



22<sup>ND</sup> INTERNATIONAL CONFERENCE ON BUSINESS MANAGEMENT

“Inclusive and Responsible Management for a Circular Economy and Digital Future”

Faculty of Management Studies and Commerce, University of Sri Jayewardenepura, Sri

20

26

6<sup>th</sup>

**HRM UNDERGRADUATE  
RESEARCH SYMPOSIUM  
PROCEEDINGS**



Department of Human Resource Management  
Faculty of Management Studies and Commerce  
University of Sri Jayewardenepura

Proceedings of Undergraduates Research Symposium – 2026

# **6<sup>th</sup> - HRM**

## **Undergraduate Research Symposium– 2026**

### **PROCEEDINGS**

**Department of Human Resource Management**

Faculty of Management Studies and Commerce

University of Sri Jayewardenepura

Sri Lanka

16<sup>th</sup> of February 2026



## **Proceedings of 6<sup>th</sup> HRM Undergraduate Research Symposium – 2026**

Department of Human Resource Management  
Faculty of Management Studies and Commerce  
University of Sri Jayewardenepura  
Sri Lanka

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## MESSAGE FROM THE VICE-CHANCELLOR

University of Sri Jayewardenepura

I am pleased to extend my heartfelt congratulations to all those participating in the Undergraduate Research Day, conducted as part of the 22nd International Conference on Business Management (ICBM 2026), organised by the Faculty of Management Studies and Commerce (FMSC).

Undergraduate Research Day offers our students a valuable opportunity to engage with research as a disciplined process of inquiry. It encourages students to identify real issues, apply sound methods, interpret evidence responsibly, and communicate insights with clarity and confidence. These experiences help build the skills and attitudes that matter in both academic and professional life, including critical thinking, ethical judgment, teamwork, and a commitment to continuous learning.

To the student presenters, I congratulate you on reaching this important milestone. Your work reflects dedication and effort, and your participation contributes to the intellectual strength of our university community. I encourage you to use this platform to learn from feedback, exchange ideas with peers, and strengthen your ability to present and defend your findings. I also hope this experience motivates you to pursue further scholarly engagement through publications, future conferences, and advanced study.

I extend my appreciation to the Dean, the ICBM Co-Chairs, and the Organising Committee for their coordination and leadership in delivering this initiative. I also acknowledge the valuable contributions of research supervisors, coordinators, and academic staff across departments who have guided and supported students throughout their research journey.

I wish all participants a successful Undergraduate Research Day and a meaningful ICBM 2026.

**Senior Professor M. M. Pathmalal**  
Vice-Chancellor  
University of Sri Jayewardenepura





**MESSAGE FROM THE DEAN**  
**Faculty of Management Studies and Commerce**  
**University of Sri Jayewardenepura**

I am pleased to extend my warmest wishes for the Undergraduate Research Day, held in conjunction with the 22nd International Conference on Business Management (ICBM) 2026. As part of our continued commitment to strengthening a vibrant research culture within the Faculty of Management Studies and Commerce, we are proud to provide our undergraduates with a platform to engage in scholarly inquiry and showcase their research findings.

The Undergraduate Research Day is a significant milestone in our faculty calendar, serving as the premier undergraduate research event of the year and running alongside the prestigious ICBM 2026. This initiative reflects our firm belief that research and knowledge creation should begin early in a student's academic journey, supported through mentorship, academic guidance, and opportunities for academic exposure.

To the students selected to present your work, congratulations on reaching this important achievement. Your selection is a recognition of your dedication, effort, and academic potential, and I encourage you to approach this event with confidence and curiosity. I also invite you to consider this experience as a foundation for further scholarly engagement, particularly through publishing, presenting at broader forums, and pursuing advanced research opportunities.

I sincerely appreciate the valuable contributions of our research supervisors, departmental coordinators, and academic staff across all departments who have worked tirelessly to guide, support, and inspire our students throughout their research journey. Your commitment continues to strengthen the faculty's research ecosystem and uplift the quality of undergraduate scholarship.

Once again, I congratulate all presenters and wish everyone a successful and meaningful Undergraduate Research Day under ICBM 2026.

**Prof. Dushan Jayawickrama**

Dean,

Faculty of Management Studies and Commerce

University of Sri Jayewardenepura





## MESSAGE FROM HEAD

Department of Human Resource Management  
Faculty of Management Studies and Commerce  
University of Sri Jayewardenepura

It is with great pleasure that I extend my warmest greetings to all participants, reviewers, session chairs, and guests of the 6th HRM Undergraduate Research Symposium organized by the Department of Human Resource Management.

This symposium, held in conjunction with the 22nd International Conference on Business Management (ICBM), reflects our continued commitment to fostering a strong research culture among our undergraduate scholars. The Undergraduate Research Symposium serves as a significant academic platform where final-year students present the outcomes of their rigorous research efforts, demonstrating analytical competence, intellectual curiosity, and a deep engagement with contemporary issues in Human Resource Management.

The research papers featured in this proceedings volume address diverse and timely themes such as employee well-being, workplace diversity, talent management, employee engagement, digital transformation in HRM, and sustainable people management practices. These studies not only contribute to academic knowledge but also offer practical insights for organizations navigating an increasingly dynamic and competitive business environment.

I sincerely appreciate the dedicated efforts of the Symposium Organizing Committee, research supervisors, reviewers, and session chairs whose guidance and commitment have made this event possible. I also commend our students for their perseverance, discipline, and scholarly enthusiasm in completing their research projects successfully.

I wish the 6th HRM Undergraduate Research Symposium every success.

**Senior Professor H. Kottawatta**

Head

Department of Human Resource Management

Faculty of Management Studies and Commerce

University of Sri Jayewardenepura





## MESSAGE FROM CO-CHAIRS

### International Conference on Business Management (ICBM) 2026

Dear Undergraduate Researchers,

We are pleased to extend our warm greetings to all undergraduate researchers from the twelve academic departments of the Faculty of Management Studies and Commerce who are presenting at the Undergraduate Research Day under ICBM 2026. This event provides an important platform for you to share your research ideas and findings with a wider audience, while strengthening the culture of inquiry, scholarship, and innovation within our university.

We extend our sincere appreciation to Senior Professor M. M. Pathmalal, Vice-Chancellor, University of Sri Jayewardenepura, for his leadership and continued encouragement of research and academic excellence across the university. We also express our gratitude to the Dean of the Faculty of Management Studies and Commerce for his guidance and support in ensuring the successful organisation of this event.

We are also thankful to Prof. Rangika U. Halwathura, Senior Professor, Department of Civil Engineering, University of Moratuwa, for serving as the keynote speaker and enriching the Undergraduate Research Day with his valuable insights. We warmly acknowledge the commitment of research supervisors, departmental coordinators, and academic staff who have guided and supported students throughout the research process. Their contributions play a vital role in nurturing undergraduate research and enhancing the quality of scholarship across the faculty.

To all student presenters, we congratulate you on reaching this milestone and encourage you to make the most of this opportunity. We hope this experience inspires you to pursue further academic excellence, including publications and continued research engagement.

We wish you every success and a rewarding experience at the Undergraduate Research Day of ICBM 2026.

**Dr. Isuru Manawadu**

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[01]

## **The Impact of Workaholism, Job Satisfaction, Workload, And Supervisor Support on Presenteeism Among Executive-Level Employees in A Selected Large-Scale Tea Export Company in Sri Lanka**

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### **ABSTRACT**

Presenteeism, defined as attending work despite physical or psychological illness, has emerged as a critical issue that undermines both employee well-being and organizational productivity. This study examines the influences of selected organizational and individual factors, namely workaholism, job satisfaction, workload, and supervisor support, on presenteeism among executive-level workers in a specific Sri Lankan tea export company. The study employs a quantitative research methodology, gathering primary data from executive-level employees using a standardized questionnaire. A total of 118 valid responses were analyzed using descriptive statistics, simple regression analysis, and Pearson's correlation analysis. The findings indicate that workload and workaholism have a significant positive influence on presenteeism, suggesting that employees with high workload and strong workaholic tendencies are more likely to be present at work while ill. On the other hand, job satisfaction and supervisory support have a significant negative impact on presenteeism indicating that presenteeism is less common among satisfied employees and those who sense greater supervisory support. Thus, four hypotheses were established, statistically supported and confirm the strong influence of both job-related and individual factors on presenteeism behavior. The study contributes to the existing literature by providing empirical evidence from the Sri Lankan tea export industry, a context that has received limited scholarly attention. The findings highlight the importance of managing excessive workloads, monitoring workaholic behaviors, enhancing job satisfaction, and strengthening supervisor support to reduce presenteeism. Practical implications are provided to help managers and policymakers create healthier work environments and enhance employee well-being and performance.

**Keywords:** *Job Satisfaction, Presenteeism, Supervisor Support, Workaholism, Workload.*

[02]

## **Impact of Grievance Management Practices on Sample Maker Employees' Job Performance in Selected Large-Scale Apparel Firms in Colombo District, Sri Lanka**

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### **ABSTRACT**

This study investigates the impact of grievance management practices on the job performance of sample maker employees within large-scale apparel manufacturing companies in the Colombo District, Sri Lanka. Specifically, it examines three key grievance-handling methods, Open Door Policy, Digital Grievance Mechanisms, and Anonymous Reporting Channels, and their influence on job performance, categorized into task and contextual performance. Employing a quantitative research methodology, data were collected via a structured Likert-scale questionnaire. The target population comprised 900 permanently employed sample makers working within the five largest Board of Investment (BOI) registered apparel firms in the district. From this population, a sample of 270 employees was selected using simple random sampling, in accordance with the Krejcie and Morgan sample size determination table. Data were analyzed using univariate and bivariate statistical techniques, including descriptive statistics, correlation, and multiple regression analysis. The findings reveal that all three grievance management practices significantly and positively influence employee job performance, with the Open Door Policy exerting the strongest impact. These results underscore the importance of effective grievance handling mechanisms in enhancing employee productivity and overall organizational performance within the apparel industry.

**Keywords:** Grievance Management Practices, Sample Maker Employees, Job Performance, Apparel Industry

[03]

## The Impact of Digital Literacy on the Job Performance of Administrative Officers in a Selected Government Bank in Sri Lanka

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### ABSTRACT

The accelerating pace of digital transformation has redefined how organizations function, placing digital literacy at the core of employee effectiveness and institutional performance. Within Sri Lanka's public sector, administrative officers play a pivotal role in translating digital initiatives into operational efficiency; however, disparities in digital competencies continue to constrain productivity. This study examines the impact of digital literacy on the job performance of administrative officers in a selected government bank in Sri Lanka, with a particular focus on the technological, organizational, and environmental dimensions of digital literacy. Grounded in the Technology Acceptance Model and Social Cognitive Theory, the study employs a quantitative research approach, utilizing primary data collected through a structured questionnaire comprising closed-ended questions on a five-point Likert scale, with response options ranging from Strongly Disagree to Strongly Agree, administered via Google Forms. A random sample of 108 administrative officers was drawn from a total population of 150. Data analysis was conducted using SPSS 25, applying descriptive statistics, correlation analysis, and regression analysis to identify the impact of digital literacy on job performance. Findings demonstrate a statistically significant positive association between digital literacy and job performance, suggesting that enhanced technological proficiency, organizational digital alignment, and responsiveness to external digital environments contribute to higher levels of task performance, adaptability, and contextual behavior, while minimizing counterproductive work practices. The study provides empirical evidence of the pivotal role of digital competence in strengthening employee performance within government institutions. It further emphasizes the necessity of structured digital training, institutional support, and conducive work environments to foster a digitally empowered workforce, thereby advancing the broader agenda of digital governance and public sector modernization in Sri Lanka.

**Keywords:** *Digital Literacy; Job Performance; Technological Context; Organizational Context; Environmental Context*

[04]

## **The Impact of Human Resource Information System (HRIS) on Managerial Employees' Performance in A Selected Government Bank in Sri Lanka**

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### **ABSTRACT**

As digital transformation continues to reshape public sector organizations, understanding the impact of human resource information systems (HRIS) on managerial employees' performance has become increasingly crucial for enhancing operational efficiency and decision-making. This study examines the impact of HRIS on managerial employees' performance in a selected government bank in Sri Lanka. Specifically, the study investigates the impact of time and attendance systems, training and development systems, performance management systems, and employee self-service systems on managerial employees' performance. A quantitative research approach was adopted, with primary data collected through a structured questionnaire comprising 28 closed-ended items measured on a five-point Likert scale. Data were collected using Google Forms from a simple random sample of 108 managerial employees from a population of 150. Data were analyzed using SPSS version 25, applying descriptive statistics, correlation, and regression analysis. The findings reveal that HRIS has a significant positive impact on managerial employees' performance, with time and attendance systems, training and development systems, performance management systems and employee self-service systems identified as critical determinants. Moreover, the study emphasizes the necessity of a broad and integrated approach to HRIS implementation, recommending that organizations address these dimensions collectively rather than in isolation. Practical implications include the need for regular system reviews and upgrades, as well as continuous training and development programs to enhance system acceptance, managerial productivity, and overall organizational effectiveness in Sri Lankan organizations where effective implementation of HRIS remains a major challenge.

**Keywords:** *Government Bank, Human Resource Information System, Managerial Employees Performance*

[05]

## Impact of Human Resource Information Systems Adoption on Employee Engagement in a Selected Non-Banking Financial Institution in Sri Lanka: A Quantitative Exploration Using the Technology Acceptance Model

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### ABSTRACT

The pervasive digital transformation of contemporary organizational landscapes has positioned Human Resource Information Systems (HRIS) as critical enablers of strategic human resource management and employee engagement enhancement. This study investigates the impact of HRIS adoption on employee engagement among executive-level employees in a selected non-banking financial institution in Sri Lanka, grounded in the Technology Acceptance Model framework developed by Davis (1989). Specifically, the research examines two fundamental dimensions of HRIS adoption—perceived usefulness and perceived ease of use,—as independent variables, while employee engagement, operationalized through vigor, dedication, and absorption, constitutes the dependent variable. The central research question guiding this investigation is: What is the impact of HRIS adoption on employee engagement in a selected non-banking financial institution in Sri Lanka? Employing a deductive, quantitative research methodology, primary data were collected through a structured questionnaire comprising 26 statements measured on a five-point Likert scale. A probability sample of 333 executive employees was selected using simple random sampling techniques. Data analysis incorporated univariate, bivariate, and multivariate statistical procedures, including Pearson correlation and multiple regression analyses, to assess relationships between study variables. Findings revealed statistically significant positive relationships between both perceived usefulness ( $r = 0.757$ ,  $R^2 = 0.573$ ,  $p < 0.01$ ) and perceived ease of use ( $r = 0.889$ ,  $R^2 = 0.791$ ,  $p < 0.01$ ) with employee engagement. The comprehensive model explained 81.1% of variance in employee engagement ( $R^2 = 0.811$ ,  $F = 707.378$ ,  $p < 0.001$ ), indicating robust explanatory power. These results demonstrate that when employees perceive HRIS as instrumental to performance enhancement and user-friendly in operation, they exhibit heightened enthusiasm, dedication, and absorption in organizational activities. The study extends Technology Acceptance Model within the context of Human Resource technology adoption in developing economies and offers empirical evidence for Human Resource practitioners to optimize digital tool implementation for enhanced workforce engagement and organizational effectiveness.

**Keywords:** *Employee Engagement, HRIS Adoption, Non-Banking Financial Institution, Technology Acceptance Model*

[06]

## **Workload, Absence Policy and Attendance Allowances on Presenteeism: A Study on Executive and Non-Executive Level Officers in the Parliament of Sri Lanka**

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### **ABSTRACT**

Presenteeism, or attending work while in a state of ill health, has emerged as a concern in organizational settings because of its negative consequences for employee well-being, productivity, and long-term performance. Despite presenteeism receiving increased global attention, empirical evidence within the public sector of developing countries is still scant. Therefore, this study investigates the impact of workload, absence policy, and attendance allowances on presenteeism among executive and non-executive staff members of the Parliament of Sri Lanka. The quantitative approach was followed, and primary data were gathered through a structured questionnaire from 260 officers who were randomly selected from the total population using simple random sampling method. The data were analyzed using SPSS, descriptive statistics, reliability analysis, and multiple regression analysis to test proposed hypotheses and achieve research objectives. The results showed that employees perceived workload at a moderate level, while absence policy enforcement and attendance allowance influence, along with presenteeism, are regarded as high. Each of the independent variables, i.e., workload, absence policy, and attendance allowance positively and significantly relate to presenteeism, and the three variables have a significant and positive joint contribution to presenteeism as the regression analysis unraveled. This study adds to the limited empirical evidence on presenteeism in the Sri Lankan public sector by providing insights from a parliamentary institutional context. These findings present important practical insights for policymakers and human resource managers in the design of balanced organizational policies that control absenteeism while protecting employee health and maintaining sustainable productivity levels.

**Keywords:** HRM, Presenteeism, Workload, Absence Policy, Attendance Allowance, Public Sector Employment, Sri Lanka

[07]

## **Impact of Perceived Non-Financial Rewards on Production Employees' Motivation in a Selected Labels Manufacturing Company in Western Province, Sri Lanka**

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### **ABSTRACT**

In the contemporary global manufacturing landscape, non-financial rewards have emerged as pivotal drivers of sustained performance and organizational longevity. The main objective of the study is to identify the impact of perceived non-financial rewards on production employees' motivation in a selected labels manufacturing company in Western Province, Sri Lanka. When financial rewards are insufficient to ensure long-term commitment, non-financial rewards such as recognition, job promotion, and responsibility are crucial in maintaining production workers' motivation and output within the company. Theoretically anchored in Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, the study employed a deductive, quantitative research design. Data were gathered via a structured self-administered questionnaire from a representative sample of 159 production employees, selected through random sampling from a total population of 273. The structured self-administered questionnaire has been used to gather the primary data. On a five-point Likert scale, the questionnaire on perceived recognition, job promotion, and responsibility, as well as intrinsic and extrinsic employee motivation. Data analyzed both descriptive statistics and inferential techniques, such as correlation and impact analysis. According to the data analysis, utilizing both descriptive and inferential statistical techniques, revealed a strong positive correlation ( $r = 0.859$ ) between non-financial rewards and employee motivation. Furthermore, regression analysis indicated that these rewards account for 73.8% of the variance in motivation ( $R^2 = 0.738$ ). Descriptive results indicated that the perception of non-financial rewards among employees was positive, which means that production employees value recognition, job promotion, and responsibility. Despite the contribution of this study, several limitations were noted, and future researchers are encouraged to consider these limitations in future studies. Overall, the results have important theoretical implications as they expand existing literature, and from a practical perspective, the findings indicate that manufacturing organizations need to be more strategic in their approach to non-financial rewards by incorporating them more into reward management systems to improve employee motivation and employee embeddedness.

**Keywords:** Non-Financial Rewards, Motivation, Production Employees, Job Promotion, Recognition, Responsibility

[08]

## **The Impact of Work-Life Balance, Religiosity and Leadership on Employee Engagement among Nurses in a Selected Private Hospital in Sri Lanka**

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### **ABSTRACT**

Employee Engagement is one of the most discussed topics recently. Existence of engaged workforce is a major requirement for the success of any organization as it positively impacts on competitive advantage, job performance, job satisfaction, employee productivity. This study is a scientific and systematic study that attempts to find an answer to the problem: what is the impact of work-life balance, religiosity and leadership on employee engagement among nurses in a selected private hospital? Conceptual Framework and research hypotheses were developed by reviewing existing literature and different instruments developed by previous authors were used to test hypotheses. This study was conducted by collecting data through distributing a structured questionnaire and 73 of nurses were selected as the sample for the study using simple random sampling. Reliability was assured using Cronbach's Alpha test and content validity was assured. A total of four hypotheses were tested with minimum researcher interference as a cross-sectional study in a non-contrived setting. Correlation analysis, simple regression analysis and multiple regression analysis were used to analyze data. This empirical study revealed that there is a significant impact of work-life balance on employee engagement, religiosity on employee engagement, and leadership on employee engagement. Further, it was shown that there is a significant joint impact of work-life balance, religiosity and leadership on employee engagement among nurses in the selected private hospital in Sri Lanka.

**Keywords:** Employee Engagement, Work-Life Balance, Religiosity, Leadership, Nurses' Engagement

[09]

## **Impact of Generational Types on Leadership Effectiveness Among Managerial-Level Employees in a Selected Private Bank in Sri Lanka**

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### **ABSTRACT**

Generational type is a major determinant of how an employee thinks, their attitudes, feelings and their behavior patterns. The purpose of this study is to examine the impact of generational types on leadership effectiveness among managerial level employees in a selected private bank in Sri Lanka. Some of the other important objectives were to identify the relationship between generational type and leadership effectiveness of managerial employees, identify other factors which affect leadership effectiveness among managers and to identify ways to improve leadership effectiveness. The research is conducted using quantitative methods and face validity has been ensured through conceptualization and operationalization of the variables. The internal reliability has been ensured through adequate level of Cronbach Alpha value (0.875). The data has been collected from 67 managerial level employees using Simple Random Sampling technique. Irrespective of their departments from the bank. Majority of the sample contained Gen X employees, followed closely by Millennials, while the percentage of baby boomers were the least represented in the sample. SPSS software and descriptive statistics, correlation and regression have been used to analyze the data collected from the sample. This study will provide a contribution to academic literature and will help the company and similar companies to understand the importance of efficiently managing different generational types within the workplace. Some limitations of this study include the focus only on one private bank., sample consisting of only managerial employees from the head office of the bank. The sample also contains managers from various educational backgrounds, various departments and genders. Therefore, other factors could also affect leadership effectiveness in addition to generation type. The results are based on what people say about themselves (which could be biased). The study also had to be completed in a short time frame. – therefore, very effective longitudinal observations cannot be derived. Suggestions that can be given to future researchers could be that the research should be carried out in more than one bank to ensure the whole banking industry is covered, to obtain a geographically well-dispersed sample that is homogeneous in other factors such as gender, education, etc. Conducting a longitudinal study will help to minimize the drawbacks due to a study conducted within a short time.

**Keywords:** *Banking Industry, Generation, Leadership Effectiveness, Limitations, Managerial Employees*

[10]

## The Impact of AI Enhanced HR Systems on Employee Satisfaction of Fresh Graduate Hires from the University of Sri Jayewardenepura

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### ABSTRACT

This study aims to evaluate the impact of AI-enhanced HR systems on the employee satisfaction of fresh graduate hires from the University of Sri Jayewardenepura. While the integration of Artificial Intelligence (AI) into Human Resource Management (HRM) presents significant benefits in efficiency and output, its influence on the cognitive aspects of new employees, such as satisfaction, requires deeper exploration. This research examines three dimensions of AI-integrated HRM, considered independent variables: AI-integrated Recruitment & Selection, AI-integrated Performance Management & Employee Development, and AI-integrated Talent Management & Succession Planning. Employee Satisfaction is treated as the dependent variable. The study utilizes a deductive and quantitative research approach. A structured survey was administered and the population consists of newly hired graduates in Sri Lanka, with an accessible sample of 126 newly hired management graduates from the University of Sri Jayewardenepura. Participants were selected via convenience sampling method. The sample includes individuals representing diverse sectors, mostly including IT/Telecommunication and Banking/Finance. The unit of analysis is the individual employee. The gathered data was analyzed using univariate and bivariate (simple regression) statistical techniques through SPSS. The findings reveal that AI Enhanced HR Systems have a significant positive impact on Employee Satisfaction, explaining 70.2% of the variance in satisfaction levels. Cronbach's Alpha for variables ranged from 0.671 to 0.897, indicating the variables are reliable. The findings provide insights into how technological advancements shape the foundational career stages of new entrants.

**Keywords:** Artificial Intelligence, AI-integrated HRM, Employee Satisfaction, Fresh Graduate Hires, Human Resource Management, Quantitative Research

[11]

## **The Impact of Work-Life Balance on Job Satisfaction of Non-Managerial Employees in a Selected Financial Institution in Sri Lanka**

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### **Abstract**

In the contemporary organizations, job satisfaction has become critical in the long-term productivity and retention. This study focuses on the effect of work-life balance (WLB) on job satisfaction among non-managerial workers in a sampled financial institution in Sri Lanka. Based on a quantitative research design, the authors investigated the association among the critical WLB variables work stress and personal life stress, workload, and job autonomy and job satisfaction variables including management support, co-worker relationships, and salary satisfaction. The research utilizes a convenience sampling technique, which is a non-probability sampling method. The data was gathered from 217 non-managerial employees through structured questionnaire and was analysed with the help of SPSS in terms of descriptive statistics, correlation, and regression. Findings showed that there was a great negative correlation between job satisfaction and work stress, and job autonomy showed a great positive impact. Furthermore, the results highlight the necessity of the organizational policies that promote flexible working conditions, welfare of employees, and sustainable HR practices. The research could be useful to the Sri Lankan financial industry as it provides empirical data to reinforce human resources strategies to improve satisfaction, performance, and retention of employees. The study shows that non-managerial employees' job satisfaction levels in the Sri Lankan financial industry are highly influenced by work-life balance (WLB). According to statistics, there is a significant inverse relationship between job satisfaction and variables including workload ( $r = -0.619$ ), personal life stress ( $r = -0.618$ ), and work stress ( $r = -0.622$ ), which together explain over 40% of the variation in employee happiness.

**Keywords:** Financial Institution, Job Satisfaction, Non- Managerial employees, Work-Life Balance, Sri Lanka

[12]

## The Impact of Emotional Intelligence on Job Performance of Technical and Administrative Level Employees in a Selected organization in the Glass Industry in Sri Lanka

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### ABSTRACT

Employee Emotional Intelligence (EI) is a critical factor for organizational success, yet it remains under-researched in the Sri Lankan manufacturing sector. This study investigates the impact of EI—comprising dimensions such as self-awareness, self-management, social awareness, and relationship management—on the job performance of technical and administrative employees in a selected glass manufacturing company. Utilizing a quantitative, explanatory, and cross-sectional approach, the research focused on a target population of 100 technical and administrative level employees, including department heads, senior managers, and supervisors. A stratified random sampling technique was employed to ensure representative coverage across different organizational layers, and data were collected through structured questionnaires. Statistical findings indicate a significant positive impact of emotional intelligence on job performance. Specifically, Pearson correlation analysis revealed moderate positive relationships for all dimensions: self-awareness ( $r = 0.564$ ), self-management ( $r = 0.531$ ), social awareness ( $r = 0.470$ ), and relationship management ( $r = 0.468$ ). Regression analysis further demonstrated that these factors explain a notable portion of the variance in job performance, with R-square values such as 0.531 for self-management and 0.219 for relationship management. The findings suggest that higher EI levels lead to superior job-related outcomes, particularly in high-pressure industrial environments where precision and coordination are vital.

**Keywords:** Administrative Employees, Emotional intelligence, Glass Industry, Job Performance, Sri Lanka, Technical Employees.

[13]

## The Relationship between Reward Management and Job Performance of Managerial Employees in Selected Apparel Firms in Sri Lanka

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### ABSTRACT

This research study was conducted to investigate the relationship between reward management and job performance of managerial employees in selected apparel firms in Sri Lanka. The main objective of this research is to assess the relationship between reward management and job performance of managerial employees in selected apparel firms in Sri Lanka. This involves exploring the influence of extrinsic rewards (e.g., Salaries, Bonuses etc.) and intrinsic rewards (e.g., Recognition, Professional development, Job enrichment etc.) on managerial employee performance. A stratified random sampling technique is utilized to ensure better representation of the various managerial levels (senior managers, middle managers, assistant managers) and functional departments (production, quality assurance, merchandising, human resources). Data was collected using a Likert scaled questionnaire from 100 management employees in selected apparel firms. The findings of this study contribute to the development of benefit management strategies to improve performance of managerial employees in the Sri Lankan apparel firms. Analysis of correlation indicates positive association of all variables with each other. The extrinsic reward is moderately positively correlated to job performance ( $r=0.473$ ,  $p<0.01$ ). The intrinsic reward shows a stronger correlation with job performance ( $r=0.582$ ,  $p<0.01$ ). This provides preliminary evidence for the proposed relationship.

**Keywords:** Extrinsic Rewards, Intrinsic Rewards, Job Performance, Managerial Employees, Sri Lanka

[14]

## **Impact of Non-Financial Rewards on Retention of Non-Executive Level Employees in a Selected Large-Scale Retail Organization in Colombo District, Sri Lanka**

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### **ABSTRACT**

In the contemporary business environment, employee retention has emerged as a critical challenge, particularly in labor-intensive industries such as retail. Non-executive level employees form the operational core of retail organizations, yet they experience relatively high turnover due to demanding work conditions, limited career mobility, and comparatively lower financial rewards. In this context, non-financial rewards have gained increasing importance as strategic human resource management tools for retaining employees and sustaining organizational performance. This study aims to examine the impact of non-financial rewards on the retention of non-executive level employees in a selected large-scale retail organization in the Colombo District, Sri Lanka. The study specifically investigates three dimensions of non-financial rewards: working environment, employee recognition, and career advancement opportunities, which are treated as independent variables, while employee retention is considered the dependent variable. A deductive research approach and quantitative methodology were adopted. Primary data were collected through a structured questionnaire administered to 150 non-executive employees using a five-point Likert scale. The collected data were analyzed using descriptive statistics, reliability analysis, correlation analysis, and regression analysis. The findings reveal that non-financial rewards have a statistically significant and positive impact on employee retention. Among the dimensions, working environment, recognition, and career advancement opportunities were all found to significantly influence employees' intention to remain with the organization. The study highlights the importance of adopting well-structured non-financial reward systems to reduce employee turnover and enhance workforce stability in the Sri Lankan retail sector. The article concludes with implications, limitations, and directions for future research.

**Keywords:** Non-Financial Rewards, Employee Retention, Non-Executive Employees, Retail Sector, Sri Lanka

[15]

## **The Impact of Career Development Practices on Employee Retention: A Study of the Apparel Industry in Ampara District, Sri Lanka.**

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### **ABSTRACT**

In recent years, career development practices have emerged as a crucial strategy for organizations to improve employee retention, especially in highly competitive sectors. Recognizing this growing importance, the present study investigates the impact of career development practices specifically job satisfaction, employee engagement, and skill enhancement on employee retention in the apparel industry of the Ampara District, Sri Lanka. Apparel organizations in this region face challenges in retaining skilled employees due to increased competition and limited career growth opportunities. Therefore, understanding how career development contributes to retaining employees can support better human resource decisions and sustainable workforce management. The research problem is formulated as: What is the impact of career development practices on employee retention in the apparel industry of Ampara District? To address this, a deductive approach and quantitative research methodology were adopted. Primary data was collected using a well-structured questionnaire consisting of 24 statements measured on a five-point Likert scale. The population included employees working in selected apparel companies, and a sample of 150 respondents was chosen using simple random sampling. The collected data was analyzed using univariate and bivariate statistical techniques to identify relationships between the variables. The findings clearly reveal that job satisfaction, employee engagement, and skill enhancement have a significant positive impact on employee retention. Employees are more likely to stay when organizations provide growth opportunities, recognize performance, and ensure engaging work environments. The study also highlights practical implications for HR managers, suggesting that continuous career development programs can help minimize turnover. Finally, the study outlines limitations and suggests directions for future research.

**Keywords:** Employee Retention, Career Development Practices, Job Satisfaction, Employee Engagement, Skill Enhancement

[16]

## **Gender Differences in the Impact of Part-Time Employment Characteristics on Undergraduate Academic Performance: Evidence from a Selected University in Sri Lanka**

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### **ABSTRACT**

The rising cost of education and the increasing cost of living have made part-time employment a global phenomenon among undergraduates. While part-time employment offers financial support and opportunities for gaining professional experience, it may also have implications for students' academic performance. This study examines the impact of part-time employment characteristics on the academic performance of undergraduates at a selected government university in Sri Lanka. The study focuses on three key dimensions of part-time employment, working hours, job type, and job relevance and examines how these factors influence academic performance indicators such as grade point average (GPA), examination results, and class attendance. Adopting a quantitative explanatory research design, the study employs a structured questionnaire administered to final-year undergraduates engaged in part-time employment. Grounded in the Allocation of Time Theory and Human Capital Theory, the conceptual framework outlines the proposed relationships between part-time employment characteristics and academic performance. The collected data were analyzed using SPSS software, employing descriptive statistics, correlation analysis, regression analysis, and Chi-Square tests with data collected from a pre-identified group of 297 students on convenience basis. This study found that part-time employment characteristics significantly affect the academic performance of undergraduates. Long working hours and jobs unrelated to their field of study negatively impacted GPA, engagement, and attendance, while relevant job type had positive effects. Working hours had the strongest negative impact due to stress, fatigue, and reduced study time. Moreover, this study found no significant gender differences in part-time employment, whereas significant differences were observed in academic performance between male and female part-time students. This revealed the necessity of providing tailored support for male and female students to help them manage study and work pressures differently. Female students, who may face additional societal or safety constraints with certain jobs, could benefit from flexible e-learning, recorded lectures, or online resources to balance academics and part-time work effectively. Both male and female students may experience different levels of stress from combining work and study. Gender-sensitive counseling programs can help students develop coping strategies suited to their specific challenges.

**Keywords:** Part-time Employment, Academic Performance, working hours, job relevance, job type, undergraduates, Sri Lanka

[17]

## **Determinants of Job Satisfaction in Hybrid Work Practices: A Study Based on Executive Level Employees in a Selected IT Organization in the Colombo District, Sri Lanka**

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### **ABSTRACT**

The rapid adoption of hybrid work practices has transformed the way organizations operate, particularly in the IT sector. In Sri Lanka, hybrid work models became prominent during the COVID-19 pandemic and continue to be widely practiced, especially in organizations located in the Colombo District. This study aims to examine the impact of hybrid work practices on the job satisfaction of executive-level employees in a selected IT organization in the Colombo District, Sri Lanka, with specific attention to gender differences. The study adopted a quantitative research approach using a structured questionnaire. Data were collected from a sample of 103 executive-level employees selected through random sampling. Hybrid work practices were measured using dimensions such as work flexibility, location flexibility, time autonomy, digital infrastructure, and communication and collaboration, while job satisfaction was measured as the dependent variable. The collected data were analyzed using SPSS software, employing descriptive statistics, correlation analysis, regression analysis, and Chi-Square tests. The findings reveal that hybrid work practices are widely implemented in the selected organization, and executive-level employees report high job satisfaction. The results of correlation and regression analyses indicate a strong and statistically significant positive relationship between hybrid work practices and job satisfaction, with these practices explaining 58.2% of the variation in job satisfaction. However, the chi-square analysis shows no statistically significant difference between male and female executive-level employees regarding the impact of hybrid work practices on job satisfaction. The study concludes that effective hybrid work practices play a significant role in enhancing job satisfaction among executive-level employees, regardless of gender. IT organizations should implement specialized hybrid work programs to maintain high job satisfaction among executive employees. Priority should be given to upgrading digital infrastructure and providing leadership training to maximize the benefits of hybrid work, particularly given the 58.2% variance in job satisfaction explained by these practices. HR policies should ensure standardized flexible scheduling across all employee levels, promoting equitable access to hybrid benefits and addressing the non-significant gender differences.

**Keywords:** Hybrid Work Practices, Job Satisfaction, Work Flexibility, Location flexibility, Time Autonomy, Communication and collaboration, Digital Infrastructure, Gender in Hybrid Work Practices

[18]

## **Impact of Voluntary welfare system on job satisfaction of factory level employees in ABC Manufacturing Company in Western Province, Sri Lanka**

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### **ABSTRACT**

One of the most significant causes of employee satisfaction and organizational performance is the employee welfare. The study seeks to explore to what extent voluntary welfare system affects job satisfaction of employees working at factory level in ABC Manufacturing Company in Western Province of Sri Lanka. The voluntary welfare system here comprises of three principal dimensions of transportation facilities, medical facilities, and recreational facilities that are over and above the statutory welfare requirements. The research design embraced in the study is a quantitative, descriptive and correlational study. The primary data was obtained using a structured questionnaire that was given to 150 employees out of 200 employees. These employees were selected as the population because they are the primary recipients of the company's voluntary welfare facilities. The study employed a simple random sampling technique, ensuring that each factory-level employee had an equal chance of being selected. The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS). Both descriptive and inferential statistical techniques were applied, including correlation and regression analysis, to determine the strength and direction of the relationship between voluntary welfare facilities and employee job satisfaction. The results highlight that when organizations provide welfare facilities beyond statutory welfare requirements, employees feel valued, supported, and cared for by the organization. This positive perception leads to improved job satisfaction, which is essential for employee motivation, commitment, and productivity. In particular, transportation facilities reduce commuting related stress, medical facilities enhance employees' sense of security and well-being, and recreational facilities contribute to stress reduction and work-life balance. Overall, the study emphasizes that voluntary welfare systems are an important component of effective and sustainable human resource management in manufacturing organizations. The findings of this research provide useful insights for managers, policymakers, and future researchers interested in employee welfare and job satisfaction within the Sri Lankan context.

**Keywords:** Voluntary Welfare System, Employee Job Satisfaction, Transportation Facilities, Medical Facilities, Recreational Facilities

[19]

## **The Factors of Occupational Stress and their Impact on Job Performance of Non-Managerial Employees in Selected Insurance Company in Jaffna District**

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### **ABSTRACT**

Occupational Stress has become one of the biggest challenges affecting employee performance in modern organization. In competitive work environment, non-managerial employees are particularly exposed to high work pressure, unclear roles, and demanding improper work conditions. The study examined the impact of the three main aspects of occupational stress namely, workload, role ambiguity, and work environment on determining employee job performance. Understanding these issues is essential for identifying the best strategies to minimize occupational stress and enhance employee performance, particularly given the non-generalizable nature of work environments in the Jaffna District of Sri Lanka. For this study, a quantitative, explanatory research design was used. A standardized questionnaire that was given to 120 non-managerial staff members of the chosen insurance company was used to gather data. A quantitative, explanatory research design was adopted, and data was gathered using a structured questionnaire administered to 92 non-managerial employees, all of which were usable for the final analysis. The study's theoretical foundation are the Person Environment Fit Theory and the Job Demand–Control Model, which offer a framework for comprehension to what extend workload, role ambiguity, and work environment impact non-managerial employees' performance results. The data was analysed using both univariate and bivariate statistical techniques to identify at the connections between work performance and occupational stress parameters. The study's conclusions underline the importance of occupational stress in affecting employees' performance and the necessity of stress management procedures in businesses. The work environment in the Jaffna District is unique due to its strong cultural foundations and deeply rooted social norms. The working patterns of Tamil employees are closely influenced by traditional values, community expectations, and collective responsibilities, which shape attitudes toward work, discipline, and interpersonal relationships. In addition, cultural practices and social cohesion significantly affect workplace behaviour, communication styles, and approaches to stress management in organizations within the district. It is anticipated that the findings would give management and HR professionals important information to help them create plans to lessen occupational stress, enhance working conditions, and boost employee output in the insurance sector.

**Keywords:** Occupational stress, workload, role ambiguity, work environment, job performance.

[20]

## **The Impact of Realistic Job Previews on First Two-Year Retention of Gen-Z Executive Level Employees in a Selected Apparel Manufacturing Company Cluster in Sri Lanka**

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### **ABSTRACT**

Retention of employees has now become a very serious issue in the apparel manufacturing sector and mostly in the executive level workers of Gen Z who are likely to demonstrate elevated staff turnover during their initial years of work. The objective of this study is to determine the effectiveness of Realistic Job Previews in the first two-year retention of Gen Z executive-level employees in a chosen cluster of apparel manufacturers in Sri Lanka. The research is aimed at four dimensions of a Realistic Job Previews i.e. Job Content Information, Work Environment Information, Rewards and Benefits Information and Career Development Information as independent variables, and employee retention as a dependent variable. The research problem of the given study is as follows: What is the effect of The Realistic Job Previews on the first-two-year retention of Gen Z executive level employees in a chosen cluster of apparel manufacturing firms in Sri Lanka. The methodology used in conducting a deductive approach was a quantitative research approach. A self-administered questionnaire that comprised 51 statements to be answered on a five-point Likert scale was used to collect data. A sample of 120 Gen Z executive-level workers was picked through the method of a simple random sampling. The data collected were subjected to univariate, bivariate and multivariate statistical analysis. The results indicated that Realistic Job Previews produce a strong positive effect on the initial two years retention of employees at the Gen Z executive level. Two out of the four dimensions, Job Content Information and Career Development Information had the greatest relationship with employee retention. The article also addresses the limitations and implications of the study to the manager.

**Keywords:** Realistic Job Previews, Employee Retention, Gen Z Executive Employees, Apparel Industry, Sri Lanka

[21]

## The Impact of Human Resource Information System (HRIS) Usage on the Effectiveness of HR Practices in Selected Organizations in the Banking and Financial Sector in Sri Lanka

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### ABSTRACT

The continuous advancement of information technology has reshaped the manner in which organizations manage their human resources. In response to increasing demands for efficiency, accuracy, and strategic alignment, organizations, particularly in the banking and financial sector, have increasingly adopted Human Resource Information Systems (HRIS). The purpose of this study is to examine the impact of HRIS usage on the effectiveness of HR practices in selected organizations within the banking and financial sector in Sri Lanka. This study adopts a quantitative, cross-sectional research design based on a deductive approach. Data were collected from 90 HR professionals employed in selected banks and non-bank financial institutions using a structured, self-administered questionnaire. HRIS usage was measured across key functional dimensions—HR Planning and Analysis, Staffing, HR Development, and Benefits and Compensation while the effectiveness of HR practices was assessed in terms of administrative efficiency and strategic efficiency. The conceptual framework of the study is grounded in Aggarwal and Kapoor's (2012) HRIS Functional Model, supported by the Resource-Based View (RBV) and Socio-Technical Systems (STS) theory. Data were analyzed using descriptive statistics, Pearson correlation analysis, and multiple regression analysis. The findings reveal a strong and statistically significant positive relationship between HRIS usage and the effectiveness of HR practices. All HRIS dimensions demonstrated significant positive impacts on HR practice effectiveness, with particularly strong effects observed for HR Development and HR Planning and Analysis. Overall, HRIS usage was found to significantly enhance both administrative efficiency through improved accuracy, reduced paperwork, and faster HR processes, and strategic efficiency by supporting data-driven decision-making and strategic workforce planning. The study contributes to the limited empirical literature on HRIS in the Sri Lankan context and provides practical insights for HR practitioners and decision-makers seeking to enhance HR effectiveness through technology-enabled solutions in the banking and financial sector.

**Keywords:** Human Resource Information System (HRIS), HR Practice Effectiveness, Banking and Financial Sector, Administrative Efficiency, Strategic Efficiency

[22]

## **Impact of work-life balance on employee retention of executive level employees in a selected hybrid workplace in the Colombo District, Sri Lanka**

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### **ABSTRACT**

Over the last few years, work-life balance has become one of the key factors in determining employee retention especially in the hybrid work environments where professional and personal lines tend to blur. This paper seeks to analyze how work-life balance affects retention of employees at executive level in a chosen hybrid workplace to a given region in Colombo District, Sri Lanka. The paper is devoted to the three main dimensions of work-life balance work flexibility, work engagement, and family support as independent variables, whereas the employee retention, operationalized in three aspects (job satisfaction, retention intention, and organizational commitment) is the dependent variable. The research question will be as follows: What is the impact of work-life balance on employee retention of executive-level employees in a selected hybrid workplace in Colombo District, Sri Lanka? The approach taken to address the objectives of the research was a deductive approach using a quantitative research methodology. The primary data were collected with the help of structured questionnaire which included 43 statements which were measured on five-point Likert scale. The population was 113 employees of executive level under a hybrid working setup under simple random sampling as per the table of sample size determination by Krejcie and Morgan (1970). Statistical analysis of the collected data was done with SPSS, with the use of univariate and bivariate statistics, including correlation and regression analysis. The results are that work-life balance immensely and positively influences employee retention. Namely, work flexibility, work engagement, and family support show great positive correlations with job satisfaction, retention intention, and organizational commitment among executive-level employees. The research visibly explains the role of flexible work arrangements, staff engagement and supportive family-focused initiatives in improving executive retention in hybrid workplaces. The implications of the findings as applied to the human resource practitioner and organizational leaders are that they bear useful implications on how human resource practitioners and organizational leaders can formulate effective retention strategies, as well as, offer future research directions in the Sri Lankan hybrid work situation.

**Keywords:** Work Flexibility, Work Engagement, Family Support, Employee Retention, Executive- Level Employees

[23]

## **Impact of Occupational Health and Safety on Employee Motivation of Operational-Level Employees in a Selected Plastics Manufacturing Company in Sri Lanka**

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### **Abstract**

The influence of Occupational Health and Safety (OHS) practices on employee motivation has emerged as a critical issue for contemporary managers. In recent times, organizations have increasingly acknowledged that a secure and healthy workplace not only safeguards employees but also boosts their motivation and overall productivity. Consequently, this study investigates the effect of OHS practices on the motivation of operational-level employees in a particular plastics manufacturing company in Sri Lanka. Utilizing Herzberg's Two-Factor Theory alongside Maslow's Hierarchy of Needs Theory, the investigation focuses on four critical dimensions of OHS: the perception of health and safety policies, the use of personal protective equipment (PPE), training and awareness initiatives, and the physical work environment. The research employs a quantitative methodology, gathering primary data via a structured questionnaire that was administered to a sample of 123 operational-level employees, who were chosen through a simple random sampling method from a total population of 180. Univariate and bivariate analyses are conducted, which include Pearson correlation and simple regression, utilizing the Statistical Package for Social Sciences (SPSS) to assess the strength and direction of the relationships between the independent and dependent variables. The findings indicated that OHS practices exert a considerable and beneficial influence on employee motivation at operational tiers, with every aspect of OHS demonstrating a significant and affirmative correlation with the motivation levels of employees. Each of the four dimensions of OHS (employees' views on their physical work environment; employees' assessments of training and awareness concerning occupational health and safety; employees' opinions on the use of personal protective equipment (PPE); and employees' perceptions of OHS policies) exhibited a noteworthy positive relationship with employee motivation. This research offers valuable insights for organizational management and contributes to the theoretical understanding of the connections between OHS and motivation in manufacturing contexts within developing nations. The results highlight the critical role of complete OHS implementation as a catalyst for enhancing employee motivation, productivity, and overall organizational performance, particularly in high-risk manufacturing environments.

**Keywords:** Occupational Health and Safety, Employee Motivation, Operational-Level Employees, Plastics Manufacturing Industry, Sri Lanka.

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## **The Impact of Training and Development on Employee Performance among Executive-Level Employees in Large-Scale Apparel Companies in the Colombo District, Sri Lanka**

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### **Abstract**

In today's competitive global marketplace, training and development have emerged as critical strategic tools for enhancing employee performance, particularly at executive levels where decisions directly impact organizational outcomes. This study examines the impact of training and development on employee performance among executive-level employees in large-scale apparel companies in the Colombo District, Sri Lanka. The research specifically investigates how two types of training—on-the-job training and off-the-job training—impact employee performance measured through Key Performance Indicators (KPIs) and training feedback. Grounded in Human Capital Theory, Social Learning Theory, and Resource-Based View Theory, this study employs a quantitative research approach utilizing primary data collected through a structured questionnaire comprising 24 items on a five-point Likert scale administered via Google Forms. A stratified random sample of 300 executive-level employees was drawn from approximately 1,200-1,500 executives across multiple large-scale apparel companies. Data analysis was conducted using SPSS version 28.0, applying descriptive statistics, correlation analysis, and multiple regression analysis to identify the impact of training dimensions on performance outcomes. The findings reveal that training and development significantly impact employee performance ( $R = 0.762$ ,  $R^2 = 58.1\%$ ), with on-the-job training demonstrating a slightly stronger effect ( $\beta = 0.432$ ,  $p = 0.000$ ) compared to off-the-job training ( $\beta = 0.384$ ,  $p = 0.000$ ). Both training approaches emerge as critical factors, with on-the-job training showing particular strength for objective performance measures (KPIs), while both methods contribute comparably to subjective performance outcomes (training feedback). The study emphasizes the necessity of a balanced approach to training management, recommending that organizations implement comprehensive training programs integrating both experiential and formal learning methods. Practical implications include strategies for enhancing executive capabilities, improving organizational performance, and maintaining competitive advantage, providing valuable insights for HR practitioners in developing economies like Sri Lanka where the apparel industry faces intense global competition.

**Keywords:** Employee Performance, On-the-Job Training, Off-the-Job Training, Training and Development



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