Epparachchi (2001), Irving and Meger (1994), Cotton and Tuttle (1986), Sheridan (1992), Campion (1991),Heneman, Schwab, Fossum and Dyer (1999), etc stressed that there is a negative relationship between an employee discipline management practice and employee intention to turnover. Based on the above evidences, it is hypothesized that:

Hypothesis 2: The degree to which the current discipline management practice is perceived fair and systematic use by the non-managerial employees will be negatively related to their intention to turnover

Relevant schematic diagram is shown in figure 1. Fair and systematic use of discipline management practice is labeled as the independent variable as it is assumed to have an influence on the dependent variables. Non-managerial employee productivity and their intention to turnover are labeled as dependent variables.

Figure 1: Schematic Diagram of the Research Framework
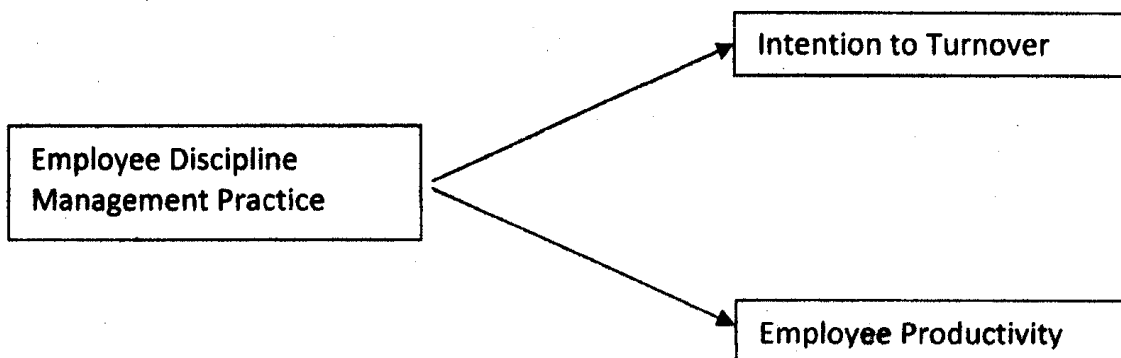
Methodology

Study design; The researcher investigated the relationship between employee discipline management practice, employee productivity and their intention to turnover in the garment industry in Sri Lanka. This study establishes the relationship between independent and dependent variables; therefore, this study was a correlation rather than cause ⟶ effect relationships among the variables. Hence, this study was analytical in nature or purpose. The unit of analysis of this research is individual non -executive employees in garment industry. The

survey method equipped with a hand delivered questior r which enabled the researcher to tap each unit of analysis in the sample. Population of the s udy consisted all the non – managerial employees in ten large-scale garment factories in the Western Province of Sri Lanka and the survey was carried out among the sample of 1000 non – managerial employees of those garment factories.

Measures; the independent and dependent variable in the research model were measured through questionnaire with five point Likert scales of : rong disagree, disagree, uncertain, agree and strong agree. Weightages or values of 1,2,3,4 an 5 were given to these responses taking the direction of the question items (whether they wer. negative or positive as far as systematic use of each function was concerned) into account. The questionnaires were completed by the respondents themselves approximately as they have experienced. The variables of the study constitute interval scales.

The independent variable of the research model was the employee discipline management practice in the garment industry, which was, measured it terms of four dimensions as communication, justice, investigation and management aspect. These dimensions measured by an instrument consisting of nine aspects.

The dependent variables of the research model were employee productivity and intention to turnover of non – managerial employees, which were measured by an instrument consisting of 17 statements originally developed by the researcher for this study. Employee productivity was measured of four dimensions as task capacity, wastage, commitment and time. Three dimensions were used to measure employee intention to turnover such as job satisfaction, organizational commitment and job-hopping.

Validity and the Reliability of the Instruments; Validity is the extent to which the research findings accurately represent what is really happening in the situation. "An effect or test is valid it demonstrates or measures what the researcher thinks or claims it does" (Hussey et al, 1997). Content validity of a measuring instrument is the extent to which it provides adequate coverage of the topic under study (cooper et al, 1995). In this research study the questionnaire provided

an adequate coverage by embodying an adequate number of items (or questions) that represents variables of interest, ensuring the content validity of the instrument. The questionnaire adequately covers the topics that have been defined as the relevant dimensions. The questionnaire of this study had to be tested to see whether it produces similar results in repeated administrations. To ensure the reliability of the questionnaire, using test-re-test method tested it. Chronbach alphas were computed to test the inter item consistency reliability of independent and dependent variables and it deemed that a minimum value of 0.7000 would be considered acceptable (Nunnally, 1978).

Techniques of data analysis; Data collected from primary source (questionnaire) were analysed using the computer based statistical package, SSPS (version 13.0) for validity, reliability and relationship testing. The data analysis included univariate, bivariate and multivariate analyses.

Results and Discussion

To investigate the responses for independent and dependent variables of the non – managerial employees of the garment industry, univariate analysis was used. The results of the univaraite analysis are given in the table 01.

Table 01 Univariate Analyses

	Mean	Std: Deviation	Std: Error
Employee Discipline Management Practice	3.0830	0.3280	0.011
Employee Productivity	3.0800	0.3820	0.014
Intention to Turnover	1.9551	0.3391	0.011

According to table 03 levels of employee discipline management practice, employee productivity and intention to turnover of non – managerial employees in garment industry is at moderate level.

The bivariate analysis, Pearson's Correlation between employee productivity and intention to turnover with employee discipline management practice of non – managerial employees in the garment industry are illustrated in table 02.

Table 02 the Pearson's Correlation between Independent Variable and Dependent Variables

	Employee Productivity	Intention to Turnover
Employee Discipline Management Practice	0.213	-0.052
Significant (1 – tailed)	0.000	0.000.

According to the Pearson's, Correlation Coefficients of employee discipline management practice is positively and significantly correlated with employee productivity and negatively correlated with employee intention to turnover of the non – managerial employees in garment industry in Sri Lanka.

Conclusion

According to the results of Pearson's Correlation analysis, it was found that employee discipline management practice was positively and significantly correlated with employee productivity of non – managerial employees in garment industry. Hence, there are statistical evidences to support to accept the hypothesis formulated for the study. The hypothesis was: current discipline management practice is perceived fair and construct by the non-managerial, employees will be positively related to their productivity. It was confirmed that employee discipline management practice in the garment industry in Sri Lanka has a positive and significant relationship with non – managerial employee productivity. The second hypothesis was: current discipline management practice is perceived fair and construct by the non-managerial employees will be negatively related to their intention to turnover. The statistical testing supported to accept the hypothesis that fair and construct employee discipline management practice in garment industry in Sri Lanka has a negative relationship with non – managerial employee intention to turnover

The findings of this research study shall be important on the theoretical as well as practical scenario. As this research model was substantiated, the findings of study are important to

improve employee productivity and diminish employee intention to turnover on this industry. There can be no employee-less organizations even in a high-tech economy where growing electronic power is replacing the human power. Generally, managerial and non-managerial employees characterized human resource in any organization whether it is private or public in any sector of the economy. Employees do play a significant role in maintaining and improvin' productivity of organizations (Opatha & Mithani, 2000). Therefore, Better HRM practi as recognize the need and importance of employee productivity and intention to leave.

Discipline essentially means orderly behaviour of employees towards the desired objectives of the organization. Therefore, it is necessary to develop a sensible employee discipline practice in garment industry, because the basic purpose of disciplines to encourage employees to behave sensibly at work. The sensible discipline was essential because behaviour of employees towards the desired objectives of the organization. Discipline involves controlling work and behaviour of employees in compliance with all the relevant rule and regulations in order to achieve organizational goals and objectives. Therefore, discussion of rules and regulations will not only sustain the general levels of awareness of what they are but will help the participants to clarify the reasons behind the rules and regulations. Training of superiors and other managers is an important practice to be followed for effective discipline.

The researcher believes in that the important independent variable that may account for the unexplained variations in the perceived employee productivity and intention to turnover may be level of technology, product style, training of work force, motivation level of work force, production scale, labour relations, awareness of optimal productivity level, relationship with the boss, poor supervision, poor planning, inadequate tools and equipment, demographic factors, organizational commitment, industrial union coverage and so on. Further research studies are suggested to carry out to find out the effects of these factors on employee productivity and intention to turnover of non – managerial employees in garment industry in Sri Lanka.