

**IMPACT OF EMPLOYEE WELLBEING ON JOB  
PERFORMANCE AMONG TEACHERS IN KANDY DISTRICT:  
THE MODERATING ROLE OF PSYCHOLOGICAL CAPITAL**

**BY**

**RANASINGHE DEWAGE NIKESHALA SATHSARANI RANASINGHE**

**REG NO - EU/IS/2029/MS/036**

**INDEX NO – MS2216**



FCM2949

Project Report  
Main Library, Eastern University, Sri Lanka



A Project Report submitted to the Faculty of Commerce and Management, Eastern University, Sri Lanka as a partial fulfillment of the requirement of the Degree of Bachelor of Business Administration (BBA) Honors.

**DEPARTMENT OF MANAGEMENT  
FACULTY OF COMMERCE AND MANAGEMENT  
EASTERN UNIVERSITY, SRI LANKA**

**2025**

## ABSTRACT

This research examines the relationship between the employee wellbeing and job performance with the particular emphasis on school teachers in Sri Lanka at Kandy district. This study investigates wellbeing in its three aspects, namely physical, emotional, and social and how the psychological capital affects the relationships between these aspects and the job performance. The researchers carry out research on a quantitative study method with a structured questionnaire and focus on 377 teachers and the research data were processed using SPSS and the technique of correlation analysis and multivariate regression and moderation with the use of the PROCESS macro. It has been found out that the three-dimension (physical, emotional, and social) view of employee wellbeing exerts a positive and significant effect on job performance of all these, social wellbeing was observed to play the most influential role, then followed by emotional and physical wellbeing.

Moreover, these findings confirm that psychological capital does not influence the relationship between employee well-being and job performance, and that psychological resources such as resilience, optimism, and self-efficacy enhance positive outcomes when they are high. There are significant implications of the study to education policy-makers and administrators at schools where it is recommended that teachers physical health, emotional wellbeing and social relatedness need to be nurtured to achieve better results at work.

Additionally, psychological capital, achieved through organizational training and development initiatives, would also enhance these impacts even more. Another impact of the findings on the scholarly field is the provision of empirical evidence in the context of a developing country, where the wellbeing of teachers is frequently ignored. Overall, the research determines the multifacetedness of wellbeing and highlights the significance of psychological resources as one of the means of performance optimization that also presupposes the holistic approach to teacher support in the Sri Lankan education system.

**Keywords: Physical Wellbeing, Emotional Wellbeing, Social Wellbeing, Psychological capital, Job performance**

# TABLE OF CONTENTS

ACKNOWLEDGE .....	iv
ABSTRACT.....	v
TABLE OF CONTENTS.....	vi
LIST OF TABLE.....	x
LIST OF FIGURES .....	xii
CHAPTER ONE.....	1
1.1 Background of the Study .....	1
1.2 Research Problem .....	2
1.3 Research Questions.....	3
1.4 Research Objectives.....	3
1.5 Significance of the Study .....	4
1.6 Scope of the study.....	5
1.8 Chapter Summary .....	6
CHAPTER TWO .....	7
LITERATURE REVIEW.....	7
2.1 Introduction.....	7
2.2 Employee Wellbeing .....	7
2.3 Job Performance.....	8
2.4 Psychological Capital.....	9
2.5 Theoretical Review .....	10
2.5.1 Maslow’s Hierarchy of Needs Theory .....	10
2.5.2 Job Demand Resources Model.....	11
2.5.3 Broaden and Build Theory of Positive Emotions .....	12
2.6 Empirical Review.....	13
2.6.1 Impact of Physical Well-being on Job Performance .....	13
2.6.2 Impact of Emotional Well-being on Job Performance .....	14
2.6.3 Impact of Social Well-being on Job Performance.....	14
2.6.4 Moderating Impact of Psychological Capital.....	15
2.7 Chapter Summary .....	16
CHAPTER THREE .....	17
CONCEPTUALIZATION AND OPERATIONALIZATION.....	17
3.1 Introduction.....	17
3.2 Conceptualization .....	17
3.3 Operationalization.....	18

3.4 Hypotheses.....	19
3.5 Chapter Summary .....	20
CHAPTER FOUR.....	21
RESEARCH METHODOLOGY.....	21
4.1 Introduction.....	21
4.2 Research Philosophy .....	21
4.3 Research Approach .....	22
4.4 Research Strategy.....	22
4.5 Methodological Choice.....	23
4.6 Time Horizon .....	23
4.7 Research Site.....	24
4.8 Population of the Study.....	24
4.9 Sample Technique .....	24
4.10 Sample Size and Sample Framework.....	24
4.10.1 Sample Size.....	24
4.10.2 Sample Framework .....	25
4.11 Method of Data Collection and Sources .....	26
4.11.1 Primary Data .....	26
4.11.2 Secondary Data .....	26
4.12 Research Instrument.....	26
4.13 Sources of Measurements .....	27
4.13.1 Method of Measuring the Personal Data.....	27
4.13.2 Method of Measuring the Research Information .....	28
4.14 The Pilot Study .....	28
4.15 Reliability of Instrument .....	29
4.16 Unit of Data Analysis.....	30
4.17 Methods Data Analysis .....	30
4.18 Method of Data Evaluation.....	30
4.18.1 Correlation Analysis.....	30
4.18.2 Regression Analysis .....	31
4.18.3 Moderation Analysis .....	32
4.19 Testing Hypotheses .....	32
4.20 Data Presentation .....	33
4.20.1 Data Presentation of Personal Information .....	33
4.20.2 Data Presentation of Research Information .....	34
4.21 Ethical Considerations .....	34

4.22 Chapter Summary .....	35
CHAPTER FIVE .....	36
DATA PRESENTATION AND ANALYSIS .....	36
5.1 Introduction.....	36
5.2 Reliability.....	36
5.3 Validity .....	37
5.3.1 Validity Analysis for Physical Wellbeing.....	37
5.3.2 Validity Analysis for Emotional Wellbeing.....	38
5.3.3 Validity Analysis for Social Wellbeing .....	38
5.3.4 Validity Analysis for Job Performance.....	39
5.3.5 Validity Analysis for Psychological Capital.....	40
5.4 Demographic Analysis .....	40
5.4.1 Analysis of Age .....	40
5.4.2 Analysis of Gender.....	41
5.4.3 Analysis of Educational Level .....	42
5.4.4 Analysis of Work Experience.....	42
5.5 Descriptive Analysis .....	43
5.5.2 Normality .....	44
5.3 Correlation .....	45
5.4 Regression.....	48
5.5 Hypothesis Testing.....	51
5.6 Chapter Summary .....	53
CHAPTER SIX .....	54
FINDINGS AND DISCUSSIONS.....	54
6.1 Introduction.....	54
6.2 Discussion of Personal Information.....	54
6.3 Discussion of Research Information.....	55
6.4. Discussion of Hypothesis Testing .....	56
6.5 Chapter Summary .....	57
CHAPTER SEVEN .....	58
CONCLUSIONS AND RECOMMENDATIONS .....	58
7.1 Conclusions.....	58
7.2 Recommendations.....	59
7.3 Future Research Direction .....	59
List of References.....	61
APPENDIX A .....	65

