

FACTORS RELATED TO THE PERFORMANCE OF STAGNATED AND PROMOTED EMPLOYEES IN ABC APPAREL COMPANY

M.S.D. Senavirathna✉, H.M.A.M. Herath, H.P.S.M. Senarathna

Department of Management and Organization Studies, Faculty of Management and Finance,
University of Colombo
Sri Lanka

Abstract

This research delves into the intricate dynamics of employee performance within ABC Apparel Company, focusing on both stagnated and promoted employees. This study addresses the reasons for performance variation between stagnated and promoted employees, revealing crucial insights. The findings reveal many factors affecting the performance of stagnant and promoted employees such as motivation, training, work environment, and grading systems. These findings hold significant implications for policy, practice, theory, and future research, shedding light on ways to enhance employee engagement and organizational performance. Overall, this research strives to provide a holistic understanding of the multifaceted factors related to employee performance and offers valuable recommendations for fostering a motivated and productive workforce.

Keywords: *Employee Stagnation, Employee Promotions, Employee Performance, Apparel, Sri Lanka*

Introduction

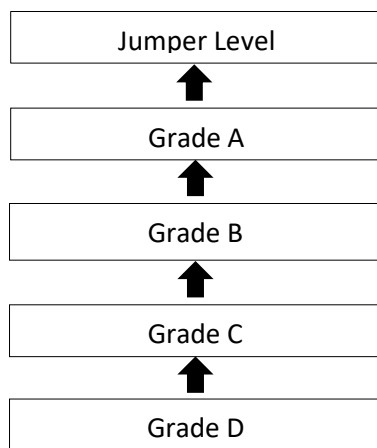
The global apparel industry as well as the Sri Lankan apparel industry has been significantly impacted by globalization. The apparel sector has expanded its operations internationally and has grown more reliant on global supply chains because of the open market system. Due to the growing rivalry in the market, businesses have been forced to concentrate on operational excellence to stay within the competitive environment (Rammandala, 2022).

There are six branches of the parent company of ABC Apparel Company in the western province. For this study, the researcher only focused on one branch in the western province. All the manufacturing companies/branches follow common procedures in their businesses. However, the selected ABC Apparel Company is becoming a model manufacturing company for other apparel manufacturing companies in Sri Lanka.

The problem is that most of the employees are stagnated in a lower level of grading without being promoted to the next level. However, ABC Apparel Company provides training programs and other benefits to the employees.

Despite implementing various employee training programs and benefits at ABC Apparel Company, why have most of the operational level employees remained stuck at the lower end of the grading system without receiving any promotions?

The study's primary goals were established to investigate the factors impacting the job performance of both stagnant and promoted employees at ABC Apparel Company. Additionally, the study aimed to comprehend the underlying causes of performance discrepancies between stagnant and promoted employees at the same company.



Source: *Human Resource Manager, ABC Apparel Company*

Figure 1: Grading levels of ABC Apparel Company

Literature review

Employee Stagnation

Career stagnation is characterized by a lack of interest in one's job, which typically hinders one's ability to career development. A career that has stagnated has ensnared many people. When the proper steps aren't taken, it hampers productivity at work and makes you feel self-conscious (Odogwn, 2022). Therefore, employees can stagnate in one or two lower grading levels without being upgraded to the highest grading levels.

Career stagnation is one of the many factors that might have an impact on performance. Indeed, the researcher has identified that it is common for workers to respond to professional stagnation with poor performance as well as a loss of passion and commitment.

Employee Promotions

Promotion is an increase in an employee's position from their current position to a higher position; it can also be a promotion from a lower to a higher position (Thoha, 2003). Promotional goals give employees a sense of worth, care, and recognition for the job they do for the company, enabling them to deliver high-quality results and boosting team morale (Eka et al, 2016).

The subjectivity issue is just one of the practical problems in the promotion system. Mamdani Fuzzy Method implementation is used to mitigate the subjectivity issue in the promotion system. One of the key issues in the employee promotion process is subjectivity. A person overseeing the promotion process may probably choose to promote an employee based solely on familial or personal connections. Such promotion practices have the potential to place individuals in unsuitable positions, which could adversely affect the organisation. To minimize any potential conflicts of interest, an effective promotion process should be conducted transparently (Zulfikar, 2017).

Promotion is a crucial problem, not only for selecting and placing the right people in the right positions but also for giving superiors and leaders a boost as they establish a personnel policy aimed at motivating employees to grow and succeed. Promotion is the act of transferring labour from a higher position in terms of pay, duties, and/or organizational levels. Sikula (2000) states that technically speaking a promotion is a change inside an organization from one job to another that either involves a pay rise or a status upgrade.

Employee Performance

It is imperative for employers to effectively manage and supervise their staff to achieve organizational goals and meet performance expectations. One key aspect of this is ensuring that tasks are completed in a timely manner. To optimize performance, employers may consider implementing monitoring procedures to track employee progress and identify areas for improvement. Such processes can significantly enhance organizational efficiency and productivity, ultimately leading to greater success. To effectively motivate employees to perform their tasks with excellence, it is recommended that employers establish a compensation system that is based on their performance. Such a system can serve as an

incentive for employees to strive towards achieving the company's goals and objectives. Additionally, on-the-job coaching, performance reviews, counselling sessions, interviews, and performance improvement plans can all be utilized to raise employees' performance (Lankeshwara, 2016).

The extant literature on employee performance has been predominantly limited in scope, with previous scholars primarily focusing on a narrow range of factors influencing employee performance. Some studies have been carried out on the impact of workplace environment on employee performance in the leading apparel manufacturing company in Sri Lanka (Lankeshwara, 2016). Some other scholars have investigated the relationship between the quality of work life and job performance in the apparel sector in Sri Lanka (Pathirana, 2020). Previous scholars in other countries have carried out research regarding the factors affecting employee motivation toward employee performance (Khan, 2017) and the relationship between job satisfaction and employee performance (Perera & Khatibi, 2014).

Employee job performance, or whether an individual does his or her job successfully or not, is a crucial concern for every firm. According to Campbell et al. (1993), job performance consists of the actions employees take in the course of their work that is relevant to the objectives of the business. According to Motowidlo (2003), work performance is based on employee behaviour, and the outcome is crucial for the success of the firm. According to Muchinsky (2003), job performance is the result of a variety of employee actions. He also explained how it may be tied to organizational goals and monitored, quantified, and evaluated as employee outcomes. Consequently, a key factor in determining the success of an organization is job performance. The performance of a task can be measured along a variety of axes. Blumberg and Pringle (1982) identified three variables that influence work performance.

Specifically, opportunity variables (work environment (temperature, noise level), group and leadership characteristics of the job) and ability variables (the requirement that helps to achieve the job performance) jointly affect performance.

Factors Related to Employee Performance

There is a significant positive correlation between employee performance metrics and continued job training. Continuous job training has helped employees improve their skills and competencies to stay modern, stay informed about new technology and work techniques in the apparel industry, and improve their confidence since they feel informed (Kodisinghe, 2020). Training helps to increase employee performance and it helps employees move onto higher grading levels.

According to the current study, training is the development of knowledge, skills, and attitudes needed by workers to carry out their jobs well (Goldstein, 1980; Latham, 1988). In the real world, training may be narrowly focused on instructing specific skills or it may be more general, designed to encourage understanding of the production process, encourage thinking on how the job is carried out in relation to other functions, and foster creativity to carry out tasks more successfully.

The tendency of members of work groups with more negative work attitudes to avoid work through absenteeism may grow, promoting absence practices (Johns & Nicholson, 1982). A greater correlation between work attitudes and absenteeism suggests that group-level job satisfaction and commitment will operate as a mediating factor in the interaction between HR practices and absenteeism at the group level. It is noteworthy that divergent ethnic groups exhibit varying attitudes when it comes to punctuality and the significance of time. A firm's objectives can be seen in the hiring of new employees, which highlights the skills and values that the company appreciates the most. The decision also offers a significant chance to highlight the organization's success

and core values, emphasizing why the business is the most desirable destination for career advancement. In small enterprises, Metlay (2002) found a training paradox. Despite employers' good attitudes towards training, he discovered that actual provision rates are low due to, among other factors, a lack of suitable training, time constraints, high educational costs, a lack of trainee coverage, and internal trainers (Singh et.al, 2014).

The environment of the workplace has a lot of influence on how successfully employees perform. Employees are affected by the environment where they work, and a good environment allows them to focus all their effort and attention on their work. A person's physical work environment, including the lighting, the floor, the office layout, and the furniture layout, might determine whether they are a good fit for the job or not. When employees and their immediate supervisors are supportive of one another, improved performance and satisfaction are more likely to occur (Lankeshwara, 2016). The quality of the indoor work environment influences the level of performance and productivity. When improving the work environment, employee performance also improved (Septian P. &., 2017). Work environment refers to the total set of equipment and supplies used, the setting in which one works, as well as the practices and organizational structures used by both individuals and groups of people (Nguyen, 2020).

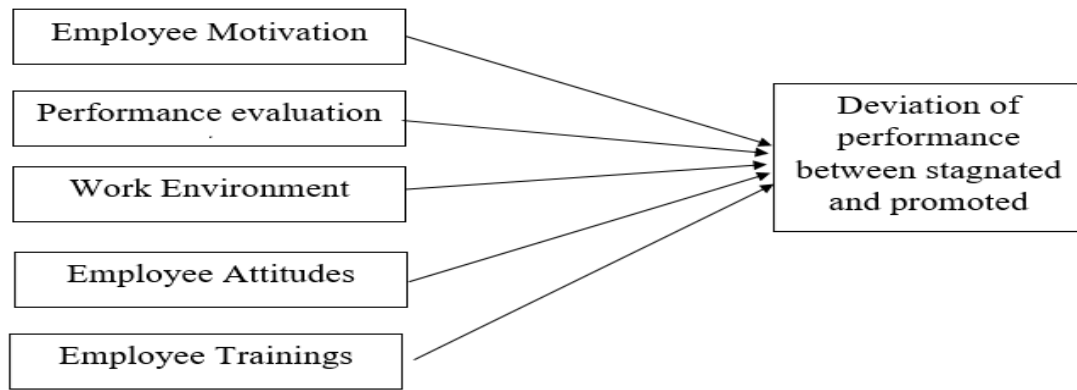
Performance appraisals (PA) are essential for effective evaluation and management of staff. The findings of the study revealed that the Performance Appraisal System was viewed unfavourably by employees and that the system was affected by subjectivity and was influenced by some major flaws, the most common of which were the similarity, and the halo effect biases. There was very little employee involvement in establishing criteria, agreeing on performance standards, and setting objectives for the appraisal. Employees were not well educated on the

time, process, and purpose of PA. Despite their impression of PA errors, most employees were committed and willing to submit to the process, even though a minority thought otherwise. Most employees viewed the system as important to both their individual career plans and the goals of the institution. (Francis O. Boachie-Mensah, January 16, 2012).

Performance evaluation systems can aid in the employee selection process by incentivizing recipients to perform weighted matrix calculations for pairs of criteria to determine the most deserving candidate. The alternative that receives the highest priority will be selected, as determined by Wahyuni and Irawan (2020).

Motivation is mostly differentiating as one of the most influential predictors of individual behavior and a key analyst of performance for an essential aspect of behaviour (Khan, 2017). Any organization's potential to succeed depends on its managers' capacity to create an environment that motivates its employees. The manager needs to be aware of how each employee behaves and what might motivate them personally. Managers can determine the rewards to be utilized to inspire employees by understanding what needs those employees have (Ackah, 2014).

This study demonstrates an important and positive relationship between employee motivation and performance. Additionally, it is established that intrinsic rewards significantly improve employee motivation and performance. This study concludes that motivation has a poor connection with employee perceptions of training efficacy. Additionally, it is demonstrated by their comments that, despite receiving training courses, they decided not to use them in their regular lessons because they thought they were ineffective. They were dissatisfied with the instructions they received, which reduced their motivation to teach (Ium Shahzadi, 2014).



Source: Developed by the researcher

Figure 2: Factors affecting to performance of promoted and stagnated employees

Conclusion of literature review

To summarize, the literature review has shed light on the factors that impact the performance of promoted and stagnant employees at ABC Apparel Company. The study zeroes in on five crucial factors: work environment, employee attitudes, performance evaluation system, and employee motivation. While employee performance has been previously researched, there is a dearth of precise analysis on these matters in Sri Lanka. According to the literature review, career stagnation can reduce employee performance by causing disinterest and impeding professional advancement. Promotions, on the other hand, can encourage staff members, show them that they are appreciated, and promote collaboration. The impartiality and objectivity that the performance evaluation system fosters might motivate employees to put in extra effort and accomplish organizational objectives. By concentrating on these factors, the study aims to pinpoint the difficulties and challenges experienced by promoted and stagnated personnel in the ABC Apparel Company. As the foundation for the Methodology, the Literature offers significant insights into the variables influencing the performance of promoted and stagnated personnel in the ABC Apparel Company. These variables will have an impact on the research design and data collection methods. Using the results gleaned from the literature research, the study endeavours to shed light on the fundamental causes of performance deviations and to understand how employee performance can be enhanced within the organization.

Methodology

Research Strategy

Since the researcher selected ABC Apparel Company, this study is investigating a contemporary phenomenon in depth and within the real business organizational context. This study hopes to explore the factors affecting the performance of stagnated and promoted employees at ABC Apparel Company. Therefore, this study focuses on specific issues within the real-world business organization.

Analytical Framework

The Theoretical Framework is expected to clarify the factors related to the performance of stagnated and promoted employees in ABC Apparel Company. With the help of the literature, we have built a theoretical framework below. For this study, we selected five factors which are more significant to employee performance. The factors are employee motivation, performance evaluation system, work environment, employee attitude and employee training.

Population of the Research

Every element which shares common qualities in the given geographical scale is defined as population. There are 471 total employees in these grading levels for the year 2022. Therefore, the target population is the 471 employees in ABC Apparel Company in 2022.

Sample Design/ Technique

The sampling design used is the Quota sampling design. Quota sampling can help to get a broad picture of attitude, behaviour, and/or circumstances such as understanding the range of concerns facing respondents about an issue. Quota sampling is a non-probability sampling method that relies on a certain type of employees of a predetermined number of proportion units. Since it entails two distinct employee categories, namely, stagnated and promoted employees, we hope to collect data by interviewing those employees.

Sample Selection Procedure

Most of the employees are at a stagnant level. Accordingly, more contributions should be obtained from grade D and grade C levels for the sample. Since the number of highly efficient employees is minimal, a small number of employees should be sampled. Here employees are calculated based on 5% of the employees in grade D and C levels. Also, 5% is taken from the higher-level employees i.e., grade A and jumper level employees. This is the operational-level employee sample. Management is also an important factor. Employees who support basic operations are

also important for manufacturing. Accordingly, one person from each of those categories will be included in the sample. This is inferred based on the data of the 2022 workforce.

Sample Size

According to Sekaran (2003), a sample can be defined as a carefully selected subset of the population that represents its characteristics to a certain extent. In the apparel industry, employees are categorized based on their performance levels in various work lines. The study selected 15 stagnated employees from grading levels D and C, who demonstrated low performance in their respective work lines. In contrast, five employees from grading level A and Jumper level, who were high-performing employees, were selected as promoted employees. The results of this study will provide insights into the performance levels of employees in the apparel industry and can aid in the development of effective management strategies.

Sources of Data Collection

Table 1: Sources of Data Collection

1. What kind of factors are related to the performance of promoted and stagnated employees in ABC Apparel Company?	Primary – participants from operational level employees who are being promoted, Secondary - personal records, salary reports
2. What are the reasons behind the deviation of performance between stagnated and promoted employees in ABC Apparel Company?	Primary – participants from operational level employees who are being stagnated Secondary – salary report, personal record

Source: Developed by the researcher

Participants in the Research

Table 2: Participants for the Research

Operational level employees	Promoted – 5% from Grade level A and Jumper level – (05 employees) Stagnated – 5% from the Grade level D and C- (15 employees)
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Source: Developed by the researcher

Time Horizon

This research study is a short period study and hopes to collect data from the operational level employees in ABC Apparel Company according to the relevant time frame. In this study, one participant can only participate once. The research can be classified as a cross-sectional study owing to the abbreviated duration and reduced frequency of the interview rounds.

Unit of Analysis

The ABC Apparel Company serves as the focus point for this study's examination of the elements connected to employee performance in the context of the garment sector in Sri Lankan western province. We hope to get in-depth insights into how employee motivation, training, performance evaluation system, work environment, and employee attitudes influence overall performance within the selected company by focusing on the organizational level. Using the ABC Apparel Company as the unit of analysis allows us to delve into the organization's specific dynamics, policies, and practices, delivering valuable and focused recommendations to improve employee performance and build a healthy work environment in the garment sector.

Reliability and the Validity of the Interview Guide

The interview guide is based on the models that the previous scholars have used, and the most significant factors related to employee performance which have been identified. However, this interview guide is unique to the research study and has never been used before and this interview guide was not previously tested by prior researchers.

Data Analysis

Through in-depth examination of non-numerical data, such as text, photos, or interviews, qualitative research aims to investigate and understand complicated phenomena. The method of content analysis, which enables researchers to methodically review and analyze the qualitative data they have gathered, is frequently used in

qualitative research. To find patterns, themes, and relationships, content analysis involves the methodical classification and categorization of text or other types of data. Assigning labels or codes to certain data items, such as words, phrases, or concepts, requires the use of a variety of coding strategies. Researchers can get insightful knowledge, spot common themes, and determine the frequency or predominance of specific concepts within the dataset by arranging and analyzing the coded data. A variety of qualitative data sources, including interviews, focus groups, open-ended survey responses, documents, social media posts, and more, can be analyzed using the flexible method known as content analysis. It offers a methodical and rigorous way to collect pertinent information from qualitative data, enabling researchers to comprehend their research issue and the perspectives of the participants more thoroughly.

Mainly our research consists of qualitative data. Using content analysis it can quantify and analyze the presence, meanings, and relationships of certain words, themes, or concepts.

Sample Profile of the Interview Participants

The participants consist of the employees of ABC Apparel Company. This research captures a holistic knowledge of the factors impacting both stagnated and promoted individuals by including several viewpoints, including those of the HR manager responsible for policies shaping employee progress and the operational manager reviewing daily performance. By providing a well-rounded investigation of the complexities around performance within the company's distinctive environment, the diverse participant composition enriches the qualitative study's uniqueness.

In ABC Apparel Company, the operational workforce is categorized into five distinct grading levels, including A, B, C, D, and the coveted Jumper level. Within this framework, A and B represent employees who consistently demonstrate higher levels

of performance, while C and D encompass those at a lower grading tier. The analysis of factors influencing employee performance within ABC Apparel Company is conducted separately for these two distinct categories. This differentiation allows for a comprehensive understanding of the specific elements that contribute to the success and

advancement of high-performing employees in categories A and B, as well as the challenges and determinants affecting the progress of those in categories C and D. The following table shows the interview participants' details of ABC Apparel Company.

Table 3: Participants

Participants	Gender	Age Group	Educational Level	Tenure within the company
Stagnated Employees	Male and Female	20 - 50	O/L, A/L passed, and Degree Holders	Varied
Promoted Employees	Male and Female	20 - 50	O/L, A/L passed, and Degree Holders	Varied

Source: Developed by the researcher

Stagnated Employees

The data obtained from interviews with the 15 stagnant workers in ABC Apparel Company in grading levels C and D provides a thorough picture of their opinions on employee incentives, monetary and non-monetary. The employees' displeasure with the monetary rewards programs reflects the larger economic challenges the country is currently experiencing. Their financial obligations have increased significantly because of inflation and the rising cost of living. The corporation has given allowances and occasional gift cards for special occasions, but employees see these as temporary solutions for longer-term financial problems. They place a strong emphasis on the necessity of long-term fixes, such as regular compensation increases that reflect the cost of living and complete benefits that cover healthcare, retirement, and education. The significant role of managing the financial stability of employees in the context of maintaining their motivation levels and job satisfaction cannot be overstated.

ABC Apparel Company has been the recipient of laudatory feedback from its workforce, with regards to the knowledge and skill enhancement programs it has implemented. These programs, which are

conducted bi-monthly, offer valuable learning prospects that increase job satisfaction significantly. However, the sudden cessation of these programs without due justification has resulted in feelings of uncertainty and despondency among the staff members. The employees' eagerness to participate in these non-monetary initiatives underscores their value in honing professional expertise and skill sets.

"I believe that increasing our salaries is a critical step to consider. When we compare our salaries to those offered by other apparel companies, it's evident that we're being paid less. Given the current state of the economy, the stress of managing our financial responsibilities has become overwhelming." (Participant 08)

The thoroughness of ABC Apparel Company's approach to training sets it apart. It covers a wide range of crucial elements, ensuring that workers are well-equipped to succeed in their positions. This training includes both practical skills and theoretical knowledge, giving employees the tools, they need to deal with unforeseen obstacles at work. The capacity to recognize and address mechanical difficulties in real time, as well as the inclusion of technical training, is especially beneficial for improving

employees' problem-solving skills. Additionally, this strategy encourages staff members to look for answers and constantly develop their abilities by fostering a culture of continuous learning. Overall, this strategy makes workers more adaptive and resourceful by preparing them for both their current tasks and potential future difficulties.

The business makes a significant investment in its employees' professional development by paying for them to attend textile colleges and other appropriate training programs. This shows how dedicated the company is to developing people and promoting a culture of continual development. By eliminating financial obstacles that would prevent workers from pursuing education and training, ABC Apparel Company not only improves their abilities but also demonstrates a deep commitment to their development. A highly qualified, driven, and committed workforce that significantly contributes to the success of the business is produced because of this investment.

"The company provides valuable training opportunities, but there's a challenge when we have heavy workloads – we can't always attend these training sessions. This can be a disadvantage for us, as we miss out on important learning and skill development when work gets too busy." (Participant 10)

The desire for the earlier work arrangement demonstrated by 12 out of 15 employees in feedback causes significant operational concerns inside the organization. The employees' comments imply that the centralization of machinery has significantly increased operational issues, even though it could have previously seemed like a reasonable move to reduce processes. Multiple employees using the same piece of equipment might not only slow down work operations but also lead to strained relationships. As workers wait in queue for access to vital equipment, this setup could result in unneeded downtime.

Employees are more likely to be satisfied with their jobs and stick with the company over the long run if they believe that their comfort and well-being are prioritized. This in turn may contribute to lowering turnover rates and the corresponding hiring and training expenses. In conclusion, resolving employees' concerns about the location of machines and the comfort of the workplace is more than just a matter of taste; it is a strategic requirement. Increasing operational effectiveness, elevating job satisfaction, and enhancing overall performance can be achieved by designing the workspace such that each employee has personal access to the equipment and a comfortable working environment. This investment is advantageous for the organization's long-term success as well as the well-being of the workforce.

"I preferred the previous work environment over the current one. It suited me better." (Participant 12)

A significant number of grade C and D employees appear to have an attitude of inactivity and reliance on the firm for advancements. They believe that if they continuously show up for work and carry out their duties, promotions will come to them organically. This way of thinking represents an old-fashioned and somewhat out-of-date view of job advancement, where staying loyal to a firm and staying around were frequently enough to earn promotions. These employee expectations and the company's expectations for promotions, however, appear to be out of sync. The business wants its staff to actively participate in attending training sessions and broadening their technical and knowledge bases. This assumption is consistent with modern career development strategies, which emphasize the significance of ongoing education and skill improvement for professional advancement.

There is a general tendency among employees at grade levels C and D to take a more passive attitude toward career advancement. Many people appear

comfortable in their existing positions and do not actively look for chances to advance or grow. They take a wait-and-see approach, expecting the organization to initiate and issue promotions based on their presence and work performance, rather than actively chasing promotions.

"Many of us in grading levels C and D might not fully understand how personal development relates to getting promoted. This confusion might be because the company hasn't told us what we need to do to get promoted. Unlike those who got promoted and are self-motivated, we in levels C and D aren't actively trying to advance our careers. We're not looking for opportunities to grow or asking for advice on how to move up. Instead, we expect the company to notice our work and give us promotions." (Participant 04)

A considerable proportion of employees holding positions in the C and D grade levels exhibit a limited understanding of the criteria employed by the organization to evaluate and score their performance. They operate under the assumption that the primary determinant of promotion hinges on the successful completion of prescribed tasks and the fulfilment of regular job obligations. This viewpoint bespeaks a rudimentary comprehension of the mechanisms of professional growth within the company. However, it becomes clear from speaking with employees that the corporation uses a more thorough method to assess worker performance. Employee participation in training programs is a key factor in this assessment. The dedication of an employee to their professional growth is mostly measured by their attendance and level of participation in these training sessions. Employees who participate in these courses learn important knowledge and abilities that are anticipated to improve their effectiveness on the job.

A complex viewpoint on employee motivation is revealed by the study. While both monetary and non-monetary rewards

are valued by employees, the nation's economic problems make long-term financial solutions, such as regular wage adjustments, and complete benefits, essential for preserving employee motivation and happiness. Non-monetary incentives, such as employee recognition and programs for knowledge and skill development, are regarded highly for their contribution to the development of an encouraging and happy work environment. Keeping knowledge and skill-building programs ongoing and striking a balance between these two reward kinds can boost employee satisfaction and motivation even further. The report shows the company's thorough approach to staff training, which includes both theoretical and practical components. Employees are more adaptable and resourceful because of this strategy, which also helps them get ready for both present work and potential future issues. According to the 90% of employees who do not bring work stress home, ABC Apparel Company's commitment to work-life balance and provision of counselling services considerably reduces workplace stress. The organization eventually benefits from the improved productivity, morale, and well-being of the workforce brought about by this equilibrium.

Finally, many employees seem to have a misunderstanding of the organization's grading system. While some people think that promotions are only dependent on tasks, others understand the value of actively participating in training and personal development. This gap can be closed by clearly communicating grading expectations and standards, which will also help employees match their efforts with the objectives of the company.

Promoted Employees

We move our research's attention to a critical viewpoint in this study: workers who have successfully advanced to higher grading levels, including levels A, B, and the jumping level. With Advanced Level qualifications and, in some circumstances, diploma credentials, these workers represent

the pinnacle of success inside ABC Apparel Company. Notably, compared to their employees in levels D and C, these elevated grading levels are accompanied by significantly greater salaries. Further remarkable is the fact that many of these employees held positions in grading levels C and D before receiving these promotions, which they accomplished in a very short period of 4 to 5 years.

Firstly, monetary rewards are an essential component of what motivates these employees. Most of them emphasize the significance of salary increases, with 7 out of 10 saying they would prefer to receive greater frequency increases—ideally twice a year. This is consistent with the primary motivation for growing to grade levels A and B, which is the possibility of earning a greater salary. Interestingly, these individuals are seen as self-motivated since they think that increasing their contributions to the firm will lead to promotions and both monetary and non-monetary rewards.

The fact that 8 out of 10 employees exhibit a significant interest in attending motivational programs is another intriguing result. They value the exposure and chances for personal development that these programs provide. These people take an active interest in their professional development and self-improvement. The staff members recognize that achieving higher grading levels creates challenges. They are aware of the company's competitive nature and think that, to some extent, more effective educational backgrounds are necessary for improvements. However, they emphasize that promotions are possible with outstanding performance, training, and involvement in motivational programs.

"I appreciate the salary increases as a major incentive, and if possible, we would prefer to get them more frequently, possibly twice a year. I am excited to attend those motivational programs. We actively pursue personal growth rather than simply sitting back and waiting for the firm to provide us

with rewards. Naturally, I am aware of the competitiveness and, to some extent, the demand for more advanced education" (Participant 03)

All the 10 employees appreciate the training opportunities provided by the company. The fact that training is valued by everyone points out how important it is for their professional development. These programs are regarded as offering helpful direction, indicating that the training's subject matter and organizational principles are effective. Employees give particular emphasis to technical training and work-life balance initiatives. This suggests that they are aware of the importance of improving their technical skills to succeed in their employment. They also value programs that encourage work-life balance, even if attending them requires more time from their already hectic schedules. This supports the idea that these training sessions not only promote professional growth but also mental relaxation and overall well-being. The fact that the company is sponsoring the textile college exams demonstrates its commitment to providing employees with opportunities to progress in their careers and potentially increase their earnings. This initiative aims to support employees in advancing their careers and improving their remuneration.

"I think these initiatives including the technical training and workshops on work-life balance are quite helpful. Despite my hectic schedule, I have faith that these training sessions will both advance my professional goals and provide much-needed mental rest. I also firmly believe that taking the textile college exams, which the employer kindly sponsors will not only advance my knowledge and expertise but also open doors to chances for higher pay. My professional goals and personal well-being are exactly in line with this all-encompassing training strategy" (Participant 01)

The employee's evaluation of the workplace at grading levels A and B offers important information about the company's

infrastructure and equipment requirements. The comment first emphasizes the significance of a productive and well-organized work environment. Operations can be streamlined and dependence on others reduced by having all the tools and equipment conveniently located in one location, increasing production and efficiency. Utilizing outdated machinery raises concerns regarding safety and effectiveness. The chance of accidents or mistakes is decreased by upgrading to newer equipment, which improves performance while also ensuring a safer working environment. The mention of infrastructure requirements, such as the necessity for water filters, emphasizes how crucial it is to give employees access to necessities. These factors are essential for keeping a pleasant and sanitary workplace.

“Levels A and B have a better work atmosphere in my opinion, but there is still space for development. It would be simpler to have everything in one location, especially if we could replace some outdated equipment. For difficult work, newer technology would be preferable. Lower-level employees would be encouraged to pursue higher jobs if they worked in a better atmosphere with the right tools” (Participant 02)

Seven employees with higher grade levels (A and B) shared their perspectives, which shed light on the difficulties they encountered in their jobs. They point out that getting promoted has resulted in a significant rise in their workload and more pressure to meet strict deadlines and goals. As a result, working extra hours and even nighttime shifts has occasionally been necessary. Their findings highlight the fact that tasks at higher grading levels become significantly more complicated and numerous, in addition to having more major obligations.

“I think that the workload and pressure rise dramatically as employees go to higher grading levels. We frequently work through the night because we have strict deadlines and higher expectations every day. More

coworkers at various levels would facilitate a more efficient workload distribution. We value the great training opportunities offered by our company since they enable us to move to positions. However, we also think that the additional workload should be reflected in our salary” (Participant 05)

Additionally, these workers are aware of the urgent need for more workers in grades A and B to adequately handle the heavy burden. Because there are fewer employees, the workload is distributed more unevenly, which could result in burnout and decreased productivity. On a positive note, these workers applaud the company's commitment to education and professional growth. They value how easily they can move between different areas thanks to the training they receive, which demonstrates the company's dedication to employee development.

The viewpoint of promoted employees, especially those in the jumper, A, and B levels of the grading system, provides insight into their opinions of the company's promotion procedure. They recognize the value of tests to advance to higher levels and earn more money. However, there appears to be considerable confusion around the precise standards and limitations that the organization uses. Although they recognize the fairness of the system, there is a sense of ambiguity on whether promotions are determined by educational requirements, job performance, or a mix of variables. Greater clarity in the promotion process, which would make sure that employees understand how they might develop within the organization, might help to reduce misunderstandings.

Conclusion and Recommendations

Summarizing the Findings

The ABC Apparel Company utilizes a comprehensive strategy that includes monetary and non-monetary incentives, mental health support, and skill development initiatives to influence employee engagement to work through motivation. Due to broader

economic difficulties, employees express dissatisfaction with the current system concerning monetary benefits, highlighting the need for long-term solutions including consistent pay increases in line with the cost of living. Non-monetary rewards, such as performance recognition initiatives and easier access to management, promote a supportive workplace environment and a strong sense of community. The company's dedication to mental health is demonstrated by the regular counselling sessions that provide staff with a secure place to express their concerns. Programs for skill development are highly valued, but they need to be maintained consistently to prevent employee dissatisfaction if they are suddenly discontinued. Despite occasional problems with scheduling, motivational programs are still widely used, with financial rewards preferred in times of economic difficulty.

The ABC Apparel Company has proactively adopted several systems, including the 5S, Lean, Kaizen, and Hazard systems, in its pursuit of effectiveness, safety, and continuous improvement. These systems demonstrate the company's dedication to keeping the workplace safe and organized, simplifying procedures, encouraging ongoing innovation, and placing a high priority on employee well-being. The company uses four different management systems: Lean, 5S, Kaizen, and Hazard. Lean focuses on reducing waste, 5S assures workplace cleanliness and organization, Kaizen fosters continuous development through employee involvement, and Hazard places a major emphasis on safety. Although these systems benefit the company's operations, it is noteworthy that employee feedback exposes operational issues caused by centralized machinery and preferences for allocating specialized equipment. Concerns about comfort and workspace design also underscore how crucial it is to create pleasant and effective workspaces that not only improve employee well-being but also increase productivity and job satisfaction. The organization must therefore address these issues in addition to its system-driven

initiatives if it is to keep a stable and efficient operating structure.

The evaluation of employee attitudes at ABC Apparel Company revolves around the leader-subordinate relationship and its significant impact on workforce performance. The organization places a strong emphasis on fostering positive connections between leaders and team members, recognizing that effective communication, collaboration, and motivation are determined by these relationships. Leaders are expected not only to give instructions but also to set exemplary behaviour standards, creating a culture of emulation among subordinates. The company employs innovative techniques, such as competitions, to strengthen these relationships, believing that a harmonious and cooperative work environment leads to improved performance and potential rewards. However, there is a notable contrast in attitudes among grade C and D employees, who tend to adopt a passive approach to career advancement. Many appear content with their current positions, expecting promotions to come automatically based on their tenure and work performance, potentially due to a lack of clarity regarding promotion criteria or a preference for job security. This passive attitude contrasts with the self-motivated approach observed among promoted employees, reflecting a disconnect between employee expectations and the company's emphasis on continuous learning and development for professional growth. To address this, the organization needs to enhance communication regarding career advancement opportunities and cultivate a culture that promotes self-motivation and personal development to bridge this gap.

A passive attitude among grade C and D employees toward career advancement is marked by a lack of proactive actions taken to grow professionally or seek out opportunities for advancement. This passivity may stem from a misunderstanding of promotion criteria, a preference for job security over career progression, or a

workplace culture that does not actively encourage self-motivation and professional development. These negative attitudes could potentially hinder the organization's ability to nurture a dynamic and growth-oriented workforce, necessitating measures to promote clearer communication, clarify promotion pathways, and foster a more proactive and self-driven employee mindset to align with the company's goals and values.

ABC Apparel Company has a robust system for helping employees move up the career ladder based on their skills. This means that if you're good at your job, you can get promoted without waiting for a specific time or meeting certain criteria. They use something called a "skill matrix" to measure how well people are doing at work. However, some employees think promotions are only about doing their regular tasks, which is not the whole story. The company also looks at things like how much training you attend and if you take tests to show your skills. Hence, some employees need to comprehend this better. Also, employees prefer how machines were set up before. Now, they have to share machines, which can cause problems. ABC Apparel Company needs to make sure everyone knows how promotions work, keep the workplace organized, and improve communication to make employees happier and more motivated.

Implication

The findings of this research bear significant implications across multiple domains. From a policy perspective, the insights into employee motivation, training, work environment, and performance evaluation suggest the importance of fostering a holistic approach that goes beyond technical skill development. Policymakers can consider strategies that prioritize employee well-being, career advancement opportunities, and a positive workplace culture to enhance organizational performance. In practice, ABC Apparel Company can adapt its HR policies to align more closely with the identified factors that influence employee

performance, thereby potentially increasing employee motivation, satisfaction, and productivity. In the realm of theory, this research contributes to a deeper understanding of the multifaceted nature of employee performance determinants, emphasizing the need for a comprehensive framework that integrates both technical and psychological aspects. Lastly, for subsequent research, these findings open avenues for further exploration into the nuanced relationships between employee motivation, training, work environment, and performance within different organizational contexts, enabling researchers to delve deeper into these critical areas.

Recommendations

The company should place a high priority on developing explicit and open promotion norms. This entails making sure that each employee, regardless of grade level, is aware of the requirements for career advancement. This will help to clear up any misunderstandings and ambiguities concerning the promotion procedure. Employees who are given clear guidelines are better able to grasp what is required of them and match their efforts with the goals of the company.

The business should implement mentoring programs and ongoing career counselling sessions to promote proactive career development, particularly among personnel in grade levels C and D. These programs can advise staff members on how to expand their professional skills, find training opportunities, and improve their opportunities for promotion. Employees should be encouraged to create individual development plans to assist them in defining their career goals.

Maintaining a balanced approach to rewards is crucial. While monetary incentives are important, it is also important to consider non-monetary rewards like recognition

programs and chances to advance one's knowledge and skills. Regularly evaluate and modify incentive programs to account for shifting employee demands and preferences considering shifting economic conditions. Finding the right mix of monetary and non-monetary rewards can dramatically increase employee motivation and happiness.

It is better to customize the office space to suit staff preferences. Through the implementation of this, it might be possible to significantly increase productivity, decrease downtime, and boost overall worker satisfaction by providing individual access to machinery and designing ergonomic workspaces. A happier and more engaged team might result from addressing these practical workplace issues. Encourage effective communication, teamwork, and motivation to promote strong leader-subordinate relationships. The required

behaviours and work ethic should be modelled by leaders, who should be encouraged to lead by example. A culture of trust and cooperation can be promoted by implementing regular feedback mechanisms and public platforms for conversations between staff and management.

Keep funding training and skill-development initiatives that combine career and practical aspects and ensure that workers can handle present and upcoming problems in their positions. Giving employees access to internal and external training resources improves their competence and enjoyment at work. To reduce workplace stress and enhance general employee well-being, keep supporting work-life balance, including counselling services. This dedication to maintaining a positive work-life balance has a positive effect on output, morale, and job satisfaction.

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