

NSBM

Students' Research Symposium, 2016

Extended Abstracts

March 4, 2016

National School of Business Management
Colombo 5, Sri Lanka.

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National School of Business Management
Nugegoda, Sri Lanka

Message from the Vice Chancellor

It is my pleasure to word a message to congratulate the first undergraduate research symposium held at National School of Business Management (NSBM).

NSBM was set up with the objective of being on par with the evolving economic and educational dimensions of the country, emphasizing the importance of an education system contributing towards such massive transformation. Its mission statement describes its intent to become the creative and innovative Business School of future generations. The School is therefore driven by innovation, entrepreneurship, technology and globalization to direct the country towards a knowledge-based globalized economy, while creating synergies with an existing body of knowledge after considering the needs of higher education in the 21st century.

NSBM is taking strategic measures to reach its vision gradually and the most prominent of these is the establishment of the Green University Town in Pitipana, Homagama. This massive campus will contribute immensely to set up NSBM as a unique environment for knowledge sharing while engagement with research and innovation will raise the university to the caliber of other leading universities in the world. Hence, the significance of this research symposium as an initial step to promulgate a research-based learning atmosphere.

I congratulate the organizing committee as well as the undergraduates whose research is publicized on this very important occasion. I'm confident that this would pave the way for excellent research contributions to diverse disciplines by NSBM's very own students.

Dr. E A Weerasinghe
Vice Chancellor

Message from Director, Academic Affairs

The first undergraduate research symposium of NSBM degree programmes is indeed a milestone in establishing NSBM as a fully pledged university that upholds a research culture. We greatly appreciate the value of research as a means of creating new knowledge contributing to the development of the industry and the national economy with innovation and entrepreneurship strengthened by rational problem solving leading to creative solutions.

The studies presented on this occasion by the best performed students of NSBM's UGC approved degree programmes in business management to an audience comprising representatives of both the industry as well as the academia will ensure that the research insights will facilitate the development of the relevant industries and fields of business management. It is also expected that the symposium will become a solid springboard for disseminating the outstanding research findings beyond the boundaries of the university. The symposium will also train the scholars to explore the practical, multi-faceted world of business, in order to provide tailor-made solutions to business problems.

NSBM aims to bridge the existing gap between the current knowledge production and expectations of the vibrant, globalized business industries, thereby creating employable graduates in the global business setting. Forums of this nature are essential to achieve this end. I look forward to future events of knowledge sharing of this caliber and I'm confident that students of NSBM will become catalysts of positive social transformation by developing their scholarly insights to the ground-breaking research in the disciplines.

Dr. D M A Kulasooriya,
Director, Academic Affairs

Message from Dean, School of Business

It gives me much pleasure to send this message on the occasion of the NSBM Students' Research Symposium, 2016, which fulfills a timely need in the current growth phase of the National School of Business Management (NSBM). The event is all the more important as it is held on the eve of the Convocation of the presenters of papers at the symposium.

Teaching and research are the dual activities of any university. Though the priority given to research (in comparison to teaching) varies across universities, it remains an intrinsic component in any university of standing. NSBM strives to maintain a healthy balance between them through research by students and teachers. This is imperative particularly because Sri Lanka is in dire need of developing and disseminating new knowledge pertaining to their people, processes and organizations.

NSBM study programmes constitute a research component which students are expected to carry out under the guidance of staff members. Further, they are encouraged to select local industrial settings for study which have multiple benefits – benefits to students, to industries and to the university. The projects that have been selected for presentation at the research symposium provide evidence of this approach of the NSBM.

I wish to congratulate those who are participating in this laudable event, the paper presenters, the staff as well as organizers, and wish the event every success.

Further, let this be the first step in a long line up of research endeavors that will continue to unfold in future.

Dr. G. Tantirigama
Dean, School of Business

The Journey.....

A vibrant research culture is part and parcel of an institution of higher education of stature and character. As an up and coming center of higher education in Sri Lanka National School of Business Management (NSBM) has realized this basic need early which is evident by the curricula of the degree programmes that contain a full-fledged research methodology course unit followed by compilation of research reports by students. Research which involves generating and disseminating new knowledge is of paramount of importance to us in Sri Lanka as we, as a developing country, strive to achieve superiority in a business arena which is becoming increasingly competitive.

It is in this larger context that NSBM has decided to conduct a Students' Research Symposium which will (i) Disseminate new knowledge among a wide spectrum of stakeholders including industry; (ii) Motivate presenters to engage in further research both at their places of work and higher studies and (iii) Serve as a motivator for students of up-coming batches of the degree programme.

NSBM Students' Research Symposium presents synopsis of Management Research Projects (papers) that were prepared by students in partial fulfillment of their BSc. in Business Management (Special degree programme. Selection of papers for the symposium was carried out at two levels (i) Nomination by the academic supervisors as the best ones under their guidance, and (ii) Evaluation by an independent panel of judges based on extended abstracts as well as presentations made by nominated students. Since it was decided to confine the symposium to half a day the selection process turned out to be extremely competitive.

The papers that will be presented at the symposium are largely of the positivist (main stream) tradition. They cover a wide range of topics covering sub-industry sectors as well as organizational issues of importance. Further, papers will be representative of the different

areas of specialization in the degree programme. Since the foci of studies are the local work places and organizations the findings will be of special relevance to the local managerial community. It is envisaged that experience gained and the lessons learnt will enable the NSBM to conduct a national/ international level symposia in the years to come.

I take this opportunity to thank the paper writers, their supervisors, and members of the panel of judges without whose efforts this event would not have been possible. A special of word of thanks is due to Dr. Roshan Ajward, the co-lecturer of the Research Methodology Course and Mrs. Thilini de Silva, Programme Director of the study programme for their invaluable support.

My heartfelt thanks are also due to the Management of NSBM for their continuous guidance and encouragement.

Professor Mangala Fonseka

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Determinants of Tourist Satisfaction with Agro Tourism: The Case of Spice Gardens in the Central Province of Sri Lanka

Thejana Dhanuddara Bandara

Background and Research Questions

Agro-tourism is evidently recognized as an important strategy that can contribute to the development of tourism in Sri Lanka. The agro-tourism sector of the country is in its initial stage (National Tourism Development Strategy 2011 – 2016; Ministry of Economic Development). Spice gardens play an important role in the field of agro tourism in Sri Lanka. However, since the tourism sector of the country has not been fully explored; spice garden-based agro tourism opportunities are still in their initial stage while at present only a few agro-tourism destinations are operating and with only minimal facilities and services (Macintosh 2011).

As the researcher observes, the issues related to this problem and the role of spice gardens in the development of the agro based tourism has not been empirically studied.

Recent studies of tourist satisfaction have focused on the characteristics of tourists who visit tourist destinations. Repeated visits by tourists and the expansion of tourism depend on the satisfaction of tourists with the attributes of spice gardens (Macintosh 2011). Accordingly, the main research question of the study was: What is the relationship between the attributes of spice gardens (spice gardens, spa and ayurvedic treatment, retail outlets and spice products, food and restaurant facilities, tour guides, communication facilities, clinics, accessibility, hygiene, cleanliness, availability of tourist information

at the entrance, availability and quality of souvenirs, and hospitality) and the overall satisfaction of tourists who visit spice garden sites?

The sub research questions are:

- i. What is the relationship between the overall satisfaction of tourists and their demographic characteristics (age, gender, total household income, education level)?
- ii. What is the relationship between tourists' overall satisfaction and their travel behaviour characteristics (travel party, past experience, hours spent, decision on time to travel, sources of information)?

Brief Literature Review

The theoretical framework of the study focused mainly on explaining the importance of agro-tourism and how tourists' expectations affect their satisfaction with the attributes of the tourist destinations. Earlier studies of agro tourism have focused on identifying the characteristics, development, and management of agro tourism (Reynolds 2005, Sznajder et al. 2009, Jenkins et al. 1998, Wimalaratana & Silva 2006). Various studies have described the spice gardens in Sri Lanka (Macintosh 2011, Lindara et al. 2004). Some studies have investigated the relationship between the attributes of the tourist destinations and tourists' satisfaction (Kozak & Rimmington 2000, Pizam, Neumann, and Reichel 1978, Chon & Olsen 1991, Rust, Zahorik & Keininghan 1993). Certain other studies explained how tourists' satisfaction is affected by their demographic and travel behaviour characteristics (Master & Prideaux 2000; Lee 1999; Fomica & Uysal 1998).

This research is based on a consumer behaviour model, which postulates that consumer satisfaction is a function of both expectations related to certain attributes and judgments of performance regarding these attributes (Clemons & Woodruff 1992, Churchill & Suprenant 1982, Spreng et al. 1996). One of the most commonly adopted

approaches used to examine the satisfaction of consumers is the expectancy-disconfirmation theory introduced by Oliver (1980). The expectancy-disconfirmation theory posits that expectations coupled with perceived performance lead to post-purchase satisfaction.

Conceptualization and Hypotheses

The study attempted to investigate the attributes that satisfy tourists who visited spice gardens. For this investigation, the researcher aimed to find the relationship between destination attributes and tourists' overall satisfaction, controlled for their demographic and travel behaviour characteristics. To accomplish these objectives a model was designed as shown in Figure 1.

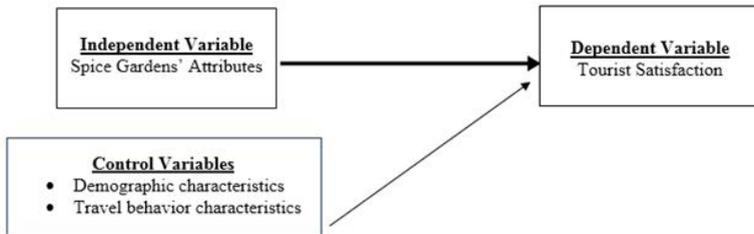


Figure 1 : Conceptual Framework

The attributes of the spice gardens were selected through the related tourism literature review. In the literature, the selected attributes were crucial ones affecting tourists' satisfaction. Further, through an analysis of previous studies, the researcher chose tourists' demographic and travel behaviour, characteristics and destination attributes in order to determine the differences in the contribution of the attributes to tourists' satisfaction.

Table 1: Variables of the Study

Variable	Description
Dependent Variable	• Tourists' overall satisfaction
Independent Variable	• Spice gardens' attributes:- <ol style="list-style-type: none">1. Spice garden2. Spa & Ayurvedic treatment3. Retail outlet & Spice products4. Food & Restaurant facilities5. Tour guides6. Communication facilities7. Clinic8. Accessibility9. Conformity to Hygienic Rules10. Cleanliness11. Availability of Tourist Information at the Entrance12. Availability and quality of Souvenirs13. Hospitality
Control Variables	• Tourists' demographic characteristics:- <ol style="list-style-type: none">1. Age2. Gender3. Origin4. Total Household Incomes5. Education Level. • Travel behavior characteristics:- <ol style="list-style-type: none">1. Membership In A Group2. Past Experience3. Hours spent4. Decision Time To Travel5. Sources Of Information

Source: Constructed by author based on conceptualization

Methodology

A positivistic research approach was adopted in this study. The survey was conducted over a period of one month at different spice gardens in the Central Province of Sri Lanka. The sample population for this research was composed of tourists who visit the spice gardens in the Central Province in the latter part of 2015. The tourists were selected at different times of the day using the convenience sampling methodology. Of the 100 questionnaires collected, 84 were used in this study.

Three hypotheses were formulated in order to analyze the relationships cited under the main and sub-objectives of this study. These hypotheses are expressed in alternative forms as follows:

H₁: There is a relationship between the spice garden destination attributes and overall tourists' satisfaction;

H₂: There is a relationship between overall tourists' satisfaction and the demographic characteristics of the tourists; and

H₃: There is a relationship between overall tourists' satisfaction and the travel behaviour characteristics of the tourists.

The questionnaire used in this study consisted of two sections based on Jin Huh's study, 2002. The first section explored destination attributes affecting tourists' expectations, perceptions, and satisfaction levels in relation to a spice garden destination. The second section gathered the respondents' demographic and travel behaviour characteristics. The questionnaire was refined based on expert opinion.

After summarizing the questionnaires, the data was coded, computed, and analyzed. Statistical analyses such as descriptive statistics, correlation analysis, two-tailed independent t-test and One-way Analysis of Variance (ANOVA) were used to achieve the respective objectives of the study.

Findings and Discussion

The findings of the survey are presented in three sections. The first section provides a description of demographic and travel behaviour characteristics of the respondents. The second section presents the respondents' expectations and satisfaction with the 13 attributes of the spice garden destinations. Finally, the last section addresses the results of testing the proposed research hypotheses.

According to the demographic and travel behaviour characteristics of the respondents, all 84 respondents were from the European region. Among them, tourists from Western Europe and Southern European countries have become frequent visitors to spice gardens. Female visitors form a higher percentage of the total visitors to the sites. With regard to visitors' occupation, the majority was occupied in the health care sector which includes doctors, nurses, therapists and physicians. Also, the majority had a university education (see Table 2).

Table 2: Descriptive Statistics of Demographic Variables (N=84)

	Frequency	Percentage
Gender Distribution		
Male	39	46.4
Female	45	53.6
Age Groups		
26-35	9	10.7
36-45	35	41.7
46-55	29	34.5
56 and older	11	13.1
Country of Residence		
Northern Europe	31	36.9
Eastern Europe	22	26.19
Southern Europe	19	22.62
Western European	12	14.28

Level of Education

High School	4	4.8
Basic degree	44	52.4
Postgraduate Qualifications	35	41.7

Annual Household Income

Less than USD 20,000	1	1.2
USD 20,001 to USD 40,000	22	26.2
USD 40,001 to USD 60,000	32	38.1
Over USD 60,001	29	34.5

Furthermore, the results on the respondents' expectations and satisfaction with the 13 attributes of the spice garden destination indicated that there were no attributes of the spice garden destination with which the tourists were satisfied, and seven attributes with which they were dissatisfied. Tourists were neither satisfied nor dissatisfied (indifferent) with the six other attributes (see Table 3).

Table 3: Results of Two-Tailed Independent t-Test between Tourists' Expectations and Satisfaction with Attributes

Attribute	Satisf: Mean	Expect: Mean	Mean Differ- ence	t-value	p-value
Indifferent Attributes					
1. Spa & Ayurvedic Treatments	3.85	3.95	-.107	-1.581	.118
2. Tour Guides	3.67	3.68	-.012	-.300	.765
3. Conformity with Hygienic Rules	3.24	3.29	-.048	-1.070	.288
4. Cleanliness	3.13	3.23	-.095	-1.915	.059
5. Availability & Quality of Souvenirs	3.92	3.90	.012	.376	.708
6. Hospitality	4.26	4.24	.024	.705	.483

Dissatisfied Attributes

1. Spice Garden	3.63	3.88	-250	-4.697	.000
2. Retail Outlet & Spice Products	3.23	3.67	-440	-7.400	.000
3. Food & Restaurant Facilities	3.62	3.75	-131	-2.011	.048
4. Communication Facilities	3.35	3.64	-298	-4.915	.000
5. Clinic	3.14	3.51	-369	-6.637	.000
6. Accessibility	3.20	3.54	-333	-6.122	.000
7. Availability of Tourist Information at the Entrance	3.43	3.83	-405	-7.513	.000

Based on the One-way ANOVA test results Hypothesis H_1 indicated that there were nine attributes out of 13 that have a significant difference with the overall tourists' satisfaction. However, four attributes did not have a significant difference (see Table 4).

Table 4: One-Way ANOVA Results between Attributes and Tourists' Overall Satisfaction. (H_1)

	F-value	p-value
Attributes that reject the null hypothesis 'H_{0-1}' ($P < 0.05$)		
1. Spa & Ayurvedic Treatment	3.285	0.042
2. Retail Outlet & Spice Products	40.247	0.000
3. Food & Restaurant Facilities	5.094	0.008
4. Tour Guides	7.003	0.002
5. Clinic	6.905	0.002
6. Conformity with Hygienic Rules	3.426	0.037
7. Availability of Tourist Information at The Entrance	4.700	0.033
8. Availability and Quality of Souvenirs	3.472	0.036

9. Hospitality	10.129	0.000
Attributes that do not reject the null hypothesis 'H_{0i}' (P> 0.05)		
Spice Garden	2.057	0.135
Communication Facilities	1.306	0.256
Accessibility	1.606	0.209
Cleanliness	0.230	0.795

The results of Hypothesis H₂ revealed that there was a significant relationship between average annual income and tourists' overall satisfaction. The results for Hypothesis H₃ indicated no significant difference in overall satisfaction of the respondents in terms of their travel behaviour characteristics (see Table 5).

Table 5: One-Way ANOVA Results between Tourists' Demographic & Travel Behavior Factors and Overall Satisfaction

	F-value	p-value
Demographic Characteristics		
Age Groups	1.311	0.277
Level of Education	1.437	0.238
Average Annual Income	3.838	0.013
Travel Behavior Characteristics		
Travel Party	251	.779
Planning the Trip	1.868	.142

Conclusions and Recommendations

Based on the descriptive analysis, it is observed that spice gardens do not attract young tourists while people from the European region are more attracted to spice gardens and spice gardens are visited more by people occupied in the health care sector.

Further, the expectation-satisfaction analysis showed that of the 13 spice garden attributes there were none with which they were satisfied, they were indifferent to six attributes and dissatisfied with seven attributes. The testing of Hypotheses H_1 revealed that there were nine attributes that affect overall tourist satisfaction and four that do not have an impact. Hypothesis H_2 revealed that there was a significant relationship between average annual income and tourists' overall satisfaction. Also, Hypothesis H_3 indicated that there was no significant difference between tourists' travel behaviour characteristics and overall satisfaction.

Since the survey revealed that spice gardens do not attract the young generation, the researcher recommends that marketing planners should formulate their strategies by adding more attributes to the spice garden such as accommodation facilities. The survey also indicated that the Internet was the only source of information about spice gardens. So it is also recommended that other popular media should be used for reaching international customers.

Furthermore, identifying which attributes have a relationship with tourists' overall satisfaction will help tourism planners to develop appropriate strategies to attract customers and serve them effectively.

Keywords: agro tourism, spice garden, spice garden attributes, tourist satisfaction

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The Big Five Personality Traits and Job Performance of Middle Managerial Level Employees of a State Bank in Sri Lanka

Dilini de Silva

Background and Research Questions

It is vital for organizations today to recruit high performing employees. Boshoff and Arnolds (1995) indicate that job performance is a multi-factor construct which indicates how well employees perform their tasks, the initiative they take and their resourcefulness they show in solving problems. One critical issue that organizations may find hard to address is how to separate individuals who will perform well from those who will not. Thus, business organizations seek to find criteria to measure employees' performance for the betterment of the organizations. Among these criteria, personality traits are important to measure employee performance as revealed in some research studies (Locke & Huh 1962, Guion & Gottier 1965, Ghiselli 1973, Reilly & Chao 1982).

Studies on personality and its implications on employee outcomes such as job satisfaction and job performance are quite common in the western literature. And, studies regarding the above topic have been done regarding Indian corporate sector employees (Karthikeyan & Srivastava 2012), Swedish sales sector employees (Klang 2012) and Iranian public sector employees (Askarian & Eslami 2013). Therefore, the findings and generalizations of these researches may not be exactly applicable and acceptable in the Sri Lankan context. Thus, the researcher examined the relationship between the Big Five personality traits and job performance in Sri Lanka.

The research question in the study is: Is there a relationship between the Big Five personality traits and job performance of middle managerial level employees of a state bank in Sri Lanka?

Brief Literature Review

In psychology, the Big Five personality traits are five broad dimensions of personality that are used to describe human personality. The theory based on the Big Five factors is called the Five Factor Model (FFM) (Costa & McCrae 1992). The Big Five personality dimensions are Extraversion, Neuroticism, Agreeableness, Conscientiousness, and Openness to Experience. It is widely agreed that the first dimension of the Big Five model is extraversion and it is characterized by traits such as sociability, assertiveness, talkativeness and activeness. Extraversion has proved to be a significant and positive predictor of job performance of employees especially in the jobs where interpersonal communications and interactions are high (Abdullah, Rashid & Omar 2013). Neuroticism is another dimension of personality which indicates the general tendency to experience negative effects such as fear, sadness, anger, guilt and disgust. Agreeableness is the third dimension of the five factor model and is often associated with traits such as trust, straightforwardness, altruism, compliance and tender-mindedness (Karthikeyan & Srivastava 2012). According to Tett et al. (1991); agreeableness is a significant predictor of job performance. The fourth dimension of the five factor model is often labeled as conscientiousness. Some writers (Fiske 1949; Hogan 1983; and John 1989 cited in Barrick & Mount 1991) have suggested that conscientiousness reflects dependability; that is, being careful, methodical, organized and responsible. The final trait is openness to experience which is associated with traits such as being imaginative, cultured, curious, original, broad-minded, intelligent, and artistically sensitive (Barrick & Mount 1991).

Conceptualization and Hypotheses

A framework was developed based on the literature review. Five dimensions were found to develop the conceptual framework. The framework below shows the independent variable of the study; the Big Five personality traits consist of five dimensions: extraversion, neuroticism, agreeableness, conscientiousness and openness to experience and the dependent variable, job performance measured by three dimensions, namely, task performance, contextual performance and counterproductive work behaviour.

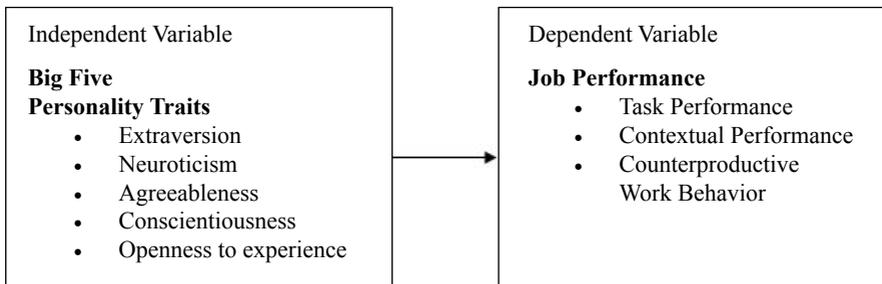


Figure1: Conceptual Model

Based on the conceptual framework five hypotheses were developed:

H₁: There is a relationship between the Big Five personality traits and job performance.

H_{1a}: There is a relationship between extraversion and job performance.

H_{1b}: There is a relationship between neuroticism and job performance

H_{1c}: There is a relationship between agreeableness and job performance.

H_{1d}: There is a relationship between conscientiousness and job performance.

H_{1c}: There is a relationship between openness to experience and job performance.

The researcher used a structured questionnaire in the study. Further, a pilot test and reliability test were done to check the validity and reliability of the questionnaire.

Methodology

A deductive research approach was adopted in this study. The population consisted of employees of staff officer grade 2 and staff officer grade 3-1 in a state bank. The total population was 248. The researcher selected a sample size of 80 employees for this particular study. It consisted of 26 males and 54 females. Researcher used multi stage sampling as the sampling technique. The Big Five inventory (John & Srivastava 1999) was used to measure personality traits while job performance was measured using the individual work performance questionnaire (IWPQ) (Koopmans et al. 2013). The researcher collected data from August to September, 2015. Inferential statistics were used to test the hypotheses of the study and the correlation coefficient technique was used as the main statistical tool. The researcher used linear regression analysis as well. Furthermore, descriptive statistical tools such as mean, mode and standard deviation were used to interpret the data.

Findings and Discussion

The findings of the survey are presented in two sections. The first section provides a description of the demographic factors of the respondents and the results of univariate analysis of the Big Five dimensions. The second section addresses the results of testing the proposed research hypotheses.

Table 1: Descriptive statistics of demographic variables

	Frequency	Percent
Age Groups		
21-30	3	3.8
31-40	46	57.5
41-50	21	26.3
51-60	10	12.5
Gender Distribution		
Male	26	32.5
Female	54	67.5
Level of Education		
A/L	1	1.3
Bachelors Degree	35	43.8
Other Professional Qualifications	14	17.5
Masters Degree	30	37.5

According to the demographic factors, the majority of the staff officers were between the ages of 31 and 40 and the majority possessed a degree. Further, the sample included a majority of females. (See Table 1)

Moreover, the univariate analysis revealed that extraversion had scored the highest mean value of 3.37 and neuroticism the lowest mean of 2.87. However, openness to experience scored the highest mode value of the sample; amounting to 3.57. This indicates that openness to experience is the dimension possessed by many participants more than any other dimension. Meanwhile, neuroticism appears to be the personality dimension of the least number of staff officers.

Table 2: Testing of Hypotheses

Dimension	Pearson Correlation	Sig. Value	Relationship with Job Performance	Hypothesis Accepted/ Rejected
Big Five Personality Traits	.545**	.000	Moderate Positive	Accepted
Extraversion	.351**	.001	Moderate Positive	Accepted
Neuroticism	.161	.154	Moderate Positive	Rejected
Agreeableness	.486**	.000	Moderate Positive	Accepted
Conscientiousness	.387**	.000	Moderate Positive	Accepted
Openness to experience	.369**	.001	Moderate Positive	Accepted

According to the correlation analysis, agreeableness obtained the highest correlation of coefficient value (r-value) and it had a statistically significant, moderate positive relationship with job performance. Conscientiousness, openness to experience and extraversion had statistically significant, moderate positive relationships with job performance. Neuroticism was the lowest scored dimension in the correlation analysis. According to the correlation analysis, it scored 0.161 although it cannot be concluded that neuroticism is a predictor of job performance as the significance value is greater than 0.05. Hence the hypotheses of the study were accepted excluding third hypothesis. (See Table 2)

The regression analysis of the study revealed that personality was a statistically valid predictor of job performance. Additionally, four dimensions of the Big Five dimensions were also proved to be statistically valid predictors of job performance except neuroticism. It only explain a total variation of 3% of job performance and obtained a significance value greater than 0.05.

Rothmann and Coetzer (2003) argued that agreeableness was practically significantly related to managerial performance. Hence the research findings are similar to those in the past literature as agreeableness showed the highest correlation with job performance. According to Barrick and Mount meta-analysis, conscientiousness is a valid predictor of job performance for all occupational groups studied (e.g. professionals, police, managers, sales, and skilled/semi-skilled) (Barrick & Mount 1991).

According to the results it was recognized that openness to experience was also a significantly valid predictor of performance in line with the findings in the current literature. (Rothmann & Coetzer 2003). Extraversion was found to be a valid predictor of job performance for two occupations involving social interaction, such as managers and sales personnel (Barrick & Mount 1991). The results of this study further confirmed that. Contrary to the hypothesis, neuroticism was not a significant predictor of job performance. Karthikeyan and Srivastava's (2012) regression analysis results also confirmed that neuroticism did not exhibit a significant impact on job performance. On the other hand, Srivastava et al. in 2003 and Donnellan and Trzesniewski (2008) argued that neuroticism tended to decline slightly with age in women due to family commitments. Since the majority of the respondents were females of ages between 31 and 40, the respondents may be less prone to neuroticism. Hence the findings of this study support those in the past literature.

Key words: Big Five personality traits, personality, job performance.

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A Study of the Impact of Ergonomic Factors on Employee Productivity

Sripali Maheshika Menike

Background and Research Questions

Ergonomic practices are considered to be among the most important aspects of industrial management knowledge as it plays a vital role in ensuring the physical and mental health of an employee by providing a comfortable working environment. In the current competitive business world, the lack of ergonomic practices has been a major problem for many organizations as it causes common physical problems such as fatigue and other occupational ailments. It also affects the ability of workers to perform their work optimally. In the global context, all industries and operations have become so competitive that much emphasis is placed on improving productivity and therefore in this context ergonomics plays a pivotal role (Abeysekara 2012). The application of ergonomic science assists in ensuring that work situations are in harmony with the activities of the worker. Prior to the 1980s, ergonomics was hardly known in Sri Lanka (Abeysekara 2012). It is widely known that Ergonomics contributes immensely to technological development and the industrialization process in industrially developing countries (Abeysekara 2012).

It was observed that the factors related to ergonomics and their relationship with employee productivity have not been empirically tested in the Sri Lankan context. Therefore the research question of the study is: Is there a relationship between ergonomic factors (lighting level, temperature level, noise level and posture) and employee productivity?

Accordingly, this study aims to find answers to the research question, which will be crucial to minimize the negative impacts on the number of units produced, the time consumed and the quality of the output. This study was conducted at Kotmale Food Products (pvt) Limited, a spices manufacturing firm located in Kotmale, Sri Lanka.

Brief Literature Review

Previous literature was mostly focused on poor ergonomics as a cause of occupational ailments and how it affects the employee in terms of workplace health and safety (Rabiul & Daniel 2003, Ana, 2014, Scott & Charteris 2015, Craig & Stephen 2015). However, some studies have investigated the relationship between ergonomics and employee productivity (Paul 2002). Chad and Kleiner (2001) in their study have identified that most cases of poor productivity and poor quality are due to human error, which can be directly attributed to poor ergonomics. Body motions, visibility, workload and other important ergonomic parameters also affect the quality of work and the quality of output because a stressful physical environment directly affects the productivity of any organization, irrespective of the number of people involved (Sheau & Chao 2001).

The Hawthorne studies were early attempts to link the performance of employees to their work environment. The purpose of the research was to establish how a productive and satisfying working environment could be achieved (Roethlisberger & Dickson 1939). The two studies conducted in the Hawthorne plants were the illumination experiments and the bank wiring observation room study. The first study related to experiments with changing lighting levels. The study was set up as a traditional experiment with the use of a control group and a test group. The independent variable was the lighting level and the dependent variable was the measured output, i.e. the productivity of the employees. The research team was surprised to find that both groups productivity increased and after conducting a range of tests, with different lighting levels, the researchers concluded that it was actually their presence in the research that was affecting the productivity levels.

The researcher observed in the literature review that the majority of international studies focus on the office environment and the comfort level of the office workers related to ergonomics while little attention is given to the manufacturing floor (Mohsen and Brian 1999, Barry 2007, Annika et al. 2013). However although many studies have been done internationally only a very limited number of studies have been carried out in this regard in the context of Sri Lanka.

Conceptualization and Hypotheses

Based on the previous literature, the conceptual framework includes the key ergonomic factors as portrayed in Figure 1. Productivity is derived from many factors and ergonomics is one of the major factors since it includes all the composite factors of the working environment (such as space, lighting, noise, vibration, confined spaces, temperature) and other physical environmental aspects of the workplace (such as working posture, factory layout etc.) (Tracey, Trisha & Helen 2011). The variables selected for the research were considered the most important aspects of ergonomics that related to productivity in previous studies.

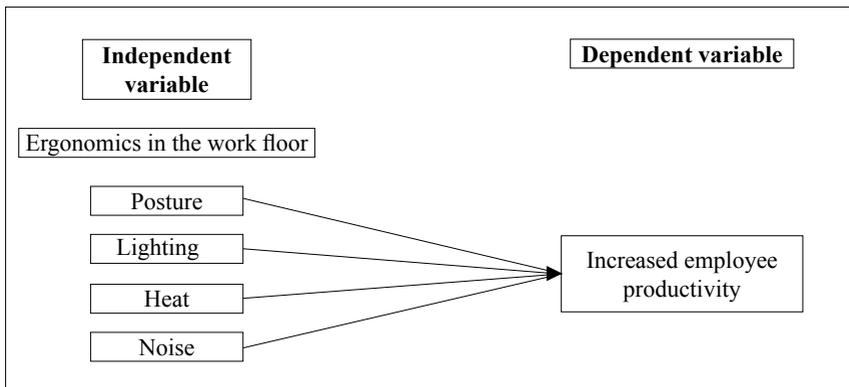


Figure 1: Conceptual Framework

This study formulated four hypotheses based on the conceptualization framework. The alternative forms of the hypotheses are as follows:

H_{a1} : Proper application of posture in the work floor is associated with employee productivity.

H_{a2} : Proper lighting arrangement in the work floor is associated with employee productivity.

H_{a3} : Heat in the work floor is associated with employee productivity.

H_{a4} : Noise in the work floor is associated with employee productivity.

Methodology

The present study followed a case study approach as it was based on a spice manufacturing firm in Sri Lanka. Research data was collected using both primary sources such as experimental data and questionnaires and secondary sources such as company records, previous study reports etc. in order to reach conclusions. A series of work floor experiments was conducted and the observations were recorded in order to learn if the independent variables were correlated with the dependent variable and how strong their relationship was. These tests were conducted with a few assumptions including the fact that the other factors affecting productivity apart from the independent variable tested remain constant. Subsequently they were analyzed using statistical methods such as descriptive statistics and Pearson Correlation with the use of Microsoft Excel (2013) software.

Lighting tests and temperature tests comprise data pertaining to 24 hours derived from four days of experiments. In each period the luminance level in the factory floor was observed and recorded by using a digital lux meter while a thermometer was used to measure the temperature levels. And the output for each period was taken into

consideration in the analysis. In the third day of the lighting experiment the windows on one side of the factory were covered with brown paper of 0.005 inches thickness in order to reduce the luminance level beyond the regular level.

A posture test was carried out based on twenty employees in the processing department who work seated during their working hours. For the purpose of this study the usual chairs which did not have backrests were replaced with plastic chairs with proper backrests.

Findings and Discussion

The statistical analysis of the lighting test showed that the conceptual model is significant at a 4.9% significance level (see Table 1). The coefficient correlation coefficient of 0.406 shows that there is a moderate positive correlation between the workplace lighting level and employee productivity (See Table 2), which means maintaining ideal lighting level leads to improved productivity levels of employees marginally. The above statistical results regarding lighting levels are in conformity with the Hawthorne study results, which is a similar type of experiment done previously.

The statistical analysis of the temperature test proved that the conceptual model is significant with a P-Value closer to zero (see Table 1) and the correlation coefficient of -0.677 showed a strong negative correlation between workplace temperature and employee productivity which means higher the temperature, lower the output units.

Table 1: ANOVA - Summary of Lighting & Temperature Test

	P Value	Significance F
Lighting test	0.00033	0.04913
Temperature test	1.79E-15	0.00028

Table 2: Correlation results of - Lighting vs. Productivity & Temperature vs. Productivity

	Correlation (r)
Lighting test	0.406
Temperature test	-0.677

For the posture test, the productivity levels were calculated in the two circumstances (with backrests and without backrests) using the output units. The results showed an increment of 16.2% from the previous condition which is identified as a result of the change of the seating posture on the assumption that the other factors contributing to a higher productivity remain constant. That establishes a positive relationship between posture and employee productivity.

The workplace noise variable was tested via a questionnaire distributed among a sample of 30 workers from the packaging department. The questionnaire consisted of three questions. Question 1 was an open-ended question where the respondents were asked about the types of noises they usually hear at work. According to the responses, five main types of noises were identified (see Table 3). Question 2 was on the level of disturbance from each type and it was identified that the highest mean value of 3.23 is from the grinding plant noise and it is at a tolerable level. (see Table 3). The next two major noise sources are the noise of packing machine and the noise of external environment respectively. However the noise of the people inside the premises has the lowest mean since 50% of the respondents said it is negligible.

Table 3: Frequency Analysis of the Level of Disturbance.

Types of Noises	Extremely Disturbing 5		Disturbing 4		Tolerable 3		Negligible 2		No Noise 1		Mean Value
	(f)	%	(f)	%	(f)	%	(f)	%	(f)	%	
1. Packing machines	0	0	2	7	15	50	11	37	2	7	2.57
2. Grinding plant	2	7	11	37	9	30	8	27	0	0	3.23
3. Moving vehicles	0	0	0	0	5	17	22	73	3	10	2.07
4. External environment	0	0	5	17	6	20	12	40	7	23	2.3
5. Noise of the people	0	0	3	10	2	7	15	50	10	33	1.93

According to the responses to Question 3, a mean of 4.36 (see Table 4) was derived showing that a majority of workers agreed that their productivity would increase if the noise level in the premises was reduced. This means a negative correlation between noise levels and productivity levels, which means productivity would increase if the company took measures to reduce the noise levels in the workplace

Table 4: Frequency analysis - Productivity and Noise Levels

Strongly Agree 5		Agree 4		Neutral 3		Disagree 2		Strongly Disagree 1	
f	%	f	%	f	%	f	%	f	
18	60%	8	27%	1	3%	3	10%	0	

In conclusion, this study emphasized the requirement to develop a more comfortable physical environment taking into consideration especially the temperature levels as it shows the strongest correlation with productivity while giving adequate focus to the other three factors. This will positively impact on higher employee productivity while ensuring the better physical and mental health of the employees. However, further studies and experimental research are recommended on the thermal conditions with the aim of discovering the ideal temperature range in a workplace with maximum and minimum ceilings.

Keywords: ergonomics, employee productivity, workplace lighting, workplace temperature, workplace noise, posture.

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A Study of the Impact of Brand Loyalty on Purchase Intentions of Young People with Reference to the Fast Food Industry in Sri Lanka

Sandali Gurusinghe

Background and Research Questions

With the developments in technology over the past few decades, consumers' lives have changed rapidly. Not only the consumer's lifestyle but also other areas from information availability, social networking, simplified and accelerated communication, and online shopping, down to global business operations have also seen drastic modifications and developments (Salai & Žnideršić 2011). This rapid urbanization and the changing lifestyles of people have led to an upsurge of the eating out trend, creating, in turn, a proliferation of fast food restaurants.

Factors such as the increase of nuclear families, exposure to global trends, increasing employment of women and an increase in the number of dual-income households, coupled with the entry of giant multinational franchises, steered the accelerated development of the Sri Lankan fast food restaurant industry (Euromonitor International 2015). Hence eating-out developed from an occasion-driven activity to an everyday activity in Sri Lanka.

Despite the rapid growth of fast food restaurants in Sri Lanka, research undertaken about fast food consumption of Sri Lankan customers is sparse. Even though studies were undertaken in the Western world on the impact of brand loyalty on purchase intentions relating to different products and services, it was found that contextual dissimilarities existed among Sri Lankan consumers and Western consumers. Hence

it is vital to unearth knowledge, of the relationship between brand loyalty and purchase intentions of Sri Lankan consumers.

In the currently emerging marketing scene, brand loyalty has become a well-focused-on concept in terms of attempting to achieve the fixed targets of a firm as brand loyalty is believed to have a positive impact on consumer purchase decisions. Hence giant multinational fast food brands compete with each other in order to create such brand loyalty in the minds of customers so as to influence their purchase intentions. In these circumstances, this research study attempted to investigate the potential effect of brand loyalty and its construct on purchase intentions and the impact of brand loyalty on consumer buying intentions in the context of the fast-food industry of Sri Lanka.

Accordingly, the research problem was identified as: Does brand loyalty impact on customer purchase intentions in the fast food restaurant industry of Sri Lanka?

Furthermore, the research questions were recognized as:

- i What are the constructs of brand loyalty in the fast food restaurant industry of Sri Lanka?
- ii What is the relationship between brand loyalty and the purchase intention of customers of the fast-food industry of Sri Lanka?

Brief Literature Review

The theoretical framework of this study mainly focuses on identifying the constructs of brand loyalty and determining the impact of brand loyalty on consumer purchase intentions with regard to the fast food restaurant industry. Prior research on the subject of brand loyalty and customers' purchase intentions had been conducted by researchers such as Halim and Hamed (2005) and Goyal and Singh (2007).

The concept of purchase intention as defined by Whitlark, Geurts and

Swenson (1993), as cited by Halim and Hamed (2005), and Fishbein and Ajzen (1975), as cited by Tharmi and Senthilnathan (2011) and the concept of Brand loyalty as defined by Jacoby and Kyner (1973) were reviewed in order to identify the constructs of brand loyalty and the impact of brand loyalty on the purchase intentions of consumers. Furthermore, previous scholarly articles had identified Brand Commitment (Beatty et al. 1988, Kim et al. 2008, Erciş et al. 2012, Sahagun & Vasquez-Parraga 2014), Brand Awareness (Hoyer & Brown 1990, Kamins & Marks 1991, as cited by Chen et al. 2015), Perceived Quality (Boulding et al. 1993, Bolton 1998, Richardson et al. 1994, Parasuraman et al. 1996, as cited by Das 2014) and Brand Trust (Şahin et al. 2013, Chaudhuri & Holbrook 2001, Albert et al. 2012 as cited by Horváth & Birgelen 2015) to be the most effective constructs of brand loyalty.

Conceptualization and Hypotheses

The study attempted to explore the constructs of brand loyalty and how brand loyalty and its constructs influence consumer purchase intentions. For the purpose of achieving these objectives, a model was designed as portrayed in Figure 1.

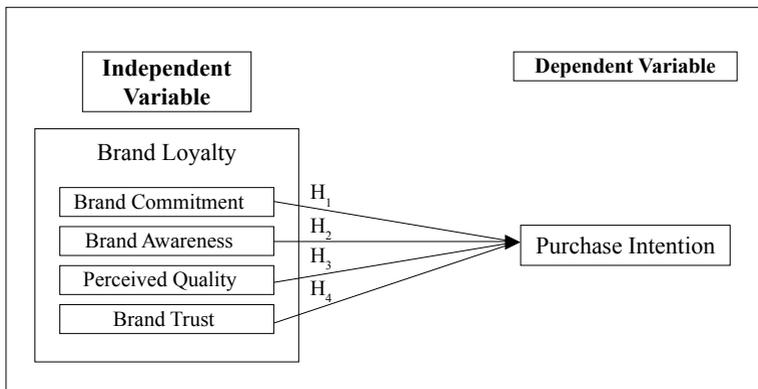


Figure 1: Conceptual Framework

Accordingly, in order to analyze the aforementioned relationships, the hypotheses were formulated as follows:

- H₁: Brand commitment has a positive impact on the purchase intention of customers of the fast food industry of Sri Lanka.
- H₂: Brand awareness has a positive impact on the purchase intention of customers of the fast food industry of Sri Lanka.
- H₃: Perceived quality has a positive impact on the purchase intention of customers of the fast food industry of Sri Lanka.
- H₄: Brand trust has a positive impact on the purchase intention of customers of the fast-food industry of Sri Lanka.

Methodology

The author examined the factors affecting brand loyalty and its impact on purchase intentions related to the fast food restaurant industry through a quantitative method while the cross-sectional (survey) design was chosen as the overall research design. All variables were operationalized using established and tested scales and the survey instrument was a structured questionnaire.

Table 1: Operationalization

Concept	Variable	Author	Measure
Factors affecting consumer purchase intention	Brand commitment	Sahagun and Vasquez-Parraga (2014)	Commitment of the customer towards the brand
	Brand awareness	Han et al. (2015)	How well the customer knows the brand
	Perceived quality	Boo et al. (2009)	Quality of offerings, service quality and brand performance.
	Brand trust	Sahagun and Vasquez-Parraga (2014)	Customer faith in the brand/ How well the consumer trusts the brand

A convenience sampling technique was used to draw the sample and the sample size was limited to 150 young people between the ages of 15 and 24 from the district of Colombo. The survey questionnaire was distributed via virtual media and out of the 150 questionnaires distributed, only 134 were received.

After the collection and summarization of the data collected via the questionnaires, a statistical analysis of correlation was conducted in order to achieve the respective objectives of the study.

Findings and Discussion

A validity and reliability test was conducted to determine the internal consistency of the test items as demonstrated below:

Table 2: Case Processing Summary

		N	%
Cases	Valid	26	100.0
	Excluded ^a	0	.0
	Total	26	100.0

a. List-wise deletion based on all variables in the procedure.

Table 3: Reliability Statistics

Cronbach's Alpha	N of Items
.889	17

The Cronbach's Alpha value was .889 for the data set, according to the pilot study carried out with 26 respondents. Hence the test could be employed for research as the Cronbach's Alpha value was more than 0.70.

A brief descriptive analysis of the demographic variables was done to identify the characteristics of the sample chosen for the study. Of the 134 respondents, the majority were female respondents, representing 61.9% of the sample. More than half the total respondents were in the age category of 23- 24, amounting to 56.7% out of the total sample (See Table- 4).

Table 4: Descriptive Statistics (N=134)

	Frequency	Percentage
Gender Distribution		
Male	51	38.1
Female	83	61.9

Age Groups

15-16	3	2.2
17-18	13	9.7
19-20	11	8.2
21-22	31	23.1
23-24	76	56.7

Regularity of dining out at fast food restaurants

Almost always	18	13.4
Sometimes	79	59.0
Every once in a while	29	21.6
Rarely	8	6.0

With whom the respondents preferably dine-out

Family	26	19.4
Friends	78	58.2
Alone	5	3.7
Partner/Spouse	25	18.7

Further, the correlation analysis of independent and dependent variables was conducted in order to test the previously established hypotheses.

Table 5: Correlation between Brand Commitment and Purchase Intention

		Purchase Intention	Brand Commitment
Purchase Intention	Pearson Correlation	1	.428**
	Sig. (2-tailed)		.000
	N	134	134
Brand Commitment	Pearson Correlation	.428**	1
	Sig. (2-tailed)	.000	
	N	134	134

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

The correlation between brand commitment and purchase intention was shown as .428 for the sample of 134 respondents. Therefore it can be concluded that there is a weak positive correlation between the two variables. Further, as the sig. value is .000 which is <0.05 , the relationship between the two variables is significant. Hence, hypothesis H_1 cannot be rejected.

Table 6: Correlation between Brand Awareness and Purchase Intention

		Purchase Intention	Brand Awareness
Purchase Intention	Pearson Correlation	1	.476**
	Sig. (2-tailed)		.000
	N	134	134
Brand Awareness	Pearson Correlation	.476**	1
	Sig. (2-tailed)	.000	
	N	134	134

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

The correlation between brand awareness and purchase intention has been shown as .476 for the sample of 134 respondents. Therefore it can be concluded that there is a weak positive correlation between the two variables. Further, as the sig. value is .000 which is <0.05 , the relationship between the two variables is significant. Hence, hypothesis H_2 cannot be rejected.

Table 7: Correlation between Perceived Quality and Purchase Intention

		Purchase Intention	Perceived Quality
Purchase Intention	Pearson Correlation	1	.480**
	Sig. (2-tailed)		.000
	N	134	134
Perceived Quality	Pearson Correlation	.480**	1
	Sig. (2-tailed)	.000	
	N	134	134

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

The correlation between perceived quality and purchase intention has been shown as .480 for the sample of 134 respondents. Therefore it can be concluded that there is a weak positive correlation between the two variables. Further, as the sig. value is .000 which is <0.05 , the relationship between the two variables is significant. Hence hypothesis H_3 cannot be rejected.

Table 8: Correlation between Brand Trust and Purchase Intention

		Purchase Intention	Brand Trust
Purchase Intention	Pearson Correlation	1	.458**
	Sig. (2-tailed)		.000
	N	134	134
Brand Trust	Pearson Correlation	.458**	1
	Sig. (2-tailed)	.000	
	N	134	134

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

The correlation between brand trust and purchase intention was .458 for the sample of 134 respondents. Therefore it can be concluded that there is a weak positive correlation between the two variables. Further, as the sig. value is .000 which is <0.05 , the relationship between the two variables is significant. Hence Hypothesis H₄ cannot be rejected.

This study contributes to the existing literature by examining the effects of brand commitment, brand awareness, perceived quality and brand trust on purchase intentions in the fast food industry. Brand commitment positively and significantly influences purchase intention, which is compatible with the results of Kim et al. (2008), Maheshwari et al. (2014) and Erciş et al. (2012). Brand awareness too was found to influence purchase intention positively and significantly. This result was in accordance with the studies of Dodds et al. (1991), Kamins and Marks (1991), Hoyer and Brown (1990), as cited in an article by Chen et al. (2015), and Esch et al. (2006). Similarly, perceived quality had a positive relationship with purchase intentions and the relationship was significant. These findings too were consistent with those of Bolton (1998) and Richardson et al. (1994), as cited by Das (2014). Brand trust too significantly and positively influenced purchase intention, which was in line with the results of Swan et al. (1999), as cited in an article of Lin and Lu (2010) *and* Samuel and Chandra (2014).

However, contradicting the previous studies, although the relationships between the independent variables and the dependent variable were positive, the relationships were weak, and not strong. The reason might be the contextual and economic dissimilarities among different consumer segments that differ from one country to another. However, the overall relationship between brand loyalty, its construct and purchase intention was found to be positive.

Keywords: brand loyalty, constructs of brand loyalty, fast food restaurant industry, purchase intention.

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Management Perceptions of Outsourcing Project Activities on Project Success: IT Operations in the Banking Sector of Sri Lanka

Nimanthi Samararatne

Background and Research Questions

Globalization of practices driven by accelerated competition among manufacturing and service delivery organizations has pushed firms to create value for money through the efficient use of limited resources. Outsourcing is one of the management tools that are gaining currency among managers in addressing the new dynamic business order. The growth of outsourcing in recent years is partly the result of a general shift in business philosophy. (Antonucci, Lordi & Tucker 1998)

The introduction of computing, communications, information and knowledge to the banking sector has led to a radical change in the banking industry. This explosion of technology changed the banking industry from paper and branch banks to digitized and networked banking services. Today, banks all over the world are seeking technological solutions to meet the challenges of a rapidly changing environment. Banks with the ability to invest in and integrate information technology are dominating the highly competitive global market. IT being a specialized skill, it seems more appropriate to outsource IT-related activities whilst concentrating on the banks' core function rather than recruiting IT specialists and maintaining them. Since some processes are temporary, the organization does not intend to hire in-house professionals to perform these tasks but instead outsources it to a third party with the experience and technology needed to perform that particular task (Koontz & Joshi 2013). Accordingly, the research problem was identified as: Does outsourcing of project activities contribute to the success of projects? How and why?

Brief Literature Review

The theoretical framework of the study mainly focuses on identifying the theoretical definitions, determining the activities that are outsourced to the IT industry and finding the dimensions by which to measure project success. IT outsourcing is defined as the practice of seeking resources or subcontracting outside of an organizational structure for all or part of an IT function. (Loh & Venkatraman 1992, Kotabe 1992, Lei & Hitt 1995) There are many studies on outsourcing and its effects on the firm's performance in the field of manufacturing (Quinn & Himmer 1994, Brown 2007) but very few on outsourcing IT-related activities leading to project success in the banking sector.

The literature identifies the most common types of project success measures as: stakeholder and customer satisfaction, meeting business case objectives and quality of delivery (Belassi & Tukel 1996, Duggal 2008) and recognizes the IT activities that can be outsourced in banking industry as: Application Development and Maintenance (ADM), Infrastructure Management (IM), Help Desk (HD), Independent Testing and Validation (ITV), Data Centre Management (DCM) and systems integration (SI) (Bradley CA et al. 2012).

Conceptualization and Hypotheses

This study endeavored to investigate the management perception of outsourcing project activities and its effect on project success in the banking industry in Sri Lanka limited to licensed commercial banks. In order to do this analysis, the researcher identified the relationship between outsourcing IT-related activities and project success. To achieve the above objective a conceptual model was designed as depicted in Figure 1.

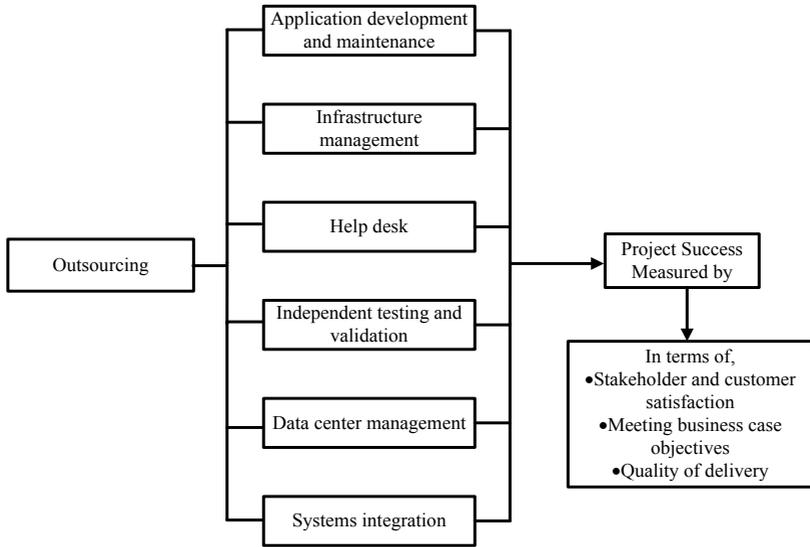


Figure 1 : Conceptual Framework

The above attributes were selected by studying the outsourcing-related literature. In the review of outsourcing literature, the selected attributes were the most common types of IT outsourcing activities that are being used in the IT industry in Sri Lanka. Moreover, after analyzing previous studies, the dimensions for measuring project success were determined as: stakeholder and customer satisfaction, meeting business case objectives and quality of the delivery. (See Table 1)

Table 1: Variables of the Study

Variable	Description
Dependent variable	Project Success <ul style="list-style-type: none"> • Stakeholder and customer satisfaction • Meeting business case objectives • Quality of delivery

Independent variables

Outsourced IT- related activities:

- Application Development and Maintenance
- Infrastructure Management
- Help Desk
- Independent Testing and Validation
- Data Centre Management
- Systems Integration

Source: Constructed by author based on conceptualization

Based on its objectives, this researcher formulated six hypotheses in order to find the relationship between outsourcing project activities and project success:

H₁: There is an association between outsourcing Application Development and maintenance and project success.

H₂: There is an association between outsourcing Infrastructure Management and project success.

H₃: There is an association between outsourcing Help Desk and project success.

H₄: There is an association between outsourcing Independent Testing and Validation and project success.

H₅: There is an association between outsourcing Data Centre Management and project success.

H₆: There is an association between outsourcing Systems Integration and project success.

Methodology

The researcher used a positivistic research approach in the study. The target group was identified as the management of IT operations who were involved in project-based implementation and maintenance of products and services in the banking sector, limited to licensed commercial banks in Sri Lanka. The parties involved in IT projects in the banking industry were selected using the convenience sampling methodology. Sixty responses were received out of the possible 65 respondents. Face-to-face interviews were held with five people of the same caliber from a few banks to further elicit information on the key variables.

The questionnaire was prepared by using the knowledge gathered from the literature review. It was a self-administrated questionnaire which was generated online using Type Form Online Solution. The validity of the questionnaire was tested by using industrial experts and its reliability was tested using a pilot test by collecting data from 10 subjects not included in the sample.

The questionnaire consisted of 13 main questions. In some of those main questions, there were sub questions and sub sections. The researcher used logical skipping patterns in the questionnaire in order to obtain more accurate answers from the respondents. The first five questions of the questionnaire were prepared to find out the background of the respondents. Thereafter, direct questions were included from sixth question onwards to gather research information.

After summarizing the questionnaires, the data gathered was analyzed using correlation analysis, regression analysis percentage analysis and average analysis. Scatter diagrams, graphs, tables, bar charts and pie charts were used to present the analyzed data.

Finding and Discussion

The findings of the research are presented in four sections. The first section gives the background of the respondents, the second section presents the relationships found between the independent and dependent variables using correlation analysis, the third section addresses the findings of the regression analysis and the final section clarifies the results of the interviews carried out based on the questionnaire.

According to the research findings, the background of the 60 respondents can be summarized as follows: (See Table 2)

Table 2: Background Information of the Respondents (N=60)

Attributes	Frequency	Percentage
Age Composition		
Below 35	18	30
35-50	31	52
Above 50	11	18
Specialized Area		
Management related work	27	45
Technical related work	33	55
Current Position		
Manager	16	27
Assistant Manager	5	8
Department Head	4	7
Project Manager	3	5
Senior Executive	22	36
Junior Executive	9	15
Project Team Member	1	2

The findings based on the six hypotheses were found by using correlation analysis. The results indicate that three hypothesis among the six have significant strong positive relationships whereas the other three have significant weak negative relationships. (See Table 3)

Table 3: Results of Correlation Analysis between Independent Variables and Dependent Variable

Outsourcing Preference of IT activities	Project Success	
	Pearson Correlation Coefficient	Sig. (2-tailed)
Application Development and Maintenance	0.822	0.000
Infrastructure Management	0.810	0.000
Help Desk	-0.338	0.008
Independent Testing and Validation	-0.320	0.013
Data Center Management	0.766	0.000
System Integration	-0.387	0.002

Based on all independent variables which have strong positive relationships and weak negative relationships the regression model was calculated. The adjusted R Square value is 0.544, implying that independent variables explain 54.4% of the total variability of the dependent variable. ANOVA test statistics p-value (sig) is 0.000; hence it can be concluded that the overall model is significant. The equation for the model is as shown in Table 4.

Table 4: Coefficients^a

Model 1	Unstandardized Coefficient B	Standardized Coefficient Beta	Sig.
Constant	.880	-	.025
Outsourcing Application Development and Maintenance	.355	.434	.000
Outsourcing Infrastructure Management	.214	.312	.011
Outsourcing Help Desk	.004	-.011	.903
Outsourcing Independent Testing and Validation	-.021	-.052	.583
Outsourcing Data Center Management	.201	.341	.003
Outsourcing System Integration	-.078	-.197	.047

As per Table 4, the equation for model 1 is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + U$$

$$Y = 0.880 + 0.434X_1 + 0.312 X_2 - 0.011X_3 - 0.052 X_4 + 0.341X_5 - 0.197 X_6 + U$$

Where

Y = Project Success

X₁ = Outsourcing Application Development and Maintenance

X₂ = Outsourcing Infrastructure Management

X₃ = Outsourcing Help Desk

X₄ = Outsourcing Independent Testing and Validation

X₅ = Outsourcing Data Center Management

X₆ = Outsourcing System Integration

U = Error Term

Based on the survey findings, the reasons for the strong positive relationships and weak negative relationships were recognized as shown in Table 5, through conducting few interviews.

Table 5: Interview Findings

Reasons for positive relationships	<ul style="list-style-type: none"> • Need for SME requirement and keeping SMEs permanently is too costly • Too much dependence on internal resources • Reduction of risks due to SLA Covers
Reasons for negative relationships	<ul style="list-style-type: none"> • Too much information should be given to outside parties • Continuous policy and procedure changes require internal training • Leakage of internal secrets to competitors

Conclusions and Recommendations

Based on the survey analysis it was revealed that application development and maintenance, infrastructure management and data centre management positively affect project success whereas help desk, independent testing and validation and system integration have a negative effect on project success. Furthermore, hypotheses H_1 , H_2 and H_5 professed that there is a significant strong positive relationship between outsourcing preference of ADM, IM and DCM and project success. And also hypotheses H_3 , H_4 and H_6 indicate a weak negative relationship on project success when outsourcing HD, ITV and SI.

The reasons for the positive effect were identified as subject matter experts carrying out the major part of activities, outsourcing being fully equipped to perform those activities more efficiently than

doing them in-house and bank staff being able to concentrate more on core activities. The reasons for the negative effect were identified as the leakage of internal information to a third party, more time spent on sharing information with third parties and policy changes and continuous process changes of the bank that need training and continuous updating of the third parties concerned.

Finally, it is recommended that project activities which require special skills and knowledge and where special skills are required only for a short period of time be outsourced. Similarly, when the same job can be done by outsourcing without much effort, outsourcing can be used as an option. On the other hand, when there is a significant volume of information to be divulged to a third party or when there is confidential information about the trade and ideas and procedures which can be harmful if they are leaked out to competitors, it is recommended that such activities be carried out internally.

Keywords: outsourcing, project success.

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Supply Chain Management Practices and Competitive Advantage: A Study of Raydix Textiles Ltd*.

R A Shanika Subashini

Background and Research Questions

Supply Chain Management (SCM) has become a significant concept in present business world and many organizations use it to gain competitive advantage in order to remain in the market. Competition is no longer between organizations but among supply chains. The textiles industry is one of the major industries in the world which can achieve a greater level of competitiveness by establishing a proper supply chain management concept as the whole production process of textile manufacture depends on the relationships in the supply chain. According to Lambert, Cooper and Pagh (1998), supply chain management is the integration of key business processes from end user through original suppliers that provide products, services and information which add value for customers and other stakeholders. At present customers demand more low cost, quality and on time deliveries from textiles manufactures because they are the main competitive advantages of a globalized working environment. Therefore textiles manufactures can gain competitive advantage by using supply chain management practices for sustenance in a globalized working environment.

This research develops three dimensions of SCM practices, namely, strategic supplier partnership, customer relationships and level of information sharing, to investigate the relationship between supply chain management practices and the competitive advantage of Raydix

* Name disguised

Textiles Limited. The research was mainly based on the research question: Is there any relationship between supply chain management practices and the competitive advantage of Raydix Textiles Limited?

Brief Literature Review

A review of the conceptual literature reveals the importance of supply chain management practices and their contribution to achieving competitive advantage. The review shows previous empirical studies that have been carried out in relation to supply chain management practices. Various studies have been conducted on supply chain management practices and competitive advantage in different industries (Li et al. 2004, Sukati & Bahuran 2011, Bractic 2011, Mbutia & Rotich 2014,). Also, research has been conducted on different aspects of supply chain management practices as to identify the relationship between SCM practices and organizational performance (Salhieh 2011, Panthanapratez 2013) to identify the firm's competitiveness through supply chain responsiveness (Somuyiwa, Mcilt, & Adebayo 2012), and to identify the relationship between SCM practices and supply chain performances (Ibrahim & Hamid 2012).

Conceptualization and Hypotheses

The conceptual framework of the research was designed to measure the relationship between the independent and dependent variables of the study. The independent variables were supply chain management practices under which three independent variables were used, namely, strategic supplier partnership, customer relationships and level of information sharing. The dependent variable was the competitive advantage of the organization and it was divided into cost, quality and on-time delivery. The model below depicts the conceptual framework of the study.

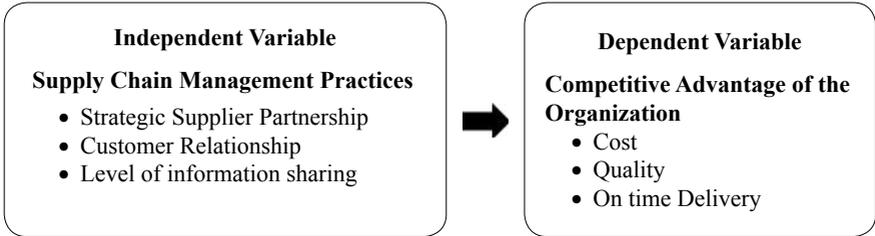


Figure 1: Conceptual Framework

Based on the conceptual framework of the study, four hypotheses were developed to investigate the relationship between supply chain management practices and competitive advantage. They are presented in the alternative form.

H_{1a} - SCM practices are related to competitive advantage.

H_{1b} - Strategic supplier partnership is related to competitive advantage.

H_{1c} - Customer relationship is related to competitive advantage.

H_{1d} - Level of information sharing is related to competitive advantage.

Methodology

The methodology of the research was based on the quantitative method and both primary data and secondary data were used in the study. For gathering primary data, an adopted questionnaire based on Sukati and Baharun's study (2011) was used. The primary data was used to identify the relationship between supply chain management practices and the competitive advantage of Raydix Textiles Limited. The sample of the study was selected based on stratified random sampling and the criterion for the stratified sample was the departments which were highly associated with supply chain process of Raydix Textiles

Limited. The size of the sample was 100 employees and they were randomly selected from 10 different departments mentioned below.

Table 1: Sample Selection

Department	No of Employees
Procurement	10
Planning	10
Customer Service Center	10
Logistics	10
Manufacturing	10
Quality Assurance	10
Stores	10
Transportation	10
Marketing	10
Finance	10
Total	100

Secondary data was gathered from annual reports and three months (June, July, August) order delivery charts of the planning department of Raydix Textiles Limited in order to derive the reasons for failures in the supply chain. Pearson Correlation and Multiple Regression Analysis were used for data analysis to derive the findings from the primary data set while Percentage Analysis was carried out to identify the reasons for failures in the supply chain using secondary data.

Findings and Discussion

The Pearson Correlation analysis was conducted to identify the relationship between the independent variables and the dependent variable and the following correlation matrix shows the correlation between the independent and dependent variables.

Table2: Correlation Matrix

Variables	1	2	3	4
1. SSP	—			
2. CR	0.395**	—		
3. LIS	0.502**	0.298**	—	
4. CA	0.344*	0.417**	0.422**	—

*Correlation is significant at the .05 level (two-tailed).

**Correlation is significant at the .01 level (two-tailed).

Source: Constructed by Author based on survey data.

The findings of Pearson Correlation Analysis indicated a positive relationship between SCM practices and competitive advantage. Further, strategic supplier partnership (0.344*, 0.033<0.05), customer relationship (0.417**, 0.000 <0.01) and level of information sharing (0.422**, 0.000 <0.01) indicated a moderate positive correlation with competitive advantage. The moderate positive correlations of three independent variables revealed that the increase in supply chain management practices would also lead to increasing the competitive advantage of Raydix Textiles Limited in a positive way.

Multiple regression analysis was used to test the hypotheses and the following table shows the model parameter estimates of the study.

Table 3: Regression Analysis.

Variable	Model : Dependent Variable = Competitive Advantage	
	Coeff.	SE
Strategic Supplier Partnership	0.193*	0.014
Customer Relationship	0.214**	0.016
Level of Information Sharing	0.296**	0.017
Constant	0.061	
Adj R²	0.685	

F-value	15.703
N	100

*Correlation is significant at the .05 level (two-tailed).

**Correlation is significant at the .01 level (two-tailed).

Source: Author constructed based on survey data.

The findings of Multiple Regression Analysis showed the model of the study was significant since F value of the model was 15.703 with a statistically significant 0.00 which was lower than the specified value 0.05. Also, the regression equation presented how the different aspects of independent variables contribute to predict the value of competitive advantage by using regression coefficient. When considering the values of all independent variables as zero, a unit increase in strategic supplier partnership would lead to a 0.193 increase in competitive advantage. A unit increase in customer relationship would lead to a 0.214 increase in competitive advantage and also a unit increase in level of information sharing would lead to a 0.296 increase in competitive advantage in Raydix Textiles Limited. The highest impact on competitive advantage was the level of information sharing (0.296) followed by customer relationship (0.214) and strategic supplier partnership (0.193). The studies also confirm a significant relationship between competitive advantage and supply chain management practices since all the p values for the regression co-efficient were lower than the significance level which was 0.05. Strategic supplier partnership had a p value of $0.000 < 0.05$, customer relationship had a p value of $0.000 < 0.01$ and level of information sharing also had a p value of $0.000 < 0.01$. The resulting p values directed to accept all alternative hypotheses (H_{1a} , H_{1b} , H_{1c} , H_{1d}) in the research.

A percentage analysis of secondary data indicated eleven reasons for failures in supply chain. Among the eleven reasons the highest contribution for the failure reasons were greige delays and not receiving customer comments on time. The second highest contribution for the

failure reasons were not achieving the required hand feel of the fabric and providing wrong logic for the tolerance level. The production delays and vehicle delays from customers were shown to be the third highest reasons for failure.

Conclusion and Recommendations

This research proves that there is a positive relationship between supply chain management practices and competitive advantage. Also, the study provides recommendations under two sections and the first section of the recommendations has been developed to increase the current levels of SCM practices by implementing systems and methods. Recommendations have been provided to implement computerized system to share order information, to provide a pre-defined format for customers to fill the order information, to implement an online order request system and workflow management mechanism in view of improving the level of information sharing. To achieve higher customer relationship, the following recommended: to use a customer relationship management system; to have regular meetings and get together with customers; and, to provide special discounts and implement a reverse logistic system. With the purpose of improving strategic supplier partnerships the following recommendations are made: to implement an information system; to have meetings and get-togethers with suppliers; to implement a mechanism to categorize the suppliers; and, to provide Raydix business process related training to the suppliers.

The second section of recommendations was developed to overcome the reasons for failures in the supply chain and it also consists of different methods and systems. The recommendations have been provided to overcome all eleven failure reasons. Furthermore, purchasing new machines, conducting regular maintenance, implementing warehouse inventory control system, quality assurance systems, implementing an approval process and work flow management systems were among the methods and systems to overcome the failure reasons in

the supply chain. In conclusion, by eliminating these failure reasons the organization can have a smooth flow in the supply chain and can continue the supply chain process without any disruptions in order to gain the competitive advantage for sustenance in the market.

Keywords: competitive advantage, supply chain management, supply chain management practices.

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Entrepreneurial Intentions Among Undergraduates of the National School of Business Management

Janith Achalanka Hemachandra

Background and Research Questions

Youth entrepreneurship is one of the major factors that contribute to a developing a country's economy and increases its gross domestic product. Graduate entrepreneurship is a process whereby a graduate starts a business as an individual career orientation (Olufunso 2010). According to Sri Lankan government statistics, in 2015 there was about a 4.4% unemployment rate in the country. So generating job opportunities in a developing country like this is really crucial. Currently, the government is signing several trade agreements with other countries to attract more investors to Sri Lanka. But it is really important to develop youth entrepreneurship within our country to increase the domestic income.

Most undergraduates who have family businesses are not interested in taking that the entrepreneurial path after completing their degree programme. Most of them are more interested in being employed in a reputable firm in the country or going abroad in search of better career opportunities. But there are so many with enough entrepreneurial capabilities and competencies who will be a great asset to this country. If there are enough entrepreneurs within a country it means there are enough job opportunities. Also, it will help to reduce the brain drain in Sri Lanka.

There are so many graduates who remain unemployed for a long time. They have all the qualifications but there are no job opportunities for them. If entrepreneurship is promoted among them, it will lead to creating enough job opportunities within the country.

Brief Literature Review

The researcher found previous literature from the western context (Asian, African, European context) as well as from the Sri Lankan context. Entrepreneurship is the process by which individuals pursue opportunities regardless of the resources they currently control and entrepreneurship is the art of turning ideas into a business. (Barringer & Ireland 2010)

Some studies have found different approaches to entrepreneurship (McStay 2008) described as the trait approach, behavioral approach and cognitive approach of entrepreneurs. The trait approach to entrepreneurship has been studied by many researchers in an attempt to separate entrepreneurs from non-entrepreneurs and to identify the character traits specific to the entrepreneur. Whilst the trait approach to understanding entrepreneurship deliberates about who is an entrepreneur, the cognitive approach considers the antecedents to entrepreneurial behaviour, and the behavioral approach considers what entrepreneurs do. Cognitive measures are based on unobservable behaviour and are useful in understanding more about the human mind.

In Sri Lanka, undergraduates from the University of Kelaniya, University of Colombo, University of Sri Jayawardenepura, South Eastern University of Sri Lanka, and the Eastern University of Sri Lanka were tested on their concept of entrepreneurial intention (Ummah 2009). Also it was tested at the University of Jaffna (Sivapalan & Balasundaram 2009). But this concept was not tested at the National School of Business Management. So another objective of the researcher was to add some knowledge to the existing literature on the subject.

In the Sri Lankan context, Nishantha (2008) followed the study on exploring the relationship existing between personality traits and the socio-demographic background of business management undergraduates that leads to an entrepreneurial career (self-employment intention).

Conceptualization and Hypotheses

This research investigated the attributes that impact on undergraduates' entrepreneurial intentions. The conceptual framework consisted of four independent variables, namely, are attitude, subjective norm, perceived behavioural control and personality traits. Entrepreneurial intention was taken as the dependent variable. The researcher aimed at identifying the relationship between these variables. Figure 1 shows the conceptual framework model developed for this research based on prior readings.

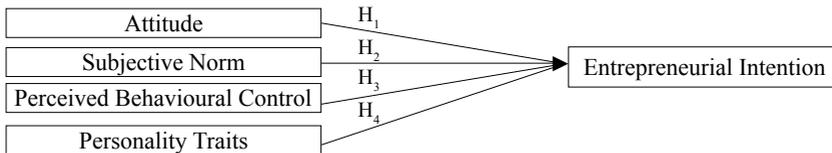


Figure 1: Conceptual Framework
(Adopted from Wei Ni, 2012)

The variables for this study were selected based on the literature on entrepreneurial intentions.

Herein, attitude refers to an individual's general feeling of favorableness or favorableness toward various stimulus objects. (Ajzen 1991)

Subjective norm refers to the perceived social pressure to perform or not to perform a desired behaviour. (Ajzen 1991)

Perceived behavioral control refers to people's perceived ease or difficulty to perform a given behaviour. (Ajzen 1991)

Personality Traits refers to personal characteristics of entrepreneurs. (Shaver & Scott 1991)

Methodology

A quantitative research approach was adopted in this study. An online questionnaire was distributed in order to gather information and the survey was conducted over a one-month period. The survey was confined to undergraduates of the National School of Business Management who followed the degree programmes in the latter part of 2015. A sample of 100 responses was used for analyzing the data.

The researcher assessed and analyzed all other sources of secondary data for evidence to support the findings of this study. He referred relevant online journal articles through online databases provided by National School of Business Management Emerald database, newspapers and published statistics.

The following four hypotheses were constructed by the researcher in order to analyze the relationship between the dependent and independent variables.

H₁: There is an association between attitude and entrepreneurial intention;

H₂: There is an association between subjective norm and entrepreneurial intention;

H₃: There is an association between perceived behavioural control and entrepreneurial intention; and

H₄: There is an association between personality traits and entrepreneurial intention.

The questionnaire used in this study consisted of two sections based on Wei Ni's study (2012). The first section gathered information of demographic variables and the second section consisted of Likert scale

questions to measure the respondents' behavioural characteristics. This questionnaire was refined based on expert opinion.

The responses to the questionnaire and the relationship between variables were analyzed using the Statistical Package for Social Science (IBM SPSS). The statistical analysis was based on descriptive statistics, central tendency measurements, correlation analysis, a two-tailed independent t-test and one-way analysis of variance (ANOVA) methods.

Findings and Discussion

Table 1 depicts the demographic variables such as gender, age group, field of study and family background.

Table 1: Descriptive Statistics of Demographic Variables (N=100)

	Frequency	Percentage (%)
Gender Distribution		
Male	46	46.00
Female	54	54.00
Age Groups		
Below 20	3	3.00
21-23	53	53.00
24-26	41	41.00
27-29	3	3.00
Above 30	0	0.00
Field of study		
School of Business	68	68.00
School of Computing	32	32.00
Family Background		
With family businesses	35	35.00
Without family businesses	65	65.00

A frequency analysis was done to analyze the variables such as gender, age, field of study (School of Business and School of Computing), etc. 46% of the respondents were males and 54% females. The highest number of respondents was from the age group 21-23, which is 53% of total respondents. 68% of respondents were from the School of Business and 32% of respondents were from the School of Computing. Only 35% of respondents had family businesses and 65% of respondents did not have family businesses. An independent sample T-test was used to test the personal details (i.e. gender differences and family background) of respondents in relation to the dependent variable (i.e. entrepreneurial intention).

The researcher also analyzed the relationship between demographic variables, gender and family background related to the entrepreneurial intention. Table 2 depicts the t-test analysis done to identify the relationship between gender, family background and entrepreneurial intention.

Table 2: t-test for Gender, Family Background with Entrepreneurial Intention

	F-value	p-value
Gender and entrepreneurial intention	1.254	0.565
Family background and entrepreneurial intention	11.726	0.019

The P-value of gender and entrepreneurial intention is 0.565, which is much bigger than the alpha value of 0.05. The results revealed that there was no significant difference between males and females in their intention to become entrepreneurs. This showed that gender does not influence students' entrepreneurial intentions. This result is consistent with that of Khan et al. (2011) and Ahmed et al. (2010). Also, they reveal no significant difference in relation to family background and entrepreneurial intentions. The p-value of 0.019 is much smaller than the alpha value of 0.05. This proves that family background has no influence on undergraduates' intention to become entrepreneurs.

Researcher conducted a multiple linear regression analysis on the variables in order to analyze the behaviour of the relationship. Table 3 gives a summary of the multiple linear regression analysis.

Table 3: Regression Analysis Summary

Model	Unstandardized Coefficients	
	β	Sig.
(Constant)	-0.279	0.285
Attitude (A)	0.430	0.001
Subjective Norm (SN)	0.176	0.109
Perceived Behavioural Control (PBC)	0.171	0.274
Personality Traits (PT)	0.345	0.004

a. Dependent Variable: Entrepreneurial Intention

Based on these results the regression equation for the entrepreneurial intention (EI) was:

$$EI = - 0.279 + 0.430A + 0.176SN + 0.171PBC + 0.345PT$$

According to the equation above, attitude, subjective norm, perceived behavioural control and personality traits have a positive relationship with entrepreneurial intention. Attitude is the predictor variable that contributes the most to the variation of the entrepreneurial intention; every unit increase in attitude toward the behaviour increases by a total of 0.430 unit of entrepreneurial intention provided other independent variables remain constant. The second highest predictor is personality traits ($\beta = 0.345$) followed by subjective norm ($\beta = 0.176$).

Conclusions and Recommendations

Based on the findings, the researcher suggests promoting entrepreneurship among families. There is a positive relationship between subjective norm and entrepreneurial intention. If entrepreneurship is promoted among Sri Lankan families then the children of those families will be more interested in the subject.

Currently in Sri Lanka most families are afraid of starting businesses. Their mind sets are built for doing a job rather than becoming an entrepreneur because they think a job gives more security than entrepreneurship. But if entrepreneurship is promoted at the household level there will be more entrepreneurs in Sri Lanka.

If parents can identify entrepreneurial personality traits among their children they should be concerned with providing them a better entrepreneurial education for their future. Also, the researcher suggest conducting personality development programmes in universities to improve the decision making and risk handling skills of undergraduates.

The government and policy makers can build a better education system which will promote entrepreneurship. And also they can establish formal entrepreneurial courses in all secondary and tertiary learning institutions, providing a better entrepreneurial environment and facilitating new venture creation in Sri Lanka. Once they have a knowledge of entrepreneurship, it will encourage them to become self- employed. In order to facilitate new venture creation for the younger generation, the government should provide the funds and supporting infrastructures as well as removing the impediments in the entrepreneurial career path.

Universities should organize more entrepreneurial-related activities or programmes and workshops that can enhance students' perceived behavioural control, for instance, projects like business proposals, managing a small business in universities or during flea markets, providing opportunities for students to be involved in managing their own business and getting prior business experience.

Keywords: entrepreneurial intention among undergraduates.

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A Study of Factors that Impact on Brand Loyalty when Young Women Purchase Hair Products in the Local Market

G P Dinesha Anjani

Background and Research Questions

Brand Loyalty is the new trend in the consumer market. Today women are going for brands with big names, trendy looks and styles. The market is now dominated by brands that people in the earlier days would not have thought of because of their prices and their mindset.

In Sri Lanka there are unique values and norms which are significantly different from those in other parts of the world. Most of the elderly people are patriotic and prefer local products to imported ones but after the introduction of the open economic system many new foreign brands have entered the Sri Lankan market, over shadowing local brands .Most of these foreign branded products are better in almost every aspect compared to local products.

This research study adds to the knowledge of factors that influence brand loyalty when young women purchase hair care products in the modern Sri Lankan market.

The hair care products industry claims a 22% share of total consumer expenditure and is the largest sub segment of the personal care industry. Due to the highly competitive market in hair care products various competitors are doing their utmost to gain a market share by implementing various pricing and marketing strategies and by adding diverse points of differentiation and of parity from time to time. This particular market consists of many product categories but only

shampoos and hair conditioners are covered under hair care products in this study.

Though many studies have been conducted in relation to brand loyalty and customer purchase intention, the literature on the identification of factors that affect brand loyalty in the Sri Lankan context is sparse particularly in regard to the hair care industry in Sri Lanka. Accordingly, the main research problem of this study is the factors that impact on brand loyalty when young women purchase hair products in the Sri Lankan market.

The sub research questions are: i. What factors affect brand loyalty in the hair care products industry of Sri Lanka? ii. What is the relationship between brand loyalty and individual factors that affect brand loyalty in the hair care products industry of Sri Lanka?

Brief Literature Review

The theoretical framework of the study focuses mainly on the impact of brand loyalty on customer purchase intentions and also on the factors affecting brand loyalty. Most of the earlier studies regarding brand loyalty identifies that brand loyalty is not necessarily the actual action of purchasing, but the intention to do so and also a favorable attitude to brand for creating brand loyalty and a repetition of purchases (Jacoby & Chestnut 1978, Wilkie 1994, Oliver 1997).

As mentioned in prior research brand loyalty is of paramount importance to marketers and consumer researchers (Aaker 1991, Reichheld 1996). In the services context, many scholars have focused on importance and significance of brand loyalty (Asuncian et al. 2004, Bloamer et al. 1999; Caruana, 2002). Many studies have identified that the organizations which have a pool of brand loyalists have greater market share and higher rates of return on investments, in turn. Many other researchers favored this (Buzzell et al, 1975, Raj 1985; Jensen & Hansen 2006). Such results persuaded marketing officials to generate

and up-hold brand loyalists. To attain such targets, information about variables which causes brand loyalty becomes a core issue.

Many of the earlier studies have identified factors and variables that influence brand loyalty as price, quality, country of origin, marketing strategies and socio-economic and demographic elements and market structure (Engel, Blackwell & Miniard, 1993, Tsiotsou & Alexandris 2009).

Conceptual Framework and Hypotheses

The research was based on the objective of identifying the factors affecting brand loyalty in the hair care products industry of Sri Lanka. The research identified four main individual factors that affect brand loyalty and the conceptual model was designed accordingly as shown in Figure 1.

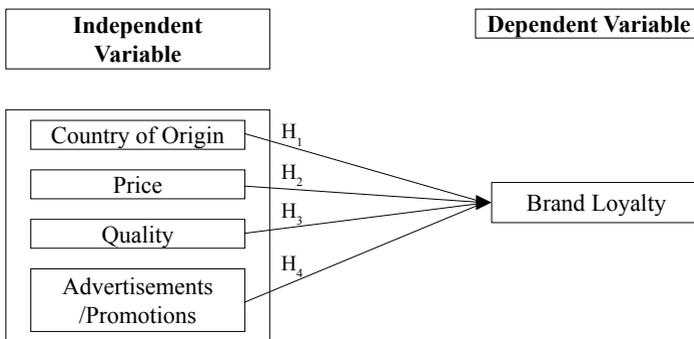


Figure 1: Conceptual Framework

The independent variables were identified using prior research with regard to brand loyalty and four hypotheses were developed to identify the relationship between the above mentioned dependent and independent variables.

H₁: The country of origin impacts on brand loyalty when young women purchase hair care products in the Sri Lankan market.

H₂: Price impacts on brand loyalty when young women purchase hair care products in the Sri Lankan market.

H₃: Quality impacts on brand Loyalty when young women purchase hair care products in the Sri Lankan market.

H₄: Advertising /promotion impacts on brand loyalty when university students purchase hair care products in the Sri Lankan market.

Methodology

The primary data for the research was gathered by using a well-structured questionnaire covering all aspects of brand loyalty with regard to the hair care product market. Respondents were asked to respond to the questionnaire which was based on Jin Huh (2002) in order to measure the respective variables.

Young women whose ages range from 15 to 24 were selected as the target population of this study, and the study sample consisted of 150 randomly chosen respondents from Colombo district, who were believed to represent the target population. This research also used the non-random sampling method in order to derive the sample population to arrive at the sample size for the research. Further, the convenience sampling technique of non-random sampling was used where the sample was drawn from the part of the population most available or most easily selected for the research study.

In analyzing the results, the researcher used SPSS (Statistical Package for Social Sciences) due to its user friendliness and convenience of usage. Correlations among the independent variables and the dependent variable and the hypotheses were tested using this package, which helped to arrive at crucial conclusions at the end of the study.

Findings and Discussion

The findings of the survey are presented in four sections. The first section provides the analysis of data consistency and reliability; the second section provides a brief description of the demographic behavioral characteristics of the respondents; the third section presents the results related to brand preference of young women in the context of the Sri Lankan market; and the e last section addresses the results of testing the proposed research hypothesis .

The hypothesis tests were carried out using Pearson’s correlation coefficient while Cronbach’s alpha was used as a statistical measurement of the internal consistency of the set of data.

Table 1: Case Processing Summary

		N	%
Cases	Valid	25	100.0
	Excluded	0	.0
	Total	25	100.0

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.789	16

According to the pilot study carried out with 25 respondents Cronbach's alpha for the data set was 0.789, which establishes the inter-consistency of the data set as it is greater than 0.7.

According to the demographic behavioral features of the sample 142 actual respondents out of 150 were females. The research was limited to the female population because the hair care product market is generally dominated by the female population

Table 3: Gender Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	female	142	100.0	100.0	100.0

The age of the respondents ranged from 15 years to 24 years grouped under five age levels.

Table 4: Age Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-16	23	16.2	16.2	16.2
	17-18	20	14.1	14.1	30.3
	19-20	32	22.5	22.5	52.8
	21-22	12	8.5	8.5	61.3
	23-24	55	38.7	38.7	100.0
	Total	142	100.0	100.0	

The research analysis performed to describe the nature and preferences of the respondents in the sample showed that they preferred the brand Dove while 26.5% and 22.5% used Sunsilk and L'Oreal respectively. Though the researcher included a segment for local homemade hair care brands there weren't any responses for that. It shows that the respondents are more biased towards the use of foreign brands than local brands.

Table 5: Brand Preferences

	Frequency	Percent	Valid Percent	Cumulative Percent
Pantene	8	5.6	5.6	5.6
Garnier	7	4.9	4.9	10.6
Sunsilk	37	26.1	26.1	36.6
Valid Dove	51	35.9	35.9	72.5
L:oreal	32	22.5	22.5	95.1
Any other	7	4.9	4.9	100.0
Total	142	100.0	100.0	

A correlation analysis was conducted in order to test the previously established hypotheses.

Table 6: Correlation Between Brand Loyalty and Country of Origin

		Brand Loyalty	Country of Origin
Brand Loyalty	Pearson Correlation	1	.428**
	Sig. (2-tailed)		.000
	N	142	142
Country Of Origin	Pearson Correlation	.428**	1
	Sig. (2-tailed)	.000	
	N	142	142

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

The results indicate that country of origin has a positive and significant impact on brand loyalty. This result is accepted because the majority of previous studies have identified country of origin to have a positive and strong influence on brand loyalty. Hence, Hypothesis H₁ is accepted.

Table 7: Correlation Between Brand Loyalty and Price

		Brand Loyalty	Price
Brand Loyalty	Pearson Correlation	1	-.066
	Sig. (2-tailed)		.438
	N	142	142
	Pearson Correlation	-.066	1
Price	Sig. (2-tailed)	.438	
	N	142	142

This negative correlation between price and brand loyalty shows that price affects brand loyalty in a negative manner. In other words, customers are relatively sensitive to price in their brand choice decisions and will switch brands according to changes in price. However this result contradicts prior researches, mainly due to economic and contextual differences in the Sri Lankan market. Therefore Hypothesis H₂ cannot be accepted.

Table 8: Correlation Between Brand Loyalty and Quality

		Brand Loyalty	Quality
Brand Loyalty	Pearson Correlation	1	.656**
	Sig. (2-tailed)		.000
	N	142	142
	Pearson Correlation	.656**	1
Quality	Sig. (2-tailed)	.000	
	N	142	142

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

The results show a strong positive relationship between quality and brand loyalty. This result is acceptable and it is also in line with prior research. Quality enhances brand loyalty and creates brand loyal customers who will stick to one brand. Therefore Hypothesis H₃ is accepted.

Table 9: Correlation Between Brand Loyalty and Advertising/ Promotion

		Brand Loyalty	Advertising/ Promotion
Brand Loyalty	Pearson Correlation	1	.359**
	Sig. (2-tailed)		.000
	N	142	142
Advertising/ Promotion	Pearson Correlation	.359**	1
	Sig. (2-tailed)	.000	
	N	142	142

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

Finally, advertising and promotion shows a positive relationship which affects brand loyalty. This result is acceptable and in line with prior researches as advertising and promotion helps to create a unique brand image and to position the brand in the mind set of consumers. Therefore Hypothesis H₄ is accepted.

Conclusions and Recommendations

Among the considered determinants of loyalty to brand in respect of hair care products among Sri Lankan young women, the perceived quality of the brand was identified as the main influential factor, followed by price and country of origin. Further, in analyzing the relationship of the identified independent variables with the dependent variable, it was found that country of origin, quality and advertising /promotion showed a positive relationship, while price showed a negative relationship with brand loyalty.

The final recommendations based on the research findings is that the marketers of foreign hair care products should emphasize the foreign origin to the customers in their marketing campaigns because there is a high preference among the buyers of hair care products for foreign brands. It is also highly recommended that when marketers want to increase brand Loyalty, they should focus on improving the quality aspects of their product, as quality plays a more significant role in brand loyalty for hair care products than any other factor concerned.

It is believed that understanding the correlation between brand loyalty and individual factors that help in building and maintaining brand loyalty would be of vital importance in developing products to suit the exact needs of the customer which will ultimately minimize waste. Also, it is important to realize how to make the product better for consumer consumption by improving the standards and to influence customers to make better decisions on hair care products, which will improve the social morals as well.

Keywords: brand loyalty, country of origin, hair care products industry.

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Factors Influencing the Job Satisfaction of Executive Level Staff in a Public Sector Organization

Nadeesha Kumari Herath

Background and Research Questions

The Board of Investment of Sri Lanka (BOI) is the main government body (Ministry of Investment Promotion) which acts as the main service facilitation point for foreign and domestic investment in Sri Lanka. As this investment promotion organization acts as the engine of the country's economic development, its human resources are managed under the direct supervision of a government representative responsible for communicating government policies and procedures. The executive level staff members at BOI are the decision makers and all corporate goals and objectives are implemented under their direct supervision. Thus, their values, behaviors and attitudes towards organizational goals and objectives are crucial for maintaining a healthy productive environment in the organization. Their job satisfaction has a direct impact on their output which is the service that they provide for local and foreign investors. Stephen (2000) found that the term 'job satisfaction' refers to an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job.

In order to gain competitive advantage and adapt to the dramatic changing environment, it is important for them to achieve management efficiency by increasing the job satisfaction of executive level staff in the organization. Thus, this research examined the factors influencing

the job satisfaction of executive level staff in BOI. Accordingly, the research question of the study was: What are the factors that affect the job satisfaction of executive level staff of BOI, Sri Lanka?

Further, the specific objectives of this research study were:

- i. To identify factors affecting job satisfaction among executive level staff of BOI.
- ii. To test the relationship between job satisfaction and the factors influencing the job satisfaction of executive level staff of BOI.
- iii. To make recommendations for improving the level of job satisfaction of executive level staff of BOI.

Brief Literature Review

The theoretical and empirical framework of the study focused mainly on explaining job satisfaction and the factors affecting the job satisfaction of employees in different sectors at the executive level and non-executive level in respect of job satisfaction attributes. Overall, employee satisfaction is a combination of one's feelings towards the different facets of job satisfaction (Locke 1976, cited in Weiss 2002). The determinants of job satisfaction also differ in the extent to which they impact on job satisfaction, both between factors and between people. In addition to personal factors, job satisfaction may be determined by a number of dimensions within the work situation (Walker 1980). The literature thus suggests that the determinants of job satisfaction also differ in the extent to which they impact on job satisfaction, both between factors and between people.

Various studies have explained how the pay in different areas plays an important role and concluded that pay and good pay back can be among the key factors affecting job satisfaction (Lane et al. 2010, Rashid et al. 2013, Mosammod & Nurul 2011). Emmanuel et al. (2015) concluded

that positive recognition and being treated in a caring and considerate manner are paramount and play a pivotal role in employee satisfaction in the construction supply chain and working independently which are sources of job satisfaction including control over work method and work place, use of skills and abilities and variety. People derive pleasure from coping successfully with their environments. Using valued skills and abilities provides workers with a sense of self-pride, competence and self-confidence.

Some studies concluded that supervisor support is one of the important factors for employee job satisfaction and the relationship with the immediate supervisor influences job satisfaction in these companies (Mosammod & Nurul 2011, Suman & Ajay 2013, Bidyut & Mukulesh 2014). Locke (1976) advocates that the aspiration to be promoted emanates from the desire for social status, psychological growth and the desire for justice when considering career development as a variable. Furthermore, some studies have found that training and development highly affect the job satisfaction of employees and appropriate training can help employees to perform their job tasks to the best of their ability (Latif 2012, Suman & Ajay, 2013). Various studies have explained about organization policy and that co-workers were also the main motivators of employees' intention to stay (Rashid et al. 2013 & Alshitri 2013).

Conceptualization

The study attempted to investigate seven key factors that influence job satisfaction: pay, recognition of work, the working independently, leadership, career development, organization policy and co-workers useful for analyzing and evaluating their effects on job satisfaction among executive level staff of BOI, Sri Lanka. For the purpose of achieving the study objectives the following conceptual framework was designed. (See Figure 1).

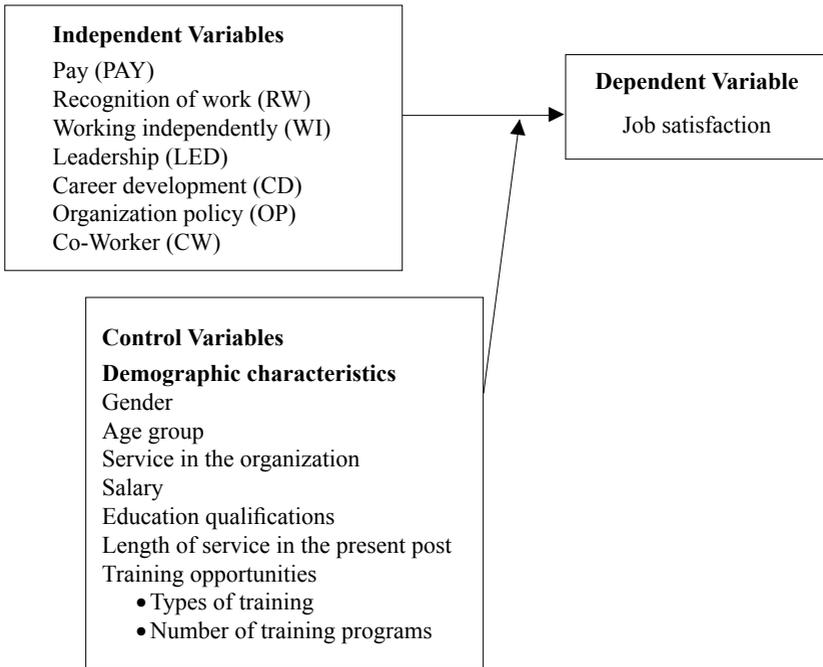


Figure 1 Conceptual Framework

The attributes of the study were determined through the literature survey covering fifteen different articles on job satisfaction. In the job satisfaction literature, the selected attributes were crucial for job satisfaction.

Methodology

The study was done through a field survey by using a structured questionnaire. The survey was conducted over a three-week period of different categories of executives at senior, middle and junior levels in BOI. The sample population for this research was composed of executive level staff in BOI head office. The researcher used stratified random sampling and systematic sampling as a combination of sampling techniques to select a sample of 100 executives out of 250 executives attached to the Head Office.

The study suggested seven hypotheses in order to analyze the factors cited under the main and sub-objectives of this research. These hypotheses are expressed in alternative forms as follows:

H₁: There is an impact of pay on executives' job satisfaction.

H₂: There is an impact of recognition on executives' job satisfaction.

H₃: There is an impact of working independently on executives' job satisfaction.

H₄: There is an impact of leadership on executives' job satisfaction.

H₅: There is an impact of career development on executives' job satisfaction.

H₆: There is an impact of organization policy on executives' job satisfaction.

H₇: There is an impact of co-workers on executives' job satisfaction.

A structured questionnaire consisting of two sections was designed to measure the variables. The first section explored demographic characteristics (gender, age group, service in the organization, salary range, educational qualifications, designation, length of service in the post (at the time survey was done), and training opportunities (a) type of training (b) number of training programmes). In data analysis process demographic characteristics were used as the control variable. The second section was intended to decide how satisfied they felt about the aspects of their present job. It consisted of 50 statements. They measured job satisfaction across 23 different dimensions representing the seven main variables to study on executives' job satisfaction in BOI using Likert-type statements with five response alternatives ranging from "Very Dissatisfied" (weighted 1) to "Very Satisfied" (weighted

5) for each of the statements of the questionnaire (see Table 1).

Table 1 Attributes of Variables for Measuring Job Satisfaction

Attributes	Related variable
a) Internal equity	
b) External equity	I. Pay
c) Inputs equity	
a) Appreciation of Job	
b) Recognition of effort	II. Recognition of work
c) Seeing results of work	
a) Ability utilization	
b) Job variety	III. Working independently
c) Level of autonomy	
d) Creativity/innovation	
a) Supervisor /Human Relations	
b) Delegation work	IV. Leadership
c) Decision making	
d) Direction/Guidance	
a) Career Advancement	
b) Level of Responsibility	V. Career Development
c) Skill development opportunities	
d) Feedback	
a) Transparency	
b) Communication	VI. Organization Policy
c) Equal Treatments/opportunities	
d) Social responsibility	
a) Co-worker/Human Relations	VII. Co-Worker

Source: Constructed by author based on conceptualization and literature

The reliability analysis (Cronbach's Alpha) showed that all dimensions are reliable. The data was analyzed through the correlation one-way Analysis of Variance (ANOVA), and coefficient multiple regression using SPSS software 21.0 version.

Findings and Discussion

The findings of the survey based on Pearson's Correlation test resulted to the testing hypotheses H_1 - H_7 indicated the relationship between overall job satisfaction and the seven variables. There were positive correlations with overall job satisfaction at 0.000 significant level which confirmed the relationships (see Table 2).

Table 2: Pearson Correlation Analysis between Variables and Overall Job Satisfaction

Dependent Variable	Pearson Correlation	Sig. (2-tailed)
Pay	0.705**	0.000
Recognition	0.776**	0.000
Working independently	0.851**	0.000
Leadership	0.656**	0.000
Career Development	0.840**	0.000
Organization Policy	0.553**	0.000
Co-Worker	0.693**	0.000

In respect of demographical characteristics, the highest numbers of executives were in the age group of 46 to 55. The highest level of education qualification of the executives are the basic degree and professional membership. The majority of executives are having more than 11 years' service in the organization and thirty nine percent (39%) of the sample held the same position in the organizational hierarchy for a period of 11 years and more. Out of the total respondents, sixty two (62%) of the sampled executives have been offered local training while twenty five percent (25%) benefited from foreign and local training opportunities. (see Table 3).

Table 3 Descriptive Statistic of Demographic Variables (N=100)

Executives' Sample Characteristics					
	N	%		N	%
Gender			Highest Educational qualifications		
Male	53	53	Only up to Advanced Level	13	13
Female	47	47	Diploma/Certificate course	25	25
			Basic Degree	23	23
			Postgraduate Diploma/Degree	9	9
			Professional Membership	27	27
Age					
25 to 35	16	16	PhD	3	3
36 to 45	27	27			
46 to 55	42	42	Length of service in the present post		
56 and above	15	15	1 year or less	10	10
			2 to 5 years	23	23
			6 to 10 years	23	23
			11 to 15 years	39	39
Service in the organization					
1 yr. or less	6	6	More than 15 years	5	5
2 to 5 years	11	11			
6 to 10 years	9	9	Training opportunities		
11 to 20 years	44	44	Local Training	6	6
21 and above	30	30	Foreign Training	62	62
			Local & Foreign	7	7
			None	25	25
Salary					
Under 30,000	33	33	Number of training programmes		
30,000 - 39,999	36	36	1 to 5	83	83
40,000 - 49,999	17	17	6 to 10	9	9
50,000 and above	14	14	More than 10	0	0

The Pearson's correlation based on the demographical characteristics revealed that salary, training opportunities and overall job satisfaction were significant at the 0.000 level out of seven variables. Among other variables there are two significant variables which are salary and training opportunities. Further salary has a positive significant relationship with overall job satisfaction while training opportunities (type of training and number of training opportunities) have a negative significant relationship with overall job satisfaction (see Table 4).

Table 4: Pearson Correlation Analysis between Demographical Variables and Overall Job Satisfaction.

Dependent Variable	Pearson Correlation	Sig. (2-tailed)
Gender	0.157	0.119
Age group	0.139	0.166
Service in the organization	0.146	0.147
Salary	0.232*	0.020
Educational qualifications	-0.161	0.110
Length of service in the present post	0.047	0.642
Training opportunities		
• Types of training	-0.270**	0.007
• Number of training programmes	-0.198	0.048

According to the regression results, the tested hypothesis of H₁-H₇ indicated that recognition, working independently, career development, organization policy and co-workers are at 0.000 significance level that impacts to the overall job satisfaction of the executive level staff in BOI and therefore the results being accepted by above variables. (see Table 5)

Table 5: Coefficients Table

Dependent Variable	B	Sig.
Constant	-2.352	.000
Pay	.199	.378
Recognition	.217	.013
Working independently	.207	.019
Leadership	.047	.537
Career Development	.804	.000
Organization Policy	.261	.001
Co-Workers	.037	.024

Conclusions and Recommendations

According to this study, some of the results are agreed with previous research studies. The higher the salary level revealed the higher level of overall job satisfaction. Though the employees receive the more training and development opportunities, the overall job satisfaction have been decreased. This reflects a weak practices of the HR policies of the organization. The expression of lower satisfaction among executives gives an indication that their trainings are not properly evaluated and there is no feedback. Further, their developed skills and knowledge may not have been utilized in time for the right position for the right person.

Based on the correlation analysis there is a positive linear correlation between the seven variables and the overall job satisfaction. The tested hypothesis revealed that there is an impact of recognition of work, working independently, career development, organization policy and co-workers, with overall job satisfaction of executives' in BOI Sri Lanka. Furthermore the model summary concluded that the overall model 81.9% explained executives' job satisfaction in BOI with 0.000 significant level.

As the survey was mainly concerned about career development (CD) to increase job satisfaction, it is recommended that a performance-based promotion scheme should be introduced to steer the organization towards a suitable destination so that executives may feel that their commitment, competencies and capabilities have been identified and recognized by the management. Furthermore, it is recommended that an attitudes survey be conducted to develop overall job satisfaction so that the management might be able to increase the level of commitment in the organization by increasing satisfaction with compensation, policies and working conditions.

The study is limited to a quantitative analysis. To get a rich understanding of job satisfaction among executive level staff in BOI future in depth research has to be done on area of training and development as it has a significant impact on job satisfaction.

Keywords: factors influencing job satisfaction, job satisfaction.

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A Study on the Factors Affecting Operational Level Employees' Intention to Leave Beauty Care Ltd*

Lakmini Uthpala Mallawarachchi

Background and Research Questions

Human resources are considered to be among the most important assets of every organization, as they determine organizational success and productivity. In the current competitive business world, employee turnover has been a major problem for many organizations as it has directly impacted on the smooth flow of the normal day-to-day operations. As it is practically impossible to conduct a study based on the employees who have already left the organization, this study focuses on the existing employees in the organization. Therefore, the research question aims to identify the key factors that affect the operational level employees' intention to leave the organization, which will be crucial for minimizing the negative impacts such as the additional costs related to quality defects and recruitment process. This study was based on a leading, large-scale, firm in the cosmetics industry in Sri Lanka, namely Beauty Care Ltd.

Brief Literature Review

The theoretical framework of the study mainly focuses on identifying the causes of employee job dissatisfaction and its relationship with the employees' intentions to quit leading to employee turnover. Several studies have been conducted on the subject both in Western and Eastern countries. Employee turnover is an important area of study in different disciplines such as psychology, sociology, economic

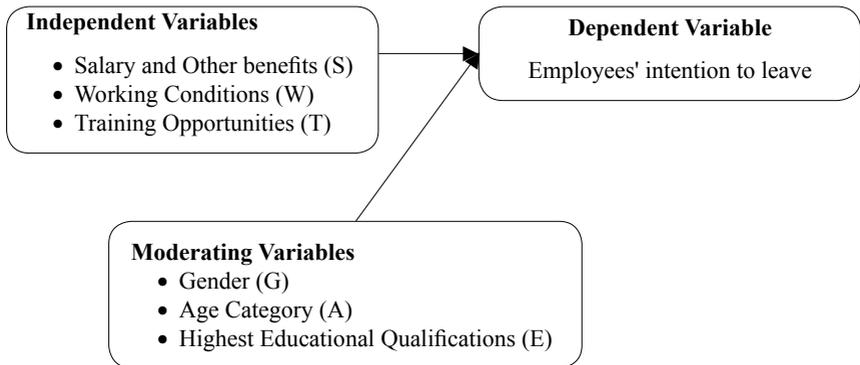
* Name disguised

and organizational behaviour (Mobley 1982) and it can be categorized into different forms: voluntary and involuntary (Wiley 1993, Abbasi & Hollman 2000) functional and dysfunctional (Trevor & Boudreau 1997) uncontrollable and controllable (Mathis & Jackson 2010) etc. Organizations need to bear the responsibility for both direct costs related to exit interviews, new recruitment, training and compensation and similarly indirect expenses which are non-financial in nature related to employee turnover. (Kesner & Dalton 1994, O'Connell & Kung 2007, Mello 2011)

Several studies have been conducted in different fields to identify the relationship between job satisfaction and the employees' intention to leave which leads to turnover. Abdel-Halim (1981) and Rasch and Harrell (1990) found that individuals who are less satisfied with their job positions tend to leave their organizations which means there's a direct link with their level of satisfaction and their intentions. There are several factors which can cause job satisfaction (Knight & Westbrook 1999). Some studies have found a moderating relationship between demographic factors and job satisfaction (Dole 2001, Crossman & Abou-Zak 2003, Suliman 2006, Abu Elanain 2009). Certain other studies have shown that major areas such as compensation, fringe benefits, career counselling, promotional opportunities and partnership potential are major contributors to the improvement of job satisfaction (Ang, Goh & Koh 1993, Dole 2001).

Conceptualization and Hypotheses

This study was focused on determining the factors affecting employees' intention to leave the organization. Based on the previous literature, the researcher selected a few factors under independent, moderating and dependent variables and constructed the conceptual framework as shown in Figure 1.



Methodology

This study follows a positivist approach within an organization it is based on a large-scale, leading firm in the cosmetics industry in Sri Lanka. The research data was collected using both primary sources such as questionnaires and secondary sources such as previous reports, company records etc. in order to arrive at conclusions. Using the simple random sampling technique, primary data was gathered from 63 employees out of a population of 135 operational level employees who are currently working in positions of machine operators, technical staff, assistants, and helpers in different divisions of the organization. Of the 63 questionnaires distributed, 60 were returned and used for this study. Based on the conceptual framework, alternative hypotheses were developed as follows:

H₁: Employees' intention to leave is associated with the gender of employees;

H₂: Employees' intention to leave is associated with the age category of employees;

H₃: Employees' intention to leave is associated with the highest educational qualifications of employees;

H₄: Employees' intention to leave is associated with salary and other benefits of employees;

H₅: Employees' intention to leave is associated with working conditions of employees; and

H₆: Employees' intention to leave is associated with training opportunities of employees.

The questionnaire consisted of five sections. The first section was used to explore the demographic factors of the employees, the next four sections to measure salary and other benefits, working conditions, training opportunities provided for the employees and their perceptions of the organization.

The data collected was statistically analyzed using both descriptive statistics (frequency analysis and measures of central tendency) and inferential statistics (correlation analysis, ANOVA test and t test) with the use of the SPSS 12.1 version software package.

Findings and Discussion

As indicated in the following table, descriptive statistics were used to present a summary of the respondents' background. According to the research findings, the majority of the respondents were female employees. Of them, the highest percentage of employees were in the age category of (26-35) years. As for educational qualifications, the majority had passed the GCE (Ordinary Level) examination. Regarding their service period, majority of the employees had worked for 6-12 months. And also, the majority of employees earn a basic salary of Rs. 11,000-15,000 per month.(see Table 1).

Table 1: Summary of the Respondents' Background

	Variables	Frequency	Percentage
Gender	Male	26	43.3
	Female	34	56.7
Age Category	18 - 25	17	28.3
	26 - 35	25	41.7
	36 - 45	13	21.7
	46 - 60	5	8.3
Highest Educational Qualification	O/L	28	46.7
	A/L	24	40.0
	Diploma	5	8.3
	Higher Diploma	2	3.3
Service Period	Less than 6 months	23	38.3
	(6-12) months	25	41.7
	(1-3) months	9	15.0
	Above 3 years	3	5.0
Basic Salary Scale	Below 10,000	20	33.3
	11,000 - 15,000	27	45.0
	16,000 - 20,000	13	21.7

A correlation analysis was used to determine the strength of the relationship between the variables. The Pearson Correlation Matrix gives a summary of all the relationships tested in this study.

According to the Pearson Correlation Matrix,

- There is a weak negative correlation of -0.146 between the gender and their intention to leave the organization.
- There is a weak negative correlation of -0.316 between the employees' age category and their intention to leave the organization.
- There's a weak negative correlation of -0.131 between the

employees' highest educational qualification and their intention to leave the organization.

- There's a strong negative correlation of -0.732 between the salary and other benefits and the employees' intention to leave the organization.
- There's a strong negative correlation of -0.808 between the training opportunities and the employees' intention to leave the organization.
- There's a strong negative correlation of -0.915 between working conditions and the employees' intention to leave the organization.

Table 2: Pearson's Correlation Matrix

Measures	1	2	3	4	5	6	7
1. Employees' Intention to Leave	1						
2. Gender	-.146	1					
3. Age Category	-.316*	.096	1				
4. Highest Educational Qualification	-.131	.115	.278*	1			
5. Salary and Other benefits.	-.732*	.140	.362**	.309*	1		
6. Training Opportunities	-.808**	-.025	.283*	.200	.79**	1	
7. Working Conditions	-.915**	.052	.316*	.141	.763**	.860**	1

Correlation Significance, *p<0.05, **p<0.01

One-way ANOVA test has been used to determine whether there are any significant differences between the means of independent or unrelated groups.

Table 3: One-way ANOVA Results between Independent Variables and Dependent Variable

	F-value	p-value
Salary and Other benefits	5.006	0.000
Working Conditions	23.220	0.000
Training Opportunities	10.968	0.000

According to the above table, as the p-values are lesser than 0.05 it can be concluded that there are significant relationships between each of the independent variables (salary and other benefits, working conditions and training opportunities) with the dependent variable (employees' intention to leave).

Table 4: One-way ANOVA Results Between Moderating Variables and Dependent Variable

	F-value	p-value
Gender	1.256	0.267
Age Category	2.896	0.043
Highest Educational Qualifications	1.240	0.305

As illustrated in the above table, it is revealed that out of all the moderating variables, only the age category of the employees do have a significant relationship with the dependent variable i.e. employees' intention to leave.

The t test in a statistical analysis is used to test whether the means of two groups are statistically different from each other.

Table 5: Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Employees' Intention To Leave	Male	26	3.1410	.41283	.08096
	Female	34	2.9510	.41949	.07194

According to the 'Group Statistics' table, males intention to leave is 3.1410 and females intention to leave is 2.9510.

Table 6: Independent Samples Test

		t-test for Equality of Means									
		Levene's Test for Equality of Variances									
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
Em- ploy- ees' Inten- tion To Leave	Equal vari- ances as- sumed	.189	.666	1.751	58	.085	.19005	.10854	-.02723	.40732	
	Equal vari- ances not			1.755	54.381	.085	.19005	.10831	-.02706	.40716	

The null hypothesis in a t test is that the groups are not statistically significantly different. As the p value is greater than 0.05 i.e. 0.085, the null hypothesis cannot be rejected. This means that the males and females are not statistically significantly different in terms of their intention to leave.

Conclusions and Recommendations

Based on the research findings, it can be concluded that there is no relationship between gender and highest educational qualifications of employees and their intention to leave the organization, which indicates that H_1 and H_3 need to be rejected. Further, there is a relationship between age category, salary and other benefits, working conditions, and training and the employees' intention to leave which means H_2 , H_4 , H_5 , H_6 need to be accepted.

This research study emphasizes the need to increase the financial rewards such as salaries and other benefits provided to the operational level employees in order to improve their current standards of living, increase their level of job satisfaction by conducting training programmes focusing on the employees' career development, strengthening the relationships between the employer and the employees in order to make them feel comfortable to discuss their work-related issues and concerns. From the organizational perspective, it would also be highly beneficial if the employees are empowered and given opportunities to voice their opinions and ideas on the current established practices and to suggest new initiatives without sticking to the routine process of the operations.

Keywords: employees' intention to leave, employee turnover, job satisfaction

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