5.1 Need for the Study

Armed Forces require high standard of training and skill. Success of Defence Services of the nation depends on quality and motivation of its Human Resources. Despite that efforts have not been made to identify the motivational profile of aspirants. The Armed Forces have to motivate a person to enlist; after enlistment to keep him motivated in peace conditions and ensure that he also remains motivated on the battlefield. Even if taken a prisoner in battle, the soldier must keep his morale high to escape from prisoner-of-war camp and return to own Forward Defended Localities.

During national crisis, patriotic fervour is at its peak. People voluntarily come forward to join the Armed Forces in response to patriotic urges. In 1962 General (later Field Marshal) Cariappa, who was then over 60 years old, had reported for recruitment at Bangalore Recruiting Office. During Kargil conflict in June-July 1999, Chief of Army Staff secretariat was flooded with letters from volunteers requesting him to allow them to serve at the battlefront in an honorary manner. A large numbers of youth came forward for enlistment at Darbhanga, Danapur, Jaipur and Jamnagar recruitment centres. Overcome with patriotic sentiments, these youth turned unruly and violent. The police had to resort to firing-causing a number of deaths in the recruitment violence. Were these youth spurred by patriotic fervor or unemployment? And that they saw Kargil conflict and rising death toll on the battlefront as an opportunity for enrolment.
Developed societies found it necessary to impose conscription in the last two world wars. This indicates that even under wartime condition and consequent patriotic fervour during the war, the required number of volunteers would not be forthcoming to join the Armed Forces. Hence, the need for conscription. We cannot therefore, overplay patriotism as a motivating factor for an individual joining the Armed Forces. This problem is even more acute during periods of peace when patriotic urges may not be so prominent (Sinha, 1976).

Under normal conditions monetary incentives and service conditions remain the prime motivating factor for an individual to choose career in the Army. It is by no means suggested that these are the only motivating factors. Attachment to traditions, love for adventure too plays their part. In times of crisis, patriotic fervour also plays a notable part in motivating youth in choosing a career in the Armed Forces. In an open society like India and particularly in normal times, youth can be motivated to join the Army only if they are offered comparable career to what is available to him in other walks of life. If service conditions in other career options are better than the Army, then we must accept the inevitable that those who join the Army would do so only as a last resort. In view of continuing short-fall of 13,000 officers despite two cadre reviews and five pay Commissions, the investigator intends to explore factors motivating eligible youth while opting for a career. Hence, the statement of the problem for the present study is:

5.2 Statement of the Problem

"Motivational Factors of the Indian Youth While Opting for a Career with Special Reference to Delhi Region".
5.3 Objectives of the Study

5.31 To identify factors influencing youngsters opting for a career.

5.32 To determine the career preferences of modern day youth and to ascertain rank the Armed Forces enjoy in the order of preference vis-à-vis other professions.

5.33 To find out the degree of involvement of various individuals influencing the choice of a career for youth.

5.34 To ascertain the degree of importance of various motivators in the choice of career of student youth.

5.35 To ascertain Significance of Relationship between Ranking of Defence Serviced by Student Respondents and their demographic profile.

5.36 To identify reasons for shortfall of manpower in the officer’s cadre of the Defence Services.

5.37 To determine the degree of effectiveness of various measures instituted by the Defence Services to overcome the shortfall of Officers.

5.38 To suggest measures for attracting youth towards the Defence Services and evolve effective recruitment polices in the present day context.
5.4 Hypotheses

In consonance with the objectives the following null hypotheses were formulated with regard to student respondents:

**Ho1** There is no difference in the preference of modern day youth regarding various career options vis-à-vis Defence Services.

**Ho2** Regional Nativity, House Location, Religion, SC/ST/OBC/General Category and type of school attended by Student Respondents have no relationship with ranking accorded by them to Defence Services.

**Ho3** Number of brothers, sisters, Gender, Age Group and Academic Performance of Student Respondents, have no significant bearing on Ranking of Defence Services by them.

**Ho4** Educational status of parents, family's income and parents' occupation of Student Respondents have no significant relationship with ranking of Defence Services by them.

**Ho5** Serving/Retired Relatives in the Armed Forces, Branches in the Armed Forces, Designation of Family Members and Type of Family of Student Respondents have no significant relationship with Ranking of Defence Services by them.

5.5 Research Approach and Design

This study uses exploratory as well as a descriptive research design. It uses both close-ended as well as open-ended questions. Close-ended questions have been used in respect of such issues wherein the contours of the research problem have been ascertained on the basis of survey of existing literature. However, those issues wherein the dimensions of the problems are not yet clear, open-ended question have been asked. The analysis of close-
ended questions has been done using standard statistical procedures. Two separate questionnaires were developed for student and defence respondents.

5.6 Data Sources

This study uses both primary and secondary data sources. Primary data was collected directly from respondents while secondary data was collected from published as well as ‘On Line Data Sources’.

Primary Data was collected from students of class XII, undergraduate and PG classes. Apart from student respondents, the primary data was collected from Armed Forces personnel.

Secondary Data Sources, as noted above, various published sources were consulted. Following Institution/Libraries were scanned for collecting secondary data: -

- United Service Institution Library in New Delhi.
- Andhra University Library, Visakhapatnam.
- On Line Data Sources and Web Sites.

5.7 Sampling Plan

A population is a group of individuals that have one or more characteristic in common that is of interest to the researcher. The population for the present research study comprised 225 students (75 students each of class XII, Undergraduate and PG students). In addition, 150 Armed Forces personnel from three branches namely, Army, Navy and Air Force were included in the sample. From amongst students, 75 class XII students, from both rural and urban areas, were covered in the study. Care was taken to ensure representation of both male and female respondents and also students from both private and government schools were included in the study to gauge their expectations/motivation from a service and also their order of preference for
various professions. 75 Graduate and 75 Postgraduate students of both the sexes and also from urban and rural areas were included in the study. 150 respondents were selected from amongst serving and retired defence personnel. These officers were of varying seniority and rank structure, diversified socio-economic background, and educational status and from all parts of India. The detailed profile of the Defence Services personnel is presented in appendices ‘A’, ‘B’, ‘C’, and ‘D’.

5.8 Operational Definitions

5.81 Motivation: It refers to the drive and effort to satisfy a want or goal. Satisfaction refers to the contentment experienced when a want is satisfied. In other words, motivation implies a drive towards an outcome and satisfaction involves outcomes already experienced. It is the complex of forces starting and keeping a person at work in an organization. In this study, it refers to the needs and motives of the youth he considers while opting for a career.

5.82 Youth: For the purpose of this study, the term refers to eligible youngsters from schools and colleges exercising their options for various careers available in the country.

5.83 Career: The term refers to various professions available in the country for science and technology as well as humanities and commerce students in India as well as abroad in both Private and Public sector undertakings.

5.84 Armed Forces: It is a generic term used collectively for the Indian Army (IA), Indian Navy (IN) and Indian Air Force (IAF). The term is synonymously used for the Defence Services and the Military. Members of the Armed Forces are subject to their respective Army, Navy and Air Force Acts for their discipline, conduct and service privileges aspects.
5.85. **Recruitment**: In the study, it refers to those set of activities, the Defence Services undertake to attract job candidates possessing the appropriate characteristics to motivate them to apply for a career. Recruitment involves seeking and attracting a pool of people from amongst qualified candidates for job. The term is erroneously used for ‘Selection’ and ‘Employment’. Recruitment is only one of the steps in the entire employment process. Technically speaking, recruitment function precedes the selection process and it includes only finding, developing the sources of prospective employees and stimulating them to apply for jobs in an organization. Whereas, the selection is the process of finding out the most suitable candidate attracted (i.e. recruited).

5.9 **Development and Description of the Research Tools**

Two questionnaires—one for students and other for Defence Services personnel were developed and administered between two groups of respondents.

5.91. **Questionnaire for Students**: This questionnaire meant for student respondents had both structured and open-ended questions. It was aimed at finding out the degree of involvement of various individuals in the choice of their career, their order of preference for various professions available in the country, the degree of importance of various motivators affecting the choice of careers of respondents and the measures required to enchant youth to join the Armed Forces. It had total of 19 questions, while the first four questions related to motivational aspects of the research problems, the remainder 15 questions pertained to personal particulars and demographic details. The questionnaire had combination of ranking item questions, multiple choice and open-ended questions. The questionnaire is enclosed as Appendix ‘E’.
5.92 **Questionnaire for Defence Personnel:** Like the questionnaire for students, this questionnaire too had open-ended, multiple choice and ranking item questions. It had a total of 23 questions. While the first open-ended question aimed at eliciting views of the respondents on reasons of shortfall of Officers manpower strength of the Defence Services. The second question enquired about the degree of effectiveness (Ranging from Least effective, Somewhat Effective, Quite Effective and Most Effective) of various measures employed by the Armed Forces to overcome the shortfall of officers. The third Question was an open-ended question seeking suggestions from the respondents to improve the attractiveness of the Defence Services to overcome the shortfall of Officers. The remaining 20 questions pertained to personal particulars and demographic details. This questionnaire is enclosed at appendix ‘F’ of this thesis.

5.93 **Pattern of Analysis**

5.931 **Questionnaire for Students:** Standard pattern of analysis involving use of Mean and Multiplication of Frequencies with the Weights assigned to various alternatives had been used within Study. For exploring the correlation of demographic factors with various issues explored within study, Chi Square Test was used. The pattern of analysis used in the study for each Question asked is explained below: -
5.9311 The First Question was Aimed at Assessing the Degree of Involvement of Various Individuals in the Choice of Career of the Student Respondents: A four points unipolar Likert Scale having options ranging from ‘Least Involved’ ‘Some What Involved’, ‘Quite Involved’ to ‘Highly Involved’ was used in the study for calculating the scores. The weights of 1,2,3 and 4 respectively were assigned to various Degrees of Involvement. The total score for each individual who could influence like each of the – four options mentioned above (i.e. Mother, Father, Brother/Sister, Teacher, Friends, Relatives, Grand parent) was worked out. And scores of all individuals for each respondent were summed up to find out the degree of involvement of these individuals. Ranking was decided by dividing the total score by No. of respondents i.e. 225 to arrive at the cumulative total. The total score of each individual was divided by the No. of respondents to get the average and multiplying the average by 100 to get the percentage.

5.9312 Question No. 2 Related to Ranking of Various Services Available in the Country: While the profession ranked as No. 1 out of 9 was marked as 9, the service ranked as No. 2 was marked as 8 and so on. The score for each respondent and each career was summed up to arrive at the most preferred choice corresponding to highest score. Similarly, second, third and least popular service amongst the respondents were discerned. Dividing the total score by maximum possible score and multiplying the average by 100 to get the percentage, the average score of each profession and percentage were computed.
5.9313 Question No. 3 Pertained to Degree of Importance of Various Motivators in the Choice of Career: Factors marked as ‘Least Important’, ‘Some What Important’, ‘Quite Important’ and ‘Most Important’ were graded as 1, 2, 3, and 4 respectively. The score of each factor was totaled for all respondents to find out degree of importance of each factor. While the factor scoring highest emerges, then, as the most effective motivator of the youth. The least scored factor having least score emerges as a least important motivator for the respondents. The overall average score of each factor was calculated by dividing the total score of each motivator by the number of respondents.

5.9314 Question No. 4 Related to Suggested Measures by Respondents to Improve the Attractiveness of the Defence Services: The various measures were tabulated in terms of percentage and frequency and the highest frequency measure was interpreted as the most desirable and effective measure for attracting youth. The percentage of each desirable measure was calculated by dividing the frequency by No. of respondents and multiplying the quotient by 100.

5.9315 Question No. 5 – 23 on Personal Particulars and Demographic Details: These were interpreted in terms of frequency and percentage of responses.

5.932 Questionnaire for Defence Personnel

5.9321 Question No. 1 Related to Reasons of Shortfall in the Officers’ Cadre of the Defence Services.

Responses were interpreted in terms of frequency and
percentages as explained earlier.

5.9322 Question No. 2 Asked the Respondents to Indicate their Opinion Regarding Degree of Effectiveness of the Measures Employed by the Armed Forces to Overcome the Shortfall of Officers.

The opinion of the respondents was ascertained on a four-point scale ranging from 'Least Effective', 'Somewhat Effective', and 'Quite Effective' to 'Very Effective' measures. These ranks were assigned weights of 1, 2, 3 and 4 respectively. The scores of each measure for all the respondents were summed up and divided by the No. of respondents i.e. 150, to find the overall average degree of effectiveness of each measure and percentage was calculated by multiplying the average by 100. The degree of effectiveness of measures was also shown with the help of a bar graph.

5.9323 Question No.3 was an Open- Ended Question. It required the Respondents to Suggest Measures to Attract the Youth towards the Armed Forces.

The measures suggested were interpreted in terms of frequency and percentage. These were presented with the help of a bar graph.

5.10 Pilot Study: It was conducted on ten class XII students at Central School, Patna during March 2002. The study was undertaken to ascertain the effectiveness of the questionnaire developed for students. This pilot study helped the researcher to assess before hand the problems and concerns that might arise later in the full-fledged study. Based on the responses in the pilot study, question No. 2 was modified and made more comprehensive. The pilot study helped the researcher to assess the feasibility of the study. The analysis of the data obtained was done using inferential and descriptive statistics. The plan for data collection remained the same as per the pilot study because the researcher did not face any problem while conducting the pilot study.
5.11 Hindi Translation Version of the Questionnaire for Students

To facilitate students from rural areas, it was done to take care of semantic difficulties that Hindi medium students might encounter. It is enclosed at appendix 'G' of this thesis. It was translated from English to Hindi and back to English. It was pretested on a representative sample and further tested for originality by Back Translation Method as prescribed by Green and White (1976). In this method, English Original is first translated into a foreign language and then back translated into English to check for questionnaire dissimilarity.

5.12 Reliability of the Tool: The reliability of an instrument is the degree of consistency with which an instrument measures the attribute it is supposed to measure. Cronbach alpha (Co-efficient alpha) method was employed. Co-efficient alpha produce reliability as follows:

\[ \alpha = \frac{K}{K-1} \left( 1 - \frac{\sum \sigma_{ij}^2}{\sigma^2} \right) \]

\( \alpha = \) The estimate reliability.
\( K = \) The total No. of items in the test.
\( \sigma_{ij}^2 = \) The variance of each individual.
\( \sigma^2 = \) The variance of total test score.
\( \Sigma = \) Summation

The normal range of values is between 0.0 and + 1.00 and high values reflect a higher degree of internal consistency. The reliability ranged from 0.63 to 0.81 for different items of two questionnaires.
5.13 Procedure for Data Collection

5.131 From Student Respondents: The Heads of Institutions selected for data collection were liaised with, well before the date of collection. A letter seeking their permission was handed over to the concerned institution during such a coordinating visit. The questionnaire was administered to the students by the investigator himself. The respondents were congregated in a classroom and briefed about the purpose of the study.

Table No. 5.13
Distribution of Population and Samples Drawn and the Dates on which Study was Conducted.

<table>
<thead>
<tr>
<th>S No.</th>
<th>Institution</th>
<th>Date of Data Collection</th>
<th>Population</th>
<th>Sample</th>
<th>% of Sample Drawn from Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Central School, Andrews Ganj, New Delhi</td>
<td>30 Oct 2003</td>
<td>60</td>
<td>30</td>
<td>50%</td>
</tr>
<tr>
<td>2.</td>
<td>Shaheed Hemu, Kalami Sarvodaya Vidyalaya, New Delhi</td>
<td>24 April 2002</td>
<td>50</td>
<td>25</td>
<td>50%</td>
</tr>
<tr>
<td>3.</td>
<td>GGS IP University, New Delhi and other Institutions</td>
<td>25 April 2002</td>
<td>UG-52</td>
<td>UG-25</td>
<td>UG-50%</td>
</tr>
<tr>
<td>4.</td>
<td>Dayal Singh College, University of Delhi</td>
<td>15 Nov 2003</td>
<td>UG-60</td>
<td>UG-50</td>
<td>UG-83.30%</td>
</tr>
<tr>
<td>5.</td>
<td>SD Public School, Pitampura, Delhi-110085</td>
<td>18 Nov 2003</td>
<td>30</td>
<td>20</td>
<td>66.60%</td>
</tr>
<tr>
<td>6.</td>
<td>Shyamlal College, Sahadara</td>
<td>22 Nov 2003</td>
<td>PG-50</td>
<td>PG-40</td>
<td>80%</td>
</tr>
<tr>
<td>4.</td>
<td>Armed Forces Officers* - 22 April 30 May 2002</td>
<td>-</td>
<td>38000</td>
<td>150</td>
<td>0.49%</td>
</tr>
</tbody>
</table>
Notes - * Indian Armed Forces comprise 11 Lakhs Army personnel, 1.1 Lakh Air Force personnel and 5,5000 Naval Personnel. Out of a sample of 150 Armed Forces Officers, 127, 15 and 08 were drawn from Indian Army (IA), Indian Air Forces (IAF) and Indian Navy (IN) respectively. This sample was selected on pro-rata basis to ensure a representative character.

The questionnaire was administered to the respondents by the investigator himself as per schedule. The students were assured of the confidentiality of their responses and the fact that the information would be utilized only for research study purpose. There was no time limit for completing the questionnaire. Each student took approximately 40-60 minutes.

5.132. From Defence Personnel: Armed forces personnel of all the three services of varying service bracket and rank structure were administered the questionnaire during personal visit to their offices. Some interviews were conducted during meeting with these officials and the researcher. The filled – in questionnaires were arranged to be collected from the respondents. To ensure higher response rate, the investigator handed over the questionnaires personally to the respondents and thereafter followed up to ensure timely return of the filled – in questionnaires.

5.14 Limitations: The study was confined to 375 respondents – 225 School, Undergraduate and Postgraduate students and 150 Defence Services Officers of varying seniority, rank structure and diversified socio-economic background. This limits the generalization of the findings to only the study sample. Despite that limitation, the findings are quite indicative of the broad trends.
5.15 Chi Square Test

To measure the degree of significance of relationship between the ranking of Defence Services by students respondents and their demographic features (e.g. Age group, Sex, academic performance etc) chi square test was employed. To facilitate this test ranking of Defence Services, by student respondents was grouped into 2 and 3 ranking groups. In case of three ranking groups, 1-3 ranks of Defence Services, 4-6 ranks of Defence Services and 7-9 ranks of Defence Services were considered. In case of two ranking groups of Defence Services 1-4 ranks of Defence Services and 5-9 ranks of Defence Services were considered. The frequencies of students grading Defence Services into 1-3, 4-6 and 7-9 ranks or 1-4 and 1-5 ranks were computed from Table No 6.23. The frequencies acted as observed frequencies (OF) for chi square test. Expected Frequencies (EF) was extracted from various demographic features of student respondents. Tabulating both 'OFs' and 'EFs', chi square value for a variable was calculated as follows -

\[ \chi^2 = \sum \frac{(OF-EF)^2}{EF} \]

Then, at given degree of freedom \((r-1)(c-1)\), in this case it was 2 or 1 for various variables and at 5% level of significance, the calculated value of chi square was compared with table value. If the calculated value of Chi Square was more than the table value of chi square, the relationship between the ranking of Defence Services, by the student respondents and the concerned demographic variable was considered significant. Otherwise, it was considered insignificant and was ignored.
This chapter presented the research approach and design setting, sample and sampling technique, development and description of tool, validity and reliability of tool, data collection technique and plan for data analysis. The Questionnaire for Students dealt with degree of involvement of various Individuals in the choice of career, ranking of various services, degree of importance of motivators while choosing a career and measures suggested overcoming shortfall of officers. The questionnaire for Defence Respondents seeks reasons for deficiency of officers, Degree of Effectiveness of various measures implemented to overcome shortfall of officers and measures improve in attractiveness of Armed Forces as a career option. Both inferential and descriptive statistical tools are employed to draw logical conclusion through both open-ended and close-ended questions. Chi Square Tests are used to establish degree of significance of relationship between ranking of Defence Services by Student Respondents and their demographic factors.