

A STUDY OF THE IMPACT OF EMPLOYEE MOTIVATION AND  
JOB INVOLVEMENT ON OPERATIONAL LEVEL  
EMPLOYEES' PERFORMANCE

By

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## **Executive Summary**

This study consists of seven chapters, an introduction, literature, theoretical frame work, methodology, data presentation and analysis, discussion and conclusion.

Even though practicing highly procedural aspects in the apparel industry at present, human involvement is not significantly improved. In the apparel industry, the problems associated with human resources such as high labour turnover (around 55% per annum) and high absenteeism (7.4% per month) make huge hurdle to minimize the effort of achieving organizational objectives. The management has a gigantic and significant role to play for keeping the highest organizational performance. In addition to the managers, Bottom level employees' (operational level employee) role also plays significant role to the successes of the organization. Therefore, this study was to assess the impact of employee motivation and job involvement on operational level employees in the large scale apparel industry in Kurunegala District, Sri Lanka.

This study empirically investigated two variables, which could influence on the job performance of the operational level employee in the apparel industry in Kurunegala District, Sri Lanka. The independent variables were employee motivation and job involvement. The research model is conceptualized as that there are positive relationships between two independent variables (employee motivation and job involvement) and the dependent variable of job performance of the operational level employees.

The study was conducted using a sample of 300 in the apparel industry in Kurunegala District. The data were collected through a questionnaire and analyzed using the software SPSS version 14.0. The data analyses included the univariate (descriptive), bivariate, and multivariate analyses. The frequency distribution analysis was done for all variables as the descriptive analyses. The bivariate analysis included the simple correlation and simple regression analyses. As a multivariate analysis, the multiple regression analysis was carried out.

The result of correlation analysis indicated that two independent variables (employee motivation and job involvement) were positively correlated with job performance of the operational level employees in the large scale apparel industry in Kurunegala District, Sri Lanka. The relationships between all independent variables with the dependent variable were significant and were strongly positive and highly significant. Above finding was verified again by the results of multiple regression analysis. 42% of variance in the job performance of operational level employees was accounted for by the two independent variables.

The conclusion of the study was that the employee motivation and job involvement were the significant factors for job performance of the operational level employees in the large scale apparel industry in Kurunegala District, Sri Lanka.