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Effectiveness of Employee Motivational Factors: A Study on Machine Operators (Grade I) of Apparel Sector Organizations in Western Province in Sri Lanka.

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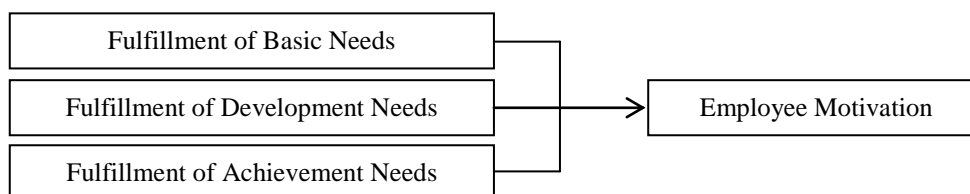
Area of the Study

There are many challenges faced by the organizations concerning any field. The challenges for any type of organization are to meet the corporate objectives for effectiveness and productivity in the organization. Therefore, employee's motivation, reward and satisfaction are very important. Employee motivation is a major factor to increase employee work performance. So, all organizations should have maximum level performing work forces for their effectiveness and productivity. According to Bandara and Weligodapola¹, from the practical point of view, there is a strong relationship between labour productivity and employee motivation for the whole success of any organization. Therefore, this study is to discuss the effectiveness of employee motivational factors in apparel sector in Sri Lanka.

Problem

This study is to examine which employee motivational factors used by the apparel sector in Sri Lanka are causing for employee motivation or otherwise.

Conceptual Framework



Hypotheses

- H₁: There is a significant relationship between fulfillment of employee's basic needs and employee motivation.
- H₂: There is a significant relationship between fulfillment of employee's development needs and employee motivation.
- H₃: There is a significant relationship between fulfillment of employee's achievement needs and employee motivation.

Method

The study was conducted using 150 machine operators (Grade I) randomly and used structured questionnaire to gather the primary data from the sample. The questionnaire was developed by the researchers and tested reliability using Cronbach Alpha and test-retest method. Univariate and bivariate analysis were done under data analysis.

Measures

Employee Basic Needs: Benefits, Salary, Working conditions and fulfillment of other basic needs

Employee Development Needs: Job security, Career development, Team work, Co-workers and supervision

Employee Achievement Needs: Appreciation, Recognition, Responsibility, Respect and Empowerment

Employee Motivation: Basic Needs, Development Needs, Achievement Needs

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Reliability

Table 1: Reliability Tests Results

| | Instrument | Test – retest coefficient | Cronbach’s Alpha |
|---|----------------------------|---------------------------|------------------|
| 1 | Employee basic needs | 0.759 | 0.865 |
| 2 | Employee development needs | 0.884 | 0.890 |
| 3 | Employee achievement needs | 0.777 | 0.905 |
| 4 | Level of motivation | 0.854 | 0.893 |

Data Analysis

Table 2: Univariate Analysis

| | Basic needs | Development needs | Achievement needs | Employee motivation |
|-------------------------|-------------|-------------------|-------------------|---------------------|
| Mean | 1.9562 | 1.8443 | 1.7438 | 1.7500 |
| Median | 1.8125 | 1.8571 | 1.7500 | 1.9000 |
| Mode | 1.62 | 1.57 | 2.12 | 2.00 |
| Std. Deviation | .44109 | .35582 | .39021 | .45338 |
| Variance | .195 | .127 | .152 | .206 |
| Skewness | .198 | -.313 | -.064 | -.294 |
| Std. errors of Skewness | .241 | .241 | .241 | .241 |
| Kurtosis | -1.393 | -.738 | -1.641 | -1.268 |
| Std. errors of Kurtosis | .478 | .478 | .478 | .478 |
| Range | 1.38 | 1.36 | 1.25 | 1.40 |

Table 3: The Pearson’s Correlation between Independent Variables and Dependent Variables

| | Basic needs | Development needs | Achievement needs |
|-----------------|-------------|-------------------|-------------------|
| Correlation | .791 | .879 | .828 |
| Sig. (2 tailed) | .000 | .000 | .000 |

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

Table 4: Simple Regression Analysis

| Variable | Basic needs | Development needs | Achievement needs |
|-------------------|-------------|-------------------|-------------------|
| Method | Linear | Linear | Linear |
| R Square | 0.625 | 0.772 | 0.685 |
| Adjusted R Square | 0.622 | 0.770 | 0.682 |
| F | 163.570 | 332.431 | 212.911 |
| Significance | 0.000 | 0.000 | 0.000 |
| B - Constant | 0.160 | -0.315 | 0.073 |
| b - Value | 0.813 | 1.120 | 0.961 |

Findings

1. There is a strong and positive relationship between basic needs and motivation of the machine operators (Grade I) in the apparel sector.
2. There is a strong and positive relationship between development needs and motivation of the machine operators (Grade I) in the apparel sector.
3. There is a strong and positive relationship between achievement needs and motivation of the machine operators (Grade I) in the apparel sector.
4. As R squared, 62.2% of the variance of motivation is explained by basic needs of the sample.
5. As R squared, 77% of the variance is explained by the development needs of the sample.

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6. As R squared, 68.2% of the variance is explained by the achievement needs of the sample

Conclusion

There is a strong positive relationship between all independent variables (fulfillment of employee's basic needs, fulfillment of employee's development needs and fulfillment of employee's achievement needs) and employee motivation of the machine operators (Grade I) in the apparel sector in Sri Lanka. Therefore, the management of the apparel sector has to consider the basic needs, development needs and achievement needs of the machine operators to improve their motivation for the purpose of achieving the company targets.

Note

1. Bandara, KMNS & Weligodapola, M 2012, 'A Study on the Relationship Between Labour Productivity and Motivation', *PNCTM*, Vol. 1. Pp. 7-12.



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