

**The Impact of Personal Factors on Employee Job  
Performance; an Empirical Study of Non-Academic  
Employees of the Universities in the Eastern  
Province of Sri Lanka**

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**GS/MC/1 244/2000**

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## CERTIFICATION

I hereby recommend that the thesis prepared under my supervision by Mrs. Sareena Umma Mohamed Abdul Gaffoor [GS/MC/1244/2000].

Entitled:

**The Impact of Personal Factors on Employee Job Performance; an Empirical Study of Non-Academic Employees of the Universities in the Eastern Province of Sri Lanka**

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**M.sc (Management) Degree Program  
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Finally my heartiest thanks goes to my husband Mr. M M M Abdul Gaffoor and my brother A M Nazar, who provided the fullest cooperation and commitment to complete this dissertation.

## ABSTRACT

Universities are the major component(s) of higher education system in Sri Lanka. The significance of the efficient and effective function for a fruitful and productive university system depends on the support of satisfied staff activity, because of its' center role in providing a productive labor force to the labor market in the country.

The performance of the universities heavily depends on the individual behavior of their personnel. Many researchers have attempted to investigate the influence of individual, group, and organizational variables on job performance, but enough researches have not been done in Sri Lanka relevant to this area.

This research empirically studies the impact of personal factors on employee job performance of with reference to the non-academic employees of the universities operating in the eastern province of Sri Lanka.

The conceptual model was formulated to study the relationship of employee values, attitudes, ability, and motivation with employee job performance, and the influence of employee demographic variables, personality, and perception on employee job performance.

190 non-academic employees were randomly selected as the sample for this study from SEUSL and EUSL, 154 employees responded through the questionnaires. Data were analyzed using the software SPSS 10.0 validity and reliability of the questionnaire was satisfactory. Based on the results of the correlation analysis, some independent variables were significantly (weak positive and strong positive) correlated with employee job performance, some variables influence with employee job performance, and demographic variables do not relate or influence with employee job performance.

It was found that employee personality, employee ability, and employee perception had a strong correlation with employee job performance. The result of stepwise multiple

regression analysis revealed that these variables were strong predictors (45% of the variation) of employee job performance these. These three variables were found to be the critical personal factors to improve the employee job performance.

The research findings will help create an atmosphere for enhancing the job performance of non-academic employees of the universities operating in the eastern province of Sri Lanka.

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## **List of Abbreviations**

IV	-	Independent Variable
DV	-	Dependent Variable
EJP	-	Employee Job Performance
EVs	-	Employee Values
EAs	-	Employee Attitudes
EAy	-	Employee Ability
EDV	-	Employee Demographic Variables
EPy	-	Employee Personality
EPn	-	Employee Perception
SPSS	-	Statistical Package for Social Sciences