8.1 Major Highlights including Suggestions

8.11 In the choice of career by youth, various individuals e.g. mother, father, sister, brother, teacher, friends, grandparents etc play their role. The degree of involvement of these individuals varies in school, undergraduate and post-graduate students. In this study, mother involved the most in the process. Other individuals involved in the choice of career in decreasing order of importance are father, friends, relatives, teachers, sister/brother, grand parents and others. Other factors include self-motivation, girl friends, and celebrities.

8.12 Civil Services has emerged as the most sought after career among modern day youth followed by private sector, self employment, independent professionals, teaching, career in creative/performing Arts, Computer and IT professional, Defence Services, Public Sector and others. Other professions include Consultancy and Cinema.

8.13 The Indian Armed Forces find lower precedence amongst the youth in the choice for a career. Probably, the risks and hardships of the Defence Services deter the prospective candidates. Amongst the Indian Armed Forces, the Indian Army is the least popular. Indian Air Force is the most
coveted. Indian Navy follows it.

8.14 There is significant relationship between ranking of Defence Services by student respondents and their demographic profile. This relationship is most significant between ranking of Defence services by student respondents and their No. of Brothers.

8.15 The Indian youth do not apply for the Armed Forces as a career as they do for other professions. Bulk of Armed Forces aspirants is average academically and from middle to lower income group.

8.16 'Opportunity to Earn a Lot' is the most significant consideration in the choice for a career for all student respondents. 'Glamour of uniform' and 'Adventurous life style' enthuses very few youth. Emerging materialistic out-look and consumerist culture, possibly, are responsible for capable youth shying away from recruitment into the Armed Forces. Team-spirited Spartan youth with austere life style fit in well into Armed Forces work culture.

8.17 The main reasons for shortfall of Officers, as perceived by defence respondents are subjective performance appraisal, poor promotion prospects, unrealistic pay and allowances, professional hazards, frequent moves, separation from families and availability of other lucrative avenues.

8.18 The various adhoc measures undertaken by the Indian Armed Forces to overcome shortfall e.g. marginal improvement in time period for substantive promotion of Captain, Major and Lt
Chapter 8 Highlights, Suggestions and Future Directions

Col/Equivalent rank, increasing intake of NCC ‘C’ certificate qualified Officers, increase of intake of short service Officers, Lady Officer’s recruitment, re-employment of retired Officers, media campaign, dilution of selection standards etc. have had lack-luster effect on making up the officer’s manpower deficiency.

8.19 To attract talented youth towards the Armed Forces, improvement in promotional prospects to bring it at par with civil services, reservation of seats for children of defence personnel in Schools and Colleges, assured employment up to 60 years of age, realistic pay scales, increase in scales of family accommodation for soldiers, sensitization of civil administration towards problems of soldiers, compulsory military training, conscription, effective media campaign, appropriate counseling in schools/colleges are important.

8.20 Paradigm shift in the motivational factors with bias towards materialism and consumerism and persisting shortfall of 30% Officers call for formulation of realistic recruitment policies. Risks and hardships of the profession of arms need to be factored into the compensation package to attract talented youth into the officers’ cadre. X -Factor pay or Military Service Pay may be included in the compensation on the lines of foreign armies.

8.2 Future Directions

Based on the experience gained during the period of the study and the results of the study conducted, the following recommendations are made:
8.21 Further, longitudinal study at national level should be taken up for accurate generalizations.

8.22 For better representative sample, the larger number of students and defence respondents from some more areas of the country should be included.

8.23 An in-house debate should be held in the Armed Forces for improvement of Service Conditions of its personnel. Such a debate should be held under aegis of a specially constituted committee comprising nominated personnel of varying rank structure, seniority and from all Arms and Services. The views and expectations of personnel should be projected to the Government of India in a convincing manner. The follow up action should be continued till the implementation of recommendations of such a committee.

8.24 The aspirations of modern day youth in the form of suggested measures outlined by student respondents need to be considered and rationalized for incorporation into service conditions for greater attractiveness of the Defence Services as a career option. *It may neither be feasible nor desirable to meet all the motivators of modern day youth.* However, regular motivational surveys and in house debate on results of surveys by recruitment planners of the Defence Services will definitely keep the recruitment policy in tune with time.

8.25 *Concerted efforts should be made by the Government of India to improve the attractiveness of the Armed Forces service conditions*
by enhancing the motivating factors and alleviating the hardships obtained through a research study. Quality of work life of Armed Forces needs to be made compatible with the Armed Forces of the world. Pay and allowances and service conditions should commensurate with hardships and professional hazards. For high degree of security and insurance of lives of countrymen, higher premium in the form of better pay and allowances of soldiers have to be paid. Recruitment policies need to be brought up-to-date by analyzing internal and external socio-economic environment of the country. Armed Forces need to recruit the bright youngsters since there are no runners-up during a war.

8.26 Well-planned media campaign should be launched at national level to enthuse able-bodied young persons into the fold of Armed Forces.

8.27 A separate Pay Commission should be constituted for the Armed Forces, which should consider peculiar service conditions of the services based on the results of a survey. The pay and allowances should be made compatible with the harsh working conditions evaluated by a periodical Services Survey Board. The results of such research should be made available to the pay commission. A comparison be made about the service conditions of the Armed Forces and other services for proper justification of enhancement of pay and allowances and thereby attracting the bright youngsters into the Armed Forces and overcoming the present shortfall of 13000 officers through a more objective job evaluation.