CHAPTER I

INTRODUCTION

1.1 GENERAL

“In the Olympics, the difference between the first and the second is marginal, but the first is remembered and the second is forgotten.”

Similar is the situation while facing the selection board for a job, the difference between the first and the second candidate is marginal, the first is selected and the second is rejected.

1.2 million Strong Indian Army is the second largest army in the world. In the last 60 years, the Indian Army has grown itself from its origins as the sword arm of the British Raj to become the wall of Indian democracy. In the last about three centuries, it has seen many changes after going through countless battlefields all over the world. It demonstrates “Unity in diversity” in the true sense as it reflects the immense multiplicity of the various people that together constitute the nation. It is unique, gigantic and different in its philosophy, values and customs. It is indeed the largest volunteer army in the world. It is one of the few institutions of the nation that serves as a collective source of motivation and pride for its citizens. The presence of the Indian Army in times of external hostility, in aid to civil authorities or during natural calamities, motivates people and sends a sense of assurance amongst people of the country that situation is in control and they need not fear. The words of Sir Philip Chetwode at the inauguration of the Indian Military Academy, Dehradun in 1932, “The safety, honour and welfare of your country comes first, always and every time,” are an apt and unchanging description of the core values of the Indian Army. It is known that a soldier is a soldier first and foremost and lives up to the faith conferred upon him and in return, he justifies the high respect accorded to him by society at large. Bathed with a spirit-de-corps i.e. the comraderies and brotherhood of the brave, regardless of caste, creed or religion based on the regimental system, the Indian Army truly represents the principles preserved in the Constitution of India. The spirit of self-sacrificing is also central to the ethos. It is the unwavering devotion to duty, absolute loyalty and very strong sense of honour or “IZZAT” of the regiment or “PALTAN” which has enabled countless men to make the supreme sacrifice in the line of duty. It consists of representations from all the states of the country, expresses itself in 22 languages and numerous dialects and represents all major religions of the world. The key to the success of the Indian Army has been its resolute sense of duty, discipline and traditions of gallantry. Therefore, it is pertinent to find out as to
are we selecting officers who can live up to the traditions of highest sacrifice for the nation, can motivate their men to do so and win us wars? Are they capable of providing inspiring leadership that is needed to lead the Indian Army?

1.2 OLD TECHNIQUES

As per Tomas et al. (2010), since the beginning of time, individuals have had to make “People Decision s” who to marry, employ or to fight. There is, however, in every culture, a rich and interesting history of these techniques that groups have favoured in marketing people decisions. Many of these techniques have passed into history but others remain in use despite being rigorously tested and found wanting.

It appears that there have always been schools of thought with their ingenious methods that assess and reveal the “True Nature” of individuals, specially their talents, aptitudes and intentions. It is patently obvious that the people are multilayered, erratic, impractical and dreamy. They are difficult to actually read, to understand and therefore to predict. Neither their qualities nor their potential for disaster are easily visible. People are misleading, both in the impression management and self-delusional sense. Some are self-aware: they know their assets, limitations even what really inspires them; they may even be able to report their circumstances they are in. Many others are not. Thus, judging the people is also equally complex issue. Tomas et al. (2010), again mentions that there are large numbers of different methods used to assess the people. These methods comprise of well-known and well used techniques looking at both theory and evidence for their utility, legitimacy and efficacy. Some of the techniques given below are still in use by many countries.

a) **Graphology:** Graphology is the study and analysis of handwriting and has been used for centuries as an aid in personnel selection. Its use is still prevalent in Europe particularly in France. It also gained some acceptance in many corporate workplaces of America during late 1980s and early 1990s
b) **Physiognomy:** It is the study of inferring personal attributes, such as personality traits, through physical traits. In simple terms, this implies that a person’s outer appearance (head and body shape) reflects their character and personality; thus body shape or facial features would reveal psychological aspects of the person (like graphology).

c) **Phrenology:** It is based on shape of the head which determines character, personality traits and criminality. Developed by the German Physician Franz-Josef Gall at the end of eighteenth century it became very popular in the nineteenth century.

d) **Psychognomy:** Paul Bouts worked on phrenology from a pedagogical background, using phrenological analysis to define an individual pedagogy. Combining phrenology with typology (characterizing a person by personality types) and graphology, he coined a global approach called Psychognomy.

e) **Characterology:** A different strand of character reading developed in the 1920s combining revised physiognomy, restructured phrenology and amplified pathognomy (the study of passions and emotions). Designed by McCormick, character-ology was an attempt to produce an objective system to determine the character of an individual.

f) **Chiromancy:** A more popular pseudoscience is chiromancy (or palmistry), the art of characterization and foretelling the future through the study of the palm. It consists of evaluating a person’s character or future life by reading the palm of that person’s hand. There are twenty nine features that can be read. Various lines (“lifeline”, “heart line, and so on) and mounts (bumps) purportedly suggest interpretations by their relative sizes and intersections. Some palmistry mimics physiognomy in claiming that you can tell what a person is like by the shape of their hands. For example, creative people are said to have fan shaped hands and sensitive people have narrow, pointy fingers and fleshy palms.

g) **Astrology:** Astrology is any of several traditions or systems in which knowledge of the apparent positions of celestial bodies is held to be useful in understanding, interpreting and organizing knowledge about reality and existence on earth. Most astrologers consider astrology to be a useful intuitive tool by which people may come to better understand themselves and others, and relationships between them.
Any selection team would ideally like to use reliable and valid measures to accurately assess a person’s skills, intentions and principles. There are many techniques available and at least a century of research trying to determine the psychometric properties of these methods. These methods have “stood the test of time” despite being consistently shown to be both unreliable and invalid.

Cook (2004) laid down that it seems almost inconceivable that any form of selection task and decision is not informed by one, indeed many, job interviews. Tomas (2010), says that it is estimated that 90% of employment selection decisions involve interviews. The system has been in use for over two centuries (For example, The Royal Navy used job interviews as early as 1800. Whether it comes at the beginning or the end of the selection process, whether there are one or many interviewers at a time and whether it lasts a few minutes or several hours, the selection interview is thought as a crucial and central part of the process whereby the employer and employee can get a good sense of one another. People use the word “chemistry”, “fit” and “feel”, all of which speak primarily to the intuitive nature of the process.

1.3 FACTORS EFFECTING SELECTION PROCESS

History shows that different countries have adopted different yardsticks for selection of officers in the defence forces based on their mission and military doctrine, a national requirement. It also considers availability and ability of commanders to lead troops in wars. But, the fundamental dictum that commanders (leaders) are officers remains the same all over the world and hence, the selection process of officers in the defence forces is such that it primarily looks for potential officers for future. It is a well-known fact that current practices are entrenched in national culture, tradition and requirements; nevertheless, it remains to be seen if they remain valid for the present and future, say till 2030 or so. Over a period, many factors have impacted the selection processes of officers all over world. Some of such factors are—

- **Development of Different Roles:** Since the end of cold war many new roles have been assigned to the defence forces, e.g. peace keeping missions, aid to civil authorities including maintaining of law and order etc. The focus has shifted from high intensity conflicts to low intensity conflicts necessitating different kind of behavior from officers due to new type of tasks. Also, the officers may be required to perform in multicultural and multilingual ad hoc forces on foreign soils and hence different qualities needed.

- **Officers Performance due to Downsizing of Forces:** Due to downsizing, and continuous commitment of forces, a higher proportion of officer jobs are becoming
critical and, as a consequence, there is less tolerance for poor officer performance. This aspect directly puts a question mark on the selection process at initial stages itself. The officer once selected must have the potential to take on higher responsibilities.

- **Social Factors:** Social concerns like equal opportunities for males and females, urban and rural representation, different casts, representation of minority groups directly affect the qualities required in an officer. This in turn affects the minimum acceptable standards required in an officer.

- **Training Standards:** Though more sophisticated weapons are available which are easy to operate, and so the extensive knowledge of the weapons is no longer required, nevertheless, officer candidates are expected to possess basic technical skills to operate them. Hence, officers with more technical knowledge may be the requirement of the future.

- **Defence Expenditures:** Almost all the countries want to cut the defence budget as more and more money is required for other developmental activities. Thus, requirement of lesser and best officers assumes importance thereby forcing selection norms to be modified accordingly.

- **Technological Advancement:** These high tech operations now-a-days, are faster, more integrated and more complex; they require fast thinking, outstanding information processing, and superior communication skills. Media, movies, internet and mobile phones have changed the way youth looks at them now. These things have become necessity of the day and no more treated as options available. Much more information is available now days due to these facilities and the youth feels empowered with this information. The army’s outlook has also changed due to technological advancement. The kind of new weapon system and the thoughtful changes in the infantry weapons due to availability of real time information will necessitate a fresh look at the quality of officers needed for the armed forces.

- **Economic Factor:** Changes in world economy have changed the officer’s expectations. Higher pay and perks in the corporate sector have adversely affected the quality of officers. The defence forces are forced to either raise the pay scales to match the private sector or do with lesser officers thereby either way compromising on the effective combat strength of the armed forces officers.

- **Changes in Warfare Techniques:** Owing to continued deployment of forces in counter insurgency operations all over the world, the officers are required to work on
real time information against insurgents equipped with latest weapon system, thus necessitating the requirement of officers who have the will and ability to face such challenges.

- **Education Standard:** More and more candidates are concerned about obtaining degrees from universities without any practical knowledge. The number of educational institutions opened up recently distributing degrees is adding to the poor standard of candidates. This is resulting in degradation in qualities of officers.

It can be seen that many changes in the world order have had major effect on the role of the military in today’s global society; with these changes have come changes in the role of the officer: With this acceptance of change in an officer profile, it is necessary for the SSB Centres to select the officers carefully and the training academies must train them properly so that they can understand the battlefield nuances in its totality. Therefore, to be good leaders, it is essential that the candidates possess adequate intelligence, social skills, and other qualities so that they absorb the necessary training and develop skills to command troops in peace and in the battlefield.

### 1.4 BASIS OF PRESENT SELECTION SYSTEM

The present selection system based on Morgan and Murray (1935) principle of projective hypothesis lasts five days. The projective technique is a method wherein the candidate is expected to demonstrate skills and abilities under standardized conditions. The expected level of 15 Officer Like Qualities (OLQs) is judged through three different techniques, namely: personal interview, group tests and psychological tests. Each candidate is checked for OLQs and his/her potential capabilities to become a useful leader. It is based on a triad system of evaluation.

In this system, since three different techniques are applied to check and confirm the qualities of a candidate and applied and tested by three different trained experts, the results are expected to be similar. It also helps in ensuring transparency, fairness and prevents doctoring of results by anyone. No doubt that when applied correctly it is the most accurate, inclusive and trustworthy method being used anywhere in the world. But here one needs to know whether this age-old system is still relevant to meet present day and future requirements keeping in mind that the society has undergone a tremendous change due to socio-economic changes and technological advancement. In other words, the battlefield environment has changed
completely. Therefore, it is incumbent to study the relevance of present officers’ selection system and its efficacy for future, say till 2030.

The officer’s selection system in the defense forces is unique. It is built on age old methods of personality assessment. The requirement is to have good leaders who can motivate their soldiers to sacrifice their lives for the nation. This essential ingredient in the individual to be ready to sacrifice his own life for his country is great personality asset. Thus, the Service Selection Boards (SSB) for selection of officers in defense essentially looks for personalities who possess such leadership qualities. Earlier, the system for selection was acceptable where the leadership qualities came in to fore only in times of war which were fewer in time. With increasing involvement of troops in Counter Insurgency Operations in and outside the country, the requirement of officers’ involvement has increased tremendously. Now their leadership qualities are on test virtually every day, every hour and every minute.

In general practice personnel selection and assessment processes apply the measurement of individual differences to hiring of people into jobs where they are likely to be screened. In the defence services the purpose of selection process however is to determine and test those set of characteristics, attitudes and personality traits that candidates applying for military career must possess. The aim of SSB thus is to select those candidates who are most suitable for military career as personality assessments can be a strong predictor of job performance at workplace.

Personality assessment measures the personality traits that are appropriate for selection purposes. There are three important questions really one has to answer during the selection process. Firstly, does the candidate have the right skills? Secondly, does he possess the required enthusiasm and motivation? Finally, is the candidate going to fit in, in terms of personality, attitude and general work style?
With the change in the socioeconomic conditions in the society, the Armed Forces are facing a huge crunch in the selection of leaders. The changing attitudes, value system, cultural changes coupled with boom in the private sector have created lot of impact on the personality assessment. The problem of selection has been further compounded by constant requirement of officers in war like situations where they are expected to take quick decisions effecting lives of the men they command. The personality assessment in the Armed Forces is based on the 15 Officer like Qualities (OLQ) devised by the Defense Psychological Research Wing. The 15 OLQs are not mutually exclusive but bear an inter-relationship. They have been grouped into four factors viz. planning and organization, social adjustment, social effectiveness and dynamism based on the factor analytic study.

It is imperative that the leaders must be carefully selected and well trained during peacetime for all the eventualities. It is therefore, essential that the candidates possess adequate intelligence, social skills, emotional stability so that they absorb the necessary training and developmental skills along with understanding of the battlefield scenario and the personnel they command in their entirety. But then, since the environment and the requirements have gone a drastic change, is the present system still valid?

“The winds and waves are always on the side of the ablest navigators.” Therefore, the aim of Service Selection Boards is to select the best amongst the best. For this, they need to keep changing their methodology of selection keeping in mind the environmental changes and the organizational requirements.
The officers in the armed forces play a major role in achieving the objectives which demand the officer to be extremely capable, smart, responsible and motivated to shoulder greater responsibilities. The selection criteria of the officers at the various SSBs should be such that they are able to assess the potential candidates accurately who have the traits and personality to become an officer. The present officer selection process through SSB is the Personality and Intelligence test and Interview spread over five days which scientifically analyses each candidate's potential and compatibility for commission into the Armed Forces of India. It is based on a triad system of evaluation. In this system three different techniques are applied over a period of four to five days, to assess a candidate. When these three techniques are applied correctly, they are expected to produce the same results, thus reinforcing the selection process three times over. In other words, the techniques, namely, psychological tests, group testing method and the interview should, when applied diligently, produce the same result. It also eliminates the possibility of fudging the result by an operator of any of the three techniques without being found out. When applied correctly it is the most comprehensive and authentic selection process devised so far: anywhere, in any army.

The officer selection system in the Armed Forces follows a three pronged approach at the SSB: a battery of tests by the psychologists, followed by a Group Testing Officer (GTO) for testing group dynamics and individual traits and finally an individual interview by the board President/Deputy President. All the three assessors mark the candidates individually and independently. There are chances that some candidates are selected/rejected unanimously by all the three assessors, some are selected or rejected partially only i.e. selected or rejected by one/two assessors only. Final decision is taken at the time of “Conference” on the last day when all the three assessors discuss each and every candidate for the first time and final call is made based on remarks of all the assessors. Of all the assessors, the psychologist does not personally interact with the candidates; his interaction is only through written tests on the second day itself like Thematic Apperception Test (TAT), World Association Test (WAT), Situation Reaction Test (SRT) and Self-Description Test (SDT). The GTO interacts directly with the candidates for two days and the Interviewing Officer interacts only for about 20-30 minutes. It has been considered as one of the best selection systems in the world till today but owing to acute shortage of officers, requirements of quality officers and changing socioeconomic conditions and technological advancements, is the present system of selection of officers still valid?

It is clear that nation and its people provide the candidates who will lead in the Armed Forces. Therefore, if the nation stops producing honest, brave and selfless men, there is little hope for
the nation in the future. But that may not be the issue in India. The various traditions in the nation still continue to produce patriotic and inspired soldier material. With the majority of the Indian population being young there is also a great advantage in the present context. This manpower advantage needs to be exploited by reviewing the Selection system. In the selection stage, the focus must be on improving the intake benchmarks and procedures.

There is no doubt that rapid advancements in technology in different fields have changed the concept of warfare. In the form of information technology, digitization, communications advancement, electronic warfare and so on have highlighted the importance of systems integration. Revolution in Military Operations which is due to technology advancement will increasingly impact on all types of defence related operations. Warfare in the present age, irrespective of its type, will require highly complex planning and coordination. It will be near real time and based on total situational awareness, quick decision making based on real time data base. Hence, The Indian Army will require to concentrate on all these factors in such way to remain abreast with the modern day warfare.

Emerging trends of war from “Brute Force” to “Brain Force” and the impact of technology upon them is a major factor to be studied. Toffler (1984) contends “Third Wave” combats involve far more than pulling a trigger. Third wave wars are “smart wars” fought by smart soldiers. He further explains: If war was ever too important to be left to the generals, it is now too important to be left to the ignorant—whether they wear uniform or not. It is therefore significant to upgrade technical knowledge of potential leaders. Toffler (1984) also argues that the failure of modern leadership was not because of lack of traits but breakdown of institutions on which the leadership edifice stood. We all know that Indian soldiers came from the joint family system in rural areas. However, the joint family system has given way to nuclear families, thus affecting individual values. Besides, “sky waves” and “communications” technologies have enhanced the awareness level of young people joining the armed forces. They would no more act like soldiers of the “Light Brigade” who marched into the “valley of death” on the clarion call of the leader. Of course, the military does not need an Einstein but it must be staffed by a “Kautilya,” the master strategist of ancient India. So, is the Indian Army Service Selection System geared up to select officers who can meet the future challenges?

1.5 PERSONALITY TRAITS.
“Interviews have always been with us, are still with us, and will continue to be with us—even though they have been known for decades to be too unreliable to be valid”--------
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Guion (1987)

The interviews are there for centuries by now. The Indian Defence Forces selection system depends upon personality traits which are also called as leadership qualities or Officer Like Qualities (OLQs)

Tomas C. P. (2010) says that personality traits are widely defined as stable, inner, personal dispositions that determine relatively consistent patterns of behavior (including feelings and thoughts) across different situations. Thus, personality traits are what make a person’s behavior similar in different situations (e.g.; driving to work or watching a film with friends) as well as different from the behaviour of other people. The key to understanding personality traits is understanding both how people differ and how they are similar. In that sense personality traits are the cause of behavioural differences among individuals in a given situation, and since these differences are maintained across a number of situations, personality traits should predict how people will behave in comparison to other people most of the time. Accordingly, behavior can be understood as a product of both situational and personal variables.

![Fig 1.2 Behaviour](image-url)
1.6 DEFINITION OF OFFICERS LIKE QUALITIES (OLQS)

Singh (2013) has very aptly defined the OLQs as laid down by the Directorate of Indian Psychological Research (DIPR) under four major factors.

1.6.1 Factor I: Planning and Organising

1.6.1.1 Effective Intelligence: It is the intelligence utilized in coping with practical situations of varying complexity. It is different from basic intelligence which is the capacity to perceive relations or to do abstract thinking. Basic intelligence is assessed by the use of intelligence tests. Effective intelligence includes practical intelligence and resourcefulness.

a) Practical Intelligence: The capacity to evolve independent solutions to practical problems and situations.

b) Resourcefulness: The capacity to put to use the available means for the desired end. It may be said to contain two factors:

i) Improvisation of a solution and

ii) Finding a solution when in a tight situation.

1.6.1.2 Reasoning Ability: The ability to grasp the essential elements and to arrive at conclusion by rational thinking. Reasoning ability includes receptivity, inquiring attitude, logical reasoning and seeing essentials of a problem.

a) Receptivity: The ability to understand and absorb new impressions. It involves interest, attention and grasping power.

b) Inquiring Attitude: Healthy curiosity, resulting in an urge to increase ones general knowledge and experience in life.

c) Logical Reasoning: The ability to arrive at a conclusion or judgement based strictly on a process of rational thinking and excluding emotional factors.

d) Seeing essentials of a problem: The ability by which the individual is not only clear in his knowledge of the situation at hand, but also is able to analyse various factors, sift them in the order of importance and make best use of them towards arriving at a solution.
1.6.1.3 **Organising Ability:** The ability to arrange the resources in a systematic way so as to produce effective results. It can also be defined as the ability to put to the best use the available means for the attainment of a desired objective.

1.6.1.4 **Power of Expression:** The ability to put across one's ideas adequately with ease and clarity.

1.6.2 **Factor II: Social Adjustment**

1.6.2.1 **Social Adaptability:** The ability of an individual to adapt himself to the social environment and adjust well with persons and social groups, with special reference to superiors, equals and subordinates. Social adaptability includes social intelligence, attitude towards others, tact, and adaptability.

a) **Social Intelligence:** The ability to deal with individuals singly or in a group and to be able to get along with superiors, peers and subordinates.

b) **Attitude towards Others:** The ability to put oneself into the other man’s position so as to appreciate justifiable difficulties, to enable rendering of help in a proper way.

c) **Tact:** Skillful management of the feelings of the persons dealt with.

d) **Adapatability:** The ability to adjust to the environment with special reference to the social situations in that environment. When considering service aspect it involves not only a resilient nature shown by an accommodative tendency but also keenness and interest in service life.

1.6.2.2 **Cooperation:** The attitude of an individual to participate willingly in harmony with others in a group, in achieving the group goal. This implies a belief in the collective effort being more productive than the individual effort. Cooperation includes the element of joint effort and team spirit. Team spirit indicates loyalty to the aims and objects of the group to the extent of subordinating individual aim to the group aim.

1.6.2.3 **Sense of Responsibility:** It enables a person to be dependable and to willingly discharge his obligation. It includes sense of duty but is much more comprehensive in meaning and scope. Sense of Responsibility implies:

a) **Sense of Duty:** Faithfully and firmly doing what one is supposed to do.
b) **Discipline:** A trained sense of acting strictly in accordance with rules, regulations and conventions. This factor promotes development of self-control and keeps one within bounds of social and normal standards.

**Sense of Responsibility therefore means:**

c) A thorough understanding of the values of duty, social standard and what is needed of an individual and then to give it his energy and attention of his own accord.

d) Taking initiative and doing one’s best, carrying out even unspecified and probably unforeseen duties and obligations, rather than faithfully carrying out only what one is told to do. It demonstrates moral willingness to bear the consequences.

**1.6.3 Factor-III Social Effectiveness**

**1.6.3.1 Initiative:** The ability to originate and action and sustain it. It has four aspects ability to take the first step, and to act first usually in a new or subsequently emerging situation in the right direction and maintain it.

**1.6.3.2 Self-Confidence:** It is the faith in one’s ability to meet stressful situations particularly those that are unfamiliar.

**1.6.3.3 Speed of Decision:** The ability to arrive at workable decisions expeditiously. It comprises:

a) The appropriateness of the decision arrived at.

b) The quickness in arriving at the decision.

**1.6.3.4 Ability to Influence the Group:** The ability which enables an individual to bring about willing effort from the group for achieving the objective desired by him. This influence is the prime cause of cooperative and willing effort of a group towards the achievement of a set objective.

**1.6.3.5 Liveliness:** The capacity of an individual to keep himself buoyant when meeting problems and bring about a cheerful atmosphere.

**1.6.4 Factor IV: Dynamic**
1.6.4.1 Determination: A sustained effort to achieve objective in spite of obstacles and setbacks. It implies fixedness of purpose; mental concentration and strength of will. It includes:

a) Application to Work: The capacity of physical and mental application to work.

b) Drive: The inner motive power at the disposal of an individual. It is the capacity to force oneself along when under pressure and urgency, towards the achievement of the objective. It may inspire energetic action in others towards the achievement of a common goal.

1.6.4.2 Courage: The ability to appreciate and take purposive risks willingly. It includes:

a) Ability to meet appreciated danger.

b) Spirit of adventure, an enterprising spirit and a willingness or desire to dare or risk a hazard.

c) Capacity to keep oneself composed in adverse situations enabling one to be steady in facing and handling such situations.

1.6.4.3 Stamina: The capacity to withstand protracted physical and mental strain. It emphasizes endurance.

1.7 THE PROJECTIVE HYPOTHESIS

As described by Morgan and Murray (1935) the crux of the problem lies in the assumption that subjects will project on to the stories their own needs, motives, expectancies, and anxieties—that they will interpret ambiguous picture of social situations in terms of their own experiences and unconscious fantasies. Rapaport, (1951) further adds that in this process, projection is used as a mechanism of thought organization in which the private world of the individual is projected on to the external reality. Using this technique, the subject is largely unaware of the revelation of personally significant material through its attribution to the characters in the picture/story. How is it that this personal material circumvents normal inhibition or censorship? That is, what is it about the Thematic Apperception Test (TAT) that facilitates the use of projection?
As suggested by Morgan and Murray (1935) there are two important aspects of the test situation that might encourage the use of projection. First, the attentional focus in the test is on the stimulus pictures—something outside the subject, provided by the examiner, for which the subject is not responsible. Someone else drew these pictures, someone else is presenting them and someone else is asking for a story to be told about pictures, and so on. This exterior focus encourages a tendency to externalize, which in turn facilitates the use of projection.

Second, the instructions to the subject tend to divert attention from the subjects personal concerns (needs, wishes, fears, anxieties, etc.). Cramer Phebe, (2004) said that instead, the more abstract realism of creative imagination is stressed. Most of the tests used in army selection are based on this hypothesis.

1.8 THE PROJECTIVE TECHNIQUE USED IN DEFENCE FORCES

As referred in Priyadarshini (2013), An assessment process at an Assessment Centre can be best defined as a variety of testing techniques designed to allow candidates to demonstrate the skills and abilities that are most essential for success in a given job under standardized conditions. The accepted levels of requisite fifteen Officer Like Qualities (OLQs) are judged for all aspirants to the officer cadre in the Indian Armed Forces. The same is assessed through three techniques of Interview, Group Testing and Psychological tests at Service Selection Boards (SSBs) at various level of abstraction.

Even though the Armed Forces Service Selection System is for all appreciation, one needs to have critical look at it and find out the drawbacks in the system which need to be overcome. Some of the major drawbacks identified in the system are--

- It is based on Projective Technique which is inherently flawed. It can easily be distorted by a street smart candidate and also it depends upon the subjective assessment of the assessor.
- The assessors have no stakes in the selection process. Since most of them are superseded and are more concerned about their retirement plans, the interest in the selection process is tremendously reduced.
- Officers posted at Service Selection Centres always feel that they are capable of more rewarding appointments and hence feel low in their morale. Posting at SSBs is not seen as a high profile appointment.
● There is no transparency in the system. The rejected candidates do not know as to why they were rejected. But, even the selected candidates do not know the reasons or qualities which helped them get selected.

● The system of rejecting candidates even at the screening stage is not realistic. It is basically an administrative problem causing loss of good candidates at times.

To carry out research, the researcher studied large number of journals, books, magazines related to the subject. The details of which are covered in the next chapter.