

**Relationships among Quality of Work
Life, Employee Personality,
Organizational Commitment,
Performance Appraisal System and Job
Performance: An Empirical Study of
Station Masters in Sri Lanka Railways**

by

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Personality, Organizational Commitment, Performance
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of Station Masters in Sri Lanka Railways**

by

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DECLARATION OF THE CANDIDATE

The work described in this thesis was carried out by me under the supervision of Senior Professor H. H. D. N. P. Opatha and Dr. M. D. Pushpakumari and a report on this has not been submitted in whole or in part to any university or any other institution for another degree or Diploma.

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Relationships among Quality of Work Life, Employee Personality, Organizational Commitment, Performance Appraisal System and Job Performance: An Empirical Study of Station Masters in Sri Lanka Railways

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ABSTRACT

Both the organization and the employee can be considered to be dual sides of the same coin. People are the primary source for a company's competitive advantage, and organizational prosperity, and its survival depends on the degree of interdependence between employer and employee. Hence, researchers have paid a great deal of attention to employees and the enhancement of employee related outcomes through the creation of a proper Quality of Work Life for employees who work in modern organizations. The aim of this study is to investigate whether Personality, Organizational Commitment, and the Performance Appraisal System influence the relationship between Quality of Work Life and Job Performance of Station Masters who work in the Sri Lanka Railways Department. Based on theoretical arguments, common theories, logical beliefs and empirical knowledge, a conceptual framework was built for this study. While Job Performance was the dependent variable of this study, Quality of Work Life was the independent variable. Further, Organizational Commitment was considered as the mediating variable and both Personality and the prevailing Performance Appraisal System were the moderator variables of this study. The research study comprised of eight research objectives as well as six research hypotheses. A quantitative research approach was selected based on logical reasoning. Data were collected from both primary and secondary sources. The sample comprised of 280 Station Masters who were selected for the study and a survey was conducted to include all stations in Sri

Lanka for sampling. Data were analyzed using the Statistical Package for the Social Sciences (SPSS) version 22.0.

The results showed significant strong positive relationships between Quality of Work Life and Job Performance, Quality of Work Life and Organizational Commitment, and Organizational Commitment and Job Performance. Further, Organizational Commitment in this study partially mediated the relationship between Quality of Work Life and Job Performance. On the other hand, Personality moderated the relationship between the Quality of Work Life and Organizational Commitment. The prevailing Performance Appraisal System was also a moderator of the relationship between Organizational Commitment and Job Performance. A post hoc analysis was also conducted to find additional relationships within the conceptual framework which demonstrated the moderating effect of Personality on the relationship between Quality of Work Life and Job Performance. The study has made theoretical and empirical contributions to the literature as the findings confirmed the conceptual framework that can enhance our understanding of the Quality of Work Life practices and Job Performance within the Sri Lankan context. These findings generalize the application of the underpinning theories and their tenets in explaining the Quality of Work Life, Personality, Organizational Commitment, Performance Appraisal System and Job Performance, especially for the Railway sector in Sri Lanka. Originally developed instruments measuring the variables of the study with an adequate degree of validity and reliability may be useful for future researchers. Recommendations were suggested and the limitations and future research avenues were also pointed out.

Key words: *Quality of Work Life, Personality, Organizational Commitment, Performance Appraisal System, Job Performance.*