

# MOTIVATING FRONT LEVEL MANAGERS: AN EXPLORATORY CASE-STUDY IN APPAREL MANUFACTURING COMPANY

**Mahuggoda, J., Kapiyangoda, K.K**

*University of Colombo, Sri Lanka*

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This study aims to explore the factors which motivate different levels of the lower tier employees of an apparel manufacturing company (Sirio Ltd.) and identify how these factors affect their motivation. This study takes a qualitative approach and incorporates interviews for collecting data. This study incorporates a case study approach and adopts Maslow's Hierarchy of Needs Theory as a theoretical lens. This study identified monetary benefits, provision of meals and transport facilities, medical facilities, positive work relationships, opportunity for training and career growth, being recognized and respected by the company, involving in decision making, job security, safe working environment, resources provided and workplace environment as factors which motivate employees. Secondly, it was observed that the above identified factors influenced the motivation of different levels of frontline employees differently. Accordingly, monetary benefits, provision of meals and transport facilities, medical facilities highly motivated lower level employees in the lower tier. Further, positive work relationships, opportunity for training and career growth, being recognized and respected at the work place motivated middle level employees in the lower tier. Moreover, being recognized and respected at the work place and opportunity to involve in decision making motivated upper level employees in the lower tier. Furthermore, it was identified that job security, safe working environment, resources provided and the workplace environment motivate commonly all the employees of the lower tier. This research findings could be used in apparel manufacturing firms when designing strategies of motivating its employees.

**Keywords:** *Maslow's hierarchy of needs theory; Apparel manufacturing company; Employee motivation; Lower level employees*

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