

Abstract

In the scenario of continuous discussions on challenges faced by the apparel industry in Sri Lanka, Human involvement has a significant importance and a human element is yet to be considered as the most important factor in any organization. Apparel industry in Sri Lanka is facing several human resource problems due to poor management of human resources, such challenges like high labor turnover due to job dissatisfaction, absenteeism, poor product quality due to lack of training, etc. This has made a huge barricade to minimize the effort of achieving organizational objectives in the apparel industry. All the categories of human resources have a significant role to play in maintaining the highest labor productivity in this sector.

However, the available literature does not provide sufficient empirical evidence with regard to the impact of factors on job performance of executive and non-executive employees in this industry in Sri Lanka. Therefore, this study empirically investigated five variables, which could influence on the job performance of the executive and non-executive employees in the apparel industry in the Western Province in Sri Lanka. The data were collected from a randomly selected sample of 350 executive employees and non - executive employees in the apparel industry by administrating a structured questionnaire, which consisted of 65 questions/ statements with 5-point scale. The data analyses included the univariate, bivariate, and multivariate analyses.

The findings of the study are that Organizational Commitment, Motivation, Salary and Benefits, Working Environment/Working condition and Working relationships are positively and strongly correlated with Job satisfaction of executive and non-executive employees while Motivation and working relationship have a significant impact on Job Satisfaction of employees. A strong and positive significant relationship exists between job satisfaction and job performance in both categories of employees. It is concluded that among the five factors, Motivation and working relationships should be considered in enhancing the performance of executive and non-executive employees in this industry. However, the behaviors of factors among executive and non-executive employees are divergent in nature.

Key words: Organizational Commitment, Motivation, Salary/ Benefits, Working Environment/Working condition, Working Relationships, Executive/Non-executive, Job Satisfaction, Job Performance