

**AN EMPIRICAL INVESTIGATION OF JOB
SATISFACTION, WORK LIFE BALANCE AND
OCCUPATIONAL STRESS ON JOB
PERFORMANCE OF THE SAILORS IN RAPID
ACTION BOAT SQUADRON OF SRI LANKA NAVY**

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**A research submitted to the University of Sri Jayewardenepura
in partial fulfillment of the requirements for the degree of
Master of Business Administration**

Declaration of the Candidate

“The work described in this research was carried out by me under the supervision of Dr. Aruna Shantha Gamage, Head of the Department and the Senior Lecturer of the Department of Human Resource 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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Certification of the Supervisor

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

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ABSTRACT

In the present world, most of the organizations are more concerned about employees' behavioral aspects of their workforce/employees in order to achieve their targeted objectives in a desired manner. The military or the armed services are no exceptions from similar situation. Human involvement is to be considered as a significant organizational element in military context. However, several problems such as high absenteeism and high attrition make huge barricade to minimize the effort of achieving targeted organizational objectives in military context. Therefore, this study empirically investigated job satisfaction, work life balance and occupational stress, which could influence on job performance of the sailors in Rapid Action Boat Squadron (RABS) of Sri Lanka Navy (SLN). Research model is conceptualized as that there are positive relationship between job satisfaction, work life balance and job performance and negative relationship between occupational stress and job performance of the sailors. The data were collected from a randomly selected sample of 219 out of 520 sailors using a structured questionnaire. The data analysis included univariate, bivariate and multivariate analyses. According to the findings, it is substantiated that there is a strong positive relationship between job satisfaction and job performance. Work life balance was less predictor of the job performance and occupational stress was not a significant predictor of job performance of the sailors in RABS of SLN. Finally, researcher suggests that the organizational behavior may need to be modified to reflect the number of additional routes which these factors can influence on job performance. This can be used to developed strategies that simultaneously enhance the quality of the life of RABS personnel and the operational effectiveness of the Sri Lanka Navy.

Chapter One

Introduction

1.1 Introduction

The chapter explains the background, significance, scope, problem statement, objectives, hypotheses and the organization of the report presentation.

1.2 Background of the study

Saxsena and Raj (1997) said that the success in industrially advanced countries gained the success basically based on two factors, namely advanced technology and synergetic human resources. As Sri Lanka is still a developing country, it has faced a serious trouble of low investment in technology. Therefore, it is essential to enhance synergetic human resources on the way of its development. Synergetic human resource requires a high motivation and productivity, quality, team working, cooperation and the willingness to learn new knowledge, attitude and skills. For an organization to work efficiently, organization should make its people work as together, as a whole, as a human team, as a complete, sturdy and strong chain (Saxsena and Raj, 1997). It becomes competencies are complex, multi-dimensional, interrelated and interdependent knowledge systems.

Enhancing core competencies of the workforce is obviously important in the strategic human resource management scenario. Subsequently organizations that seek to gain competitive advantage through their workers must be able to manage the behavior and result of all employees (Noe, Hollenbeck, Gerhart and Wright, 1996). In the endeavors of practicing strategic human resource

management, the significance of environmental and contextual factor has been long acknowledged in shaping, human resource strategy and in ability of the organization to realize these strategies (Gratton, Hailey, Stiles and Truss, 1999).

As pivotal role of transferring organizational strategies in to tactical decisions, any individual, personal, director, manager or officer will play any of the roles that will be dependent on the type of the organization, its culture and environment in which it exists (Amstrong,1996). Therefore, unique talents among employees, including superior performance, high productivity, flexibility and innovation are ways in which people provide a critical ingredient in developing and the organization into a competitive position (Amstrong, 1996). To the best scenario of achieving organizational objectives, there should be the best human resource management practices in an organization. If there are the best human resource management practices, employee's attitudinal factor for their job performance remain as positively correlated in nature.

The individual, in an organization have been affected by many factors to determine their job performance. Among those, the job satisfaction (Robbins, 2003; Luthans, 1992; Mitchell and Larson, 1987; Locke, 1976) may be a major root to fix the degree of employees' effort in an organization. In addition to the job satisfaction, work life balance practice and occupational stress are three important factors of employees to keep their job performance in an organization; especially in military context.