

# **Factors affecting non-managerial employees' motivation in apparel industry: With special reference to Kandy district in Sri Lanka**

**A.P.B.M.P.G.O.H. Kumarihami and K.A.D.T.D. Kuruppu**

*Department of Business Management, Faculty of Management Studies,*

*Rajarata University of Sri Lanka, Mihintale*

*Corresponding author: ovintharshani@gmail.com*

## **Abstract**

The Apparel Industry is highly employee-oriented industry where the motivation of non-managerial employees become a crucial factor when determining the success or failure. Motivation is divergent from person to person and empirical evidences exposed that, there is a severe problem in the motivation of non-managerial employees in the apparel industry. Albeit study endeavors to address the research gap by examining, factors that affect to non-managerial employees' motivation in the apparel industry at Kandy District. Monetary rewards, non-monetary rewards, work-related factors and workforce relationship were treated as independent variables and motivation was considered as dependent variable. By administering a structured questionnaire, 120 respondents who are in three garment factories were selected using convenience sampling method. Correlation analysis and regression analysis were performed to test the hypotheses. According to the general objective, a strong positive and significant relationship exists between motivational factors and non-managerial employees' motivation in the apparel industry at Kandy district. The findings of the study show workforce relationship, work-related factors, non-monetary rewards and monetary rewards, respectively, are strongly positively and significantly correlated with the motivation of non-managerial employees. The finding of the study displays that the relationship with colleagues, relationship with supervisor, workload, work pressure, work condition, promotion, empowerment, salary, bonus and commission are the most significant factors which influence the motivation of non-managerial employees in apparel industry and helped to achieve the specific objectives.

**Keywords:** *Monetary rewards, motivation, non-monetary rewards, work-related factors, workforce relationship.*