

A study to identify degree of satisfaction in the occupied Job roles among the Indian Army Officers.

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ABSTRACT

This study has been undertaken to identify degree of satisfaction in the occupied job roles among the Indian Army Officers. A sample size comprising of 197 officers was collected. The scale MAO-R (Motivational Analysis of Organization-Roles) developed by Dr Udai Prateek and Dr Surabhi Purohit, was used to assess satisfaction in terms of five intrinsic needs- achievement, influence, control, affiliation and extension. A study was additionally done to understand if level of role satisfaction of male and female officers is same. The data was also analyzed to find if level of satisfaction varied in terms of work-experience and type of commission. The study used descriptive analysis and Nonparametric test (Mann-Whitney Test).

The results of the study revealed moderate level of job role satisfaction among officers: the highest amount of satisfaction was found to be in the need for extension, followed by need for affiliation, control and achievement respectively. The highest amount of dissatisfaction was found in the need for influence. There wasn't any significant difference found in the level of satisfaction on the basis of gender or type of commission. However, a significant difference was found as per years of service.

KEYWORDS: Job Satisfaction, Role Satisfaction, Needs Influencing Job Role Satisfaction, Achievement, Affiliation, Influence, Control, Extension, Types of Commission

1. INTRODUCTION:

As per (Late Udai Pareek, 2018), every individual has basic intrinsic needs and they try to satisfy those needs through their job roles. He defined role satisfaction in terms of 'degree of satisfaction of psychological needs in one's role in an organization'. He further elaborates it by saying that if an individual feels he is getting adequate opportunity to satisfy that particular need at his workplace, then that need can be considered as fulfilled, but if there is a gap in what he desires and what he is getting then it would lead to dissatisfaction. Hence, he defined 'the gap between perceived and desired satisfaction of the main psychological needs in one's organization role as role satisfaction'.

The term 'Job satisfaction' was 1st coined by (Hoppock, 1935) who outlined it as 'combination of three circumstances namely psychological, physiological and environmental that makes one to be content and satisfied with their work'. As per (Locke, 1976) Job satisfaction is a positive emotion one has as an output from the appraisal of one's work or work experiences. Thus, Locke meant each cognition (appraisal) and affect (feelings) contribute to it. The basic necessities for job satisfaction might embody relatively higher pay, good and just compensation package, opportunities to move-up the ladder, considerate management, nurturing organizational culture, a workplace that promotes social interactions, attention-grabbing and varied tasks and autonomy: management over work pace and strategies. (Armstrong, 2006)

The degree of role satisfaction depends for the most part upon one's own desires and expectations. In order to increase the job role satisfaction and task significance and also that workers enjoy their work, the concept of job enrichment was put up by Hackman. Hackman came up with a JCM model through which he says results of job enrichment can be categorized into 'psychological states, personal and work outcomes. (Hackman, 1976)

In a study by (Ruby Sengar Malhotra, 2016) it was concluded that 'Role Satisfaction is a new and one of the significant predictors of leadership behavior in Indian organizations. Particularly achievement, influence, control & affiliation have contributed highly in the direction of leadership behaviors.

Motivation at work and job satisfaction are also connected through the concept of needs. While measures undertaken to satisfy a necessity constitute part of motivation, successful completion of the efforts gives a feeling of

satisfaction. In this sense, motivation is the process while satisfaction is the outcome. If this process pertains to a job, it is called job satisfaction. Because human needs are diverse and job characteristics are numerous, what gives satisfaction to employees varies a lot. Similarly, satisfaction is intuitively believed to impact on performance and employee turnover. But the relationships at best are modest. Job satisfaction is an indispensable component of life satisfaction. The latter is an overall satisfaction from one's major life events. Life satisfaction is also human happiness that is now considered to be an indicator of a human beings' well-being. (Sinha, 2008)

1.2 THEORIES

a) Maslow's Hierarchy of Needs

Abraham Maslow (1943) postulated that fulfilling an individual's needs is connected to job satisfaction. He categorized physiological needs (air, water, food, etc.), safety needs (education, health, etc.) and social needs (love & belongingness, etc.) under lower order needs and esteem needs (status and prestige), and self-actualization needs under higher order needs. It was argued by him that higher order needs can be fulfilled only once the lower one's are met. He also said that these needs are flexible and vary as per individual differences & external circumstances. In 1970, Maslow added two more needs to the model which are cognitive (knowledge, curiosity, etc.) & Aesthetic needs (appreciation & search for beauty, balance etc.). Later on, another need called Transcendence need was also added to the model which was kept at the highest level.

b) ERG Theory

Clayton Alderfer came up with an ERG theory by modifying and aligning the Maslow's theory of needs. He grouped needs into three categories- ERG; where E means existence, R stands for relatedness, and G for growth. According to him, the existence group comprised of material needs that is physiological and safety needs. The social and esteem needs were grouped under the relatedness needs. The growth group comprised of intrinsic desire for personal development i.e., self-actualization. As per the ERG theory and in contrary to Maslow's theory says that two or more needs may be working simultaneously, and that the desire to satisfy a lower-level need may increase if the higher-level need is suppressed. ERG theory takes into consideration the individual differences among people. However, the importance of needs may change as per an individual's family background, education and cultural practices. (Alderfer, 1969).

c) McClelland's Theory of Needs

David (McClelland D. , 1961, 1975, 1985) and his associates came up with three needs: achievement, power, and affiliation. The achievement need is an individual's drive to excel in work and accomplish challenging goals. The yearning for power is having control over others and making them behave as per the requirements. The affiliation need is defined as a wish to develop friendly & close interpersonal relationships. He said these are three motivator drivers in an individual's life regardless of age, gender or culture. The dominant need will be as per the individual's personal and professional experiences.

d) Motivation-Hygiene Theory

According to (Herzberg, 1957), job satisfaction is affected by intrinsic and extrinsic factors. The intrinsic factors (satisfiers) which are: achievement, recognition, the work itself, etc. motivates an individual for superior performance and effort. These factors are highly correlated with job satisfaction. Whereas the extrinsic factors (hygiene factors) like pay and working conditions are correlated with job dissatisfaction. Hence elimination of hygiene factors won't lead to job satisfaction but only in removing dissatisfaction. Some of the ways to enhance job satisfaction can be Job enrichment, Job enlargement and employee empowerment.

e) Job Characteristics Model

The JCM presented by Hackman and Oldham (Hackman, 1976) contends that the jobs with high levels of satisfaction and positive outcomes content are usually the ones which motivates individuals intrinsically. The model focuses on five occupation attributes which are:

- a) Task identity – how much one can see one's work as an entity;
- b) Task significance – the significance of one's work;
- c) Skill variety – degree to which occupation permits workers to do various errands;
- d) Self-governance – how much representatives have control for how to lead their activity;
- e) Feedback – how much the work itself gives criticism to how the worker is playing out the activity.

As indicated, employments that cater to these qualities are probably going to be more fulfilling than occupations that don't.

f) Affect Theory

(Locke, 1976) in this theory says job satisfaction is defined as the difference between what one wants in a job and what they get. If the difference is less, then it means high satisfaction. However, if the difference is huge then that means the employee is less satisfied with the job. He says that this would also depend upon which components are more important for the employee and this would vary from individual to individual. Now if something is more important for an individual than his level of satisfaction will be greatly impacted in case of both availability and non-availability of that component. But if something is not important for an individual, then that component will not have as much effect on the level of job satisfaction for that particular employee in comparison to the employee who values that particular component.

1.3 NEEDS INFLUENCING JOB ROLE SATISFACTION-

As indicated by (Late Uday Pareek, 2018), six essential needs or thought processes which are pertinent for understanding the conduct of individuals in any organization are:

1. Achievement- which is defined as set of standards set by others or by oneself in order to achieve excellence. An individual works tirelessly towards achieving the goals while not letting the hurdles on the way deter him. They strive to do things better than their counterparts. These people seek for more responsibilities and are more than willing to undertake or volunteer for new projects. They don't leave things to chance but believe in taking calculated risks. They enjoy challenges and overcoming those is their achievement not the reward that follows. They also like immediate feedback on their performance. As per research by (McClelland D. , 1961), this type of need differs in different cultures. Generally, people born in under developed societies usually have low need for achievement. It depends on the way child is brought up in the society, his personal and professional experiences as they grow. The understanding of this need also helps organizations to retain their high performers. (Mathieu, 1990) cited that people with high achievement needs also makes better leaders.

2. Affiliation- This need is defined as a longing for close and personal bonds with others and ability to express one's emotions. Being accepted and approved by others is important for people with high affiliation need. They don't like to be in conflicting situations. Cooperation & mutual trust & understanding is important for them. People who have high need for affiliation also have a tendency to follow those they admire. They also take sincere interests in well-being and helping others. These people are not afraid to open their heart out to others and expect the same in return. Needless to say, people have varying degrees of this need. They value interpersonal relations and are generally caring in nature. Also, a study by (Mathieu, 1990) says that the cadets with high affiliation need look up to a leader who promotes socialization among the cadets and personally take interest in their wellbeing.

3. Influence- it is a desire to make an impact on others and help in their development by making them do things which one thinks is right. People having high influence needs like to be in charge and enjoy autonomy. They like giving suggestions to superiors and recognized for their work.

4. Control- it is a longing to stay updated and informed and taking control of things when needed. People with high control need may even micromanage their subordinates, so balancing the act is important as per the role.

5. Extension- it is a desire to support subordinate objectives and also contribute to the society and collaborate with teams. Training the subordinates and mentoring them also fulfills this need.

1.4 RESEARCH ON MILITARY PERSONNELS-

The Indian Army operates under the Ministry of Defense and comprise of 1.4 million active military personnel. There are around 44000 male officers and female officers make about 3% of the force. There are two types of commissions Short Service Commission and Permanent Commission. Short service commissioned officers can serve up to 10 years, extendable up to 14 years. Permanent commissioned officers can serve till the age of retirement. After completion of 10 years in the service, the short service commissioned officers get the chance to be elected for permanent commission based on the merit.

An article by Lieutenant Colonel Yogesh Nair on Job satisfaction highlights that job satisfaction depends on two variables - organizational and personal or a combination of both. Job challenges, leadership skills, appointment, compensation package, criteria of promotion, work ethics makes up the organizational objective. Whereas posting area, learning & development opportunities, work life balance and quality of life are some of the personal variables. He puts a stress on the fact 'Job satisfaction' and 'career mobility' are dominant factors in individual's expectations and aspirations. (Nair, October 2010 - December 2010)

A paper by Colonel Sanjay Malik stresses on the fact that a lot of research has gone into identifying the aspiration quotient of human beings and today's managers may link it with compensation package, but it holds no truth in the case of a military personnel. 'After a few years of service, the salary package is less important than his psychological and social needs, with the most important aspect being your standing, importance, job satisfaction and social recognition within the organization'. (Malik, July 2015 - September 2015)

A study on Military personnel and Ex-military was conducted in New Zealand and it was concluded that the leadership assistance, level of pressure and low job conflict, and challenges in work, autonomy and importance of the role contributed towards high levels of job satisfaction. Variables like short tenure and low centralization had an impact of satisfaction among serving personnel's whereas for those who had left the army income affected the satisfaction. (Fiona Alpass, 1997- Issue 3)

A study in an overseas Air force Command by (Porter, 1967) claimed that the civilian counterparts had more fulfillment and satisfaction in comparison to the Military Officers. The study also claimed that the satisfaction also increased as the officers moved up in hierarchy just like it happens for the civilian managers. The study's findings also highlighted that the Lower Ranking Commissioned Officers were more satisfied than higher ranking non-commissioned officers.

A study conducted on US airforce claimed that there is no significant difference in the level of job satisfaction between US airforce gentlemen and lady officers. Also, with years of service the level of satisfaction increased for male officers but same couldn't be established for lady officers. Also factor analysis revealed that factors like working conditions, relations with co-workers, personal freedom, job security etc. are more important for lady officers. (Amundsen, 1987)

A study on the U.S. army by (Rebecca P. Sanchez, January 2004) concluded that Reserve/Guard staff had higher level of job satisfaction than those on Active Duty. Employment pressure and consequences of occupation related issues were found to be important factors.

In a study on the U.S. Air force under the title "A study of organizational commitment and job satisfaction among Air Force occupational therapy officers" (S D McPhee, March 1992,157(3)) , company grade and field grade officers were found to have same level of satisfaction. Upon further analysis, it was found that company grade officers were more satisfied with career advancement and rewards, whereas compensation, quality of supervision, and bond with colleagues affect the satisfaction level in field grade officers.

Another study conducted on lower ranking officers of Hellenic Armed Forces reported low level of satisfaction with their Command as far as need for just treatment, recognition for their work and listening to their problems is concerned. Significant number of officers were satisfied with the opportunity to develop good relations with their colleagues. (Christos Voulgaris, January – April 2016 Volume 9 | Issue 1)

In a study on the Job satisfaction and Burnout by (Donna Harrington, Volume 25, 2001 - Issue 3) reported that the Air force family advocacy program workers were at risk of leaving the organization in case the level of job satisfaction was low as far as intrinsic needs were concerned, they were stressed emotionally and weren't happy with the compensation and their promotion avenues.

A study by (Heather Antecol, 2009) on military personnel revealed that racial discrimination lead to high level of job dissatisfaction. In addition to that any kind of discrimination as far as career opportunities is concerned raises the intention for leaving the job among the personnel.

OBJECTIVE

1. To measure the level of role satisfaction among Indian army officers.

HYPOTHESIS:

1. H0: There is a significant difference in the role satisfaction between gentleman and lady officers.
H1: There is no significant difference in the level of role satisfaction between gentleman and lady officers.
2. H2: There is a significant difference in the level of role satisfaction between short service commissioned officers and permanent commissioned officers.
H3: There is no significant difference in the level of role satisfaction between short service commissioned officers and permanent commissioned officers.
3. H4: There is a significant difference in the level of role satisfaction between officers having less than 10 years of work-experience and officers having more than 10 years of work-experience.
H5: There is no significant difference in the level of role satisfaction between officers having less than 10 years of work-experience and officers having more than 10 years of work-experience.

METHODOLOGY

The questionnaire MAO-R was adapted from the study by Dr Udai Prateek and Dr Surabhi Purohit (1988). This 25-item scale is intended to assess role satisfaction in terms of 5 needs namely- achievement (five items, e.g., 'Set standards of excellence'), influence (five items, e.g., 'Give ideas or suggestions to your superiors'), control (five items, e.g., 'Admonish those who do not perform') and affiliation (five items, e.g., 'develop close personal relations'). The data was collected via e-forms. The responders were asked to rate all the 25 statements twice on a 5-point Likert scale: once for degree of opportunity he gets to do the things asked in the statement in their current

role and the second time for the amount of opportunity he would like to have for the same role. The difference in both the ratings were found and added for the 5 items to find the Role Satisfaction Index (RSI). As per the scale, higher the RSI, higher the level of dissatisfaction. In addition to this the questionnaire included age, gender, type of commission and the years of service put in by the respondent. Cronbach's alpha was calculated by SPSS and was found to be 0.95 for MAO-R(PRESENT) & 0.913 for MAO-R(DESIRED) which verifies high reliability of the scale. During this study no security related data was collected.

For data analysis, IBM SPSS Statistics 19 version was used. The sample comprised of 197 respondents of which 66% were males and 34% females. The study used descriptive statistics to understand if the data followed normal distribution. The Z score was calculated by dividing Statistics by Standard Error (Statistics/Standard Error) and was found not to be lying in the range between -1.96 to +1.96. Hence it was concluded that the data didn't follow normal distribution and as a result non-parametric tests (Mann-Whitney Test) was used to analyze the data.

RESULT: As per the instrument calculations: the level of role satisfaction was found to be Moderate among the Indian Army Officers. The highest amount of satisfaction was found to be in the need for extension, followed by the need for affiliation, need for control and need for achievement respectively. The highest amount of dissatisfaction was found in the need for influence.

Descriptive Analysis:

	N	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Std. Error
PRESENT ACHEIEVEMNT	197	15.527919	3.9351221	-.163	.173
PRESENT INFLUENCE	197	15.664975	4.6849130	.029	.173
PRESENT CONTROL	197	17.294416	4.3394981	-.452	.173
PRESENT AFFILIATION	197	17.989848	4.3694088	-.504	.173
PRESENT EXTENSION	197	19.096447	4.1250649	-.626	.173
DESIRED ACHIEVEMENT	197	22.741117	2.0600636	-.595	.173
DESIRED INFLUENCE	197	22.639594	2.0346628	-.760	.173
DESIRED CONTROL	197	21.558376	2.6424504	-.395	.173
DESIRED AFFILIATION	197	21.842640	2.7517358	-1.670	.173
DESIRED EXTENSION	197	22.878173	2.2667474	-.923	.173

*Valid N (listwise) Table 1: Descriptive Analysis

HYPOTHESIS H0 & H1: H1 was accepted and H0 was rejected as the level of satisfaction between gentlemen and lady officers were found to be same. However, on independent analysis of the control and extension dimensions' significant difference was found as far as the need to admonish non-performers (p=.036) is concerned and working in teams is concerned (p=0.02) respectively. These gentlemen officers had higher level of satisfaction in these two needs with respect to lady officers.

	Achievement	Influence	Control	Affiliation	Extension
Mann-Whitney U	3905.000	4235.500	4253.500	4221.000	4072.000
Wilcoxon W	6183.000	6513.500	6531.500	6499.000	6350.000
Z	-1.191	-.316	-.269	-.356	-.751
Asymp. Sig. (2-tailed)	.234	.752	.788	.722	.453

Table 2: Grouping Variable: Gender

HYPOTHESIS H2 & H3: H3 was accepted and H2 was rejected as the level of satisfaction was found to be same in short service commissioned officer and permanent commissioned officers. This is acceptable because as such there is no difference in the job role as per type of commission of the officers, the only difference lies in the tenure of the two types of commission.

	Achievement	Influence	Control	Affiliation	Extension
Mann-Whitney U	4116.000	3762.500	3993.000	3677.000	3745.000
Wilcoxon W	6462.000	6108.500	6339.000	6023.000	6091.000
Z	-.712	-1.642	-1.037	-1.879	-1.695
Asymp. Sig. (2-tailed)	.476	.100	.300	0.60	0.90

Table 3: Grouping Variable: Type of Commission

HYPOTHESIS H4 & H5: H4 was accepted and H5 was rejected as significant difference was found between two groups of officers – officers with less than 10 years of work experience and officers with more than 10 years of work experience. It was found that the satisfaction increased as the officers moved up in the hierarchy i.e., officers with more than 10 years of work experience were more satisfied. The difference was seen in the need of Influence, Affiliation and Extension. On further analysis of these three dimensions, it was found that there was significant difference in the two groups as far the need to work independently ($p=0.030$), giving suggestions to superiors ($p=0.004$), the need to work with friendly colleagues ($p=0.012$), sharing feelings with colleagues ($p=0.05$), interaction with colleagues ($p=0.012$), the need to help others in the organization ($p=0.004$) and to working in teams ($p=0.041$) is concerned.

Initially, the satisfaction of needs like interaction with colleagues is low as mostly in a unit setting either the colleagues are junior to an officer or senior to an officer and hence it takes time to form a bond wherein the officers could share their feelings openly and in addition to that by the time bonding becomes stronger the officer is posted out to a new location starting the whole cycle again.

There is a significant difference in the needs like giving suggestion to superiors, need to work independently because as officers move up to the rank of Lt Colonel and Above – more avenues like commanding the units open up for them. They are in a chair with greater responsibilities and more influence. They have more authority to extend support to their junior officers and their troops. They also have more autonomy now, freedom to instruct subordinates and more opportunity to contribute towards making significant decisions. The chances of recognition also improve as you directly report to the commander.

	Achievement	Influence	Control	Affiliation	Extension
Mann-Whitney U	4057.500	3718.500	3932.500	3559.000	3772.500
Wilcoxon W	11317.500	10978.500	11192.500	10819.000	11032.500
Z	-1.446	-2.314	-1.768	-2.739	-2.184
Asymp. Sig. (2-tailed)	.148	.021	.077	.006	.029

Table 4: Grouping Variable: Work Experience

CONCLUSION:

The Indian army officers have moderate level of role satisfaction. Role satisfaction is highest in need for extension followed by need for affiliation, control, achievement and influence respectively. There is a significant difference in the level of role satisfaction as officers move up the hierarchy. Officers with more than 10 years of experience are more satisfied with their job role. There is no significant difference in the level of satisfaction in terms of gender or type of commission.

Given the pyramidal nature of the rank structure in the Indian armed forces, the work environment is very competitive. Out of 45000 army officers, only 0.02 % holds the rank of Lieutenant Generals. Even the rank of Colonel which is the first selection grade rank is available to only 35 per cent officers resulting in stiff competition and high stress at a service bracket of 8 -10 years of service. The Selection board selects officers for higher ranks on the basis of Annual Confidential Reports (ACRs), performance in training courses, honors and awards like commendation cards, gallantry awards and medals for distinguished services. Since the promotion rate is low and the need for achievement and to make influence has low satisfaction in comparison to other needs, the authorities

could look into opening more ways to recognize officers like more foreign assignments, postings as instructors in military academies, more staff exposure or planning jobs at a service of 7-10 years, opportunity for independent command like company commander at a service of 5-10 years, more opportunities for career development courses and adventure courses for increasing expertise. Since 90% of the weightage is given to ACRs while promoting officers which is more of a 'closed and opaque system of performance evaluation' (Banerjee, January 2015 - March 2015) issues like biasness and sycophancy always crop up. There have been incidents wherein the officers unhappy with their performance evaluations have approached courts. The authorities could look into bringing in a central monitoring team much earlier into the picture to monitor an officer's career progress rather than in the end as being done presently or could look into giving more weightage to other performance parameters like career advancement courses. Lastly, the authorities could look into the concept of job enrichment in terms of 'task significance, skill variety and self-governance' to increase the overall satisfaction.

LIMITATIONS& FUTURE SCOPE:

The present study does have some limitations. It was conducted only for the Indian Army Officers. The survey was conducted online which has its own set of limitations. Also, it was conducted on limited number of military personnel, for future study the sample size can be increased. Also, the scale used in the study only used five intrinsic dimensions of role satisfaction, a lot of research on job satisfaction has been done so other factors could also be used for analysis of overall job satisfaction.

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