

RELATIONAL AND STRUCTURAL PREDICTORS OF JOB SATISFACTION AMONG OPERATIONAL EMPLOYEES IN TWO LEADING SRI LANKAN TELECOMMUNICATION COMPANIES

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Abstract

This study investigated the influence of job demands and organisational resources on job satisfaction among operational-level employees in two leading telecommunication companies in Sri Lanka. Despite their frontline importance, this segment of the workforce remains underexplored in academic literature, particularly within developing-country contexts. Guided by the Job Demands-Resources (JD-R) model and Social Exchange Theory, the research examined how job time pressure, task load stress, workplace flexibility, and supportive organisational practices predict satisfaction. A quantitative cross-sectional survey was conducted with a convenience sample of 180 employees. Data were analysed using descriptive statistics, Pearson correlation, and multiple regression analysis. The findings revealed that job time pressure and task load stress significantly reduce satisfaction, while workplace flexibility and supportive organisational practices positively contribute to it. Supportive practices emerged as the strongest predictor. These results extended the JD-R framework into the South Asian service sector and offer actionable insights for human resource strategies aimed at improving satisfaction in high-pressure work environments.

Keywords: *Job Satisfaction, JD-R Model, Telecommunication Sector, Sri Lanka, Organisational Resources*