



## IMPACT OF LINE MANAGER ON SUBORDINATE JOB SATISFACTION AN ORGANIZATIONAL BEHAVIOR CASE STUDY FROM A SRI LANKAN ORGANIZATION

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### Abstract

This paper discusses an incident that took place in an organization in the insurance industry of Sri Lanka. The company name is withheld and is referred to as the XYZ organization. The incident happened in the Marketing Communications sub-division of the Marketing Department. The unit of analysis here is individual as this incident happened to an employee – Mr. Suranga Rathnayake, employed as the Assistant Manager – Brand Activation. After a brief description of the organization and the department, the incident faced by Suranga is elaborated. The incident is a clash between Suranga and his immediate supervisor, Mr. Chaminda Premarathna, which occurred due to the fear within Chaminda that Suranga – a very talented individual – will be a threat to him. The article also shows a comparison of how these kinds of weak leaders can create huge losses to organizations by creating a forceful situation for talented employees to be depressed and underperform while showing how certain bosses who are transformational leaders like Mr. Pradeep Rajapaksha can develop themselves and their followers, so that they can be leaders in the future. Under the response of the organization, it is highlighted how certain managers like Mr. Sudarshan Rajakaruna ignore these serious issues for their comfort and the repercussions that organizations and employees have to face as a result. Finally, an elaborated analysis of the issue is presented using suitable references to theory and thereby provides insight for practitioners on better Organizational Behavior (OB) practices.

**Key words:** *leadership, subordinate, career, job dimensions, job satisfaction, conflict*

### Introduction

This article analyzes an actual problem in an organization which falls under the purview of OB. After presenting the incident, the way it is solved by the organization is stated with a critical evaluation followed by the proposed solution.

#### Introduction to the Organization and the Department

XYZ Company is led by a team of experienced and dynamic professionals. The company offers a range of insurance products and takes constant efforts to meet the changing needs of the customers. The corporate brand is well positioned in the market and the company is striving to deliver its positioning promise. While having included the concept of value addition to employees in its mission, some of the core values which the company is driven to talk about employees. The company firmly believes in team work, where all departments and all employees will support and drive each other towards realization of corporate objectives. Dedication is largely expected from

employees and they encourage employees to act like they own the company through accountability and responsibility. The company believes in continuous learning as an organization and provides opportunities to employees for the same through encouragement of creativity and innovation. The company strongly focuses on empowerment where it has decentralized and delegated its operations to the lowest possible levels. The company is led by a Chief Executive Officer (CEO) and each department is headed by a General Manager (GM). The company's head office is located in the capital of the country with an island-wide branch network. The incident of concern took place regarding an employee attached to the Marketing Department of the company. The department is divided into three divisions: Marketing Communication (MC), Field Staff Administration, and Distribution-General and Life. Each division is headed by an Assistant General Manager (AGM) who reports to the GM-Marketing (refer Annexure – Figure 01).