

**AN EXPLORATORY STUDY OF LIFE SATISFACTION OF
SRI LANKAN PRIVATE SECTOR MIDDLE MANAGERS**

by

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(GS/MC/1883/2001)

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Declaration by the Candidate

“I declare that the work described in this thesis was carried out by me under the supervision of Professor (Dr.) Henarath H.D.N.P. Opatha, Head of the Department of Human Resources Management, Faculty of Management Studies and Commerce, University of Sri Jayewardenepura Sri Lanka and a report on this has not been submitted in whole or in part to any University or any other institution for another Degree/Diploma”.

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Declaration by the Supervisor

I certify that the above statement made by the candidate is true and that this thesis is suitable for submission to the University for the purpose of evaluation”.



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List of Abbreviations and Acronyms

CBSL	Central Bank of Sri Lanka
CS	Customer Satisfaction
DCS	Department of Census and Statistics
EWB	Economic Well-Being
EPF	Employee Provident Fund
EQ	Emotional Intelligence
ETF	Employee Trust Fund
EU	European Union
FGD/FG	Focus Group Discussions/Focus Groups
HA	Human Assets
HRM	Human Resources Management
IDI/DI	In-Depth Interviews/Depth Interviews
ILO	International Labour Organization
IQ	Intelligent Quadrant
LCD	Less Developed Country
MDC	More Developed Country
MGD	Millennium Development Goals
MS	Marital Satisfaction
OC	Organizational Commitment
OCB	Organizational Citizenship Behavior
QL	Quality of Life
QWL	Quality of Work Life
SLS	Subjective Life Satisfaction
SWB	Subjective Well-Being

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Private Sector Middle Managers

By

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ABSTRACT

Managers play a key role in managing organizations which are an integral part of society. Managers are supposed to achieve organizational success. As managers are human beings, their life satisfaction determines how well and how far they can perform their duties and responsibilities. This study is about life satisfaction of Sri Lankan private sector middle managers.

As there are no systematic studies carried out to explore, describe, and explain life satisfaction of Sri Lankan private sector middle managers, there is a gap in the theoretical knowledge and the empirical knowledge as well with regard to life satisfaction of managers in Sri Lanka. Through this study a systematic attempt was made to fill this gap to a certain extent. It attempted to explore what life satisfaction means as per perception of Sri Lankan middle managers; to identify and describe dimensions and elements of life satisfaction of Sri Lankan middle managers as perceived by them; to record current general degree of life satisfaction of Sri Lankan middle managers under study; to investigate strategies to improve life satisfaction of Sri Lankan middle managers so as to become more efficient and effective; and to suggest a general framework for understanding the dynamics of life satisfaction of Sri Lankan middle managers.

Sri Lankan private sector middle managers were the primary respondents for this study. In terms of research methodology, the study adopted an exploratory and qualitative design. Four focus group discussions including 24 managers and 18 depth interviews with individual managers were conducted among private sector middle managers. Mainly the thematic analysis has been used in this analysis.

Findings reveal that in general, the majority of middle managers are satisfied with their professional life, but facing challenges in family life satisfaction and trying their level best to manage or balance both professional and family life satisfaction. They are facing numerous challenges in terms of personal, social, religious and other life satisfaction domains which are dealt in detail in the study. A general framework was developed to understand the dynamics of the life satisfaction of the managers.

It was revealed that to achieve this balance, the individual manager has to improve his/her self management skills through building a good competency in achieving a better life satisfaction. At organizational level, senior management and human resource managers can play a vital role in this regard and try alternative work schedules, flexi-hours, compressed workweeks etc., to improve the professional life satisfaction of their managers. A series of suggestions for enhancing life satisfaction has been presented.

CHAPTER ONE

INTRODUCTION

1.1 Introduction to the Chapter

This introductory chapter is built up as the basic foundation-stone of the study. It presents the problem context, problem statement, research questions, objectives of the study, importance of the study, organization of the study and ends giving a summary of the chapter.

1.2 Problem Context

1.2.1 The Ultimate Goal of a Nation

The ultimate goal of a nation or a country is to facilitate a better standard/level of living for its people. Every nation/economy, irrespective of status of whether they are developed or developing, capitalist or socialist, attempts to achieve a better standard/level of living for their people over time. Generally, standard/level of living refers to the extent a person, family or group of people can satisfy their needs.

Today, people are living in a modern turbulent society, and have various unlimited and complex needs beyond the basic needs. People had basic physiological needs such as food, drink, clothing, shelter etc., to survive and safety needs to live safely without physical and psychological harm and love for affection and belongings and esteem needs for reputation, prestige and self actualization as desire for self-fulfillment. Though early societies had comparatively less needs, today, people who are living in a modern turbulent society, have various unlimited and complex needs, which sometimes lie beyond realities.