



ARTICLE

A Cross-sectional Study of Ex-Servicemen Perception and Satisfaction on their Resettlement Institutional Infrastructure in India

Prajala Rai ^{1, *}, Ravi Shekhar Vishal ^{2, †} and B. Muthu Pandian ^{3, ‡}

¹School of Professional Studies Sikkim (Central) University, Gangtok-737 102 Sikkim (East) and ²School of Professional Studies Sikkim (Central) University, Gangtok-737 102 Sikkim (East) and ³School of Professional Studies Sikkim (Central) University, Gangtok-737 102 Sikkim (East)

* prajalarai11@gmail.com

† rsvishal@cus.ac.in

‡ bmpandian@cus.ac.in

‡ Corresponding author.

Abstract

In the armed forces, more than 60,000 Ex-Servicemen retire from their services every year and need resettlement-related support to adapt to civilian work life. Several institutions provide resettlement and welfare-related assistance to the Ex-Servicemen. Does the assistance and training provided by the resettlement institutions fulfil the employability expectation of the Ex-Servicemen? Against this backdrop, the study adopts the five-point Likert scale summative score to measure the perception and level of satisfaction of Ex-Servicemen relating to their resettlement institutional infrastructure. In addition to the above, discover an association and identify the significant variation in their satisfaction levels based on the retirement rank and registration status. The major findings highlight that the majority of the Ex-Servicemen are not satisfied with the services provided by the resettlement institutions, and there is a significant association between their level of satisfaction and retirement ranks. Similarly, it exhibits that their satisfaction scores on resettlement institutional infrastructure significantly vary based on their retirement ranks.

Keywords: Perception, Satisfaction, Resettlement, Ex-servicemen, Retirement Ranks.

1 Introduction

Every year 55,000-60,000 Ex-servicemen (ESM) retire and join the retired category (Sharma, Jain, & Sharma, 2021). Unlike their counterparts, they retire early and have many productive years with them. They do not fit into this retired category as they are still young and have major financial responsibilities to shoulder. Since they have spent many years in isolation it becomes difficult for them to resettle in civilian work life and they require Second career (Walia & Verma, 2023) to cope with the financial responsibilities. Several resettlement institutions help ESM resettle in civilian workspace. They not only provide re-settlement assistance but also conduct pre- and post-retirement training in order to enhance employability. Employability is the critical factor in the job market (Kaurand & Kaushik, 2020) helping them get a second

career option in India; the Department of ESM Welfare, along with other resettlement institutions and Sainik Boards, look after the resettlement and welfare of ESM. The job of resettlement lies with both the union and the state therefore Kendriya Sainik Board (at the Union level) Rajya Sainik Board (at the State level) and Zilla Sainik Board (at the district level) look after the resettlement of ESM. Apart from these, other institutions such as Directorate-General Resettlement provide pre-and post-retirement training, re-employment, and self-employment services to ESM leading to better performance at the workplace (Sharma & Yadav, 2021) assisting them in locating their next employment which proves to be a significant transition (Turner & Moran, 2021).

The problem of resettlement is very acute (Zhu, 2019) and the transition to the civilian sector is unique and complex (Sakib, et al., 2024). ESM comprises of a skilled, devoted and valuable workforce but still remains underutilised (Sudha A. K., 2016), (Alpass, Long, Chamberlain, & MacDonald, 2009). The resettlement apparatus is presently unable to meet the aspirations of the ESM in terms of initiating them into a second career (Taneja, 2016) and most of the ESM are unemployed (Loughran, 2014). Due to lack of skills and opportunities, most retiring personnel desire to become agricultural entrepreneurs (Yusuf & Minai, 2016). The armed force personnels suffer so much during their service that sometimes they commit suicide to escape the service (Gardner, 2013), and the suicidal case has increased significantly even today (Landes, Wilmoth, & Landes, 2021). The problem of resettlement is global and even other countries face the problem of resettlement (Stothard & Nicholson, 2001) (Jacqueline & Aymerichb, 2022).

Therefore, institutions as well as the centre and the state have an added responsibility to meet the expectations of the ESM which remains unfulfilled to a large extent (Sudha A. K., 2016), (Sudha A. K., 2018), and at the same time to assist the veterans to adapt to the civilian work life (Kramm & Lindy, 2015).

2 REVIEW OF LITERATURE

Different researchers have attempted to identify the problems faced by defence personnel in civilian work life (Maharajan & Krishnaveni, 2016), (Tripathi S. P., 2016) and (Baruch & Quick, 2007). However, the scope for reemployment also largely depends upon the opportunities provided by Government for the ESM. The job of resettlement is handled by both the central and the state. As the ESM retires, having many responsibilities to shoulder and with the meagre pension as the primary source of income, he faces enormous challenges to make both ends meet and sustain an expected quality of life for his family (Maharajan & Subramani, 2014).

The compensation being paid cannot be the only justification for the success of the resettlement and rehabilitation programme. Institutions must grow to protect and strengthen individual rights (Jayaswal, 2013). The problem of resettlement is so critical that suicidal instance in the Indian army is more in the category of Junior Commissioned (JCO) or below rank (Sharma, 2015), despite the fact that they confront several professional obstacles as they adjust to this new duty (Singh, 1985). Further, the shocks that emptiness and meaninglessness have introduced into most people's lives are too much for them to take (Chowdhury, 2011). According to certain research, multi-skill training, improved resettlement facilities, and possibilities for higher education are also advised (Poduval et al., 2016), as problems arise from the ineffective application of regulations and a lack of ability to compete in civilian work life. (Sharma & Jain, 2020), (Sharma, Jain, & Sharma, 2021). As per the study (Dhaka et al., 2020) and (Kyröläinen et al., 2018); the Directorate-General Resettlement (DGR) and Army Placement Agency (APA) should restructure their training programmes and a detailed plan of action is required for finding employment after retirement (Burton, 2008). ESM are the most skilled, valued and devoted workforce as military training has a high rate of skill transfer to civilian employment (Mangum & Ball, 1989). A successful move requires well-planned execution and control (Hathni, 1990). According to the study by Johnson & Kawachi (2007), older persons who continue to work after retirement may find it more difficult to land a new job making the process of resettlement even worse.

3 RESEARCH DESIGN

3.1 Research Intention and Source of Data

The primary objective is to study the perception and role played by the Resettlement Institutional Infrastructure in the resettlement of ESM. Further, the study intends to explore state-wise registration of ESM for re-employment with the Sainik Boards registration for the courses with the DGR and, if not registered, the reason thereof. Lastly, the study intends to find whether there exists a significant association between ESM level of satisfaction and retirement ranks, and their satisfaction scores on resettlement institutional infrastructure significantly vary on the basis of their retirement ranks.

The study utilises both secondary and primary data. In order to have the PAN India outlook the researcher has used the snowball sampling technique to select the respondents of the study. The structured interview schedule through personal telephonic interviews from 387 ESM participants from the different part of the country is collected.

3.2 Tools for Analysis

The main focus of the study is the perception and role played by the Resettlement Institutional Infrastructure for ESMs in India. A pre-tested structure interview schedule was designed to gather the opinions and perceptions about services offered by Resettlement Institutional Infrastructure. A total of 30 five-point Likert rating scale statements are prepared

comprising of 10 statements each from the three major Resettlement Institutional Infrastructure institutions, i.e. Sainik Board (i.e. Kendriya, Rajya, and Zilla), Directorate General Resettlement and Army Placement Agency.

Finally, the data is recorded into an electronic spreadsheet, where basic data cleaning and profiling are performed. In addition to the above, sub-categories and the resettlement institutional-wise summative satisfaction scores are calculated in order to check the significant variance of their satisfaction with the major Resettlement Institutional Infrastructure based on ESM's retirement rank. To decide the suitable test of analysis, Shapiro Wilk's normality test was used to check the normality of the following study variable.

Table No 1. Result of the Study Variable's Data Profiling

Score Generated by Researcher	Mean [\pm SD]	Kurtosis	Skewness	Shapiro Wilk's Test
Career Related Services	19.09 [\pm 3.86]	0.29	-1.09	.913***
Grievance Related Services	16.62 [\pm 3.47]	0.19	0.42	.879***
Skill Nurturing Services	12.88 [\pm 2.45]	0.89	0.97	.914***
Resettlement Related Services	13.24 [\pm 2.07]	0.34	0.38	.948***
Placement Related Services	12.37 [\pm 2.32]	1.44	-.24	.959***
Employer-Employee Interface	12.63 [\pm 2.39]	1.41	-.79	.934***
Sainik Board Satisfaction score	35.72 [\pm 6.36]	-1.22	-.33	.902***
DGR Satisfaction	52.19 [\pm 5.75]	1.66	5.14	.839***
APA Satisfaction	25.00 [\pm 3.88]	-.572	2.48	.954***
Overall Resettlement Institutional Infrastructure	112.91 [\pm 9.68]	.201	.057	.991NS

Source: Primary data, generated and compiled by the Authors

Based on the result of the Study Variable's Data Profiling in Table no 1 Shapiro Wilk's test (Shapiro & Wilk, 1965; Razali & Wah, 2011) and visual inspection of their histogram, normal Q-Q plots and box plots show that the above-mentioned scores are not normally distributed except the overall Satisfaction Score of RII. The value of skewness, kurtosis and standard deviation mentioned above also reveals that the Service of RI's / Individual RI satisfaction scores are not normally distributed, whereas the / Overall RII Satisfaction Score is normality distributed, as per the Shapiro Wilk's test is ($p > 0.05$, i.e., 0.016).

Further, to obtain the study objectives, the researcher classifies the study variables (i.e., Service of RI / Individual RI / Overall RII Satisfaction Score) based on their Status of Registration on Resettlement Institution (i.e., YES / NO) and their Retirement Rank (i.e. Below Naik / Naik / Above Naik). Therefore, in order to check the significant difference between the individual resettlement institutions and retirement rank, the Kruskal Wallis (KW) test is used, but in the case of overall resettlement institutional infrastructure and retirement rank One way ANOVA is used as the data is normally distributed and variable (retirement rank) is divided into more than two groups. Similarly, in order to check the significant difference between the individual resettlement institutions and registration status Mann Whitney U Test is used, but in the case of overall resettlement institutional infrastructure and registration status independent t-test is used as the data is normally distributed and the variable (registration status) is divided into two sub-groups.

Further, the study has used Garret ranking in order to rank the reason for non-registration for the paid course offered by the resettlement institutions (DGR). Lastly, in order to check the significant association between the resettlement institutions and retirement rank/ registration status chi-square test is used.

4 RESULT AND INTERPRETATION

4.1 State-wise Registration of ESM for Employment

The Rajya Sainik and Zilla Sainik Boards are the two boards which function under the Kendriya Sainik Board. After retirement, ESMs return to their respective states and register themselves in the Rajya Sainik and Zilla Sainik Board. These boards help ESM in resettlements and also communicate the various employment opportunities available to the ESM from the government. These boards even help ESMs find another job by communicating various vacancies available for them and getting them employed. The need for the employment of ESM is already felt by the Government, resulting in various reservations in central and state government jobs. However, it is the responsibility of the Sainik Board to inform them about these opportunities and help them get employed. Figure 1 exhibits the Geo heat map and highlights the state-wise Number of ESM who have not registered themselves for Employment.

The map reveals that most of the ESM from Tamil Nadu, Maharashtra, Sikkim, etc., have not registered themselves for employment. Further, states such as Jammu, Kashmir, and Assam have the highest number of ESM registered for employment. However, the overall picture depicts that most of the ESMs from the majority of the states of India have not registered themselves for employment.

Directorate General Resettlement (DGR) conducts several training programs for the ESM after retirement, helping them resettle. In addition to this, they also provide various courses which are optional and mostly paid. There is a wide range of courses that ESM can apply to, depending on the rank at the time of retirement. These courses are not mandatory, but ESM, after their retirement, can opt for these courses to resettle in the civilian market.

Table 2 shows that out of 387 ESM, 112 (28.90%) ESM have applied for resettlement courses after retirement. Further,

Figure No 1. Geo Heat Map of State Wise Percentage of Not Registered ESM



Source: Compiled data through indiastat.com and geo heat map created by the Authors

the above table reveals that, out of 112 respondents, most EMS are encouraged by the record office 45 (40.17%), Zilla Sainik Board 31(27.67%) to pursue the resettlement courses. The placement cell for ESM (0.51%) and the Army Wives 'Welfare Association (AWWA) 27(6.17%) play the least role in disseminating information relating to the resettlement courses among the EMS. In addition to the above, out of 387, 275 (71.10%) ESM have not applied for any resettlement courses offered by the Resettlement Institutions. This creates curiosity for the researcher to know the reason for the high level of non-acceptance of the resettlement courses offered by the ESM Resettlement Institutions.

Second part of table no 2, expresses the reason for the high level of non-acceptance of the resettlement courses by ESM. Majority of ESM have ranked expensive courses, not relevant courses, and poor past performance as the top three reasons for not applying for the resettlement courses offered by these institutions.

Table 2: Details of registration for the paid Resettlement courses and reason for non-registration

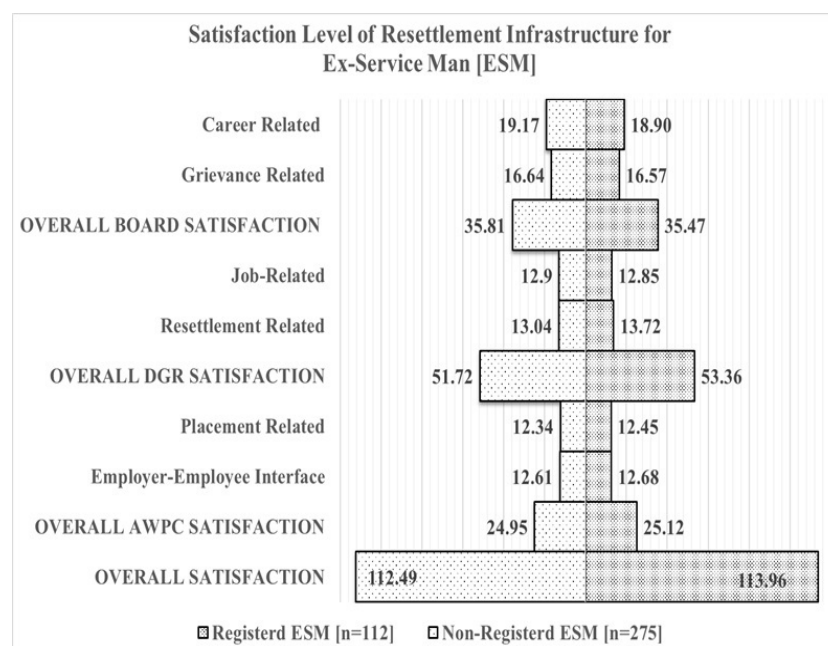
Resettlement Course attended by the ESM	NO	YES	Total
	275 [71.10%]	112 [28.90%]	387 [100%]
Source of Information	% (N=112)		% (N=387)
Zilla Sainik boards	Not Applicable	31 [27.67%]	8.01%
Army Wives Welfare Association (AWWA)		27 [24.10%]	6.17%
Record Offices		45 [40.17%]	11.62%
Placement Cells		02 [1.78%]	0.51%
Others		07 [6.25%]	1.80%
Reasons		Mean Scores	Rank
Expensive	69.89	1	
Not Relevant for industry requirements	67.99	2	
Poor Past Performance	64.12	3	
Lack of Proper Information	45.87	4	
Pension is enough	44.09	5	
Do not want to work	32.76	6	
Due to Personal Constraints	4.28	7	

Source: Primary data generated and compiled by the authors

4.2 The Satisfaction Scores of the Ex-Servicemen Regarding The RII

Sainik Board, DGR and APA provide assistance, training, and placement facilities to the ESM making it necessary to measure the satisfaction of ESM regarding the above-mentioned institutions based on the specific services provided by them. The mean service & and satisfaction scores of the registered and non-registered ESM are exhibited in Figure 2. Source: primary

Figure No 2. Population Pyramid of Mean Service & Satisfaction Score of Resettlement Institutional Infrastructure for Ex-Servicemen



data and population pyramid created by the authors

The above population pyramid highlights the mean scores of the services and satisfaction scores of Ex-Servicemen registered and not registered as visual evidence.

4.3 Service of RII, Specific and Overall RII Satisfaction Scores Based on their Status of Registration in RI and Retirement Rank of the ESM

Based on the visual evidence in Figure no 3, the researcher induces to test further the difference in service, specific and individual RII, and overall satisfaction scores based on their status of registration as well as their retirement rank on the basis of the following hypothesis;

H1: *There is a significant difference in the Mean Rank of a Service o RII / Individual RII / Overall RII Satisfaction Mean Score about the Resettlement Institutional Infrastructure between their status of registration of the ESM.* H2: *There is a significant difference in the Mean Rank of a Service of RII / Individual RII / Overall RII Satisfaction Mean Score about the Resettlement Institutional Infrastructure among their retirement rank of the ESM.*

The KW test result exhibits the differences in service provided by RII based on their retirement rank, as shown in Table 3. However, no significant difference in the service provided by the RII based on their retirement rank is found ($\chi^2 = 3.03, p = 0.21, df = 2$ for career-related), ($\chi^2 = .22, p = .89, df = 2$ for Grievances-related), ($\chi^2 = .77, p = .68, df = 2$ for job-related), ($\chi^2 = .34, p = .84, df = 2$ for Resettlement-related), ($\chi^2 = .66, p=.71, df = 2$ for Placement-related), and ($\chi^2 = 3.16, p = .20, df = 2$ for Employer-employee interface related).

Further, the KW test is conducted to check the differences in individual RII according to the retirement rank. The result reveals that there is a significant difference in the mean rank of Individual RII and retirement rank in all the cases ($\chi^2 = 7.86, p = 0.02, df = 2$ for Sainik Board Scores), ($\chi^2 = 13.29, p = 0.00, df = 2$ for DGR Scores), and ($\chi^2 = 11.03, p = 0.04, df = 2$ APA Scores). Similarly, one-way ANOVA is used to check the difference in overall satisfaction mean scores according to retirement rank. The result reveals that there is no significant mean difference in the mean rank of overall RII Satisfaction Scores ($F=1.85, p=0.15$).

Similarly, the Mann Witney-U test is conducted to check the differences in service provided by RII according to the status of registration. The result reveals that only in case of the Service resettlement related there is a significant difference as ($U=17,826.50$ and $p=.01$).

Table No 3. Results of Service Specific / Resettlement Institution (RI's) Specific / Overall Satisfaction Score Based on their Registration status in RI's and Retirement Rank.

Types of Services provided to the ESM by Resettlement Institutions (RI's)	Status of Registration in RI's			Retirement Rank			
	YES	NO	Test Statistics	Below Naik	Naik	Above Naik	Test Statistics
Career Related Services	189.37	195.88	14,881.50NS	206.27	184.33	189.00	3.03NS
Grievance Related Services	193.91	194.04	15,389.50 NS	196.80	193.88	190.25	0.22NS
Skill Nurturing Services	185.93	197.29	14,496.50 NS	187.99	196.08	199.78	0.77NS
Resettlement Related Services	215.67	185.18	17,826.50***	192.42	191.51	199.33	0.34NS
Placement Related Services	195.56	193.36	15,575.00 NS	198.12	187.77	196.06	0.66 NS
Employer-Employee Interface	191.73	194.93	15,145.50 NS	201.40	180.20	200.99	3.16 NS
Satisfaction with their Resettlement Institutional Infrastructure	Status of Registration in RI's			Retirement Rank			
	YES	NO	Test Statistics	Below Naik	Naik	Above Naik	Test Statistics
Sainik Board Satisfaction#	186.61	197.01	14,223.00 NS	184.09a	185.64a	218.33b	7.86***
DGR Satisfaction#	206.76	188.80	16,666.00 NS	184.16a	183.34a	225.30b	13.29***
APA Satisfaction#	196.38	193.03	15,035.50NS	181.52a	185.10a	222.60b	11.03***
Overall RII Satisfaction	113.96	112.49	-1.35NS	113.68	111.61	113.47	1.85 NS

Source: Primary data collected and computed by the authors

Note 1: ^ Data is normally distributed therefore we use the parametric test based on the number of groups in the respective classifying variable.

Note 2: #The letter "a" on the top of values represents the category that represents the same Group. However, the letter "b" represents a different Group.

However, no significant difference in the service provided by the RII is found according to the status of registration as ($U=14,881.50$ and $p=.60$ for career-related), ($U=15,389.50$ and $p=.99$ for Grievances-related), ($U=14,496.50$ and $p=.30$ for job-related), ($U=15,575.00$ and $p=.85$ for Placement-related), and ($U=15,145.50$ and $p=.79$ for Employer-employee interface related). In addition to this, there is no significant difference in Individual satisfaction scores according to their status of registration ($U=14,223.00$ and $p=.20$ for Sainik Board), ($U=16,666.00$ and $p=.17$ for DGR) and ($U=15,035.50$ and $p=.69$ for APA). Similarly, in order to check the difference in overall satisfaction mean, T-test is used. There is no significant difference overall for those who have not registered ($M=112.49, SD=9.07$) and those who have registered ($M=113.96, SD=11.00$) conditions; $T(385) = -1.35, p = .176$. Further, the study intends to explore the pairwise difference in satisfaction scores within the rank category. Therefore, the Dunn-Bonferroni post hoc test is conducted. The pair-wise comparison of the results of the post hoc test reveals that there is a significant difference in the satisfaction scores of the rank category "Above Naik".

4.4 Association Between the Level of Satisfaction on RI and Overall RII's Satisfaction Scores Based on their Retirement Rank

The study intends to check the association between the resettlement institutions and retirement rank for which following hypothesis is designed and tested using the chi-square test.

H1: *There is an association between the level of satisfaction of Sainik Board and the retirement rank of the ESM.*

H2: *There is an association between the level of satisfaction of DGR and the retirement rank of the ESM.*

H3: *There is an association between the level of satisfaction of APA and the retirement rank of the ESM.*

H4: *There is an association between the level of Satisfaction of Overall RII'S and their retirement rank of the ESM.*

Table No 4. Results of Test of Association Between the Level of Satisfaction on Sainik Board / DGR / APA / Overall RII on the Based on their Retirement Rank

Level of Satisfaction on Sainik Board					
Retirement rank	Low	Medium	High	Total	χ^2 test Statistics
Below Naik	68 (45.9%)	39 (26.4%)	41 (27.7%)	148 (100.0%)	20.46*** (0.00)
Naik	48 (36.1%)	62 (46.6%)	23 (17.3%)	133 (100.0%)	
Above Naik	29 (27.4%)	41 (38.7%)	36 (34.0%)	106 (100.0%)	
Total	145 (37.5%)	142 (36.7%)	100 (25.8%)	387 (100.0%)	
Level of Satisfaction on Directorate General of Resettlement (DGR)					
Retirement rank	Low	Medium	High	Total	χ^2 test Statistics
Below Naik	77 (52.0%)	28 (18.9%)	43 (29.1%)	148 (100.0%)	15.387** (0.004)
Naik	64 (48.1%)	34 (25.6%)	35 (26.3%)	133 (100.0%)	
Above Naik	34 (32.1%)	23 (21.7%)	49 (46.2%)	106 (100.0%)	
Total	175 (45.2%)	85 (22.0%)	127 (32.8%)	387 (100.0%)	
Level of Satisfaction on Army Placement Agency (APA)					
Retirement rank	Low	Medium	High	Total	χ^2 test Statistics
Below Naik	73 (49.3%)	43 (29.1%)	32 (21.6%)	148 (100.0%)	11.802*** (0.01)
Naik	61 (45.9%)	45 (33.8%)	27 (20.3%)	133 (100.0%)	
Above Naik	33 (31.1%)	36 (34.0%)	37 (34.9%)	106 (100.0%)	
Total	167 (43.2%)	124 (32.0%)	96 (24.8%)	387 (100.0%)	
Level of Satisfaction on Resettlement Intuitional Infrastructure (RII)					
Retirement rank	Low	Medium	High	Total	χ^2 test Statistics
Below Naik	46 (31.1%)	56 (37.8%)	46 (31.1%)	148 (100%)	3.36NS (0.49)
Naik	53 (39.8%)	45 (33.8%)	35 (26.3%)	133 (100%)	
Above Naik	35 (33.0%)	35 (33.0%)	36 (34.6%)	106 (100%)	
Total	134 (34.6%)	136 (35.1%)	117 (30.2%)	387 (100%)	

Source: Primary data collected and computed by the authors

The table 4. highlights the satisfaction scores of the ESM with the Sainik Boards (Kendriya Sainik Board (KSB), Raja Sainik Board (RSB) and Zilla Sainik Board (ZSB) and their association with their retirement rank.

We conclude that there is a statistically significant association between retirement rank and level of satisfaction related to the Sainik Board ($\chi^2 = 20.26, p = 0.00, df = 4$). Hence, we reject the Null hypothesis. Similarly, the second part of the table highlights the level of satisfaction of the ESM with DGR and its association with retirement rank. we concluded that there is a statistically significant association between retirement rank and the level of satisfaction related to the Directorate general resettlement ($\chi^2 = 15.38, p = 0.004, df = 4$). Hence, we reject the Null Hypothesis. The third part of the table highlights the level of satisfaction of the ESM with DGR and its association with retirement rank. We concluded that there

is a statistically significant association between retirement rank and the level of satisfaction related to the Army Placement Agency (APA) ($\chi^2 = 11.80p = 0.001, df = 4$). Hence, we reject the Null Hypothesis (Ho). The table's final part highlights the overall satisfaction scores of the ESM and their association with retirement rank. We concluded that there is no statistically significant association between retirement rank and overall satisfaction scores ($\chi^2 = 3.36, p = 0.49, df = 4$). We fail to reject the null hypothesis. In the above table majority of the ESM level of satisfaction is low/medium. There are Few ESM show high level of satisfaction i.e., out of 387 (100 for Sainik Board), (127 for DGR), (96 for APA), and (117 for overall RII'S).

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4.5 Association Between the Level of Satisfaction on RI and Overall RII's Satisfaction Scores Based on their Registration Status

The study intends to check the association between the resettlement institutions and status of registration for which the following hypothesis is designed and tested using the chi-square test.

H1: *There is an association between the level of satisfaction of Sainik Board Satisfaction and their status of registration.*

H2: *There is an association between the level of satisfaction of DGR Board Satisfaction and the status of registration.*

H3: *There is an association between the level of satisfaction of the APA Board Satisfaction and the status of registration.*

H4: *There is an association between the level of satisfaction of Overall Satisfaction scores and their status of registration.*

Table No 5. Results of Test of Association Between the Level of Satisfaction on Sainik Board / DGR / APA / Overall RII on the Based on their Registration Status.

Level of Satisfaction on Sainik Board Sainik Board					
Registered in RII's	Low	Medium	High	Total	χ^2 test Statistics
YES	46 (41.1%)	42 (37.5%)	24 (21.4%)	112 (100%)	1.76NS (0.41)
NO	99 (36.0%)	100 (36.4%)	76 (27.6%)	275 (100%)	
Total	145 (37.5%)	142 (36.7%)	100 (25.8%)	387 (100%)	
Level of Satisfaction on Directorate General of Resettlement (DGR)					
Registered in RII's	Low	Medium	High	Total	χ^2 test Statistics
YES	46 (41.1%)	23 (20.5%)	43 (38.4%)	112 (100%)	2.24NS (0.32)
NO	128 (46.9%)	62 (22.5%)	84 (30.5%)	275 (100%)	
Total	117 (45.2%)	85 (22.0%)	127 (32.8%)	387 (100%)	
Level of Satisfaction on Army Placement Agency (APA)					
Registered in RII's	Low	Medium	High	Total	χ^2 test Statistics
YES	51 (45.5%)	33 (29.5%)	28 (25.0%)	112 (100%)	.537NS (0.76)
NO	116 (42.2%)	91 (33.1%)	68 (24.7%)	275 (100%)	
Total	167 (43.2%)	124 (32.0%)	96 (24.8%)	387 (100%)	
Level of Satisfaction on Overall Resettlement Intuitional Infrastructure (RII)					
Registered in RII's	Low	Medium	High	Total	χ^2 test Statistics
YES	39 (34.8%)	35 (31.2%)	38 (33.9%)	112 (100%)	1.39NS (0.49)
NO	95 (34.5%)	101 (36.7%)	79 (28.7%)	275 (100%)	
Total	134 (34.6%)	136 (35.1%)	117 (30.2%)	387 (100%)	

Source: Primary data collected and computed by the authors

The first part of Table 5 highlights the satisfaction scores of the ESM with the Sainik Boards (KSB, RSB, and ZSB) and their association with the status of registration. It reveals that there is statistically no significant association between the level of satisfaction of the Sainik Board and the status of registration ($\chi^2 = 1.76, p = 0.41, df = 2$). Hence, we fail to reject the null hypothesis. Similarly, the second part of the table highlights the level of satisfaction of the ESM with DGR and its association with the status of registration. It reveals that statistically, there is no significant association between the level of Satisfaction of DGR and their status of registration ($\chi^2 = 2.24, p = 0.32, df = 2$). Hence, we fail to reject the null hypothesis. The third part of the table highlights the satisfaction scores of the ESM with regard to APA and the status of registration. It is revealed that statistically, there is no significant association between the level of Satisfaction of APA and their status of registration ($\chi^2 = 0.53, p = 0.76, df = 2$). Hence, we fail to reject the null hypothesis. The final part of the table highlights the Overall satisfaction scores of the ESM and their association with the status of registration. It reveals that statistically, there is no significant association between the level of Satisfaction of overall RII and their status of registration ($\chi^2 = 1.39, p = 0.49, df = 2$). Hence, we fail to reject the null hypothesis.

5 FINDINGS AND DISCUSSIONS

Sainik Boards, Directorate General Resettlement (DGR), and Army Placement Agency (APA) are the major resettlement institutions for ESM in India. These institutions not only provide resettlement assistance to the ESM by delivering training to fit into the contemporary. However, the problem of resettlement is still very evident and critical. The result of the study makes it quite evident that the employment opportunities offered by these organizations continue to fall short of the expectations of ESM, the majority of whom do not register themselves for employment. In addition to this, the level of satisfaction regarding the resettlement infrastructures is mostly low. Most of the ESM feel that the resettlement infrastructure performance is not up to the expectation of the ESM. The majority of the ESM have not applied for the paid resettlement courses as they find these courses highly expensive and do not meet the requirements of the potential job market.

The Satisfaction scores of the three major resettlement institutional infrastructures are low among all three categories of rank. The result of the test performed also highlights that there is an association between the level of satisfaction of the ESM and their retirement rank evidencing that there is a need to restructure the resettlement facilities to suit the needs of all the ESM under the various ranks. According to the evidence of Sharma & Khan (2020), satisfaction and the performance of an employee are directly related to each other's. However, there is no significant association between the satisfaction score and the status of registration for the paid resettlement course irrespective of their status of registration. The overall perception of the ESM regarding the resettlement institutional infrastructure is extremely low. The scenario regarding resettlement can be improved by revisiting the training courses aligning with the current industry requirements

6 CONCLUSION

ESM are the most disciplined and committed resources possessing specialized knowledge in several domains. Early retirement from the services of the armed forces requires a second career option for their financial betterment. The study concludes that satisfaction scores of below naik and naik ranks are similar, whereas naik and above naik are statistically significantly different. There is a significant association between their retirement ranks and their level of satisfaction relating to resettlement institutional infrastructure, whereas based on the registration status, the level of satisfaction is not statistically significant. In this backdrop, it is evidence that the current resettlement mechanism requires a serious revisit to align with the current industry requirement for gaining a better perception and satisfaction among prospective ESMs.

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