

CHAPTER 1

INTRODUCTION

Job Satisfaction

1. Job satisfaction is the most widely examined job attitude as well as one of the most comprehensively researched subjects in industrial and organizational mindset. The implicit role of job satisfaction has been represented by many work motivation theories. Furthermore, many work satisfaction theories have attempted to explain the job satisfaction and its effect on one's performance as well as the productivity of the organization. Maslow's Theory on Hierarchy of Needs (1943), Herzberg's Two-Factor Theory (1968) and Adam's Equity Theory (1965) can be identified as theories which explain the job satisfaction and its influences. Thanks to many extensive researches carried out during past few decades it has been found that job satisfaction has been related to organization's productivity, employees' motivation, sluggishness on job, absenteeism, accidents in work place, employees' mental and physical health and general life satisfaction.

2. As a result of many researches carried out on this subject it has been found that, job satisfaction has been linked to many variables such as employee's performance, income, absenteeism and etc. Further, there is a link between job satisfaction and job performance; however, it has not been considered as a strong one due to some factors such as job structure or economic conditions, for instance, in a developing country such as Sri Lanka where there is a high rate of unemployment, dissatisfied employees will perform well, doing an unsatisfying job over unemployment. Another ideal example is that, a person who is serving in armed forces is bound to accomplish any task assigned to him up to high standard whether he is satisfied or not in doing it. One more research finding is that, there is a relationship between job satisfaction and employee absenteeism. It is the nature of human beings that, if an individual dislikes his job then he may often report in sick or just look for a new job. This situation is more related to armed force than other employments.

3. Based on the level of employees' feelings regarding their jobs, two types of job satisfaction have been identified. The first is global job satisfaction, which means employees' overall feelings about their jobs. The second is job facet satisfaction, which means the feelings

about specific job aspects, e.g. benefits, salary and the quality of relationships with individual's co-workers. The measurements of job facet satisfaction are useful in identifying which particular parts of a job require improvements. Thus an organization can improve overall job satisfaction of employees while clarifying organizational issues.

4. As described by Professor Frederick Irving Herzberg in his Two – Factor theory, there are two types of factors associated to job satisfaction. Motivators are the factors related to the job and make employees want to succeed. These factors include: achievement, recognition, the task or work itself, advancement, the worker's potential for personal learning or growth and the worker's responsibility for results. Factors whose presence prevents employees' job dissatisfaction known as hygiene factors, those factors don't have any motivational value when present, but do have a de-motivational value if not present. As stated by Professor Herzberg, once the hygiene issues are addressed, the motivators promote job satisfaction and encourage production. Hygiene factors are related to the work environment and include:

- a. Organization policy and administrative practices
- b. Interpersonal relations with managers (superiors)
- c. Salary, job status and job security
- d. Employee's personal life
- e. Physical conditions of the work setting (e.g. air conditioning of work places).

5. Being an Armed Service, improving the job satisfaction of naval personnel in SLN is a significant important factor. Job satisfaction contributes to an important part of our happiness, since we spend more than one third of our day at work. If our Naval Personnel are not happy with their jobs, they are also unhappy with their personal lives. This situation creates many personal and social issues and specially leads to desertion. Naval Personnel who acquire satisfaction in their jobs are more enthusiastic when performing their duties. Job satisfaction absolutely plays a very important role in determining efficiency and productivity of naval personnel while low job satisfaction often causes low productivity levels and work stress. Being a government body as well as an armed service, there are some elements in navy which are beyond our controlled e.g. government policies, the command, pay scales and working conditions. Yet, there are possible ways and means which can be adopted positively to improve job satisfaction. This paper will discuss the ways and means which can be adopted to improve Job satisfaction of Stores Assistant Sailors in SLN in realistic and achievable manner.

What SLN provides to improve Job Satisfaction

6. At present millions of public money is allocated from annual budget to feed our naval personnel with quality food, provided them with uniforms, medical and transport facilities, good working and living facilities etc. In addition, following are some measures which have been taken by navy to improve job satisfaction of naval personnel;

a. **Allowances.** In addition to Consolidated Salary and other allowances there are some allowances, which can be identified as measures to increase job satisfaction as indicated below:

- (1) Disturbance allowance
- (2) Hard line
- (3) Special Hard laying Money
- (4) Uniform up keep allowance
- (5) Incentive
- (6) Duty Free allowance
- (7) Batman allowance.

b. **Welfare Measures.** SLN personnel are enjoying a number of Welfare Measures as indicated below:

- (1) “Naviru Saviya” Medical insurance scheme
- (2) Loans from SLNWF,NBF and OBF on concessionary interest rates
- (3) Welfare shops, Pre Schools and Naval Institutes
- (4) House scheme projects
- (5) Free Medical facilities and Special assistance for treatments for fatal illnesses from Voluntary Contributions for dependents
- (6) Routing Transport facility.

c. **Other Facilities.** In addition to above, SLN personnel are entitle for:

- (1) Married Quarters
- (2) Loans from Government Banks on concessionary interest rates
- (3) Railway Warrants for dependents
- (4) Special Kit issues and Allowances for personnel performing duties of special/specialized nature.

Background of the Study

7. Presently Sri Lanka Navy consists of more than 54,000 naval personnel. Government allocates millions of public money annually to train and maintain such a big navy. Even after the prolonged war SLN personnel have to make their maximum contribution for the development of our country and today a large number of naval personnel have been deployed in number of development projects all over the country. Due to the expansion of the Sri Lanka Navy, the infrastructure development, acquiring of new land areas and acquiring of new ships and crafts were taken place. Then duties and responsibilities assigned to Stores Assistant Sailors have increased in various fields related to the logistic aspects. Further it is observed that efficiency of the Stores Assistant Sailors in various departments of the Logistic branch directly effects to the efficiency of the officers employed in these departments. Hence it is very much essential for the Navy to improve job satisfaction of Stores Assistant Sailors because it gives them motivation and helps them to become more optimistic on any challenge which they face at work. It encourages naval personnel always to give their best output in all they do for the navy. Furthermore, a naval person who is really satisfied with his naval career helps to create a more positive work environment in the navy. Naval personnel who have job satisfaction can help boost the morale of their peers and subordinates and inspire them to be optimistic about their job.

Research Problem

8. During past few years, it has been observed that the efficiency of Stores Assistant Sailors decreases due to various reasons. They need frequent guidance and supervision in order to get the better output from their job. Furthermore number of Stores Assistant Sailors who seeks retirement and resignation on completion of originally enlisted period are comparatively higher at present. The immediate solution for this problem is the improvement of job satisfaction of Stores Assistant Sailors.

Objective of the Study

9. The objective of this study is to identify reasons for diminishing of job satisfaction of Stores Assistant Sailors in SLN and to identify the areas which are to be developed for the improvement of the job satisfaction in order to make recommendations on how to improve the job satisfaction of Stores Assistant Sailors in SLN in realistic and achievable manner.

Significance of the Study

10. Since the Navy is an armed service, naval personnel cannot be compared with employees of civil organizations due to their hazardous nature of service, terms of engagement and military discipline. Further they have to lead an unsettled life separated from their families. Hence it is very important to make them satisfied with their job in order to retain them in the service and take the maximum output from them. Though millions of public money is allocated to train them and provided them with salaries, meals and other required facilities there is no systematic procedure in SLN to measure the job satisfaction of naval personnel and to identify the areas which need improvement and forward them for the consideration of relevant authorities in order to improve the job satisfaction of naval personnel.

Scope and Limitations of the Study

11. The study is limited to Stores Assistant Sailors serving in shore establishments of Sri Lanka Navy since 91% of SLN personnel are serving in shore establishments and their role, nature of the duty and problems are totally different from the personnel's' serving on board ships and crafts. Data collection is limited to Eastern naval area and Western naval area assuming the best cross section for random sampling is available in these two naval areas due to following reasons:

- a. Approximately 23% of total Stores Assistant Sailors are serving in Eastern naval area
- b. Approximately 31% of total Stores Assistant Sailors are serving in Western naval area
- c. Work load of the Stores Assistant Sailors serving in these two naval areas are comparatively higher than other naval areas.

12. Since this research is exclusively restricted to Sri Lanka Navy it is expected that Respondents may hesitate to give true and honest answers due to personal reasons e.g. Job security, influences from superiors. Further, accuracy of sensitive data may be in doubt.

13. The scope of the study is indicated below:

- a. Measuring the level of satisfaction of Stores Assistant Sailors on identified areas which are related to employees' job satisfaction

- b. Collecting of the data and analysis findings
- c. Identifying the areas to be improved in order to improve the job satisfaction of Stores Assistant Sailors
- d. Presenting of proposed recommendation to improve the identified areas that need improvements in order to improve the job satisfaction of Stores Assistant Sailors.

Literature Survey

14. When reviewing existing books, articles and previous researches on job satisfaction it is found that job satisfaction is the most frequently studied variable in organizational behavior. Researchers have found that job satisfaction is an important factor not only for employees but also for organizations. As said by the study done by Syptak, Marsland, and Ulmer in 1999 satisfied employees tend to be more productive, creative and committed to their employers. As per the explanation made by Locke in 1976, job satisfaction is “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Moreover, according to description made by Bernstein & Nash in 2008, job satisfaction has emotional, cognitive and behavioral components. The emotional component refers to feelings regarding the job, such as boredom, anxiety, or excitement. The cognitive component of job satisfaction refers to beliefs regarding one's job. Lastly, the behavioral component contains people's actions in relation to their work. These actions may contain being delayed, staying late, or pretending to be ill in order to avoid work¹.

15. Through years of wide-ranging research Glisson & Durick (1988) have identified numerous variables that seem to contribute to either job satisfaction or organizational commitment. In explaining the development of job satisfaction, they have taken three common approaches such as job characteristics, organizational characteristics and worker characteristics. With regard to the job characteristics approach, it has been revealed that the nature of an employee’s job or the characteristics of the organization which the employee works for mainly governs job satisfaction. As described by Hackman and Oldham (1980) a job characteristic is an aspect of a job which creates ideal conditions for high levels of motivation, satisfaction, and performance.

¹ Karin L Housel, 'Job Satisfaction'. 13 Jul 2013, 20 Aug. 2013 <<https://wikispaces.psu.edu>>

16. As stated by Syptak, Marsland, and Ulmer (1999), there are many characteristics of a job that an organization can accomplish to increase satisfaction in the workplace, e.g. Company Policies, Salary/Benefits, Interpersonal/Social Relations, Working Conditions, Achievement, Recognition, Autonomy, Advancement/Promotions, Job Security and Work-life Balance Practices.

17. However it was found that researches on job satisfaction of armed service personnel are hardly available for the reference. Considering the Sri Lanka Navy, only one research has been conducted on “Job satisfaction and job performances of the sailors in Rapid Action Boat Squadron of Sri Lanka Navy” by AP Amila Prasanga, Lieutenant in Sri Lanka Navy, and Sunil S Gamage, Senior lecturer in University of Sri Jayawardhanapura. As revealed by Prasanga and Gamage (2012) there is a significant positive relationship between job satisfaction and job performance of sailors in Rapid Action Boat Squadron of Sri Lanka Navy.

Literature Related to the Study

18. Various methods indicated in books of human resource management, documents and websites related to employees’ job satisfaction were studied to find out the solution. A questionnaire was prepared and distributed among Stores Assistant sailors those who are employed in Eastern and Western Naval areas to find out areas need to be improved.

Definition of the Concept Selected for the Study

19. Job satisfaction is simply defined as “the extent to which people like or dislike their jobs”. In another words it is “the extent to which a person's hopes, desires, and expectations about the employment he is engaged in are fulfilled”². Job satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the workplace³.

² Dictionary meaning from <http://www.thefreedictionary.com/job+satisfaction>

³ Susan M. Heathfield, ‘Employee Satisfaction’ .29 Apr 2009, 27 Dec 2012, <http://humanresources.about.com/od/employeesurvey1/g/employee_satisfy.htm>

Conceptual Framework

20. By studying previous literature following areas can basically be identified;
 - a. Necessity of improving job satisfaction of Stores Assistant Sailors
 - b. Causes for diminishing job satisfaction of Stores Assistant Sailors
 - c. Ways to improve job satisfaction of Stores Assistant Sailors.

Hypothesis

21. Hypothesis of this study is; the job satisfaction of Stores Assistant Sailors in SLN has been diminishing.

CHAPTER 2

METHODOLOGY

Methods of Collection and Analysis of Data

1. Research on job satisfaction is carried out by various methods such as questionnaires, interviews and observation. The questionnaire is the most frequently used research method since it is unrestricted in nature. This research is carried out among the sample of 150 Stores Assistant Sailors representing Local Procurement Department at Naval Headquarters, Captain Logistics Department (East), Captain Logistics Department (West), SLNS Parakrama, SLNS Rangalla and SLNS Thissa. Data collection and analysis will be carried out as indicated below:

2. **Methods of Collecting Data.** To collect the primary data relevant to the research area printed questionnaire is distributed among the Sample. The questionnaire consists of 15 questions including 14 closed ended questions and one open ended question. Open ended question is included with the intention of obtaining new suggestions and views for the improvement of job satisfaction of Store Assistant Sailors from the Sample itself. In addition unstructured interviews and certain general observations were used. Secondary data is collected from available records and research papers on HRM.

3. **Books .Articles and the Internet.** The sources indicated will be utilizes for gathering of information related to the research area.

4. **Designing of Sample.** Designed sample comprised 150 Stores Assistant Sailors. The unit of analysis is at individual level and all individuals have not less than 04 years of service in SLN. The selection of individuals for the sample is done on a cluster sampling method. However service period, past experiences in the navy and educational background are considered when selecting in order to select a better sample.

5. **Methods of data analysis.** On completion of collecting data by using above mentioned methods they are analyzed in order to derive answers for research objectives. Analyzing process comprised editing of raw data, classification of data in to groups and tabulation of data on tables, graphs or as a percentage.

Introduction to Chapters

6. The chapter wise organization of the dissertation is indicated below:
 - a. **Chapter 1.** The chapter one contains introduction, background of the study, research problem, objective of the study, significance of the study, scope and limitations of the study, , literature review, literature related to the study ,definition of the concepts selected for the study, hypothesis and conceptual frame work.
 - b. **Chapter 2.** Under the Chapter two it is explained the methodology, and introduction to the chapters.
 - c. **Chapter 3.** Chapter three contains the data presentation, data analyses and findings.
 - d. **Chapter 4.** This chapter contains the causes for diminishing job satisfaction in SLN.
 - e. **Chapter 5.** The chapter five explains the ways to improve job satisfaction of Stores Assistant Sailors. These are the solutions to the findings received after analysis of the data.
 - f. **Chapter 6.** Chapter six contains the conclusion and recommendations.

CHAPTER 3

DATA PRESENTATION AND ANALYSIS OF FINDINGS

1. A questionnaire was prepared for Stores Assistant Sailors presently serving in Local Procurement Department at Naval Headquarters, Captain Logistics Department (East), Captain Logistics Department (West), SLNS Parakrama, SLNS Rangalla and SLNS Thissa for ascertaining the information regarding job satisfaction of Stores Assistant Sailors. The main purpose of the preparation of these questionnaires was to find out the areas that need more attention and improvement in order to improve the job satisfaction of Stores Assistant Sailors. It is expected that the result of analyzing data will help to find out possible and realistic ways to improve the job satisfaction of Stores Assistant Sailors. Prepared questionnaires were distributed among Stores Assistant Sailors as indicated below:

Table – 1: Distribution of questionnaires among the sample group

<u>Establishment</u>	<u>No of Sailors</u>
Local Procurement Department at Naval Headquarters	42
Captain Logistics Department (East)	37
Captain Logistics Department (West)	35
SLNS Parakrama	13
SLNS Rangalla	11
SLNS Thissa	12

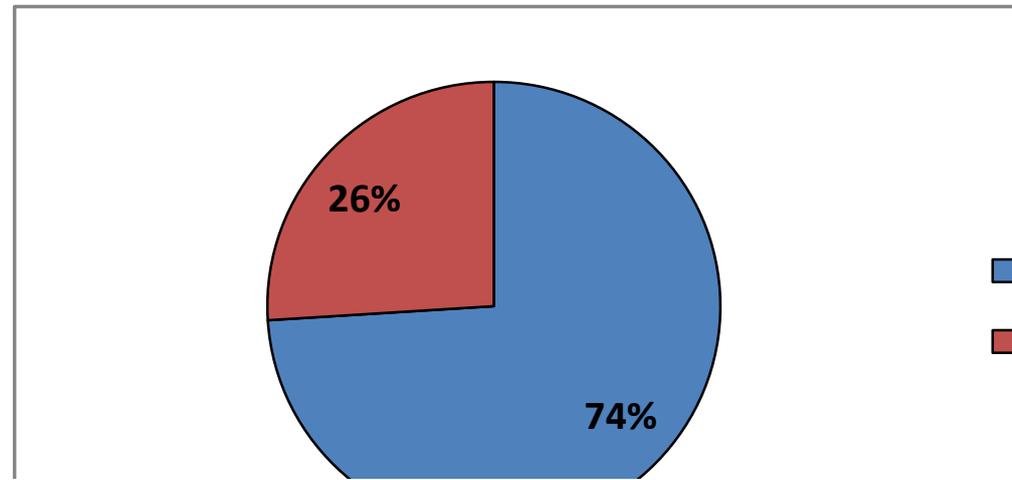
Analyses of Answers Received

2. The analyses of answers received from 150 Stores Assistant Sailors serving in aforesaid naval establishments are indicated below:

3. **Question 1.** Your satisfaction w.r.t. the training you had (pertaining to your profession)

Answer selection	A	B
Number of sailors	111	39

4. It is observed that 74% of sailors are in the opinion that they had an adequate training pertaining to their professions while 26% are in the opinion that it is not adequate.

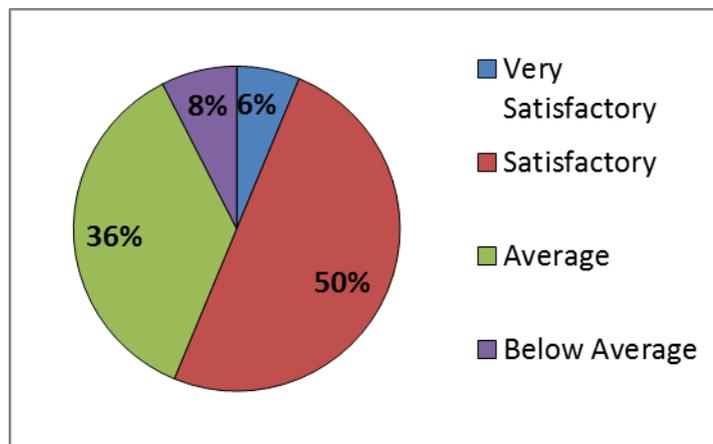


Graph – I: Satisfaction w.r.t. the training

5. **Question 2.** The freedom you have to do your job according to the way you trained to do it in the navy.

Answer selection	A	B	C	D
Number of sailors	5	40	29	6

6. It is observed that 50% of the sailors are satisfied with the freedom they have to do their job according to the way they were trained to do it. Only 8% of them are dissatisfied with the matter.

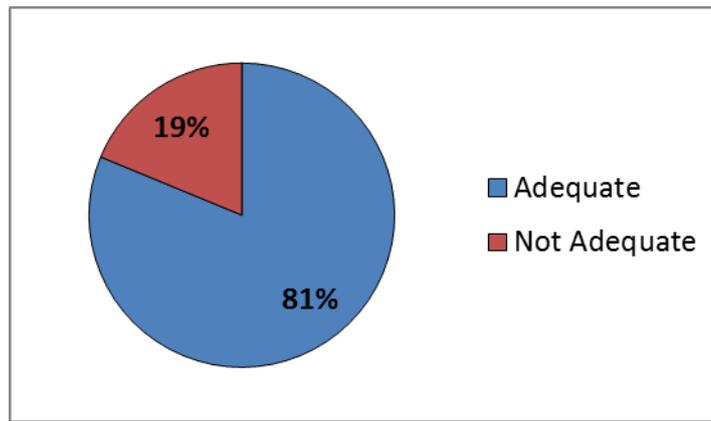


Graph – II: Freedom to do the job according to the way trained to do it in SLN

7. **Question 3.** Available welfare facilities.

Answer selection	A	B
Number of sailors	65	15

8. It is observed that majority of the sailors are satisfied with available welfare facilities at present.

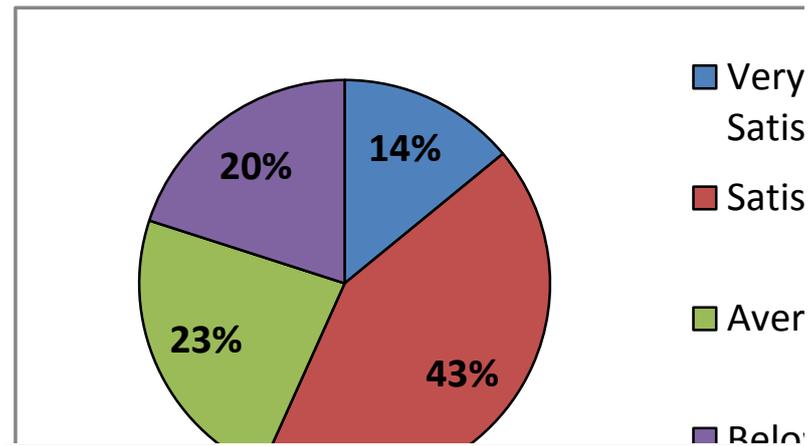


Graph –III: Available welfare facilities

9. **Question 4.** State of your present working environment.

Answer selection	A	B	C	D
Number of sailors	21	64	35	30

10. It is observed that 14% of sailors are very satisfied with their working environment while 43% are satisfied. Another 23% have average satisfaction and balance 20% is dissatisfied. A peaceful working environment will absolutely affect on the improvement of efficiency as well as the job satisfaction of Stores Assistant sailors.

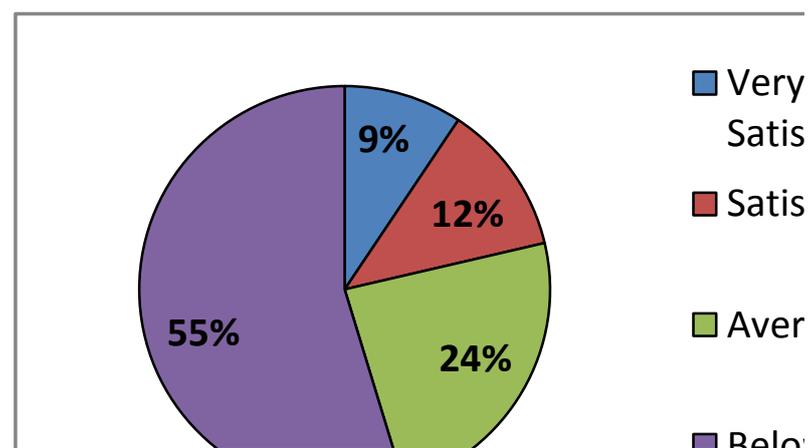


Graph –IV: State of present working environment

11. **Question 5.** State of your accommodation facilities.

Answer selection	A	B	C	D
Number of sailors	14	18	36	82

12. Positive living environment is a must for the job satisfaction of sailors however it is revealed that 55% of the sailors are dissatisfied with their present living environment while 24% have average satisfaction on it. Only 9% of the sailors are fully satisfied and 12% are satisfied.

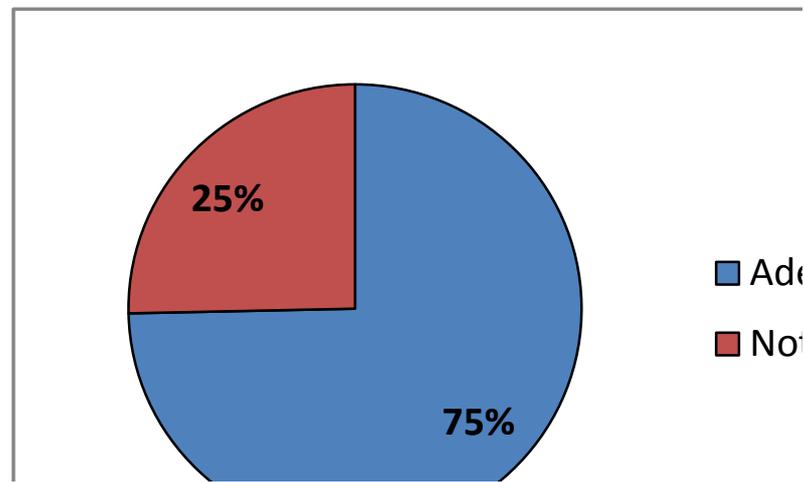


Graph –V: State of accommodation facilities

13. **Question 6.** The evaluating and appreciation received from superiors of your branch for work done by you.

Answer selection	A	B
Number of sailors	112	38

14. It is observed that majority of the sailors have stated that they are satisfied with the evaluating and appreciation received from their superiors of their branch for works done by them.

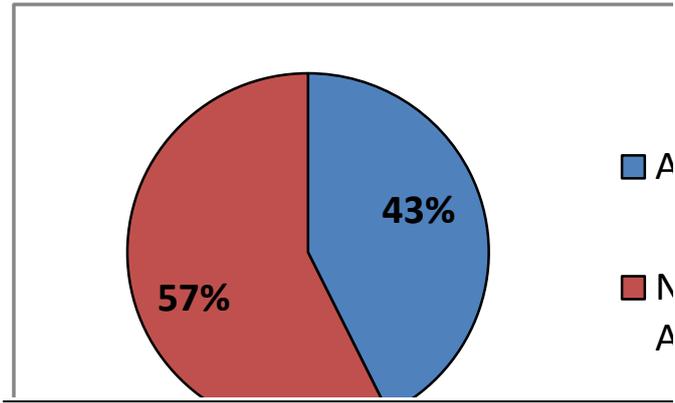


Graph –VI: Evaluating and appreciation received from superiors for work done

15. **Question 7.** Opportunity to rest & proceed on leaves.

Answer selection	A	B
Number of sailors	64	86

16. Every employee needs sufficient time to rest and to proceed on leave in order to lessen their fatigue and stress. 57 % of the sailors are in a view that they do not have sufficient time to rest and to proceed on leave.

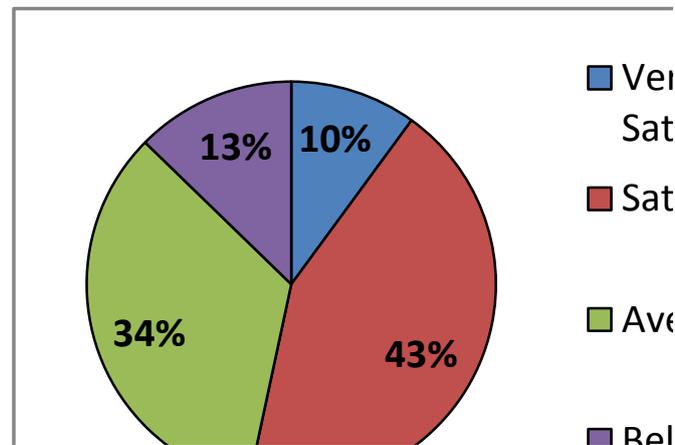


Graph –VII: Opportunity to rest & proceed on leaves

17. **Question 8.** Opportunities for advancements and existing advancement criteria of your branch in comparison with other branches.

Answer selection	A	B	C	D
Number of sailors				

18. Getting timely advancements are another vital factor which affects on employees job satisfaction. 13% of the sailors are dissatisfied with opportunities available for their advancements and another 34% have average satisfaction on that. Only 10% of the sailors are very satisfied with presently available opportunities and another 43% are satisfied.

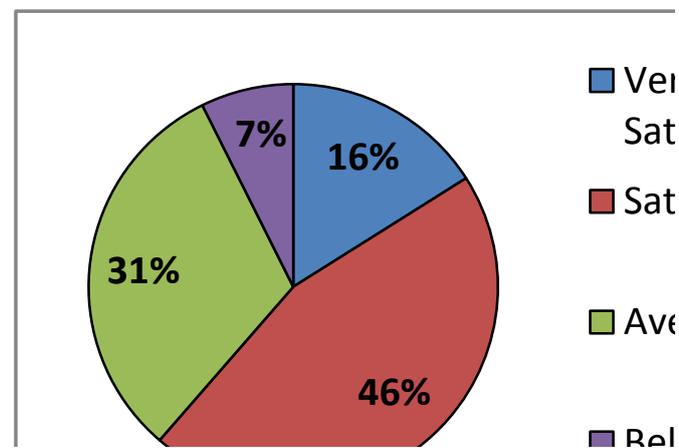


Graph –VIII: Opportunities for advancements and existing advancement criteria

19. **Question 09.** The assistant receiving from superiors for the settlement of problems related to your work.

Answer selection	A	B	C	D
Number of sailors	25	46	9	-

20. It is witnessed that majority of the sailors are happy with the assistant receiving from their superiors for settlement of problems related to their work and only 7% is dissatisfied with that.

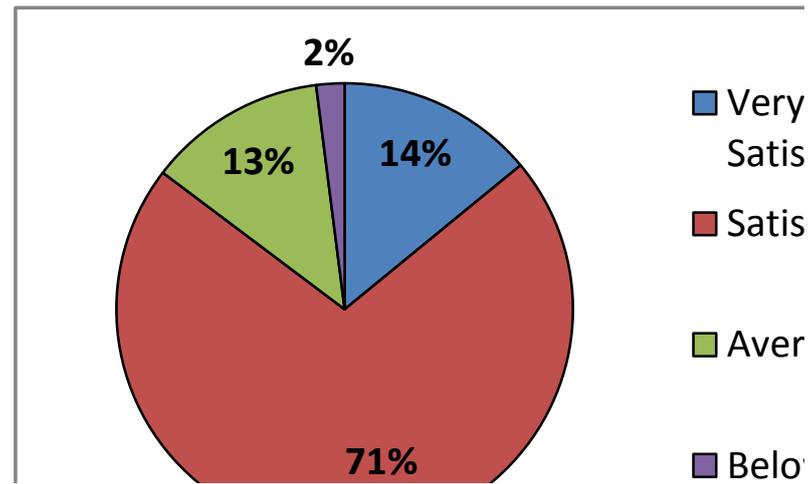


Graph -IX: Assistant receiving from superiors for settlement of problems related to work

21. **Question 10.** The assistant receiving from superiors for settlement of personal problems.

Answer selection	A	B	C	D
Number of sailors	21	44	15	-

22. After analyzing the answers received, it is observed that sailors are in an opinion that they are receiving assistant from their superiors for solving the personal problems. This is a healthy sign that develops the employee and employer relation which leads to improve the job satisfaction of sailors.

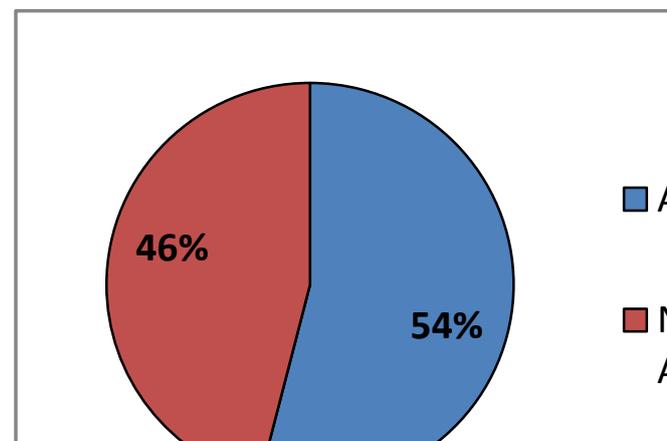


Graph –X: Assistant receiving from superiors for settlement of personal problems

23. **Question 11.** Opportunities available for recreational activities and other personal activities after working hours.

Answer selection	A	B
Number of sailors	81	69

24. It is visible that majority of sailors are receiving sufficient time to attend recreation, domestic and private matters after working hours.

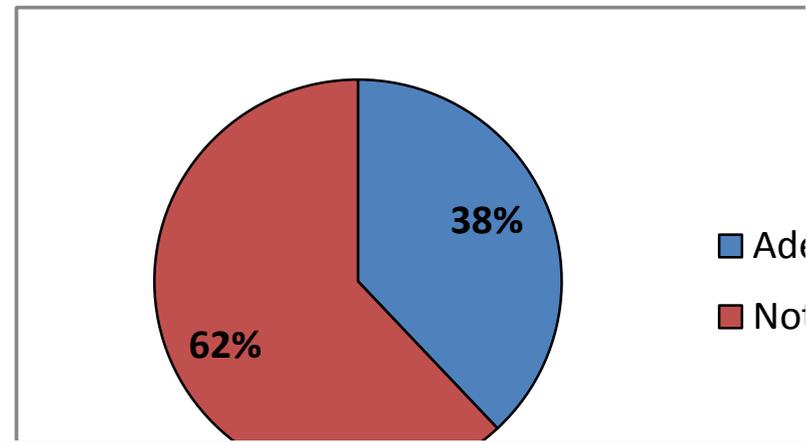


Graph –XI: Opportunity for Recreational activities and other personal activities

25. **Question 12.** Availability of local & foreign courses for your branch in comparison with other branches.

Answer selection	A	B
Number of sailors	57	93

26. Majority of the sailors are in the opinion that they are not receiving enough local and foreign courses for their branches in par with the other branches of SLN. Lack of foreign exposure and local training opportunities causes decreasing of the professional knowledge of the sailors and it leads diminishing of job satisfaction of the sailors.

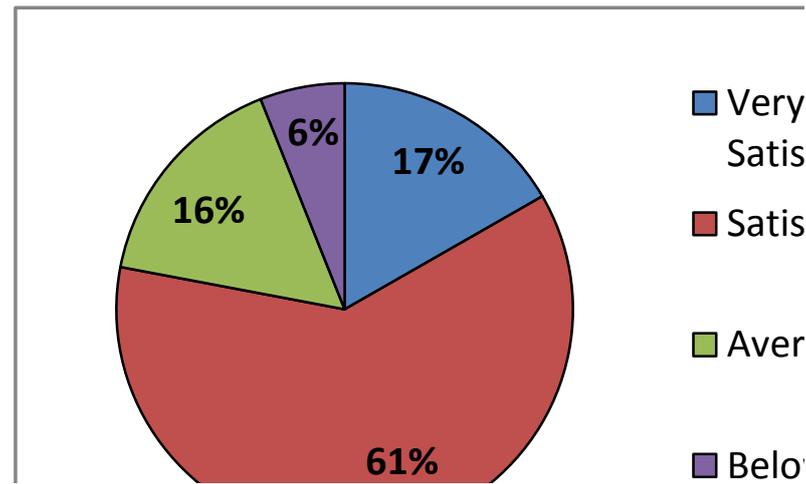


Graph –XII: Availability of local & foreign courses

27. **Question 13.** Attitudes of your superiors towards sailors.

Answer selection	A	B	C	D
Number of sailors	25	92	24	9

28. It is observed that no one is dissatisfied with the attitudes of their superiors towards sailors.

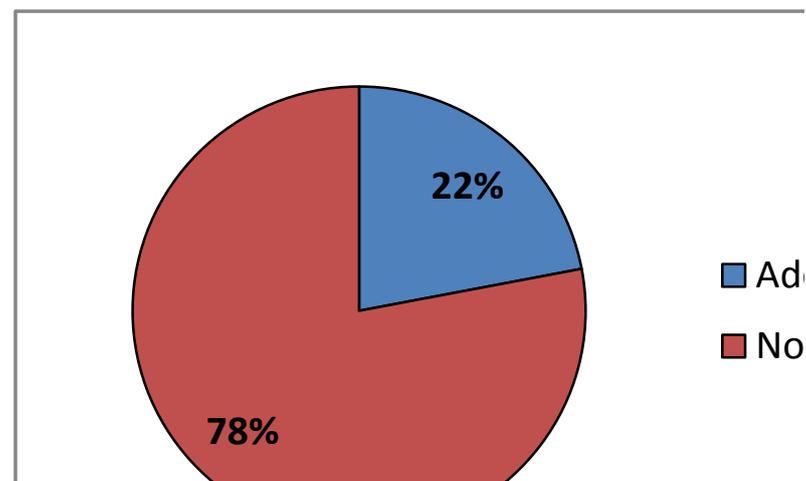


Graph –XIII: Attitudes of superiors towards sailors

29. **Question 14.** Appreciation received from Superiors and Peers of other branches for works done by you.

Answer selection	A	B
Number of sailors	33	117

30. It is observed that very less number of sailors is happy with appreciation received from Superiors and Peers of other branches for works done by them.



Graph –XIV: Appreciation received from Superiors and Peers of other branches for works done

Outcome of the Analyzing of Answers

31. The outcome of the analyzing of the answers received from Stores Assistant Sailors is indicated below:

- a. Sailors are happy with the training they had pertaining to their profession and the freedom they have to do their job according to the way they were trained to do it
- b. Sailors are happy with available welfare facilities. Majority of the sailors is happy with opportunities available for them to have a rest, to proceed on leaves as well as available opportunities for recreational activities and other personal activities after working hours.
- c. Majority of the sailors are unhappy with their present working environment. Further sailors serving in Western Naval area are in the opinion that their working environments are to be upgraded further
- d. Majority of the sailors in Western naval area are unhappy with their accommodation facilities. In general sailors are in the opinion that their living environments are to be upgraded further
- e. Sailors are happy with the evaluation and appreciation received from their superiors for the work done by them. Likewise sailors are happy with the assistant receiving from their superiors for the settlement of personal problems as well as problems related to their works. Further they are happy with their superiors' attitudes towards them
- f. Sailors are in the opinion that appreciation received from superiors and peers of other branched are not adequate.
- g. It was observed that majority of the sailors are unhappy with existing advancement criteria of their respective branches. It is a fact that the number of vacancies for the advancement from Leading Rate to MCPO rate in non-artificer sailors is low in the navy. Hence sailors those who are qualified to the advancement to the next rate are not getting the advancement in time.
- h. Most of the sailors are unhappy with the available numbers of local & foreign courses for their own branches in comparison with other branches.

General Observations in the Research

32. It was observed that there are some factors which directly affect to vary the level of job satisfaction of naval personnel. Those factors are indicated below:

- a. Branch of the naval person
- b. Nature of the present job/appointment
- c. His/hers superior command
- d. Present working place
- e. His/hers educational background, working capacity and attitudes towards the job

CHAPTER 4

CAUSES FOR DIMINISHING OF JOB SATISFACTION OF STORES ASSISTANT SAILORS

1. When examining the outcomes of the analyzing of answers received from the sample group along with views/suggestions forwarded by them and certain general observations it is found that, as a whole, there are certain common factors which lead diminishing of job satisfaction of stores assistant Silors. Following paragraphs will discuss those factors:

Negative Working and Living Environment

2. Every naval person is entitled to have suitable accommodation facility. However condition of accommodation in some naval areas, especially in WNA, is still dissatisfied. For an example, accommodation facility available for sailors in SLNS Parakrama is qualitatively and quantitatively very poor. They have no sufficient water and sanitary facilities, no sufficient space to live. Numbers of Bunks, Lockers and Fans are not sufficient at all. Many sailors are sleeping in their office at night and sometimes get pulled up by Senior Officers.

3. Taking about the working environment, situation is still not satisfactory. Though the personnel in staffs were increased during past years, basic facilities have not yet been provided in order to cater them. Particularly in NHQ and area headquarters, office space and equipment are not sufficient at all for staffs. Nevertheless, during the period of 2011/2012 millions of funds were utilized to provide General Messes in shore establishments with 42'' LCD TVs and Air Conditioning facilities aiming to improve job satisfaction of Junior Sailors. But there were no sufficient funds under particular vote to purchase Pillows, Mattress and Bunks by the later part of particular years. This issue still exists, even now there is a severe shortage of these essential items specially metres, bunks and lockers.

Unfavourable working circumstances

4. It was revealed during this research that, naval personnel are highly disappointed on utilizing them in duties not pertaining to SLN. Presently naval personnel are deployed to clean cannels in Colombo area and to clean the beach at Galle Face area in naval uniforms. Utilizing such a well-trained naval person for a labour's job creates job dissatisfaction and directly

harms to the image of the Navy as well as naval personnel. It is another fact which was revealed during this research that, working stress of Stores Assistant sailors has been increased more in post war scenario than war period, especially during year 2011 and 2012, due to unnecessary heavy work load, long hours of work and unrealistic work deadlines. It is a fact that, during the war scenario, our naval personnel have served in critical situations not thinking even about their lives and families in order to succeed the victory of the battle. Those days no one was worried about their leave and many people refused to proceed on leave during the final stage of the war as they knew that whatever the dedication or sacrifice they made was for the liberation of our motherland. However in post war scenario the situation was changed. Most of the time naval personnel had to work around the clock even in holidays and without having leave in order to achieve some other goals which were not the requirements of the country. Fortunately that situation has again been changed at present and naval personnel are happy with their leave and working hours. However, another finding of this research was that, the level of job satisfaction of many naval personnel during year 2011 and 2012 had been low.

5. Meanwhile some leaders have a habit of retaining the staff unnecessarily in working places after working hours and call up them for works on Sunday routing days even though the staffs manages to complete all the works within working hours and during working days. The argument behind is, if the boss is in the office for any reason his staff also should unconditionally be in the office. Consequently, all the Bulbs, Computers, Fans/ Air Conditioning plants are kept switched on needlessly. Along with reducing job satisfaction, such practices also wasting public money and resource of the Navy.

Matters Pertaining to Advancements

6. Due to lack of vacancies, there are limitations for advancements to Petty Officer and above rates in Stores Assistant brach. Further, available numbers of vacancies vary between branches. But sailors in artificer branches are given their advancements on completion of the required service period without considering the vacancies. Owing to that reason, certain sailors of the same enlistment are remaining as junior sailors until their retirement while fragments of the same enlistment or sailors of their subordinate enlistments are advanced as senior sailors.

Imperfection in Grievances Handling

7. Irrespective of rank or rate grievances of any human being are equal. Grievances can arise due to many reasons such as uncomfortable working conditions, lack of knowledge of job requirements, personal conflicts, dissatisfaction with pay etc. Though grievances are an element of routine working life, failure to deal with them promptly and effectively will lead to loss of productivity, low morale of men, absenteeism and the budding for internal disputes or clashes. Such situations will badly affect on the efficiency of men, effectiveness and discipline of an armed service. However it was revealed that there are some imperfections in redressing grievances in the navy.

CHAPTER 5

WAYS TO IMPROVE JOB SATISFACTION OF STORES ASSISTANT SAILORS

1. Job Satisfaction is a personal feeling which varies between employees. In SLN, being an armed service, it varies between officers and sailors, then senior sailors and junior sailors similarly senior officers (e.g. Commander and above) and junior officers (e.g. Lieutenant Commanders and below). Further it differs between branches as well as individual educational qualifications and experience. For examples, a Medical officer may not be satisfied with his job while an officer from Executive branch is satisfied with his job. An artificer sailor may not be satisfied with his job while a VNF sailor is highly satisfied with his job.

2. However, the leaders of any organization have the responsibility for creating a high level of job satisfaction of their employees. That concept is common to the Navy also. One of the aims of Military leadership should be to improve the performance of men, to improve quality, to increase output, and simultaneously to bring pride of soldiering to men under them. Such a motivating environment gives them a sense of pride in their job. Following paragraphs will discuss certain important elements, which can be commonly adopted in SLN in order to improve job satisfaction of naval personnel.

Providing a Positive Working and Living Environment

3. Being service men, we are spending more than 1/3 of the month in naval premises. Hence, providing a positive working and living environment is the most important factor in the process of creating job satisfaction. In SLN, this can be achieved by providing sufficient and comfortable working space with required facilities (e.g. Furniture, Office equipment etc.) and comfortable messes with sufficient basic needs (e.g. Electricity, Water, Beds, Lockers, Sanitary and Ventilation). It is true that, being service personnel we must be managed with available resources and able to make the best of the thing. But, if somebody doesn't have a Chair to sit in his office or a Bed in his mess to have a sleep after weary working hours, that will be the very first thing which make him dissatisfied with his job.

4. Aside from providing physical facilities, creating a favourable working environment in work place is a very important factor to improve one's job satisfaction. Granting reasonable time for rest and reasonable number of days for leave are very important. Further it the responsibility of leaders to address employees' official and personal problems in a positive manner and to avoid harsh working circumstances in the work place.

Reward and Recognition

5. These are powerful tools in building morale and motivation of naval personnel. For an example a friendly word, a pat on the back or a personal note from a peer or a superior can do miracles. Likewise small, informal celebrations such as a farewell party, in view of relinquishing one's duties, are many times more effective than a seasonal formal event.

6. Today, many government and private organizations have reward schemes to improve their workers' job satisfaction. It is possible to introduce such schemes for Navy also. Presently Sri Lanka Army in connection with a private firm has introduced a special offer for Officers, who have completed five years of service, to purchase a Car inclusive of certain Tax concession and five hundred thousand rupees loan on concessionary interest rates for the purchase. If navy can introduce such a system it will be a supportive measure to improve job satisfaction.

Developing Employee's Skills and Potential

7. Training and Education motivates men and makes them more productive and innovative. Well-trained naval personnel are more capable and they are willing to take up more control over their duties and they need less supervision. Naval personnel who are perceive and competent on their job complain less, they are more satisfied on job and more motivated. By increasing number of opportunities for naval personnel to follow foreign courses will give them an exposure to current world while broadening their knowledge and it will be of financially benefit to them. Further it is essential to provide more opportunities for local external courses and encourage naval personnel for post graduate and higher education. Thus navy can get more productivity from them while improving their job satisfaction.

Work-Life Balance Practices

8. There should be a delicate balancing act which naval personnel carry out between their personal life and naval life. Organizational policies which respond to common personal and family requirements are essential to keep up job satisfaction in an armed service because every naval person should have a family life and a social life as well other than his naval life.

9. It is the responsibility of leaders to enable the men under him for proper work life balance practice. It is essential to pay more attention on deploying naval personnel on duties and sending them on leave in order to create flexible work environment in the navy. Cultural and religious leave and compassionate leave for one's essential or important family requirement (e.g. Birthday of a kid, Wedding or a funeral of a close relation), organizing family oriented cooperate events such as family get together, cultural and religious functions are very important in this regard.

Match the Person to Job

10. Employing the right employee to right work place is another important tool in creating job satisfaction. It is essential to identify and consider one's own skills and potentials when drafting sailors for various duties in the navy. For examples, there are naval personnel who are skilled in instructor duties hence navy can improve his job satisfaction more by employing him in instructor duties than employing him for some other duty.

Attitudes Development

11. **Relationship between Attitudes and Job Satisfaction.** Job satisfaction is an individual's contentment with their work and an individual's attitude towards work is directly linked to the job satisfaction; an employee who is satisfied with his job performs better and excels at what he does. Hence it is important to discuss the relationship between attitude development and job satisfaction because attitude is one of the most important features of an individual's personality. It is therefore imperative for navy to understand the attitude of naval personnel and improve the job satisfaction of them, as job satisfaction is essential for productivity. If naval personnel enjoy their work, they hardly need external motivation from superiors. As per the observations during past few years, there is an obvious relationship between diminishing of job satisfaction which leads desertion and attitude of naval personnel.

In case of junior sailors, majority joins from rural areas and possesses education qualification below the GCE O/L. But they are getting more than twenty five thousand rupees as monthly salary which is comparatively higher than the salary of some other government or private sector employee who possesses same qualifications. However some junior sailors think that they can get a better salary and facilities from an outside organization than which they enjoy from Navy. Such attitudes cause job dissatisfaction and leads to desertion.

12. In SLN, there are different types of individuals, since their family back ground, education and working environment vary between each other, their attitudes also are different. Attitudes of a naval person towards his job are directly linked to his job satisfaction. Hence it is exigent for Navy to develop the attitudes of each and every naval person positively in order to improve their job satisfaction. In other words they should be stimulated to think “What can I do for Navy” instead of “What Navy has given me”.

13. **Attitudes of Leaders affect Job Satisfaction.** Leadership can be regarded as a crucial factor in whether job satisfaction trimmings or diminishes. The Command can have an intense effect on how his subordinates and ratings work and react in the workplace. A good leader creates a positive working environment which fosters teamwork and better results. Command's attitudes and actions can also affect his staff's job satisfaction. Decent Leaders can improve staff morale by understanding how influential his own attitude can be.

Suppression of Imperfections in Grievances Handling

14. Having an appropriate procedure of grievances handling is a must for a navy. The Divisional system practiced in navy can be identified as the most effective procedure in handling grievances. Therefore superiors must be educated about the importance of the grievance handling process and their role in maintaining favorable relations with their subordinates. Effective grievance handling procedure is a vital part of cultivating good employee relations and running a positive, fair and dynamic workplace in navy.

Evaluating and Measuring Job Satisfaction

15. Continuous evaluation and improvement is an utmost important factor in the process of improving job satisfaction. The main objective of evaluation is to measure progress and determine what needs improving. Continuous evaluation includes measurement of attitudes, morale and motivation of men. The identification of problem areas which needs improvement and the design and implementation of an improvement plan are also include in that process⁴. SLN has well designed and well-practiced system, to identify and resolve the problems of men, known as Divisional System. This can effectively be utilized to evaluate and measure job satisfaction among Stores Assistant sailors.

⁴ 'Chart Your Course International', 'The Pride System', 27 Dec 2012
<<http://www.chartcourse.com/the-pride-system/>>

CHAPTER 6

CONCLUSION

1. Our naval personnel dedicatedly and willingly accomplished their duties, despite the imminent life treat and without taking a leave even, for the liberation of our mother land. They are always ready in all respect to render their service to the nation. Hence it is of utmost important to improve their job satisfaction in order to make them happy with their job and enhance their efficiency and productivity. Though we have a peaceful country today, there are various reasons, which were discussed above, have caused to diminish the job satisfaction of naval personnel.

2. The leaders have to play a vital role in this regard since their decisions, attitudes, and behaviour directly affect on job satisfaction or dissatisfaction. It is essential and important to formulate policies and programmes in order to improve the job satisfaction of naval personnel since having employees who are satisfied on their job needs less supervision and it increases productivity of the navy, further it decreases desertion and requirement of grievances handling as well.

3. There are factors whose presence leads to satisfaction of the job. Further there are factors whose presence prevents dissatisfaction of the job and navy has impracticable control over them. Then navy has to identify factors leading to job satisfaction and positively manage them in order to improve job satisfaction of naval personnel. Providing positive working and living environment is the most essential factor which should be given top priority since providing a person with a better place to live and a better place to work contributes more than 50% in improving their job satisfaction. Over and above avoiding unfavourable working circumstances is also a vital factor in this regard.

4. Apart from providing physical facilities, developing skills and potentials, developing positive attitudes towards the job and eliminating imperfections in grievances handling are the essential and important measures to be implemented. By implementing all these measures collectively and continuous evaluating and measuring of them, navy can improve the job satisfaction of SLN personnel. Thus efficiency and productivity of naval personnel can be enhanced and their contribution to the nation will be greater.

RECOMMENDATIONS

5. By analysing research findings and general observations there are certain areas which have to be brought to the attention of relevant authorities in order to improve them with the intention of improving job satisfaction of SLN personnel. Following paragraphs will discuss the measures which are recommended to improve the job satisfaction of SLN personnel;

6. **Improvements to Living and Working Environments.** It has been found that accommodation facilities for SLN personnel are still not in an optimum level. Though the cadre of navy is being increased annually accommodation facilities are not yet being improved to cater them in future. Thus accommodation facilities will be another burning issue in the navy in future. Furthermore improvements to working environments are also essential in order to cater for future requirements. Therefore followings are recommended in this regard;

- a. To provide sufficient accommodation facilities with essential requirements e.g. Water, Sanitary facilities, Beds, Metres and Fans etc. within shortest possible time period on priority basis
- b. To improve the standard of working places by providing sufficient space and office equipment.

7. **Development of Potentials and Skills.** Following measures are recommended in this regard;

- a. To increase the number of opportunities in foreign courses and local external course
- b. To carry out comprehensive study and formulate sustainable policies for promotions for Commander and above ranks and advancement for Petty Officer and above rates
- c. To provide freedom for brain storming and innovative work.

8. **Education and Motivation of Naval personnel.**

- a. To inculcate positive attitude in naval personnel towards their job by conducting awareness programmes, leadership and motivation exercises etc.
- b. To educate leaders on the importance of improving job satisfaction in order to avoid unfavourable working environments and imperfections in grievances handling.
- c. To educate superiors to listen to subordinate grievances and render maximum assistance to sort out them. Thus subordinates will understand that they will not be alone when in a disastrous situations.
- d. To educate all naval personnel on the importance of each profession in SLN in order to eradicate professional jealousy among naval personnel and establish a friendly working environment.

9. **Rewards and Recognition.**

- a. To confer appreciation/commendation letters for above average work subject to proper and impartial evaluation

10. **Employing the Right Person to the Right Job.** It is always required to assign duties/jobs to naval personnel considering their respective seniority, rank and rate. Further it is essential to consider potentials, skills and willingness of naval personnel when appointing and drafting.

11. **Enabling the Work Life Balance Practice.** When there is a delicate balancing act which naval personnel carry out between their personal life and naval life, it will be a vital factor which improves their job satisfaction. Followings are recommended in this regard;

- a. To give a certain opportunity for the willingness and requirement of naval personnel in every possible time to request for a preferable working place when giving a new appointment/draft.
- b. To increase the number of married quarters
- c. To organize family oriented cooperate events such as sports events, family get - together and social events
- d. To grant compassionate leave, religious and cultural leave for naval personnel in order to attend their personal commitments after confirming the genuineness.

12. **Enhancing the Image and Self Dignity of SLN Personnel.** SLN should clearly understand the reason as to why a civilian joins an armed force instead of joining some other job. Therefore it is the responsibility of the navy to protect the image and self-dignity of each and every naval person. This is the high time for navy to seek the approval from the government to withdraw naval personnel from deploying them from certain tasks which directly harms the image and self dignity of naval personnel e.g., labours' jobs, canal cleaning in Colombo area.

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