Army officers. The Army maintains a core set of values: loyalty, duty, respect, selfless service, honour, integrity, and personal courage. Every officer is expected to adopt

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these values and live by them day in and day out. In fact, many officers feel they should retain these values even after they retire from the Army. When officers behave in ways that exhibit these values, this suggests they identify with the Army and feel a strong sense of allegiance toward the Army. It is therefore extremely essential that throughout the service of the officer in the Army, the want factor is continuously assessed. One way to ensure a high level of want factor amongst the officers is to cater for maximum fulfilment of his self esteem needs. If his self esteem is low, sees unethical practices around him, is not given enough latitude and is not recognised for his efforts, his commitment to the organisation and its cause, will obviously be low. The sustainability of the want factor throughout the service of an individual in the Army is indeed a challenge for the leadership.

11.40.2 **The Need Factor.** The need factor or the extent to which employees need to remain in the organization is based on an awareness of the costs associated with leaving the organization. The need factor refers to an awareness of the costs associated with leaving the organization, which leads to a feeling of being stuck in the organization (Meyer & Allen, 1997). This component of commitment has been associated with investments an employee makes with an organization (Becker, 1960), as well as constraints and an absence of alternatives (Tziner, 1983). Individuals with high levels of the need factor “stake some unrelated aspect of their lives in continued organizational membership” (Reichers, 1985, p. 467). As a result, these employees remain in the organization because they need to. It has been seen, and is a cause of concern that at times the best of talent leaves the Army. This is in addition to the officers, whose career aspirations have not been met and who feel disadvantaged in the Army. These are those senior men who have a lot of experience and expertise behind them and can be effectively utilised in the Army today. The Army needs to look into with all the seriousness the need factor of the officers, especially in the senior rank. It has to be of a high order, which can only be ensured through a high level of commitment and which is closely interlinked to the self esteem of such individuals.