

**MASTER OF HUMAN RESOURCE MANAGEMENT**

**The Impact of Quality of Work Life on Job Performance:  
An Empirical Study of National Savings Bank, Sri Lanka**

**Dissertation**

**Submitted in partial fulfillment of the requirements for the degree of  
Master of Human Resource Management**

**By**

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## Abstract

This empirical research study focuses on employee Job Performance to study its relationship with employee Quality of Work Life regarding Job Involvement and Personal Character in a services context. Based on a sample of 173 respondents drawn from National Savings Bank, a state owned licensed specialized bank in Sri Lanka, the study uses self constructed sub elements on Quality of Work Life adapted from referring to previous literature on the area and theories on Job Involvement and Personal Character to examine the impact of Quality of Work Life (namely, Employees Health and Well-being, Job Satisfaction, Job Security, Work-Home Balance and Working Conditions on employees' Job Performance. Moreover, it examines the impact of Personal Character as a moderating variable and also demographic variables such as gender, age, educational level, work experience, and income on Job Performance. The results proved that a moderately strong yet positive relationship exists between Quality of Work Life and Job Performance.

The analysis also supports a strong positive relationship between Job Involvement and employee Job Performance while the Quality of Work Life –Job Performance relationship does not seem to be influenced by the variable Personal Character. The findings shed light into key drivers of Job Performance and may contribute to the development of HR strategies, bank policies or practices aiming at enhancing the human capital potential through high performance and thus, individual employee performance outcomes thereby assisting ultimately banks' competitiveness even in a period of economic recession.

**Key words:** *Quality of work life, Job performance, Job involvement, Personal Character*