

## JOURNAL TOPICS

- Continuing Professional Development of Academics in Sri Lankan National Universities
- Generations and Work Related Factors of Executives: Evidence From Five Leading Commercial Banks in Sri Lanka
- Dexterity and Performance of Sewing Machine Operators: In Case of A Garment Factory Situated in Katunayake Industrial Processing Zone, Sri Lanka
- Impact of Training Practices on Development of Public Sector Employees' Skills and Knowledge: A Study Based on Executive Grade Employees of the Parliament of Sri Lanka
- Work-Life Balance of the Female Academics of Private Higher Education Institutes, Sri Lanka
- Organizational Culture and Employee Retention: A Case Study of a Beverage Company in Sri Lanka
- Big Five Personality Traits and Job Performance
- Impact of Organizational Culture on Innovation in Information Technology Industry
- The Impact of Job Satisfaction on Turnover Intention of Operational Level Employees: A Case Study of a Garment Factory in Sri Lanka
- Job Stress and Employee Turnover Intention at D. G. Fashion Garment (Pvt) Ltd



**Institute of Personnel Management Sri Lanka (Inc.)**

(Incorporated by an Act of Parliament No. 24 of 1976)

HR HOUSE, No.43, Vijaya Kumaranathunga Mawatha, Narahenpita, Colombo 05.

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# HRM PERSPECTIVES

Insights on Human Resource Management Practices



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# **Editorial**

## **Editorial Desk**

You are holding the second issue of 2017 of the “HRM Perspectives” Journal published by the Research and Publication Committee of the Institute of Personnel Management Sri Lanka Inc. It gives me immense pleasure in writing this message as the Editor –in- Chief.

Management thoughts are growing exponentially in this globalized business environment. While appreciating the past success of ‘HRM Perspectives’ we would also recognize that today's accelerating pace of change is putting pressure on our organizations to be at the forefront of HR management thinking since every organization runs with people. HRM Perspectives is a peer-reviewed bi-annual journal that provides a platform to researchers, academicians, professionals, and students in all areas of Human Resource Management to share research achievements, their perspectives, and practical experiences. This issue of HRM Perspectives journal throws light on the various areas of Human Resource Management and showcases total number of ten papers consisting of two research articles, six case studies, one concept paper and one literature survey.

Moreover we have given an opportunity for our own students and members of the IPM to use this journal as a platform to publish their own research findings. We are glad to say both members and the students made 60% contribution to the journal this time. And also the contributors of the journal this time are combination of both academics and HR professionals from the industry. The changes made with regard to the appearance and the contents and composition of the journal from this year has been appreciated by many of our members. Our efforts will continue to explore broader horizons of knowledge and for that we want the cooperation from all of you by submitting your scientific papers online.

As Editor of “HRM Perspectives” I anticipate that this issue would be of immense value and will be definitely useful to both HR Professionals and academics in their practice or thinking process. This collection will also offer a window for new perspectives and directions in the area of HRM the readers’ mind for long. To achieve progress and to meet objectives we have to cross numerous milestones.

We request researchers who are associated with research on Human Resource Management to contribute research articles in the form of original research, case reports, and reviews for consideration of publication in the next volume of the HRM Perspectives in June 2018. We welcome any suggestions for improvement in the Journal.

Wish you happy reading!

Yours sincerely

**Prof. Prasadini Gamage**

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***Editor –in-Chief***

# **CONTINUING PROFESSIONAL DEVELOPMENT OF ACADEMICS IN SRI LANKAN NATIONAL UNIVERSITIES**

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## **ABSTRACT**

*The teaching and learning processes in the Higher Education (HE) sector are changing rapidly with the chronological evolutions in the field. Consequently, the focus on CPD of academics is gaining attention of the human capital development projects in HE world over. However, so far only a limited amount of studies has been undertaken in the world, in this upcoming research area. Considering this void in literature, this paper reports the results of a survey conducted with the aim of ascertaining the sources used by academics for their CPD. Data was collected from academics in Management and Arts disciplines (n=102), selected based on convenience to access; and the responses indicated that CPD can be achieved through a wide array of sources. According to the findings, the most common source of CPD is the quality time spent with senior or parallel colleagues engaging in formal and informal intellectual discussions or debates. However, it was perceived by many that the main barrier for CPD is, the low time available to engage in the same due to ceremonial and administrative activities popularizing in universities these days, and organizational politics. This finding contradicts with literature coming from the West, where the main barrier for CPD, is the demand for greater focus on research. Thus, it could be stated that both the Higher Education Institutions (HEIs) and the academics need to pay attention on creating*

*synergies on both formal and informal sources of CPD, rather than depending on only one source. Finally, the most important conclusion of the study is that, it is much needed to inculcate the insight, that CPD should be part and partial of the life of an academic rather than focussing on it, only during one stage of the career.*

**Keywords:** Academics, Continuous Professional Development (CPD), Higher Education Institutes (HEIs), Sources and Barriers

## **Introduction**

Continuing Professional Development (CPD) is gradually gaining a position in the agenda of priorities in the higher education system of Sri Lanka at present, compared to European countries where CPD is a higher-ranking item in the priority agenda of the HE system (Chatterton & Goddard, 2000). Alongside, the Ministry of Higher Education (MoHE), the University Grants Commission (UGC), and the Quality Assurance and Accreditation (QAA) Council of the UGC are extensively engaged in developing the quality of the teaching and learning process in Sri Lankan universities, within which CPD is progressively gaining momentum. These policy efforts at State and institutional levels need to be further streamlined for Sri Lanka to be in par with the Western countries such as the United Kingdom (UK), Australia, New Zealand, United States of America (USA), and Nordic countries etc. (Wood et al., 2011). Furthermore, the number of action level or implementation level activities taking place in Sri Lanka to promote CPD are gradually increasing and the National Forum on Continuing Professional Development (NFCPD) -2017, where the Abstract of this paper was presented is one such initiative (<http://conf.kln.ac.lk/nfcpd/>).

In my opinion, despite the importance of focusing on the area of CPD in Higher Education, only a very limited number of research studies are undertaken in Sri Lanka in this area (e.g., Karunaratne, Chandratilake, & Wijayaweera, 2015; Kulathunga, Marasinghe, Karunathilake, &

Dissanayake, 2013) and thus there is a timely need for deeper exploration in this area. Accordingly, this paper attempts to contribute by some extent, by presenting the results of a survey conducted to ascertain the nature of CPD sources used by academics in higher education in Sri Lanka. The main objective of this small-scale survey is to look at the CPD experiences of Sri Lankan state university academics from the Social Sciences disciplines and to identify the most widely used and most effective sources of CPD for them. The study provides a better understanding of what CPD activities, academics are currently engaged in for the purpose of developing their teaching and research practices.

### ***What is CPD in Higher Education? And Sources for CPD in Higher Education***

The general understanding among the academia and the HEIs on CPD is, it is some form of training undergone by the academics for the purpose of their career development. Formally, it can be defined as “the maintenance and enhancement of knowledge, expertise, and competence of professionals throughout their careers to a plan formulated with regard to the needs of the professional, the employer, the profession, and the society” (Madden & Mitchell, 1993).

In Sri Lanka, this offering of formal training and development for academics in State Universities is largely handled by the Staff Development Centres established in those universities under the guidance and control of the university administration and the University Grants Commission (UGC). However, after completing the staff development certification, it is very rare that the academics participate in any other formal course on the areas of teaching, learning, and research other than the 1-2-day workshops/seminars that they participate on a voluntary basis or upon nomination.

These formal workshops appear to be the dominant form of the CPD world over (King, 2004), though the effectiveness of these programmes and the transfer of training is in a questionable state. Though it is believed that this kind of formal training sessions or courses are the

most popular methods of CPD for academia, literature (e.g., Becher, 1996; King, 2004) indicates that this is not the most appropriate source of CPD for the academia. Actually CPD would take many forms (Ferman, 2002), such as, short and long term courses, discussions with colleagues, student feedback and peer observation reviews, participation and presenting papers and posters in conferences, attending workshops/lectures, and seminars on improvement of teaching practice, networking and interacting with renowned scholars locally and internationally, consultations and networking with experts in the practitioner community, engaging in empirical research on the area of CPD, learnings through the preparations for teaching and the teaching process itself, being mentored under a professionally qualified mentor, professional reading, engaging in postgraduate teaching and research supervision (Masters and Doctor of Philosophy programmes), and participating in exchange programmes etc.

The above sources indicate that the society needs to be aware of the wide array of sources available for CPD, beyond formal initiatives and that those informal sources play a crucial role in one's development based on each individual academic's learning style (Grace, 2001). According to Baume and Yorke (2002), the academics need to first understand their preferred method out of the variety of CPD sources available and then choose the suitable developmental avenue. Furthermore, these sources indicate that there are a lot of low cost sources of CPD (e.g., strong networks and interactions with leading academics both locally and internationally, peer observation, reflective journaling) that the HEIs had not been paying much attention or have not successfully implemented.

The main reasons for the low motivation and lack of interest in the society on CPD is the lack of understanding of the society about the benefits that it would produce. The major advantage of engaging in CPD for academics is that they would enhance the teaching practice and develop the complete academic role and it would lead to an improved reputation for them. Actually, the CPD activities should

cover not only the teaching role of an academic, but also all the elements of the academic role including research and administration.

Serious consideration about the field of higher education, the state university system, and CPD has become pivotal today, with the challenges and threats faced by the education industry world over, especially including developing countries like Sri Lanka. Considering the literature, the challenges which have been recognized world over and also applicable to Sri Lanka in the area of CPD are, low focus of academics on CPD upon completion of the formally required basic postgraduate qualification and getting confirmed in the post, though the literature on higher education and best practices of research emphasises on collaboration, the academics of Sri Lankan state universities do not effectively engage in the same practice. If done effectively collaboration can be utilized in a wide spectrum of activities such as curriculum development, peer review, networking, research and so on and so forth. Another point that needs to be paid attention on collaboration is that it can happen with a number of parties such as colleagues from the same department, colleagues from the same faculty, colleagues from the same discipline, colleagues from across disciplines, and across institutions etc. It can also be expanded to national, regional, and international levels (Wareing, 2004), and low emphasis paid by certain academics to ensure that the subject contents delivered are up-to-date despite the requirements of HEIs to conduct curriculum revisions once in every 3-4 years.

Considering these passive interests on CPD despite its benefits, this study aimed at conducting a survey on CPD experiences of state university academics and the following section discusses the process of designing the survey.

## **Survey Design**

This is a very small-scale study which looked at the sources of CPD used by academics in Social Sciences (Management and Arts



disciplines) in 08 state universities in Sri Lanka. The Social Sciences discipline was chosen for this study since my own discipline, Business Management and Administration also belongs there. Furthermore, this is a widely popular subject area and 99% of the state universities have separate faculty/faculties offering Social Sciences subjects and as a result a large number of academics can be conveniently accessed for the purpose of data collection for the study. Even though Social Sciences stream involves well established traditional subject areas, there are lots of concerns today in the job market about the output produced by state universities specializing in Social Science subjects as they lack soft and job driven skills to gain suitable employment. Hence, there is a lot of interest among both the academics and the government to develop and improve the teaching-learning processes in these disciplines by focusing on CPD of academics in those areas. The ultimate expectation here is that through these CPD initiatives academics will improve the learning environments and develop creativity and innovative thinking in their graduate outputs.

The survey questionnaire was sent to academics mainly through an email in the form of a Google Form. The questionnaire contained a list of different CPD activities which are presented in the Table 1 in the next section. The respondents were required to mark the CPD activities that they engaged in during the period of last 03 years. In addition, they were also asked to mark the main barriers for engaging in CPD among a list of common barriers and to explain it further in an open-ended question. The Table 2 in the next section presents the results marked by respondents on the ‘main barrier’ item. The questionnaire also included a section on personal details at the end of the questionnaire for the purpose of collecting demographic data about the respondents.

Data collected were analysed using descriptive statistics mainly including frequencies and percentage calculations. Summarized results of the survey are reported in the next section.

## **Reporting Survey Data**

Out of the 112 responses received, 102 responses were in usable state, and they indicated that CPD can be achieved through a wide array of sources, some of which are not in the limelight of the discussion. Findings indicate that the most common source of CPD is, the quality time spent with senior or parallel colleagues engaging in formal and informal intellectual discussions or debates.

The majority of respondents perceived, the low time available to engage in intellectual discussions or debates due to ceremonial and administrative activities popularizing in universities and organizational politics as the main barrier for CPD. The respondents had identified these ceremonial and administrative activities as ‘other activities prioritized by the university administration’. However, it exemplified from the responses to the open-ended question on barriers that the nature of these other priorities seems to change according to the culture of the university, where certain universities give more priority to research and publications in contrast to the HEIs which focus on ceremonies, events, and teaching- learning processes etc. Furthermore, under the additional comments related to the unavailability of support response, few respondents had indicated the inefficiency of the promotional schemes of academics in SL, where the teaching related activities undertaken by the academics except for the number of hours are very rarely applauded. Due to this reason, it can be observed that there is a low regard among the academics about improving their quality of teaching and thus, they do not strive to improve the same.

*Table 1 – Sources of CPD used by Academics*

Source of CPD Activity	Percentage
Quality time spent with senior/parallel colleagues engaging in formal/informal intellectual discussions/debates	89
Networking with renowned academics locally and internationally	73
Reading books/journal articles and other material (e.g., web based sources) on teaching and learning	55
Participating in teaching and learning workshops/lectures	52
Following formal short/long term courses on teaching and learning (excluding the compulsory staff development course)	20
Participation in a teaching and learning conference (locally/internationally)	17
Engaging in research work on teaching and learning	35
Consultations and networking with experts in the practitioner community	42
Obtaining student feedback and adjusting in response to them	30
Using reflective journaling to record teaching–learning experiences	00
Peer observation/peer review	38

*Table 2 – Barriers for engaging in CPD*

Barrier	Response
	Percentage
Lack of time	83
Emphasis to engage in research	35
Lack of financial support/funding	75
No interest	32
Unavailability of support	59

Another issue that was inferred through the responses was the lack of enthusiasm among the academics to utilize informal sources of CPD, rather than blaming and criticizing for lack of financial support and administrative encouragement. This was mainly associated with their misconceptions regarding the definition of CPD and the unawareness about informal sources of CPD.

However, despite the other priorities and barriers, the results indicate that a large number of the state university academics are aware about the importance of improving their teaching and related academic practices. But the pathetic situation is that there are also a significant number of academics who were neither involved nor enthusiastic about improving their teaching practice.

## **Discussion of Findings**

Most of the prior research that has been undertaken in CPD comes from Western countries, in the form of in-depth qualitative studies (e.g., Ferman, 2002) and some of the findings of this survey are in line with those while some completely differ. Comparing the Sri Lankan context with the foreign teaching environments the academics are exposed to, it

is obvious that there are lots of development opportunities available for the academics of developed countries compared to the limited number of opportunities available to Sri Lankans (Lueddeke, 2003). The findings indicate that the barriers for CPD in Sri Lanka and Western contexts are largely different, where, the main barrier for CPD in UK is identified as lack of time or the need to focus on research in most institutions (King, 2004).

### **Directions for the Future Studies/ Surveys**

One of the major limitations of this study is that it has only collected data from academics in state universities in Sri Lanka. But there are so many semi-governmental and private degree and postgraduate qualification awarding institutes and professional bodies that award certain professional qualifications, which need to be studied, to understand what are the CPD sources adopted by the lecturers of those institutes and the organizations. It would provide very enlightening insights as some of these organizations may be utilizing very advanced CPD techniques due to their affiliation with foreign professional bodies and esteemed foreign universities.

Apart from that, this study is only limited to a sample from the Social Science faculties, and the future studies need to consider more mixed disciplinary groups or try to specifically identify the specialized CPD techniques adopted by academics from specialized disciplines such as law, medicine, engineering, architecture etc. Such an initiative would also increase the representativeness of the sample and increase the generalizability of the study.

The scope of the CPD studies can also be broadened by including samples of school teachers in addition to limiting the focus only to HEIs. It will enable to ascertain different sources of CPD undertaken to develop teaching practices among school teachers.

## **Conclusions and Recommendations**

By collating the findings of this small-scale survey with other similar studies (Eraut, 1994; Johnston, 1998), the following broad guidelines/recommendations can be proposed to the HEIs and the academia.

1. Increase collaboration and communication between academic staff of cross disciplines and the corporate.
2. Involve the professional organizations and associations in the educational development activities of HEs going beyond the Industry-University cells.
3. Develop a policy framework incorporating financial provisions for rewarding excellent teaching and engagement in CPD.
4. Improve provisions in the promotional schemes of academia to incorporate a mandatory requirement and points for engaging in CPD.
5. Formally implement and regulate the use of mechanisms for improving teaching and learning such as peer review and peer observation.
6. A formal CPD training needs analysis has to be conducted before an academic is directed for such training to address the real requirements of career development of the academics.
7. Value the formal and informal activities of CPD engaged by academics and further motivate them to continuously engage in those activities.
8. Pay attention on creating synergies on both formal and informal sources of CPD, rather than depending on only one source.
9. Focus on sources of CPD in the areas of both teaching and research and create a culture where CPD for both teaching and research are equally valued, emphasized, and rewarded.
10. Improve widened communication systems/networks engaging cross disciplinary academics from across institutions which create platforms that enable them to share their teaching practices and other activities.
11. Establish professional standards for teaching and research in higher education in a more formal manner.

In conclusion, it is suggested that it is very important to inculcate the attitude that CPD should be part and partial of the professional life of an academic rather than focussing on it, only during one stage of the career. This means that professional development should be evidenced throughout the career of every academic (Johnston, 1998). As such, the academics need to be self-motivated and engage in CPD activities, irrespective of whether they receive the pressure or support of the HEIs and other related stakeholders to engage in ongoing development. However, it is required for this attitude to be inculcated within the mind-sets of all the stakeholders of the Higher Education sector of a country for the sector to enjoy the greatest outcomes.

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# **GENERATIONS AND WORK RELATED FACTORS OF EXECUTIVES: EVIDENCE FROM FIVE LEADING COMMERCIAL BANKS IN SRI LANKA**

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## **ABSTRACT**

*In the modern business environment, organizations have to accomplish their business activities in a more competitive way. One of the biggest challenges faced by the modern organizations is to retain satisfied and productive workforce over the other competitors in the market. In order to accomplish that it is essential to understand and cater to fulfill their needs, it is essential that employers pay attention to generational differences in the workplace. This study attempts to identify the generational difference between three generations and their behavior and desires in work related factors within the employment.*

*The sample of the study consists of 108 employees in Managerial and line managerial level working in five commercial banks in Sri Lanka. The independent variable of the study is generations consisted of Baby*

*Boomers, Generation X and Y. The dependent variable is the work related factors such as Teamwork, Career Development, Work Engagement and Job Security. To gather data a structured questionnaire was distributed among the respondents and data were analyzed by using descriptive statistical techniques and one-way Enova.*

*The statistical results of the study showed that perceived expectation of job security among Baby Boomers is higher than employees belong to Generation X and Y but the perceived expectation of challenging jobs is higher among employees belong to Generation X and Y than Baby Boomers. Results showed that Gen Y was more engaged at work than Gen X. Gender also plays a major role in work related factors and the study analysis these factors in detailed.*

**Keywords:** Team work, Career Development, Work Engagement and Job Security Baby Boomers, Generation X and Y

## **Introduction**

A new generation of employees with novel expectations has entered the workplace (Halvorson, 2013). They are known by many names, but most will recognize them as the Millennials or Generation Y (Gen Y). With many Gen Y members already in the workforce, managers are likely to be required to deal with the generational differences that appear to exist among employees (Haserot, 2008). Given that Gen Y members are likely to work closely with Gen X members, the following study will explore possible differences between Gen X and Gen Y on their work-related beliefs. A core challenge over the next decade will be to attract and retain a skilled workforce as the labor market continues to tighten, technology continues to evolve (American Management Association, 2007). This situation is exacerbated as companies find themselves managing four generations of workers:

## **Silents**

Silent or Traditionalist is considered among the most loyal workers. They are highly dedicated and the most risk averse (American Management Association, 2007). Their values were shaped by the Great Depression, World War II, and the postwar boom years. Silents possess a strong commitment to teamwork and collaboration and have high regard for developing interpersonal communication skills. Silents now consist of the most affluent elderly population in history due to their willingness to conserve and save after recovering from the financial impact of the postwar era.

## **Baby Boomers**

Boomers are the first generation to actively declare a higher priority for work over personal life (American Management Association, 2007). They generally distrust authority and large systems. They are more optimistic and open to change than the prior generation, but they are also responsible for the “Me Generation,” with its pursuit of personal gratification, which often shows up as a sense of entitlement in today’s work force.

Because of the fall of the dot.com marketplace, retirement savings of Baby Boomers were decimated and many now find themselves having to work longer than they had planned. A recent AARP survey of 2001 people born in this era revealed that 63% plan to work at least part-time in retirement, while 5% said that they never plan to retire, some because they like working, others because they need the money to replace lost retirement savings.

## **Generation Xers**

Generation Xers is often considered the “slacker” generation. They naturally question authority figures and are responsible for creating the work/life balance concept (American Management Association, 2007). Born in a time of declining population growth, this generation of workers possesses strong technical skills and is more independent than the prior generations.

Because Gen Xers place a lower priority on work, many company leaders from the Baby Boomer generation assume these workers are not as dedicated; however, Gen Xers are willing to develop their skill sets and take on challenges and are perceived as very adaptable to job instability in the post-downsizing environment.

## **Millennials or Generation Ys**

This group is the first global-centric generation, having come of age during the rapid growth of the Internet and an increase in global terrorism. They are among the most resilient in navigating change while deepening their appreciation for diversity and inclusion.

With significant gains in technology and an increase in educational programming during the 1990s, the Millennials are also the most educated generation of workers today. Additionally, they represent the most team-centric generation since the Silents, as they have grown up at a time where parents programmed much of their lives with sports, music, and recreational activities to keep them occupied while their Boomer parents focused on work. A major influence from Boomer parents is their willingness to work hard and set goals to achieve the lifestyle they want. They also share many of the common values of patriotism and family from the Silents era. At times, they can appear more demanding than previous generations.

## **Banking Sector of Sri Lanka**

With an economy worth \$64 billion (2012 IMF estimate) (\$170 billion PPP estimate), <sup>[1]</sup> and a per capita GDP of about \$7900 (PPP), Sri Lanka has mostly had strong growth rates in recent years (Wikipedia, 2013). GDP per capita terms, it is ahead of other countries in the South Asian region. The Central Bank of Sri Lanka is the monetary authority of Sri Lanka and was established in 1950. The Central Bank is responsible for the conduct of monetary policy in the country and also has supervisory powers over the financial system

Sri Lanka's banking sector is sound amidst a global rout thanks to early regulatory action taken to safeguard the banking system (Trade Chakra, 2010). When all the other countries were expanding credit at a very high rate, banking was given massive amounts of loans to fuel the housing as well as the land prices in Sri Lanka.

As a result of that Sri Lanka was able to smoothen and safeguard the banking system before it could form and have disastrous consequences in the economy. Economic analysts have said that Sri Lanka's economy is mostly damaged by government action, usually central bank accommodation of fiscal deficits. Printing money to plug deficits causes interest rates to fall (financial repression), which in turn leads to high inflation and balance of payments problems.

The banking sector in Sri Lanka at present needs a complete overhaul to make it globally competitive. Clearer regulatory guidelines are needed to cover changes in ownership in the banking sector and to handle the implications of mergers and acquisitions (Trade Chakra, 2010)

Hence, the generational differences in work related factors are regarded as a vitally important concept that organizations have to learn from the success of any organization. In reviewing the Sri Lankan research literature for the purpose of finding the work-related factors to enhance a satisfied work force, the researcher could identify different

generations in a workplace and managers should handle these generations effectively to support the concepts.

## **Problem Statement**

New Generation Y employees (those who have entered the workplace since about 2001) require more management time than their older counterparts did (Scanlan, 2007). This is frustrating to Baby Boomer partners and managers and the Gen Xers who crave autonomy and like to do things their way. Having very structured lives since childhood, the Millennials (Generation Y) need structure and guidance at work to channel their dedication to producing excellent results (Haserot, 2008). The existence of the multi-generational workforce poses unique challenges to today's business environment. A lack of understanding regarding generational differences contributes to conflict within working relationships, lowers productivity, and increases turnover. More seasoned staff can become frustrated by a seemingly aloof younger generation. Younger staff can become disenfranchised with entrenched hierarchal structures. Moreover, those employees caught in the middle can become frustrated with everyone (Ballone, 2007).

However, in Sri Lankan context no empirical study has been conducted to compare & contrast the Baby Boomers, Generations X and Generation Y in relation to their work beliefs. This is the research gap that has been addressed in this research. The following questions are addressed in this study.

1. What is the difference between Baby Boomers, Generations X and Generation Y in relation to their work beliefs of being engaged at work?
2. What is the difference between Baby Boomers, Generations X and Generation Y in relation to their fulfillment of Career Development?

3. What is the difference between Baby Boomers, Generations X and Generation Y in relation to being a part of teamwork?
4. What is the difference between Baby Boomers, Generation X and Generation Y in relation to job security?

## **Objectives**

The following are the objectives of the study.

1. To identify the difference between baby boomers, generations X and generation Y in relation to job engagement.
2. To examine the difference between baby boomers, generations X and generation Y in relation to their fulfillment of career development.
3. To investigate the difference between baby boomers, generations X and generation Y in relation to team work.
4. To examine the difference between baby boomers, generation X and generation Y in relation to Job Security.

## **Literature Survey**

It is important to note how the work environment has changed over time, and realize that at the same time the next generation (i.e., Gen Y) has entered the workforce. In traditional bureaucratic structures, the interactions between people from different generations followed hierarchical lines. Although this structure is still common in various organizations, the introduction of total quality management and continuous quality improvement has actually led many organizations to implement a more team-based approach. Such an approach allows



individuals from various "levels" of the organization to become involved as equal members of a team, and as a result, it attempts to neutralize the hierarchical structure and permit individuals of different age groups to interact as peers. This whole concept of the older getting help from the young or vice versa is difficult to accept because each generation has their own way of carrying out a task. What makes this concept even harder to adopt is that unfortunately there are still members of each generation that seem to believe their values and expectations are universal. The following section reviews, industry and research findings on three work-related beliefs, namely work engagement, career development, teamwork, and how Gen X and Gen Y view these work-related beliefs.

### ***Work Engagement***

There are many different definitions of work engagement. Some define engagement as "the degree to which employees are satisfied with their jobs, feel valued, and experience collaboration and trust", still others define it as "a state where employees find meaning in their work and devote discretionary effort and time to work". Of the many definitions, the definition suggested by was chosen because it makes reference to not only the organizational benefits, but to the personal benefits that can come from having organizationally committed and engaged employees.

As to how the engagement findings apply to the generations of focus in this study, suggest that Gen Y employees are significantly more focused than earlier generations on finding work that is meaningful and that allows them to make a meaningful contribution. For this generation, the factors that drive engagement, go beyond tangibles like rewards and benefits; the Gen Y cohort rather seeks a meaningful compensation that is more closely aligned with their values. Therefore, placing members of this generation in cross-functional teams where they are constantly given diverse and new information about the

business, industry or the world in general is where Gen Y-ers will be best utilized and more likely to stay engaged at work.

### ***Career Development***

Developing experienced and skilled employees is vital to any organization hoping to compete in the future. Employees want their organization to help them meet their career development aspirations. Therefore, in this study, career development refers to the employees' fulfillment of having career development discussions with their managers and developing their personal career goals. That is important, because knowing how to properly address career growth and development concerns to different generations should be something managers should stay on top of. As mentioned earlier, the views of Gen X and Gen Y are quite different when it comes to authority and organizations. One of the clearest contrasts between Gen X and Gen Y members is the issue of pessimism versus optimism. Members of Gen X are rather pessimistic, which might make them believe that climbing the ladders to success are not very likely in their future (Cole et al., 2002). Furthermore, the lack of promotional opportunities and growth has contributed to a small chance of Gen X members staying with the same employer (Weston M, 2006). This generation has taken such lack of career growth to heart and therefore believe that no job is guaranteed and as a result, they do not see an advantage of being loyal to or sacrificing for any one employer (Weston M, 2006). Gen Y-ers, on the other hand, are optimistic about what they could accomplish and how they will do in life. This generation is likely to tackle tasks at work with the expectation that success is likely (Cole et al., 2002). Yet, this generation can be rather impatient because they want immediate feedback and not just once or twice a year, but as often as possible (Sujansky, 2004). This is how members of this generation get an idea of how and where they are going from the very onset of their career. Gen Y member has achieved his/her goals; the organization needs to fulfill their part of the psychological contract or actual agreement, and

provide him/her with the promised reward. This is important because research has found that when specific promises go unmet, this can be interpreted by an employee that they are not valued by the organization, lowering the employee's organizational trust (Smola & Sutton, 2002). Further, psychological contract breach can lead to an employee's unwillingness to engage in organizational citizenship behavior (Coyle-Shapiro & Kessler, 2000), reduced levels of job satisfaction, and higher levels of absenteeism.

### ***Teamwork***

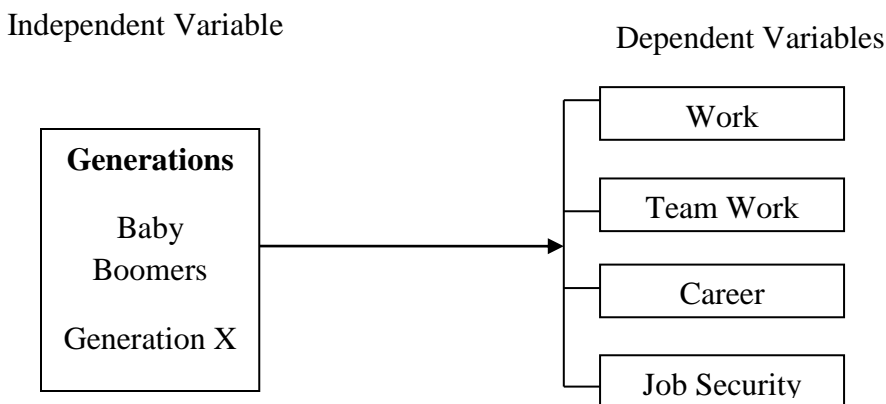
As mentioned earlier, teamwork appears to be one of those work attributes in which may have a clear difference between Gen X and Gen Y. Teamwork is often a crucial part of a business, as it is often necessary for colleagues to work well together, trying their best in any circumstance. Teamwork means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals. Furthermore, such collaboration allowed them room for higher levels of job satisfaction, but most importantly, it gave these nurses a higher probability of positively impacting patient outcomes. Cooperative and diverse teams offer a strategic advantage to the learning of both the individual and what the team as a whole can accomplish. Therefore, creating cooperative and cohesive teams that allow different generations to learn from each other and work well together can further enhance an organization's value (Weston M, 2006).

The below figure 01 signifies the conceptual framework that specifies the variables that the researcher intends to explore in the following research. The three generations (Baby boomers, generation X and generation) are the independent variables and work related factors are considered as the dependent variables of the study. The researcher intends to explore 04 work related factors such as work engagement, teamwork, career development and job security.

## Conceptual Framework

Based on the literature a model was developed and it is presented in Figure 1.

*Figure 1: Conceptual Framework*



## Development of Hypotheses

The researchers had derived with the following hypotheses in this research.

**H<sub>1</sub>:** There is a significant difference between generations and team work within employees of commercial banks in Sri Lanka.

**H<sub>2</sub>:** There is a significant difference between generations and job engagement of commercial banks in Sri Lanka.

**H<sub>3</sub>:** There is a significant difference between generations and job security of commercial bank employees in Sri Lanka.

**H<sub>4</sub>:** There is a significant difference between generations and career development of commercial bank employees in Sri Lanka.

## **Research Design**

The purpose of this research is to find out the generational difference in work related factors in the banking sector. Hypothesis testing will be done for finding out the correlation among variables. This research is mainly based on a survey and researcher interference of this type of researches is minimal. Time horizon means, how long it will take to do the particular research. Time perspectives are independent of which research strategies pursuing by the researcher. There are two levels of time horizon, they are cross sectional and longitudinal. This present study hopes to carry out as a cross-sectional study. It can be used within a short space of time and data can be summarized statistically. Unit of analysis for this study will be individual which the level of data collection to be analyzed.

## **Population & Sampling**

The population of this present study consists of private commercial banks in Colombo. The study population is selected from the Head Offices of these banks and the sample has been derived from the study population. There are two methods of sampling as random sampling and non-random sampling. Considering the availability of resources cluster sampling will be used under random sampling to specify the target geographical area.

The target population of the study is all the manager level employees in private sector commercial banks in Sri Lanka. It is around 2000. But for the purpose of the study, the researcher has selected 03 leading private sector commercial banks based on the market share.

The sample size (frame) is a representation of all the elements in the population from which the sample is drawn (Sekaran & Bougie, 2005). Therefore, the researcher obtained, the staff information from the HR

department of the Head Offices of 5 banks in Colombo in order to derive at the sample size. According to the table provided by Uma Sekeran and Roger Bougies, the sample size was 175 as the population was 300 employees at the managerial level in all 5 banks. (Sekeran & Bougie, 2005, p.295). The target population was 300 employees from the Head Office of all 03 commercial banks in Sri Lanka listed in the stock market. It has been limited to the head office was that more managerial positions were visible in head offices rather than branch offices.

### **Testing of Hypotheses**

The work related factors have been divided into 4 sections in order to conduct the analysis clearly. It comprises of Team Work, Career Development, Job Security and Work Engagement. The sample details have been categorized into the four sections and the Mean values and the standard deviation has recorded below.

***H<sub>1</sub>: There is a significant difference between generational and team work within employees of commercial banks in Sri Lanka.***

The one-way ANOVA has been used to test the H<sub>1</sub>, since the researcher is interested to find out the differences between more than two groups.

*Table 01: One-way ANOVA for generation differences and team work.*

Descriptive

Team Work

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Baby Boomers	11	2.0130	.43544	.13129	1.7205	2.3055	1.00	2.57
Generation X	59	1.9556	.38247	.04979	1.8559	2.0553	1.00	2.71
Generation Y	38	1.8835	.34493	.05596	1.7701	1.9968	1.00	2.57
Total	108	1.9361	.37411	.03600	1.8647	2.0074	1.00	2.71

Test of Homogeneity of Variances

Team Work

Levene Statistic	df	df2	Sig.
	1		
.372	2	105	.690

The Homogeneity of variance of  $P$  value of Team Work is 0.690. The degree of freedom are 2 and 105. Since the  $p$  value is  $>0.05$ , hence equality of variance can be assumed.

ANOVA

Team Work

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.193	2	.096	.685	.507
Within Groups	14.783	105	.141		
Total	14.976	107			

The test of one-way Anova and the  $P$  value is 0.507.

The  $F$  value is 0.685 and the degree of freedoms are 2 and 105. The  $p$  values of the test is 0.507 which is more than 0.05. Based on the  $p$  value in the ANOVA table, there is no significant (analysis of variance)

difference between generations and team work. Hence H<sub>1</sub> cannot be accepted.

***H<sub>2</sub>: There is a significant difference between generational and job engagement of commercial banks in Sri Lanka.***

The one-way ANOVA has been used to test the H<sub>2</sub>, since the researcher is interested to find out the differences between more than two groups.

*Table 02: One-way ANOVA for generation differences and work engagement.*

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimu m	Maximu m
					Lower Bound	Upper Bound		
Baby Boomers	11	2.0303	.34099	.10281	1.8012	2.2594	1.33	2.33
Generation X	59	2.0876	.38368	.04995	1.9876	2.1876	1.00	2.78
Generation Y	38	2.1111	.37257	.06044	1.9887	2.2336	1.22	2.67
Total	108	2.0900	.37308	.03590	2.0189	2.1612	1.00	2.78

Test of Homogeneity of Variances  
Work Engagement

Levene Statistic	df1	df2	Sig.
.129	2	105	.879



The Homogeneity of variance of  $P$  values of Team Work is 0.879. The degree of freedom are 2 and 105. Since the  $p$  value is  $>0.05$ , the equality of variance can be assumed.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.056	2	.028	.200	.819
Within Groups	14.837	105	.141		
Total	14.893	107			

The test of one-way Anova and the  $P$  value is 0.819.

The  $F$  value is 0.200 and the degree of freedoms are 2 and 105. The  $p$  values of the test is 0.819 which is more than 0.05. Based on the  $p$  value in ANOVA table, there is no significant (analysis of variance) difference between generations and work engagement. Hence  $H_2$  cannot be accepted.

***H<sub>3</sub>: There is a significant difference between generations and job security of commercial bank employees in Sri Lanka.***

The table shows the mean value and the standard deviation of the sample. The Baby Boomers mean is 2.1 and a standard deviation of 0.593. The Generation X mean value is 2.2 with a standard deviation of 0.406. The Generation Y has a mean of 2.3 with a standard deviation of 0.406.

The one-way ANOVA has been used to test the  $H_3$ , since the researcher is interested to find out the differences between more than two groups.

*Table 03: One-way ANOVA for generation differences and job security*

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Baby Boomers	11	2.1515	.59374	.17902	1.7526	2.5504	1.17	3.00
Generation X	59	2.2503	.40690	.05297	2.1442	2.3563	1.17	3.33
Generation Y	38	2.3026	.40614	.06588	2.1691	2.4361	1.17	3.00
Total	108	2.2586	.42619	.04101	2.1773	2.3399	1.17	3.33

Test of Homogeneity of Variances

Job Security

Levene Statistic	df1	df2	Sig.
1.724	2	105	.183

The Homogeneity of variance of  $P$  values of Team Work is 0.183. The degree of freedom are 2 and 105. Since the  $p$  value is  $>0.05$ , hence equality of variance can be assumed

ANOVA

Job Security

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.204	2	.102	.557	.575
Within Groups	19.231	105	.183		
Total	19.435	107			

The test of one-way Anova and the  $P$  value is 0.575.

The  $F$  value is 0.557 and the degree of freedoms are 2 and 105. The  $p$  values of the test is 0.575 which is more than 0.05. Based on the  $p$  value in ANOVA table, there is no significant (analysis of variance) difference between generations and job security. Hence  $H_3$  cannot be accepted.

***H<sub>4</sub>: There is a significant difference between generations and career development of commercial bank employees in Sri Lanka.***

The one-way ANOVA has been used to test the H<sub>4</sub>, since the researcher is interested to find out the differences between more than two groups.

*Table 04: One-way ANOVA for generational differences and career development.*

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Baby Boomers	11	2.4286	.49073	.14796	2.0989	2.7582	1.71	3.57
Generation X	59	2.2107	.34523	.04494	2.1207	2.3006	1.43	2.86
Generation Y	38	2.0677	.35109	.05695	1.9523	2.1831	1.43	2.86
Total	108	2.1825	.37560	.03614	2.1109	2.2542	1.43	3.57

Test of Homogeneity of Variances  
Career Development

Levene Statistic	df1	df2	Sig.
.355	2	105	.702

The Homogeneity of variance of *P* values of Team Work is 0.702. The degree of freedom are 2 and 105. Since the *p* value is >0.05, hence equality of variance can be assumed.

## ANOVA

## Career Development

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.214	2	.607	4.591	.012
Within Groups	13.881	105	.132		
Total	15.095	107			

The test of one-way Anova and the  $P$  value is 0.012.

The  $F$  value is 4.591 and the degree of freedoms are 2 and 105. The  $p$  values of the test is 0.012 which is less than 0.05. Based on the  $p$  value in ANOVA table, there is a significant (analysis of variance) difference between generations and career development. Hence  $H_4$  will be accepted.

### Turkey Testing

#### *Tukey HSD*

(I) Q2	(J) Q2	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	Upper Bound
Baby Boomers	Generation X	.21792	.11941	.166	-.0660	.5018
	Generation Y	.36090*	.12449	.013	.0649	.6569
Generation X	Baby Boomers	-.21792	.11941	.166	-.5018	.0660
	Generation Y	.14298	.07563	.146	-.0368	.3228
Generation Y	Baby Boomers	-.36090*	.12449	.013	-.6569	-.0649
	Generation X	-.14298	.07563	.146	-.3228	.0368

(\*). The mean difference is significant at the 0.05 level.

In order to find out the differences, the Multiple mean comparison was conducted. And the Turkey HSD states with an asterisk (\*) mark, the differences in the generations. The results show that the baby boomers

and generation Y has a difference in relations to career development. The  $p$  values for the mean difference are given in the column under significant value. The 95% confidence intervals for the mean differences are given in the last 2 columns.

In the comparison of baby boomers and generation Y, the mean difference is 0.36090\*, the  $p$  value is 0.013, which is less than 0.05, under the 95% confidence interval for the mean difference does not contain the value of 0 (zero).

## **Findings, Recommendations and Conclusion**

### ***Findings***

#### ***Job Engagement***

When compared with the literature, it was stated that baby boomers were more engrossed in work more than the other generations. Boomers have been characterized as individuals who believe that hard work and sacrifice are the price to pay for success. They started the workaholic trend;( Zemke et al., 2000) believe (d) in paying their dues and step-by-step promotion. This was affirmed by another research conducted in a Sri Lankan context by (Gamage, 2012). It refers that Wong et al (2008) has mentioned that the generation of Baby Boomers includes loyalty to an organization, idealism and ambition. Therefore, an alternative and a null hypothesis were developed in order to derive at the conclusion of generational differences of employees in the banking sector.

Literature stated that generation X members may have more commitment to their own careers than to their organizations and may prefer organizations which value skills development, productivity and work-life balance rather than status and tenure (Smola and Sutton, 2002).\_Accordingly, people who belong to the Generation X are more likely to leave a job in search of a more challenging work environment or, higher pay as previous generations as a result of an economic crisis in their formative years.

Similarly, Generation Y has reported to be less committed to their organization and more likely to leave if not satisfied (Twenge et al., 2010).

As per the data analysis, it was affirmed that there is a significant difference between generation in relation to job engagement.

### *Career Development*

The literature stated that generation X & Y are more career minded than baby boomers.

Many scholars (Kupperschmidt, 2000; Lancaster and Stillman, 2005; Smola and Sutton, 2002) suggest that Baby Boomer employees value job security and a stable work environment. Wong et al (2008) has mentioned that the generation of Baby Boomers includes loyalty to an organization.

Accordingly, people who belong to the Generation X are more likely to leave a job in search of a more challenging work environment or, higher pay as previous generations.

Generation Y has been characterized as demanding (Martin, 2007), and as the most confident generation. Like Xers, they are also purported to be entrepreneurial, and as being less process focused (Crampton & Hodge, 2006).

As per the data analysis in the current study, it could be revealed that in the Sri Lankan banking sector, this difference is visible. In order to find out the difference, a Post Hoc test was conducted and it revealed that the difference is between baby boomers and generation Y.

### *Team Work*

According to Collins (1998); baby boomers have a strong focus on hard work and achievement may mean that this group values status and extrinsic rewards as recognition of loyalty and commitment. Good

supervisor relations and positive interactions with co-workers have also been found to be important. It was stated that generation X is more individualistic and is not strong in team work. But generation Y is more prone to teamwork as per the literature.

It was found that the three generations have a significant difference in relation to teamwork of the employees in the banking sector in Sri Lanka.

### *Job Security*

Literature states that; Kupperschmidt, 2000; Lancaster and Stillman, 2005; Smola and Sutton, 2002) suggest that Baby Boomer employees value job security and a stable work environment. Wong et al., (2008) have mentioned that the generation of Baby Boomers includes loyalty to an organization, idealism and ambition. Baby Boomers have been found to rate the people who belong to the Generation X are more likely to leave a job in search of a more challenging work environment or, higher pay as previous generations as a result of an economic crisis in their formative years.

Generation Y has reported to be less committed to their organization and more likely to leave if not satisfied (Twenge et al., 2010).

### ***Recommendations***

#### *Implications to the Theory*

The present study contributes to the body of knowledge of the generational differences in a workplace by providing a novel approach to understand the different generations inside out. The existing employees and their different approaches never recognized the subjective success that comprises of different thinking approaches and satisfaction of life as either an ultimate need.

The current study will influence the impact of generational differences in a work place. A study has not been conducted in Sri Lanka in relation to the four work related factors stated in the study. Hence the study results will add literature of new areas to the existing knowledge. The present study contributes to the emerging work-related behaviors for knowledge management by introducing subjective generations as the measurements of the tacit dimension of success of performance of different level of employees.

### *Implication to the Practice*

Most of the organizations lack the practical aspect of handling people in an organization. Since the data has been collected from the banking sector employees, the responses will portray their state of expectations in a career. It was revealed in the study that different work groups or employees from different generations have a variety of expectations. Therefore, hands on experience in handling different work forces are crucial to people managers in an organization.

The Baby Boomers are gradually leaving the workforce and it could be observed that the Generation X and Y have many differences. Generation Y is the hi-tech generation and therefore the training managers will have to be creative in organizing training sessions for this generation. Gathering them in a classroom would be challenging and modern technology would come into rescue in dealing with this generational need.

It was also noted that a new generation is yet to be found and still they have not entered into the job market. The professional marketers are also keeping their fingers crossed to identify their needs. Product promotions will have to be targeted based on understanding the new generation which could be identified and Generation Z.

HR professional will not have the luxury of carrying-out the same training programs for all generations in years to come. The practices will need to revamp, according to upcoming generational differences in the workplace.



### ***Suggestions for Future Researches***

Limited background information on Sri Lankan researches in generational analysis, the current study may be considered as one of the new attempts to study generational behaviors in work related beliefs. Future studies are expected to conduct similar exploration about the comprehensive knowledge and understanding of the generations and their work related beliefs in other enterprises within Sri Lanka.

Further, to generalize the findings of the work-related beliefs and their behaviors, large-scale quantitative studies on different samples need to be conducted by using the same variables and also the other possible work-related belief factors other than the variables identified by the present study. It is predictable to increase the studies on the other work related topics of employees in different level of employee categories in Sri Lanka, and different industries using different types of work engagement subject matters.

### ***Conclusion***

Below, I discuss the key findings from the study. (Gilbert, 2011) Generational gaps do exist. The results reveal that employee engagement differences are likely to exist across generations. These gaps have distinct impacts on employee engagement. While companies have unique drivers within their organizations, there were trends among the participating companies in this study that indicate which drivers are more likely to become a high priority for employees (managing performance, recognition, career opportunities). Furthermore, this study helped identify that drivers can be categorized by generation. This is a new learning not currently discussed in existing research.

As per the conclusion of a study completed by Gilbert (2012), it was stated that Job Security was more in Baby Boomers than generation X and Y. But as per the analysis of this study, it was found that there was no significant difference in relation to Job Security within the 3

generations. Though the study makes a valuable contribution to existing literature, it is significant to note that a few limitations which should be taken into account in future investigations. Despite its limitations, the study will make a valuable contribution to the understanding of the relationships investigated during the above research and researchers conclude that more focus should endow with when managing employees. Hence it is more important to address their preserved different expectations.

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# **DEXTERITY AND PERFORMANCE OF SEWING MACHINE OPERATORS: IN CASE OF A GARMENT FACTORY SITUATED IN KATUNAYAKE INDUSTRIAL PROCESSING ZONE, SRI LANKA**

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## **ABSTRACT**

*Dexterity is the skill in performing tasks, especially with the hands. It is the ability to perform a difficult action quickly and skilfully with the hands, or the ability to think quickly and effectively. Some garment factories, highly concentrate on the dexterity of Sewing Machine Operators to check their competence and it is used in the stages of recruitment, training and performance evaluations etc. This paper explores the impact of dexterity on their work performance. 88 machine operators from a garment factory situated in Katunayake Industrial Processing Zone were selected. This factory currently uses four types of dexterity tests such as Marble, Pin Board, Cards and Puzzle. These four types of dexterity tests were conducted among the selected sample and their scores were recorded. Their current performance records were obtained from the factory Management Information System. Hypotheses were tested by using multiple regression analysis and it was found that Marble, Cards and Puzzle abilities positively impact on Operators' performance.*

**Keywords:** Dexterity, Job Performance, Sewing Machine Operator

## **Introduction**

Dexterity is commonly used for describing the coordination of small muscle movements in relation to motor skills of the hands and fingers, which usually in coordination with the eyes. Further the word of dexterity can be described as skill and grace in physical movement, especially in the use of the hands & eye with the mental skill. The physical skills are movement, coordination, manipulation, speed, actions demonstrate someone's psychomotor ability. Motor skill is the word used to describe the movements and action of the muscles. When applied to the theory of human aptitude, this is called "manual dexterity". This motor skill of a person is described under two sections. One is "gross motor skill" and the other one is called "fine motor skill". In fine motor skills use the small muscles of the fingers, toes, wrist, lips and tongue. Gross motor skills are, the bigger movements which use large muscles in the arm, legs & feet. Basically, a dexterity test is a test that is done to inspect someone's eye & finger coordination when the person doing a task. In dexterity test, given task needs to be complete within a specified time period and therefore the person who is involved in a dexterity test is supposed to complete the allocated task accurately. This provides an opportunity to identify how the person's ability to coordinate eye & finger as well as concentration in an assigned task.

A garment factory situated in the Katunayake industrial processing zone was selected for this study. This factory highly concentrates dexterity abilities of machine operators. The interview process for selecting none experienced employees as a trainee sewing machine operator is consisted testing the dexterity ability. In the processes of training and development and performance evaluation also, dexterity abilities are considered. Currently this factory uses four types of dexterity tests; Pin Board Test, Marble Test, Card Test and Puzzle Test.

### ***Pin Board Test***

Sewing machine operator is expected to flip some pins and insert them in the other side of the board using both hands. Time taken to perform the test must be recorded. The objective is to measure the applicant's dexterity, ability such as fingers, hand & eye coordination.

### ***Marble Test***

Sewing machine operator is supposed to transfer marbles from one box to another by passing it through the tube. While performing the test the candidate is allowed to look only at the tube. Time taken to perform the test will be recorded. The objective is to measure the applicant's dexterity, ability in coordination of fingers & eye.

### ***Card Test***

The sewing machine operators are supposed to divide the 56 cards into two sides & time taken will be recorded. Expected to measure the finger and hand dexterity by doing this exercise.

### ***Puzzle Test***

The sewing machine operator is expecting to follow the puzzle lines using the eyes with concentration to identify the end points of each line in the puzzle. In here the operator cannot move either the pencil or the finger along the puzzle lines. Then the operator needs to transfer the figures from the left column to the right column, which matches with the end lines. Time taken to perform the test must be recorded. The objectives of this study are to asset the eyesight and the concentration power of the candidate.



Although the garment factories, consider these dexterity abilities to check their competence, it is doubtful whether these existing dexterity tests are able to predict the operators' job performance. This study aims to find out the impact of dexterity abilities on employee job performance. "Identifying the impact of the scores of dexterity tests; pin board test, marble test, card test and puzzle test on job performance of sewing machine operators" is identified as the main objective of this study within the following problem statement.

*"To what extent dexterity test scores have an effect on employee performance predictions."*

## **Literature Review**

Oxford Dictionary describes the dexterity as skill in performing tasks, especially with the hands. Dexterity is the ability to perform a difficult action quickly and skilfully with the hands, or the ability to think quickly and effectively (Cambridge English Dictionary).

A test which uses applicative selecting or to predict the suitability to perform a job are two types and one type is attainable or achievement tests and other type is the ability or aptitude tests. The manual dexterity is one of aptitude tests which use to predict the job performance in many industries. These aptitude tests consisted with general learning ability, verbal aptitude, numerical aptitude, general learning perception, clerical perception, motor coordination, finger dexterity & manual dexterity (Pendlebury, 1970).

According to (Latash & Turvey, 1996), dexterity is an ability to solve a motor problem. "Dexterity still refers to quickness, agility, flexibility, and skilfulness of our body". Further, they impress that the notion of quickness also has both qualitative and quantitative aspects. Dexterity ability developing by magicians and it is very interesting. Magicians develop a unique set of dexterity skills that focus on making their hands quicker than the eyes of those watching. These manipulative skills

appear to be involved in a variety of different jobs. As a few examples, some kinds of manipulative ability seem important in such jobs as a pilot, bombardier, small parts assembly man, typist, tool and die maker, watch repairman, and machinist (Fleishman & Hempel, 1954).

Various psychomotor tests have been devised since the early 20th century to test human dexterity and reaction times. A psychomotor test not only gauges a person's effectiveness in performing various mechanical tasks, but also his or her ability to process and follow instructions succinctly. A vocational psychomotor test is administered to trainees in several occupations. A manufacturing operation may perform a cursory psychomotor test for a job candidate by simply placing that person in a high-speed assembly line section and asking him or her to perform the task for a set period of time. This can give the employer an idea of how fast and efficient the employee will be in other capacities. According to Lundergan, W. P., Chambers, D. W., & Soderstrom, E. J. (2007), surgery and dentistry are two professions that are generally assumed to require a high degree of manual dexterity or psychomotor skills. Therefore, assess manual dexterity as an applicant screening instrument for these professions.

A range of basic skills is tested during a psychomotor test, from precision, dexterity, coordination and control to reaction times, stability, speed and coherence. According to Latash & Turvey, (1996) "A skills professional deserves to be called dexterous, and this is not because of speed, elegance or other features of his movement, but first of all, because of the quality of the things made with his hands." Dexterity skill levels are varied as the tasks performed by humans. At present dexterity abilities are checking in many of the fields. They are specially using for surgery tasks, sports, mechanical activities, as well as magicians. Dexterity is a very special, attractive and valued as it can be applied in many different situations. It required for professional skills, labour movements as well as in the sport fields. According to Otaki (2012), crucial growth of a firm depends on how efficiently the dexterity is internalized. The correct evaluation of the dexterity is the engine for the growth of a firm. Further, as per Latash & Turvey,

(1996) another feature of dexterity is it builds a bridge to the area of genuine intellect. It is an accumulation of life experience in the field of movement & actions. Therefore, dexterity frequently increases with age and is preserved until later years more than other psychophysical capacities.

According to the (Bobrow,1989), one of the validation projects which is conducted by a professional resource group showed the results. They have developed a pre- employment test to predict the operational performance. This test consisted of 02 parts and the first part was used to measure the operator's dexterity & the second part of the test measured the operator's reasoning ability. In this test an operator would have to pass both the tests (dexterity & test paper for check the reasoning ability) from the interview. They used current operators in selected plants to try the test. This study revealed that operators who have passed the written and dexterity, ability test ware earn \$30 a week more in direct labour dollars than the persons who did not pass the test. Therefore, that means according to Bobrow (1989) passing ability has a direct relationship with the performance of work.

Amarasinghe (2004), says that significant efficiency improvements and quality of workmanship gains can be achieved by using motor ability tests with right selection-ratios. The writer has used for this investigation a test called "Canadian Force General Aptitude Test Battery". Though the dexterity is used to predict the suitability for certain job performance and though it is used as an employee recruiting criterion it indicates another feature of this dexterity ability. Latash & Turvey (1996) describes that "Everyday experience indicates that dexterity is not an inborn, unchangeable capacity that is impossible to gain just as it is impossible to change one's inborn eye colour". Dexterity is exercisable.

When considering the dexterity ability, it cannot be described as a unitary ability. Because, as per Fleishman & Hempe (1954) if manual dexterity was a unitary ability it would seem that people proficient at one manual activity would have the aptitude to become equally

proficient at any other type of manual activity. Above authors would expect any good test of manual dexterity to predict about equal success in a wide variety of manual jobs. However, Fleishman & Hempe (1954) introduce an idea about the dexterity test validity, in their surveys called “A Factor Analysis of Dexterity Tests”. According to them validities of such tests “indicate that the same dexterity test may show zero validity for one manual job and significant validity for another. Similarly, for the same job, one dexterity test may be useful and another test useless. Moreover, the correlations among different dexterity tests are generally not high. Under the area of “Operator-related Predictors”, Racine, Chen and Swift (1992) expressing another idea about the predictions using dexterity test under the topic of psychomotor potentials. They say that “An operator with high dexterity may learn faster, regardless of the operation. This factor is intended to capture the dexterity of an operator and is used as a co-variant to offset the non-operating-related variation in learning progress among trainees. It will also be used to predict the performance of the individual operator”. According to this situation, the researcher aims to discover the real impact of dexterity, ability on operators’ performance through this study.

## **Method**

Using Simple Random Sampling method, 88 Sewing Machine Operators were selected from a garment factory situated in Katunayake Industrial Processing Zone. Their current performance records were obtained from the factory Management Information System.

According to the factory performance evaluation system, performance of a Sewing Machine Operator has been described using 02 criteria of efficiency percentage and defect percentage.

Efficiency is calculated as  $(\text{Earned Minutes} / \text{Working minutes}) * 100$

Earned minutes are the total standard minutes value the operator has produced for the considering period, which calculated by the standard minute values for each operation is multiplying by the quantity produced from each operation. Operation wise standard minute values are established by the qualified work study officers using worldwide acceptable work measurement techniques which using in the garment industry. Working minutes is the actual working time in minutes for the same period, which the operator elapsed for the particular production.

Defects percentage can define as; (The number of defects findings in inline inspections) / (Total quantity checked) \* 100.

These defects percentages also considered for the same period where the efficiency calculated.

This garment factory currently uses four types of dexterity tests such as marble, pin board, cards and puzzle. These dexterity, ability tests were carried out for the selected sample of sewing machine operators and the actual time taken for each test were recorded. These tests were conducted at a special location in the training center to avoid disturbances and obstacles. According to the factory standard based on actual timing, following point system was allocated to evaluate the test score of each participant and following hypothesis were developed.

#### ***Point scheme for Pin Board exercise***

**T= Time taken in minutes**

T≤0.65min=4 Points

T=0.65-0.85min=3 Points

T=0.85-1.05 min=2 Points

T>1.05=1 Points

*Hypothesis one - If test score is higher in Pin Board exercise, then the operator performance is high.*

### **Point scheme for Marble Exercise**

#### **T= Time taken in minutes**

T≤1.25min=4 Points

T=1.25-1.50min=3 Points

T=1.50-1.75 min=2 Points

T>1.75=1 Points

*Hypothesis two - If test score is higher in Marble exercise, then the operator performance is high.*

### **Point scheme for Cards Exercise**

#### **T= Time taken in minutes**

T≤0.75min=4pts

T=0.75-1.00min=3

T=1.00-1.25 min=2

T>1.25=1

*Hypothesis three - If test score is higher in Cards exercise, then the operator performance is high.*

### **Point scheme for Puzzle Exercise**

#### **T= Time taken in minutes**

T≤2min=4 Points

T=2min -3min= 3 Points

T=3min-4min=2 Points

T>4min=1 Points

*Hypothesis four - If test score is higher in Puzzle exercise, then the operator performance is high.*

## **Results**

### ***Correlation Analysis***

The Correlation analysis was conducted in order to find the correlations existing between the variables. The Pearson's coefficient of correlation was used to measure the associations between dexterity test scores and the operators' performance. The results of the correlation analysis are presented in the following table.

*Table 1. Correlations*

	PBT	MT	CT	PT
PER	.352(**)	.402(**)	.373(**)	.265(*)

\*\*Correlation is significant at the 0.01 level (2-tailed).

\*Correlation is significant at the 0.05 level (2-tailed).

N= 88

The results of the correlation analysis reveal that dexterity competencies tend to be strongly associated with the work performance. All correlation coefficients are positively significant. The strongest positive significant association shows in between marble test ability and work performance and its coefficient of correlation is 0.402 at a 0.01 significance level. ( $r = 0.402$ ,  $p < 0.01$ ). Card test ability and work performance shows a positive and significant association. Its

coefficient of correlation is 0.373 at a 0.01 significance level. ( $r = 0.373$ ,  $p < 0.01$ ). The next positive significant association shows in between pin board's ability and work performance and its coefficient of correlation is 0.352 at a 0.01 significance level. ( $r = 0.352$ ,  $p < 0.01$ ). Puzzle test ability and work performance also shows a positive and significant association. Its coefficient of correlation is 0.265 at a 0.05 significance level. ( $r = 0.265$ ,  $p < 0.05$ ).

### ***Test of Hypotheses***

In order to test the hypotheses, research conducted a multiple regression analysis by using Statistical Package for Social sciences 23 versions.

*Table 2. Model Summary*

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F	Sig.
1	.574	.330	.298	10.221	.000

The model summary (table 2) gives useful information about the regression analysis. In the present study, R is 0.574 which indicates that the model is successful in predicting elements. The coefficient of multiple determinations, R<sup>2</sup> is the proportion of variance in the dependent variable which can be explained by the independent variables. In the present study, R<sup>2</sup> is 0.33. Thus, 33% of the variation in work performance is explained by dexterity abilities. F-value is 10.22 and P-value is 0.000 which is significant at 0.01 level. This indicates that the variance in work performance is significantly explained by the set of independent variables which are dexterity test scores.



*Table 3. Model Parameters*

Independent Variables (Test Scores)	$\beta$	t	Sig.
Pin Board	.139	1.577	.119
Marble	.263	2.655	.010
Card	.185	2.309	.023
Puzzle	.279	3.188	.002

Dependent Variable: Job Performance

According to the regression result, the highest magnitude represents the puzzle ability. It indicates that there is a positive relationship with work performance. In this case the regression coefficient is 0.279 at a 0.01 significance level. Marble and card abilities also show positive relationships with work performance. In this case regression coefficients are respectively 0.263 and 0.185. Here, marbling ability is significant at 0.01 level and card ability is significant at 0.05 level. Based on these results, status of hypotheses can be summarized as follows.

*Table 4. Status of Hypotheses*

Hypotheses	Status	Reason
If test score is higher in pin board exercise, then the operator performance is high.	Reject	Insignificant
If test score is higher in marble exercise, then the operator performance is high.	Accept	Significant at 0.01 level
If test score is higher in cards exercise, then the operator performance is high.	Accept	Significant at 0.05 level
If test score is higher in puzzle exercise, then the operator performance is high.	Accept	Significant at 0.01 level

## **Conclusion**

The aim of the study was to find out the impact of dexterity abilities on sewing machine operators' performance. Four types of dexterity exercises; marble, pin board, cards and puzzle were conducted among machine operators of a selected garment factory situated in Katunayake Industrial Processing Zone. According to the findings of the study, it was found that marble, cards and puzzle abilities positively impact on operators' performance. Puzzle ability has the highest impact on their performance. Therefore, dexterity tests are recommended to use to predict machine operators' performance in the garment industry.

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**IMPACT OF TRAINING PRACTICES ON  
DEVELOPMENT OF PUBLIC SECTOR  
EMPLOYEES' SKILLS AND KNOWLEDGE: A  
STUDY BASED ON EXECUTIVE GRADE  
EMPLOYEES OF THE PARLIAMENT OF SRI  
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**ABSTRACT**

*Human resources are the most valuable assets of any institute over all other resources. Practices of Training are complementing the process of conducting Training to enhance the Skills, Knowledge and Attitudes. Many scholars have been empirically found that there is a strong positive relationship in between the Training Practices and the Skills and Knowledge. As per the constitution of the People's Republic of Sri Lanka, the Parliament is a unique organization in the country and the staff of the Parliament could be considered as a 'Special Group of State Workers as per the same constitution and the 'Parliamentary Staff Act as amended 1994' and the 'Powers and Privileges Act, 1999 of the*

*Parliament of the Democratic Socialist Republic of Sri Lanka'. The objectives of this study are; to find out the relationship between Training and Development Practices in the Development of Skills of the Executive Grade Employees of the Parliament and to find out the relationship between Training and Development Practices in the Development of Knowledge of the Executive Grade Employees of the Parliament. The total Executive Grade Employees of the Parliament were 53 and only 51 have been responded to the research as the researcher has taken the total population for the study. It has been revealed that there was no relationship between Training and Development Practices in the Development of Skills and the Knowledge of the Executive Grade Employees. The development of skills and knowledge could be enhanced by introducing different practices of Training, other than the practices in use at present, as different organization may have to use the practices of Training unique to them to gain the success as found in the literature. Further, it is recommended to study 'the impact of Training Practices on motivation of employees' for future researchers.*

**Key Words:** Training Practices, Development of Skills, Development of Knowledge, Parliament of Sri Lanka

## **Introduction**

It is a well-known fact that the Human Resources are very important and significant for a sustainability of any organization. For integration and maintenance of the required human resources for a certain organization, they are to be managed. Hence the management of the Human Resource or more commonly said Human Resource Management (HRM) immersed to make a strategic and coherent approach to manage the most valuable Human Resources of an organization to achieve the best outcomes of strategic aspects of an organization and to accomplish the goals and needs of the individual employees. This could be done through effective selection and utilization of employees (Werner & DeSimone, 2006).

To make sure the Human Resources of any organization, meet these requirements the smooth functioning of the functions of Human Resources is very vital. Contribution, for the development of high performance culture is a goal of Human Resources Management (Armstrong, 2003). Hence, to achieve a better job performance the effective and efficient functioning of the functions of HRM is vital.

Training and Development is one of the very important functions of HRM. By the definition itself, the Training and Development is a formal process, which enhances the ability and motivation of employees to reach and fulfill the vision, mission and objectives of an organization (Opatha, 2012). These successful end results of Training and Development are achieved from development of the knowledge, skills and positive attitudes (Ban & Faerman, 1990). At the same time a well-designed Training and Development programme creates higher Employee Job Performance by proper enhancement in Knowledge, Skills and Attitudes (Salas, Tannenbaum, Kraiger & Smith-Jentsch, 2012). On the other way the development of knowledge, skills and positive attitudes build competencies (Opatha, 2012). Competency means the ability of someone who has got to do a certain job successfully.

At the same time the Practices of Training are another important function in HRM too in developing competency as it affects on the acquisition of Knowledge, Skills and Attitudes (Salas, Tannenbaum, Kraiger & Smith-Jentsch, 2012). On the other way, enhancing the Job Performance is a goal of Training and Development. Hence the enhanced Knowledge, Skills and Attitudes lead to develop Job Performance. Therefore, the enhanced Competency leads to develop Job Performance. But to achieve the best results in conduct of Training and Development, the way the Training and Development is done, is very much vital as it creates a favorable background for achieving better Job Performance (Thavakumar & Nawaratne, 2015; Kaufman, 1985).

The Parliament has been described in the section four of the Constitution of the country as one of the most unique out of three; those are the executive and the judiciary being the other two. Hence the Parliament of Sri Lanka is itself a unique institute, which exercises the legislative power of the people as per the section 4 (a) of the Constitution of Democratic Socialist Republic of Sri Lanka. As per the section 170 of the Constitution of the Democratic Socialist Republic of Sri Lanka a 'Public Officer' is a person who holds any office under the Republic, other than a judicial officer. At the same time the Secretary General of the Parliament and the staff also has been excluded under the category of a 'Public Officer' by the same section of the Constitution (The Constitution of the Democratic Socialist Republic of Sri Lanka, 2001, p.127-128).

The Secretary General and the staff of the Parliament have been defined as a 'Separate Service' by the 'Parliamentary Staff act as amended 1994' of the Parliament of Ceylon. The officer of the Parliament, has been defined as *'any person who may from time to time be appointed to the staff of Parliament, whether permanently or temporarily, and includes the clerk and any police officer on duty within the precincts of Parliament'* as per the Powers and Privileges Act, 1999, of the Parliament of the Democratic Socialist Republic of Sri Lanka (p.2).

There are 834 total numbers of employees working and out of them 53 have been belong to the Executive Grade as per the Annual Performance Report 2014 of the Parliament of Sri Lanka. As one of the foremost institution, who engaged in the process of decision making to rule the country, the execution of its duty efficiently, effectively and on time is paramount. Though the requirement is such sometimes it has been witnessed that those aspects have not been reached or sometime those have been reached with a great difficulty. Most of the time, the timely completion of them has been a great challenge. The mismatch in the existing knowledge with the current technology in use, the issues in the competencies of the replacements made to cover the turnover of employees due to retirements or any other reasons, attitudinal issues in

using modern technology are some reasons for the above issues as found in the literature and survey data. Not only that though the Members of Parliament have not commented negatively so far, some of them have emphasized on developing the existing performance level of the employees of the Parliament (Parliamentary debates date 03<sup>rd</sup> December 2015, P 56-57).

All these above incidents indicate that there is a lack in the Competency. Training and Development is one of the solutions to minimize this competency gap (Hoffmann, 1999; Opatha, 2012). Not only in the global context (Abdulla & Al-Homoud, 1995), but in the local context, the studies done with regard to the Training and Development or the Practices of Training, Competency and Job performance are very much minimal (Thavakumar & Nawaratne, 2015). Further to this, that there are no or minimal studies done in this subjective area with regard to the Parliament of Sri Lanka. Hence it is not possible to identify whether the present scenario has been existed mainly from the hands of the Executive Grade or the Non-executive Grade employees.

Employee Job Performance is a function of Ability and the Motivation (Opatha, 2012). Hence, when the motivation is constant the relationship of the Employee Job Performance and the Ability would become directly proportionate to each other. Ability is the Competency as described by Opatha (2012). Hence, when the Competency is high, the Employee Job Performance is also to be high. Further to that the Competency is built by the Skills, Knowledge and the Attitudes. Skills, Knowledge and the Attitudes are the outcome of the Training and Development (Opatha, 2012). The efficient and effective Training Practices develop a better Employee Job Performance through the enhancement of Knowledge, Skills and Attitudes (Salas, Tannenbaum, Kraiger & Smith-Jentsch, 2012). According to the observed issue, the lack in the Skills, Knowledge and the Attitudes of the current employees may be one of the prime reasons which have been made the current situation as it has been revealed in the interviews held with the Heads of the Departments. That means there is a problem in the



Employee Competency and there off the Employee Job Performance. A pilot survey carried out using 10% of the total population of the Parliament of Sri Lanka, revealed following statistical values.

*Table 1- Descriptive Statistics*

	N	Minimum	Maximum	Mean	Std. Deviation
EJP before T & D	84	2.00	4.00	2.5714	.54410
EJP after T & D	84	2.00	4.00	2.8929	.56007
Competency before T&D	84	2.00	4.00	2.6071	.54370
Competency after T&D	84	2.00	4.00	3.0000	.41797
Valid N (list wise)	84				

According to table 1, it is revealed that there is no considerable development either in Competency or in Employee Job Performance even after undergone a related Training and Development. These statistical values have been achieved through the statistical analysis done for the assessments conducted by the respective superiors on the employees of the sample population, (all of them have undergone at least a single Training and Development programme related to their respective duty.

## **Literature Review**

The literature revealed that there are certain core competencies needed to enhance the Job performances (as cited in Berge, de Verneil, Berge, Davis & Smith, 2002, p.45, McLagan, 1983, 1989a, 1996; Richey *et al.*, 2001; Hoffmann, 1999; Opatha, 2012; Sajeewanie and Opatha, 2007; Emmerling, Ryan & Spencer, 2009). Hence the competencies build, may not relevant to the Job Performance. Hence it is required to identify the needed competencies before sending for Training and

Development (Hayes, Rose-Quirie and Allinson, 1998; as cited in Deist, & Winterton, 2005, p.27, Scarborough, 1998). This could be illustrated by the 'Rummler's Model' too. This could happen when suitable Training and Development Programmes are not being selected and most relevant employees are not being sent for Training and Development and etc. that indicates there is a problem in current practices in Training for the development of Competency.

At the same time the researcher could not identify any definite Practices in Training, practiced by the Parliament of Sri Lanka. But the researcher could identify some Practices through the interviews had with certain Heads of the Departments. Hence out of many reasons it looks that, for the current Employee Job Performance, the Training Practices which are in operation currently, may not be fit enough for the organization's today's demand. Hence summarily, there is a need in enhancing Employee Job Performance in the Parliament of Sri Lanka. To satisfy the need of enhancing the Employee Job Performance, developing the Competency, Skills and Attitudes is one vital factor. To develop them, the Practices of Training use by the Parliament is another vital factor. At the same time the absence of any research done or research done with regard to the subjective area in the Parliament of Sri Lanka has created a situation of further studying. The objectives of this study are; to find out the impact of Training and Development Practices in the Development of Skills of the Executive Grade Employees of the Parliament and to find out the impact of the Training and Development Practices in the Development of Knowledge of the Executive Grade Employees of the Parliament.

## **Methodology**

The researchers used the entire population of the Executive Grade Employees of the Parliament of Sri Lanka for the main research. There are 53 Executive Grade Employees working in the Parliament. Two of them refused to respond to the questionnaire. Hence the balance of the

entire population of them has been considered by the researcher for this research.

The researchers have identified Training Practices as the independent variable and Employee Job Performance as the dependant variable throughout the entire analysis. Inter item reliability of the questionnaire signifies the internal consistency of it. This has been calculated from 'Cronbach Alpha Value' (if the Cronbach Alpha Value > 0.7, then the reliability is high) (Lewis & Thornhill; Sekaran & Bargie, 2014).

The SPSS 16 software data analysis package had been used throughout for analyzing data for all objectives. For the objectives, to find out the relationship between respective independent and dependent variables, the correlation in between those is calculated. If a significant correlation exists (p\_value less than 0.05) 'F' value, which could be obtained from the 'Anova Table' and 't' value and ' $\beta$ ' (beeta) values could be obtained from the 'Coefficients Table'. The 'F' value could be used to reveal the significance of the regression line and the 't' value could be used to illustrate the extent of the significance of the independent variable to the model. The 'Darbin Watson Statistic' could be used to imply the errors are random and independent, if the value of it is closer to two. This value could be obtained from the table of the 'Model Summery'.

Considering the time factor, the study has been limited to the Executive Grade Employees of the Parliament of Sri Lanka. Due to the sensitivity and certain rules and regulations of the organization, it has not been possible to expose some of the demographic data related to the employees of the Parliament of Sri Lanka.

Knowledge, Skills and the Attitudes are the outcome of Training and Development, which is the Competency (Opatha, 2012; Armstrong, 2003; Dessler, 2013). Hence Knowledge, Skills and the Attitude have to be measured to evaluate the 'Competency'. But due to the difficulty in measuring the Attitudes of human beings, the researcher has limited the measuring of Competency to Knowledge and Skills of employees.

The researcher could not identify definite practices in Training used by the organization. Hence the researcher intended to consider assessing, Core Skills and Knowledge need to improve the current job, future jobs and to increase productivity, Training and Development opportunities provide for employees by the organization, Desire of the employees for engage in Training and Development, content of them, standard of the resource personnel and materials use in the Training and Development Programmes and knowledge acquired and application of such knowledge as the practices of Training as those have identified through interviews, the researcher had with the heads of the departments. Previous researches done in the subjective area have been very much minimal both in the global and local context. Most probably this would be the first research in this subjective area, done with regard to the Parliament of Sri Lanka. Hence the number of literature found related to the subjective area has become very much limited.

### ***Theoretical Aspects***

There are many theoretical aspects which could be utilized in explaining the Human Resource Practices and the real consequences of them. Out of those General System Theory, Resource Dependence Theory, Human Capital Theory, Resource Based Theory, Social Exchange Theory, Job Demand-Resources Theory are the foremost (Delaney & Huselid, 1996).

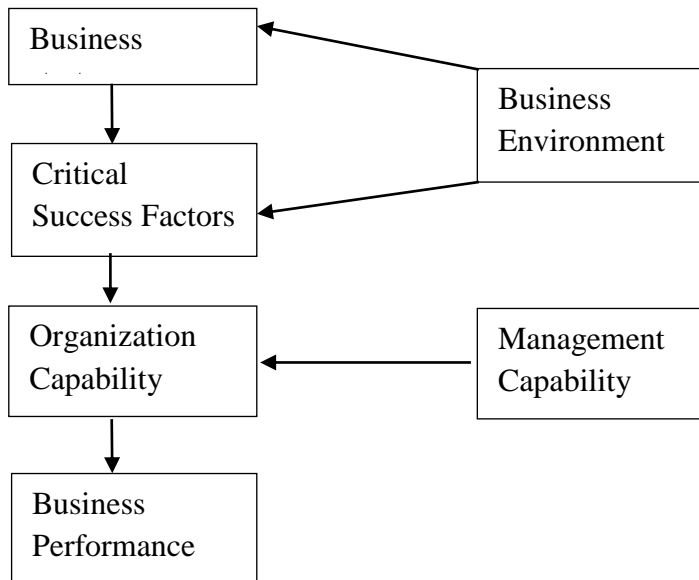
In the General System Theory, it says that all the happenings are described in systems and different combination of these systems ends up in different experiences (Bertalanffy, 1968). Under this it is used to study the systems in general. Then it could be understood that the combination in different levels of these systems makes different experiences. More elaborately this could be explained as input, throughput and output systems engaged in the operation. Input could be Knowledge, Skills, Attitudes and Resources, the throughput could be Human Resource Practices and the output could be the Performances (Wright, 1993). According to the theoretical founding of various scholars proper Competency develops Employee Job Performances.

This happens only when the appropriate Knowledge, Skills and Attitudes are combined according to this theory. Hence, if the Employee Job Performances are not developed due to the Competency, then the Training Practices used may not appropriate.

The behavior of an organization depends on the critical resources, which control the critically important operational activities of an organization (Werner, 2008; Armstrong, 2012; Wright, 1993). Likewise the Human Resources of an organization could be critically important for the operation of it due to the competencies the human beings possessed with. Hence, if the competencies the human beings possessed with are not critically important then the importance of the human beings to the Job Performance, deteriorate. Job resources are the resources which provide those demands such as Payments, Supervisory Support, Training and Development provided and etc (as cited in Nawaratne & Thawakumar, 2015, p.618, Schaufeli & Bakker, 2004). Likewise the Skills, Knowledge and the Attitudes generated depend on the practices used by the organizations in Training and Development. In this case the Training Practices become the resource and the Skills, Knowledge and the Attitudes become the Demands.

## *The Strategic Impact of Management Development*

*Figure 1: The strategic impact of management development.*



Source; Armstrong, 2003 p.579

As described by Armstrong (2003), (Figure 1) the business strategy of an organization is formulated considering the existing business environment. The critical success factors are derived from the business strategy considering the existing business environment. The success of the critical success factors depends on the capability of the organization. The business performance of an organization depends on the organization capability. But the organization capability mostly depends on the management capability. Capability of the management is depending on the management development.

## **Conceptualization**

Hence the working definition of Training and Development Practices of this research is the Training and Development Identification, Opportunities available for Training and Development, Availability of the Employees for the Training and Development and the Evaluation of Training and Development. The working definition of the Development of Competency of an employee in this research is the Development of Skills and the Knowledge of the employees.

## **Data Presentation and Analysis**

Demographic data of the population of the executive grade employees were gathered for Age, Executive Grade Experience, Gender and Opportunity of having Training and Development. There were no Executive Grade Employees below the age of 25 years. 98% of the total population were 36 years or above of the age. The data for age was collected under five groups. Those were, 25 years and below, 26 to 35 years, 36 to 45 years, 46 to 55 years and 55 years and above.

The Executive Grade Experience of the total population was collected in five groups. Those were 5 years and below, 6 to 10 years, 11 to 15 years, 16 to 20 years and 21 years and above. Out of the total population, 55% were having six to fifteen years of executive grade experience. 13% of the total population were having more than sixteen years of executive grade experience. But 35 % of the total population were in the group of below five years of executive grade experience. The data for gender were collected directly from the web. As per the data found the majority was males (61%). As per the data adapted from the intranet of the Parliament indicated, that all the Executive Grade Employees had undergone at least a single Training and Development Programme within a ten-year period from 2016 and back in the organization. The mean value of the existing Training and Development Practices is 3.61, the mean value of the Skills of the

employees is 4.11 and the mean value of Knowledge of the employees is 4.30. These relate to Executive Grade Employees in the parliament.

### **Reliability and Validity Analysis**

*Table 2- Cronbach's Alpha values for Variables used in the questionnaire*

	Variable	Cronbach's Alpha Value
1.	Training and Development Practices	0.794
2.	Skills of the employees	0.769
3.	Knowledge of the employees	0.712

*Source: Survey Data and Calculations by the author*

The Cronbach's Values for all the variables were above 0.7. In order to ensure internal reliability and the face validity, the survey instruments considered in the present study were established, as they have been aptly developed through a thorough review of related literature. It is also refined with reference to the relevant experts' opinions and it is assessed in the pre-test stage before finalizing the measurement instrument for the final data collection. Further, this validity was ensured by the conceptualization and operationalization of the variable based on the literature. And the dimensions and elements of the variables were delineated carefully after having conceptualized the working definition based on the literature. Also the instrument had a high degree of internal consistency reliability (alpha).



### ***Relationship between Training Practices on the Development of Skills of the Executive Employees of the Parliament of Sri Lanka***

As per table 3, the p\_value is 0.943. Hence the significance level is more than 0.05. Therefore, there is no significant correlation in between Training Practices and the Development of Skills of the Executive Grade Employees of the Parliament of Sri Lanka.

Thavakumar & Nawaratne, (2015) and Kaufman, (1985) has said that the Training Practices are positively correlated with the Competency in their studies. But the Competency is made by Skills, Knowledge and Attitudes of an employee (Hoffmann, 1999; Opatha, 2012). Hence the Training Practices would have to be positively correlated with the development of Skills. But in this research the researcher has found that there was no significant correlation in between Training Practices and the Development of Skills due to Training and Development.

***Table 3:- Correlations between Training Practices and Development of Skills of the Executive Grade Employees***

<b>Correlations</b>			
		<b>Training Practices</b>	<b>Development of Skills</b>
Training Practices	Pearson Correlation	1	.010
	Sig. (2-tailed)		.943
	N	51	51
Development of Skills	Pearson Correlation	.010	1
	Sig. (2-tailed)	.943	
	N	51	51

*Source: Survey Data and Calculations by the author*

According to the mean values of table 4 the survey results have been revealed that the existing Practices in proper identification of core knowledge and skills for carrying out present and future jobs have been very good. At the same time the concerns of the organization in adapting staff into unforeseen changes, increasing productivity and concerns on the desire of the employee is also very good. But the table 4 revealed that the survey results received for the opportunities provided for Training and Development by the organization for the Executive Grade Employees and the existing Training Evaluation system were not the best but it is alright up to a certain extent.

*Table 4 :- Current Training Practices*

	Training Identification	Opportunities provided for T & D	Desire of Employees for T & D	Training evaluation
Valid	51	51	51	50
Missing	0	0	0	1
Mean	4.4085	2.8431	3.7255	2.94
Std. deviation	.59751	.98737	1.0968	.787
			8	24

***Relationship between Training and Development Practices on the Development of Knowledge of the Executive Grade Employees of the Parliament of Sri Lanka***

*Table 5:- Correlations Training Practices and the Development of Knowledge of the Executive Grade Employees*

<b>Correlations</b>			
		Training Practices	Development of Knowledge
Training Practices	Pearson Correlation	1	.089
	Sig. (2-tailed)		.534
	N	51	51
Development of Knowledge	Pearson Correlation	.089	1
	Sig. (2-tailed)	.534	
	N	51	51

*Source: Survey Data and Calculations by the author*

According to the table 5 it was tested the relationship between training and development practices and development of knowledge of the employees. According to the results the p - value is 0.534 (Table 5). Hence the significance level is more than 0.05. Therefore, similar to the relationship among Training and Development Practices and the Development of Skills, there is no significant correlation in between the Training and Development Practices and the Development of Knowledge due to Training and Development of the Executive Grade Employees of the Parliament of Sri Lanka. With the similar conditions of the Training Practices (Table 5) the Development of the Knowledge level of Executive Grade Employees (Table 6) has been very poor (Mean value for all the questions under knowledge was below 2).

*Table 6: - The Development of Knowledge Level of the Executive Grade Employees*

	Ability of Employees - completing jobs on time	Knowledge of Employees - responsibilities and functions of duty	Effort of employees - update themselves with the current trends of the duty	Knowledge of Employees - vision, mission and Strategy of the organization
Valid	51	51	51	51
Missing	0	0	0	0
	1.88	1.745	1.803	2.039
Mean	24	1	9	2
Std. Deviation	.515	.4401	.5298	.4454
	64	4	9	6

*Source: Survey Data and Calculations by the author*

## **Findings and Discussion**

It has been found in the research that, there is no significant correlation between the Practices of Training and the Development of Skills and the Development of Knowledge borne from the Training and Development of the Executive Grade Employees of the Parliament of Sri Lanka.

According to the ‘Human Capital Theory’ the performance of human beings could be increased through the development of human capabilities such knowledge and skills (Berman, Bowman, West 6 Wart, 2006; Tandon, 1995; Armstrong, 2012). Skills and Knowledge could be developed through Training and Development (Opatha, 2012; Adikari, 2010). The effectiveness of the Training and Development depends on the practices used in Training and Development (Aguinis & Kraiger, 2009; Adhikari, 2010). But according to table 4, 5, and 6 it has

been revealed that though the opportunities provided by the organization to the Executive Grade Employees for Training and Development had been alright up to a certain extent the criteria used in the evaluation of training and development, have not been satisfactory. But it shows that the Current practices used for the identification of required knowledge and skills to carry out current jobs and future jobs and the need of Training and Development to adapt the employees for unforeseen changes and increasing the productivity are very strong in the process of the identification of the training need. At the same time the criteria practiced by the organization to evaluate the content, the materials used and the quality of the resource personnel of the Training and Development programs, was not satisfactory. Not only that, even the system practiced by the organization to evaluate the knowledge acquired from the Training and Development, evaluate the application of such knowledge and the contribution of such knowledge for the future of the organization was not satisfactory too. Hence certain practices identified by the researcher to understand the criteria used by the organization in Training and Development have not been satisfactory. Hence, though it says in the 'Human Capital Theory', that the Employee Job Performance have been developed due to the Skills and The Knowledge generated, in this study it has been revealed that the Skills and the Knowledge has not developed the Employee Job Performance. It has been empirically found, that there is no significant correlation in between 'Training Practices' and the 'Development of Skills' and the 'Development of Knowledge' generated from Training and Development. That means that the Knowledge and Skills generated might not be significant to the conduct of duty of the Executive Grade Employees of the Parliament of Sri Lanka.

In this research the researcher has identified the practices of Training as the resources provided by the organization to acquire the needed demands, which are the Skills and the Knowledge. But the researcher has found that there is no significant correlation in between Training Practices and the Development of Skills and the Knowledge. Hence it may be because of the resources provided by the organization may not appropriate enough to produce expected demands.

The Skills and Knowledge, which have been produced by the Training and Development Programmes so far, might have not been critical in nature in the performance of the duty of the Executive Grade Employees of the Parliament of Sri Lanka. Hence it may be a reason for not producing a significant correlation in between the Training Practices and the Development of Skills and the Knowledge.

Not only that, according to the model of ‘The Strategic Impact of Management Development’ (Armstrong, 2003) (Figure 1), the performance of any business depends on the Organization’s Capability. The Organization Capability depends on the Management Capability. The Management Capability to be sustained on the Critical Success Factors of the respective business and the Organization. The critical success factors are designed depending on the business environment. If those Skills and Knowledge generated may not such critical to the operation, then those competencies may not strongly affect on enhancing the organization capability. Hence the end performances may not enhance due to above said Skills and Knowledge (Sajeewanie and Opatha, 2007; Emmerling, Ryan & Spencer, 2009).

## **Recommendations**

As found in the study most of the drawbacks were in Practices of Training. Further to that it has been found that the current Practices in Training do not have any considerable effect on the Development of Skills and the Knowledge of the Executive Grade Employees. Hence there is a need in changing the Training Practices used by the organization. It has been clearly visible that the areas of opportunities provided by the institute towards the Executive Grade Employees were satisfactory up to a certain extent only. Even the criteria used by the organization to evaluate the Training and Development programs were not satisfactory. Hence it is recommended to create convincing policy decisions on selecting Executive Grade Employees for Training and Development Programmes. At the same time, it is recommended to introduce an efficient evaluation criterion to evaluate the Training and

Development process related to the Executive Grade Employees of the organization. It may be able to identify the most effective criterion, through another research.

## **Conclusion**

The researcher has done this study to find out the relationship between Training Practices on Knowledge and skills of the employees. Further the researcher has narrowed the scope of the study to the Executive Grade Employees of the Parliament of Sri Lanka. Finding out the relationship between Training Practices on the Development of Knowledge, Development of Skills of the Executive Grade Employees were the objectives of this study. After a qualitative analysis of the data it has been found that there is no significant correlation in between the Training Practices and Development of Skills and the Knowledge of the Executive Grade Employees. But in the literature review it has been found that the Training and Development Practices have been positively correlated with the Skills and the Knowledge of the employees (Armstrong, 2003; Dessler, 2013; as cited in Delaney & Huselid, 1996, p.950, Bartel, 1994; Knoke & Kalleberg, 1994; Russell, Terborg & Powers, 1985). Hence the reasons for having contradictory results may be because of the Skills and the Knowledge focused to expect from a particular Training and Development Programme of the Executive Grade Employees of the Parliament might not be critically important for the conduct of their duty according to the 'Resource Dependence Theory' (Werner, 2008; Armstrong, 2012; Wright, 1993).

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# **WORK-LIFE BALANCE OF THE FEMALE ACADEMICS OF PRIVATE HIGHER EDUCATION INSTITUTES, SRI LANKA**

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## **ABSTRACT**

*Education plays a major role in the country. The study focuses on private higher education sector which plays a major role within Sri Lankan education system apart from the state university sector. These institutes offer different educational qualifications such as diploma, degrees and masters associated with foreign universities. The role of a lecturer is very significant for the output of these institutions. They should be mentally and physically healthy to deliver a quality service.*

*The nature of the society has changed recently with dual income earners in the family. So a female has to play different roles in her life. Majority of the academics are female. So it is important to see how these female balance their work and life. Work life balance means*

*drawing a line in between work and life thus a person get the ability to manage work and life in a well manner without disturbing each other.*

*Work life balance affects the mental and physical well-being of a person. Literature has been reviewed related to Sri Lankan context and in other similar contexts. Then it could be identified that dependent care issues, support network, demographic factors, hours worked, work overload, time management, technology advancement, understanding of the strategies available for work-family balance affect work life balance.*

**Key Words:** Work Life Balance; Female Work Life Balance; Lecturer

## **Background**

The door to a dignified future in most of the developing countries is education. Education comprises of primary, secondary and tertiary level (International Bureau of Education-UNESCO, 2006). Primary and secondary education of a student makes the foundation of education where the tertiary education makes them employable. So tertiary education system of a country should strategically planned in order to deliver the best outputs. Sri Lankan government pays a higher attention on developing primary, secondary and tertiary education system of the country. But as a developing country, the country has to face barriers in funding the state education system. State university sector was the major contributor to the higher education. But the capacity of the state university system in the country is becoming insufficient, limited to 15 local universities. Only 20% of the students who qualify for higher education get the opportunity for admission at the state sector universities (Board of Investment of Sri Lanka, 2014). Because of this, most of Sri Lankan students who successfully complete their secondary education leave the country for higher studies, admitting themselves to foreign universities (Jayawardana, 2014). In this milieu, private sector institutions have to fill the gaps of providing educational needs and thereby protecting foreign exchange savings and earnings and it makes

a significant contribution to the economic development in Sri Lanka (Samarasinghe, 2006; Premarathna, 2011). Therefore, quality of the service provided by them is of paramount importance.

Approximately, there are more than 40 private institutes available within the country (Ceylon Lanka, 2012). These institutes offer reputed diplomas, degrees and master level qualifications at an affordable price in partnership with universities from UK, USA and Australia. There are various programs available in different streams such as Engineering, Business management, Computing, Quantity Surveying etc. Programs are available for any age of student and part time programs are also available for working people (Jayawardana, 2014). The chairman of the National Education Commission, Suraweera (2009) states that the government has introduced many policies to increase the involvement of private sector in higher education (cited in Samaraweera, 2009). Because the vision of the country is to become the most preferred country for higher education in the Asian subcontinent by 2020 by maintaining local university system as the main provider and with the help of the private sector higher education institutes (Board of Investment of Sri Lanka, 2014). Therefore, the demand for the private higher educational industry increases and it plays a major role in Sri Lankan higher education industry.

The academic staff is a core competence of an educational institution. The quality of the education depends on the quality of academics that provide it. The role of a lecturer is not only to deliver lectures. They are responsible for updating their knowledge to deliver the best to their students, generating new knowledge and sharing that to the society for the betterment of the community. University lecturers are directly responsible in shaping the quality of the students and they play a significant role in nation building (Awang, Ahmad, & Zin, 2010; Lakshmi & Kumar, 2011). So it is important to pay attention on productivity of faculty and strategies to retain in the productive faculty in this era of cut throat competition (Fatima & Sahibzada, 2012).

Most of the academics who employed in Sri Lanka are females (Department of Census and Statistics, 2012) Increasing female labor participation is a new trend in Sri Lanka. The breadwinner of the family has been changed from men to men and women both. Both sharing family responsibilities equally and face the increasing household expenditure (Lakshmi & Kumar, 2011). Even in Sri Lanka after 1978 when the Sri Lankan economy was started accelerating through foreign investments by shifting from closed economy to open economy cost of goods and services has gone up due to different political behaviors. This straightly influenced the cost of living of the people and mean household expenditure per month increased exponentially after 1978 (Department of Census and Statistics, 2012/13). This set up lead to a gradually increasing female labor force participation rate within the country (Department of Census and Statistics - Sri Lanka, 2014)

The traditional role of a female was only cooking, taking care of children, cleaning house etc. This traditional role has not changed much but in addition to that females have to play an economic role outside the home (Thriveni & Rama, 2012; Bombuwela & Alwis, 2013). So there is a high possibility for such a female who plays economic/ career role and family role to face with work family conflicts or work family imbalance (Asiedu-Appiah, Aduse-Poku, & Acheampong, 2014). It is an emerging challenge face by these females. So identifying factors affecting the work life balance of these female lectures is very important. Because work life balance gives the necessary physical and mental health for them to deliver a quality output (Emslie, Hunt, and Macintyre, 2004; Grzywacz, Almeida, and McDonald, 2002; Lingard, Brown, Bradley, Bailey, and Townsend, 2007 Asiedu-Appiah et al., 2014).

There are many research on the factors affecting the work life balance of lectures but there's no researches found on work life balance of female lecturers in private higher education institutes in Sri Lanka. So the objective of this literature review is to establish a theoretical framework to fill the empirical gap in respect to factors affect Work-

Life Balance (WLB) of Female Lecturers in private higher education institutes in Sri Lanka.

## **Work Life Balance**

The concept of WLB evolved around 1990s. One of the reasons for the evolvement of such a concept is the effect of work life imbalance on health and performance outcomes of individuals, families and organisations (Kalliath & Brough, 2008). Another reason that could be found out with the origin of the work-life studies is the studies of several roles of women. Barnett and Brunch (1985) researched on how the psychological thoughts connect to the balance of rewards and nature of individual women's role as a mother, wife and a paid worker. And found that low level of role conflict, role overload and anxiety has led to a positive role and experience. Further the societal change from man was the breadwinner to both man and woman is also another reason for the evolvement of studies of WLB (Lakshmi & Kumar, 2011). So the studies on work-family balance was considered much important for almost all the organizations as the employees cannot be ignored. When the employees are struggling in order to balance its work and family lives; it might affect negatively to the organizations (Gryzwacz and Carlson, 2007).

Clark (2000) defines work-family balance as *satisfaction and good functioning at work and at home, with a minimum of role conflict* (cited in Kalliath & Brough, 2008). An individual has to play multiple role at work and at home. Kirchmeyer (2000) says WLB is as satisfaction between multiple roles. Further he stated for that individuals need energy, time, and commitment to play multiple roles. Due to that role conflict occurs (cited in Kalliath & Brough, 2008). Work-life balance is an *inter-role phenomenon*. It symbolizes an individual's orientation across multiple roles. *The extent to which an individual is engaged in – and equally satisfied with – his or her work role and family role* is called work life balance. Further three components of work family–balance has been proposed as time balance, involvement balance, and



satisfaction balance (Greenhaus, Collins & Shaw 2003 cited in Kalliath & Brough, 2008). Frone (2003) stated that low levels of inter-role conflict and high levels of inter-role facilitation represent work–family balance (cited in Kalliath & Brough, 2008). Work–life balance is about people having a measure of control over when, where and how they work’ (Fleetwood 2007 cited in Kalliath & Brough, 2008). Greenhaus and Allen (2008) stated that the when an individual’s multiple roles played in the life is compatible with the individuals’ life role priorities at a given point in time, then that individual has the WLB (cited in Kalliath & Brough, 2008). Work–life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual’s current life priorities (Kalliath & Brough, 2008). The degree to which an individual satisfies the demands coming from their employment and family called work life balance (Opatha, 2010 cited in Perera & Opatha, 2014). Work-life balance is defined by Grzywacz and Carlson (2007) as achievement of expectation related to roles that are shared and negotiated between individuals and their role partners in the family domains and workplace. On the other hand, work-life balance is defined as a global assessment that family and work resources are adequate to meet the demand of work and family which there is effective participation in both the domains.

Even though there are many definitions, until 2008, a formal definition of this term was not be able further there was no direct well developed measure with the ability to investigate the phenomenon fully (Kalliath & Brough, 2008).

Mullins (2005) refers work life balance as a major factor of job satisfaction. Further he says that there is no one standard work/life balance policy that will suit every business. It is not one thing. Different work life balances at different points of life. Armstrong (2009) discuss that work life balance is a key concept under employee well-being and is a non-financial factor that is crucial in attracting prospective employees and retaining existing employees. This would value and would help to persuade them to join or remain with the

business. Work life balance is a feature which affects in defining one organization as ‘a great place to work’. Further Armstrong says take steps to improve work–life balance by developing policies including flexible working that recognize the needs of employees outside work is a possible action to deal with employee turnover problems. In the Towers Perrin model of total reward, work life balance is included as a relational (non-financial) reward and work life balance increase employee engagement. According to Holly Kortright, senior HR professional and Strategic HR and Innovation presenter says work life balance depends on the person, it is something different to everyone. Work life fit is a more dynamic term which incorporate personal dilemma and find a unique balance. (Filho, 2013)

The effective approach is to assess the practices of work-life balance with a professional instance viewpoint whereby offering WLB practices, organizations may attract new members while reducing the level of conflicts among existing ones who are struggling for managing work-life balance. That lead to enhance the effectiveness of the organization while improving recruitment and reducing work – life conflicts. The mechanism of work-life practices that affects both the employee productivity and behavior is still being researched Alen,2001, Schutte & Eaton, (2004).

Balance of work life and personal life has to properly prioritize between work that is career and ambition with the personal life style that includes leisure, family, pleasure, health and spiritual development. This work-life balance concept depends on the idea that remunerated work and personal life should be considered as less opposite significances and more as equally important of a full life. Lewis, (2008) has observed the way to achieve the balance of this concept is as conceptualized it as a two-way process that consider the requirements of the workers and employees.

Study of Friedman and Greenhaus (as cited in Lockwood, 2003), highlight that to have a grip on the balance of working life, the employed adults get adjusted to build systems of security for care at

home to work and then in to the society, even though the battle between family and workplace just not only affecting the quality of the family life but also deteriorate the inhibits the profession development of both the women and men. Although for women, the consequence may limit to career options, along with some chances of employment growth and a hard choice between family and their thriving career opportunities. Thus, for men, on the other hand, a simple struggle between the family roles and their work life. Such people often communicate well their career ethics and personal life to look for behaviors which make both job and family responsibilities for the betterment.

Earlier some authors considered working life and family life as two independent segments (Clark, 2000 cited in Perera & Opatha, 2014) but nowadays it is considered that work domain and family domain has joint influence to each other where the events at work affects the events at home and vice versa (Edwards & Rothbard, 2000 cited in Perera & Opatha, 2014; Clark, 2000 cited in Perera & Opatha, 2014). Kanter (1977) called this as “Myth of separate worlds” (cited in Currie and Eveline, 2011). “In actuality we never leave one sphere and enter another...we traverse the false boundaries of either/ or distinctions while being immersed in both world simultaneously” said Edley (2001) (cited in Currie and Eveline, 2011)

University workers often noted that their work was part of their life. Many of them work at home. At nights, on the weekends, when having a shower or while travelling to work. They enjoy thinking about their ideas and reflecting on their work. So it is difficult for them to set boundaries around their work. And academics have the same pressures towards a long hours culture as other professional occupations (Currie & Eveline, 2011)

## **Work Life Balance Theories**

There are many theories which describe different aspects of WLB. Conflict model, enrichment model, spill over model and compensation model describe the joint influence of each other. Further border theory explains how people can influence the interaction (Clark, 2000 cited in Perera & Opatha, 2014). Bellavia & Michael (2005) explained work family balance with three models. Those are Ecological systems theory, role theory and boundary/ border theory (cited in Perera & Opatha, 2014)

The imbalance of work life balance causes work life conflict. Khan et al (1964) developed a theory called role dynamics which says that work family conflicts are resulted from role conflicts. Role conflict is a situation an individual faces when they are expected to perform more than one role with different, vague and unclear expectations (Cited in Asiedu-Appiah, 2014 and Keller, 1975).

### *Border Theory/ Segmentation Theory*

This theorizes that family and work are two individual domains where there is no relationship between them, representing that family and work both are separate domains that may not affect one another (Edwards & Rothbard, 2000; Clark, 2000 cited in Perera & Opatha, 2014). Moreover, segmentation has been observed like an active psychological procedure that could have been used to accomplish the work and family limit (Rothbard et al., 2005). Better work- life balance can be obtained through high segmentation between family and work. For instance, a person who can split the effort, time and energy effectively and efficiently among these two segments may lead to lower work-life conflicts.

### *Compensation Theory*

Theory of compensation denotes to an effort of creating deficit or else shortcoming in one role in another, over higher involvement (Edwards & Rothbard, 2000). All these shortages can be the satisfaction or

demands that could be achieved in an alternative role (Guest, 2002). For an instance, an employee is extremely involved in his or her work and life due to certain bad experiences in non-work life. The sense of doing something useful and achieving better energy in non-work lifestyles is executed over better commitment at place of work and also separating the time for relaxing.

## **Gender and Work Life Balance**

A person plays multiple roles in their life. Mainly dual roles; work and family role. Men gets benefits better mental health by playing both roles but for women it doesn't (Gove and Tudor, 1973 cited in Barnett and Baruch, 1985). In the past, man was the breadwinner of the family. Several studies found that working women undergo severe stress when they try to balance their working life and personal life (Lakshmi & Kumar, 2011). As mentioned above the reason for the origins of research on work-life balance is also can be outlined as this women having multiple roles. (Rantanen et al, 2011)

Some researchers found that WLB and their gender is not related. Perera & Opatha (2014) found that there is no significant difference between WLB of female accounts professionals and male accounts professionals in Sri Lanka.

Where some studies revealed that WLB is related with gender (Felicity Asiedu-Appiah, 2013 cited in Arif & Farooqi, 2014). Further in some studies revealed that WLB of male and female university lecturers is different, male lecturers feel more WLB than female lecturers (Fatima & Sahibzada, 2012; Elliott, 2003 cited in Fathima and Sahibzada, 2012; O'Lauhlin and Bischoff, 2005). This may be due to the higher responsibilities she has on child care, elder care and family obligations (Daly and Lewis, 2000 cited in Fathima and Sahibzada, 2012; O'Lauhlin and Bischoff, 2005)

## **Factors Affecting Work Life Balance of Female Lectures**

### *Sri Lankan Context*

There is a deficiency of availability of literature on factors affecting work life balance within Sri Lanka when comparing with the literature availability in world wide. One of the studies found on work life balance is the study of Perera & Opatha (2014). They have studied three factors affect WLB of accounts professionals in Sri Lanka. Those three factors are time management, nature of the spouse and understanding of the strategies available for work-family balance. The study was conducted with members of ICASL, CIMA and ACCA. Then found that there was a high level of work family balance among Accountancy professionals in Sri Lanka and the above three factors was positively related with WLB. Time management was defined as the ability of an individual to understand and engage in management of time. When an individual understands and engages in management of time he/ she can fulfill most of the demands of life and work. When an individual doesn't have time management skills he/ she cannot fulfill most of the demands of employment and family. Then it arises complaints grievances from relevant parties. So the degree of time management decides the degree of work and life balance. The other factor discussed by the authors was nature of the spouse. A positive natured life partner has patience and mutual understanding and extend supports to balance both life and work. The other factor was the degree of understanding the strategies available for work-family balance which was the most significant predictor of work life balance among the three variables identified under the framework, meant to be the know-how of the individuals about techniques, tools, family friendly policies of organizations for work life balance. At present, most of the organizations offer family friendly policies as they have understood the consequence of the work life conflicts. And this creates a win-win situation for both employer and employee. So the degree of understanding the strategies available for work-family balance decides the degree of work and life balance.

Victor and Thavakumar (2011) have studied on work family conflicts of women employees with special reference to banking sector in Batticaloa District in Sri Lanka. The research has been done among married women employees in public and private sector banks expecting to find out the degree of work characteristics which includes number of hours worked, work flexibility, work stressors, and family characteristics which are number of children, age of children, and family support influence on work family conflicts. Through the study researchers found that there is a need for spouse support, flexible work schedules, child care centres, and family support in order to reduce work family conflicts. And among the work characteristics they identified that hours worked has a strong relationship with work family conflicts as the time spent with children enhance the bond between mother and children and have identified that working mothers feel guilty for not spending adequate time with children. Then they figured out that work schedule inflexibility, work stressors, which affect the period of time spend with the spouse and the family, while work stressors create strains which affect marital functioning negatively. Family characteristics which are number of children, age has a positive correlation with work family conflicts while the supports of spouse, has a negative relation with work life conflicts.

Both of the above studies discussed the spouse support. Perera & Opatha (2014) referred this as nature of spouse. Spouse support increases WLB.

Another study which could be identified with Sri Lankan context is the study of Vijayakiruthika (2016) which is done to identify the impact of demographic factors on work life balance of women employees, who employed in private banking sector in Batticaloa district. The considered demographic factors are age, education, marital status, job experience and income. Then found that all these demographic factors are related with WLB.

### *In Other Contexts*

Fatima & Sahibzada (2012) found that in Pakistan, both private and public sector university teachers' work and life balances determinants as partner support, colleague support and job resources, unfair criticism at job. The considered factors mainly classified as the work related factors and family related factors. Considered work related factors are job resources, colleague support and unfair criticism. Job resources referred to the availability of adequate resources at work. Considered family related factors are partner support, elder dependency, and child responsibilities. Then found that partner support, colleague support and job resources are positively related with WLB where unfair criticism at job is negatively affects the WLB. Further they found that there is a significant difference of WLB of female and male teachers with respect to partner support, childcare responsibilities, elder dependency and colleague support.

Fatima & Sahibzada (2012) has also discussed about the spouse support as similar to Perera & Opatha (2014) and Victor and Thavakumar (2011).

Lakshmi and Kumar (2011) has studied the factors affecting work life balance of women in teaching faculties in India. The study focused on different designations of a teaching faculty such as dean, head of department, professor, and assistant professor. Basically they have studied on work related and family related factors effect on work life balance. Those factors are age, marital status, no of dependents, support for child care, designation, and working hours/per week, additional working hours, support of the functional head and ability to discuss freely the work life balance issues. The first outcome of the study was that volume and length of working hours and additional working hours is significantly affecting women work life balance. This is crucial for married women. As the second factor it has been found that number of dependents at home. The work life balance is severely impacted when these dependents are children. When the dependents are unemployed then it is supportive for child care. But when the number of dependents



increases, overtime hours taken by women increases due to financial constraints. As the third factor it has been found a work related factor that is the support of the functional head and ability to discuss freely the work life balance issues with the functional head. This reduces the consequences of work life balance problems. The findings of the study are more related as it is related to the education sector. And as south Asian countries, India and Sri Lanka has some similar behaviors.

Similar to Lakshmi and Kumar (2011) the impact of length of working hours, number of children and family support has also been identified by Victor and Thavakumar (2011). But Lakshmi and Kumar (2011) has discussed about number of dependents which includes the number of children as well further family support has been discussed as dependents employment status.

Mathew & Panchanatham (2011) have done a study of WLB of women entrepreneurs in South India. The study revealed that support network, quality of health, time management, dependent care issues, role over load impact the work life balance. A female entrepreneur has more roles to perform as a spouse, parent, housekeeper, employee and an entrepreneur. This requires more energy and when these responsibilities are overloaded creates problems in their work life. These female face dependent care issues such as children, elders, and spouse. And it is found that women who engage with elder care face more work life conflicts than people who engage with child care. This overloaded roles and long work hours cause for mental and physical health problems. Bad quality of health affects the success of their career. Further they face problems in time management. At last the research found that lack of proper social support from family members, subordinates/employees and society affects work life imbalance. Understanding the role of the female by the spouse, family is important. And also they can support in dependent care issues. Further the study identified that perception on work life balance differ by age group, education level, income and marital status. The research reveals that women entrepreneurs upto the age 35 face severe work life balance problems. Because at this age they have child care issues and also they have less commanding

opportunities in their family and at the work place also. Another behaviour identified was women with high monthly income having a better work life balance because they have the ability get support from servants. Further there is an increment in work life balance with the education level because an educated female find different alternate methods to solve problems. the study revealed that married women face many work life conflicts than unmarried female. The approach used in this study is qualitative, semi structured interviews involving open ended questions.

Mathew & Panchanatham (2011) also discuss family support similar to Lakshmi and Kumar (2011); Victor and Thavakumar (2011). Mathew & Panchanatham (2011) also discusses support of the employees which includes the support of the functional head as discussed by Lakshmi and Kumar (2011) and colleague support as discussed by Fatima & Sahibzada (2012). Mathew & Panchanatham (2011) referred all these as support network. Both Mathew & Panchanatham (2011) and Perera & Opatha (2014) has identified time management. Lakshmi and Kumar (2011) discusses number of dependents at home which is indirectly reflecting the amount of dependent care issues as discussed by Mathew & Panchanatham (2011). dependent care issues includes children, elders, and spouse care issues. Similar to the finding of Mathew & Panchanatham (2011) the impact of demographic factors such as age, education level, marital status, and income has also been identified by Vijayakiruthika (2016).

Meththa & Shinde (2012) has conducted study on work life balance among women employees in service sector with special reference to Pune city from 2009 to 2012, a longitudinal study. The objectives of the study were to identify determinants of work life balance, to find out present practices followed by women employees for Work Life Balance. They have classified determinants of work life balance into organizational factors and individual factors as below. Organizational factors: present annual income of employee, tenure in the present organization, department in which an employee is working, type of organization, nature of job, no of years of previous experience, level of

hierarchy in the organization, term of contract, situational factors, support from employer and management, support from colleagues, policies of organization, technology and its use, long working hours. Individual factors: age of an employee/ life stage of employee, marital status, no of family members, type of family/ family structure, no and age of the kids, no of dependents, educational qualification, mobility from native place, attitude and values of employee, psychological factors, support from family members, energy level of employee, self-high expectations. The result of the above research indicates that the female employees under consideration face the problem of balancing work and personal life more imbalances are observed among the married females due to more family responsibilities.

Meththa & Shinde (2012) has some similar findings as other studies. Income, age, marital status, education level of the employee is similar to Mathew & Panchanatham (2011); Vijayakiruthika (2016). support from employer and management, support from colleagues, family members is similar to Mathew & Panchanatham (2011); Lakshmi and Kumar (2011); Fatima & Sahibzada (2012). Number of children, age of children similar to Victor and Thavakumar (2011). Number of dependents at home similar to Lakshmi and Kumar (2011).

Thriveni and Rama (2012) state that there are many factors affect on work life balance and one set is demographic variables. They researched on impact of demographic variables on work life balance of women employee with special reference to Bangalore city. The professions focused here are IT, BPO, Marketing, Insurance, Banking and including Education. The scope is only demographic variables such as age, income, experience, type of family, number of dependents, and marital status. Then the study found when age progress the responsibilities increase and also responsibility increases with the marriage of a female and when number of dependents increases further when experience increases the responsibilities at the work place increases. When, the responsibility of a female increases possibility of occurring work life conflict increases. When a female lives with a joint family not in a nuclear family responsibility at home increases but she

doesn't have any problem on child care. When the income increases female can easily meet their economic needs. So the research has been concluded that there is a significant relationship between demographic variables and work life balance of women employees.

Thriveni and Rama (2012) has also identified age, income, marital status, similar to the findings of Mathew & Panchanatham (2011); Vijayakiruthika (2016). Job experience has also identified by Meththa & Shinde (2012); Vijayakiruthika (2016). Type of family has also identified by Meththa & Shinde (2012). Number of dependents at home similar to Lakshmi and Kumar (2011); Meththa & Shinde (2012).

Levy (2012) has studied on work life balance of working mothers in terms of full-time and part-time employment. The considered factors for the study mainly related to the life domain and work domain. Under life domain the factors such as child-care support, educational attainment and age of youngest child have been studied while under work domain the number of hours worked, conflict at work, and high workload. The study found that there is a significant relationship between child care support and the work life balance. Here different child care support options have been considered such as baby sitter, partner, nursery and others. Only the working women at least with a one child less than age 12 who live with their partner considered for the research and found that there is no relationship of work life balance with the age of youngest child. And the hypothesis tested related to educational attainment has been rejected and it has been found that there is no relationship of work life balance with the level of education. Then found that there is a significant relationship of work life balance with all three variables considered under the work domain. That means when number of hours, conflicts at work, work load increases the work life balance decreases.

Levy (2012) also has some similar as other authors. Victor and Thavakumar (2011) has also discussed about child care centres as a child care support. Number of hours worked has also discussed by

Lakshmi and Kumar (2011); Victor and Thavakumar (2011); Meththa & Shinde (2012).

Kumarasamy, Pangil, & Isa (2015) found that emotional intelligence, job engagement and organizational support positively related with work life balance and technology advancement and work overload are negatively related with work life balance. Emotional intelligence means ability to understand and manage people and ability to act wisely in managing human relations (Thorndike, 1920 cited in Kumarasamy, Pangil, & Isa, 2015). JothiSree and Jyothi (2012) found that emotional intelligence plays an important role in female work life balance (cited in Kumarasamy, Pangil, & Isa, 2015). Individuals with emotional intelligence know how to enjoy the working life with teams, to reduce stress, to feel motivated and how to enjoy and how to satisfy the personal life, the demands of spouse and other dependents, to build good relationships with them (Gardner & Goleman 1998 cited in Kumarasamy, Pangil, & Isa, 2015). Emmons (2000) defined spiritual intelligence as “the adaptive use of spiritual information to facilitate everyday problem solving and goal attainment” (cited in Kumarasamy, Pangil, & Isa, 2015). An individual with spiritual intelligence has a good level of consciousness, sanctify everyday experience, and utilize spiritual resources to solve problems (Emmons, 2000 cited in Kumarasamy, Pangil, & Isa, 2015). Job engagement means emotional and intellectual commitment of an individual to the organization (Jawaharrani & Susi, 2011 cited in Kumarasamy, Pangil, & Isa, 2015)

Some of the findings of Kumarasamy, Pangil, & Isa (2015) are similar to the previous findings. Organizational support has been discussed by Mathew & Panchanatham (2011); Lakshmi and Kumar (2011). They referred organizational support as support from subordinates/employees, head of department, colleague. Technology advancement has been discussed by Meththa & Shinde (2012) and Work overload by Levy (2012).

Lee (2002) has done a study on supportive work practices and work life balance and was conducted on employees from a leading Australian

pharmaceutical company to determine if the supportive work practices influence employee work life balance while at the same time to discover whether individual characteristics of employees affect employee attitudes towards work life issues. the supportive work practices which were studied are organizational culture, supervisor support and work-life benefit programs. Organisational culture was found to be the most associated factor which influences employee work life balance. But supervisor support and work-life benefit programs were not associated with WLB. The considered work life benefit programs were Maternity Leave, Study Assistance Programs, Flexible Hours, Family/Carer's Leave, Part-time Work, Employee Assistance Programs, Paternity Leave, Breastfeeding in the Workplace, Job Share, Home-based Work, Childcare Subsidiaries, On-site Childcare Facilities. The awareness on these benefit programs was also been studied. And found that employees were most aware of the company offering maternity leave, study assistance programs and flexible hours. Female employees perceived that these work life benefits are more supportive than male. Job type was the only individual characteristic which affected the WLB. Employees who classify their job roles as a non supervisory have reported higher level of work life balance than others.

Understanding of the strategies available for work-family balance has also been discussed by Perera & Opatha (2014) as well as Lee (2002).

Smith & Gardner (2007) has done a study to find factors affecting employees use of work life balance initiatives in a large New Zealand organization. The study highlights the importance of work place culture which enables a supportive environment to work life balance and the initiatives use by the organization. Through the analysis of the company policies they have identified sixteen work life balance initiatives which were offered by the organization. Those WLB initiatives are paid special leave to care for dependents, unpaid special leave to care for dependents, paid special leave for other purposes, unpaid special leave for other purposes, flex time, compressed work schedules, telecommuting, part-time work, on-site childcare, job

sharing, paid maternity leave, paid paternity leave, eldercare, study assistance – time off for study, study assistance – financial assistance, and time off to attend non-work events (making up the time elsewhere). Among them they found that most frequently used work life balance initiatives as flex time, time off to attend non work events, special leave for dependent care issues, Management supports and supervisory support and also found five initiatives which most frequently mentioned as being not offered but could offer as telecommuting (work from home), time off to attend non work events, compressed work schedules and onsite child care. And they found that employees using more work life balance initiatives would report lower level of work life conflicts than employees using lower level of work life balance initiatives.

Yadav & Dabhade (2013) has studied on Work Life Balance among working women in public sector banks of India with special reference SBI, Bhopal (M.P) city head office to figure out the working environment of Public sector banks for women employees and to identify the perception of women about initiatives and policies of banks for women employees and effect of initiatives and policies of banks on women employees life and identified that increasing demand at work place and interference between personal life and work life which demands more attention and has highlighted the importance for employees to maintain a healthy balance between work and personal life. Through the descriptive study they identified flexible working arrangements, good management, comfort ability at work place, physical and mental stress, supportive management, flexible working hours, own work schedules, age and qualifications and generous leave facility affects work life balance of women banking employees and they suggested that work life balance is not a problem to be solved, it is an ongoing issue to be managed.

It was found that Work life conflicts is positively associated with the number of hours worked per week, in an American online survey of academics (O’Lauhin and Bischoff, 2005)

## **Conclusion**

Private higher education industry plays a major role in Sri Lankan economic development. In order to maintain the quality of the education the role played by lecturers is paramount important. Having a balance in between work and life gives them required mental and physical health for them to deliver a quality output. As majority of them are females the above literature review focused on factors affecting the work life balance of female lectures of private higher education institutes.

By digging into the literature it could be identified that there is a gap in the empirical knowledge available in Sri Lankan perspective about work life balance of female. There is no previous studies have been done on work life balance of female lecturers.

One of the commonly identified factors which affects work life balance of female is dependent care issues. Dependent care issues negatively affects on work life balance. Most of women face child care issues. Women with small children face difficulty in work life balance. The other issue is with elder care. Women who face elder care issues found to have more work life balance issue than the women with children. In order to study this some of the authors has studied demographic factors as number of children, age of children, number of dependents at home. Number of children is negatively related with work life balance where age of children is positively related.

Another factor which affects work life balance of female is support network. Support network is positively related with WLB. This has been discussed by different authors as family support and organizational support. Family support indicates the spouse support and the support of other family members. Specially females need husband's and family support to manage child care issues. Child care support is another area discussed by many authors and which is a part of the support network. Some authors has studied the type of family as a demographic variable. And found that female has more work life balance when they live as a



joint family not as a nuclear family. Organizational support includes the support of colleagues, superior and subordinates.

Many authors has discussed the behavior of work life balance with related to demographic factors. Those demographic factors are marital status, age, income, education level, job experience. Married women has more WLB issues than unmarried female. Age is positively related with WLB. Because when they get aged they get married and they get kids. Female with age 35 has more WLB issues. Income is positively related with WLB. When income increases they are able to get support from servants to manage their household work. Education level is also positively related. Because when they are educated they get the knowledge and ability to find different techniques, approaches to find WLB. Experience is negatively related with WLB. Because when experience increases the responsibilities at the work place increases.

Other than above factors it could be identified that number of hours worked, work overload, time management, technology advancement, understanding of the strategies available for work-family balance are also affects WLB.

### **Practical implications to HR professionals**

The above literature review indicated that female WLB is related with dependent care issues, support network, demographic factors, hours worked, work overload, time management, technology advancement, understanding of the strategies available for work-family balance. This work can be used by HR professionals to find out the factors affecting the WLB of female lecturers in private higher education institutes in Sri Lanka. That finding will be contributing to retain an energetic human resource with private higher education institutes. This is paramount important as this work force contribute to sustain the quality of Sri Lankan students which directly impacts the economy of Sri Lanka.

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# **THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE RETENTION: EVIDENCE FROM A BEVERAGE COMPANY IN SRI LANKA**

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## **ABSTRACT**

*Organization culture shapes up the behaviors of the employees who are working for an organization. Employee retention and satisfaction will be consequences of powerful organizational cultures. Highlighting the team orientation, innovation & risk taking, people orientation, output orientation, reward systems, attention to details and competitiveness, this article investigates the Impact of organizational culture on employee retention using a case of a beverage company in Sri Lanka. This is a quantitative study and data was collected through questionnaire case study method. The sample of this study was 104 employees who are currently working in this organization. Correlation analysis and multiple regression were used as principle techniques for the data analysis with the support of SPSS software. Results show that team orientation, attention to detail and competitiveness have a moderate linear relationship with employee retention while other variables show weak relationships. Thus, findings suggest that*



*organizations must carefully identify the culture practices to improve the employee satisfaction and retention rates to gain sustainable competitive advantage with the support of the existing workforce.*

**Keywords:** Organizational Culture, Employee Retention, Beverage Industry in Sri Lanka

## **Introduction**

Food and beverage industry grew drastically after the war period due to the free market entries in the country with less risk and uncertainty. Private sector organizations took the first advantage over it (Industry Capability Report, 2012). The Sri Lankan economy grew by 6.3 per cent during the first half of 2013 compared to the 7.2 per cent growth recorded during the first half of 2012 with a higher contribution from Food and beverage industry (CBSL annual report, 2013).

According to Industry Capability Report (2012) the industry is dominated by few large-scale organizations which situated in the western province in Sri Lanka. However, there are some small-scale organizations too supporting in food and beverage industry in general.

Even though there is a great contribution from food and beverage industry to the gross domestic production to the various countries, many researchers identify employees working in the organizations are not happy and caused with less retention rate (Lam & Zhang, 2003; Hazledine, 1979; Ryan , Hazrina , & Mohsin, 2011). Moreover, Marcoulides & Heck (1993) identified organizational culture as a common platform for organizational employee for their satisfaction. The main reasons for the less retention rates are employee dissatisfaction, less management support, organizational climate and weak organizational cultures (Mainiero, 1993; Nasir & Sabir, 2012).

Therefore, a medium scale beverage company in Sri Lanka has selected as the case company for this study as it is contributing to the GDP in Sri Lanka. The key objectives of this study include;

- To identify factors within the cultural context, contributing to employee retention
- To evaluate how different factors of culture have influenced employee retention

The remaining sections in this paper are structured in the following manner; it begins with the literature review related to concepts used in the research and followed by a conceptual framework and hypotheses development. Then, it outlines the research methodology and the measurements used. The next section discusses the findings of the study with reference to limitations and finally discusses the scope for future research.

## **Theoretical Background and Hypotheses Development**

Organizational culture plays a vital role in many organizations as it causes for many organizational outcomes such as productivity, employee retention and job satisfaction. Previous literature defines the organizational culture in various means. Certo (2009) stated the organizational culture as a set of shared values that organizational members have regarding the functioning and existence of their organization. Further, Robbins (2011) explained organizational culture as a system of shared meanings held by members that distinguishes the organization from other organizations. Mullins (2002) characterized the culture as the collection of traditions, values, policies, beliefs and attitudes that constitute a pervasive context for everything we do and think in an organization. Therefore, the organizational culture can be defined as the behaviors of individuals for certain organizational contexts. This can be individual, group and the overall performance of the organization in the long run.

Mullins (2011) stated that there are different types of organizational cultures can be seen in different organizations such as power culture, role culture, task culture and person culture. Moreover, these cultures characterized by different features, namely; innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, stability, observed behavioral regularities, norms, dominant values, philosophy, rules and organizational climate (Robbins, 2011; Luthans, 2008; Mullins, 2002; O'Reilly, 1991).

Different research studies have carried out to measure how employees see the organizational culture (Robbins, 2011; Ashkenas, 2014; Meehan, 2014). Therefore, it is evident that the culture of an organization creates an environment for employees to perform well in the organization boundaries. However, all these previous studies measured the culture in different industries except beverage industry.

On the other hand, employee retention is very much momentous in contemporary organizations as to the production quality to cater to industry competition. As per the empirical evidences the reasons for employee turnover are job dissatisfaction, less management support, poor career progression, perceived organizational support and perceived supervisor, weak organizational cultures and organizational ethical practices (Mainiero, 1993; Maertz Jr, 2007; Coldwell, 2008; Nasir & Sabir, 2012). Organizational culture has become a substantial reason for the less employee retention rates as per the previous research evidences (Shim, 2014; Marcoulides, 1993).

Due to these reasons various researchers measured the relationship between organizational culture and organizational outcomes such as job satisfaction, organizational productivity, organizational performances and employee turnover (Sheridan, 1992; Lee & Yu, 2004; Lund, 2003).

## **Conceptual framework and Hypotheses**

### ***Team Orientation:***

Team orientation refers to the “degree to which work is organized around teams rather than individuals” (Robbins, 2011). Moreover, Lee & Yu (2004) have brought the same characteristics of the organizational culture and found out a positive relationship among variables. Meehan (2014) has explained team performances sustaining a winning culture with employee satisfaction. Ashkenas (2014) has expressed team performances can be directly impacts to change the surroundings of an organization. Thus, it is hypothesized that;

**H<sub>1</sub>:** There is a positive relationship between team orientation and employee retention

### ***Innovation and Risk Taking:***

Innovation and risk taking refers to the degree to which employees are encouraged to be innovative and to take risk (Robbins, 2011). Sheridan (1992) innovation and risk taking motivates most of the organization’s workers to stay with the organization in the long run. Further, it is really common among modern organizations where many youngsters, providing their services in different sources. Shim (2014) explained that innovation as a major component to organizational culture and climate motivates to minimize turnover rates of child welfare agencies. Thus, it is hypothesized that;

**H<sub>2</sub>:** There is a positive relationship between innovation & risk taking and employee retention

### ***Outcome Orientation:***

According to Marcoulides (1993) has enlightened task organizations, rather an outcome representation of individuals is important for an organization to keep them happy and retain in the long run. Moreover, there were other empirical studies which supported a positive relationship of outcome orientation (O'Reilly, Chatman, & Caldwell, 1991; Sheridan, 1992). Thus, it is hypothesized that;

**H<sub>3</sub>:** There is a positive relationship between outcome orientation and employee retention

### ***Reward Systems:***

Shim (2014) has expressed less rewards and incentives will cause to increase the employee turnover rates of an organization. Further, Nasir & Sabir (2012) have explained the importance of an incentive to increase the employee performances in Pakistan. Thus, it is hypothesized that;

**H<sub>4</sub>:** There is a positive relationship between rewards system and employee retention

### ***People Orientation:***

Sheridan (1992) has measured the relationship between organizational culture and employee retention and expressed his ideas by saying culture should consists with people oriented values such as respect etc. Further, the actions of co-workers, support, knowledge sharing, guidance and decision right should be considered with respect to people

orientation of an organization (Coldwell, 2008; Shim, 2014; Nasir & Sabir, 2012; Meehan, 2014). Thus, it is hypothesized that;

**H<sub>5</sub>:** There is a positive relationship between people orientation and employee retention

#### ***Attention to Detail:***

Sheridan (1992) has explained details as a major component to retain employees with the organization as a part of the organizational culture. Moreover, Robbins (2011) enlightened attention to details as the degree to which employees are expected to exhibit precision, analysis and attention to detail. Thus, it is hypothesized that;

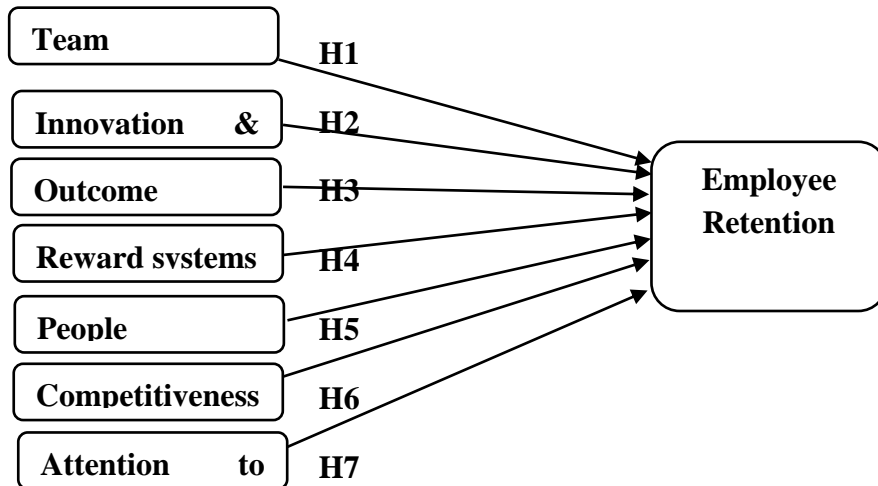
**H<sub>6</sub>:** There is a positive relationship between attention to detail and employee retention

#### ***Competitiveness:***

O'Reilly, Chatman, & Caldwell (1991) used competitiveness or the term 'aggressiveness' to develop the organizational culture profile and explained that creates a positive relationship between organizational activities and the employees who are providing the service to them. Further, Sheridan (1992) obtained the same variable to measure the relationship between organizational culture and employee retention in favor for the organizational culture developed by O'Reilly, Chatman, & Caldwell (1991). Thus, it is hypothesized that;

**H<sub>7</sub>:** There is a positive relationship between attention to detail and employee retention

The conceptual framework shown in figure 1 shows the variables and relationships considered in this study.



*Source-Author*

*Figure 1: Conceptual Framework*

## Research Design

This is a quantitative study and data for the study was collected through questionnaire case study method. The sample of this study was 104 employees who are currently working in the selected beverage company in Sri Lanka. The reason for selecting this company as a case for this study is the fact that it is operating as a medium scale organization in Beverages industry in Sri Lanka. Moreover, based on documentary sources and pilot survey, it is evident that there is a high turnover rate in the organization.

The predictor variables of this study were team orientation, innovation and risk taking, outcome orientation, rewards system, people

orientation, competitiveness and attention to detail. The outcome variable was employee retention.

The questionnaire has been prepared in respect to the 5-point Likert scale which represents five different opinions to answer questions where 1 denoted strongly disagree, 2 denoted disagree, 3 denoted neutral, 4 denoted agree and 5 denoted strongly agree. Further, the questionnaire has divided into which represents the variables in the first part and demographic factors in the second part.

In order to analyze data, correlation analysis and multiple regression were used as principle techniques in this study. Data were analyzed using SPSS.

### **Findings and Discussion**

Before creating the variables of this study an internal consistency test was conducted. For this purpose, Cronbach's Alpha was applied. Results are provided in table 01.

*Table 1: Cronbach's alpha*

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>No. of items</b>
Team orientation	0.721	4
Innovation and Risk Taking	0.577	3
Outcome orientation	0.532	2
Rewards Systems	0.787	4
People orientation	0.506	2



Attention to detail	0.730	6
Employee Retention	0.745	5

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*Source: Analytical results*

According to the reliability analysis all the variables show internal consistency except innovation and risk taking, outcome orientation and people orientation. However, as the figure is more than 0.5 it can be concluded as being reliable. Therefore, it can be reasonably established that there is internal consistency among the items used in the study.

To assess the impact of the predictor variables on employee retention correlation and regression analysis was used. First, the association was tested using correlation analysis. Results are given in table 02.

*Table 02: Pearson correlations*

<b>Factor</b>	<b>Employee Retention</b>
Team Orientation	.408**
Innovation and Risk taking	.252**
Outcome orientation	.201*
Rewards Systems	.248*
People Orientation	.259**
Competitiveness	.418**
Attention to detail	.473**
N=104	

\*\*, Correlation is significant at the 0.01 level (2-tailed)

\*. Correlation is significant at the 0.05 level (2-tailed).

According to the statistical analysis there is a positive relationship between all predictor variables and the outcome variable. Moreover, team orientation has a moderate positive linear relationship, Innovation & risk taking has a weak positive linear relationship, Outcome orientation a weak positive linear relationship, Reward systems has a weak positive linear relationship, People orientation has a weak positive linear relationship, Attention to detail has a moderate positive linear relationship, Competitiveness has a moderate positive linear relationship with employee retention.

However, the correlations indicate that are highly significant as the P values are below 0.01 and 0.05.

To determine the combined effect of the predictor variables and the outcome variable multiple regression model was used and the model summary is provided in table 03.

*Table 3: Model summary of joint association between organizational culture factors and employee retention*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641 <sup>a</sup>	.411	.368	.54039

*Source: Analytical results*

The multiple correlation (i.e. R) for this study is 0.641 and this result represents the joint association between organizational culture factors and employee retention. Coefficient of determination is 0.411. This indicates that 41.1% of the employee retention has been covered by the regression model.

Next, the regression ANOVA result is given in table 4.

*Table 4: ANOVA*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.527	7	2.790	9.553	.000 <sup>b</sup>
	Residual	28.034	96	.292		
	Total	47.562	103			

*Source: Analytical results*

Probability of F test statistic is 0.000. This means as results are highly significant model is jointly significant. This means that regression results are appropriate and it addressed the research objectives.

*Table 5: provides individual coefficients of the factors.*

Model		Unstandar dized Coefficient s		Standardi zed Coefficie nts	t	Si g.	95.0% Confidence Interval for B	
		B	Std. Err or	Beta			Lower Boun d	Upp er Bou nd
1	(Constant)	.46 2	.42 0		1.1 01	.2 74	-.371	1.29 5
	Team Orientation	.19 0	.07 6	.230	2.4 85	.0 15	.038	.342
	Innovation and Risk taking	- .06 1	.08 8	-.067	- .69 3	.4 90	-.235	.113
	Outcome Orientation	.05 1	.08 5	.058	.60 5	.5 46	-.117	.220
	Reward systems	.05 9	.06 5	.081	.89 5	.3 73	-.071	.189
	People orientation	.12 1	.07 7	.145	1.5 83	.1 17	-.031	.273
	Attention to detail	.32 8	.11 5	.289	2.8 51	.0 05	.100	.557

Competitive	.19	.05	.306	3.5	.0	.085	.306
ness	6	6		22	01		

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a. Dependent Variable: Employee Retention

*Source: Analytical results*

According to the individual coefficients table the probability of team orientation is 0.015 and the individual beta value is 0.190. This indicates that team orientation has a positive effect on employee retention, which supports for the previous research findings (Meehan, 2014; Lee & Yu, 2004; Ashkenas, 2014). Attention to detail is also significant at 5% as the P value is 0.005. It also has a positive effect on employee retention as the beta value is 0.328. This acceptance has brought more evidence from previous scholars (Sheridan, 1992). Competitiveness is highly significant with a positive beta value of 0.196. This also has a positive effect on employee retention (Sheridan, 1992; O'Reilly, Chatman, & Caldwell, 1991) with significant at 5% as the P value is 0.001. Innovation and risk taking, outcome orientation, reward systems and people orientation are not significant as P values are >0.05 level. However, there is a negative on employee retention of innovation and risk-taking effect as the beta value is -0.061. Moreover, outcome orientation, reward systems and people orientation are positively effective on employee retention as beta values are 0.051, 0.059 and 0.121 respectively. Surprisingly innovation & risk taking, outcome orientation, reward systems and people orientation were not supported in hypothesis tests, even though previous scholars found out a positive relationship with employee outcomes (Sheridan, 1992; Shim, 2014; Marcoulides, 1993; Nasir & Sabir, 2012).

Hence, the regression equation is developed as;

$$Y = 0.462 + 0.230x_1 - 0.067x_2 + 0.058x_3 + 0.081x_4 + 0.145x_5 + 0.289x_6 + 0.306x_7$$

## **Conclusion**

This study mainly carried out based on two objectives, namely to identify factors within the cultural context, contributing to employee retention and to understand how different aspects of culture have influenced employee retention. Even though there are many cultural factors available, the researcher has used the cultural profile used by O'Reilly, Chatman, & Caldwell (1991) with slight modifications. Based on that team orientation, innovation & risk taking, people orientation, output orientation, reward systems, attention to details and competitiveness have been identified as the main cultural factors which are affecting on employee retention of the case company.

The research outcome suggests that the outcome orientation, attention to detail, innovation and risk taking, and people orientation have engaged in creating a relationship on employee retention. Moreover, Sheridan (1992) found out team orientation has a greater impact on employee retention of a firm. Even though the research finding of innovation and risk taking shows a weak positive relationship of 0.252.2 O'Reilly, Chatman, & Caldwell (1991) expressed employees who like autonomy prefer innovative and risk-taking culture which is contradicted from the research findings. The reward systems and employee retention have a weak positive linear relationship with the correlation value of 0.248. However, according to Shim (2014) rewards among organizational cultures positively and negatively effect of employee turnover rates. These evaluations characterized that attention to details has the highest moderate linear relationship towards the employee retention of the organization. This would be due to the reason of close supervision and the guidance providing by the line managers to the product line of the organization. Moreover, Maertz (2007) illustrated the significance of organizational support and supervisor support on employee retention. Further, Taylor, Levy, Boyacigil, & Beechler (2008) identified management orientation will shape up the employee commitment which leads to the retention in the long run.

Therefore, it is evident based on above results that team orientation, attention to detail and competitiveness have a significant impact on employee retention in the organization by accepting hypotheses.

### **Managerial Implication**

There are several important implications of the results obtained from the current study. Organizational culture is vital to increase the satisfaction of employees, which depends on the working environment, climate and the culture. Organizations should build a culture where employees can identify their own strengths and weaknesses and as the management they should support employees with the guidance and mentoring. Further, it will lead to the employee satisfaction and they will feel they are a part of the organization with enough recognition, reputation and value creation. Moreover, employees can self-monitor their own performances to build up a culture adaptation personality.

Culture shape ups the thinking patterns of the individuals and pros and cons of different behaviors. If the company can create a positive culture, that would be a great advantage for both employees and the organization itself. Due to the traditional working patterns of the case company, they have not given enough opportunities to employees to involve with the decision-making process. However, organizations should break this traditional approach for a better, unique product in the future to maximize their goals and objectives. Employee participation may create an impact towards the goal achievement of the organization through a value creation.

Further, modern practices of the organization are to create an ethical culture where employees can work in the right way with right decisions. For that, organizations can create and carry out different awareness programs, leadership development programs, motivational programs, workshops and seminars which would help employees adopt to the ethical culture.

### **Limitations and direction for future research**

This research suffers from few limitations which provide a path forward for future research. Firstly, the sample of this study works in one organization, even though many beverage companies are operating in Sri Lankan beverage industry. Secondly, due to cross sectional data gatherings the responses were limited to one specific time period and respondents were given the answers based on the conditions of that time period. Thirdly, culture is the unique thinking pattern of the individuals and it cannot be measured through statistics based on the data gathered.

Since the researcher has focused for all the characteristics, the future studies can be based on only one characteristic and go for an in-depth analysis. Moreover, these studies can be based on the qualitative nature rather than the quantitative analysis with in-depth interviews from various resource persons. Supplementary, the future researchers can collect data through different organizations with different sizes (large, medium, small) to compare cultures with each other for a better understanding. On the other hand, future research can carry out this by taking data from service organizations rather than manufacturing firms since service providers have their own thinking patterns rather than listening to the traditional ways of the organization.



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# **BIG FIVE PERSONALITY TRAITS AND JOB PERFORMANCE**

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## **ABSTRACT**

*One of the biggest challenges faced by the modern organizations is attracting high performing employees to their organizations to obtain competitive advantage. To get the maximum efforts of the high performing employees, organizations have to match their competencies and characteristics with the job as some jobs emphasize certain qualities more than others. This study attempts to identify the relationship between big five personality traits and job performance of middle managerial level employees of a state bank in Sri Lanka. The sample of the study consists of 80 staff officers of a state bank in Sri Lanka. The main objective of the study was to identify the relationship between big five personality traits and job performance. Independent variable of the study consists of five dimensions; Extraversion, Neuroticism, Agreeableness, Conscientiousness and Openness to experience. Dependent variable job performance was analyzed under*

*three dimensions, namely; Task Performance, Contextual Performance and Counterproductive Work Behavior. Data were analyzed by using a correlation coefficient technique and also regression analysis. To gather information a structured questionnaire was distributed among the respondents. As hypothesized, big five personality traits had a statistically significant, moderate positive relationship with job performance. Extraversion, agreeableness, conscientiousness and openness to experience had a significant, moderate positive relationship with job performance supporting to past literature. Contrary to the hypothesized, neuroticism was found no statistically significant relationship with job performance. The study provides new insights into the management of the banking sector, indicating that personality should be given due consideration in human resource management practices in their organizations.*

**Key words:** Personality; Big Five Personality Traits; Job Performance

## **Background**

It is vital for organizations today to recruit high performing employees. One critical issue that organizations may find hard to address is how to separate individuals who will perform well from those who will not. Thus, business organizations seek to find criteria to measure the employees' performance for the betterment of the organizations. Among these criteria, personality traits are important to measure employee performance as revealed in some research studies (Ghiselli, 1973; Guion & Gottier, 1965; Locke & Huh, 1962; Reilly & Chao, 1982).

In the early 1990s, there was a renewed interest about the impact of personality in predicting job performance. This was mainly due to the two prominent meta-analyses (Barrick & Mount, 1991; Tett, Jackson, & Rothstein, 1991) which stated that the lack of a well-accepted classification of personality during the last couple of decades accounted for the discouraging findings concerning the relationships between

particular personality constructs and performance criteria in different occupations. However, evidence has suggested that personality measures are valid predictors of diverse job-related criteria (Goldberg, 1993). Recent research showed that personality dimensions are related to job performance (Rosse et al. 1998; Wright et al. 1995).

Although it is apparent, that these early researchers have further investigated psychological traits without a significant classification to study the personality and to measure the employee performance. By that time, the five-factor model (“Big Five”) had emerged and evolved, which to its present claims to be the best paradigm for personality structure. Generally, researchers agree that there are five robust factors of personality (Neuroticism, Extraversion, Openness to Experience, Agreeableness, and Conscientiousness) and the value of the model has widely been proved and is universally accepted. Therefore, Barrick and Mount (1991) examined the relationship of these five personality constructs to job performance measures for different occupations, rather than to focus on the overall validity of personality as previous researchers had done. A variety of studies and meta-analyses revealed that personality traits which included in the Five-Factor Model (FFM) are highly related to job performance (Barrick & Mount 1991; Tett, Jackson, & Rothstein, 1991; Barrick, Mount, & Judge, 2001; Salgado, 1997; Rothmann & Coetzer, 2003). According to Tett et al. (1991), there is a significant and fairly acceptable correlation between personality and job performance.

With the beginning of the new millennium, many studies were conducted to measure the relationship between personality and job performance (e.g., Barrick, Mount & Judge, 2003). Many of these research findings have been practically applied in selecting personnel for occupations such as sales and customer service and there is an increasing trend among the modern organizations to use personality tests in predicting the employee performance in making optimal selection decisions.

Furthermore, studies about personality and its implications on employee outcomes such as job satisfaction and job performance are quite common in the western literature. However, compared to the western world the number of studies conducted in South Asian region regarding the above topic is low. Moreover, the population that has been studied for these researches, differ significantly from the local population due to many reasons such as differences in their culture, attitude, behaviors, skills, etc. For instance, studies' regarding the above topic has been done regarding Indian corporate sector employees (Karthikeyan & Srivastava, 2012), Swedish sales sector employees (Klang, 2012) and Iranian public-sector employees (Askarian & Eslami, 2013). Therefore, the findings and generalizations of these researches may not be exactly applicable and acceptable in the local arena. Thus, the researcher intends to examine the relationship between big five personality traits and job performance in the Sri Lankan context. Consequently, it is expected that the study would bring new insights to further studies as well as strengthen existing pieces of literature. The research will also reveal the extent to which the five factors of the Big Five Dimensions of personality relate to job performance among the managerial level employees of a state bank in Sri Lanka.

The research question in the study is: Is there a relationship between the Big Five Personality Traits and job performance of middle managerial level employees of a state bank in Sri Lanka?

## **Literature Review**

In psychology, the Big Five Personality Traits are five broad dimensions of personality that are used to describe human personality. The theory based on the Big Five factors is called the Five Factor Model (FFM) (Costa & McCrae, 1992). The Big Five personality dimensions are Extraversion, Neuroticism, Agreeableness, Conscientiousness, and Openness to Experience. Job performance is generally conceptualized as 'actions and behaviors that are under the

control of the individual that contribute to the goals of the organization' (Rotundo & Sackett, 2002). According to Motowidlo et al. (1997), task performance consists of activities that transform materials into the goods and services produced by the organization or to allow for efficient functioning of the organization (Sonnentag et al., 2008). Contextual performance is referred to as non-job-specific task proficiency, extra-role performance, organizational citizenship behavior and interpersonal relations by Campbell (1990), Rotundo (2002) and Murphy (1989) respectively. Furthermore, counterproductive work behavior, which is defined as 'behavior that harms the well-being of the organization', has increased in recent years (Rotundo & Sackett, 2002). It includes behaviors such as absenteeism, being late for work, engaging in off task behavior, theft, and substance abuse. The relationship between personality and job performance has been a research topic which has been frequently studied in organizational psychology in the past century (Barrick, Mount, & Judge, 2001). It is widely agreed that the first dimension of the Big Five model is extraversion and it is characterized by traits such as sociability, assertiveness, talkativeness and activeness. Extraversion has proved to be a significant and positive predictor of job performance of employees, especially in the jobs where interpersonal communications and interactions are high (Abdullah, Rashid, & Omar, 2013). For instance, extraversion was found to be a valid predictor of job performance for two occupations involving social interaction, such as managers and sales personnel (Barrick & Mount, 1991). According to a BBC internet survey launched in 2009, people who are high in extraversion and involving sales, finance and marketing jobs love their jobs as those jobs have so much of social interaction. Further, Johnson (1997) found a positive relationship between extraversion and job performance of police personnel, and explained this relationship in terms of the high level of interaction typically observed in the police service (Rothmann & Coetzer, 2003). Although Srivastava et al. (2003), indicates that the need to social support, slightly declines for women with age but change little in men. Neuroticism is another dimension of personality which indicates the general tendency to experience negative effects such as fear, sadness, anger, guilt and disgust. In 1996 Hormann



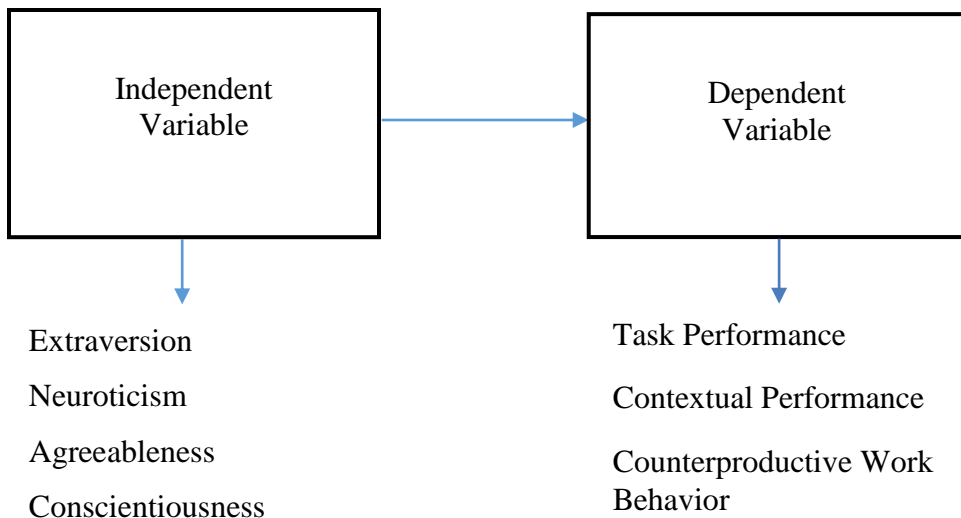
and Maschke found that neuroticism is a predictor of performance in various occupations. Dunn, Mount, Barrick and Ones (1995) showed that emotional stability, which is the opposite of neuroticism, is the second most important characteristic that affects the employability of candidates. However, in a study Judge, Higgins, Thoresen and Barrick (1999) found that neuroticism is related inversely to job performance. But, there are only few evidences to prove the above claims individuals with high stress levels are naturally motivated to perform their jobs to avoid unpleasant situations. However, Barrick and Mount (1991) argued that most of the correlations for emotional stability were relatively low. Moreover, Karthikeyan and Srivastava's (2012) regression analysis results also confirmed that neuroticism did not exhibit significant impact on job performance. Moreover Srivastava et al. (2003), reveals that worry and our sense of instability actually decrease slightly with age for women but not for men. Further Donnellan et al. (2008), supports that indicating that neuroticism tend to decline with age. Agreeableness is the third dimension of the five-factor model and is often associated with traits such as trust, straightforwardness, altruism, compliance and tender-mindedness (Karthikeyan & Srivastava, 2012). Furthermore, it was concluded that agreeableness does, in fact, have a positive impact on the stability and consistency of job performance, especially in the service sector where facets of agreeableness such as compliance, modesty, trust can influence the stability of performance of employees (Karthikeyan & Srivastava, 2012). According to Tett et al. (1991), agreeableness is a significant predictor of job performance. Moreover, Salgado (1997) found that agreeableness is related to training success. On the other hand, Rothmann and Coetzer (2003) argued that agreeableness was practically significantly related to managerial performance. However, on the contrary, Barrick and Mount (1991) argued that agreeableness is in fact not an important predictor of job performance, even in jobs containing large social components (Ex: sales or management). The fourth dimension of the five-factor model is often labeled as conscientiousness. Some writers (Fiske, 1949; Hogan, 1983; and John, 1989) have suggested that conscientiousness reflects dependability; that is, being careful, methodical, organized and responsible. According to

Srivastava et al. (2003), our ability to handle tasks and our organizational skills grow in our 20s and continue to improve when we become mature due to new work and family commitments. On the negative side, high conscientiousness may lead to irritating fastidiousness, compulsive neatness or workaholic behavior. However, low scorers may not necessarily lack moral principles, but they are less likely to be thorough and obsessively rigorous in applying those (Rothmann & Coetzer, 2003). The final trait is openness to experience which is associated with traits such as being imaginative, cultured, curious, original, broad-minded, intelligent, and artistically sensitive. However, it is also noted as a valid predictor of training proficiency (Barrick & Mount, 1991). Karthikeyan and Srivastava (2012) also confirmed the finding stating that individuals who score high on this dimension (e.g., intelligent, curious, broadminded and cultured) were likely to experience positive attitudes towards learning experiences in general. According to a BBC internet survey launched in 2009, people who are high in openness to experience enjoying investigative jobs, like science and research that involve a lot of time to discover and develop new ideas. Further, those highest in Openness were found to be happier in jobs that involve creativity and abstract thinking, for example advertising, journalism, art, science, research, and engineering. Moreover, Tett et al. (1991), reported that openness to experience is not a valid predictor of job performance. However, a possible explanation for the paradoxical results regarding the relationship between openness to experience and job performance can be attributed to the fact that different jobs have different requirements. For instance, Rothmann and Coetzer's (2003) study, which constituted of 159 employees of a pharmaceutical company, concluded that there is a significant relationship between openness to experience and managerial performance.

## Methodology

A framework was developed based on the literature review. Five dimensions were found to develop the conceptual framework. The framework below shows the independent variable of the study; the Big Five Personality Traits consist of five dimensions: extraversion, neuroticism, agreeableness, conscientiousness and openness to experience and the dependent variable, job performance measured by three dimensions, namely, task performance, contextual performance and counterproductive work behavior.

*Figure 1: Conceptual Model*



Based on the conceptual framework hypotheses were developed. They are,

**H1:** There is a relationship between big five personality traits and job performance

**H1a:** There is a relationship between extraversion and job performance

**H1b:** There is a relationship between neuroticism and job performance

**H1c:** There is a relationship between agreeableness and job performance

**H1d:** There is a relationship between conscientiousness and job performance

**H1e:** There is a relationship between openness to experience and job performance

The population of this study is the middle management level employees of a state bank in Sri Lanka. The population consisted of employees who were in staff officer grade 2 and staff officer grade 3-1 of that state bank. Total number of employees in the above grades was 248.

The researcher used multistage sampling as the sampling technique. Altogether, there were 28 departments in the state bank and researcher selected 9 departments due to the time and cost limitations. Further, in order to get the fair results without being bias 9 departments were selected from 28 departments where maximum, average and minimum number of employees in above grades using cluster sampling. According to Sekaran (2010) sample sizes which are larger than 30 and less than 500 are appropriate for most research. Thus, the researcher selected a sample size of eighty (80) employees for this particular study. The researcher selected those 80 employees by using systematic random sampling from those 9 departments.

The researcher carried out the research using questionnaires. Questions were closed ended and Likert scale method was used to measure the results. The BFI index was used to measure personality traits while job performance was measured using the Individual Work Performance Questionnaire (IWPQ).

The researcher examined the relationship between two variables. Thus, Inferential Statistics were used to test the hypotheses of the study and correlation analysis was used as the main statistical tool in this study. Apart from this tool, the researcher used regression analysis to analyze the data. Furthermore, this study has used descriptive statistical tools such as mean, mode and standard deviation to analyze the data.

The research covers only middle managerial level employees (Staff officer grade 2, Staff officer grade 3 – (i) employees) of a state bank in Sri Lanka.

### **Discussion of Findings**

The findings of the survey are presented in two sections. The first section provides a description of the demographic factors of the respondents and the results of univariate analysis of the Big Five dimensions. The second section addresses the results of testing the proposed research hypotheses.

*Table 1: Descriptive Statistics of Demographic Variables*

	Frequency	Percent
<b>Age Groups</b>		
21-30	3	3.8
31-40	46	57.5
41-50	21	26.3
51-60	10	12.5
<b>Gender Distribution</b>		
Male	26	32.5
Female	54	67.5
<b>Level of Education</b>		
A/L	1	1.3
Bachelor's Degree	35	43.8
Other Professional Qualification	14	17.5
Master's Degree	30	37.5

According to the descriptive analysis, the majority of the staff officers were between the ages of 31 and 40 and the majority possessed a bachelor's degree. Further, the sample included a majority of females, which amounted to 68% of the sample population.

According to the descriptive analysis of the big five dimensions, extraversion has scored the highest mean value of 3.37. The second largest mean value obtained by openness to experience. Thus, it is apparent that the staff officers scored highest on extraversion and openness to experience than the other three dimensions of personality. On the other hand, neuroticism scored the lowest mean of 2.87 indicating that the sample scored lowest on that particular dimension.

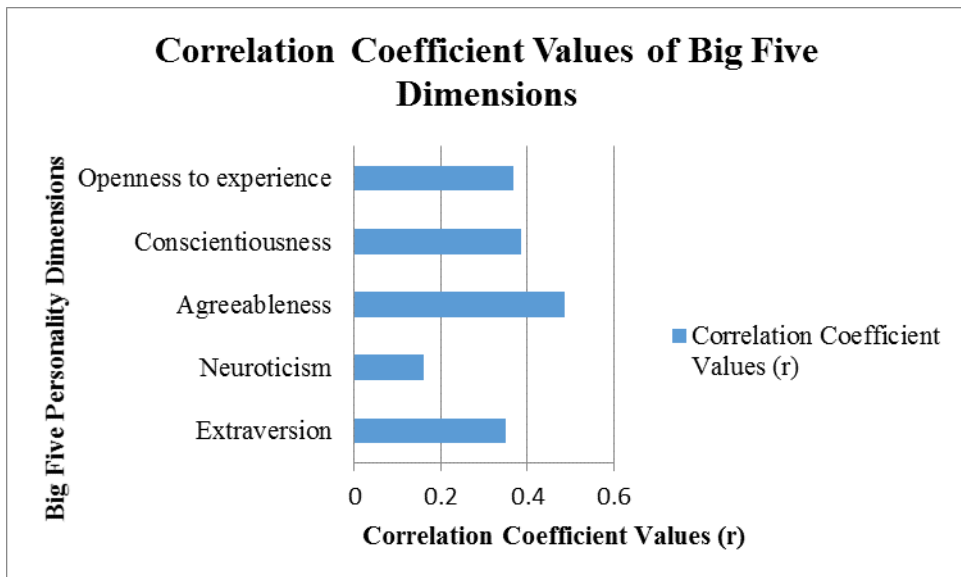
However, openness to experience scored the highest mode value of the sample, amounting to 3.57. This indicates that openness to experience is the dimension which is possessed by many participants than any other dimension. Conscientiousness gets the second place by scoring a mode value of 3.29 indicating that it is the next dimensions which is owned by a large number of participants. Meanwhile neuroticism appears to be the personality dimension which is owned or displayed by the least number of staff officers in the sample since it shows the lowest mode value of 2.83.

*Table 2: Testing Hypotheses*

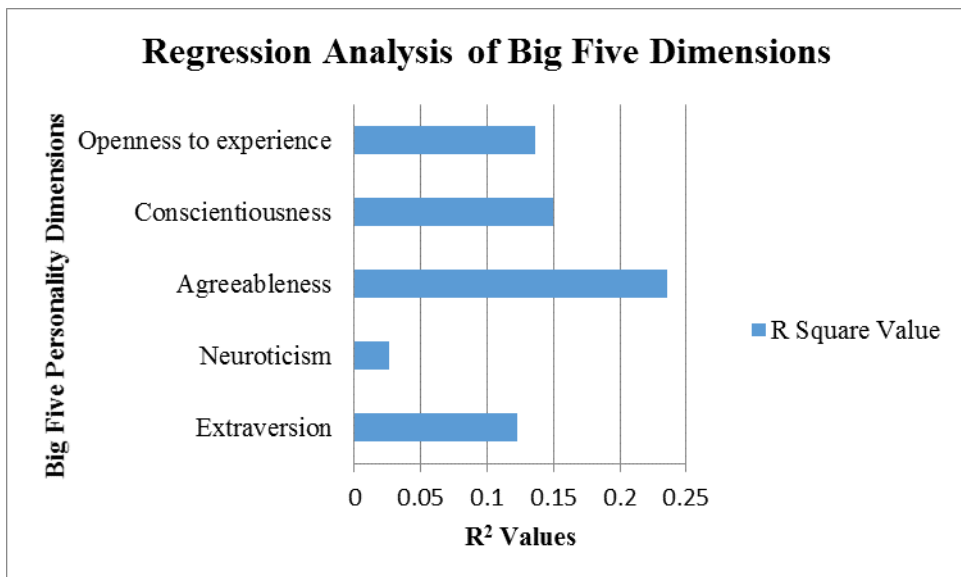
Dimension	Pearson Correlation	Sig. Value	Relationship with Job Performance	Hypothesis Accepted/Rejected
Big Five	.545**	.000	Moderate Positive	Accepted
Extraversion	.351**	.001	Moderate Positive	Accepted
Neuroticism	.161	.154	Moderate Positive	Rejected
Agreeableness	.486**	.000	Moderate Positive	Accepted
Conscientiousness	.387**	.000	Moderate Positive	Accepted
Openness to experience	.369**	.001	Moderate Positive	Accepted



*Figure 2: Summary of Correlation Analysis*



*Figure 3: Summary of Regression Analysis*



According to the correlation analysis, agreeableness obtained the highest correlation of coefficient value ( $r$ - value) of 0.486 and showed a significance value of 0.000 proving that it had a statistically significant, moderate positive relationship between agreeableness and job performance. Moreover, agreeableness recorded the highest R square value ( $R^2$ ) of 0.236 indicating that 24% of the total variance of job performance could be explained by it and showed 0.001 of significance level proving that agreeableness is statistically a significant predictor of job performance. Conscientiousness obtained the second highest  $r$ -value of 0.387 and showed a significance value of 0.00. proving that it had a statistically significant, moderate positive relationship between conscientiousness and job performance. Additionally, the regression analysis revealed that conscientiousness was a significantly valid predictor of job performance and 15% of the total variation of job performance could be explained by it.

Openness to experience was the dimension which scored third highest correlation and regression values. It scored an  $r$ -value of 0.369 in correlation analysis, indicating it had a significant, moderate positive relationship with job performance. According to regression analysis, openness to experience explained 37% of the total variation of job performance and was also a significantly valid predictor of performance. According to the correlation and regression analysis, the fourth highest scored dimension was extraversion which achieved  $r$ -value of 0.351 indicating that it had a moderate positive relationship with job performance. According to regression analysis, 12% of the total variance of job performance could be explained by extraversion and it was a valid predictor of job performance. Finally, neuroticism was the lowest scored dimension in both correlation and regression analysis. According to correlation analysis, it scored 0.161 and it could only explain a total variation of 3% of job performance according to the regression analysis. Hence it cannot be concluded that neuroticism is a predictor of job performance as significance value is greater than 0.05.

## **Conclusion of the Study**

In summary, this study aimed to examine the relationship between big five personality traits and job performance of middle managerial level employees of a state bank in Sri Lanka. The research was done by analyzing the results of given questionnaire gathered from a sample of 80 employees who belonged to staff officer grade 2 and staff officer grade 3-(i) working at a state bank in Sri Lanka.

The main objective of this study was to examine the relationship between big five personality traits and job performance of middle managerial level employees of a state bank in Sri Lanka. The correlation analysis of big five personality traits and job performance obtained a Pearson's correlation value ( $r$  value) of 0.545 and a significance value of 0.000, indicating that big five personality traits had a statistically significant, moderate positive relationship with the job performance of employees. Thus, the main objective of the research was achieved. Furthermore, the regression analysis of the study obtained a significance value of 0.000 and an R Square ( $R^2$ ) value of 0.297, indicating that personality was a statistically significant predictor of job performance and 30% of the total variation of job performance could be explained by personality.

The specific objectives of the research were to identify the relationship between the big five dimensions of personality and job performance of employees. According to the correlation analysis, extraversion, agreeableness, conscientiousness and openness obtained significance values which were less than 0.05 and  $r$  values between 0 and +0.5. Rothmann and Coetzer argued that agreeableness was practically significantly related to managerial performance (Rothmann & Coetzer, 2003). However, it was concluded that agreeableness does, in fact, have a positive impact on the stability and consistency of job performance, especially in the service sector where facets of agreeableness such as compliance, modesty, trust can influence the stability of performance of employees (Karthikeyan & Srivastava, 2012). The research findings are

similar to that past literature as agreeableness showed the highest correlation on job performance.

According to Barrick and Mount meta-analysis, conscientiousness is a valid predictor of job performance for all occupational groups studied (Ex: professionals, police, managers, sales, and skilled/semiskilled) and for all criterion types (Barrick & Mount, 1991). The study found that conscientiousness had a statistically significant, moderate positive relationship with job performance. Hence the study makes a valuable contribution to the existing literature. According to the results it was recognized that openness to experience was also a significantly valid predictor of performance in line with the findings of current literature. (Rothmann & Coetzer, 2003). Extraversion was also found as a valid predictor of job performance for two occupations involving social interaction, such as managers and sales personnel (Barrick & Mount, 1991). The results of this study further revealed that there was a significant, moderate positive relationship between extraversion and job performance.

Contrary to the hypothesis, although neuroticism obtained 0.161 as  $r$  value there is no statistically significant relationship between neuroticism and job performance hence significant value is higher than 0.05. According to those results, it can be concluded that neuroticism is not a significant predictor of job performance. The reason to insignificant outcome in this study may be that the present sample was not representative of neuroticism as a personality trait. Further the result may have been hurt by the low sample size. Although Karthikeyan and Srivastava's (2012) regression analysis results also confirmed that neuroticism did not exhibit significant impact on job performance. On the other hand, Srivastava et al.(2003), and Donnellan et al. (2008), argued that neuroticism tend to decline slightly with age in women due to family commitments. The researcher used middle managerial level employees and the majority of the respondents were in ages between 31 and 40. Further, most respondents were females. Hence it can be concluded that the respondents may low in neuroticism and as a result of that it had no statistically significant relationship with

the performance of the middle management level employees of the state bank. Thus, the findings of this study are supporting to the past literature. Thus, the researcher was able to achieve the specific objectives of the research as well.

## **Practical Implications to the HR professionals, Limitations and Suggestions for future researches**

### ***Practical Implications***

Since employees' personality can significantly predict and affect their job performance, management should take necessary actions to recruit and select employees whose personality matches with their job requirements. For instance, selection tests could include a personality test to identify employees' personality traits.

The study revealed that most employees possessed traits of openness to experience. It had a positive relationship with job performance and was a significant predictor of performance. According to Barrick & Mount (1991) individuals who score high in this dimension had the highest positive orientation toward learning. Normally, motivation to learn is a key factor in deciding the success of any training program. Hence, the state bank should pay attention to provide learning and training experiences to a greater extent to their employees.

According to the study, many of staff officers belonged to conscientiousness who exhibit traits such as purposeful, strong-willed, determined, hardworking, responsible, orderly and persistent. Conscientiousness has been shown to predict a number of other valued workplace behaviors, such as organizational citizenship and leadership. Succession planning is a process for identifying and developing internal people with the potential to fill key business leadership positions in the company. Hence it is very important to identify employees who belong to conscientiousness when doing succession planning.

### ***Suggestions for future research***

Future research could be carried out to find the relationship and impact of big five personality traits on factors such as job satisfaction, effectiveness of selection practices, effectiveness of training programs, possibility of promotion opportunities and leadership. On the other hand, the relationship between personality dimensions and job performance should be studied with larger samples. Future research can also be conducted, using different instruments to quantify personality.

For instance, this study used the big five inventory (BFI). However, alternative models such as NEO PI-R or NEO FFI could also be used. On the other hand, this model used the big five dimensions to measure personality. Hence, future research may be conducted using models such as Myers Briggs Type Indicator (MBTI).

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# **IMPACT OF ORGANIZATIONAL CULTURE ON INNOVATION IN INFORMATION TECHNOLOGY INDUSTRY**

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## **ABSTRACT**

*Organizational culture has been one of the most studied and theorized concepts in organizational development. New ways of working and change in technology have created a greater need for strategic innovation and co-ordination across units.*

*The prime objective of this research dissertation is to investigate the relationship between organizational culture and innovativeness among the Sri Lankan information technology firms with an emphasis to large scale firms. The study began with assessing organization culture traits among 3 large scale IT firms based on the Denison's organizational cultural framework and it measures four culture traits namely, involvement, consistency, adaptability and mission. It moreover assesses the types of innovation, which are predominant among the firms and also investigates whether there is a significant relationship between dominant culture traits and the innovativeness of the three firms independently.*

*Keywords:* Organizational Culture, Innovation, Information Technology, Sri Lanka.

## **Introduction**

### ***Background***

#### *Organizational Culture*

Organizational culture has been one of the most studied and theorized concepts in Organizational development. A plethora of definitions has been given to the term “Organizational culture” within the context of Organizational psychology, anthropology and management theory. Du Toit (2002) posit that there are as many meanings of culture as people using the term, but fortunately some of these meanings or definitions of culture overlap (Du Toit, 2002). Smith (2002) asserted that defining the term Organizational culture is a difficult task. Organizational culture has been defined by Harvey and Brown (1996) as a system of shared meanings, including the language, dress, patterns of behavior, value system, feelings, attitudes, interactions and group norms of employees within the organization.

#### *Organizational Innovation and Innovativeness*

When significant new value is realized from an invention, it becomes an innovation. Kotelnikov (2008) says "Science is the conversion of money into knowledge and Innovation is the conversion of knowledge back into money. Innovation is the conversion of new knowledge into new products, structures and strategies and it creates value and increase production, thereby keeping organizations and people moving ever onward and upward. Without innovation, new products, new services, and new ways of doing business would never emerge, and most organizations would be forever stuck doing the same old things the same old way.

### ***Research Objectives***

Main Objective of the research is to analyze the influence of organizational culture on organizational innovation. In addition to the main objective stated above, the researcher also intends to

- I. enhance the understanding of organizational culture types within IT firms
- II. to broaden the understanding of organizational innovation types within

### ***Scope of the Study***

This study is focused on the large scale IT firms in Sri Lanka so the population for the study will be the large scale IT firms. The researcher has selected only the large-scale IT firms for this study. With regard to the Sri Lankan context, in this research large scale companies are defined by the companies which have an employee count of more than 800. In this scenario Virtusa, MIT and IFS are selected for this study. When mentioning IT employees, job ranks whose ideas to be considered in the research are, Software Engineers, Network Engineers, Systems Analysts, Quality Assurance Engineers, Team Leads, Business Analysts, Software and Network Architects, etc.

### **Literature Review**

#### ***Definitions of Organizational Culture***

Organizational culture has been one of the most studied and theorized concepts in

Organizational development. A plethora of definitions has been given to the term “Organizational culture” within the context of Organizational psychology, anthropology and management theory. Organizational culture has been defined by Harvey and Brown (1996) as a system of shared meanings, including the language, dress, patterns of behavior, value system, feelings, attitudes, interactions and group norms of employees within the organization. It is seen as a

system of shared values held by employees that distinguishes one organization from another. In conjunction with this Robbins (1998) further defined Organizational culture as a common perception by the organization's members.

Denison (1990) emphasizes Organizational culture as referring to underlying values, beliefs and principles that serves as a basis for an organization's management system. According to Christensen and Gordon (1999), it is something that is held to be relatively unique to each organization. They posit that Organizational cultures evolve from the adaptation of organizations to the requirements of their environments.

### ***The Denison Organizational Culture Model***

Literature and supporting research with respect to the cultural traits of the Denison Organizational Culture Model is discussed below. However, given the scarcity of literature in the IT industry, reference is also made to research in other industries.

Denison (1990) identifies four basic views of Organizational culture that can be translated into hypotheses focusing on the cultural traits, namely, that of involvement, consistency, adaptability and mission.

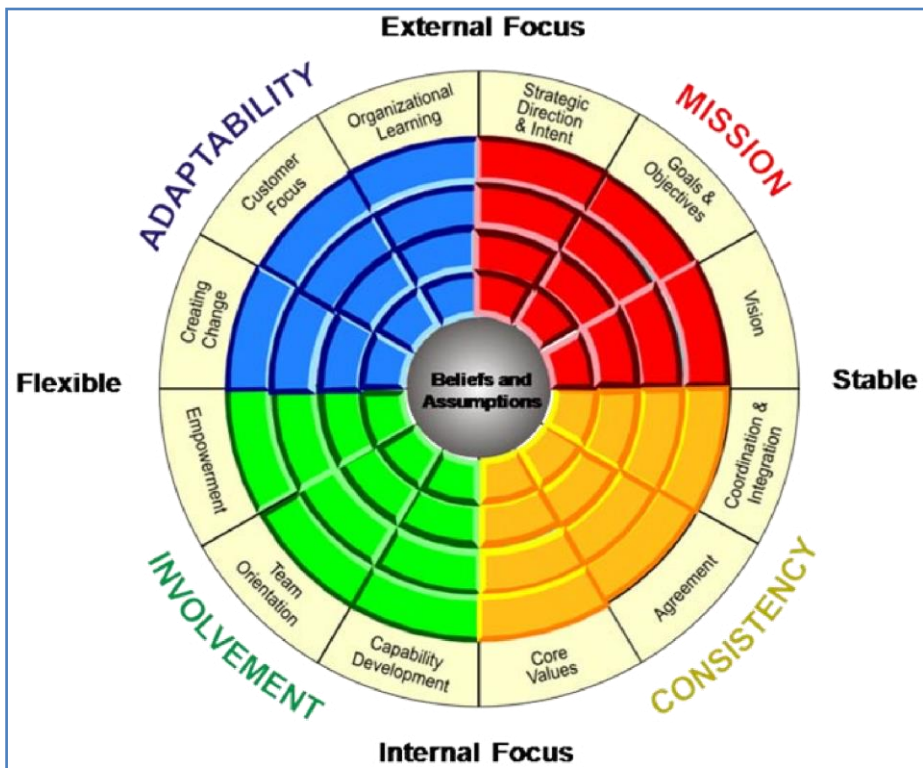


Figure 01: Denison's Culture and Effectiveness Model

Source: Adapted from Denison (1990, p. 15)

### ***Involvement***

The involvement hypothesis states that Organizational effectiveness is a function of the level of involvement and participation of an organization's members. A high level of involvement and participation creates a sense of ownership and responsibility. Out of this ownership grows a greater commitment to the organization and a growing capacity to operate under conditions of ambiguity. The result is a greater employee commitment to the organization, thereby reducing the

needs for formal systems of control and leading to performance enhancement (Denison, 1990).

In the model, involvement is measured with three indices.

### ***Consistency***

The consistency hypothesis states that, in consistent cultures, communication is a more reliable process for exchanging information because there is overall agreement on the meaning of words, actions and other symbols. Furthermore, Denison posits that a common perspective, shared beliefs and communal values among the organization's members will enhance internal coordination and promote meaning and a sense of identification on the part of its members (Denison, 1990).

### ***Adaptability***

The adaptability hypothesis states that a culture that allows an organization to adapt to

changing demands and circumstances, will promote effectiveness. Adaptability allows an organization to recognize and respond to its external environment and internal constituencies. In response to either internal or external stimuli, it requires the capacity to restructure behaviors and processes, as appropriate (Denison, 1990). Despite some of the advantages of well-integrated organizations they can also be the least adaptive and most difficult to change as internal integration and external adaptation can be at odds.

### ***Mission***

The mission hypothesis states that a culture that provides a shared definition of the function and purpose of an organization is not only positively associated with investing their efforts in the

wellbeing of the organization, but also helps in identifying the direction and goals which makes it easier to choose relevant courses of action for the organization. A sense of mission allows an organization to shape current behavior by envisioning a desired future state. Being able to internalize and identify with an organization's mission contributes to both short and long-term commitment to the organization (Denison, 1990).

### ***Organizational Innovation and Innovativeness***

When significant new value is realized from an invention, it becomes an innovation. Kotelnikov (2008) says "Science is the conversion of money into knowledge and Innovation is the conversion of knowledge back into money. Innovation is the conversion of new knowledge into new products, structures and strategies and it creates value and increase production, thereby keeping organizations and people moving ever onward and upward. Without innovation, new products, new services, and new ways of doing business would never emerge, and most organizations would be forever stuck doing the same old things the same old way.

### ***Organizational Culture and Innovation***

There seems to be little agreement with the conceptual studies as to what type of organizational culture will promote creativity and innovation (Judge et al., 1997). Nevertheless, various researchers have proved the positive relationship between organizational culture and innovation. Tushman and O'Reilly (1997) point out that successful organizations have the capacity to absorb innovation into the organizational culture and management processes and that organizational culture lies at the heart of organizational innovation. Kenny and Reedy (2007) explain that organizational culture affects the extent to which creative solutions are encouraged, supported and implemented. Martin and Terblanche (2003) emphasize that a culture supportive of creativity, encourages innovative ways of representing problems and finding solutions. From these researches, it can be concluded that organizational culture and innovation have a



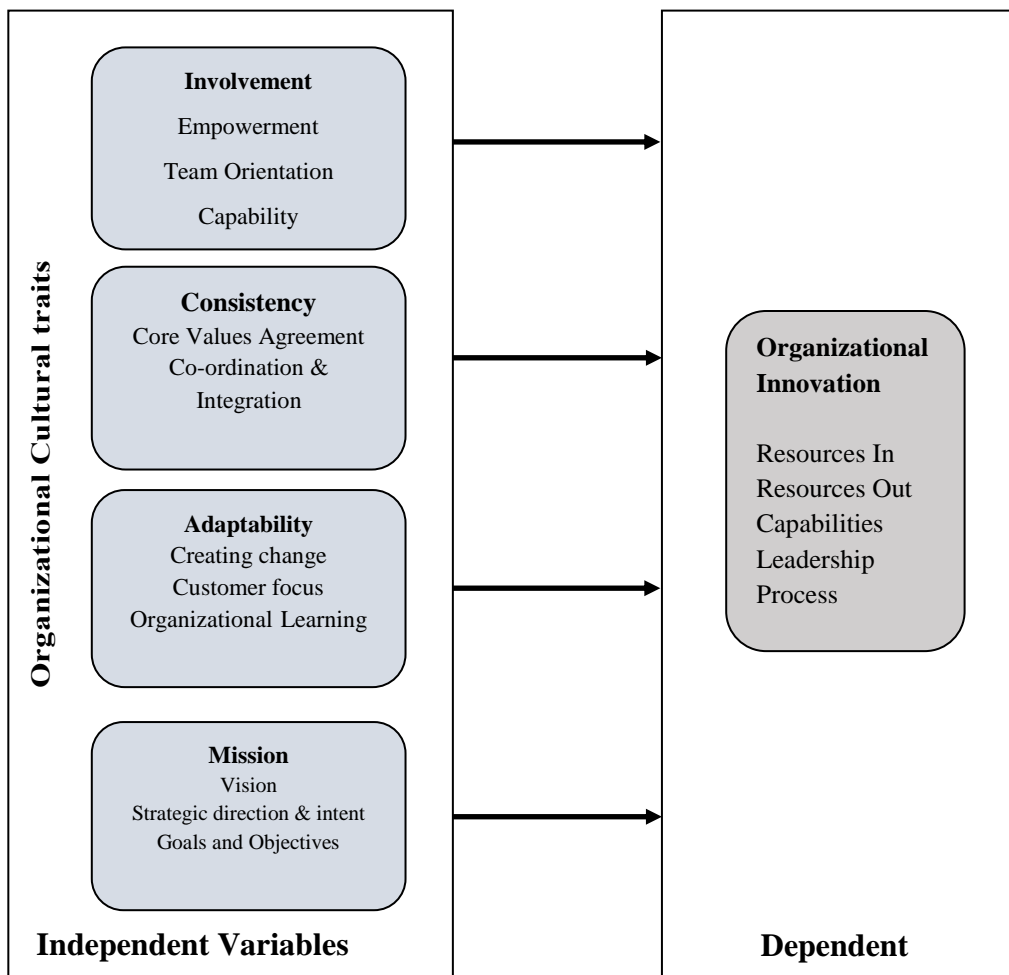
relationship in which organizational culture is an antecedent as well as an important factor for innovation.

## **Conceptual Frame Work & Methodology**

### ***Conceptual Framework***

This model focuses on the drivers that could have an effect on the workforce innovation success in large scale IT firms in Sri Lanka. The independent variables are the predictors to employees' innovation, the factors of organizational culture. On the other hand, the innovation success is the dependent variable.

*Figure 02: Conceptual Framework*



## **Hypotheses Development**

In studying the influence of organizational culture on creativity and innovation, the dimensions of Denison's model of organizational culture have a direct bearing on the influence of organizational culture on creativity and innovation. Based on this model the following hypotheses are developed to test the factors of organizational culture that can have an influence on the degree to which creativity and innovation take place in the organization.

**H1<sub>0</sub>** – There is no significant relationship between culture trait involvement & organizational innovation

**H1** – There is a significant relationship between culture trait involvement & organizational innovation

**H2<sub>0</sub>** – There is no significant relationship between culture trait consistency & organizational innovation

**H2** – There is a significant relationship between culture trait consistency & organizational innovation

**H3<sub>0</sub>** – There is no significant relationship between culture trait adaptability & organizational innovation

**H3** – There is a significant relationship between culture trait adaptability & organizational innovation

**H4<sub>0</sub>** – There is no significant relationship between culture trait mission & organizational innovation

**H4** – There is a significant relationship between culture trait mission & organizational innovation

## Data Analysis

### *Correlation*

Correlation for both independent and dependent variables has been done below to check for the relationship between variables.

Table 01: Summary of Correlation Statistics of independent variables - Virtusa

		<b>Correlations</b>				
		Involvement	Consistency	Adaptability	Mission	Innovation
Involvement	Pearson Correlation	1	.798**	.644**	.503**	.629**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	77	77	77	77	77
Consistency	Pearson Correlation	.798**	1	.751**	.468**	.804**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	77	77	77	77	77
Adaptability	Pearson Correlation	.644**	.751**	1	.190	.750**
	Sig. (2-tailed)	.000	.000		.098	.000
	N	77	77	77	77	77
Mission	Pearson Correlation	.503**	.468**	.190	1	.596**
	Sig. (2-tailed)	.000	.000	.098		.000

	N	77	77	77	77	77
Innovation	Pearson Correlation	.629**	.804**	.750**	.596**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	77	77	77	77	77

---

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 02: Summary of Correlation Statistics of independent variables – MIT

		Correlations				
		Involvement	Consistency	Adaptability	Mission	Innovation
Involvement	Pearson Correlation	1	.732**	.558**	.205	.707**
	Sig. (2-tailed)		.000	.000	.203	.000
	N	40	40	40	40	40
Consistency	Pearson Correlation	.732**	1	.515**	.201	.728**
	Sig. (2-tailed)	.000		.001	.213	.000
	N	40	40	40	40	40
Adaptability	Pearson Correlation	.558**	.515**	1	-.248	.757**
	Sig. (2-tailed)	.000	.001		.123	.000
	N	40	40	40	40	40
Mission	Pearson Correlation	.205	.201	-.248	1	.171

	Correlatio n					
	Sig. (2- tailed)	.203	.213	.123		.291
	N	40	40	40	40	40
Innovation	Pearson	.707**	.728**	.757**	.171	1
	Correlatio n					
	Sig. (2- tailed)	.000	.000	.000	.291	
	N	40	40	40	40	40

---

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 03: Summary of Correlation Statistics of independent variables - IFS

		<b>Correlations</b>				
		Involvement	Consistency	Adaptability	Mission	Innovation
Involvement	Pearson Correlation	1	-.016	.582**	-.238	.689**
	Sig. (2-tailed)		.924	.000	.163	.000
	N	36	36	36	36	36
Consistency	Pearson Correlation	-.016	1	.104	-.039	.285
	Sig. (2-tailed)	.924		.546	.822	.092
	N	36	36	36	36	36
Adaptability	Pearson Correlation	.582**	.104	1	-.627**	.681**
	Sig. (2-tailed)	.000	.546		.000	.000
	N	36	36	36	36	36
Mission	Pearson Correlation	-.238	-.039	-.627**	1	-.395*
	Sig. (2-tailed)	.163	.822	.000		.017

	N	36	36	36	36	36
Innovation	Pearson Correlation	.689**	.285	.681**	-.395*	1
	Sig. (2-tailed)	.000	.092	.000	.017	
	N	36	36	36	36	36

---

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

### ***Multiple Regression Analysis***

Simple regression was done for all the independent variables against dependent variable, which were measured as interval scale.

Table 04: Model Summary of multiple regression analysis- Virtusa

<b>Model Summary</b>				
Model	R	Square	Adjusted R Square	Std. Error of the Estimate
1	.906 <sup>a</sup>	.820	.810	.07634

a. Predictors: (Constant), Mission, Adaptability, Involvement, Consistency



Table 05: Model Summary of multiple regression analysis- MIT  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887 <sup>a</sup>	.786	.762	.07345

a. Predictors: (Constant), Mission, Consistency, Adaptability, Involvement

Table 06: Model Summary of multiple regression analysis- IFS

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 <sup>a</sup>	.658	.614	.09949

a. Predictors: (Constant), Mission, Consistency, Involvement, Adaptability

ANOVA shows that there is a significant relationship between Organizational culture and the innovation success. ( $p < 0.05$ )

Table 07: ANOVA for multiple regression analysis - Virtusa

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.917	4	.479	82.230	.000 <sup>a</sup>
	Residual	.420	72	.006		
	Total	2.337	76			

a. Predictors: (Constant), Mission, Adaptability, Involvement, Consistency

b. Dependent Variable: Innovation

Table 08: ANOVA for multiple regression analysis – MIT

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.695	4	.174	32.221	.000 <sup>a</sup>
	Residual	.189	35	.005		
	Total	.884	39			

a. Predictors: (Constant), Mission, Consistency, Adaptability, Involvement

b. Dependent Variable: Innovation

Table 09: ANOVA for multiple regression analysis - IFS

ANOVA <sup>b</sup>					
Model		Sum of Squares	df	Mean Square	F Sig.
1	Regression	.590	4	.147	14.896 .000 <sup>a</sup>
	Residual	.307	31	.010	
	Total	.897	35		

a. Predictors: (Constant), Mission, Consistency, Involvement, Adaptability

b. Dependent Variable: Innovation

ANOVA shows that there is a significant relationship between Organizational culture and the innovation success. ( $p < 0.05$ )

The below Coefficients tables shows Beta value for the independent variables when they are regressed jointly against dependent variable. Independent variables having positive Beta values, shows a positive relationship towards the dependent variable, Innovation success and negative Beta value shows the negative relationship towards the Innovation.

Table 10: Coefficient for multiple regression analysis - Virtusa

<b>Coefficients<sup>a</sup></b>					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t Sig.
1	(Constant)	1.394	.092		15.158 .000
	Involvement	-.125	.043	-.253	-2.904 .005
	Consistency	.228	.056	.411	4.091 .000
	Adaptability	.226	.035	.522	6.510 .000
	Mission	.197	.028	.432	7.032 .000

a. Dependent Variable: Innovation

Table 11: Coefficient for multiple regression analysis – MIT

<b>Coefficients<sup>a</sup></b>					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t Sig.
1	(Constant)	1.389	.171		8.107 .000
	Involvement	.051	.059	.107	.859 .396
	Consistency	.148	.061	.286	2.410 .021
	Adaptability	.213	.038	.609	5.608 .000
	Mission	.120	.045	.242	2.672 .011

a. Dependent Variable: Innovation

Table 12: Coefficient for multiple regression analysis - IFS

		<b>Coefficients<sup>a</sup></b>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.289	.405		3.181	.003
	Involvement	.277	.076	.483	3.645	.001
	Consistency	.158	.066	.256	2.410	.022
	Adaptability	.138	.069	.335	2.019	.052
	Mission	-.032	.074	-.060	-.432	.668

a. Dependent Variable: Innovation

### Summary of the Hypotheses Testing

The hypotheses which defined in chapter 3 are assessed by considering the data gathered from the questionnaire. This will justify whether the hypotheses considered are supportive or not.

Table 13: Summary of Hypotheses Test Results

#	Hypotheses	Virtusa		MIT		IFS	
		H <sub>0</sub>	H <sub>A</sub>	H <sub>0</sub>	H <sub>A</sub>	H <sub>0</sub>	H <sub>A</sub>
1	Relationship between culture trait “Involvement” with innovation	Rejected	Accepted	Accepted	<b>Rejected</b>	Rejected	Accepted
2	Relationship between culture trait “consistency” with innovation	Rejected	Accepted	Rejected	Accepted	Rejected	Accepted
3	Relationship between culture trait “adaptability” with innovation	Rejected	Accepted	Rejected	Accepted	Accepted	<b>Rejected</b>
4	Relationship between culture trait “mission” with innovation	Rejected	Accepted	Rejected	Accepted	Accepted	<b>Rejected</b>

## **Conclusion and Recommendations**

### ***Findings***

Findings are presented on an organizational basis (organization wise). Finally a comparison is made to manifest the differences in between the considered three organizations.

#### ***Findings from the study at Virtusa***

Gender distribution at Virtusa is almost equally distributed. 51.9% of them are males and 48.1% of are females. The mean age of an employee at Virtusa is 27.48 years. 54.5% of employees at Virtusa are unmarried and 45.5% of them are married. 79.2% of employees at Virtusa are having bachelors' degrees and only 20.8% are having postgraduate qualifications.

In this model, innovation is explained (82%) by the independent variables. It means, about 82% of the variance has been significantly explained by the set of independent variables. All the individual variables (Involvement, Consistency, Adaptability, and Mission) in this study are highly influenced to the success of the innovation at Virtusa.

#### ***Findings from the study at MIT***

Gender distribution at MIT is more towards males. 55% of them are males and 45% of are females. The mean age of an employee at MIT is 28.35 years. 52.5% of employees at MIT are unmarried and 47.5% of them are married. 80% of employees at MIT are having bachelors' degrees and only 20% are having postgraduate qualifications.

In this model innovation is explained (78.6%) by the independent variables. It means, about 78.6% of the variance has been significantly explained by the set of independent variables. At MIT, Consistency, Adaptability and Mission are highly influencing to the innovation success, but the Involvement is not influencing.

### ***Findings from the study at IFS***

Gender distribution at IFS is almost equally distributed. 52.8% of them are males and 47.2% of are females. The mean age of an employee at IFS is 26.25 years. 63.9% of employees at IFS are unmarried and 36.1% of them are married, 75% of employees at IFS are having bachelors' degrees and only 25% are having postgraduate qualifications.

In this model innovation is explained (65.8%) by the independent variables. It means, about 65.8% of the variance has been significantly explained by the set of independent variables. At IFS, while Involvement and Consistency are highly influencing to the innovation success, Adaptability and Mission are not influencing to the innovation success.

### **General findings and the Comparison in Relation to Literature**

The key findings of the comparison study between selected three companies could be summarized as follows.

Generally the gender distribution at all three companies are almost similar. But the result indicates IFS has younger employees than Virtusa and MIT. Generally marital status is similar at Virtusa and MIT. But compared to the other two companies IFS has a larger portion (63.9%) of unmarried employees. The educational qualifications of the employees' at all three companies in general are



similar. But result indicates IFS has younger employees than Virtusa and MIT. Using the results of Virtusa employees it can be concluded that the model was 82% explained by the independent variables. At MIT it was explained 78.6% and it is quite close to the Virtusa, but the model is explained only 65.8% at IFS.

Data analysis concludes that all the individual variables (Involvement, Consistency, Adaptability, and Mission) used in the study are influencing the innovation success at Virtusa. Further, it is explained that at Virtusa, innovation success can be influenced by using empowerment, team orientation, creating change, customer focus, goals and objectives, vision, core values and capability development. According to (Bullinger et al. 2007 and Egbetokun et al. 2007, innovation capability is related to a variety of factors and thus is affected by different internal and external factors. This is further emphasized by this research findings.

At MIT, only three out of four individual variables (Consistency, Adaptability and Mission) are influencing the innovation success of the organization. Culture trait involvement is not influencing innovation as per the findings. Subject literature provides evidence of a significant relation between culture and innovation, what empirical research has not elucidated is what type of culture actually stimulates or inhibits innovation.

In conclusion, by analyzing the results of data analysis, it can be stated that the organizational culture at Virtusa, MIT and IFS are significantly different. Though three of these companies are in the same industry, almost same age groups, same gender distribution, there are still significant differences in the organizational culture. Organizations have discernible differences based on industry norms (cf. Pennings & Gresov, 1986). Just as task environments affect how organizations are structured, assumptions about important constituents lead to similar values among same-industry organizations (Gordon, 1991). Stated simply, similar organizations likely to share similar cultures. But as per the findings of this research, it is emphasized that

similar organizations in the same industry may have significant differences in their cultures.

Study has validated the fact that the model of Denison's organizational cultural framework could be successfully employed in classifying Organizational culture of organizations within Sri Lankan context. More on, the study shows that organization culture consists of culture traits, namely, involvement, consistency, adaptability and mission exerts a significant effect on the innovativeness of an organization.

Although the findings of this research could be tenuous due to the limited number of large scale IT firms available in Sri Lanka, the findings provide insight with regards to the organizational culture that leads to innovation experienced by employees at the large scale IT firms.

## **Recommendations**

Using the results of this research, the following recommendations are made to the reader's consideration.

### ***Recommendations when working in the field of organizational culture***

Robbins (1998) defines organizational culture as a system of shared meaning that is further defined as a common perception by the organization's members. Based on these research findings the organization seems to possess this shared meaning and common perception regarding the cultural traits as measured by the Denison Organizational Culture Survey and how it influences the organizational innovation success.

It is recommended that line managers should be assisted in understanding and being made aware of how practices within the organization can have an impact on the organization's performance based on employees' perceptions. It should therefore become a business imperative to ensure that the organizational culture is aligned with the organizational *innovation success*.

### ***Recommendations for the organization***

Managers must assess their own organization's culture accurately and should recognize and use the levers available to influence their cultures. How employees work together and what they believe to be true about their individual and collective purposes make all the difference in their willingness to produce innovative quality goods and services that attract and retain customers. Any changes to the organizational culture should focus on what people value and what they do. Organizations should determine which cultural traits should be promoted or developed in order to enhance the innovation. Against this 'backdrop' the following recommendations are made to address the lowest rated dimensions.

### ***Capability Development***

In order to address low scores obtained in capability development, information about performance, quality, competition and customers should be shared throughout the organization. Ideas and contributions from those who are closest to the work and to the customer by involving them in decision-making too are important. Building of IT teams, not individuals by encouraging multi-skilling, so that enabling mutual understanding of how work is done in other areas and the need to work together to create value for the customer needs to be established. Rewarding team work and team accomplishments could encourage the outcomes. Making performance management a strong

focus in these departments is pivotal to encourage goal setting, performance reviews, and providing feedback on achieving *objectives*.

### ***Co-ordination and Integration***

To improve on perceptions with regards to co-ordination and integration Denison (1990) suggests that banners and signs be displayed throughout the departments. The vision and mission should also constantly be referred to in decision-making and during performance reviews so that individuals know where they fit in relation to the mission and vision of the firm. Furthermore, Denison suggests improving coordination and integration that focus should be given to activities that illustrate the core values. In order to actively create alignment of behavior and core values it should be in the context of the culture, the core values, and skills development as part of the firm's competitive strategy. Increased interaction and communication between individuals and groups and increased number of people involved in problem solving, goal setting and generating new ideas should be encouraged.

### ***Strategic Direction and Intent***

To address low scores regarding strategic direction and intent, the IT organization management teams need to adopt a long-term strategy and direction as their highest priority. Change the rules of the game in the IT industry. Necessary Changes need to be adapted in the organization's operations by focusing on competitors and continuous innovation of how the organization can create value. Everyone in the organization needs to be made understood and familiar with the organization's strategy and vision. Everyone in the organization, from the boardroom to the filing room, must be able to define their goals in terms of the overall mission, vision and strategy of the organization. Strategic direction must be supported at all levels.

### **Recommendations for further research**

In an attempt to address the limitations of this research, it is recommended that a number of organizations across industries should be included in order to achieve true value of the research. Researching on a set of numerous organizations across industries will add opportunity and value to explore the concept of a strong organizational culture and how it influences innovation success. Further research is needed to validate the Denison Organizational Culture Survey within an IT firm in a western country, to ensure a multi-cultural sample of participants. It is also recommended that a balanced stratified random sample be utilized for further research to ensure that subgroups of the population, especially older groups are represented.

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# **THE IMPACT OF JOB SATISFACTION ON TURNOVER INTENTION OF OPERATIONAL LEVEL EMPLOYEES: A CASE STUDY OF A GARMENT FACTORY IN SRI LANKA**

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## **ABSTRACT**

*The purpose of this research is to identify the impact of job satisfaction on turnover intention of operational level employees in ABC Company. The design of the research is hypothesis testing, as it explains the nature of certain relationships and to explain the variance in the dependent variable.*

*The main objective of the study is to examine the impact of job satisfaction on turnover intention of operational level employees in ABC Company. The target population consists of all 268 employees. But for the purpose of the study, the researcher selected only 150 operational level employees. Derived from this main objective, there were five specific objectives in this study. In order to achieve the above objectives, six hypotheses were developed based on the previous literature. A structured questionnaire was used to gather information. Once gathered data, then data analysis was done using SPSS version*



*21 statistical package. To test the hypotheses of the study persons correlation and regression analysis were used..*

*According to the results of the analysis, it has been noted that except job stress all the other dimensions of job satisfaction are negatively associated with turn over intention. The results and the recommendations of this study provide understanding that how these variables affect the turnover intention and how to reduce turnover rate.*

**Keywords:** Job Satisfaction, Turnover Intention, Working Conditions, Job Stress, Pay, Supervisor Support, Career Opportunity.

## **Introduction**

### ***Background of the Industry***

Garment Iindustry has an important place in Sri Lanka's economy. It has become Sri Lanka's largest export industry since 1986. It is also the country's largest net foreign exchange earner since 1992. The total value of export earnings in the sector was US dollars 2,424 million accounting for 52 percent of the total export earnings in 2002. This industry provides more than 330,000 direct employment or 5 percent of country's total employment in more than 1,060 garment factories (Central Bank of Sri Lanka, Annual Report, 2002,). The Sri Lankan apparel industry provides a remarkable contribution to the GDP, exports, foreign exchange earnings and employment generation. In 2002, Sri Lanka's garment sector accounted for 6 % of the GDP, 30 % of industrial production, 33 % of generating employment, 52 % of total exports and 67 % of industrial exports. Hence it plays a major role in advancing the country's economy. Further, most of apparel factories in Sri Lanka are small and medium scale. Declare about 85% of the total value of exports (Board of Investment in Sri Lanka., 2014).

The apparel industry is one of the best in our economy in attracting foreign currency into the economy and one of the most significant

dynamic contributors to the overall economy of Sri Lanka. The apparel industry remained competitive through increased productivity, improved quality, diversification and a gradual recovery in external demand. Kelegama (2005) emphasized that the garment industry in Sri Lanka has been contributing to the livelihood of nearly 1.2 million people. Dheerasinghe (2009) stated that this industry provides more than 330,000 direct employment or 5 percent of country's total employment. The major problem the garment industry is facing is the problems in developing and maintaining the required manpower (Dheerasinghe, 2009). High turnover rates have caused poor quality, low productivity & unfilled orders in this garment factory. This research tries to identify the root causes job dissatisfaction leading to turnover intention. Labor problems in garment factories have merged as a key risk in the apparel sector. Barney & Wright (1997) stated that the firm's people are its most important asset. Thus, employee retention is a must to obtain the organizational expected success. Alkandari & Hammad (2009) contended that the retention of human resources has been shown to be momentous to the development and the accomplishment of the organization's goals and objectives.

### ***Job Satisfaction***

The term job satisfaction figures prominently in any discussions on management of human resources. Job satisfaction is an individual's feeling regarding his or her work. It can be influenced by a multitude of factors (Barbara , 2004). Job satisfaction has been widely used in scientific research and has been approached from different perspectives by different authors. A review of relevant definitions and theories on job satisfaction is as follows. There are some definitions introduced by different authors such as "job satisfaction is a complex and multifaceted concept which can mean different things to different people" Mullins, (2005). The term job satisfactions refer to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and

unfavorable attitudes toward the job indicate job dissatisfaction” Armstrong, (2006). Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment ( Kaliski, 2007).

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People’s levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay (George et al., 2008 ). Job satisfaction has been linked to many variables, including performance, absenteeism and turnover. Job satisfaction is significant because a person's attitude and beliefs may affect his or her behavior. Attitudes and beliefs may cause a person to work harder or work less. Job satisfaction also impacts a person's general well -being for the simple reason that people spend a good part of the day at work. Consequently, a person's dissatisfaction with work could lead to dissatisfaction in other areas of life. Dissatisfied employees will lead to high turnover. (Medina, 2012).

### ***Turnover Intention***

Turnover intention is a serious issue, especially today in which employee leaves the organization or organization fired them. Employees’ intention to leave may be defined as an individual’s intention to leave his/ her organization within a defined period of time. The intention to leave may have been caused by the individuals’ negative opinions and attitudes toward their job and work place (Shwu-Ru & Ching-Yu, 2010). Turnover intention is defined as a purpose of intended departure of an individual from an organization (Cohen & Golan, 2007). The intention to leave the organization is the last part in a classification of withdrawal awareness, and an arbitrator between assessments that are associated with the decision to leave and the actual

turnover in process models of turnover. Job dissatisfaction is a strong predictor of turnover intention.

There are a number of factors that affect an employee's intention to leave. Intentions to leave are positively related to actual leaving. ( Noor & Maad, 2008 ). An individual's intention to leave their organization has been included in numerous attitudinal models. ( Villanueva & Djurkovic, 2009). Gaertner (2000) suggests the employees are having high potential to leave if the job requirements are conflicting, unclear or if opportunities for growth, skill development, and promotions are lacking. Past research had explained that intention to leave is one of the biggest predictors and an immediate sign of employees' turnover (Griffeth et al.,2000; Rizwan et al., 2013). Comber et al., (2006) defined turnover intention (or intent to leave/stay) is consequently considered as an outcome of affective variables (such as job satisfaction) rather than actual turnover, which may be mediated by other variables such as age and tenure. Turnover intention is a tendency, for example, if there is turnover intention tendency in an organization, therefore the company must find out the problems. Turnover intentions or intentions to leave a job are seen to be the best predictors of actual turnover (Griffeth et al., 2000).

## **Problem Statement**

Dheerasinghe (2009) cited the lack of skilled labor and high labor turnover are some of the main challenges facing the Sri Lankan apparel industry. There are various causes which impact on turnover intention of an organization. Likewise, in this research the following causes, impacted on turnover intention of selected companies. Here, due to poor working conditions, high job stress, pay problems, problems regarding supervisor support and due to less career opportunities there is a high turnover intention of this selected company. The turnover is costly problem and argued that the cost related to the labor turnover can be classified as replacement cost, training cost, hidden cost etc. So, heavy cost is ultimately causes to reduce the profitability. Most of the

employees resign because they think their contribution is higher than the rewards. (Mathis and Jackson, 2006). Dissatisfaction is the one of the major reasons to carry out employee turnover. Employee turnover is one of the big challenges of the organization. In order to attain corporate goals organizations have to retain their key employees.

One of the main goals of turnover research is to measure actual employee turnover. High labor turnover rates have caused poor quality, low productivity and unfilled orders in this garment factory. The company internal report shows the turnover rates in ABC Company for the last three years. It's as follows.

*Table 01: Annual turnover rates*

Year	Turnover rates ( % )	Average turnover rates ( % )
2013	5.6%	
2014	5.9%	7.16%
2015	10.0%	

*Source: - Company internal report, 2017*

The market average turnover ratio is 5.75%. According to table 1.1 the company's average turnover rate is higher than the market average ratio. The organization which was selected for this study maintained records shows that there is a specific pattern of turnover rates. Employee turnover is rapidly going up in 2015. The researcher needs to discover what are the reasons for this serious issue. When it comes to finding reasons, job satisfaction plays a major role. So, the previous researcher proved apparel industry has high turnover rates, due to dissatisfaction of employees. (Kelegama and Epaarachchi, 2003). The

most common reason why employees leave this organization is that they see better opportunities elsewhere. Man has a growing desire to own more things and better pay can give them this. Apart from that, they are compelled to look for better pay because of financial needs. Another reason could be that the employees are not happy with the organization. There are cases when employees leave the organization, even if they offer competitive salaries. This is because of the organization itself. The employee does not approve the management style and they are unhappy with the culture of the organization. These factors can cause employees say goodbye to the organization. The condition of the organization could also be a factor. If it is unstable, the employees will surely look for a more stable organization. They would not to stay long in an organization that could close any time. The youth want to get the social reputation while they are doing jobs in a high-tech or high educated environment. But unfortunately in this garment factory environment, does not allow to achieve their goals. Factory owners think only about the "targets". Hence, they are shifting to another job where they can entertain while doing jobs. Due to these entire reasons turnover intentions may be occurring in this garment.

The main research issue of this study is **“What is the impact of job satisfaction on turnover intention of non-executive employees in ABC Company?”**.

### **Specific Research Issues**

1. What is the impact of working conditions on turnover intention of operational level employees in ABC Company?
2. What is the impact of job stress on turnover intention of operational level employees in ABC Company?
3. What is the impact of pay on turnover intention of operational level employees in ABC Company?
4. What is the impact of supervisor support on turnover intention of operational level employees in ABC Company?

5. What is the impact of career opportunities on turnover intention of operational level employees in ABC Company?

### **Objectives of the Study**

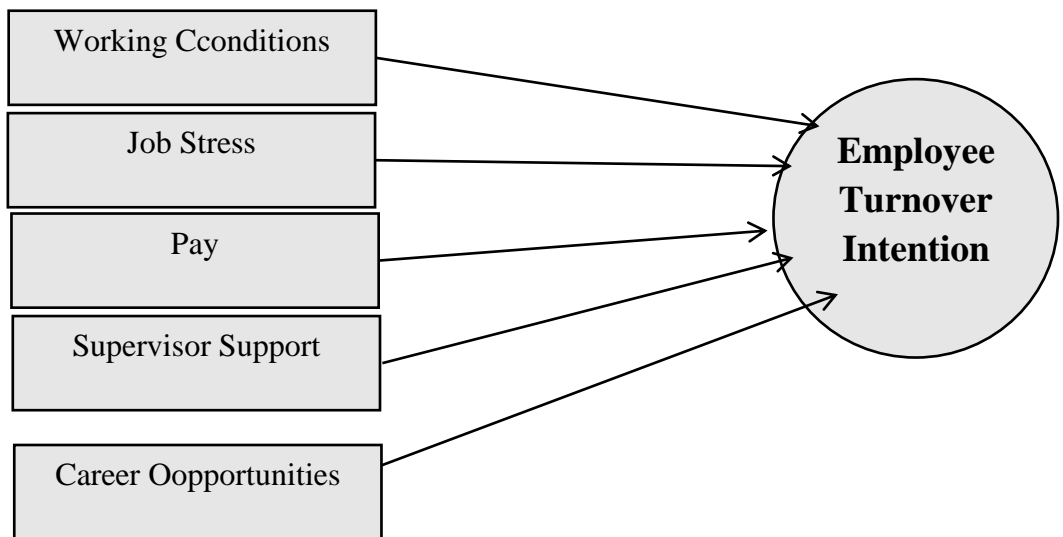
1. To examine the impact of job satisfaction on turnover intention.
2. To examine the dimensional perspective (working conditions, job stress,, pay, supervisor support and career opportunities) of job satisfaction on turnover intention.

### **Conceptual Framework of the Study**

Independent Variables

Job Satisfaction

Dependent Variable



The independent variables of this study is Job satisfaction. The job satisfaction is measured using five dimensions namely: Working

Conditions, Job Stress, Pay, Supervisor Support and career opportunities. The dependent variable is Employee Turnover Intention.

## **Development of Hypotheses**

It's important to understand the satisfaction and its relationship with turnover. Satisfaction is different between people based on their interests. Some individuals like repetitive jobs, rotating shifts, and no overtime. Conversely, others like involving in decision making, flexible work hours, and high-incentive earnings. ( Al-qahtani ,2009). The relationship between job satisfaction (JS) and employee turnover is one of the pathways to better understanding employee turnover--organization linkages. In fact, Wright and Bonett (2007) stated that the negative relationship between job satisfaction and turnover is moderate, with substantial variation across studies. Job satisfaction was found to have a direct negative relationship with turnover intention. (Amah, 2009). Randhawa (2007) also found job satisfaction to be negatively related to the turnover intention.

Based on the above literature, it is hypothesized that:

*H1 There is a negative relationship between job satisfaction and turnover intention of operational level employees in ABC company.*

### ***Relationship between working conditions and turnover intention***

Different research on various working samples have shown that perceived work conditions may affect turnover intentions. (Houkes et al., 2001; Huang et al., 2007). Workers in hazardous workplace conditions are indeed more likely to leave their current employers voluntarily and in case the employer does not take the necessary measures in order to improve the work conditions, workers will not give up their withdrawal intentions (Cottini et al., 2011). Bad working



conditions are strongly related to lower job satisfaction. Similarly the negative relationship between working conditions and voluntary turnover has received attention from many researchers.

Based on the above literature, it is hypothesized that:

*H1a: There is a negative impact of working conditions on turnover intention of operational level employees in ABC company.*

### ***Relationship between job stress and turnover intention***

Job stress influences employees' job satisfaction which in turn leads to low performance and the intention to leave the job (Applebaum, Fowler, Fiedler, Osinubi, & Robson, 2010). There are many researchers who found that the greater the amount of stress, the higher will be the turnover intention of employees (Chen et al., 2010; Applebaum et al., 2010). A positive relationship was also found between work-life conflict, stress, and turnover intentions (Noor and Maad, 2008).

Based on the above literature, it is hypothesized that:

*H1b: There is a positive impact of job stress on turnover intention of operational level employees in ABC company.*

### ***Relationship between pay and turnover intention***

There is a negative impact of pay on turnover intention. Pay satisfaction had both direct and indirect effects on turnover intent. The indirect effect of pay satisfaction occurred through job satisfaction and organizational commitment. Among the rewards given by organizations in return for employee contribution for working toward the achievement of organizational goals, pay is thought to be a critical factor (Heneman and Judge 2000; Milkovitchand & Newman, 2004).

Joseph,Ng, Koh, and Ang (2007) suggested a negative association between the pay and the turnover intentions. There is a significant negative association between the compensation and the turnover intentions (.Zahra, Irum, Mir, & Chishti, 2013).

Based on the above literature, it is hypothesized that:

*H1c: There is a negative impact of pay on turnover intention of operational level employees in ABC company.*

### ***Relationship between supervisor support and turnover intention***

The employees turnover intention is influenced through support from the supervisor which also affecting the employees perception and attitudes relates to the organization itself. (Maertz et al., 2007). By increasing the Perceived Supervisor Support and level of commitment, the organization can reduce the turnover intentions of their employees (Newman, Thanacoody & Hui, 2012). Perceived supervisor support is crucial to retain employees in the organization (Gentry et al., 2006). Zahra, Irum, Mir, & Chishti (2013) found supervisor's support to be negatively related to the turnover intentions.

Based on the above literature, it is hypothesized that:

*H1d: There is a negative impact of supervisor support on turnover intention of operational level employees in ABC company.*

### ***Relationship between career opportunities and turnover intention***

The employees are having high potential to leave if the job requirements are conflicting, unclear or if opportunities for growth, skill development, and promotions are lacking. (Gaertner, 2000 ). So, There is a negative impact of career opportunity on turnover intention.

Historically, management theory has emphasized the prominence of promotional opportunities and the potential for growth for enhancing employee performance (Kim, 2012). Perceived career opportunities outside the organization and lack of career advancement opportunities inside organization increase the employee's intentions to leave the organization (Stahl, Chua, Caligiuri, Cerdin, and Taniguchi, 2009).

Based on the above literature, it is hypothesized that:

*H1e: There is a negative impact of career opportunities on turnover intention of operational level employees in ABC company.*

## **Methodology**

### ***Sampling Method***

According to Welman and Kruger (2004) population is defined as a study object, which may include individuals, groups, organizations, events or the conditions to which they are uncovered. The target population consists of all non-executive employees of the ABC Garment. The total number of non-executive employees at the ABC Company is 268. Selecting a sampling technique involves several decisions of a broader nature (Malhotra & Dash, 2011). In this study a sample of 130 employees has been obtained from non-executive employees who are working at ABC Company. Convenience sampling is normally used for collecting a large number of completed surveys. (Lym et al., 2010). Due to these benefits of convenience sampling method such as simplicity of sampling and the ease of research, It's inexpensive, compared to other techniques, Data collection can be facilitated in short duration of time and as well as participants are readily available, The present study has been utilizing the convenience sampling technique for selecting the sample of employees. A close-ended questionnaire has been used in this research for gathering primary data. In the data analysis descriptive statistics, correlation

coefficient and regression techniques were used. Data analyzed, using the SPSS Version 21.0 statistical software package.

### ***Measurement***

The independent variables of Job Satisfaction, Working Conditions, Job Stress, Pay, Supervisor Support and Career Opportunity have been tested by 25 questions on a Five Point Likert Scale. The survey questionnaire has three parts. The first part is on demographic factors with questions about gender, age, and marital status, level of education and work experience of the current job with questions. Whereas the second part of the questionnaire consists of questions that can measure the intention of respondents to leave the organization. It has 06 items of questions. Third part measures the level of employees' job satisfaction that influences the turnover intention. This section consists of 25 items and each of dimension consists of 5 items. Data were collected through the above mentioned 31 - items survey questionnaire and got responses from 137 respondents. However 07 questionnaires received were not in usable state.

## **Data Analysis and Findings**

### ***Profile of the Sample***

It clearly showed that the female representation in the sample was higher than the male representation. Female employees were 83.85% and their counterparts the males was only 16.15% of the total respondents. Therefore, this reveals that the majority of the employees who are working in ABC Company are Female. The majority of the respondents are in the age group 20- 29 to 48% and those between 30- 39 are 22%. 40 - 49 it was 14% and those under 20 are 15%. There are 58.46% Single non-executive employees and 41.54% Married non-executive employees who working in the ABC Company. This reveals the majority of respondents are Single. 72.31% of respondents have been studied up to G.C.E O/L. 20.77% of the total respondents have

been studied up to G.C.E A/L and 6.92% of respondents have been passed grade 8. This reveals that the majority of respondents are having qualification up to G.C.E.O/L. Respondents' working experience with the current employer between year 1 -3 represents the highest level of 35.38%. Respondents' working experience with the current employer between year 3 - 5 represents the lowest level 14.62%. Respondents' with more than 5 years with the current employer shows 16.92%.

### ***Relationships between Independent Variables and Dependent Variable***

*Table 2: The Pearson's Correlation between Independent Variables & Dependent Variable*

	<b>JS</b>	<b>JSWC</b>	<b>JSJS</b>	<b>JSP</b>	<b>JSSS</b>	<b>JSCO</b>
Correlation Values	-0.645**	-0.498**	0.609**	-0.613**	-0.534**	-0.634**

\*\* Correlation is significant at the 0.01 level (2-tailed)

Sig. (2-tailed)

n = 130, p < 0.05. \*\* p < 0.01 (2-tailed)

*Source: Survey Data, 2017*

The Pearson correlation moment and two- tailed is used for getting the above results.

According to the above table no 02 the correlation coefficient between job satisfaction and turnover intention is (r = -0.645) which indicates a negative relationship between the two variables. And then it consists of a significant value of 0.000 which is less than 0.01 in which the

correlation is significant at. ( $r = -0.645$ ,  $p < 0.001$ ). Therefore, the Pearson correlation using a 2-tailed test, shows there is a negative significant relationship between job satisfaction and turnover intention. Moreover, the  $R^2$  of job satisfaction and turnover intention is 0.416, which indicates that 42% of the variation in turnover intention of non-executive employees in the ABC Company is explained by the job satisfaction. Value of Beta is -0.645 at a significance level of 0.000 showed strong negative impact of job satisfaction on turnover intention on the basis of Beta value and its significance. Hence the  $H_1$  is accepted.

Based on the above data the correlation coefficient between relationship with working conditions and turnover intention is ( $r = -0.498$ ) which indicates a negative relationship between the two variables. And then it consists of a significant value of 0.000 which is less than 0.01 in which the correlation is significant at. ( $r = -0.498$ ,  $p < 0.001$ ). Therefore, the Pearson correlation using a 2-tailed test, shows there is a negative significant relationship between working conditions and turnover intention. Moreover the R Square of relationship with working conditions is 0.248, which indicates that 24% of the variation in turnover intention of non-executive employees in the ABC Company is explained by the relationship with working conditions. Value of Beta is -0.498 at a significance level of 0.000 showed strong negative impact of relationship with working conditions on turnover intention on the basis of Beta value and its significance. Hence the  $H_{1a}$  is accepted.

As it's shown in the table the correlation coefficient between job stress and turnover intention is ( $r = 0.609$ ) which indicates a positive relationship between the two variables. And then it consists of a significant value of 0.000 which is less than 0.01 in which the correlation is significant at. ( $r = 0.609$ ,  $p < 0.001$ ). Therefore the Pearson correlation using a 2-tailed test, shows there is a positive significant relationship between job stress and turnover intention. Moreover the R Square of job stress is 0.370, which indicates that 37 % of the variation in turnover intention of non-executive employees in the

ABC Company is explained by the job stress. Value of Beta is 0.609 at a significance level of 0.000 showed strong positive impact of job stress on turnover intention on the basis of Beta value and its significance. Hence the  $H_{1b}$  is accepted.

This means that in Garment Industry, having high job stress among workers is focused towards the higher turnover intention.

According to the above table the correlation coefficient between pay and turnover intention is ( $r = -0.613$ ) which indicates a negative relationship between the two variables. And then it consists of a significant value of 0.000 which is less than 0.01 in which the correlation is significant at. ( $r = -0.613, p < 0.001$ ). Therefore the Pearson correlation using a 2-tailed test, shows there is a negative significant relationship between pay and turnover intention. Moreover the R Square of pay is 0.375, which indicates that 37% of the variation in turnover intention of non-executive employees in the ABC Company is explained by the pay. Value of Beta is -0.613 at a significance level of 0.000 showed strong negative impact of pay on turnover intention on the basis of Beta value and its significance. Hence the  $H_{1c}$  is accepted.

Based on the data of the table the correlation coefficient between supervisor support and turnover intention is ( $r = -0.534$ ) which indicates a negative relationship between the two variables. And then it consists of a significant value of 0.000 which is less than 0.01 in which the correlation is significant at. ( $r = -0.534, p < 0.001$ ). Therefore the Pearson correlation using a 2-tailed test, shows there is a negative significant relationship between supervisor support and turnover intention. Moreover the R Square of supervisor support is 0.285, which indicates that 28 % of the variation in turnover intention of non-executive employees in the ABC Company is explained by the supervisor support. Value of Beta is -0.534 at a significance level of 0.000 showed strong negative impact of supervisor support on turnover intentions on the basis of Beta value and its significance. Hence the  $H_{1d}$  is accepted.

Based on the data of the table the correlation coefficient between career opportunity and turnover intention is ( $r = -0.634$ ) which indicates a negative relationship between the two variables. And then it consists of a significant value of 0.000 which is less than 0.01 in which the correlation is significant at. ( $r = -0.634$ ,  $p < 0.001$ ). Therefore the Pearson correlation using a 2-tailed test, shows there is a negative significant relationship between career opportunity and turnover intention. Moreover the R Square of relationship with career opportunity is 0.402, which indicates that 40% of the variation in turnover intention of non-executive employees in the ABC Company is explained by the relationship with career opportunity. Value of Beta is -0.634 at a significance level of 0.000 showed strong negative impact of relationship with career opportunity on turnover intention on the basis of Beta value and its significance. Hence the H1e is accepted.

## **Conclusions and Recommendations**

### ***Conclusions***

Based on the objectives of this study and literature review, this study developed the model which includes five variables of job satisfaction and turnover intention. In addition, this study developed the questionnaire from related literature researches and adjusted it to tally with the actual situation. Thus, the survey method was distribution questionnaire which includes 130 respondents and 36 qualified questionnaires were analyzed.

This study wants to identify determinants of the turnover intention among non-executive employees in ABC Company. Based on the analysis following conclusions are made. In the case of reasons for employee turnover intention, the above analysis proved that intention to leave from the organization is significantly influenced by employee's dissatisfaction. It is highly significant. According to this research, working conditions, job stress, pay, supervisor support and career opportunity are the significant predictors of the turnover intention.



Turnover intention of ABC Company, a large number of employees would quit if they have opportunities for better pay in similar organizations while they are also not fulfilled about their life expectations with their present employers. Based on the results, there is a negative correlation between job satisfaction and turnover intention of non-executive employees in ABC Company. Turnover intention of ABC Company is high, but there is still need for improvement.

Based on the results relationship with working conditions negatively related to turnover intention. There are employees who are not happy with the company's health and safety procedure and about their leaving procedure. But they are satisfied up to some extent regarding their working hours, having a friendly environment and as well as regarding their job security. Based on the data of this research proved that, there is a positive impact from job stress on turnover intention. It emphasized that the most of the non-executive employees have not agreed with the statement of having the opportunity to complete my task without any pressure within the given working hours. Simply it shows that they have work pressure within their workplace. This work pressure mentally influences to an employee and finally it focuses towards job stress. When there is a high stress, then it is positively influenced to the turnover intention. Not only, but also the most non executive employees do not agree with , work life balance.

Based on the results, we can say that majority of employees are happy with their overtime hours and as well as they are satisfied about the procedures that the company has taken to appreciate employees whenever their work must be appreciated within the job. But about their basic salary and other financial rewards such as bonuses and incentives they show a dissatisfaction. They simply are not happy about their salary, bonuses and incentives. Therefore, their intention to leave this garment factory is high. Based on the results the supervisor support negatively related to turnover intention. It described that they are not satisfied about the supervisor's support, especially at the problem solving and also at their praises. Likewise, the career opportunity also negatively related to turnover intention. Under the career opportunity

the majority of non-executive employees disagrees with the statements of having an opportunity for promotions, having an opportunity to improve skills and talents through workshop and having an opportunity to apply new ideas and new creations within the workplace. On the other side, they are satisfied up to some extent about the training given by the company and as well as they are satisfied about the opportunity that the company has given them to share their knowledge with other co-workers.

Various studies indicate that job satisfaction or employee satisfaction is vital to an organization's success. A satisfied employee brings positive affect and desirable work values leading to enhanced efficiency and productivity. Since the analysis revealed that job satisfaction and its factors that leads to turnover intention, ABC Company needs to face this challenge and finding ways to increase job satisfaction in order to ensure that their businesses stay competitive. A well trained workforce and satisfied employees is a true competitive advantage as they contribute towards achieving the goals of the organization.

### ***Recommendations***

The study has shown that, job satisfaction has a negative effect on turnover intention of ABC Company. The findings of this study have led to the following recommendations. Health and Safety is one of the most important and essential aspects that management should focus their attention. Here, it's compulsory to provide standard high quality safety equipment to the employees by the company. It's a must. Providing safety equipment only is not enough. Management's responsibility is to see whether they are wearing those equipments properly in the working place and also management should ensure that employees are following particular safety rules and procedures properly. Not only that, but also the management should focus their attention regarding the health of employees. Here, the management should implement specific actions and procedures which company should take regarding the health of employees. ( Ex:- Sanitary facilities,

work space, ventilation etc.). By maintaining proper Health and Safety within the workplace, then management can create a more efficient workforce. The management should grant them leaves properly. According to the rules and regulations of factory ordinance act the management should implement their leaving procedure within the company. Job analysis must be done, especially for all the operational level employees properly, targets given to them must be calculated based on the scientific method ( Eg:- Using Work measurement and Time study). This avoids or minimizes, work or target anomalies incurred among the various employees.

In order to avoid or reduce this job stress we can apply various types of tactical methods. In order to get rid of their monotonous life, the management should organize the extra-curricular activities for their employees. Employees don't have a good understanding about how to balance these work life and personal life. For this, the management could provide them a proper counselling regarding this. Compensation/pay has come as one of the important factors under the research findings. The organization must consider not only the basic salary, but also should introduce various financial incentive systems such as "Attendance incentive", "Production Incentive (Eg:-Both individual and group bases)", Bonus, Overtime payments .....etc. A personal note from manager does wonders and lets them know that their hard work is appreciated. Job satisfaction of non-executive employees in ABC garment could be improved upon by introducing on the job benefits (housing loan, medical services, opportunity to learn new skills, etc)

When a new recruit join with the organization, supervisory support is compulsory. If not, employees get frustrated and start leaving. At least until the new employee gets used to the new environment (ie:- 3 to 6 month period), supervisors must have a very close relationship with the new comers. Even after getting experience, employees expect their supervisor's support to get their problem solved (ie:-Both official and personal). Supervisors and employees should have effective communication. It is also advisable that ABC Company must

implement open-door policy which persuades employees to speak frankly with their managers without any fear in order to increase job satisfaction among employees. Open communication should be created between employees and management.

One of the most effective ways to increase employee retention is by promoting them. ABC Company can offer their employees with a clear advancement path that will make them more likely to stay with the organization. Internal promotion systems must be introduced. Policies and procedures must implement to give promotions and also must be clearly understood by the employees and must be transparent. Because of the internal promotion system, employees those who qualify & perform well will stay with the company for a longer period. In order to enhance employees' skills and talents ABC Company could conduct several workshops time to time. As well as the management should give them opportunities to apply their new ideas and new creations within their job. It should be encouraged to convey their opinions and ideas. They should also be encouraged to take part in the decision making.

### ***Suggestions for Future Research Study***

For future research can develop the model based on this study. In order to make the framework more comprehensive and can be used in most other areas, job satisfaction can be measured by more dimensions. For future research can put more dimensions such as organizational satisfaction, put new variables in models such as employees' values. It is necessary to have further researches to confirm the findings of this research with the larger sample size and the more diversity of respondents. In the future research, the further researchers are also recommended to apply human resource management to explore other factors, which are correlated with turnover intentions.

The future research should provide an appropriate quantity of questions to ensure that they can pay attention to each item in the questionnaire.

As much as possible, ask each respondent is serious to ensure that the data collected will be high quality. The future research should conduct a longitudinal, multi-year study to track job satisfaction in relation to contract renewal.

### ***Limitations of the Study***

There are certain limitations or constraints to the generalizability of the study, for example, Job Satisfaction has lot many determinants, but only five of them are included to keep the study manageable. In this research data will be gathered within a limited time period. The employee's attitude and opinion may change in future. So, the future relevance for the study cannot be assured. Some respondents may feel hesitated to express their opinion. Hence attaining an accurate result is not possible. As the top management is very busy and time conscious, it is not possible to meet them personally and to have a discussion with them. As ABC garment is a large factory and many employees are very busy at the time, it is not officially possible to cover all the employees. Employees' intentions to leave the workplace be sensitive, personal and very private, and it is likely that not all respondents felt comfortable to answer these questions candidly.

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# **JOB STRESS AND EMPLOYEE TURNOVER INTENTION IN D. G. FASHION GARMENT (PVT) LTD**

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## **ABSTRACT**

*The apparel industry is one of the main sectors of the Sri Lankan economy. This industry inherently relates with high rate of labor turnover. The objective of this study was to see whether there is a significant relationship between job stress and turnover intention of machine operators. In addition to that inspect whether what are the significant stressors which are influence to arise machine operators' job stress. The independent variable was the job stress and the dependent variable was the employee turnover intention.*

*The population of the study was the machine operators who are working in the D. G. Fashion Garment (Pvt) Ltd, Dickwella. The sample size was 80 machine operators. A structured questionnaire was used to collect data from the respondents. Descriptive analysis, Pearson correlation and*

*regression analysis were used for the analytical purpose to achieve above objectives.*

*A significant and strong positive relationship could be identified between job stress and employee turnover intention throughout the study. There were three influential significant stressors (Work overload, supervisor's support and role ambiguity) and the other stressor (co-workers' support) was not significant. Furthermore, work overload was the most influential stressor for job stress and employee turnover intention.*

**Keywords:** Job Stress, Turnover Intention, Supervisor's Support, Role Ambiguity, Work Overload and Co-workers' Support

## **Introduction**

Apparel industry which is one of the leading segments in Sri Lankan economy, contributes large amount of foreign currency through exports. When concerning about the factory industry production index (FIPI), the highest contributed component was the wearing apparel (Central bank report, 2015). Human resource is one of the crucial aspects of the garment industry, as the garment industry is a labour incentive industry. Therefore it's very difficult to avoid from the labour related issues like absenteeism and high labour turnover rate within the highly competitive market. According to Coleman (1976) employee's job stress has been the most frequently investigated variable in many organizations.

Turnover one of the common and burning problems can bring about a loss of organizational knowledge as experienced and knowledgeable employees leave the organization for competitors (Nyamubarwa, 2013). Dheerasinghe (2009) stated that lack of skilled labour and high labour turnover are some of the main challenges facing the Sri Lankan apparel industry. Conclusions of past empirical studies observe that the job stress is a critical reason for employee turnover.

Work related stress creates absenteeism, dissatisfaction, decrease production, more accidents, turnover and low confidence (Kaur, Mohindru, & Pankaj, 2013). Stress can yield problem of turnover intention. Higher the stress, the greater will be the intention to quit the job (Arshadi & Damiri, 2013). Impact of job stress on turnover intention of employees is considered very high and is a major threat to existence of employees at their job (Chathurani & Sangarandanya, 2008).

Within the current competitive environment, organizations try to give more attention to retain competent workforce within the organizations. As human resource is the best way to gain the competitive advantages to cope with the existing rival market, this practice is highly relevant to labour oriented industries like apparel industry. Work environment became more and more complex and dynamics. Employees feel high level of stress when they are given high volume of targets and deadlines, especially machine operators. As well as today's garment industry faces high turnover, high level of work place stress also one of the reason for employee turnover. It is a problem faced by Apparel industry in Sri Lanka (Sridarran, 2016).

### ***Problem Statement***

D. G. Fashion Garment (Private) Limited has several issues regarding the human resource like highest rate of the labour turnover. Several issues may affect to high labour turnover. Such as quality of the work, job satisfaction, organizational culture and commitment, job stress and work family conflict etc. Due to D. G. Fashion Garment (Pvt) Ltd has to spend huge amount on investments to retain existing employees and to recruit new employees in the company. There is hardly any research done in this organization in order to find out the relationship between employees' stress and intention to leave. Hence this research will contribute to fill the gap in the knowledge. This study mainly focuses on the machine operator's job stress and their turnover intention in D. G. Fashion Garment (Pvt) Ltd at Dickwella.

## **Literature Review**

### ***Job Stress***

Job stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker (Braaten, 2000). There are various factors that affect job stress of the employees. Some of the major factors are health, work environment, job, emotional stability, personal relation, work load and appreciation and feedback.

Work related stress creates absenteeism, dissatisfaction, decrease production, more accidents, turnover and low confidence. Results indicates positive link among stress and intention to quit (Kaur, Mohindru, & Pankaj, 2013). The effect of stress might be a deviation from the existing physical and psychological damage of human life. The occupational stress adversely affects the health and performance of the employees of an organization. According to Braaten Dan J. (2000), job stress can be defined as ‘the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker’.

Globally stress is common to all people; stress may cause positive and negative effect on people. Mostly it causes negative effect on people. Stress is a necessary to people for a certain extent. Stress can affect a person’s individual and work life. Stress is a one factor which has the ability to affect another. Today’s fast moving world didn’t allow any individual free from stress. Stress can change a person psychologically and physically (Suganya & Rajkumar, 2015).

Stress does not act negatively in all situations. Employees can use the stress by looking on its optimistic side and by being confidently resistant (Bono et al., 2013). It can also positively impact on the life of employees and can help to increase the performance of employees. Optimistic thinking, reactions and behavioral qualities can boost human potential in various realms like work, coping with stress and health. By thinking

positively individuals can perceive job stress less threatening (Naseem & Khalid, 2010).

It is crystal clear that stress is a common phenomenon in the workplace (Babalola, Gbadegesin, & Patiece, 2013). Workers with stressful job content may report mental health problems more frequently, including psychiatric morbidity and psychosocial somatic complaints as well as physical health problems. Different people have different understanding of stress. Some people define stress as events or situations that cause them to feel tension, pressure, or negative emotions such as anxiety and anger. Others view stress as the response to these situations (Surti & Ambavale, 2013).

Stress is an antagonistic demonstrative practice which is linked with depression, unhappiness, fury, frustration, panic, dismay and sorrow. We focus on negative consequence of stress because it considered as a bad sign for effective performance, it was found (Parvaiz, Batool, Khalid & Farooqi cited in Motowidlo, Manning, & Packard, 1996). Palmer, Cooper, & Thomas (2014) stated that role demands, organizational support, control over work, relationship with co-workers and organizational change can cause stress in the employees. Therefore, it is important that organizations have clear understanding of the work stress and the risk it can create.

### ***Supervisor's Support***

Supervisor's support is linked with stress of subordinates. Leadership support is a cause of job stress. It is very important for longer retaining the employees on job and it has said to be in negative relationship with employee burnout, it was found (Parvaiz, Batool, Khalid & Farooqi cited in Offermann & Hellmann, 1996). When leaders provide accurate work environment and provide support to employees they will be able to give good performance, achieve their goals and face low or no stress (Safaria, Othman, & Wahab, 2011).



Effective leaders recognize that employees need their support and they align their behaviour with business objectives by developing emotional intelligence and recognizing achievements. Leaders provide opportunities and support to employees to complete their tasks and evaluate his and employees performance on outcome base. Now leader tries to develop relation with employees instead of only giving him/her orders (Tummers & Knies, 2014).

### ***Work Overload***

Work overload occurs when the employees is expected to do more than the time permits. To get the high performance and reduce the stress level the workload must be moderate it must not be too high or low (Shah, Jaffari, & Ul-Haq, 2011).

Parvaiz, Batool, Khalid & Farooqi (1986) found that employees feel they are overloaded with work when many requirements, activities and responsibilities are expected from them, the given time and abilities are limited and there are many restrains. Work overload refers the situation when people have to perform work more than their abilities and skills. Most researches suppose that the work overload have positive relation with stress (Lai, Saridakis, & Blackburn, 2013).

### ***Role Ambiguity***

Role ambiguity means that there is inadequate information regarding a role and employees do not have a clear understanding of what to do. Ambiguous roles can create tension and lower employee's morale. Therefore, lack in fulfilment of multiple roles can cause psychological conflict at the workplace. Role ambiguity is costly both for the employee and for the organization and it has been reported as being associated with lower job satisfaction and increased job-related tension (Rahman, & Nas, 2013)

Guimaraes (1997) stated that role ambiguity refers to the difference between what people expect of us on the job and what we feel we should do. This causes uncertainty about what our role should be. It can be a result of misunderstanding what is expected, how to meet the expectations, or the employee thinking the job should be different.

### ***Co-workers' Support***

Co-worker support has the ability to make a working environment a pleasure or an unpleasant place to spend the time. Co-workers' support refers to co-workers assisting one another in their tasks when needed by sharing knowledge and expertise as well as providing encouragement and support (Zhou & George, 2001).

Lindorff (2001) stated that support from work colleagues is appropriate for work specific problems and can relieve work stress more so than non-work support. In general, the social support literature has emphasised the positive effect it has on work stress (McIntosh, 1991). As a consequence of these feelings of being valued and experiencing less stress, employees feel more satisfied with their job and are less inclined to have intentions to quit the organisation. Research shows that a company with higher levels of co-worker support is likely to be associated with enhanced organisational performance (Joiner, 2007).

### ***Employee Turnover Intention***

Turnover is employee intention to withdraw from the organization. It threatens organization to accomplish its objectives and achieve its desired output. It also affects the performance of remaining employees (Ayinde & Adegoroye, 2012). Price, (1977) stated that turnover is the individual estimated probability of leaving the organization. Turnover intention is defined as the "degree of individual movement across the membership boundary of a social system". Employee turnover can also bring about a

loss of organizational knowledge and history as experienced and knowledgeable employees leave the organization for competitors (Nyamubarwa, 2013).

Employee turnover influences both firms and its workers; firms have to incur the expenses on recruiting and training of new employees, while employees may have to learn specific skills relating to new jobs. Incoming employees on the other hand may be more highly skilled and better educated. Therefore, employee turnover may increase organizational performance (Kaur, Mohindru, & Pankaj, 2013). Kelagama and Epaarachchi (2001) found that 55 per cent of average labour turnover rate has recorded from Sri Lankan garment industry sector per annum with the highest rate of 60 per cent being recorded for factories in the western province.

The work environment has also been identified by many scholars as a key factor is shaping turnover intentions in organizations and the work environment refers to both the physical space surrounding the employee during his day to day duties as well as the psychological space associated with the work, it was found (Nyamubarwa cited in Mitchell, et al., 2001). Liyanage & Galhena (cited in Mathis & Jackson 2006) found that turnover is a costly problem and further, argued that, the cost related to the labour turn over can be classified as separation cost, replacement cost, training cost, and hidden cost. Thus, the heavy cost is ultimately causes to decrease the profitability and the productivity of the firm. Turnover happens when employees willingly quit their jobs and replaced. If turnover intent is high, it raises the cost of recruitment, socialization and training expenses. Salaries and conditions of service, job performance, job stress, career growth, work environment, job satisfaction, supervisory style, promotional opportunities, employee commitment and many other factors all play a significant role in shaping employee turnover; it was found (Nyamubarwa, cited in Mobley 1982).

Different researchers have followed different measurements to measure the turnover intention. Among the models, Olusegun (2013) used three

research instruments such as desires to quit, seriously thinking about quitting, and the intention to quit for measuring the turnover intention.

### ***Relationship between Job Stress and Employee Turnover Intention***

Various studies have investigated the relationship between employee job stress and turnover intention. Kaur, Mohindru & Pankaj (cited in Firth et al., 2004) found that the intentions to quit were highly influenced by job dissatisfaction, lack of commitment to the organization, and feeling of stress. Job stress is positively related with turnover intention and cause of much negative behaviour. Intent to leave is the best predictor to actually leave the organization and the results indicates there is strong impact of job satisfaction, organizational justice and job stress on turnover (Kaur, Mohindru, & Pankaj, 2013).

Impact of job stress on non-managerial employee turnover intention of the considered organizations is very high and it has become a burning problem and enormous threat to the Garment Manufacturing Industry of Sri Lanka (Chathurani & Sangarandanya, 2008). It is volunteer intention of person to leave organization within a specified time period. Intent to leave is the best predictor to actually leave the organization and the results indicates there is strong impact of job satisfaction, organizational justice and job stress on turnover (Kaur, Mohindru, & Pankaj, 2013).

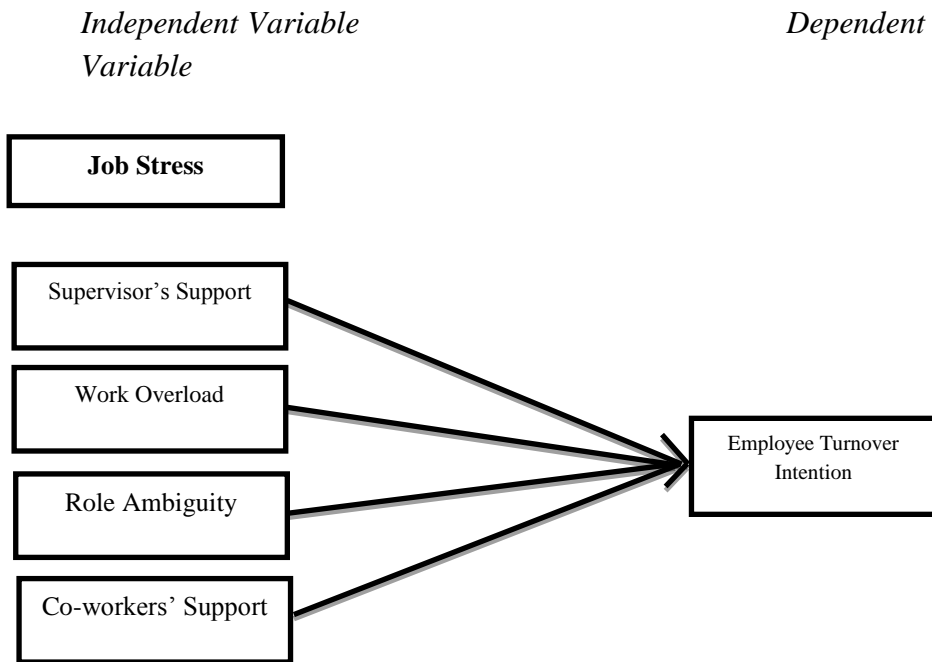
Firth et al. (2004) stated that the experience of job related stress; the range factors that lead to job related stress (stressors) make employees to quit the organization. An unstable, unsecured work environment that includes job security, continuity, procedural justice deviate the employees satisfaction level, insert to stress at work and as a result increase their turnover intention. Role stressors lead to employees' turnover. It can be a result of misunderstanding what is expected, how to meet the expectations, or the employee thinking the job should be different (Kevin, Joan & Adrian, 2004).

Insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors, extensive job pressures and lack of consensus on job functions or duties may cause employees to feel less involved and less satisfied with their jobs and careers, less committed to their organizations, undergo stress and eventually display a propensity to leave the organization. Impact of job stress on turnover intention of employees is considered very high and is a major threat to existence of employees at the job (Chathurani & Sangarandanya, 2008).

### ***Apparel Industry of Sri Lanka***

After introducing open economy in 1977, the apparel industry developed rapidly and it is important in some respects in community of Sri Lanka; the employment generation, the foreign exchange earnings and job opportunities are foremost. It has also benefited to achieve some provincial economic balance. According to Samarasinghe, Ariadurai & Perera (2015) the majority of workers in apparel industry of Sri Lanka are at the age of 25 to 35 years old unmarried women. Garment factories in Sri Lanka can be categorized into two; factories in free trade zone and factories outside the free trade zone. The Central Bank of Sri Lanka expresses that a further Textile, wearing apparel and leather product which was the major sub-sector of the export oriented industries. Currently, apparel organizations are undergoing competition among number of apparel companies. Thus, there is a need to find the impact of work place stress on job performance (Sridarran, 2016).

## Methodology



*Figure 1 - Conceptual Framework*

### *Statements of Hypotheses*

**H1** There is a positive relationship between employee stress and turnover intention

**H1a** There is a negative relationship between Supervisor's support and turnover intention

**H1b** There is a positive relationship between work overload and turnover intention

**H1c** There is a positive relationship between role ambiguity and turnover intention

**H1d** There is a negative relationship between co-worker support and turnover intention

### ***Population and Sample***

Population of the study is 320 machine operators who are currently working in D.G. Fashion Garment (Pvt) Ltd and the sample size of the study is 80 machine operators of the particular company. The sample was selected by using simple random sampling technique.

### ***Data Collection***

The methodology of the study is based on the primary and secondary data. In order to conduct the research, primary data was used to measure both job stress and employee turnover intention. Data was collected through self-administered questionnaire from the selected sample. Secondary data had been collected in two ways such as internal secondary data, external secondary data.

### ***Data Analysis***

Using Statistical Package for Social Science (SPSS) version 22.0 statistical software data were analysed. Several mathematical statistics were used to analyse the collected data, such as descriptive statistical techniques, correlation coefficients analysis and regression analysis and graphs, tables and other statistical tools are used for analytical and interpretation purposes.

## Data Analysis and Findings

### *Descriptive Analysis*

The table 1 illustrates the overall mean values and the standard deviation values for the Job Stress among machine operators of D. G. Fashion Garment (Pvt) Ltd. It reveals that the participants almost agree with the existing situation of all four dimensions. It was recorded highest mean value for Role ambiguity (4.248) while lowest job stressor mean value recorded for Supervisor's support (3.823). When comparing the standard deviations, work overload has the lowest value and Co-workers' support has the highest value. Respondents moderately agree with the existing situation of job stress (4.004) and 0.3302 of responses of job stress has been dispersed from its mean value.

*Table 1 – Mean and Standard Deviation of Job Stress dimensions*

<b>Dimension</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>Supervisor's support</b>	3.82	0.614
<b>Work overload</b>	4.03	0.496
<b>Role ambiguity</b>	4.25	0.637
<b>Co-workers' support</b>	3.92	0.819
<b>Job stress</b>	4.00	0.330

It can be identified (Table 2) averagely respondents almost agree with existing situation of thinking of quitting and intention to quit while intention to search is moderately agreed. Thinking of quitting has highest mean value (4.113) and lowest mean value (3.344) represented by intention to search. Standard deviation of intention to quit is lowest. Mean and standard deviation of overall turnover intention accounts 3.723 and 0.6213 and it implies that machine operators almost agreed



with current situation of turnover intention in D. G. Fashion Garment (Pvt) Ltd.

*Table 2 – Mean and Standard Deviation of Turnover Intention dimensions*

<b>Dimension</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>Thinking of quitting</b>	4.11	0.842
<b>Intention to search</b>	3.34	0.884
<b>Intention to quit</b>	3.71	0.834
<b>Turnover intention</b>	3.72	0.621

### ***Testing of Hypotheses***

There was a strong positive linear relationship between job stress and turnover intention (Correlation = 0.605) while p-value of 0.000 emphasize that there was a highly significant association between two variables. According to the analytical data, there were negative relationship between co-workers' support (-0.017) with turnover intention. There is a positive relationship between, work overload (0.941) and role ambiguity (0.278) with turnover intention. All correlations are significant ( $P > 0.01$ ) except co-workers' support.

*Table 3 - Correlation between Job Stress and Turnover Intention*

Dimension	Pearson correlation		P-value
	R2		
Supervisor's support	0.368	14%	0.009
Work overload	0.941	88%	0.000
Role ambiguity	0.278	8%	0.007
Co-workers' support	-0.017	.02%	0.909
Job stress	0.605	38%	0.000

## Conclusions and Recommendations

### *Conclusion*

Strong positive relationship found between job stress and employee turnover intention in D. G. Fashion Garment (Pvt) Ltd. Therefore the main hypotheses relate to the research problem had proved. According to the result of the study, work overload was the most influential stressor among the tested stressors. There was a strong positive relationship between work overload and the employee turnover intention. Unachievable production targets are the main reason for the work overload. Due to that reason,

machine operators have to work under high pressure working environment. There was a weak positive relationship between supervisor's support and turnover intention among machine operators. It could be found a significant relationship between role ambiguity and turnover intention of machine operators. A weak negative relationship could be found the variables between co-workers' support and employee turnover intention. However a significant relationship could not be found between the variables. There is no more influence of co-workers' support on employee turnover intention.

As ultimate conclusion there is a significant and strong positive relationship between machine operator's job stress and employee turnover intention in D. G. Fashion Garment (Pvt) Ltd. The most influential stressors were the work overload and supervisor's support.

### ***Recommendations***

Throughout the study, it has been found that developing the leadership skills of the production line supervisors is vital factor. Researcher thinks that the company have to develop the leadership skills of the production line supervisors. Most of the line supervisors are not good enough in interpersonal skills. The organization has to design and implement suitable training programs to develop essential skills of the line supervisors.

Performance appraisal should conduct for each machine operator even quarterly, since there is no method to measure and identify employee performance and improving areas. On the other hand, feedback is essential to develop good relationships between supervisors and machine operators. It is recommended to conduct effective exit interviews to identify the reasons for the leaving of machine operators. Through that, it can be identified existing stressors of the organization effectively.

The study has revealed that there is a significance impact of role ambiguity on employee turnover intention. Therefore improving the communication process will help to communicate tasks and

responsibilities of the machine operators clearly. It may reduce the role ambiguity of the machine operators.

According to the findings of the study, role ambiguity and supervisor's support has effect on job stress and turnover intention. By introducing well designed inauguration procedure, it can give proper understanding on job duties and responsibilities, other than the organizational culture. It might be helpful to reduce the role ambiguity and increase supervisor's support.

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