

**EMPLOYEE LEARNING ORIENTATION, EMPLOYEE  
IMPROVISATION AND EMPLOYEE CREATIVITY**



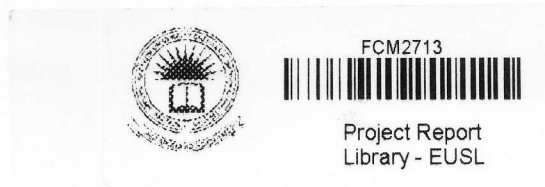
**BY**

**MANNA UTHUM JAYASEKARA MUDIYANSELAGE ISHAN RAJITHA  
KUMARA**

**REG NO: EU/IS/2016/MS/080**

**INDEX NO: MS 1930**

A project report submitted to the Faculty of Commerce and Management, Eastern University, Sri Lanka, as a partial fulfillment of the requirement for the Degree of Bachelor of Business Administration (BBA).



**DEPARTMENT OF MANAGEMENT  
FACULTY OF COMMERCE & MANAGEMENT  
EASTERN UNIVERSITY, SRI LANKA**

**2021**

## **Abstract**

The purpose of this research study is to explore the level of employee learning orientation, employee improvisation and employee creativity and measure the relationships among them in selected two apparel firms, because we identified that there is a lack of research works regarding this research area in Sri Lanka specially in the context of apparel sector organization and also the employee learning orientation, employee improvisation and employee creativity have not yet been clarified and tested in Nuwara Eliya district.

Therefore, this research examines the levels of employee learning orientation, employee improvisation and employee creativity as well as the relationships among them in selected two apparel firms.

This research study relies on a data set derived from its survey of 255 employees who are currently employed in two apparel firms. The findings of this research study show that employee learning orientation, employee improvisation and employee creativity in selected two apparel firms had a high level. Finally, it is concluded that there was a strong positive relationship between employee learning orientation and employee creativity. And also, there was a strong positive relationship between employee improvisation and employee creativity.

**Key Words:** Employee Learning Orientation, Employee Improvisation and Employee Creativity.

## Table of Contents

<b>Acknowledgment</b> .....	<b>i</b>
<b>Abstract</b> .....	<b>ii</b>
<b>List of Tables</b> .....	<b>viii</b>
<b>List of Figures</b> .....	<b>x</b>
<b>List of Equation</b> .....	<b>xi</b>
<b>Abbrevations</b> .....	<b>xii</b>
<b>Chapter - 1</b> .....	<b>1</b>
<b>Introduction</b> .....	<b>1</b>
1.1 Background of the Study.....	1
1.2 Research Problem/Research Gap .....	2
1.3 Research Questions .....	3
1.4 Research Objectives .....	3
1.5 Significance of the Study .....	3
1.6 Scope of the Study .....	4
1.7 Chapter Organization .....	4
1.8 Chapter Summary .....	5
<b>Chapter - 2</b> .....	<b>6</b>
<b>Literature Review</b> .....	<b>6</b>
2.1 Introduction.....	6
2.2 Employee Learning Orientation.....	6
2.3 Employee Improvisation.....	7
2.4 Employee Creativity .....	8
2.5 Relationship Between Employee Learning Orientation and Employee Creativity.....	10
2.6 Relationship Between Employee Improvisation and Employee Creativity.....	11
2.7 Formulating Conceptual Framework .....	12

2.8 Chapter Summary .....	12
<b>Chapter – 3 .....</b>	<b>13</b>
<b>Conceptualization .....</b>	<b>13</b>
3.1 Introduction.....	13
3.2 Conceptual Framework.....	13
3.3 Variables Relevant to the Conceptual Model .....	14
3.3.1 Employee Creativity .....	14
3.3.2 Employee Learning Orientation.....	14
3.3.3 Employee Improvisation.....	15
3.4 Operationalization.....	15
3.5 Hypothesis.....	17
3.6 Chapter Summary .....	17
<b>Chapter – 4 .....</b>	<b>18</b>
<b>Research Methodology .....</b>	<b>18</b>
4.1 Introduction.....	18
4.2 Research Philosophy.....	18
4.3 Research Approach .....	19
4.4 Research Strategy.....	19
4.5 Methodological Choice.....	20
4.6 Time Horizon.....	20
4.7 Area Selection .....	21
4.8 Population of the Study.....	21
4.9 Sampling Method.....	21
4.9.1 Sampling Technique .....	22
4.10 Sampling Framework and Sample Size .....	22
4.11 Method of Data Collection and Sources .....	23
4.12 Research Instrument.....	23

4.13 Sources of Measurement.....	24
4.13.1 Method of Measurement on Personal Information .....	24
4.13.2 Method of Measurement on Research Information .....	25
4.14 The Pilot Study .....	25
4.15 Reliability of Instrument .....	26
4.16 Unit of Data Analysis.....	27
4.17 Method of Data Analysis .....	27
4.17.1 Methods of Data Analysis for First Objective .....	28
4.17.2 Methods of Data Analysis for Second Objective.....	28
4.18 Method of Data Evaluation .....	29
4.18.1 Univariate Analysis.....	29
4.18.2 Correlation Analysis .....	30
4.18.3 Testing Hypothesis.....	31
4.19 Data Presentation .....	32
4.19.1 Data Presentation for Personal Information.....	32
4.19.2 Data Presentation for Research Information.....	32
4.20 Ethical Consideration.....	33
4.21 Chapter Summary .....	33
<b>Chapter – 5 .....</b>	<b>34</b>
<b>Data Presentation and Analysis.....</b>	<b>34</b>
5.1 Introduction.....	34
5.2 Analysis of Reliability .....	34
5.2.1 Reliability of Employee Learning Orientation .....	34
5.2.2 Reliability of Employee Improvisation.....	35
5.2.3 Reliability of Employee Creativity .....	35
5.3 Data Presentation .....	35
5.3.1 Data Presentation for Personal Information.....	35

5.3.1.1 Name of the Organization .....	36
5.3.1.2 Job Position .....	36
5.3.1.3 Department.....	37
5.3.1.4 Gender.....	37
5.3.1.5 Age.....	38
5.3.1.6 Total Number of Years of Working Experience.....	38
5.3.2 Data Presentation of Research Information .....	39
5.3.2.1 Univariate Analysis.....	39
5.3.2.2 Bivariate Analysis.....	42
5.3.3 Testing Hypotheses .....	44
5.3.3.1 Testing Hypothesis 1.....	44
5.3.3.2 Testing Hypothesis 2.....	45
5.4 Chapter Summary .....	45
<b>Chapter – 6 .....</b>	<b>46</b>
<b>Findings and Discussion .....</b>	<b>46</b>
6.1 Introduction.....	46
6.2 Discussion of Personal Information.....	46
6.2.1 Name of the Organization .....	46
6.2.2 Job Position.....	46
6.2.3 Department.....	46
6.2.4 Gender.....	47
6.2.5 Age.....	47
6.2.6 Total Number of Years of Working Experience.....	47
6.3 Discussion of Research Information .....	47
6.3.1 First Objective - To Investigate the Level of Employee Learning Orientation, Employee Improvisation and Employee Creativity.....	47
6.3.1.1 Level of Employee Learning Orientation .....	48

6.3.1.2 Level of Employee Improvisation .....	48
6.3.1.3 Level of Employee Creativity .....	48
6.3.2 Second Objective - To Investigate the Relationships Among Employee Learning Orientation, Employee Improvisation and Employee Creativity. ....	49
6.3.2.1 Relationships Between Employee Learning Orientation and Employee Creativity.....	49
6.3.2.2 Relationships Between Employee Improvisation and Employee Creativity.....	50
6.3.3 Discussion of Hypotheses Testing .....	50
6.4 Chapter Summary .....	51
<b>Chapter – 7 .....</b>	<b>52</b>
<b>Conclusions and Recommendations.....</b>	<b>52</b>
7.1 Introduction.....	52
7.2 Conclusions.....	52
7.2.1 First Objective of the Study .....	52
7.2.2 Second Objective of the Study.....	53
7.3 Contribution of the Study.....	53
7.4 Recommendations.....	53
7.5 Limitations of the Study.....	55
7.6 Future Research Direction .....	55
7.7 Chapter Summary .....	56
<b>List of References.....</b>	<b>57</b>
<b>Appendix 01: Research Questionnaire .....</b>	<b>63</b>
<b>Appendix 02: The Output of the Data Analysis .....</b>	<b>69</b>