

A STUDY ON FRONTLINE MANAGERS' CONTRIBUTION IN
ENHANCING EMPLOYEES' PERFORMANCE (SPECIAL
REFERENCE TO BANKING SECTOR IN BATTICALOA)

1076

YOGARAJA LOYALA DILOGINI



FCM11076



Project Report
Library - EUSL

DEPARTMENT OF MANAGEMENT
FACULTY OF COMMERCE AND MANAGEMENT
EASTERN UNIVERSITY, SRI LANKA

2009

ABSTRACT

Enhancing employees' performance is an essential tool for organization's success. Managing employee performance every day is the key to an effective performance management system. In tradition, all human resource activities are resided in a separate human resource department. However, today's competitive and social challenges to reinforce the idea that managing people is not something that occurs in a back room called the HR department. Managing people is every manager's business and successful organizations are those that combine the experience of line managers with the experience of HR specialists to develop and utilize the talents of employees to their great potential.

There are several HR specialists and authors argue that enhancing employees' performance is not only for the duty of HR departments. Frontline managers also have the major responsibility in enhance their employees' performance HR's new trend also emphasize managing people is frontline managers' important duty. Because line managers are the people who are directly deal with employees. However, there is no any research study to analysis their contribution to enhance employee's performance. Therefore, this research study focuses on the practical availability of this concept in banking sector.

In order to measure line managers' contribution to enhance employees' performance, two variables are in consideration. This included job satisfaction and commitment. The structured questionnaire was used to collect primary data for this study from 108 respondents. Collected data were analyzed and evaluated for line managers' contribution.

The study found that the discussed two factors mostly indicate moderate level for contribution. Therefore, it was known from the conclusion, the management, frontline managers and employees of the banks in Batticaloa have the responsibility to upgrade the level of line managers' contribution to performance at high level. Eventually this report recommends some remedial actions that help to improve the line managers' contribution in enhancing employees' performance.

CONTENTS

	Page No
Acknowledgement	i
Abstract	ii
Abbreviation	iii
Contents	iv
List of Tables	ix
List of Figures	xii
CHAPTER 1 INTRODUCTION	1
1.1 Background of the Study	1
1.2 Research Questions	3
1.3 Objectives of the Study	3
1.4 Scope of the study	3
1.5 Significance of the study	4
1.6 Assumptions	4
1.7 Limitations	5
1.8 Summary	6
CHAPTER 2 LITERATURE REVIEW	7
2.1. Introduction	7
2.2. Who are Frontline managers?	7
2.3 The changing role of Frontline Managers	8
2.4 Employees' Performance and Frontline Managers	11
2.5 Performance and Job Satisfaction	13
2.6 Employee Commitment	16

CHAPTER 3 CONCEPTUALIZATION AND OPERATIONALIZATION	24
3.1 Introduction	24
3.2 Conceptualization	24
3.2.1 Job satisfaction	25
3.2.1.1 Work itself	25
3.2.1.2 Supervision	25
3.2.1.3 Interpersonal Relations	26
3.2.1.4 Advancement	26
3.2.1.5 Pay	26
3.2.2. Commitment	26
3.2.2.1 Recognition	27
3.2.2.2 Problem Solving	27
3.2.2.3 Decentralization	27
3.2.2.4 Feeling Confident & Improvement	28
3.2.2.5 Communication	28
3.3 Operationalization	28
3.4 Summary	30
CHAPTER 4 METHODOLOGY	31
4.1 Introduction	31
4.2 Study Setting & Design	31
4.2.1 Study Setting	31
4.2.2 Study Design	31
4.3 Sample Size and Frame work	32
4.3.1 Sampling	32
4.3.1.1 Sampling Frame	32
4.4 Method of Data Collection	34
4.4.1 Primary Data	34
4.4.2 Secondary Data	34
4.5 Structure of the Questionnaire	34
4.6 Data Presentation and Analysis	36
4.6.1 Method of Data Presentation	36

4.6.2 Method of Data Analysis	37
4.7 Method of Data Evaluation	37
4.8 Summary	38
CHAPTER 5: DATA PRESENTATION AND ANALYSIS	40
5.1 Introduction	40
5.2 Personal Information.	40
5.2.1 Position	40
5.2.2 Banks	41
5.2.3 Gender	42
5.2.4 Age	43
5.2.5 Educational Qualifications	43
5.2.6 Experience	44
5.3 Research Information.	45
5.3.1 Job Satisfaction	45
5.3.1.1 Work itself	45
5.3.1.2 Supervision	49
5.3.1.3 Interpersonal Relation	52
5.3.1.4 Advancement	56
5.3.1.5 Pay	59
5.3.2 Commitment	63
5.3.2.1 Recognition	63
5.3.2.2 Problem Solving	66
5.3.2.3 Decentralization	70
5.3.2.4 Feeling Confident & Improvement	73
5.3.2.5 Communication	77
5.3.3 Variable View	80
5.3.3.1 Overall Job Satisfaction	80
5.3.3.2 Overall Commitment	81
5.3.3.3 Overall variable view in Banks	81
5.3.4 Overall view	85
5.4. Cross Tab Analysis	86
5.4.1. Position* Level of Contribution	86

5.4.2. Gender * Level of Contribution	87
5.4.3 Age* Level of Contribution	87
5.6 Summary	88

CHAPTER 6: DISCUSSION **89**

6.1 Introduction	89
6.2. Discussion on Personal Information	89
6.3 Discussion on Research Information	90
6.3.1. Job Satisfaction	90
6.3.1.1 Work Itself	90
6.3.1.2. Supervision	91
6.3.1.3. Interpersonal Relation	92
6.3.1.4. Advancement	93
6.3.1.5. Pay	94
6.3.2. Commitment	95
6.3.2.1. Recognition	95
6.3.2.2. Problem Solving	95
6.3.2.3. Decentralization	96
6.3.2.4. Feeling confident & Improvement	97
6.3.2.5 Communication	98
6.3.3. Overall View	99
6.4 Summary	100

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS **101**

7.1 Introduction	101
7.2 Conclusions and Recommendations	101
7.2.1 Conclusion on Job Satisfaction	101
7.2.2. Recommendations.	103
7.2.2.1 Work Itself	103
7.2.2.2 Supervision	104
7.2.2.3 Interpersonal Relations	104
7.2.2.4 Advancement	104
7.2.2.5 Pay	104
7.2.3. Conclusion on Commitment	104

7.2.4. Recommendations on commitment	106
7.2.4.1. Recognition	107
7.2.4.2. Problem Solving	107
7.2.4.3. Decentralization	107
7.2.4.4. Feeling Confident and Improvement	107
7.2.4.5. Communication	107
7.3 Implications	108
7.4 Summary	108
References	109
Appendices - Survey Questionnaire	111