



## ABSTRACT

World is moving from traditional personnel management concepts to much broader and deeper Human Resource Management concepts thinking and recognizing it as one of the most important assets. In contemporary terms organization consider human factor as a resource. Activation of latent capabilities, core competencies, willingness to perform and activation of inner state of the abilities through addressing hygiene as well as motivational factors will definitely improve the productivity and will also provide the edge to success. Unless an organization understands the importance and make arrangements to adopt these concepts, the out put will not be that much effective. This research is aimed at the study of job satisfaction among the employee of the SLN.

The theoretical model put forth based on the literature was that job satisfaction instills commitment, and commitment and turnover intention are inversely related. A survey was conducted comprising of 411 SLN personnel. This survey was developed to assess employee satisfaction with their jobs. Using statistical analyses, this study examined job satisfaction and organizational commitment and factors of the turnover intention of SLN employees. The effects of place of work, gender, and age on job satisfaction and organizational commitment were examined. It was found that men and women in the SLN do not experience significantly different levels of job satisfaction and organizational commitment. Further, it was proven that place of work (Operational & Non Operational) in the SLN do not experience significantly different levels of job satisfaction and organizational commitment. This study would help to identify the relationship between job satisfaction and competence of the employees.

Findings of this study could enable organization to make suitable suggestions to give more opportunities to employees to show their competence. The analysis of data also found high feelings of accomplishment from the job with considerable number of employees of SLN and high percentage of employees prepared to take responsibilities.

In this study, not all of the research hypotheses were supported by the data analysis. The data suggest that SLN employees share similar attitudes and beliefs about job satisfaction, organizational commitment, and turnover intention. Researcher is recommending introducing the HR strategy and post military career strategy to address the issue of employee dissatisfaction and turn over intention of employees. Further recommend to carry out a future research with this finding considering the human side of the equation for improvements to armed forces.

Therefore the main focus of this research study was to highlight the requirement of reviewing the existing management practices and adopt necessary changes and thereby address the issue of employee dissatisfaction of the SLN. Researcher strongly recommend that this message be taken in to all layers of the military officer's hierarchy and educate them of the importance of it. This will definitely provide some valuable information to all military leaders in performing their duties thinking on the lines of human factor. Research findings will be a guidepost for all members of any organization but in particular military.