

**SELECTED HUMAN RESOURCE MANAGEMENT PRACTICES,  
NON – MANAGERIAL EMPLOYEE PRODUCTIVITY AND THEIR  
INTENTION TO TURNOVER: AN EMPIRICAL STUDY IN GARMENT  
INDUSTRY IN SRI LANKA**



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### **Abstract**

This study aims at determining the selected human resource management practices, non managerial employee productivity and their intention to turnover in Garment Industry in Sri Lanka. This research study was done on the hypotheses testing according to the purposes of the study. The dependent variables were employee productivity and employee turnover intention while independent variables were in five HRM practices such as, compensation practice, employee grievance handling, employee discipline management, employee career development, and employee health and safety practices. In addition to this, perception of the male and female employees on HRM practices of their own organizations also was tested.

The sample was comprised of 1000 randomly selected non – executive / operational level employees of eight garment institutions in the Western Province. The questionnaire was used to collect data for this research. It was possible to collect 800 questionnaires from the sample. Respondents were asked to indicate their agreement on Five Point Likert Scale. Data analysis was conducted by using Statistical Package for Social Science (SPSS). The levels of measurement of the variables were interval, the relevant statistical techniques for these measures under reliability, univariate, bivariate and multivariate statistical analyses were used. The frequency distribution analysis was done for all variables as the descriptive analysis. The bivariate analysis included the correlation and simple regression analysis. As a multivariate analysis, the multiple regression analysis was carried out. Twelve hypotheses were tested to assess the empirical relationships among the said variables.

The result of correlation analysis indicated that all the independent variables were positively and significantly correlated with non-managerial employee productivity and negatively correlated with their intention to leave. It was found that employee health and safety practice, employee grievance handling practice, employee career development practice and employee compensation practice had strong correlations with employee productivity while the employee discipline practice was moderately correlated. The results of the multiple regression analysis revealed that selected HRM practices are the strong predictors of the employee productivity. On the whole, 58.8 percent of the variance in the employee productivity of non-executive employees in garment industry was accounted for by five HRM practices.

It was also found that compensation practice, employee career development practice, and employee health and safety practice had negatively or inverse correlations with employee intention to turnover while the employee grievance handling practice and employee discipline management practice were moderate negatively correlated. The results of the multiple regression analysis revealed that selected HRM practices are the weak predictors of the employee intention to turnover; it implied that, non-managerial employees perceived that their management has been practices said HRM practices fair and construct. On the whole, 03 percent of the variance in the employee intention to leave of non-executive employees in garment industry was accounted for by selected five HRM practices.

When considering the male and female employees perception on selected human resource practices, it was found that all the independent variables were significantly related with employee productivity and negatively related with intention to turnover. Hence, this study attempted to present practical implications useful for the authorities who are responsible for implementing better HRM practices in garment industry for future success.

