

Exploratory Study in Conceptualizing Individual Work Performance (IWP) Construct in Three Different Industries in Sri Lanka

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This research attempts to explore the conception of Individual Work Performance (IWP) construct among construction, IT, and manufacturing industries in Sri Lanka. Focus group discussions using 50 respondents, 5 interviews, and 108 responses for a brief questionnaire were used for the analysis. The majority was found conceptualizing IWP as the capacity to keep producing desired results where capacity was interpreted as future potential with predictive nature. Behaviours were preferred as performance in both construction and manufacturing industries while results were regarded predominantly as performance in the IT industry. Indifference towards multidimensionality of IWP in conceptualizing the said construct was observed, which could be a potential reason for methodological deficiencies in designing and executing performance management systems in Sri Lankan organizations. Performance was mainly viewed as a static phenomenon as over 75% measured performance annually or bi-annually. IWP was viewed as a predictive measure in the selected industries while the composite criteria of measuring performance were mostly found inadequate and far from global standards. Performance measuring mainly serves as a feedback mechanism than developmental or administrative purposes. The author presented a simplified model of the IWP construct using the existing literature while at the end proposed a model to conceptualize the meaning of IWP using research findings. It was revealed how we perceive IWP, and the instruments used to measure the same are mutually inclusive. More inclusive research on the multidimensionality of IWP, appropriate composite criteria, and the right mix of behaviour and result could be considered as future research areas.

Keywords: *individual work performance, behaviour, capacity*