

Personality as a moderator of the relationship between quality of work life and organizational commitment: Evidence from Sri Lanka Railways

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Abstract:

People are the primary source for a company's competitive advantage, and organizational prosperity and survival depend 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. The aim of this study is to investigate whether personality moderates the relationship between quality of work life and organizational commitment 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. Organizational commitment was the dependent variable. Quality of Work Life was the independent variable. Personality was the moderator variable. A quantitative research approach was selected based on logical reasoning. Data were collected from primary and secondary sources. The sample comprised of 280 Station Masters and a survey was conducted to include all stations in Sri Lanka for sampling. Data were analysed using the Statistical Package for the Social Sciences (SPSS) version 22.0. Personality moderated the relationship between the Quality of Work Life and Organizational Commitment. 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 organizational commitment 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, especially for the railway sector in Sri Lanka. Recommendations were suggested and the limitations and future research avenues were also pointed out.

Keywords: Organizational commitment, quality of work life, personality, railways, station mMasters, Sri Lanka

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