Abstract
Background: A study was carried out to assess the job satisfaction of medical officers of the armed forces. Methods: Medical officers having a minimum of five service, stationed in a large cantonment having a tertiary care service hospital were administered anonymously the scale developed by Brayfield and Roth to assess job satisfaction. A total of 64 medical officers (22 administrative cadre, 26 specialists), participated in the study. Results: Overall there was a low level of job satisfaction among the medical officers. There was no significant difference in the level of job satisfaction in the three groups. Only 3 each of administrative cadre and specialist officers were in the higher satisfied group. The most common factor stated (91.5% of the respondents), as contributing towards job satisfaction was an opportunity for self-development. Others in decreasing frequency were job security (51.6%), prestige of organization (38.5%), nature of work (28.8%).

1. Introduction
Job satisfaction is the feeling of an employee gets when the job he does fulfills all his expectations.

An individual’s attitude about his or her job should have meaningful implication about how he or she does it. Many human relations era researcher sought to establish job satisfaction as a driver of performance.

Job satisfaction is the feeling an employee gets when the job he does fulfill all his expectation. While morale refers to the attitude of the employees of an organization and is a group concept, job satisfaction is the feeling of an individual employee.

2. Objectives of the Study
- To analysis whether the employee are satisfied with their job.
- To find out the reason for dissatisfaction.
- To analysis whether proper motivational steps are taken to ensure job satisfaction.
- To check which factors makes the employee’s dissatisfied.

3. Scope of the Study
- There is scope in studying about job satisfaction since human wants are more and needs are always changing once the needs are satisfied, there is a shift in striving for the needs at the next level.
- The research has unrevealed about what factors would motivate them in future.

4. Research Methodology
- Sampling Type
This study convenience sampling type is used. This is non-probability sampling.
- Data Analysis

| Options        | No of respondents | Percentage |
|----------------|-------------------|------------|
| Less than a year | 13                | 36%        |
| 1-5 years      | 25                | 50%        |
| 5-10 years     | 9                 | 18%        |
| More than 10 years | 3              | 6%         |
| Total          | 80                | 100%       |

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A Study on Job Satisfaction

Inference:
From the above Table it is inferred that majority (50%) of employees have been working in the firm for 1-5 years; (36%) of employees have been in the firm for ‘less than years’; (18%) of the employees have been in the firm for ‘5-10 years’ and 6% of the employees have been in the firm for ‘more than 10 years’

Table 2. Table representing feedback and encouragement given by supervisor/manager to achieve

| Options          | No of respondents | Percentage |
|------------------|-------------------|------------|
| Strongly agree   | 3                 | 6%         |
| Agree            | 19                | 38%        |
| Neither agree nor disagree | 18        | 36%        |
| Disagree         | 8                 | 16%        |
| Strongly disagree| 2                 | 4%         |
| Total            | 50                | 100%       |

Inference:
From the above Table it is inferred that (38%) of employees agree that feedback and encouragement given by supervisor/manager to achieve; (36%) of employees respond that neither agree nor disagree ;(16%) of employees disagrees; (6%) of employees strongly agree; and (4%) of employees strongly disagree.

Table 3. Table representing the level of satisfaction towards financial incentives

| Options | No of respondents | Percentage |
|---------|-------------------|------------|
| Satisfied | 22          | 44%        |
| Not satisfied | 28        | 56%        |
| Total    | 50                | 100%       |

Inference:
From the above table it we find that (56%) of employees are not satisfied with the bonus and incentive given.

Table 4. Table representing the levels of satisfaction of the welfare measures

| Options | No of respondents | Percentage |
|---------|-------------------|------------|
| Yes     | 24                | 48%        |
| No      | 26                | 52%        |
| Total   | 50                | 100%       |

Inference:
From the above we find that (52%) of employees are not satisfied and (48%) of employees are satisfied with the welfare measures.

Table 5. Table representing whether the company provide casual leave, medical leave, etc., when they asked from management

| Options     | No of respondents | Percentage |
|-------------|-------------------|------------|
| Yes         | 36                | 72%        |
| No          | 14                | 28%        |
| Total       | 50                | 100%       |

Inference:
From the above table it is inferred that majority 72% of employees are satisfied with their leave provided by the management and 28% of the employees are not satisfied.

Table 6. Table representing the level of satisfaction with social security measure

| Options     | No of respondents | Percentage |
|-------------|-------------------|------------|
| Yes         | 21                | 42%        |
| No          | 29                | 58%        |
| Total       | 50                | 100%       |

Inference:
From the above table we find that (58%) of employees are not satisfied with the social security measures and (42%) of employees are satisfied

Table 7. Table representing expectation of employees of monetary benefits

| Options             | No of respondents | Percentage |
|---------------------|-------------------|------------|
| Performance bonus   | 10                | 20%        |
| Incentives          | 28                | 56%        |
| Commission          | 12                | 24%        |
| Total               | 50                | 100%       |

Inference:
From the above table it is inferred that (56%) of employees are expecting incentives; (24%) of employees are expecting commission; (20%) of employees are expecting performance bonus as monetary benefits.

Table 8. Table representing expectation of employees of non-monetary motivation

| Options                         | No of respondents | Percentage |
|---------------------------------|-------------------|------------|
| Merit certification             | 7                  | 14%        |
| Rewards or word of appreciation | 13                 | 26%        |
| Participation in decision making| 14                 | 28%        |
| Better designation              | 16                 | 32%        |
| Total                           | 50                 | 100%       |
Inference:
From the above we find that (32%) of employees are expecting better designation; (28%) of employees are expecting participation in decision making; (26%) of employees are expecting rewards or word of appreciation; and (14%) of employees are expecting merit certification as non-monetary motivation.

5. Statistical Tools

5.1 Chi-square Test Tool
Ho: There is no association between the working environment and years of experience of the employees.
H1: There is an association between the working environment and years of experience of the employees.

Table 9. Working environment of the firm

| Years of experience of the employees | Factors      | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Total |
|-------------------------------------|-------------|----------------|-------|----------------------------|----------|-------------------|-------|
| Less than a year                    | 2           | 6              | 3     | 2                          | 0        | 13                |       |
| 1-5 years                           | 6           | 16             | 2     | 1                          | 0        | 25                |       |
| 5-10 years                          | 1           | 3              | 4     | 1                          | 0        | 9                 |       |
| More than 10 years                  | 1           | 1              | 1     | 0                          | 0        | 3                 |       |
| Total                               | 10          | 26             | 10    | 4                          | 0        | 50                |       |

Table 10. Chi-Square Table

| O   | E   | (O-E) | (O-E)^2 | (O-E)^2/E |
|-----|-----|-------|---------|-----------|
| 2   | 2.6 | -0.6  | 0.36    | 0.138     |
| 6   | 5   | 1     | 1       | 0.2       |
| 1   | 1.8 | -0.8  | 0.64    | 0.355     |
| 1   | 0.6 | 0.4   | 0.16    | 0.266     |
| 6   | 6.76| -0.76 | 0.5773  | 0.082     |
| 16  | 13  | 3     | 9       | 0.692     |
| 3   | 4.68| -1.68 | 2.8224  | 0.603     |
| 1   | 1.56| -0.56 | 0.3136  | 0.201     |
| 3   | 2.6 | 0.4   | 0.16    | 0.061     |
| 2   | 5   | -3    | 9       | 1.8       |
| 4   | 1.8 | 2.2   | 4.84    | 2.688     |
| 1   | 0.6 | 0.4   | 0.16    | 0.266     |
| 2   | 1.04| 0.9   | 0.81    | 0.778     |
| 1   | 2   | -1    | 1       | 0.5       |
| 1   | 0.72| 0.28  | 0.0784  | 0.108     |
| 0   | 0.24| -0.24 | 0.0576  | 0.24      |

Σ((O-E)^2/E) = 8.978

5.2 CHI-Square Table
Calculated value of Σ((O-E)^2/E) = 8.978.
Level of significance = 5%
Degree of freedom = (r-1) (c-1) = 12
Chi-Square Table value = 21.026
Here, the calculate value is more than tabulated value (8.978<21.026).
Therefore Ho is accepted at 5% level of significance.

Conclusion:
There is no association between the working environment and years of experience of the employees in the firm.
6. Weighted Average Method

This tool is help to rank the expectations of employees of non-monetary motivation.

| Factors                  | Satisfied (3) | Neither Satisfied nor Dissatisfied (2) | Dissatisfied (1) | Total | Σxi | Σxi/6 | Rank |
|-------------------------|---------------|----------------------------------------|------------------|-------|-----|------|------|
| Merit certification     | 12            | 6                                      | 0                | 18    | 3   | IV   |      |
| Reward or word of appreciation | 24            | 8                                      | 1                | 33    | 5.5 | III  |      |
| Participation in decision making | 33            | 2                                      | 2                | 37    | 6.16| II   |      |
| Better designation      | 30            | 6                                      | 3                | 39    | 6.5 | I    |      |


6.1 Weighted average method

- Method Calculation
  
  \[ W = \frac{\Sigma xi}{\Sigma wi} \]
  
  Where,
  
  \[ (10*3)+(3*2)+(3*1) / (3+2+1) = \frac{39}{6} = 6.5. \]

6.2 Conclusion

From the above table, it is found that employees will be more satisfied if they are in better designation in non-monetary motivation.

6.3 Findings

56% of the employees are not satisfied with financial incentives the being lack of salary.

Of the monetary benefits provided to employees, a majority of employees (56%) expect/prefer incentives to bonus and commission.

Of the non-monetary benefits provide to employees, a majority of employees (32%) prefer better designation which is closely followed by 28% who like participation in decision making.

36% of employees feel that good pay will act as the factors of motivation.

72% of the employees feel the main reason for leaving the present job is less salary.

The majority of employees are satisfied with employment conditions prevailing in their organization.

6.4 Suggestions

Salary should be increased if the employees are worthy.

Advances should be provided in case of urgency.

Proper bonus/incentives must be provided.

Non-monetary benefit (i.e.) better designation is provided for the employees who are worthy it.

The main reason for leaving the present job being less salary if taken into account and if provided with and if provided with correct salary and even quitting of job for another opportunity can also be avoided.

7. Conclusion

Job satisfaction is one the main factors in today’s economy the employees are considered the heart of the organization. Therefore, if they are satisfied with their job the organization can perform in harmonious and pleasant manner. According to the survey conducted among the employees of “India garage” we have come to know that job satisfaction can be achieved if the employees are satisfied with the pay they are being given for their work. Hence the only problem being salary for the work they do if taken into account, the productivity and efficiency
in the output will be maximum thus job satisfaction can be achieved.

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