

IMPACT OF ATTITUDINAL FACTORS ON JOB PERFORMANCE OF NON EXECUTIVE EMPLOYEES IN HOTEL INDUSTRY: WITH REFERENCE TO KALUTARA DISTRICT IN SRI LANKA

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Abstract

Nowadays all organizations have recognized the notion that the fact that an organization can gain competitive advantage in market place only if it has employees who possess positive work related attitudes. The study was made to measure the impact of attitudinal factors on job performance of non-executive employees in hotel industry (star hotels) in Kalutara district, Sri Lanka. On the scenario of continuous discussions on challenges faced by hotel industry in Sri Lanka, human involvement is yet to be considered as a significant organizational element. There are several human resources problems in hotel industry. Some going abroad for high salaries, lack of skillful employees in the hotel industry etc., which have made a huge obstruction to minimize the effort of the achieving organizational objectives in the hotel industry. All the positions (designations) in non-executive employee category of human resources have a significant role to play in maintaining the highest labor productivity in this sector. However the available literature does not provide enough empirical evidence with regard to the impact of attitudinal factors on job performance of non-executive employees in hotel industry (star hotels) in Kalutara district, Sri Lanka. Therefore, this study empirically investigated three attitudinal variables, which could influence on the job performance of the non-executive employees in the hotel industry. The data were collected from a stratified randomly selected sample of 100 non-executive employees in the hotel industry (star hotels) in Kalutara district Sri Lanka by administering a structured questionnaire, which consisted of 61 questions/statements with 5 points scale. The data analyses included Correlation, Multiple Regression and Simple Regression analyses. According to the findings of the study, job satisfaction and organizational commitment were correlated with job performance of non-executive employees but job involvement was not correlated with job performance of non-executive employees in this sector. There was an impact of job satisfaction and organizational commitment on job performance of non-executive employees but job involvement was not impact on job performance of non-executive employees in hotel industry in Kalutara district, Sri Lanka. Especially job satisfaction and organizational commitment should be considered to enhance the performance of non-executive employees in this industry as an attitudinal factors. Based on the findings valuable suggestions were provided to the managements of hotel industry in Kalutara district Sri Lanka to achieve sustainable competitive advantage through people.

Keywords: Job performance, Job satisfaction, Organizational commitment, Job involvement

1 INTRODUCTION

All organizations are functioning successfully with a purpose. If an organization wants to reach its objective in this competitive environment it is necessary to arrange its limited resources according and move towards the objective. Among the resources available in the organization human resource is the vital aspect. It acts as the basic agency for the use of other resources too. If an organization wants to reach its objective through changes in this competitive atmosphere, the human resources available in should be very skillful and dedicated or committed. It is very difficult to achieve the objective of the organization without considering of the human resource act with their personal goals and desires.

Employee's job performance can be defined as in terms of quantity and quality expected from each employee (Khan et al. 2011). With increase in competition, firms have recognized the importance of the employee's job performance to compete in this global market because as the performance of the employees increases, it will affect organization's performance and ultimately profitability of the whole organization. Job satisfaction describes that how much happy an individual is with his or her job. According to Locke (1976) job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. Organizational commitment is a feeling of dedication to one's employing organization, willingness to work hard for that employer, and the intent to remain with that organization (Mayer & Allen, 1991). Job involvement has been defined as an individual's psychological identification or commitment to his or her job. It is the degree to 'which one is cognitively preoccupied with, engaged in, and concerned with one's present job. Job involvement involves the internalization of values about the goodness of work or the importance of work in the worth of the individual. As such individuals who display high involvement in their jobs consider their work to be a very important part of their lives and whether or not they feel good about themselves is closely related to how they perform on their jobs. In other words for highly involved individuals performing well on the job is important for their self-esteem as in (Paullay et al., 1994) (Lodahl & Kejner, 1965).

Non-executive employees in an organization have been affected by many factors to determine their job performance. Among those, the job satisfaction may be a major root to determine the degree of non-executive employees' effort in an organization (Locke, 1976). In addition to the job satisfaction, organizational commitment and job involvement are two important attitudinal factors to determine the job performance of the employees (Dienhart & Gregoire, 1993; Ahmad et al, 2010). Therefore job involvement and organizational commitment are two major attitudinal factors of non-executive employees to keep their job performance in an organization. The job performance of non-executive employees may be determined by degree of his or her job satisfaction, organizational commitment and job involvement. In this research the researcher attempted to find out impact of the attitudinal factors such as job satisfaction, organizational commitment and job involvement on determining the job performance of non-executive employees in hotel industry (star hotels) in Kalutara district Sri Lanka.

PROBLEM STATEMENT

The success of the organization depends on the employees. (Moorhead, G., & Griffin, R. W. 1999). Attitudinal factors of employees affect the job performance of employees. Various studies on job performance and attitudinal factors indicate different results (Moorhead, G., &

Griffin, R. W. 1999). Add reference. According to this study attempts to find out. "How job satisfaction, organizational commitment and job involvement (attitudinal factors) impact on job performance of non-executive employees in hotel industry (star hotels) in Kalutara district, Sri Lanka".

RESEARCH OBJECTIVES

The following research objectives formulated for this study.

- i. To find out the impact of job satisfaction on job performance of non-executive employees in hotel industry (star hotels) in Kalutara district, Sri Lanka.
- ii. To find out the impact of organizational commitment on job performance of non-executive employees in hotel industry (star hotels) in Kalutara district, Sri Lanka.
- iii. To find out the impact of job involvement on job performance of non-executive employees in hotel industry (star hotels) in Kalutara district, Sri Lanka.

2. LITERATURE REVIEW

Job Performance: Performance is defined as the degree of accomplishment of particular task, duties and responsibilities for employee to achieve organizational goals. Job performance is of interest to organizations because of the importance of high productivity in the workplace. As in (Salanova & Kirmanen, 2008) (Hunter & Hunter, 1984). Job performance is one of the significant indicators in assessing organizational performance. As in (Salanova & Kirmanen, 2008) (Wall et al., 2004). According to Schermerhorn's definition job performance as quality and quantity achieved by individuals or group after fulfilling a task. As in (Salanova & Kirmanen, 2008) (Schermerhorn, 1989). Viswesvaran & Ones (2000), have described job performance as "behaviors and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals". As in (Salanova & Kirmanen, 2008) (Viswesvaran & Ones, 2000).

Job Satisfaction: According to Locke's definition it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976). Implicit in Locke's definition is the importance of both affect, or feeling, and cognition, or thinking. When people think, they have feelings about what they think. Conversely, when people have feelings, they think about what they feel. Cognition and affect are therefore inextricably linked, in psychology of people and even in their biology. Hence, when evaluating the jobs, as when employees assess most anything important to them, both thinking and feeling are involved. Kalleberg has suggested that job satisfaction consists of two components. They are intrinsic and extrinsic satisfaction. As in (Salanova & Kirmanen, 2008; Kalleberg, 1977). According to Hirschfield (2000), intrinsic job satisfaction refers to how people feel toward the nature of the job tasks while extrinsic job satisfaction how they feel about aspects of the work situation that are external to the job tasks (as in Salanova & Kirmanen, 2008).

Organizational Commitment: Commitment is defined as the totality of internalized normative pressures to act in a way that meets organizational interests. (Cohen, A. 1991). Buchanan's define "commitment is viewed as a partisan, affective attachment to the goals and values of an organization, to one's role in relation to goals and values, and to the organization for its own sake, apart from its purely instrumental worth" (Buchanan .B, 1974).

The word commitment is often used in everyday language to denote the 'sense of being bound emotionally or intellectually to some course of action which may include a person's

relationship with another individual, group or organization (as in (Eisenberger, et al. 1986) (American Heritage Dictionary, 1979). Some writers view commitment as a dimension of organizational effectiveness and others view it as a force that contributes to increased organizational effectiveness by improving worker performance and reducing turnover as in (Scholl, 1981) (Schein, 1970).

Commitment would be influenced by job challenge. (Buchanan, 1974; Hall and Schneider, 1972) Opportunities for social interaction, and the amount of feed-back provided on the job (Sheldon, 1971). According to their researches they suggest that commitment is influenced by the nature and quality of an employee's work experiences during his or her tenure in an organization.

Job Involvement: Job involvement can be defined as the degree to which one is cognitively preoccupied with, engaged in, and concerned with one's job as in (Saleh & Hosek, June 1976) (Paullay et al. 1994). Job involvement is considered primary determinant of organizational effectiveness as in (Saleh & Hosek, June 1976) (Pfeffer, 1994) and individual motivation as in (Saleh & Hosek, 1976, June) (Hackman & Lawler, 1971). Lodahl & Kejner defined job involvement as the degree of importance of one's work in one's total self-image, was first identified as an important organizational attitude (Lodahl & Kejner, 1965) there were inconsistencies in its conceptualization and measurement (Brown & Leigh, 1996). Individuals view work as a main component in their life, job involvement reflects the extent to which individuals are preoccupied by and immersed in their present job. Work centrality is broader in scope than job involvement in so far as it reflects a belief in the importance that work should take in one's life, irrespective of one's current job. So, a person could report a low level of work centrality, indicating that work is not one of the most important things in his or her life, and also report a high level of job involvement because he or she is occupied in activities at work and thinks about work related issues, even when not working.

CONCEPTUAL FRAMEWORK OF THE STUDY

According to this research non-executive employees' job performances depend on such attitudinal factors as their job satisfaction, organizational commitment and involvement of the job. Job performance of non-executive employees' is labeled as the dependent variable. Therefore job satisfaction, organizational commitment and job involvement of non-executive employees' are labeled as independent variables.

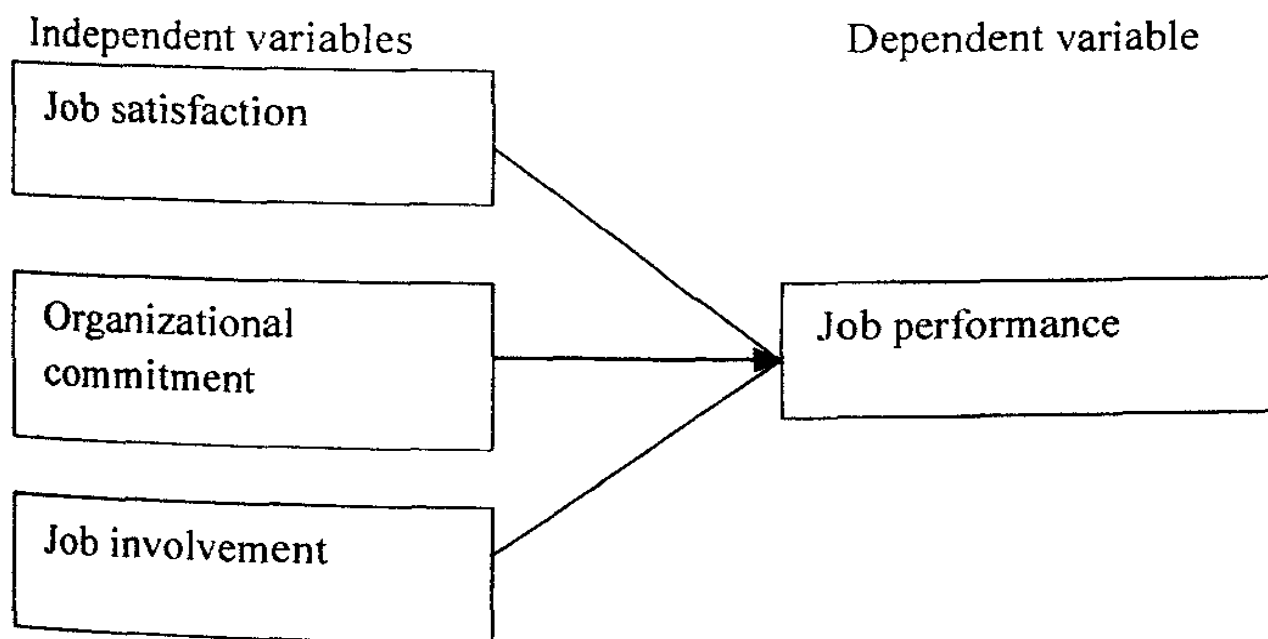


Figure 6 : Conceptual frame work

5.1. Hypothesizes

The following research hypothesizes are formulated according to the research questions and objectives of this study.

H1: There is an impact of job satisfaction on job performance of non-executive employees in hotel industry (star hotels)

H2: There is an impact of organizational commitment on job performance of non-executive employees in hotel industry (star hotels)

H3: There is an impact of job involvement on job performance of non-executive employees in hotel industry (star hotels)

3. RESEARCH METHODOLOGY

According to this study questionnaires use to measure the variables (Quantitative method). The target population of this study was the non-executive employees in hotel industry (star hotels) in Kalutara district Sri Lanka. All star hotels in the district were selected for study. Stratified random sampling method used to select the sample.

All together there were 1000 non- executive employees. Twenty designations cover under the non-executive employee categories. Sample is 10% of the entire population. Therefore 100 non-executive employees were selected as the sample of this study.

4. ANALYSIS

Reliability analyzes , sample analyzes , correlation analyzes of the dependent and independent variables , multiple regression analyze and simple regression analyze were done in order to achieve the set objectives and to test hypotheses of the study .

4.1. Validity and reliability

Validity refers to the extent to which an instrument measures, what it is supposed to measure and a measuring instrument is valid when it does, what is intended to do. The questionnaire provides a sufficient coverage in expressing an enough number of items. Those are representing variables of interest ensuring the content validity of the instrument.

Creating the questionnaire, helps to identify the variables, which were mostly related to the research problem and objectives. Hypothesizes were formulated based on these variables and indicators or elements were developed by operationalizing the variables. Content validity is concerned with the representativeness or sampling adequacy of the content of the measuring instrument, such as the items or questions it contains. Content validity of the questionnaire was protected by representing sufficient number of question items related to all the variables of interest in this study.

A measuring instrument is reliable if it regularly gives similar results at repeated administrations. Therefore, the questionnaire of this study had to be tested to see whether it gives similar results in repeated administrations. Reliability refers to a measure's stability or consistency across time (Dunn, 2001). It is how well the instrument reliably and firmly measure whatever the concept it measures (Opatha, 2003).

In this study internal item consistency reliability was examined with Cronbach's Alpha test. Pilot study was done before the main study. The pilot survey was conducted with the 10% of the sample size to keeping in the view of the objectives of the main study. After the pilot survey Cronbach's Alpha was measured.

Reliability analyzes

The content validity of the instruments was ensured by the conceptualization of the variables using the available literature and indirectly by the high internal consistency reliability of the instruments as denoted by the Alphas.

The internal item consistency reliability was examined with Cronbach's Alpha test. Reliability should be high or at least marginally acceptable 0.60 (≤ 0.60). In this study Cronbach's Alpha of each variable have taken 0.70 and above. It suggests that the internal reliability of each instrument was satisfactory. The results of Cronbach's Alpha test illustrate the table 1 given below.

Table 1: Cronbach's alpha coefficients

Variables	Cronbach 's Alpha
Job Performance	0.793
Job Satisfaction	0.912
Organizational Commitment	0.777
Job Involvement	0.725

Above table 1 mentioned the Cronbach's Alpha of job performance was 0.793. job satisfactions' it was 0.912. organizational commitments' was 0.777 and job involvements' was 0.725. Therefore overall measures were generally reliable.

4.2. Correlation Analyzes Of Dependent and Independent Variables

In this research mainly focus to find out the impact of attitudinal factors on job performance. Pearson Correlation Coefficients Analyze used to find the relationship between dependent and independent variables.

According to the findings of the research correlation was significant at the 0.01 level of the scale of job satisfaction (independent variable) with job performance scale (dependent variable). It was 0.000 and > 0.05 . There was a significant relationship between job satisfaction and job performance of non-executive employees in the hotel industry (star hotels) in Kalutara district Sri Lanka.

Also according to the findings correlation was significant at the 0.01 level of the scale of organizational commitment (Independent Variable) with job performance (dependent variable). It was 0.000 and > 0.05 . There was a significant relationship between organizational commitment and job performance of non-executive employees in the hotel industry (star hotels) in Kalutara district Sri Lanka. But there was no significant relationship between job involvement (independent variable) and job performance (dependent variable)

of non-executive employees in the hotel industry (star hotels) in Kalutara district Sri Lanka. Correlation of job involvement scale and job performance was significant at the 0.810 and < 0.05.

According to the Pearson's correlation coefficients of job satisfaction, organizational commitment, job involvement in relation to job performance of non-executive employees, except job involvement other two independent variables were significantly correlated with job performance (dependent variable) regarding non - executive employees in hotel industry (star hotels) in Kalutara district. Sri Lanka .

Job satisfaction was the independent variable with the highest correlation coefficient regarding respondents when compared with the other independent variables. The bivariate analysis, Pearson's Correlation between job satisfactions, organizational. Commitment, and job involvement with job performance of the non - executive employees in the hotel industry (Star Hotels) in Kalutara district, Sri Lanka illustrated in table 2 and 3.

Table 2: The Pearson correlation between dependent and independent variables

	Job satisfaction	Organizational commitment	Job involvement
Correlation	0.544	0.522	- 0.024
Sig. (2-tailed)	0.000	0.000	0.810

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

Table 03: Multiple regression analyze of variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612 ^a	.375	.355	.57637

- a. Dependent variable : Job performance scale
- b. Predictors: (Constant), Job involvement scale

Table 04: Anova of dependent and independent variables

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.098	3	6.366	19.163	.000 ^b
	Residual	31.892	96	.332		
	Total	50.990	99			

- a. Dependent variable: Job performance

According to the above table 3, R Square is 0.375, which indicates that 37.5% of the variation in job performance (dependent variable) of non-executive employees in Star hotels in

Kalutara district Sri Lanka explained by the job satisfaction, organizational commitment and job involvement together. Table 4 illustrated that the F value is 19.163, which is significantly at 1% ($p = 0.000$), which suggests that the three independent variables (job satisfaction, organizational commitment and job involvement) together have significantly explained 37.5% of the variation in the job performance. The remaining 62.5% on job performance of respondents can be impact by another reasons. Such as

- Employees will perform their job at a low level if they are not thoroughly trained and develop in all aspects of the job.
- Employees will perform at a lower level if their skill set, does not match with the job.
- Employees will perform at a lower level if they are not given the inadequate resources and outdated technology.
- Deteriorating health of an employee.

Table 5 : Influence of the independent variables on job Performance (dependent variable)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.191	.675		-.283	.778
1 Job satisfaction scale	.564	.142	.386	3.964	.000
Organizational commitment	.518	.156	.319	3.331	.001
Job involvement scale	.113	.140	.066	.806	.422

a. Dependent variable: Job performance scale

The strength of the influence that each of the independent variables (job satisfaction, organizational commitment and job involvement) had on the dependent variable (job performance) was determined by the use of Multi Regression Coefficients of the independent variables. The influence of independent variables together with dependent variable is shown in the table 5 above mentioned.

4.3. Simple regression analyze

Table 6: Model summary of job satisfaction and job performance

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.544 ^a	.296	.289		.60534

a. Predictors: (Constant), Job satisfaction scale

Dependent variable: Job performance scale

Table 7: Anova of job performance and job satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.079	1	15.079	41.150	.000 ^b
	Residual	35.911	98	.366		
	Total	50.990	99			

a. Dependent Variable: Job performance scale

b. Predictors: (Constant), Job satisfaction scale

As presented in the table 6 above R Square is 0.296, which indicates that 29.6% of the variation in job performance (dependent variable) of non-executive employees in hot industry (star hotels) in Kalutara district Sri Lanka is explained by the job satisfaction (independent variable) alone. Table 7 illustrates that the F value is 41.150, which is significant at 1% ($p = 0.000$), which suggests that the job satisfaction has significantly explained 29.6% of the variation in the job performance.

Table 8: Influence of the job satisfaction on job performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.092	.382		2.861	.005
	Job Satisfaction Scale	.795	.124	.544	6.415	.000

a. Dependent variable: Job performance scale

The strength of the influence job satisfaction (independent variables) had on the job performance (dependent variable) was determined by the use of Simple Regression Coefficients of the independent variables. It illustrates the above mentioned table 8.

Table 9: Model summary of organizational commitment and job performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.522 ^a	.272	.265	.61538

a. Predictors: (Constant), Organizational commitment

Dependent variable: Job performance scale

Table 10: Anova of job performance and organizational commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.878	1	13.878	36.646	.000 ^b
	Residual	37.112	98	.379		
	Total	50.990	99			

a. Dependent variable: Job performance scale

As shown in the Table 9 the R Square is 0.272, which indicates that 27.2% of the variation in job performance (Dependent variable) of non-executive employees in hotel industry (star hotels) in Kalutara district Sri Lanka is explained by the organizational commitment (Independent variable) alone.

According to the table 10, F value is 36.646, which is significantly at 1% ($p = 0.000$), which suggests that the organizational commitment has significantly explained 29.6% of the variation in the job performance.

Table 11: Influence of the organizational commitment on job performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.857	.443		1.935	.056
1 Organizational Commitment	.848	.140	.522	6.054	.000

a. Dependent variable: Job performance scale

The strength of the influence of organizational commitment (independent variables) had on the job performance (dependent variable) was determined by the use of Simple Regression Coefficients of the independent variables. It demonstrates the above mention table 11.

Table 12: Model summary of job performance and job involvement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.024 ^a	.001	-.010	.72111

a. Predictors: (Constant), Job involvement scale
Dependent variable: Job performance scale

Table 13: Anova of job performance and job involvement

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.030	1	.030	.058	.810 ^b
	Residual	50.960	98	.520		
	Total	50.990	99			

a. Dependent Variable: Job performance scale
b. Predictors: (Constant), Job involvement scale

According to the table 12. R Square is 0.001, which indicates that 1% of the variation in job performance (dependent variable) of non-executive employees in hotel industry (star hotels) in Kalutara district Sri Lanka is explained by the job involvement (independent variable) alone. It is not a significant amount. Therefore it is not significant impact of job involvement on job performance. Table 13 illustrated that the F value is 0.58, which is not significantly at 1% ($p = 0.000$), which is not suggests that the job involvement has significantly explained the variation in the job performance.

Table 14: Influence of the job involvement on job performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.643	.558		6.527	.000
1 Job Involvement Scale	-.041	.171	-.024	-.241	.810

a. Dependent variable: Job performance scale

There is no strength to influence of job involvement (independent variables) had on the job performance (dependent variable) was determined by the use of Simple Regression Coefficients of the independent variables. It reveals the above mention table 14.

5. CONCLUSION

- i. There was a relationship between job satisfaction and job performance of non-executive employees in hotel industry (star hotels) in Kalutara district Sri Lanka.
- ii. There was an impact on job satisfaction on job performance of non-executive employees in hotel industry (star hotels) in Kalutara district Sri Lanka.
- iii. There was a relationship between organizational commitment and job performance of non-executive employees in hotel industry (star hotels) in Kalutara district Sri Lanka.
- iv. There was an impact on organizational commitment on job performance of non-executive employees in hotel industry (star hotels) in Kalutara district Sri Lanka.
- v. There was no significant relationship between job involvement and job performance of non-executive employees in hotel industry (star hotels) in Kalutara district Sri Lanka.
- vi. There was no a significant impact on job involvement on job performance of non-executive employees in hotel industry (star hotels) in Kalutara district Sri Lanka.

6. RECOMMENDATIONS

Pay , promotion opportunities, work itself, mentally challenging work, equitable rewards, supportive working conditions, policies and procedures ,coworkers, and supervisor's needs, aspirations and institutional benefits are the few ways of upgrading the job satisfaction and organizational commitment of an employees. The top managements of the hotel industry should consider these factors and enhance the job satisfaction and commitment of the non-executive employees to gain maximum contribution to achieve the organizational objectives.

It will help to enhance the job performances of employees. Recommendations are briefed as follows.

1. It should be improved and maintained the job satisfaction and organizational commitment in the industry to have improved the job performance of employees.
2. Managements of star hotels in Kalutara district Sri Lanka should emphasize the fair and friendly management practices towards non-executive employees rather than continue with current practices. Because non-executive employees are not satisfied about the existing management practices. It helps to improve the job satisfaction and organizational commitment of non-executive employees in the hotel industry Kalutara district Sri Lanka.
3. Managements of the hotels in the district can develop a conducive (helpful) environment to enhance the non-executive employees' job satisfaction and organizational commitment by giving due consideration to the main motivational factors which affect job satisfaction and organizational commitment. A greater emphasis should be drawn to following improvements of non-executive employees' job satisfaction and organizational commitment.

Managements should plan, implement and review attractive motivation and remuneration packages for non-executive employees. Since wage is a significant factor in job satisfaction and organizational commitment, policies relating to salary and incentive should be fair and clear in the hotel industry. Special attention should be paid on the basic minimum salary increments.

Job security since most of the non-executive employees are under contract (43%) and casual (12%) basis. Both contract and casual basis together 55%. Some of non-executive employees who are employed in this sector assume that time factor for confirmation will be a risk.

According to the Sri Lankan culture, some people think that employment in the hotel industry is not socially acceptable. Hence, psychological dissatisfaction can be seen in the hotel industry. Therefore, social acceptability of those jobs is a necessary condition for enhancing the job satisfaction and organizational commitment of the non-executive employees.

In addition, top managements in star hotels should draw a greater attention on the following.

- a. Developing an attractive remuneration package to match with the contemporary requirements, since it is in a dissatisfactory level.
 - b. Giving more attention on maintaining a formal manpower planning.
 - c. Both management and non-executive employees should develop better attitudes towards each other to accept harmonious labor management relations.
 - d. Engaging with supportive supervision considering both aspects task and people.
4. Further study suggests the following for improving non-executive employees' ability on the basis of hotel industry.
- a. Arrange training programmes for non-executive employees. Those should be launched properly and adequately, in the Kalutara district relevant to the hotel industry (star hotels). Responsibility for training should be the concern of the management in regards to planning, budgeting, implementing and reviewing. In addition there should be a strong leadership to give clear direction and support in order to obtain the benefits from training.

- b. Maintaining the current management practices should be further continued up to a higher standard in the sector as a whole. For the purpose regular formal practices can be implemented as a collective programme and then processed through an identical set of experiences.
- c. Further a greater emphasis should be on recruitment and selection in star hotels, since it is highly unfavorable in this industry. Hence developing and their background, giving job recognition and considering the possibility of recruitment within the area should be considered to achievement of higher performance level of non-executive employees.

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