Impact of Job Related Factors on Turn over Intention of Operational Level Employees in ApparelIndustry in Sri Lanka

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Abstract*: Labour turnover intention of operational level employees has been of serious concern to managers in the face of ever increasing high rate of employee turnover in the apparel industry in Sri Lanka today. The objective of this study was to examine the effect of job related factors on Turnover intention of the operational level employees in the apparel industry.This study is quantitative in nature. The population of the study covers operational level employees in a leading apparel factory in Sri Lanka taking to consideration of 80 numbers as sample size. The simple random sampling method was used to select the sample. Structured multiple choice questionnaire was distributed among the selected sample of employees.SPSS (Statistical Package of Social sciences) software package was used to analyze the data. To analyze the demographic factors frequencies, percentages and Graphs and Pie-charts were used to analyze demographic factors. ANOVA, t-test, Coefficient, Pearson Correlation and regression analysis were done to test the hypothesis. Results revealed that the Working conditions, Workload, Promotional opportunities, Remuneration are the significant predictors of the operational level employees' turnover intention. Turnover intention is significantly and negatively correlated with working conditions and promotional opportunities.Finally the study concluded that improving job related factors will positively contribute to the organizational objectives and goals and ensure the retention intention.*

Keywords: *Turnover Intention, Determinants of turnover intention, Apparel industry, Job related factors, Operational level employees*

I. Introduction to the Study

Because of the globalization of markets, increase in competition and constant change in technological advancement has put enormous pressure on organizations to continuously develop and be adoptable to face the challenges of a rapidly changing environment. Most organizations are struggling to survive and are concentrating on developing efficiency of employees at all levels of the organizations .In other words, there is a necessity to improve Productivity and Quality in organizations to face the challenges. Organizations face various difficulties when there is a high labour turnoverIsland wide, retention of operational level employees has been of serious concern to managers in the face of ever increasing high rate of employee turnover. Today's business environment has become very competitive thus making operational level employees the major differentiating factor for most organizations. Organizations rely on the expertise of their employees in order to compete favorably and indeed gain competitive advantage in the international market.

Retention of operational level employees has become a difficult task for managers as this category of employees are being attracted by more than one organization at a time with various kinds of incentives. Furthermore operational level employees, specially "Sewing machine operators" and "Quality controllers" in Sri Lanka are daily migrating abroad for better job conditions. This phenomenon is having adverse effect on investment.Against this background, organizations will continue to lose very valuable employees to competitor organizations until managers are able to identify and apply suitable retention strategies that will help in reducing the frequent turnover of operational level employees.Since replacing operational level employees can be problematic, managers in the organizations have not been able to correctly identify and apply motivational variables that can influence employees to stay in an organization. Once this is identified, managers will be able to apply these variables in reducing the high rate of employee turnover.

II. Background of the study

"When dealing with employee retention as Brown et al., (2004) mentioned Labor turnover is an important and pervasive feature of the labor market. Mathis & Jackson (2006) defined the labor turnover as the process in which employees leave an organization and have to be replaced.However, over time there have been a number of factors that appear to be consistently linked to turnover. An early review article of studies on turnover by Mobley et al., (1979) revealed that age, tenure, overall satisfaction, job content, intentions to remain on the job, and commitment were all negatively related to turnover.Rosse& Miller (1984) found and Janssen et al., (1998) suggest that, in particular, lack of satisfaction with job aspects like salary, career opportunities and

work content were associated with turnover intention.The central bank annual report (2010) of Sri Lanka specified that the apparel industry remained competitive through increased productivity, improved quality, diversification and gradual recovery in external demand. Kelegama (2005) emphasized that the garment industry in Sri Lanka has been contributing to the livelihood of nearly 1.2 million people. Dheerasinghe (2009) stated that this industry provides more than 330,000 direct employment or 5 per cent of country's total employment. Dheerasinghe (2009) also cited the lack of skilled labor and high labor turn over are some of the main challenges facing the Sri Lankan apparel industry.Mathis & Jackson (2006) found that turnover is a costly problem and further, argued that, the cost related to the labor turn over can be classified as separation cost, replacement cost, training cost, and hidden cost. Thus, the heavy cost is ultimately cause to decrease in profitability and the productivity of the firm. So the present study mainly focus on the determinants of turn over intention of operational level employees with reference to three leading garment factories situated in Western Province in Sri Lanka.

III. Research Problem

The company maintained records shows that there is a specific pattern of turnover rates. When concerning the monthly turn over in each and every year the high turnover is recorded in the month of May and June. That peak slowly goes down until the month of December and in the months of January. In February the turnover is again increasing but in March & April it goes down. This paper is aimed to determine "What are the job related factors affecting to labour turnover intention of the operational level employees"

IV. Research questions

1. What are the labour turnover trends of operational level employees?
2. What are the main causes affecting to labour turnover of operational level employees?
3. What are the strategies that can implement to minimize labour turnover of operational level employees?

Research objectives

Main objective is to identify the impact of job related factors on turnover intention of operational level employees in the apparel industry in Sri Lanka.

Specific objectives

• To identify the trends of labour turn over intention of operational level employees in the apparel industry
• To identify the causes related to labour turnover intention, analyzing the information's gathered and recommending possible solutions.

V. Significance of the Study

The high labourturnover of the operational level employees in an apparel industry has become a major issue for smooth production and finally it is affected to organizations' productivity and shipments too. Apparel industry is the one of the major sector which

• Finding of the factors affected to labour turnover intention will help to take preventive actions to labour turn over in organizations of apparel industry.
• Finding of the factors affected to labour turnover intention and giving solutions will help HR Managers' to maintain the company cadre.
• As a result of reducing labour turn over, productivity of organizations can be increased.
• When the productivity of the apparel manufacturing organization s goes up, it affects to the increase of GDP of the country too.

Hypothesis of the Study

H-1 : There is a negative relationship between working condition and turnover intention
H-2 : There is a negative relationship between remuneration and turnover intention
H-3 : There is a negative relationship between promotion opportunities and turnover intention
H-4 : There is a positive relationship between work-load and turnover intention
H-5 : There is a negative relationship between Supervisory support and turnover intention.
H-6 : There is a negative relationship between social image and turnover intention
H-7 : There is a negative relationship between overall job related factors and turnover Intention.
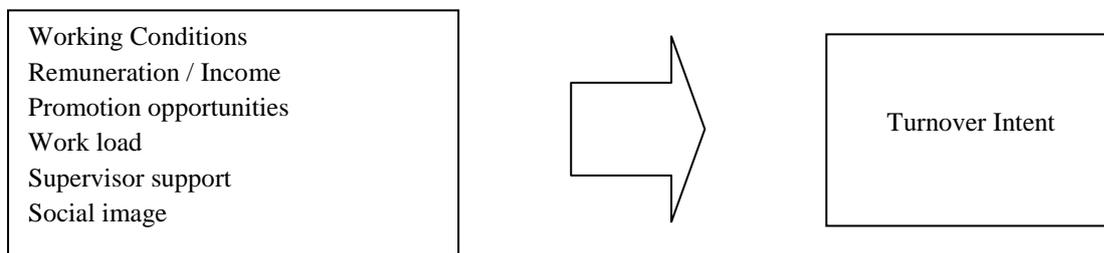
VI. Literature Survey

Labour turnover is a phenomenon which should be given a high priority in most of the organizations. There is no common or standard reason for people leaving the organizations. Michael and Crispen (2009) said that Worldwide, retention of skilled employees has been of serious concern to managers in the face of ever increasing high rate of employee turnover. Today's business environment has become very competitive thus

making skilled employees the major differentiating factor for most organizations.Organizations - both public and private – rely on the expertise of their employees in order to compete favorably and indeed gain competitive advantage in the international market. However, recent studies have shown that retention of highly skilled employees has become a difficult task for managers as this category of employees are being attracted by more than one organization at a time with various kinds of incentives. Gillingham, (2008), stated that skilled employees in South Africa are daily migrating abroad for better job conditions. This phenomenon is having adverse effect on investment as emigrating employees moved clients' investments offshore.Employees ranked amongst the best in the USA, Italy, Germany, Brazil and Britain (Gillingham, 2008).This, perhaps explains the reason why South African's best and brightest employees are being constantly poached by multinational organizations such as Daimler- Crystler, BMW, Siemen, Unilever and many others. Against this background, organizations will continue to lose valuable employees to competitor organizations until managers are able to identify and apply appropriate retention strategies that will help in reducing the frequent turnover of key employees.According to the research conducted by Sarah, Gaia and Martin on Firm Performance and Labour Turnover: Evidence from the 2004 Workplace Employee Relations Survey, conducted in June 2008, Labour turnover is an important feature of the labour market: for example, in OECD countries, approximately 10-15% of workers quit their jobs every year (OECD Economic Outlook, 1999), with the quit rate for the UK estimated at approximately 10% in 2004 (Quintini and Martin, 2006).
Labour turnover affects both workers and firms: workers may need to learn new job- specific skills, whilst firms incur the costs of hiring and training new workers. Incoming workers, however, maybe more motivated, better educated and more skilled. Hence, turnover may actually enhance firm performance, a possibility which has attracted limited attention in the existing literature. The existing literature has generally focused on the impact of turnover on workers rather than on firms, with the following exceptions: turnover and hiring costs have been studied by Burgess and Dolado, 1989, Hammermesh, 1995 and Hammermesh and Pfann, 1996, while Hutchinson et al, 1997, and Kersley and Martin, 1997, have analyzed the impact of turnover on productivity.

VII. Conceptual Framework

Independent variablesDependent variable
Job related factors

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┌─────────────────────────────┐                    ┌──────────────────────┐
│  Working Conditions         │                    │                      │
│  Remuneration / Income      │       ⟹            │   Turnover Intent     │
│  Promotion opportunities    │                    │                      │
│  Work load                  │                    │                      │
│  Supervisor support         │                    │                      │
│  Social image               │                    │                      │
└─────────────────────────────┘                    └──────────────────────┘
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Source: Prepared by the Researcher

VIII. Research methodology

Because of the purpose of the study of the thesis, "Quantitative research" was selected as it is more appropriate. This particular study is empirical because the objective is to find out the impact of job related factors on labour turn over intention.
Survey was conducted in very confidential manner because of three reasons
• Person's name, EPF number or section where they are working, weren't needed to be mentioned in the questionnaire which was given to conduct the survey
• Participants are not allowed to discuss with each other because their feedback could be biased
• Survey results are not published or shown to anybody except the researcher
Primary data was collected through the employees' survey. Sample size was selected as 80nos. of operational level employees which is similar to 20% of the total population of operational level employees in the selected organization. The following criteria was considered when selecting this 80 nos. of samples of employees to cover all the sections in the factory, all the age groups, all the educational levels and to cover Male:Female ratio of total population of operational level employees. Three major categories of questions were included in the questionnaire such as Demographic factors, Job related factors and turnover intention. Secondary data was collected through literature reviews. Under the fifth chapter, data analysis and presentation

was done. After collecting data it must be sorted and analyzed in a way that supports to test the hypothesis. To present the data in effective manner, charts, tables & graphs are used whereas suitable.

IX. Limitation of the study

Selecting number of organizations and taking large number of operational level employees to conduct the survey is not practical and time consuming as well. So the study was limited to operational level employees in a reputed large scale apparel factory. While selecting employees it was not easy to get the exact population as it affected to the production of the whole organization .So it was restricted to take the percentage of the population plannedThe answers given (ie:- data and information collected) can't be assumed as accurate because of the educational level of employees, their understanding, honesty, attitude ..etcFindings cannot be generalized across all the apparel industries as the job related factors affected to labour turnover intention may vary from one organization to another. But common and highly affected factors are there.

X. Data Presentation

10.1 Correlation Analysis

The Correlation analysis was conducted in order to find the correlations existing between the variables. The Pearson's coefficient of correlation was used to measure the association between independent variables and the dependent variable. The results of the correlation analysis are presented in following matrix.

Table 1: Correlations

Turnover Intention	Remuneration/ Income	Workload	Supervisor Support	Social Image	Promotional Opportunities	Working Condition		
-.323(**)	-.117	-.227(*)	-.212	-.091	-.249(*)	1	Pearson	
.004	.303	.043	.060	.423	.026		Correlation Sig.	**Working**
80	80	80	80	80	80	80	(2-tailed) N	**Condition**
-.846(**)	-.037	.295(**)	.386(*	.152	1	-.249(*)	Pearson	**Promotional**
.000	.743	.008	*)	.177		.026	Correlation Sig.	**Opportunities**
80	80	80	.00080	80	80	80	(2-tailed) N	
-.125	-.020	.110	.197	1	.152	-.091	Pearson	
.269	.862	.330	.080		.177	.423	Correlation Sig.	
80	80	80	80	80	80	80	(2-tailed) N	**Social Image**
-.483(**)	.001	.336(**)	1	.197	.386(**)	-.212	Pearson	
.000	.991	.002		.080	.000	.060	Correlation Sig.	**Supervisor**
80	80	80	80	80	80	80	(2-tailed) N	**Support**
			.336(*				Pearson	
.408(**)	-.037	1	*)	.110	.295(**)	-.227(*)	Correlation Sig.	**Workload**
.000	.748		.002	.330	.008	.043	(2-tailed) N	
80	80	80	80	80	80	80		
-.133	1	-.037	.001	-.020	-.037	-.117	Pearson	
.239		.748	.991	.862	.743	.303	Correlation Sig.	**Remuneration**
80	80	80	80	80	80	80	(2-tailed) N	**/ Income**
1	-.133	.408(**)	-	-.125	-.846(**)	-	Pearson	
	.239	.000	.483(*	.269	.000	.323(**)	Correlation Sig.	
80	80	80	*)	80	80	.00480	(2-tailed) N	**Turnover**
			.00080					**Intention**

* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).

The results of the correlation analysis reveal that job related factors tend to be associated with the turnover intention. Correlation coefficients of supervisor support, social image, promotional opportunities, remuneration and working condition illustrate negative relationships and correlation coefficient of workload illustratesa positive relationship. And, correlation coefficients of promotional opportunities, supervisor support, workload and working condition are statistically significant and other two independent variables such as remuneration/ income and social image are statistically insignificant.The strongest negative significant association shows in between promotional opportunities and turnover intention and its coefficient of correlation is -0.846 at a 0.01 significant level. (r= -0.846, p< 0.01). Next, there is a negative correlation between supervisor support and turnover intention. In this case the coefficient of correlation is -0.483 at a 0.01 significant level. (r= -0.483, p< 0.01). Further, a positive association shows between turnover intention and workload [the coefficient of correlation is -0.804 at a 0.01 significant level (r= -0.408, p< 0.01)]. And, there is a negative relationship between working condition and turnover intention. [the coefficient of correlation is -0.323 at a 0.05 significant level. (r= -0.323, p< 0.05)]. Although negative relationships show in remuneration and social image, correlation coefficients are statistically insignificant.

10.2 Regression Analysis

A Multiple linear regression analysis was carried out to investigate the relationships between independent variables and dependent variable.

Table 2: Model Summary

Std. Error of the Estimate	Adjusted R Square	R Square	R	Model
.33584	.776	.793	.890(a)	1

a Predictors: (Constant), Working Condition, Remuneration/ Income, Promotional Opportunities, Workload, Social Image, Supervisor SupportThe model summary gives useful information about the regression analysis. In the present study, R is 0.890 which indicates that the model is successful in predicting elements. R^2 is the proportion of variance in the dependent variable which can be explained by the independent variables. In the present study, R^2 is 0.79. Thus, 79% of the variation in turnover intention is explained by job related factors.

Table: 3 ANOVA(b)

Sig.	F	Mean Square	df	Sum of Squares		Model
.000(a)	46.585	5.254	6	31.525	Regression	1
		.113	73	8.234	Residual	
			79	39.759	Total	

a Predictors: (Constant), Working Condition, Remuneration/ Income, Promotional Opportunities, Workload, Social Image, Supervisor Support
b Dependent Variable: Turnover Intention
F-value is 46.585 and P-value is 0.000 which is significant at 0.01 level. This indicates that the variance in turnover intention is significantly explained by the set of independent variables which are job related factors.

Table: 4 Coefficients (a)

Sig.	t	Standardized Coefficients	Unstandardized Coefficients			Model
		Beta	Std. Error	B		
.085	1.749		.369	.645	(Constant)	1
.004	-2.934	-.158	.048	-.141	Supervisor Support	
.023	2.328	.136	.059	.138	Workload	
.022	-2.348	-.142	.052	-.123	Working Condition	
.532	.628	-.034	.046	-.029	Social Image	
.000	-12.499	-.748	.041	-.510	Promotional Opportunities	
.288	-1.070	-.060	.052	-.055	Remuneration/ Income	

a Dependent Variable: Turnover Intention

According to the coefficient table, the regression coefficients of promotional opportunities, supervisor support, workloaand working condition are statistically significant and the regression coefficients of remuneration/ income and social image are statistically insignificant. Due to the regression model, the highestmagnitude (-0.510) represent the promotional opportunities. It indicates that a negative relationship between promotional opportunities and turnover intention. In this case the regression coefficient is -0.510 at a 0.01 significant level.The second highest magnitude is -0.141which is belonging to supervisor support. And, it is significant at a 0.05 level. This indicates that there is a negative relationship between supervisor support and turnover intention. Next, workload shows the magnitude of 0.138 at a 0.05 level of significance. This reflects that there is a positive relationship between workload and turnover intention. And, there is a negative relationship between working condition and turnover intention too. The regression coefficient is -0.123 at a 0.05 significance level. While negative relationships show in remuneration/ income and social image, regression coefficients are statistically insignificant.
The multiple regression analysis explains the relationship and magnitude of each independent variable [Working Condition (WC), Remuneration/ Income (RE), Promotional Opportunities (PO), Workload (WO), Social Image (SI), Supervisor Support (SS)] on the dependent variable [Turnover Intention (TI)] as,
TI = 0.645 - 0.123 (WC) - 0.055 (RE) - 0.510 (PO) + 0.138 (WO) - 0.029 (SI) - 0.141 (SS) +ei

Table 5: Hypotheses Testing
The coefficients of multiple regression analysis were used to test the hypotheses in the present study.

Level of Significant	Status	Hypotheses	
Negatively Significant at 0.05 level	Accept	There is a negative relationship between working condition and turnover intention	H1
Not Significant	Reject	There is a negative relationship between remuneration and turnover intention	H2

Negatively Significant at 0.01 level	Accept	There is a negative relationship between promotion opportunities and turnover intention	H3
Positively Significant at 0.05 level	Accept	There is a positive relationship between work-load and turnover intention	H4
Negatively Significant at 0.01 level	Accept	There is a negative relationship between Supervisory support and turnover intention	H5
Not Significant	Reject	There is a negative relationship between social image and turnover intention	H6
Significant	Accept	There is a significant relationship between Job related factors and turnover intention	H7

XI. Findings

This study was focused on six independent variables. They are, Working conditions, Remuneration, Promotion opportunities, Workload, Supervisory support and Social imageAfter analyzing the collected data, it has been found that Working conditions has a negative correlation with the turnover intention. This has the highest mean value (ie:-3.4125). So it is clear that increasing "Working conditions" were correlated with decrease in turnover intention.Workload has a positive correlation with the turnover intention. This has the 2nd highest mean value (ie:- 3.3917). So it is clear that increasing "working conditions" were correlated with increasing in turnover intention.Promotional opportunities have a negative correlation with the turnover intention. This has the 3rd highest mean value (ie:- 3.3750). So it is clear that increasing "Promotional opportunities" were correlated with decreasing in turnover intention

Remunerations have negative correlation with the turnover intention. This has the 4th highest mean value (ie:- 3.3675). So it is clear that increasing "Remunerations" were correlated with decreasing in turnover intentionSocial Image has a negative correlation with the turnover intention. This has the 5th highest mean value (ie:- 3.2958). So it is clear that increasing "Social Image" was correlated with decreasing in turnover intentionSupervisor support has a weak negative correlation with the turnover intention. This has the lowest mean value (ie:- 2.4094). So it is clear that increasing "Supervisor support" was correlated with decreasing in turnover intention.The researcher also analyzed demographic factors to see whether there are any considerable affect on the turnover intention of the operational level employees in the apparel industry.Findings show that 80% of operational level employees are fe-male and 20% that of are male. This is the common factor in any factory in the apparel industry. If the age group is considered 70% of the operational level employees are below 35yrs. (35% - 18 to 25 yrs, and the other 35% -25 to 35 yrs.) because energy levels and efficiencies going down when they become old. When it comes to the marital status 55% of the sample population is married and 45% of that of are un-married. This percentages may vary depending on the various factors such as area, type of modern technology used in various factories etc.Considering educational level, it is highlighted that 90% of the operational level employees educational level is G.C.E.(A/L) or below. (24% - up to O/L , 42% - O/L passed and other 24% passed A/L). The employees those who obtained good results at G.C.E.(A/L) either select for higher studies and some may find jobs in other fields. Those who could not select the said two paths are joining with the apparel industry.

XII. Recommendations

Organizations in the apparel industry should take more attention and care on the Job related factors of the operational level employees. It is suggested that the following measures should be taken to improve the job relatedfactors

12.1 Working Conditions

Basically, it is necessary to create a pleasant working environment. In other words organization must have a neat and clean environment in which employee must feel that they are invited to work. Other important factors are to provide sufficient lighting and ventilation; facilitate health and safety requirements, procuring necessary resources and equipment. Then the employees will able to perform their work efficiently and effectively. Ensuring the health and safety environment and working conditions motivate the employees and they stay with the organization for a longer period.

12.2 Workload

Job analysis must be done especially for all the operational level employees properly, targets given to them must be calculated based on the scientific method (Eg:- Using Work measurement and Time study).This avoids or minimizes, work or target anomalies incurred among the various employees.

12.3 Promotional Opportunities

Internal promotion systems must be introduced. Policies and procedures implemented to give promotions must be clearly understood by the employees and must be transparent. One of the main reasons for turnover of educated employees is due to lack of promotion opportunities. Because of the internal promotion

system, employees those who qualify & perform well will stay with the company for a longer period. Thus special attention should giving in ensuring clear career path for every employee.

12.4 Remuneration/Income

Remuneration/Income has come as the forth important factor under the research findings. Organizations must consider not only the basic salary but also introduce various financial incentive systems such as "Attendance incentive", "Production Incentive (Eg :- Both individual and group base)", Bonus , Overtime payments ......etc. So employees can get an additional income depending on their capabilities.

12.5 Social Image

General public does not have a good image on the employees those who work in the apparel industry. Because of this reason, the younger generation, especially girls are reluctant to join with the apparel industry. Sometimes it is very difficult to find suitable people to the apparel industry because of this reason. This is very un- fortunate situation. So it is necessary to take immediate actions by the relevant authorities, including media, to change the wrong attitude of the general public.

12.6 Supervisor support

Especially when a new recruit join with the organization, supervisory support is compulsory.If not employees get frustrated and start leaving. At least until new employee get used to the new environment (ie:- 3 to 6 months period), supervisors must have very close relationship with the new comers. Even after getting experience, employees expect their supervisor's support to get their problem solved (ie:- Both official and personal). Present day supervisors must run the role of a counselor too.

XIII. Conclusion

People are very important for the organizations to run their business efficiently and effectively. That is why now HR (ie:- Human Resources) is considered as the most important resource of an any organization. Island wide, retention of operational level employees has been of serious concern to managers in the face of ever increasing high rate of employee turnover. Today's business environment has become very competitive, thus, making operational level employees the major differentiating factor especially in the apparel industry in Sri Lanka. The organization which was selected by the researcher had an issue of labour turnover .That is why the researcher has decided to get involved in finding out the "Impact of job related factors on turnover intention of operational level employees in the apparel industry"Derived from this main objective, there were six specific objectives to find out the correlations between them and the turnover intention. In addition to these specific objectives demographic factors of employees (Eg:-Age, gender, marital status, educational level, job position, number of children) were also considered to check whether there was any significant difference in the turnover intention of the operational level employees in the apparel industry. Findings of the study proved that the above objectives has been achieved.With the intention of achieving objectives of the study, the researcher has prepared six hypothesis based on previous literature. Except two hypothesis, all other four hypothesis have been

accepted. Rejected two hypotheses are as follows

- There is a negative relationship between remuneration and the turnover intention- This is not common for all the apparel factories. Sometimes employees might have mis-understood this question while answering because all the employees are given more financial benefits and salaries which are above the industry standards.
- There is a negative relationship between social image and the turnover intention- Although the past literature shows that this is an accepted factor, majority of the sample population selected must have different view on social image

All the hypotheses were tested using correlation analysis tool. However there is no fix or standard job related factors on turnover intention common for the entire apparel industry. It depends on various factors such as magnitude of the organization (Eg:-Small scale, medium scale and large scale), Policies and procedures implemented by the organizations, Organizations' cultures.

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