Abstract

Abstract of Doctorate in Business Administration (DBA) Thesis, 'Motivational Factors of Indian Youth While Opting for a Career with Special Reference to Delhi Region'

1. The present study, conducted by Lt Col Dharmendra Singh as part of Doctorate in Business Administration (DBA) from Aligarh Muslim University in collaboration with All India Management Association (AIMA), explores 'Motivational Factors of Indian Youth While Opting for a Career with Special Reference to Delhi Region'. It then, assesses implications for recruitment policies of the Armed Forces. The project has been completed under the guidance of Dr Parvaiz Talib, Reader, Faculty of Management Studies and Research, Department of Business Administration, Aligarh Muslim University, Aligarh- 202 002 (India) and Dr. A K Singh, Vice Chancellor, International University of Human Transformation at Raipur (Formerly, Reader, Faculty of Commerce and Business, Department of Commerce, Delhi School of Economics, University of Delhi, Delhi-110 006).

2. The profession of arms, once a coveted career choice at the time of independence, has steadily lost its attractiveness for Indian youth. Possibly, prolonged separation of soldiers from their families, continuous deployment of Army Units on Internal security/Counter Insurgency duties, professional hazards, mismatched pay and allowances as compared to risks and hardships and availability of other lucrative avenues of employment in the private sector in the globalized era are a few factors that deter youth from recruitment into the Armed Forces. This has resulted in a shortfall of 13,000 Officers in the Indian Army, 15 to 20% deficiency in Indian Navy and Indian Air Force.
It Col Dharmendra Singh (Retd),
Doctorate Scholar
majdla39@yahoo.co.in
Tele:9818381066/26217209

22/138, Vikram Vihar
Laipat Nagar-IV
New Delhi-110024

40034/DBA Thesis

29 May 2004

Dean and Chairman,
DBA Committee,
Department of Business Administration,
Aligarh Muslim University, Aligarh-202 002 (UP)

Submission of Doctorate in Business Administration (DBA) Thesis
Entitled ‘Motivational Factors of Indian Youth While Opting for a Career
with Special Reference to Delhi Region’

Sir,

1. Please refer enrolment No CC 7524 and DBA registration No. 2721056 in respect
of the undersigned and proceedings of DBA thesis pre submission seminar held at
AMU on 18 May 2004.

2. Five copies of the theses, in a hard bound and golden lettered cover are submitted
for further disposal in accordance with DBA ordinances please.

Yours Sincerely


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4. Dr Parvaiz Talib, AMU, Aligarh-202002- for information please
5. Dr AK Singh, University of Delhi-11007- for information please
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Abstract

The thesis has been organized in eight chapters. Chapter 1 deals with 'World of Careers'. Chapter 2 pertains to 'The Defence Services-A Profile'. Chapter 3 refers to 'Motivation and Youth'. Chapter 4 is concerned with 'Review of Literature'. Chapter 5 highlights 'Present Study and Research methodology'. Chapter 6 deals with 'Results and Discussion', Chapter 7 with 'Implications and Suggestions for Recruitment Policies of the Armed Forces' and chapter 8 with 'Highlights, Suggestions and Future Directions'. The first chapter on careers highlights various jobs available to both science and humanities students and suggestions for students to make a right career choice based on his aptitude and area of proficiency. The second chapter-profiling career in Defence Services refers to various branches of Indian Army, Indian navy and Indian Air Force along with various details of UPSC conducted written tests and Armed Forces' recruitment procedures at Services Selection Boards (SSBs) and medical establishments. The third chapter on 'Motivation and Youth' brings out the conceptual framework for motivation of youth opting for various careers through a model. It is pertinent to mention here that motivational factors inspiring youngsters seeking jobs for the first time are different than professionals switching over jobs in search of greener pastures Therefore, 'Maslow’s Hierarchy of Needs' is the most relevant theory in case maiden career seekers. Other theories of motivation are of lesser relevance. The fourth chapter on 'Review of Literature' deals with studies related to career choice and factors influencing career choice and socio-economic status of Armed Forces status. It underlines important highlights of research findings by both Indian and overseas scholars. Pendelton Herring, writing on the eve of the attack on Pearl Harbour, stated the issue with complete tact of a Harvard Professor of Political Science. He wrote that the best talent and the most enterprising young men would not seek to make the profession of Arms their life career. They went into business and other well rewarded professions. Citing the possible reasons for deficiencies, Lt Gen Balaram,
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former Adjutant General of Indian Army observed that the possible reasons for deficiencies (demotivators) are inadequate pay, slow promotion, fading prestige in Indian society, and hard and risky service conditions. The fifth chapter on ‘Present Study and Research Methodology’ covers the ‘Need for the Study’, ‘statement of the Problem’, ‘Objectives of the Study’, ‘Hypothesis’, ‘Research Approach and Design’, ‘Data Sources’, ‘Sampling Plan’, ‘Operational Definitions’, ‘Development and Description of the Research Tools’, ‘Pattern of Analysis’, ‘Pilot Study’, ‘Reliability of the Tool’, ‘Procedure for Data Collection’, and ‘Chi Square Test’ to find out the degree the degree of significance of relationship between ranking of Defence Services and their demographic profile. The sixth chapter on ‘Results and Discussion’ gives out the ‘Overall Results’ in three parts in the beginning of the text. Part I analyses common demographic data of the students and defence respondents and degree of significance of relationship between ranking of Defence Services and their demographic profile. Part 2 gives out the responses of student respondents with regard to ‘Degree of Involvement of Individuals in the Choice for a Career’, ‘Ranking of Various Professions’, ‘Degree of Importance of Motivators’ and ‘Suggested Measures for Improving Attractiveness of Armed Forces as a Career Option’. Part III tabulates responses of Armed Forces respondents with reference to ‘Shortfall of Officers’, ‘Degree of Effectiveness of Measures Instituted by the Armed Forces to Overcome Shortfall of Officers’ and ‘Measures for Improving Attractiveness of Defence Services’. A two stage models, based on the findings of the research, show ‘Motivational Factors of Indian Youth while opting for a Career: Implications for Recruitment Policies of the Armed Forces’. The seventh chapter on ‘Implications and Suggestions for Recruitment Policies of the Armed Forces’ brings out the recruitment policies during pre and post independence era up to 1970s, present recruitment policies and degenerating motivational levels of Indian youth after independence. The implications are discussed in general terms as
well as specific implications based on the research findings. The suggestions for improving attractiveness of the Defence Services are tabulated showing specific findings along with proposed ameliorative measures. Motivational factors of Indian Youth – based implications for recruitment policies of the Armed Forces are summarized at end of the chapter. The eighth chapter on ‘Highlights, Suggestions, and Future Directions’ covers the essence of the study. Bibliography, Suggested Readings are given for ready reference of readers as appendices.

3. Specifically, this study was carried out with the following objectives in mind: -

(a) To identify motivational factors enchanting youngsters while opting for a career.

(b) To determine the career preferences of modern day youth and to know the place the Defence Services enjoy in the order of preference vis-à-vis other professions.

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

(d) To identify reasons for shortfall of manpower in the officers’ cadre of the Defence Services and also inadequacies of the recruitment policies.

(e) To determine the degree of effectiveness of various measures instituted by the Defence Services to overcome the short fall of officers.
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(f) To suggest measures for attracting youth towards the Defence Services and evolve effective recruitment policies in modern day context.

(g) To identify implications of Motivational Factors of Indian Youth on the Recruitment Policies of Armed Forces.

(h) To establish the significance of relationship between ranking of Defence Services by Student Respondents and their demographic profile.

2. The study used questionnaire-based survey amongst students and defence respondents. 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. Two questionnaires, vetted by experts in the area, were administered to the respondents (225 students and 150 defence personnel). The random sampling method was employed for primary data collection. The questionnaire for students had 19 questions. The first question dealt with degree of involvement of various individuals (i.e. mother, father, sister /
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brother, teacher, friends, relatives, grand-parents and others) in the choice of a career, on a four-point scale (least involved, somewhat involved, quite involved, and highly involved). 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. The second question required student respondents to rank nine broad categories/ sub-categories of professions. The broad categories of jobs included Teaching, Career in Creative / Performing Arts, Civil Services, Defence Services, Independent Professional, Private Sector, Public Sector, Self Employed, Computer and IT Professional and any profession other than afore-mentioned professions. 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.

The third structured question sought to ascertain the degree of importance of various motivators in the choice of a career on a four-point scale (very important, quite important, somewhat important, and least important). Factors marked as ‘Least Important’, ‘Some What Important’, ‘Quite Important’ and ‘Most Important’ were graded as 1, 2, 3, and 4 respectively.
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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.

The fourth open-ended questions required the respondents to suggest measures to improve the attractiveness of the Armed Forces. 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.

The rest of 15 questions were related to personal particulars and demographic aspects. These were interpreted in terms of frequency and percentage of responses.

The degree of significance of relationship between ranking of Defence Services by student respondents and their demographic profile was established through Chi Square Tests.

The second questionnaire for defence personnel had 23 questions. The first open-ended question enquired the reasons for shortfall of manpower in the officers’ cadre. Responses were interpreted in terms of frequency and percentages as explained earlier.

The second structured question sought opinion of the respondents regarding degree of effectiveness of various measures instituted by the Defence Services to overcome shortfall of manpower on a four point scale (very effective, quite effective, somewhat effective and least effective). 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.

The third open-ended question pertained to measures that respondents would suggest overcoming shortfall of manpower. The measures suggested were interpreted in terms of frequency and percentage. These were presented with the help of a bar graph. The rest of 20 questions pertained to personal particulars and demographic factors.

3. It was conducted in a selected government school, a Central School in New Delhi and institutions of GGS Indraprastha University, University of Delhi and other institutions. Primary data was collected from 75 students of two schools-Saheed Hemu Kalami Navodya Higher Secondary School, New Delhi and Central School, Andrews Ganj, New Delhi, 75 undergraduate and 75 PG students from institutions of IP University and Delhi University, New Delhi. In addition, 150 officers from Army, Navy and Air Force participated in the study. Prior permission of Armed Forces Headquarters at New Delhi was obtained to this effect. The study used questionnaire-based survey and interview method among students defence respondents.

4. As regards degree of involvement of various individuals in the choice of career, mother emerged as most highly involved followed by father, friends, relatives, teacher, sister/brother and grandparents. Other individuals / factors
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included self-motivation, girl friends and celebrities. Civil Services were adjudged the most coveted profession followed by private sector, self-employment, independent professional, teaching, career in creative and performing arts and computer/IT professional, Defence Services, and public sector. Amongst other careers, which were received attention of the student respondents were consultancy and cinema acting. Defence Services received 8th place in choice of career. Possibly, hardships and hazards of the profession coupled with prolonged periods of separation from families at ordinary pay and allowances do not enthuse bright capable youth to accord higher priority the to Armed Forces for enrolment. Only those mediocre youngsters who fail to get place in other lucrative career options like medical, engineering, civil services may join the Defence Services as a last resort to avoid being labeled as 'Unemployed'. Amongst the creative and performing arts, journalism was found to be the most coveted. Dancing, singing, music, and painting followed it. IAS ruled the roost amongst the civil services, followed by IPS, Indian Foreign Service (IFS), and Allied services. Possibly, the 'power and prestige' and 'opportunity to earn a lot' motivate youth to aspire for IAS / IPS. Indian Air Force (IAF) was accorded the highest preference by the respondents amongst three defence services. Indian Navy followed it. Indian Army, due to its rustic and difficult life found very few aspirants. Amongst the professionals, the medicine was accorded the highest preference. It was followed by engineering, finance and advocacy in a court of law. In the corporate life, students preferred a job in a multi national company to Indian company. Amongst the ranking of motivators, Students accorded maximum importance to 'opportunity to earn a lot' followed by 'Job Security', 'security of self and family', 'prestige in society', 'power and authority', 'feeling of togetherness amongst fellow workers', 'challenging work environment', 'opportunity to serve the nation', 'job in large metro', 'recognition and rewards', 'glamour of uniform', 'job close to home town', and 'adventurous life style'. 'Glamour of uniform' and 'adventurous life style' found very few takers. To make the career in Defence Services
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attractive, most students suggested compulsory military training followed by improving promotional prospects, rationalisation of pay and allowances, organising visits of youth to Defence Establishments for greater familiarization, caring for and rehabilitation of Next-of kin of martyrs and the war- wounded and glorification of the Armed Forces through TV serials like 'PVC' and 'Fauji'. Other measures suggested by student respondents included 'glorification of patriotism through media campaign', 'compulsory NCC training', 'enhancement of monetary and non monetary incentives', 'highlighting the importance of the defence in national and international life'.

There was a significant relationship between ranking of Defence Services by Student Respondents and all their demographic factors.

5. Defence respondents cited subjectivity in performance appraisal followed by poor promotion prospects due to pyramidal hierarchy, unrealistic pay and allowances, early retirement age, risk of being disabled/martyred in battle, frequent separation from families, autocratic style of leadership, frequent unscheduled moves of personnel, poor growth of children of soldiers and scandalous defence deals are the important reasons for shortfall of officers in the Defence. As regards the degree of effectiveness of various measures instituted by the Armed Forces, improvement of promotional prospects by reducing service requirement for substantive rank of Capt, Major and Lt Col was ranked as the most effective measure. It was followed by motivating NCC Cadets to join the Services, increasing intake of Short Service Commissioned Officers (SSCOs), introduction of stipend at training academies, raising of Rashtriya Rifles to relieve regular army soldiers from Counter Insurgency (CI) / Internal Security (IS) duties, opening doors to ladies commissioned officers, enhancement of attachment period of administrative services officers with Combat Arms, re-employment of retired officers, encouraging Junior Commissioned Officers (JCOs) for shouldering enhanced responsibilities, effective media campaign, filling up vacancies of officers through personnel below officers ranks (PBOR), mobilizing and
deploying Territorial Army for security duties for a longer duration. Dilution of selection standards and curtailment of Pre-Commission Training period were assessed as the 'least effective' measures. To overcome shortfall of officers, further improvement in promotion prospects was most frequently suggested measure by Defence respondents. It was followed by reservation of seats in educational institutions irrespective of domicile criteria for children of soldiers, lateral induction in suitable civil services of Military Officers, ensuring objectivity of performance appraisal through introduction of 360° performance appraisal for ensuring better job satisfaction, increasing retirement age up to 58-60 years to ensure full-fledged career in the Armed Forces for youngsters, constituting separate pay Commission for the defence services to take into account the peculiar service conditions of soldiers, ensuring 100% accommodation for families of soldiers for better quality-of-work-life, inclusion of questions on military affairs in all school, college and competitive examinations for generating greater awareness about the defence services among the India masses, utilizing the managerial expertise of retired officers by employing them suitably in civil life, and greater sensitization of civil services towards the problems of soldiers' families. Other measures suggested included efficient media management, popularization of short-service commission and reducing employment of army for police duties.

6. The paradigm shift in motivators of youth implies the need for regular conduct of motivational surveys of youth to bring the recruitment policies of the Armed in tune with time. To attract talented youth, Pay and Allowances, Promotion Prospects and warrant of precedence of Defence officers vis-à-vis Civil Services officers need to be rationalized. The hardships and risk factors of soldiering are to be considered. Media campaign has to be made effective by targeting youth from rural/semi urban areas. Emphasis may be put on Short Service Commissioned officers (SSCOs) commissioning for better promotion prospects of regular officers without diluting selection standards or curtailing training periods. 100% family accommodation for personnel,
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minimal employment of Armed Forces on internal security and counter insurgency tasks are necessary for stable family life. This will improve Quality- of- work life and motivate youngsters to join the Armed Forces.

7. About the implications, changes brought upon in the recruitment ideology for the Indian Defence soon after independence, with the intention of broadening the base for bringing about equality and national integration have had their obvious derogatory effect on the professional standards of the Armed Forces. The situation got further accentuated as a result of the need for sudden expansion consequent to wars with China and Pakistan, and the changing socio-economic level of the country, which has made civil sector more lucrative. There is an obvious necessity to initiate deliberate steps to improve the terms and conditions of the Defence Services to ensure induction of the 'right type' and their continued retention. Hence the impact of changes in recruitment ideology can aptly be summarized in the following words:

“There may not be shortage of volunteers for the Defence Services because of the staggering unemployment in our country. But in terms of quality, however, there is no doubt that the Defence Services are lagging behind in drawing the more promising boys from our Schools, Colleges and Universities.” And “if we fail to ensure that our Armed Forces get the pick of nation’s youth, we may have to pay serious penalties for this lapse.”

This phenomenon is equally applicable to and is being experienced by all newer nations, who are traversing a similar path of industrialization and economic development. Thus, there is an obvious necessity to take effective steps to rectify the situation.
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If the apathy of Government of India towards amelioration of service conditions of Armed Forces personnel continues, it would continue to affect the quality of leadership, operational effectiveness and manpower state of officers’ cadre. Omar Bradley has rightly said, “Inferior inducement brings second-rate men, second-rate men bring second-rate security; in war there is no prize for the runner up.”