

**JOB DESIGN CHARACTERISTICS AND THEIR  
IMPACT ON JOB SATISFACTION AND JOB  
PERFORMANCE OF THE STATE OWNED  
COMMERCIAL BANKS' BRANCH MANAGERS  
IN THE WESTERN PROVINCE**

By

**Padmini Jayasekara**

**RJT/PGDM/2002/33**

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**A dissertation submitted to the Rajarata University of Sri Lanka in partial fulfillment of the requirements for the degree of Master of Business Administration.**

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**Faculty of Management Studies  
Rajarata University of Sri Lanka**

**Mihinthale**

**2006**

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## ABSTRACT

This research attempts to investigate the possibility of enhancing branch managers' job satisfaction and job performance through identifying job characteristics which were presented by the Hackman & Oldham job characteristic model in 1979 and Price & Muller job satisfaction model in 1985. Variables of task identity, task significance, skill Variety, autonomy, feedback, role conflicts, role overload, internal labour market, supervision and distributive justice are considered as independent variables, while job satisfaction and job performance are considered as dependent variables in order to measure the relationship between job characteristics and job satisfaction, job characteristics and job performance and job satisfaction and job performance of the state owned commercial bank branch managers with special reference to the ones who work in the Western Province.

By using statistical package scientific studies (SPSS) and getting descriptive statistics and correlation coefficient and regression analysis, the researcher has tried to find answers for four objectives by establishing four hypotheses which were allaying them. According to the statistical evidence, which was revealed in this research selected job characteristic at a significant level in this state owned commercial banks, which represent a significant positive relationship with the branch managers job satisfaction in the Western Province. Similarly statistical evidence was enough to claim that selected job characteristics represented a positive and significant relationship with branch managers job performance even though it was hard to find a significant relationship between job satisfaction and job performance of the state owned commercial bank branch managers in the Western Province.

Finally in this research would be found the relevant job characteristics which are needed to redesign the branch managers job in the Western province. Feedback, internal labour market, supervision and distributive justice, role conflict and role overload essentially need to be considered for redesigning in terms of improving job satisfaction as well as task identity, role conflicts, role overload supervision, and distributive Justice in terms of improving job performance of the branch managers in state owned commercial banks in the Western Province.

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