

EXECUTIVE SUMMARY

The survey is focused on to obtain the non-HR employee's perception of working in the Sri Lankan apparel sector with regards to the aspects such as: Talent Acquisition, Talent and Performance Management, Succession and Career Planning, Negotiation and Counseling, Cognitive Aspects - Inculcation of Emotional Intelligence and Multiple Intelligence in the organization, Work life Balance, Psychological Capital, Knowledge of Human Resource people on disruptive technology and evolving technologies to smoothen the HR processes. Also, to compare the survey findings between the selected apparel companies in Sri Lanka and then recommendations were given accordingly in order to overcome the problems identified through the survey.

The study primarily adopted the survey methodology aiming a sample of 1000 non-HR executive and above level employees working in the apparel sector Sri Lanka. Non-probability convenience sampling method was used in collecting the data and the data collection was limited only to the Western province due to time and other practical reasons. Four companies representing the apparel sector were selected by the author and the responses were collected manually and online using google forms.

The entire sample of 1004 consisted of 944 manual handwritten responses from non-HR executive and above level employees and 60 online responses from non-HR executive and above level employees in the apparel companies in Sri Lanka. In addition to that 3 focused group interviews and 6 in-depth interviews were conducted selecting non-HR executive and above level employees representing the apparel sector in order to collect the data required.

Based on the findings it was concluded that overall perception that non HR employees have regarding the HR practices in their organizations in the apparel sector is satisfactory based on the mean values obtained for talent acquisition dimension (TA), talent and performance management dimension (TPM), succession and career planning dimension (SCP), negotiation and counseling dimension (NC), multiple intelligence dimension (MI), and the psychological dimension (PC) since

all the average values obtained for these dimensions has been greater than 3.9. However; the perception that the non-HR employees have regarding the HR practices of their respective organizations with regards to the usage of evolving technology (UET), emotional intelligence dimension (EI) and work life balance dimension (WB) are concluded to be comparatively negative since the mean value received were less than 3.9 and use of emerging technologies recorded lowest value which is 3.44 among all the mean values for the dimensions considered in the study.

Then, based on the mean values and post-hoc Scheffe analysis, a comparison was made in between the perception of non-HR employees regarding the HR practices in apparel companies. Based on the findings it was concluded that the perception that non-HR employees have regarding the HR practices in MAS and Brandix comparison is relatively positive and satisfactory than the comparison with Hirdaramani and Aitkein Spence Garments.

However; serious improvement areas were identified in accordance with the perception that non-HR employees have through the mean differences recorded for the apparel companies in areas like not having clear and transparent policy, biasness of performance appraisal system, less employee engagement, companies do not encourage to have EI as a HR strategy, HR team possess comparatively less level of emotional intelligence which creates conflicts, employees being asked to work when they are on leave which affects the work life balance, HR does not enhance the can do attitude of employees, HR practices in the HR divisions with the less usage of evolving technologies. These issues were further discussed linking with the existing literature.

Finally, recommendations were made accordingly for each issue identified through the survey in order to improve the perception that non-HR employee have regarding the Human Resource activities or practices in their respective organizations.