Chapter I

Introduction
MOTIVATIONAL FACTORS IN IMPROVING CAREER
AS OFFICER IN INDIAN ARMY: A PERSPECTIVE

INTRODUCTION

“The soldier is the Army.
No army is better than its soldiers.
The Soldier is also a citizen.
In fact, the highest obligation and privilege of citizenship
is that of bearing arms for one’s country”
- George S. Patton Jr. ¹

General Necessity of security

Indian republic requires its Army to man its borders, round the clock and provide a secure environment to engage itself in desired activities with no interference from external agencies. As war is an act which is thrust by different sources both internal and external the end result has to be in its favour by making its armed forces a potent force and appear as a credible force in reckoning. The maintenance of the sovereignty of the nation is the fundamental duty of any nation. For achieving this essential purpose every country creates and maintains their armed forces.

The Defence Services have unique conditions like risky nature of job, difficult and hazardous working conditions, frequent job rotation and periodic transfers. Even the uninitiated is aware that in modern day warfare, armed forces the world over have to be always ready to launch into combat at a short notice. The defence personnel guard the country's borders and airspace, patrol the high seas, fight wars, fight with terrorists, assist in peacekeeping forces, maintain internal law and order situations and assist in calamities. They serve the country with selfless devotion, dignity and honour often paying with their own lives.

¹George S. Patton Jr., http://www.generalpatton.com/quotes/index.html
The nature of war changes and improvises with advent of technology and dynamics of environment, hence has to be updated and upgraded with passage of time. All these acts require voluntary forces to join into the maintaining of peace in a country.

The source of difference of opinion between the opposing parties can be from historical reasons, sharing of natural resources or even may be reasons of ambition or international peace.

Our country also has to maintain its armed forces to maintain the sovereign borders of its nation. The nation conducts process of recruitment for members of its armed forces, train them and maintain them physically, mentally and financially. However, it has been observed over a period that the availability of Officers to function within the Armed Forces is reducing. There can be number of reasons, which is affecting the Armed Forces in acquiring the suitable manpower to be employed in its fold.

**Background**

The effect of partition into two countries and division of resources and number of wars with neighbours has left India with disturbed borders which need to be manned round the clock with creditable deterrence. In the post cold war international scenario, the 9/11 terrorist attack against the USA and series of terrorist strikes in many other parts of India and world have brought about greater international convergence on security issues and challenges. The emergence of ideology linked terrorism, the spread of Small Arms and Light Weapons (SALW), the proliferation of Weapons of Mass Destruction (WMD) and globalisation of its economy are some of the factors which link India’s security directly with the extended neighbourhood.

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 officer²:-

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² Annual Report 2011-12, Ministry of Defence, pp 2-4
• New missions have emerged since the end of the Cold War e.g., humanitarian, peace keeping and peacemaking missions. The focus has moved from massive, high intensity conflicts to smaller actions in which new tasks are required and new behaviour is expected from officers (e.g. to foster cohesion in a multicultural, multilingual, ad hoc force etc).

• As rising nations and non-State actors have become more powerful, emerging risks require greater attention. The security environment has become more complex, with asymmetric threats from terrorism, naxalites, piracy etc.

• Technology advances in telecommunications and other areas have provided potent force multipliers to boost the capabilities and impact of terrorist or small group activities.

• The political churning unleashed in West Asia and North Africa by the ‘Arab Spring’ brought to the fore fresh concerns in the already complex security scenario in the region. The complex and dynamic interplay of economic, diplomatic and military factors in the Asia Pacific also continued to impact the overall security assessment for the region as a whole.

• With the advent and development in technology, commanding professional soldier is different from commanding conscripts.

• Due to downsizing, much of the redundancy in officer jobs has been removed, making the performance of individual officers more critical. As a consequence, there is less tolerance for poor officer performance giving rise to “Zero Error Syndrome” resulting into complex work environment.

• A number of societal concerns, such as equal opportunities for both genders and for different races and minority groups influence the definition of what selection outcomes are considered acceptable.
Changes in training goals have an impact on selection. Although weapon systems have reached new heights of sophistication, their operation are easier and no longer require an extensive knowledge of theoretical underpinnings. On the other hand, high tech operations are faster, more integrated and more complex; they require fast thinking, outstanding information processing, superior communication skills and sharper response skills.

Because of shrinking defence budgets, cost-benefit issues in selection need to be examined more closely.

Growth in the economic and private sector has opened avenues with higher paying jobs in comfortable environments with lesser efforts and risks making defence career less lucrative.

In the organisations outside the military environment, motivational concepts are used by managers to enhance productivity and thereby profit, growth and turnover. However, the Defence Services are not industrial productive organisations. A career in the Defence forces brings opportunities and risks unfamiliar in civilian life. The yard stick for assessing output of Defence Services is the level of its operational preparedness, dedication, reliable and sustained performance under most trying and dangerous situations lined up with risks to life. Consequently, the motivational drives and needs of any defence personnel are different from that of a worker, supervisor, manager or entrepreneur in a civilian organisation.

There is a wide gap between expectations and availability of experienced human resource and needs to be attended on priority to maintain the combat effectiveness of the highly trained manpower which may get wanting due to involvement in acquiring requirements of lesser necessity or improving the quality of life for self and family. The issue becomes cumulative by unattractiveness of the Army career due to low pay and allowances, unmanageable shortage of the officers, falling quality of the human resource available for recruitment to armed forces, slow promotions, stagnation at different levels, high rejection rate at early stage in life, questionable performance appraisal system, falling image of the Army, frequent tenures in field areas, long spells of separation from the family (in nuclear family scenario), problems of family accommodation, low availability of quality education
to children, ever increasing attractiveness of the private sector, non-assurance of a second career are some of the problems that bother and concern the service officers today, more than ever before. All these have to be viewed against the backdrop of ever changing socio-economic dynamics in the country which has been making the career as an Army officer as unattractive that it is no more a choice for the young because, in the market place, there is competition for talent for which the military has to compete, at par with the corporate world\(^3\).

**STATEMENT OF THE PROBLEM**

There is an acute shortage of Officers in the Indian Army and it is adversely affecting its combat efficiency and the national security.

**HYPOTHESES**

H-1 The existing compensation factors in the Indian Army is not making Indian Armed Forces a viable option, as a career.

H-2 If additional factors over and above the factors at H1 are provided to Indian Armed Forces then it is likely to motivate employable age group to choose it as a preferable career in Indian employment options.

**METHODOLOGY**

The research methodology adopted in the study is Exploratory, Descriptive, Empirical and Analytical research design. The secondary sources have been utilised to understand the various conceptual frameworks dealing with national security.

The research is constrained due to lack of policy documents and official data in the public domain. Also, in the limited availability of India specific literature on Armed Forces career option, the research has utilised detailed study of several publications, reports and testimonies rendered in respect of the Western militaries.

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\(^3\) *Indian Express*, New Delhi, 24 May 07.
Several serving and retired Indian defence and civilian officials have been consulted. The paper does not claim to be prescriptive by any standards but only makes a few policy suggestions to rationalise the broader Indian thinking on the subject.

**REVIEW OF LITERATURE**

**Hans Pung** in his Project brief for RAND Europe on “**Remuneration and its motivation of UK military personnel**”, (2008)⁴ amply brings out that a military force is nothing if not the sum of the people serving under its banner. With the UK Armed Forces facing a heavy burden of military commitments in multiple global conflicts, the pressures are being felt on the men and women of the Army, Royal Air Force and Royal Marines. Recruitment and retention are important concerns for the UK Ministry of Defence. This research is into the attitudes of military personnel towards their package and highlights the extent to which it motivates them to join and stay in the Armed Forces.

**Hans Pung, Laurence Smallman, Tom Ling, Michael Hallsworth and Samir Puri** in Focus Group Investigation and Analysis for RAND Europe on “**Remuneration and its Motivation of Service Personnel**”, (2007)⁵ present key findings and trends from a series of focus groups which RAND Europe conducted at a tri-Service level. The objective of this work was to better understand the views of serving personnel of the pay and allowance package provided by the MoD and to identify trends for further analysis.

Within the context of this project, the MoD wished to examine six key issues relating to the overall remuneration scheme. They are:

- Motivational utility of specific pay and allowance packages.
- Ability of the remuneration package to encourage military recruitment.
- Satisfaction with the current remuneration package.
- Career aspirations and the role of remuneration.

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⁴Hans Pung “**Remuneration and its motivation of UK military personnel**”, (2008)⁴ RAND Corporation Research brief series HansPung@rand.org © RAND 2008 www.rand.org/randeurope

• Impact of home ownership and family stability.
• Identification of additional remuneration options.

DE Woycheshin as member of the NATO Research and Study Group (RSG 31) on “Officer Selection”, (2000) in a published report have elaborated that in the course of history, different criteria have been used to determine who would command and lead troops: physical power, military skills, nobility and wealth, political power, academic knowledge, personality traits, etc.

In modern militaries, commanders are officers; therefore, the primary selection of officer applicants determines who will be available to serve command functions in the future. Therefore, it is important to examine how officer-candidates are selected. This was the central theme of this NATO research and study group (RSG).

Considering that the challenge of officer selection has persisted for many decades and recognising that current practices are embedded in national culture and tradition, one may question the value of a research group on officer selection. The value of this research, at this time, is that many things have indeed changed:

• New missions have emerged since the end of the Cold War: humanitarian, peace keeping, and peacemaking missions. The focus has moved from massive, high intensity conflicts to smaller actions in which new tasks are required and new behaviour is expected from officers (e.g., to foster cohesion in a multicultural, multilingual, ad hoc force).

• In a number of NATO countries, conscription recently has been or is in the process of being abolished. Commanding professional soldiers will be different from commanding conscripts.

• Due to downsizing, a higher proportion of officer job is becoming critical and, as a consequence, there is less tolerance for poor officer performance.

6DE Woycheshin “Officer Selection” Research and Study Group 31 (RSG 31) from Belgium, Canada, Denmark, France, Germany, The Netherlands, the United Kingdom and the United States, focused on the topic of Officer Selection.
A number of societal concerns, such as equal opportunities for both genders and race/ethnic minority groups, influence the definition of what selection outcomes are considered acceptable.

Changes in training goals have an impact on selection. Although weapon systems have reached new heights of sophistication, their operation is easier and no longer requires an extensive knowledge of the theoretical underpinnings. On the other hand, these high tech operations are faster, more integrated and more complex; they require fast thinking, outstanding information processing, and superior communication skills.

Because of shrinking defense budgets, cost-benefit issues must be examined more closely.

Rumel Dahiya in an IDSA Issue Brief on “Faulty Manpower Policy in Indian Armed Forces: Time for Action” (2011) has discussed in detail the faulty promotion policies and the unsatisfactory professional education of the Officer Corps depriving Indian military officers of the opportunity to master strategy and to develop capacities for handling high level issues. Mainly because of this deficiency the military leadership in India remains out of loop of defence and security policy making - a common complaint among armed forces and security analysts.

Jagdeep Singh in an empirical study in Journal of Defence Studies on “An Empirical Study of Motivation in The Indian Air Force” (2009) has evaluated the various concepts of motivation as affecting the Air Force personnel and brings out that motivation in the IAF implies dedicated, reliable and sustained performance from the air warriors under most trying and dangerous situations fraught with risks to life. Consequently, the motivational drives and needs of an air warrior will be different from that of a worker, supervisor or manager in a civilian organisation. Motivational aspects in civilian organisations are

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7 Brig RumelDahiya, SM (Retd.) “Faulty Manpower Policy in Indian Armed Forces: Time for Action” is Advisor (Net Assessment &Defence Studies) at the Institute for Defence Studies and Analyses, New Delhi June 13, 2011
adequately covered by research and studies. However, no dedicated study has been undertaken to assess motivational drives and needs in respect of air warriors of the IAF. The motivational factors considered are achievement, power, affiliation, autonomy, esteem, safety & security and equity. The needs considered are based on Maslow's Need Hierarchy Theory.

**Annual Report 2011-12 by Ministry of Defence Government of India**\(^9\) The emergence of ideology linked terrorism, the spread of small arms and light weapons(SALW), the proliferation of WMD (Weapons of Mass Destruction) and globalisation of its economy are some of the factors which link India’s security directly with the extended neighbourhood.

**H Dharmarajan** in an article in Journal of Defence Studies on "**Armed Forces: A Career Choice?**"\(^10\) has explored the environment of the current youth and brings out that the youth of today are a well-informed gentry. Mentally mobile, analytically aware, surgically sharp and clinically precise - the Indian teenager is rarely ingenuous or naive. He is inquisitively thorough, exhaustive in examination of his options and intensive in the depth of his research. With myriad technological tools at his back and call, he need look no further than the nearest cyber café, his very own modem-enabled palm top or better still his personal 3G I-phone. Gleaning all that he desires to know, he will stop at no firewall, to delve into the nitty-gritty of the meat of the matter. Images of the world flash past his mental screen, like a fast-paced trailer of a music-video. His vast horizon encompasses the entire ocean of opportunities, dreaming in his own Utopia of opulence, filled with all the luxuriant splendour at his imaginative best. Be it the palaces of the Arabian Sultans, the luxury yachts sailing in the Mediterranean, the prohibitively-priced BMWs, or the underwater weddings - to mid-air mega-events. Everything seems achievable, as easily as it is to see them in virtual space.

**Hans Pung, Laurence Smallman, Michael Hallsworth, Samir Puri and Jennifer Rubin** in Focus Group Investigation and Analysis on "**Motivations and Attitudes of New**

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\(^9\) Annual Report- 2011-12, Ministry, Ministry of Defence, Government of India
Recruits Regarding Remuneration Issues”, (2007)\textsuperscript{11} states after analysing the responses of focus group participants in light of the project objectives that a number of key findings stand out. These are:

- Other factors than the remuneration package more directly impact recruitment.
- New recruits are generally positive about their chosen occupation and opportunity of a career.
- Most new recruits are still evaluating their remuneration package.
- Pay is only one important factor (of many) in the decision to remain in the Armed Forces.
- House purchase is important to new recruits, but the motivation behind this remains unclear.
- The views of new recruits are similar to those of longer-serving Service personnel.

Thomas W Britt, Carl Andrew Castro, Amy B Adler, in a compilation on “Military Life”(2006)\textsuperscript{12}, in a set of four books integrates the diverse influences on the well being and performance of military personnel by developing separate volumes that address different facets of military psychology.

The first volume on Military Performance addresses the need to understand the determinants of how military personnel think, react and behave on military operations. It highlights certain important issues as consequences of killing, how stress affects decision making, and how sleep loss affects operational effectiveness. It also addresses newly emerging issues as role of terrorism, Psychological operations, and advances in optimising cognition on the battlefield. The impact of morale, the small military unit, and individual personality also provide insight into what influences the well being and performance of military personnel.

The second volume on Operational Stress examines issues related to preparing military personnel to meet operational demands, details the psychological consequences of


potentially traumatic events experienced on deployment, and reviews possible interventions that can support military personnel as they face such events. This volume includes descriptions of experience of combat stress control teams on deployment, prisoners of war and the challenge of repatriation, the secular and spiritual role of military chaplains, the impact of military leaders, and the enduring role of small unit climate.

The third volume takes an in-depth look on The Military Family. It tackles major stressors facing Military families like family separation, family relocation and dealing with death of a service member. The particular issues confronting single parents, military children and dual military couples are also addressed. It also addresses the balance between military work and family life. The problem of military family violence is the topic of the next chapter. The next chapter focuses on strategies for reducing military family conflicts.

The final volume on Military culture addresses the wider context of values, group diversity, and perceptions of the military, each of which has potential implications for the well being and performance of military personnel. The role of values is explored in three chapters that address cross cultural values, the link between military values and performance and the concept of courage. The next section explores specific groups within military and the larger cultural trends that affect these groups: military reservists, women in the military, and the issue of gays serving in the armed forces. The final section of the volume examines how the military is perceived: the attitude of service members about quality of life in the military, the role of the media in covering military operations, and the development of public attitudes and how these attitudes influence recruiting.

Ali Ahmed in an article in Journal of IDSA on “Initiatives to transform the Army Officer Corps”, (2009) brings out that the defence forces have prided themselves in their consistent engagement with the frontiers of their profession. This is an index of their professionalism. India’s military, in particular, is rated highest on the key index of being apolitical against any peer military in the developing world. Owing to high economic growth, the military, through expanding defence budgets since the turn of the century, is also being ‘RMA enabled’. Defence cooperation with other professional militaries such as the US military and

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service in UN peacekeeping operations is expanding its repertoire of skills. In keeping with these positive trends, there is a ‘transformation’ initiative within the Army. This comment deals with the ongoing changes in the officer corps of the Indian Army.

RenuAgal in an article on BBC Hindi Service, Delhi on “Indian army’s biggest enemy - stress”(2006)

14 has brought out that most experts attribute the growing stress to low morale, bad service conditions, lack of adequate home leave, unattractive pay and a communication gap with superiors.


15 explored the cases of corruption and brought out that twenty-five military officers, including two of three-star rank and six of two-star rank, have been cashiered or reprimanded for offences ranging from corruption to conduct unbecoming of an officer in the last five years, parliament was informed. Of the guilty, 17 are from the army, seven from the navy and one from the air force.

PK Mallick in Manekshaw paper in Journal of Centre for Land Warfare Studies, New Delhi on “Staff System in the Indian Army Time for Change”(2011)

16 states that Military staff is one of the most basic methods for command and control, both as an organisation embodying the personality of the commander and as an extension of the means by which his forces are to be controlled. Such staffs’ responsibilities have grown exponentially since the end of the Second World War. What was initially as straightforward as command and control only a few decades ago, must now include elements of “communications,” “computers,” “intelligence,” and most recently “interoperability” (thus becoming C4I2). Psychological operations or perception management, coordination, especially at the Corps level, and interagency cooperation have also emerged as key functions. Although the complexity of the modern military environment continues to increase, the staff structure that operates in such burgeoning diversity has remained fundamentally the same for the last 200 years.

15India news Mar 2, 2007,17:46 GMT New Delhi, March 2 (IANS)
16PK Mallick, Manekshaw paper No. 31, in Journal of The Centre for Land Warfare Studies (CLAWS), New Delhi, 2011
It is time to have a holistic review of the existing staff system in the Indian Army, analyse whether there is a requirement for change in view of the paradigm shift in warfare and the use of technology by all concerned and recommend a viable alternate staff system.

Mrinal Suman in an article in Indian Defence Review on “Shortage of Officers in the Services”, (2011) 17 brings out the reasons for shortage of officers in Indian Army. The current state of affairs is certainly a cause for major concern both for the government and the services. A number of studies have been carried out to identify reasons for under-subscription of the available vacancies. Unfortunately, most studies have concentrated on establishing linkages between tough service life and inadequate financial packages. They have concluded that the services are unable to attract suitable youth due to better emoluments offered by the corporate world. If these studies are to be believed, a massive hike in pay packets would solve the problem and attract youth in droves.

Giuseppe Caforio in “Handbook of the Sociology of the Military” 18 sighted at least two reasons, one immediate and practical and one deeper and more mediated that lie upstream from the writing of this book and that motivate it. The first is that many years ago, when I began to study the military and its dynamics, I looked for a work like this one, a study that would give me an overall view, general but not superficial, of what had been thought, said, and written on the topic. I did not find it then, and I do not find it now, even as the growth of social studies of the military has attained the dimensions, depth, and horizontal development (according to geographic areas) that make it truly indispensable.

The reason is that the most sound and complete scientific approach to the study of the military is the sociological one, although it can be usefully supplemented by historical investigation (especially social history), social psychology, cultural anthropology, and political science in general. Interdisciplinary is a conquest of the modern scientific approach to every field of investigation, an inter disciplinarily whose reasons are reaffirmed, also in this handbook, by Gerhard Kuemmel, who writes “The reason for trans/ inter disciplinarily lies in the simple truth that the military is a highly complex social phenomenon in itself and

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one that cuts through various levels, touches several different contexts, and is thus subject to multiple processes of interpretation”.

The second reason arises from the observation that military matters and, beyond them, the organisation of military society are continually mixing in human cultural evolution in its most diverse manifestations.

CASAL in “Army Leaders’ Perceptions of Army Leaders and Army Leadership Practices" (2011)\(^\text{19}\) indicate that most leaders are confident that the unit can perform its mission; that honest mistakes are not held against individual leaders; and that leaders are effective in establishing and enforcing an ethical climate (70-77%). There is moderate confidence that unit members demonstrate resilience, that a superior can be trusted in life or death situations, the overall satisfaction and morale level, and that leaders effectively handle stress from workload (66-69%). A concerning finding is that only 48% agree that one’s unit does not waste time and energy on unproductive tasks. Generally speaking, the nature of the work is not at issue; and overall, leaders see their units as effective. In fact, 60% of leaders think that their unit outperforms similar units; and most (80%) believe that their knowledge, skills, and abilities are suited for the challenges of their work. The main issue in this area has to do with how the average leader sees the Army as a whole, and individual unit methods.

A career website addressing the career options explains System of Officer selection in Indian Army\(^\text{20}\) as “Career in the forces, in addition as a career, is also an adventure in itself”. To ensure that appropriate candidates are chosen, a comprehensive selection process is adopted by the armed forces through Service Selection Board (SSB) interview. This system of selection is based on the "trait theory" of leadership which assumes that every leader must have some specific and pre-determined leadership traits. It also presumes that such traits can be acquired by a candidate with the passage of time meaning thereby that a person once rejected in an SSB interview is likely to succeed if he acquires some of the traits with the passage of time. The present system of selection, although is long and takes four to five days, is thus based on an objective assessment of each candidate in which the qualities

\(^\text{19}\) “Army Leaders’ Perceptions of Army Leaders and Army Leadership Practices”, Centre for Army Leadership (CASAL) Special Report 2011-1, June 2011

like initiative, alertness, judgment, courage, physical fitness endurance, cooperation, group planning, decisiveness, knowledge, etc. are judged.

Ali Ahmed in “The Third Front: Military Ethics” brings out in the report that the Army has jettisoned its quantification-reliant assessment system. This made points obtained in confidential reports consequential for promotion. In a liberalising economy, upward mobility that enabled keeping up with peers outside the service was dependent on promotions, predicated on tenanting command responsibilities. This accounted for vulnerability of officers being held hostage to a senior’s priorities. Ambition, that usually drives sharp practice, has utility in pushing up men with drive and encouraging innovation. Where combat ‘friction’ has to be overcome with the exercise of ‘will’, a ‘can do’ officer is useful. In a force transiting from a traditional leadership culture to a managerial ethic, the quality is not necessarily negative. However, character was no longer the referent, managerial effectiveness was. An ‘occupational’ ethic has replaced the ‘institutional’, as observed by the doyen of military sociologists, late Charles Moskos, in other militaries. The Army is rightly beginning with reforming its promotion policies.

Simon Wessley in “Twentieth-century Theories on Combat Motivation and Breakdown” highlights that there was a second major shift as a result of the second world war, and this was in the understanding of combat motivation. Out went previous doctrines that men fought for moral reasons (patriotism, esprit de corps, pride and leadership, and so on), and in came the core role of small-group psychology. Specific motivations - those located in time and place, such as patriotism, religion and ideology - were replaced by more general explanations.

These new explanations were best articulated in three key texts that had their origins in surveys sponsored by the US War Department during the Second World War. These studies, the ‘Big Three’ of combat motivation, profoundly altered views of combat motivation and demotivation. They are S.L.A. Marshall’s study of Americans fighting in the Pacific, the four volumes edited by Stouffer, published as part of a larger series on Studies in Social


22 Simon Wessely is Professor of Epidemiological and Liaison Psychiatry at the Institute of Psychiatry, King’s College London, and Director of the King’s Centre for Military Health Research. Journal of Contemporary History New Delhi, Vol 41(2), 269–286. ISSN 0022–0094
Psychology, and finally the study of combat motivation and disintegration in the Wehrmacht, published in 1948 by Shils and Janowitz.

**RESEARCH GAP**

As the above Literature survey reveals, number of steps are being initiated to attract the employable youth to opt Indian Armed Forces as a career option with not much positive results but the current situation needs correction by including additional factors in the compensation package to motivate them to join the Indian Armed Forces as a preferred career option.

**SCOPE**

This thesis examines the factors encompassing the environment under the influence of which an Indian Army Officer has to function and to identify the short comings and recommend measures to make the career more attractive, by considering factors in recruitment and selected aspects during service and post retirement conditions, resulting in overcoming the shortage of Officers in the Indian Armed Forces which is adversely affecting the operational efficiency of the forces and the national security.

**OBJECTIVES OF THE STUDY**

The objectives of the study are as under:-

(a) To highlight the adverse effect of shortage of officers in the Army and analyse reasons for the same.

(b) To analyse the efficacy of various measures undertaken to overcome the shortage of officers and why deficiencies still persist.

(c) To analyse the important in-service conditions and post retirement conditions acting as demotivating factors to the officers.

(d) To suggest measures to improve the shorte
CHAPTERISATION  The specific areas of the thesis is organised into six chapters.

Chapter-I

The first chapter introduces the topic of the research and explains the concept and necessity of national security. It also explains the various phases and processes in the functional life of an Armed Force personnel. It brings into context the effect of the financial growth in the country due to liberalisation and its effect on the career options.

Chapter II

This chapter explores the concept of Motivation in general and in specific as applicable to Armed forces. It introspects the factors affecting the motivation of armed forces and its members.

Chapter III

This chapter elucidates the intake process of the Officer cadre into Indian Army. It discusses in detail the various streams of intake and the provisions for the same.

Chapter IV

This chapter carries out critical analysis and explores possible recommendations on recruitment process. The process followed in the recruitment of Officers in Indian Armed Forces, its shortcomings as part of critical analysis and recommendations to plug the shortcomings.
Chapter V

This chapter carries out Critical analysis of the in-service conditions and elaborates recommendations as an outcome to overcome the challenge of shortage of officers in the Indian Army and Indian Armed Force in general. This chapter looks into the factors which build the environment of the armed forces which work inside that environment.

Chapter VI

In light of the above, the concluding chapter would seek to logically argue for proving the stated hypothesis. This is the main core of the thesis as it also suggests the way in which the mechanisms can enhance their effectiveness and face the challenge adequately.