

Impact of Job Satisfaction, Organizational Commitment, Job Involvement, Occupational Stress, and HRM Competencies on Job Performance of HR Managers in Apparel Industry in Sri Lanka

By

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ABSTRACT

Even if applying highly technical aspects in the apparel industry at present, human involvement is yet to be considered as a significant organizational element in Sri Lankan milieu. In the apparel industry, the several problems associated with human resources such as high labour turnover (around 55% per annum) and high absenteeism (7.4% per month) make huge barricade to minimize the effort of achieving organizational objectives. The person who is accountable to manage the human beings in the apparels industry, Human Resource Manager has a gigantic and significant role to play for keeping the highest organizational performance. Therefore, this study was focused to find out how job satisfaction, organizational commitment, job involvement, occupational stress, and HRM competency affect job performance of the HR Managers in the apparel industry in Sri Lanka.

This study empirically investigated five variables, which could influence on the job performance of the HR Managers in the apparel industry in Sri Lanka. The independent variables were job satisfaction, organizational commitment, job involvement, occupational stress, and HRM competencies. The research model is conceptualised as that there are positive relationships between four independent variables (job satisfaction, organizational commitment, job involvement, and HRM competencies) and the dependent variable of job

performance of the HR Managers and there is a negative relationship between one independent variable (occupational stress) and the dependent variable of job performances of the HR Managers.

The study was conducted using a sample of 173 HR Managers in the apparel industry (who were randomly selected out of 856). The data were collected through a questionnaire and analysed using the software SPSS version 10.0. The data analyses included the univariate (descriptive), bivariate, and multivariate analyses. The frequency distribution analysis was done for all variables as the descriptive analyses. The bivariate analysis included the simple correlation and simple regression analyses. As a multivariate analysis, the multiple regression analysis was carried out.

The result of correlation analysis indicated that four independent variables (job satisfaction, organizational commitment, job involvement and HRM competencies) were positively correlated with job performance of the HR Managers in the apparel industry. The result of correlation analysis indicated that the occupational stress and job performance of the HR Manager were negatively correlated. The relationships between all independent variables with the dependent variable were significant. The relationship between job satisfaction and job performance was strongly positive and highly significant. Above finding was verified again by the results of multiple regression

analysis. 85% of the variance in the job performance of HR Managers was accounted for by the five independent variables.

The conclusion of the study was that the job satisfaction was the significant factor for job performance of the HR Managers in the apparel industry.

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