

**RELATIONSHIP BETWEEN JOB SATISFACTION AND WORK  
PERFORMANCE WITH REFERENCE TO PRIVATE  
COMMERCIAL BANKS IN BATTICALOA DISTRICT**



**VASUKI ARUMUGAM**



FCM1404

Project Report  
Library - EUSL

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

**2015**

# TABLE OF CONTENTS

Table of Contents.....	i
List of Tables.....	vi
List of Figures.....	viii
Acknowledgement .....	ix
Abstract .....	x
<b>Chapter 01 .....</b>	<b>1</b>
INTRODUCTION .....	1
1.1 Background of the study .....	1
1.2 Problem statement.....	2
1.3 Research questions.....	4
1.4 Research objectives.....	4
1.5 Scope of the study.....	5
1.6 Significance of the study.....	5
1.7 Limitations and Assumptions .....	5
1.7.1 Limitations .....	5
1.7.2 Assumptions.....	6
1.8 Outline of the study.....	6
1.9 Summary.....	6
<b>Chapter 02 .....</b>	<b>7</b>
LITERATURE REVIEW .....	7
2.1 Introduction.....	7
2.2 Definition of job satisfaction .....	7
2.3 Dimension of job satisfaction .....	9
2.3.1 Promotion.....	9
2.3.2 Pay.....	10
2.3.3 Working Condition .....	10
2.3.4 Work itself.....	11

2.4 Importance of job satisfaction.....	12
2.5 Factors influencing job satisfaction .....	14
2.6 How to improve job satisfaction .....	15
2.7 Work performance .....	16
2.8 Relationship between job satisfaction and work performance .....	17
2.9 Summary .....	18
<b>Chapter 03 .....</b>	<b>20</b>
CONCEPTUALIZATION AND OPERATIONALIZATION.....	20
3.1 Introduction.....	20
3.2 Conceptualization .....	20
3.3 Conceptualization Framework.....	20
3.4 Job satisfaction and Determinants of job satisfaction.....	21
3.4.1 Job satisfaction.....	21
3.4.2 Determinants of Job satisfaction.....	21
3.5 Work performance .....	22
3.6 Job satisfaction and Work performance.....	23
3.7 Operationalization.....	24
3.8 Summary .....	27
<b>Chapter 04 .....</b>	<b>28</b>
METHODOLOGY .....	28
4.1 Introduction.....	28
4.2 Study setting.....	28
4.3 Purpose of the study.....	28
4.4 Type of investigation .....	28
4.5 Extent of researcher inference with the study.....	29
4.6 Unit of analysis .....	29

4.7 Time horizon.....	29
4.8 Sample size, sampling distribution and sample methods.....	29
4.8.1 Simple random sampling.....	30
4.9 Collection of data.....	30
4.10 Data presentation, analysis and evaluation.....	31
4.10.1 Data presentation.....	31
4.10.2 Reliability test.....	31
4.10.3 Data analysis and evaluation.....	32
4.10.4 Univariate analysis and evaluation.....	32
4.10.5 Bivariate analysis and evaluation.....	32
4.11 Summary.....	33
<b>Chapter 05.....</b>	<b>34</b>
DATA PRESENTATION.....	34
5.1 Introduction.....	34
5.2 Personal Information.....	34
5.2.1 Primary Banks of Employees.....	34
5.2.2 Working Experience.....	35
5.2.3 Gender.....	36
5.2.4 Age of Employees.....	37
5.2.5 Level of Education.....	38
5.2.6 Job position.....	39
5.2.7 Income level.....	40
5.2.8 Marital Status.....	41
5.3 Research information.....	41
5.4 Reliability Test.....	42
5.4.1 Reliability analysis for the variables of Job satisfaction.....	42
5.4.2 Reliability analysis for the variable of Work performance.....	42
5.5 Descriptive Statistics.....	43

5.5.1 Job satisfaction.....	43
5.5.2 Job satisfaction level.....	43
5.5.3 Promotion.....	44
5.5.4 Promotion level.....	44
5.5.5 Pay.....	45
5.5.6 Pay level.....	45
5.5.7 Working condition .....	46
5.5.8 Working condition level .....	46
5.5.9 Work itself .....	47
5.5.10 Work itself level.....	47
5.5.11 Work performance .....	48
5.5.12 Work performance level .....	48
5.6 Relationship between job satisfaction and work performance .....	49
5.7 Relationship between dimensions of job satisfaction and work performance .....	49
5.8 Analysis on the influence of job satisfaction on work performance.....	50
5.8.1 Influence of overall job satisfaction on work performance .....	50
5.8.2 Influence of dimensions of job satisfaction on work performance.....	51
<b>Chapter 06 .....</b>	<b>52</b>
FINDINGS AND DISCUSSION.....	52
6.1 Introduction.....	52
6.2 Discussion on personal information.....	52
6.3 Research information.....	53
6.4 Relationship between Dimensions of Job satisfaction and Work performance.....	55
6.5 Influence of dimensions of job satisfaction on work performance.....	57
<b>Chapter 07 .....</b>	<b>58</b>
CONCLUSION AND RECOMMENDATION.....	58
7.1 Introduction.....	58
7.2 Conclusion .....	58
7.3 Recommendation .....	58
7.4 Directions for future research and Implications of the Study.....	59

REFERENCES .....	61
APPENDIX I .....	65
Questionnaire .....	65

## ABSTRACT

The major aim of the research paper is to find the relationship between job satisfaction and work performance and measure the level of job satisfaction and work performance. Primary data has been collected from employees of private commercial banks in Manmunai North and Kattankudy DS Division in Batticaloa District. Simple random sampling method was used to obtain 150 responses from employees of private commercial banks. Completed questionnaires were analysed using SPSS tool package and the collected data were used to test the model using Univariate and Bivariate analysis. The result reveals that the important elements of job satisfaction are promotion, pay, working condition and work itself where identified consequence is work performance. The findings indicated that there is a high level of job satisfaction in private commercial banks. All the indicators of job satisfaction; promotion, pay, working condition and work itself are at high level in private commercial banks in Batticaloa. From the findings, it is also implied that majority of the employees are highly satisfied with their job. Further, implications of this research and practice are discussed.

**Keywords:** Job satisfaction, Work performance, Promotion, Pay, Working condition, Work itself