

## Abstract

Military as an organization has a unique recruitment system. A military person's work commitment is not only his primary duty, but also embodies 24-hour availability. Sri Lanka Army (SLA) invests lot on military personnel in terms of induction, training, developing, maintaining and retaining them in the military service. It is worth to cost over minimizing the employee turnover, taking measures to enhance job satisfaction. Aim of the current study was to determine the factors affecting job satisfaction of non-commissioned officers (NCOs) in Sri Lanka Military Academy (SLMA). A cross sectional descriptive study conducted using a self-administered likert scale questionnaire. Stratified random sampling method was used (n=320). Motivating potential score (MPS) values were calculated in order to evaluate whether there is potential job dissatisfaction, the Spearman's Correlation coefficient was used to measure the relationships between the job satisfaction facets and multiple linear regression analysis was carried out to measure the impact of the considered independent variables on the job satisfaction of NCOs'. The calculated MPS value (124) was less than the standard norm (135). There is a significant positive relationship exist among job satisfaction and the independent factors; supervision and co-workers ( $p < 0.000$ ), communication ( $p = 0.014$ ) and organizational commitment ( $p < 0.000$ ). NCOs in SLMA are generally satisfied with their military service irrespective of the years of service. Identity as a military officer was a common theme among NCOs. Recommend to extend further research in order to plan implications for job redesigning in future within the SLA.

**Key words:** *Job Satisfaction, Job characteristics, Non-commissioned officers*