

**EFFECT OF JOB DESIGN ON JOB
SATISFACTION AMONG THE SALES
REPRESENTATIVES OF SOFT DRINK
INDUSTRY IN SRI LANKA**



By

W.M.R.S Weerasinghe (FGS /02/25/01/2007/50)

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Faculty of Commerce & Management Studies,

University of Kelaniya,

Sri Lanka

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Abstract

Job satisfaction is an important parameter for organizations due to its impact on various outcomes of employees, such as performance, motivation, commitment, absenteeism , etc.. Therefore, it is important for managers to identify the factors influencing on job satisfaction. However, most researchers have concluded that, job satisfaction is a complex variable and it is influenced by multiple causes, both personal and job related. Job design has been noted as one of the factors that may influence on employee job satisfaction and most of the research on this area, have found a moderate relationship between the two variables.

One of the important aspects of the job satisfaction of employees in an organization is that, satisfied employees will increase the customer satisfaction. Thus, job satisfaction of sales force of a company is more important as they are the front line employees who directly involve with customers. With ever increasing market competition among organizations to satisfy customers more and thereby increase their sales volume, organizations have an opportunity to increase sales volume by leveraging the factors that influence on job satisfaction of the sales force. Despite the importance of investigating job satisfaction level of the sales force, there had been only limited research carried out on this research area. And no research found on this, relevant to the context of Sri Lanka.

The aim of present research was therefore to find out the effect of job design on job satisfaction among the sales representatives in a selected industry in Sri Lanka. Accordingly, sales representatives from soft drink industry were selected for this research. Fifty one (51) sales representatives, accounting for nearly 28 % of population, completed the questionnaire prepared to identify the respondents' biographical data, the levels of job satisfaction and level of job design. Based on the literature review, job design was measured through five job characteristics (skill variety, task identity, task significance, autonomy and feedback) while job satisfaction was measured through five antecedents/consequences of job satisfaction (absenteeism, intention of quitting, performance, pay and general satisfaction).

Results indicate that, job design significantly explains the variation of the sales representatives' job satisfaction. However the variance accounted by job design was only moderate. The relationship between job satisfaction and each of job characteristic was also evaluated. The research found that, there exists a positive significant correlation between each job characteristic and job satisfaction. Based on the research findings, job redesigning techniques are recommended and discussed on the basis of short term, medium term and long term strategies. Recommendations are also discussed in relation to further research on this research area.