

**IMPACT OF JOB DISSATISFACTION ON PERFORMANCE OF THE
GRAMA NILADHARI OFFICERS IN KALUTARA
DIVISIONAL SECRETARIAT IN SRI LANKA**

Tissera P M N P (nisatissera@gmail.com)
Department of Public Administration
University of Sri Jayewardenepura

Fernando L S (rlsf@sjp.ac.lk, lalithaf@yahoo.com)
Department of Public Administration
University of Sri Jayewardenepura

ABSTRACT

Job Satisfaction is a crucial psychological factor affecting the motivation of employees. Various studies have found that Job Satisfaction is an essential condition for enhancing the productivity of employees. Only a few studies in the literature examine the Job Satisfaction of Public Sector Officers in Sri Lanka. This study relates to Job Satisfaction of the Grama Niladhari Officers who serve at the grass root level of the public service in Sri Lanka. An initial investigation indicated that the Grama Niladhari officers in the Kalutara Divisional Secretariat in Sri Lanka are dissatisfied with their job. The main focus of this study is to examine whether the Grama Niladhari Officers in Sri Lanka are really dissatisfied? What is the level of their dissatisfaction? What are the reasons for their dissatisfaction and the impact of dissatisfaction on their performance? This research was based on the qualitative research methods and data were collected from twenty Grama Niladhari Officers in the Kalutara Divisional Secretariat in Sri Lanka by using a convenient sampling method. Interview method was used to gather field data. The data were analyzed descriptively with the researchers' and the respondents' interpretations. The study has developed several measures to explain different levels of dissatisfaction of the Grama Niladhari officers as 'Strongly Dissatisfied', 'Dissatisfied' and 'Neither Dissatisfied nor Satisfied'. The majority of the sample of the Grama Niladhari Officers is in the category of 'Dissatisfied' with their job regarding Payments, Promotion, Political Influence, Recognition, Technology and Training. Based on the lessons learnt, a theoretical framework has been derived based on the analysis to explain factors affecting dissatisfaction of the Grama Niladhari Officers in the Kalutara Divisional Secretariat in Sri Lanka. This study found that the dissatisfaction level of the Grama Niladhari Officers has negatively affected their performances. Finally, recommendations are suggested to minimize the Job Dissatisfaction level of the Grama Niladhari Officers in the Kalutara Divisional Secretariat in Sri Lanka.

Keyword: *Job Dissatisfaction, Grama Niladhari Officers, Public Service, Kalutara Divisional Secretariat*

INTRODUCTION

Job Satisfaction is a complex attitude to understand because arrays of factors have been identified as the determinants, Predictors or 'Input Variables' of job satisfaction with variety of 'Outputs' or results (Khan, et al.,2009).The level of Job Satisfaction across various groups may not be consistent, but could be related to a number of variables (Nawaraj, et al.,2012). A competent public administration is the key to a healthy society, but an incompetent one leads to severe decline (Androniceanu, et al.,2010). Thus, this study examines the impact of job satisfaction on the performance of public sector officials.

After thirty years of the civil war, Sri Lanka is recovering by the several rehabilitation and development programmes which were initiated by the present government. Public sector employees have a vital role to play in these programmes.GramaNiladhari Officers are the most important public officials who represent the government at the grass root level of the administrative functions in Sri Lanka. According to the Ministry of Public Administration and Home Affairs, there are 14022 GramaNiladhari divisions under 331 Divisional Secretariats.

Private sector officers have a higher level of job satisfaction than those from public sectors as they enjoy better facilities and a supportive work environment (Islam, et al.,2001). As a public sector employee, the GramaNiladhari Officers also have some motives and demotives towards their work life.An initial investigation indicated that the GramaNiladhari officers in the Kalutara Divisional Secretariat in Sri Lanka are dissatisfied with their job. Therefore, this study attempts to examine the job satisfaction of the Grama Niladhari Officers in Kalutara Divisional Secretariat in Sri Lanka.

Background of the Study

Public services have been developed over a long period, over a century, in virtually all countries. Histories of most countries are evidence for that (www.world-psi.org).During the era that Sri Lanka was a colony under the British rule; the Public Service Commission was established on 15th May 1946 in order to carry out the task of appointing officers for Public Service (www.psc.gov.lk). Currently, the public services in Sri Lanka are a series of services that provides specialized professional services to government employees who carry out public duties and those government employees are not elected officials. Employees to the public services are selected by competitive examination and promotions which are made by the Examination Department, Public Service Commission and the Cabinet.

The Grama Niladhari Officer is the grass root layer of the Administrative Service. The Training Manual for the Legal and Administrative duties of the Grama Niladhari Officers which is published by the Ministry of Public Administration and Home Affairs; (2013) mentions that the post of Grama Niladhari officer has a long history which goes back to ancient Lanka. Further the manual provides evidence from the 'Mahavansa' to explain how the post of Grama Niladhari Officer emerged.

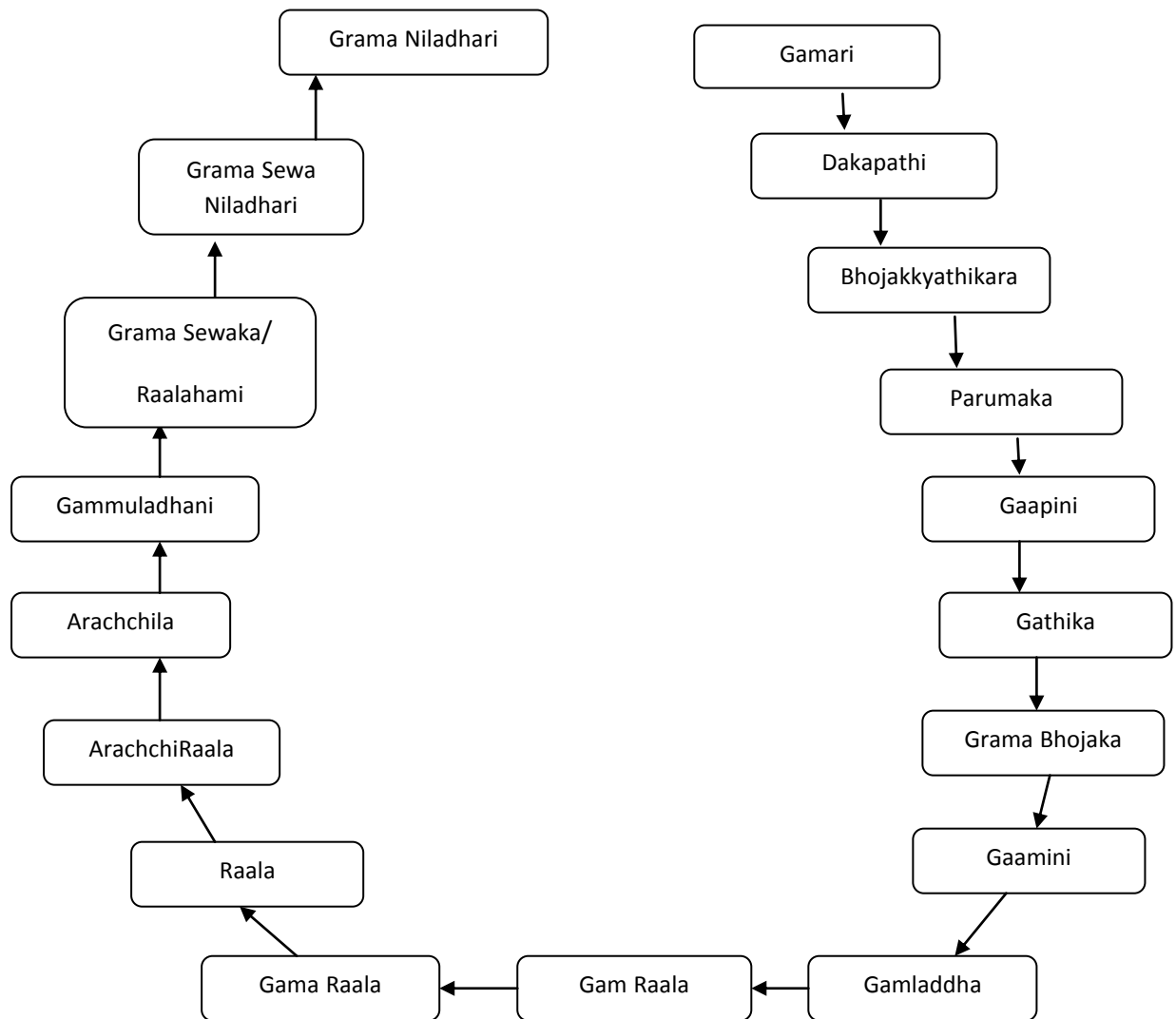


Figure1 Evolution of the name of the 'village leader'

Source: Ministry of Public Administration and Home Affairs, 2013, p.03

According to the manual, by the act No.6 of 1964 (The act changing the Gammuladhani post) the Gammuladhani post was abolished and the post of 'Gram Sewaka' was established. Further, it mentions the name 'Gram Sewaka' was changed to 'Gram Sewa Niladhari' by the act No.5 of 1977 and that name was changed again as 'Gram Niladhari' by the act No.2 of 1993.

In the present administrative context, there are 14022 Grama Niladhari Divisions which come under the 331 Divisional Secretariats. The closest supervision of Grama Niladhari officer is done by the Divisional Secretary. At the national level, the recruitment of Grama Niladhari Officers and any disciplinary actions are taken by the Ministry of Public Administration and Home Affairs (www.pubad.gov.lk).

According to the figure 2a Grama Niladhari Officer has to perform various characters such as leader, guardian and coordinator within the whole administrative system.

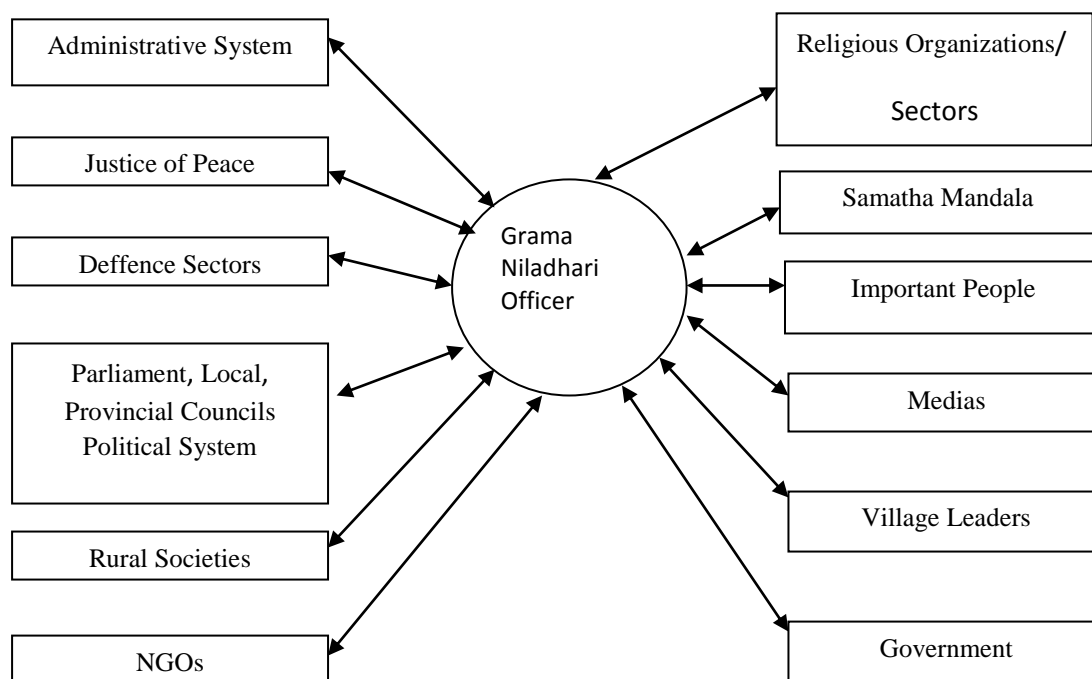


Figure 2

Source: Ministry of Public Administration and Home Affairs, 2013, p.05

The Grama Niladhari Officer in charge of the division is entrusted with multifaceted duties and responsibilities under as many as 46 legislative enactments of Sri Lanka. They range from the Forest Ordinance of 1907 to the Tsunami act (special Provisions Act) No.16 of 2005. The Grama Niladhari Officer acts as a peace officer under the primary Courts Ordinance and has to maintain law and order in their relevant divisions (www.parliament.lk).

According to the Grama Niladhari Officer's duties which were published by the National Salaries and Carder Commission, he has only one holiday per week and is bound to perform the duty for 24 hours on all other days. Therefore, the Grama Niladhari officer has a significant status within the public administration process. It is worthwhile to examine whether Grama Niladhari Officers receive sufficient recognition in their career life. This study focuses on the satisfaction/ dissatisfaction of Grama Niladhari Officers in Sri Lanka.

Problem Statement

This study focuses on whether the Grama Niladhari Officers are really dissatisfied with their job? To what extent they are dissatisfied? What are the reasons for the job dissatisfaction of the Grama Niladhari Officers? Further, this study reveals how dissatisfaction of a Grama Niladhari Officer affects his performance? Finally, this study provides suggestions to enhance the satisfaction level of the Grama Niladhari Officers.

Theoretical Background on Job Satisfaction

Schermerhorn (1993) defines Job Satisfaction as an affective or emotional response towards various aspects of an employee's work. Since satisfaction is an emotional feeling psychologists have derived some theories helps to enhance that feeling in positive manner. As well as those theories can be used to identify the factors influencing Job Dissatisfaction. These theories are called 'Motivation Theories'. There are well-known motivation theories such as Maslow's Hierarchy of Needs theory (1954), Theory X and Y by McGregor (1960), Herzberg's Hygiene Factors theory (1966) and Equity Theory by J. Stracey Adams (1960). Each theory explains factors which are affected to enhance job satisfaction of employees. Among them, Maslow's Hierarchy of Needs theory is the most popular one. Maslow believed that the underlying needs for all human motivation to be on five general levels from lowest to highest (Figure 3).

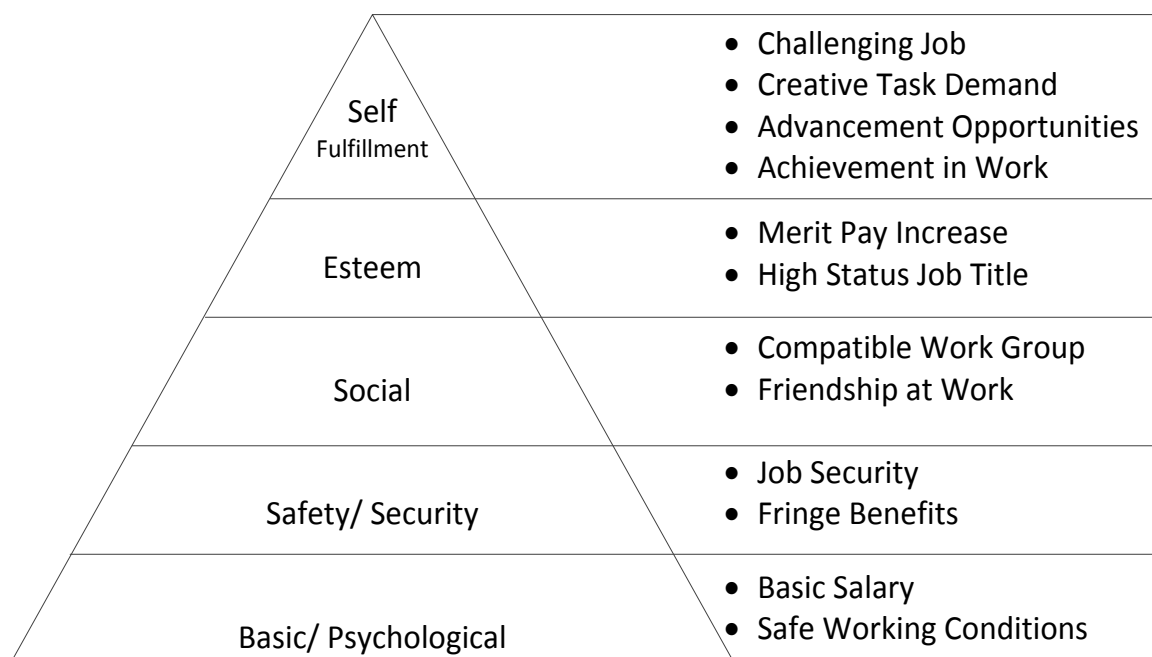


Figure 3 Maslow's Hierarchy of needs

Source: Cited from www.goldsmithibs.com. Downloaded on 28/02/2014

- Physiological Needs - The need for food, drink, shelter and relief from pain.
- Safety and security – Once the physical needs of the moment are *Satisfied*, man concerns himself with protection from physical dangers with *Economic security*, preference for the familiar and the desire for an *Orderly, predictable world*.
- Social - become important motivators of his behavior.
- Esteem or egoistic – A need both for self-esteem and the esteem of others, *which involves self-confidence, achievement, competence, knowledge Autonomy, Reputation, Status and Respect*.
- Self-fulfillment or self-actualization – is the highest level in the hierarchy;

These are the individual's needs for realizing his or her own potential, for continued self-development and creativity in its broadest sense.

It shows how expectations of a person will be increased. As a human being this theory is useful to understand the public sector officials' behavior.

EMPIRICAL REVIEW ON JOB SATISFACTION

Islam and Saha (2001) conducted a study on Job Satisfaction of bank officers in Bangladesh including both private and public. Their study focused on the relative importance of Job Satisfaction factors and their impact on the overall Job Satisfaction of employees. Results of the study indicated that Salary, Efficiency in Work, Close Supervision, Co-worker Relation were the most important factors contributing to Job Satisfaction. The most important finding was that private banking officials had higher level of job satisfaction than public banking officials. However the above findings were totally different from the findings of Ali and Wajidi (2013). As per their findings compensation and work environment have the least impact to enhance job satisfaction. Promotion has higher importance towards job satisfaction and the next most important factor is professional opportunities. There was a significant research conducted by Brunetto and Farr-Wharton in 2002. They used Social Identity theory to explain the factors affecting the job satisfaction of public sector employees. The results of the study indicated that working with fellow employees enhances Job Satisfaction and organizational management policies compromise Job Satisfaction. This study further explained that when employees were dissatisfied with working conditions, it was likely that their workplace effectiveness of scarce public resources may also be compromised. Findings of Ofauni (Mrs) and Ngozi (2010) and Chaulagain and Khadka (2012) are fairly similar to the previous research. Both studies found that demographic factors have no significant relationship with the job satisfaction of employees. Variables such as responsibility, opportunity for development, staff relations were significantly influencing factors of Job Satisfaction.

But the above findings are different from the findings of Sarbou (2010). He found that there was a significant relationship between respondents' Job Satisfaction and occupational class, race, gender, educational level, tenure, income as well as job status. Furthermore, there was a significant relationship between age and Job Satisfaction. However, the study found no significant relationship between marital Status and Job Satisfaction. Ahmad, et al., (2012) conducted a quantitative study on job satisfaction of public sector banking employees. Results indicated that employees at the banking sector in Bangladesh expressed satisfaction with their co-workers, followed by the nature of the work and the supervision they receive. Opportunities for promotion and pay emerged as major sources of dissatisfaction.

A qualitative study was conducted by Appel (2006) using forty officers of Provincial Government Department in Gauteng to determine the level of Job Satisfaction of environment officers. The results of the study indicated that employees were generally satisfied with their jobs. Employees that were mostly satisfied with their jobs kept themselves busy, worked independently, their relationships with co-workers and management were good and felt secure in their Jobs. However, they were least satisfied with opportunities for advancement in their jobs, opportunities to be creative, compensation, organizational policies and the procedures and the recognition they received from the management for their efforts.

A few studies have been conducted with the purpose of examining the job satisfaction of public employees in Sri Lanka. Velnampy (2009) conducted a research on Job Satisfaction and Employee Motivation: An Empirical Study of Sri Lankan Organizations. The study found that satisfaction and motivation are significantly correlated and economic factors are more powerful than others in satisfying employees. However, these findings are slightly different from the global findings of Ali et al (2013), Siddika (2012), Nargess et al (2011) and Bright (2008).

Sridharan, et al., (2008) conducted a research on Job Satisfaction of Nursing Officers in Sri Lanka. The findings of the study revealed that there is a significant difference in Job Satisfaction of Nursing Officers between Central Ministry Hospitals and Provincial Ministry hospitals. The Job Satisfaction of Nursing officer working in central Ministry hospitals has a higher mean score than those working in provincial Ministry hospitals. Further, it was identified that the workload, professional support, training received, and working condition are main factors that influence Job Satisfaction among nursing officers while there is no significant influence from the career development opportunities.

METHODOLOGY

This is a qualitative study that attempts to understand insights of the job dissatisfaction of the Grama Niladhari Officers. There are 87 Grama Niladhari Divisions in the Kalutara Divisional Secretariat and nearly 65 Grama Niladhari Officers are recruited to work. This is the population of the study. The sample consisted of 20 Grama Niladhari Officers from the population and it was selected by using convenient sampling method. Both primary and secondary data were utilized for the study. Primary data was collected through in-depth interviews which were conducted by using a semi structured questionnaire. Secondary data was collected by Journals, Books and various Government Reports. All the observations which are related to the study are presented in a substantially descriptive manner with the idea and interpretations of Grama Niladhari Officers, as well as the researchers' interpretations. Triangulation was used to ensure the trustworthiness of the research findings.

ANALYSIS AND DISCUSSION

Demographic characteristics of the Sample

The selected sample consisted of twenty Grama Niladhari Officers who belonged to Kalutara Divisional Secretariat. Five of them were female officers and one of the female officers has twenty five years' experience. Three of the officers were newly recruited male officers and have only three years' experience. Most of the Grama Niladhari Officers selected had twelve to twenty two years' experience.

The following sections are related to the research objectives:

To find out whether Grama Niladhari officers are really dissatisfied

When the question 'are you satisfied with your job?' was raised, most of the Grama Niladhari Officers answer was 'Yes'. As soon after, they add the word 'but' at the end of their answers. This means that even though the Grama Niladhari Officers said 'Yes', to that question, the word 'but' implies that they are not fully satisfied with their Job.

The answers given by some of the GramaNiladhari Officers for the above question as follows:

“Yes, I am. But from the institutional point of view, I am not satisfied. Several problems are there....”

“If I put the satisfactory factors and dissatisfactory factors into scale, definitely dissatisfactory side of the scale will be gone down....”

“Yes, I am satisfied with my Job. But we have some problems to carry out our job. Salary...”

These statements imply that the GramaNiladhari Officers are dissatisfied with their job.

Another important thing is that, all of them have given the same reasons for being satisfied with their job. But they have different reasons for being dissatisfied.

“I satisfied because I serve to the society and I solve peoples’ problems. Then, I earn hearts of the people which cannot earn from money. And also we have to stay at office only from 8.30.a.m. to 11.30.a.m. So, we have a kind of freedom....”

The above statement is the common explanation given by GramaNiladhari Officers for their Job Satisfaction. Each one uses different words, but the meaning is the same. But, they have several reasons for Job Dissatisfaction. Each GramaNiladhari Officer had a different reason for being dissatisfied. Those factors will be discussed in the latter part of this paper.

As the main research question of this study is to examine whether GramaNiladhari Officers are really dissatisfied, the answer to this question is ‘Yes’.

To measure the level of Job dissatisfaction of Grama Niladhari Officers

It is evident that Grama Niladhari officers are really dissatisfied with their job. Public Officials have many different interests and these are sometimes satisfied on the job (Sabou-2010). Different interests may cause different levels of dissatisfaction.

According to the collected data, the GramaNiladhari Officers’ dissatisfaction can be classified into three levels as mentioned below. These levels are identified specially for this study as per the collected data from the Grama Niladhari Officers.

- Strongly Dissatisfied
When an official does not even have a single factor to be satisfied with his job, he is identified as strongly dissatisfied.
- Dissatisfied
Some officials have both satisfactory and dissatisfactory experiences regarding their job. But they have more reasons for being dissatisfied while fewer reasons for being satisfied.
- Neither Dissatisfied nor Satisfied

Even though officials are not satisfied with their job, they do not care about such dissatisfactory factors, and they ignore those factors, by considering them as inherent errors of the public sector.

Strongly Dissatisfied

Some of the Grama Niladhari Officers said that they were not satisfied with their job.

“Actually I am not satisfying with this job. Due to the new circular which was introduced by the ministry of Public Administration and Home Affairs, we face a big unfair situation....”

“I am not satisfied with this job. If I were not a Grama Niladhari Officer, I was a business man. Now I am worried about my selection....”

They did not mention any satisfactory factors. It implies that they are strongly dissatisfied with their job.

Dissatisfied

As per the definition of the ‘Dissatisfied level’, the Grama Niladhari Officers are identified under this category based on their attitudes and ideas as follow:

“If I put the satisfactory factors and dissatisfactory factors into scale, definitely dissatisfactory side of the scale will be gone down....”

“Since I serve to the public of the society, I satisfied about my job. But we have some problems. Even enough authority has been delegated among Grama Niladhari Officers; we are not in a position to use that authority due to the political influences. At the same time, I have passed the Administrative Grama Niladhari Examination as the first of the Kalutara District. But still I am Grama Niladhari Officer. Another problem is that, Grama Niladhari Officer has not an opportunity to show his seniority or qualifications to the public....”

“It is impossible to say that I satisfy hundred percent with my job. There are more reasons for the dissatisfaction than satisfaction....”

Most of the Grama Niladhari Officers who were included in the sample of this study falls into the ‘Dissatisfied’ category.

Neither Dissatisfied nor Satisfied

Some of the Grama Niladhari Officers did not mention that they were dissatisfied even though they had some criticisms to make regarding their job. They ignore those factors by considering them as a common problem of the Public sector.

“I cannot say that I am satisfy with my job or not. Because, earlier I was an employee of the private sector and when compared to that job, Grama Niladhari Officer is better. But there are some problems salary, political influence and such things. But I think those are inherent criticisms of public sector....”

The newly recruited Grama Niladhari Officers are those who are neither dissatisfied nor satisfied with their job.

Another important factor regarding the job Dissatisfaction level related to gender is male Grama Niladhari Officers are more dissatisfied with their job than female Officers. Saibou (2010) also pointed out the gender differences on employee's Job Satisfaction. Following statements are evidence for that.

“Even there are some problems, I like this job. Because, as a woman I want more time to concentrate on my family. So, after 11.30.a.m. I can go home....”

-One of female Grama Niladhari Officers-

This situation is common to the most of the female Grama Niladhari Officers regarding their career. According to Appel (2006), an occupation which makes them busier, caused to increase their Job Satisfaction. That finding did not match with this study.

Because, Asian women are used to giving priority to their family life rather than their work life.

But male Grama Niladhari Officers do not consider that freedom as a benefit for them.

“Even we have to stay at the office only for 11.30.a.m. we are bound to do our duties for 24 hours. But government does not pay over time for us....”

-One of male Grama Niladhari Officers-

This implies that the male Grama Niladhari Officers are more dissatisfied with their job.

Factors affecting Job Dissatisfaction of Grama Niladhari officers

By analyzing the collected data through in-depth interviews and reviewing the related literature, the following factors were identified as reasons for the dissatisfaction of Grama Niladhari Officers.

Payments

Grama Niladhari Officers are recruited for a basic salary of Rs.14600/= (www.pubad.gov.lk). As per their performance, they may be in a position to earn their annual salary increments. According to the Grama Niladhari Officers, they are not satisfied with their salary. They are paid the same salary which is same for the parallel government officers such as Clerks, Teachers. As their argument, such government officers have to work only from 8.00.a.m. to 5.00.p.m. But, Grama Niladhari Officers are bound to do their duty during 24 hours. And they have to work more than the other parallel officers.

Maslow (1954) has explained that physiological needs are the basic expectations of a person (Hierarchy of Needs Theory). Salary is the indicator that decides whether a person can satisfy his physiological need or not. Herzberg (1966) identified Salary as a Hygiene factor which is able to create Job Dissatisfaction.

GramaNiladhari Officers must maintain well-established office premises. But they are paid only Rs.1000/= for an urban area and Rs.750/= for a village area. But no one can find a place for that price. So, they have to pay the rest of the office rental from their salary.

At the same time, GramaNiladhari Officers have to do their duties in very rural divisions. There is only one bus per hour. So, GramaNiladhari Officers have many difficulties to work in such areas. Sometimes, they have to visit their field by foot. Even the situation is much worst as the government pays only R.350/= as the travelling allowance. The following quotations of the GramaNiladhari Officers justify the above factors.

“If we compare the benefits with the costs of our job, benefits are not sufficient. We do not have formal office premises and we are not paid well to maintain a good office premise. We have field duties too. But, there are no transport facilities and travelling allowance is also not sufficient....”

“Other thing is that we are bound to do our duty in 24 hours. But the government does not pay the overtime....”

Hence, “Lower Salary” is one of the dissatisfaction factors of the GramaNiladhari Officers. This finding is in line with Nazrul Islam et al (2001). But it is different from the findings of Appel (2006) and Chaulagain, et al.,(2012).

Promotions

The GramaNiladhari Officers also have problems with their promotion. Even a Grade III Grama Niladhari Officer, who is capable of entering Grade II, has to wait ten years to earn that promotion. This long duration is unfair for them. On the other hand, the government does not hold the related examinations on time. There are some Grama Niladhari Officers who have twelve years or fourteen years’ service. But still they are in Grade III, because of the delay in advertising the relevant examination. Therefore, Grama Niladhari Officers are frustrated with the existing promotion scheme.

Employees of both the public and the private sectors are willing to climb their career path as soon as possible. Most of the time, the public sector employees are less satisfied with opportunities for advancement in their career (Appel-2006)

“I need to enter to the Grade I. but still they do not call for the examination...”

“The promotion scheme is not in a favorable manner. The political influence has been increased recently when giving promotions and recruitment process....”

“I have passed the Administrative Grama Niladhari examination as the first place of the District. But still I am a Grama Niladhari Officer....”

According to the Herzberg’s Hygiene Factor Theory (1966), advancement and achievements of the career path are motivation factors. Absence of these factors increases Dissatisfaction.

As per Ali, et al., (2013) opportunities for career development, working time and promotion schemes of the organization have high associations with Job Satisfaction.

Political Influence

Generally, the public sector is criticized for unnecessary political influences. Administrative officers are highly influenced by politicians since they work with people's problems. GramaNiladhari Officers are the grass root layer of the administrative function. So, their experiences are as follows.

“Political influence is the major threat for the autonomy of our career....”

“Even enough authority has been delegated among Grama Niladhari Officers, we are not in a position to use that authority due to the political influences....”

“I was recruited under previous government. Therefore, even I have passed the Grama Niladhari Administrative Examination as the first place of the District that post was offered another one who has recruited during the period of this government....”

Several Grama Niladhari Officers have mentioned that they are totally frustrated with their job because of the political influences. Appel (2006) identified that when employees can work independently, their level of Satisfaction is very high.

Recognition

GramaNiladhari Officers expect recognition in their career.

“....due to the lack of formal office premises, we face a big problem. People do not like to give space for us as a office. So, our status is damaged....”

“There is no any procedure to protect job status of the Grama Niladhari Officers. Even there is no English word to call as ‘Grama Niladhari’”

“We do not have way to show our seniority and qualifications to the public. Both senior and newly recruited officers have same uniform....”

“There is no any well-fare programme for the Grama Niladhari Officers. If government does not look after Grama Niladhari Officers, their autonomy of the job will be damaged....”

Grama Niladhari Officers demand that the government should provide facilities to protect the recognition of their job. Appel (2006) also identified recognition as a factor to be less satisfied with their job. As Maslow explained (1954), the high status of job title is increased self-esteem of an employee (Maslow's Needs of Hierarchy).

Technology and Training

Another major issue of GramaNiladhari Officers is lack of adoption to new technology. The GramaNiladhari Officer has to maintain a large amount of documents and store them. It takes up considerable space. At the same time, they have to issue letters, prepare reports and other related paper works. They have to do all these activities manually.

“Grama Niladhari service does not modify according to the new technology....”

“Since, we have to store large number of data, we request for a computer. And also we want telephone facilities too....”

According to Adam’s Equity theory (1965), employees may change their inputs, if they are not satisfied with their benefits. It may cause a decrease in their productivity. Therefore, the government should pay attention to Grama Niladhari Officers requests and give priority to provide necessary facilities.

Based on the lessons learnt from the above analysis, a theoretical framework was drawn to explain the factors affecting job satisfaction of the Grama Niladhari officers of the Kalutara Divisional Secretariat in Sri Lanka.

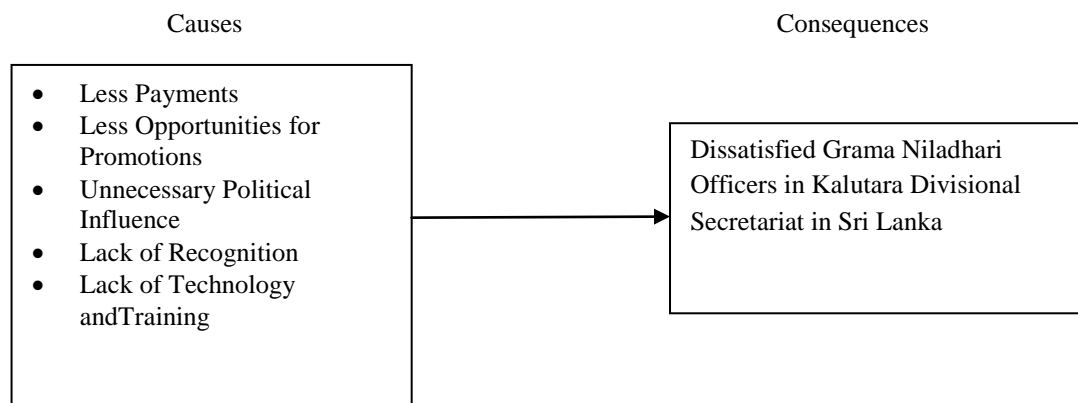


Figure 4 The theoretical Framework indicating the factors affecting the dissatisfaction of the Grama Niladhari Officers in Kalutara Divisional Secretariat.

Source: Derived from the analysis of the study

Impact on Performance due to the dissatisfaction of Grama Niladhari officers

Job Dissatisfaction and performance level

Any organization whether it is the public or private has to maintain a higher level of performance from their work force. According to several researches, it is necessary to maintain a satisfied work force to achieve a high level of performance. When explaining the performance of Grama Niladhari Officers in the Kalutara Divisional Secretariat, two aspects can be identified; the general public and the institutional point of view. In these two aspects, their performance level may differ from each other. As per the observations, sometimes Grama Niladhari Officers do not serve the public in a polite manner. For instance, one Grama Niladhari Officer keeps his office at a temple. The hall where his office is located is being used for conducting Sunday Schools. Therefore, his room is a mess on Monday morning. So, he becomes angry and shows his angry to the people who have visited to meet him. This indicates how the dissatisfaction affects on his performance. If he is provided permanent premises to carry out his office, he can start his duty with a relax mind.

There were some instances of public complaints against some Grama Niladhari Officers who came to the office after 8.30a.m. Late attendance of the officials is another evidence of poor performance. This situation indicates their lack of interest in performing their duties. The following statements which are made by the Grama Niladhari Officers show their views regarding their performance.

“....due to this dissatisfaction. We may fail to offer a productive service to the public....”

“According to my feelings, performance of the Grama Niladhari Officer does not in a good level....”

“Actually Grama Niladhari Officers have frustrated with their job. So, how can you expect a good service from them...?”

However, several Grama Niladhari Officers noted that whether they are satisfied or not, they do their duties to their maximum.

“I do my duties as I can....”

“Once we do not do the work of a person, he may come again and again to us until we do it. So, I always try to do the people’s works at first time....”

“I think our dissatisfaction does not affect for our performance....”

These answers are doubtful, because they accept that they are dissatisfied, but they say that it does not affect for their performance. Sometimes they may have a fear of revealing the truth. Because if they said they did not work well, they would be punished in the future.

There is another answer which was given by one of Grama Niladhari Officers and it may be the practical scenario.

“I put maximum effort when I serve to the public. But I do not care about orders from higher positions.... Due to any reason, I do not make general public in to a trouble, because we are paid by them. But I do not care about our higher officials’ orders. They ask us to prepare that list, that document, that report and so on, without providing sufficient facilities they force us to work hard. I am not going to collect data for each time they ask us to prepare a report. What I do is, I send the same report with a little modification. I know all the development programs and projects are designed based on the data which we have provided. Wrong information caused to mislead such projects and sometimes they may fail. But we can do nothing. I am doing the duty for the sake of doing....”

By considering all the answers given by Grama Niladhari Officers regarding their performance, it is evident that their Job Dissatisfaction affect negatively on their performance. It could be expected that the dissatisfaction of a Grama Niladhari Officer and performance has a negative relationship. When Dissatisfaction increases performance level decreases. Similarly, when dissatisfaction decreases, the performance level increases.

OBSERVATION AND RECOMMENDATIONS

As per the observations and interviews, it is evident that the Grama Niladhari officer is dissatisfied with his job. The extent to which they are dissatisfied can be identified at three different levels – Strongly Dissatisfied, Dissatisfied and Neither Dissatisfied nor satisfied – further, did observations indicate that there is a difference between Job Dissatisfaction of male Grama Niladhari officers and female Grama Niladhari officers.

Salary, Promotion, Political Influence, Recognition, Technology and Training are the main factors affecting job dissatisfaction of the Grama Niladhari officers. There is a negative relationship between job dissatisfaction and performance of Grama Niladhari officers.

Even though Grama Niladhari Officers have to stay at their office premises from 08.30a.m to 11.30a.m, it is observed that they do not come to the office on time. In the evening they have to visit their divisions to observe the people of their divisions. Excepting newly recruited officers, no one used to visit their divisions. If they do not have any field duty, they must stay at their office in the evening. But as per the observations, no one follows the rules as there is no person to supervise them.

On the other hand, there are many social welfare programs for the disabled people and for the widows which are carried out by the Divisional and District Secretariats. It is the responsibility of the Grama Niladhari officer to identify disabled or widows in his division and recommending them to the Secretariats. But Divisional and District secretaries blame to Grama Niladhari officers, that they do not perform their duty well.

The final objective of this study is to provide suggestions to minimize the identified factors which caused dissatisfaction of the Grama Niladhari officers.

Performance based Salary Scheme

One of the main factors which causes to job dissatisfaction of the Grama Niladhari Officers is low salary. Grama Niladhari officers demand some indicators to measure their performance. According to the performance, salary increments should be given. Even some performance measurement exists, but the performance is not measured fairly and correctly.

“I received two years vacation with salary to follow a social work diploma in the institute of National Social Development which has established under the Ministry of Social Services. I conducted a research too. But they did not give me even a salary increment. I did not receive any benefit from that diploma to improve my career life....”

This kind of grievance is apparent with several Grama Niladhari officers. Thus, the government should pay more attention to encourage them by giving them the necessary financial benefits. At the same time, officials who show poor performance should be recognized and necessary action should be taken to motivate them.

Opportunity to Career Development

The promotion scheme of the Grama Niladhari officers have made them frustrated. Once a person is recruited as a Grade III Grama Niladhari officer, he has to wait ten years to enter into Grade II. Even, the government does not hold necessary examinations on time. Sometimes Grama Niladhari officers have to wait twelve years or fourteen years to get promoted. The period of conducting examinations should be reduced and the government should take the responsibility to hold examinations on time.

Minimize unnecessary political influence

Earlier, the interviews for the recruitment of the Grama Niladhari officers' were conducted at Provincial Council level, but nowadays those powers are delegated to the local government agencies. Therefore, politicians receive more opportunity to influence that process. Unnecessary political influence is another major factor for the dissatisfaction of Grama Niladhari officers. All the powers of recruiting and promoting the Grama Niladhari officers should be centralized with the Ministry of Public Administration and Home Affairs. Then, politicians will not be involved those procedures.

Enhance the Recognition

Recognition of Grama Niladhari Officers reduces due to lack of formal office premises, Social well-fair facilities, opportunity to show the seniority and qualifications. Thus, a part of a public building should be given to the Grama Niladhari officers to establish their office. It is not an additional cost to the government. They can build single premises for all public officers in a particular area. Midwives, Samurdhi Officers, Development Officers, Grama Niladhari officers and other related officers could be available in one place. The absence of transport facilities is another issue. The Grama Niladhari officers do not visit their divisions and they often make an excuse due to the absence of the transport facilities, they are unable to visit divisions. So, they request any kind of transport facility to do their job.

At the same time, there should be social well-fair programs for the Grama Niladhari officers such as housing facilities in order to enhance the living standard of the Grama Niladhari officers. Politicians and other people cannot use Grama Niladhari officers for political activities if the Grama Niladhari officers are well paid based on an independent performance evaluation system. They should be allowed to display their certificates in their office and mention their tenure in the name board.

Assistance of technological and Training

Since the Grama Niladhari officer has to deal with more paper works and prepare documents; it is difficult to handle those entire activities manually. They request computers and other related technological equipments which make their tasks easier and faster. It is not enough providing technological equipments; they should be given training programs to handle those equipments to improve their performance.

General public always seek guidance from the Grama Niladhari Officers when they need to assistance from any government institute. Therefore, the Grama Niladhari officers should have regularly updated information regarding all the services which are offered by the government. Therefore, continuous training programs and awareness programs should be conducted.

Supervision for better performance

Effective supervisory communication in the context of the strategic planning process is positively associated with high levels of Job Satisfaction (Soonhee Kim; 2012). Therefore, even if all the facilities are provided, productive output will not come out, if there is no close supervision. The Grama Niladhari officers should be closely supervised at office as well as their field duty. Necessary arrangements must be made by the Divisional Secretariats. As the closest Administrative officer to the general public, Grama Niladhari officers will perform better than they did, if they are benefited more.

REFERENCES

- Abdul Sattar Khan, Shadiullah Khan, Allah Nawas and Najeebullah Khan (2009), Demographic Impact on the Job Satisfaction of the District Executive Officers in Local Government of NWFP Pakistan. Available at <http://www.gu.edu.pk/A/GUJR/PDF/Dec-2009/9%20Abdul%20Sattar%20Final%20Paper.pdf>. Accessed on 09/11/2013.
- Armenia Androniceanu, Simona Sora, Diana Paun, Daniel Jiroveanu (2010), Employee Satisfaction in the Public Sector, Proceedings of the 5th WSEAS International Conference on Economy and Management Transformatin, Vol.I, pp 272-277.
- Charles Arinze Obiora, Victor Chiduben Iwuoha (2013), Work related stress, Job Satisfaction and Due Process in Nigerian public Service, European Scientific Journal, Vol.09, Iss. (20), pp 214-232.
- Clifford Appel (2006), Assessment of Job Satisfaction of Environmental Officers within a Gauteng Government Department. Available at http://libserv5.tut.ac.za:7780/pls/eres/wpg_docload.download_file?p_filename=F1431278086/Appel.pdf. Accessed on 09/10/2013.
- Harouna Saibou (2010), Employee Job Satisfaction in Public Sector: A Study based on Case Of Niger, Proceedings of 7th International Conference on Innovation and Management, pp 777-781.
- Isah Mohammad Abbas (2012), Motivation and Local Government Employees in Nigeria, European Scientific Journal, Vol.08, No. 18 pp 129-141.
- Leonard Bright (2008), Does Public Service Motivation Really Make A difference on the Job Satisfaction and Turnover Intentions of Public Employees? Vol.38, No.02, pp 149-166.
- Mark C. Ellickson., Kay Lodgsdon (2001), Determinates of Job Satisfaction of Municipal Government[J], Journal of Socio- Economics, Vol. 29, Iss.6, pp 517-538.
- Mir Taifa Siddika (2012), Job Satisfaction: A Study on Civil Servants working at the Field Level in Bangladesh. Available at http://www.mppg-nsu.org/attachments/396_Taifa.pdf. Accessed on 12/10/2013.
- Nargess Mottaghi Golshan, Aznur Hafeez Kaswuri, Betsabeh Aghashahi, Muslim Amin, Wan Khiruzzaman wan Ismail (2011), Effects of Motivational Factors on Job Satisfaction: An empirical Study on Malaysian Gen-Y Administrative and Diplomatic Officers, 2011 3rd International Conference on Advanced Management Science IPEDR, Vol.19, pp1-7.

- Nawaraj Chaulagain, Deepak Kumar Khadka (2012), Factors Influencing Job Satisfaction among Healthcare Professionals At Tilganga Eye Centre, Kathmandu, Nepal, Vol. I, Iss. II, pp 32-36.
- Nazrul Islam and Gour Chandra Saha (2001), Job Satisfaction of Bank Officers in Bangladesh. Available at http://www.journal.au.edu/abac_journal/2001/sep01/article4.pdf. Accessed on 03/02/2014.
- Of uni Felicia Ngozi (2010), Analysis of factors Affecting Job Satisfaction of Women In paid Employment in Benin City, pp123-131.
- Paul Spector (1997), Job Satisfaction: Application, Assessment, Causes and Consequences, California: Sage publication ltd.
- Pushpakumari M. D. (2008), The Impact of Job Satisfaction on Job Performance :An empirical analysis. Available at: http://202.11.2.113/SEBM/ronso/no9_1/08_PUSHPAKUMARI.pdf. Accessed on 25/09/2014.
- Raj Kamal, Debashish Senguptha (2008), A Study of Job Satisfaction of Bank Officers, Journal of Prajnan, Vol. XXXVII, No.03, pp 229-245.
- Raja Muhammed Ali, Dr. Faraz Ahamed Wajidi (2013), Factors Influencing Job Satisfaction In Public HealthCare Sector of Pakistan, Journal of Management and Business Research (A), Vol. XIII, Iss. VIII, Version I, pp 61-66.
- Robert Rogers (1991), The Effects of Educational Level on Correctional Officer Job Satisfaction, Journal of Criminal Justice, Vol. 19, Iss. 02, pp 123-137.
- Sathasivam Sridharan, Uditha Liyanage, Shirani Chmpik aWickramasinhe (2008), Keys to Job Satisfaction of Nursing Officers in Government Hospitals, Sri Lankan Journal of Management, Vol. 13, No. 3, pp 97-124.
- Schermerhorn (1993), Management for Productivity (4thed.), Canada: John Wiley & Sons, Inc.
- Seulki Lee and Soo-Young Lee (2013), Assessing the effects of Job Stress and Social Support on Job Satisfaction: Analysis on Korean Police Officers. Available at <http://www.union.wisc.edu/pmra2013/Paper%20Submissions/Renamed/Assessing%20the%20Effect%20of%20Job%20Stress%20and%20Social%20Support%20on%20Job%20Satisfaction%20Analysis%20on%20Korean%20Police%20off>. Accessed on 11/02/2014.
- Shibbir Ahamad, Al-Amin B. Khalil, C.A.A. Rashed, M. Iqbal, Nasrin Ferdoushi (2012), Effects of some selected factors on Job Satisfaction in Public Banking, IOSR Journal of Business and Management, Vol.5, Iss. 3, pp 41-46.
- Soonhee Kim (2002), Participative Management and Job Satisfaction: Lessons for Management Leadership. Available at <http://campus.murraystate.edu/academic/faculty/mark.wattier/Kim2002.pdf>. Accessed on 10/11/2013.
- Suman Devi, Ajay Suneja (2013), Job Satisfaction among Bank Employees: A Comparative Study of Public Sector and Private Sector Banks, International Journal of Research in Management, Science and Technology, Vol. 01, No. 02, pp 93 101.

The Training Manual for the Legal and Administrative duties of the Grama Niladhari Officers (2013) published by the Ministry of Public Administration and Home Affairs, Sri Lanka.

Thirunavukkarsu Velnampy (2009), Job Satisfaction and Employee Motivation: An Empirical Study of Sri Lankan Organizations.

Yunki KIM (2001), The determinants of Public Officials' Job Satisfaction – The Case of Korean Public Officials in the Cadastral Administration. Available at <http://www.fig.net/pub/proceedings/korea/full-papers/pdf/session12/kim.pdf>. Accessed on 08/02/2014.

Yvonne Brunetto, Rod Farr- Wharton (2002), Using Social Identity Theory to explain the Job satisfaction of Public Sector Employees, International Journal of Public Sector Management, Vol. 15, Iss. 7, pp 534-551.

<http://www.goldsithibs.com>

<http://www.govlk.com>

<http://www.parliament.lk>

<http://www.psc.gov.lk>

<http://www.psti.gov.lk>

<http://www.pubad.gov.lk>

<http://www.world-psi.org>