

A Study on Employee Turnover of Millennial Generation Employees in Apparel Sector: Evidence From Executive Level Employees In A Leading Apparel Organization In Colombo District, Sri Lanka

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Abstract

The concept of employee turnover is one of the major issues for the whole related organization and its human resource department too. According to many research findings, different kinds of factors are affected by employee turnover intention. Based on the literature, related factors are affected by the employee turnover intention to describe this study.

There are several age categories at work in organizations, and according to this study, there is turbulence in the environment in which organizations are competing to attract the right employees at the right time to the right jobs, retain the appropriate employees in the organization, and reduce the cost of the employees. When these objectives are attained, organizations face difficult situations. This study focuses on very important generations of millennium generation employees' turnover intentions and finds the factors and solutions that will retain these key employees.

A problem of employee turnover There are a lot of studies that are born from time to time and on factors that are already found. This study aims to discuss the identification of factors affecting millennium employee turnover intention and what the most affecting factors for turnover intention are in millennium employees, and it gives solutions to that problem through this study.

This study was conducted by using a sample of 80 millennium generation executive level employees out of a population of 100 millennium generation employees in a selected leading apparel organization in the Colombo district in Sri Lanka. For the data collection, a formally developed and well-structured questionnaire was distributed among the participants. The statements in the questionnaire were based on a five-point Likert scale, on which the best preference could be marked as the response. Finally, the data was analyzed by using the statistical data analysis package (SPSS). According to the results, there are positive relationships with turnover intention on work load and electronic monitoring, and the negative relationships are born out of turnover intention on work and family life balance and welfare satisfaction.

Key Words: *Work load, work and family life balance, welfare satisfaction, electronic monitoring & surveillance, millennium employee turnover intention, apparel sector.*

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I. Introduction and Background of the Study

Turnover is a serious issue in the field of human resource management (HRM) (Rizwan, et al., 2014). Human resources (HR) are the most valuable and important thing in organizations. Indeed, an organization is nothing without HR. A number of world-class organizations are campaigning for competitive advantages through their valuable human resources, and organizations are expected to succeed day by day. (Augustine, 2005). In this situation, HR is the most valuable part of the organization. In the 21st century, business organizations face different kinds of challenging issues such as: a dynamic business environment, globalization, and competition from other entities. According to (Liyanage & Galhena, 2011), these issues have a direct impact on organizational performance, goals, vision, and objectives, as well as, in a psychological context, employee attitudes toward the organization, such as trust, loyalty, and results (Rizwan et al., 2014).already found what the factors that affect employee turnover are. However, there are no studies that show these factors are completely correlated with attendance by new employees in the job market, those born in the millennium generation

(Generation Y). Born 1981-1996 (22-37 years old) (Bureau, 2016). In this millennium, employee turnover is a big headache for the human resource department (HRD) because the baby boomers and generation X will resign from the labor market in a few years, and the most important and retainable people are the millennials. In this case, the important thing is that organizations must retain these valuable resources. But organizations face a big challenge in retaining these valuable assets. Most organizations around the world are concerned with high employee turnover rates as it is a costly expense to the organizations. (Samuel & Chipunza, 2009) A number of millennials are leaving their jobs or have an intention of turning over their jobs. The rate at which employees leave a workforce and are replaced in organizations is called employee turnover. (Rizwan et al., 2014). In this situation, there should be different kinds of factors affected by this. In this case, there is no one specific organization related to the research problem. Commonly, different kinds of organizations face this problem.

Turnover will bring both positive and negative effects to an organization. Unmet career growth opportunities result in employee turnover (Chen, et al., 2010). Likewise, apparel and other industries too. In terms of positive impacts, it brings in better skills and capabilities for employees. It also creates new job opportunities for potential employees. On the other hand, it will lead to high costs and lower employee morale, productivity, absenteeism, etc. There are more negative impacts than positive impacts from employee turnover in the organization (Chen, et al., 2010). The high turnover rate among employees has negative influences on the organization, starting by reducing the organization's efficiency and productivity, as well as it directly affects organizational costs, customer service, and morale. It has been a significant issue in several business areas, affecting the overall performance of the organization (Alzayed & Murshid, 2017). The recruiting process increases organizational costs and wastes valuable time. And when employees leave the organization continuously, it will directly affect the organizational goodwill and morale of the organization. These are disadvantages of employees' turnover intention and turnover. Therefore, administrators and management should have the responsibility of controlling employees' turnover from identification of the turnover intentions of employees. So, from the retention of the most suitable human resources within the organization, organizations are able to face dynamic environments, people-environment organization culture, globalization, competition, and other issues in proper ways (Rizwan et al., 2014).

The main objective of this research paper is to identify and evaluate the factors that affect employee turnover intention in the apparel sector of Sri Lanka. Apparel is a broad range of manufacturing and leading export providers in the Sri Lankan economy, such as textiles, Redi Mates, etc.

In this research based on the apparel sector (Garments industries), what are the executive level employees' turnover intention factors in the millennium generation? In this case, not related to the whole apparel industry in Sri Lanka, is based on one of the leading apparel organizations in Colombo district, Sri Lanka, and there are a hundred plus men and women working there. Business organizations are highly invested in executive level employees in the millennium generation and their work force, because it is kind of the most essential asset of business organizations and those that are surviving in many future years in organizational context, likewise the apparel industries too. In organizations, success or failure depends on business activities. Those are affected by employee behaviors and whether they are satisfying or not satisfying (Rizwan et al, 2014).

Several types of organizations' human resource department (HRD) strategies exist to satisfy their employees, likewise managerial employees and other stakeholders too (Augustine, 2005). These techniques and strategies can retain and satisfy staff who are already in the organization. If an organization has a high employee turnover rate, it has a direct impact on organizational costs, and all other organizational activities are deployed as a result of the impact of high employee turnover and employee turnover intention.

Problem Background

This study is designed to find out what the factors that affect the employee turnover intention of executive level millennium employees in the apparel industry in Sri Lanka. Many studies have been carried out about employee performance, satisfaction, stress, turnover etc. These types of research studies are mostly important for the competitive and global environment, in which organizations gain many competitive advantages by gaining knowledge of the latest research studies and by retaining the most suitable employees in the organization. This problem is also the same for the Sri Lankan apparel industry too.

This research was conducted to investigate the causes of employee turnover and its impact on employee working conditions, work-family life balance, high workload, and welfare satisfaction among executive-level employees in the apparel sector in Sri Lanka. Because most research doesn't cover these four variables against executive level millennium workers' employee turnover intention in the apparel sector,

leading apparel organization in Colombo district, Sri Lanka. There are many men and women working there and getting the source of HRD in this leading apparel organization. In past studies, there has been inconsistency for millennium employees in the work place, because millennium employees' requirements are totally dependent on past studies and findings. Then in this study, they found new things, new factors because millennials and other employees' factors are not common and less found in the world context and not found in the Sri Lankan context. In the present and future, there should be the most important and must-retainable

employees in millenniums. This study focuses on the factors that affect the employee turnover intention of executive level millennium employees and gives solutions to that enormous issue for the current and future organization.

Normally, major employee turnover problems exist throughout the organization, which is not common or familiar in the apparel industry (Thushari, 2008). All the business world's organizations are facing the problem of employee turnover and turning over. But why does employee turnover take place? We are going to find out through this research article. There are so many factors that affect employee turnover or due to which employee turnover takes place, like absentees, compensation, employee satisfaction, band of work, lack of employee motivation, lack of employee involvement in work-tough working conditions, welfare problems, etc. Salary deductions and can't manage employee work and family life balance etc. (Kelegama & Epaarachchi, 2004). But the purpose of this research will be to first get the perception of employees at work by conducting semi-structured interviews as an instrument of data collection to explore the effect of employee satisfaction, employee motivation, and employee involvement on employee turnover. Secondly, semi-structured interviews will be further used to find and examine whether these three factors really affect or not. If yes, which factor affects closely in order to remove that one from organizations facing employee turnover issues.

There are a number of reasons attributed to the high rates of labor turnover and absenteeism. A poor working environment and worker-stress are among the main reasons. (Kelegama & Epaarachchi, 2004). The worker's facilities greatly vary between the garment factories, with only a few of the 'stronger' enterprises having satisfactory working conditions. Differences in allowances and facilities between organizations have resulted in the continual movement of labor within the industry to enterprises where working conditions are better. A poor social image of employees is another factor contributing to high labor turnover (Liyanage & Galhena, 2011). Due to the reputation the industry has gained for harassment of women workers and the poor working conditions, the employees have a social stigma. These factors have also led to high labor turnover, which has impeded the productivity of labor and affected Sri Lanka's international competitiveness. According to the following table in Sri Lankan apparel industries, every province has one month of employee turnover according to Kelegama & Epaarachchi (2004) findings.

Table- 1 Labor turnover in apparel industry in Sri Lanka
(kelegama & Epaarachchi, 2004)

Province	Monthly Labor Turnover (%)
Western	5.9
Southern	3.1
Central	3.4
Eastern	7.2
North western	5.2
North Central	2.5
Uva	1.2
Sabaragamuwa	3.3
Northern	8.0
All-Island	4.9

In table no 2 there are shows in turnover rates of the selected company and work-related outcome such as job satisfaction and organizational commitment (Liyanage & Galhena, 2011)

Table -2 turnover rates of the selected company and work-related outcome

Month	2008	2009	2010	2011
January	44	131	105	65
February	40	92	75	71
March	15	62	58	57
April	55	60	30	39
May	105	129	111	118
June	106	161	91	82
July	81	88	98	61
August	76	115	64	71
September	122	122	82	60
October	95	80	60	64
November	90	84	64	50
December	80	75	38	46
Total	909	1999	876	784

Turnover intent is different. Researchers have interpreted "turnover intention" in different ways. Turnover intention refers to the conscious and deliberate willingness of the employee to leave the organization (Tett & Meyer, 1993). By definition, turnover is an employee's permanent movement beyond the boundary of

the organization. According to (Carmeli & Weisberg, 2006), there were a few factors that affected the employee turnover intention. (Liyanage & Galhena, 2011) state that Salary, job fit, work-life balance, supervisory support, Lack of promotion opportunities Work load, welfare satisfaction, and role clarity Social image etc. These above factors are mainly affected by the turn-over intention, and this research identifies the factors that affect the employee turnover intention in leading apparel organizations and how we can manage them.

The Problems of the Study

- What are the factors affecting turnover intentions for executive level millennium employees in the apparel industry in Sri Lanka?
- What are the factors most influencing executive level millennium employee turnover intentions in the apparel industry in Sri Lanka?
- What are the ways that management can do to meet the above question?

Objective of the Research

The purpose of the study is to find out what the factors that affect turnover intention in the apparel industry are for managerial level employees in Sri Lanka. They can also provide suggestions and recommendations for the turnover intentions of those employees. The following specific research objectives will be achieved in this study:

- Identification in what are the factors that affect in turnover intention in Executive level employees in apparel industry in Sri Lanka.
- For explore the what are the mostly affected factors in turnover intention in Executive level employees in apparel industry in Sri Lanka.
- Examine the factors that are importance in organizations facing the problem of employee turnover.
- Identify the turnover intention rate in of the apparel industry in Sri Lanka.
- Giving Solutions for the employee turnover and turnover intention in apparel industry in Sri Lanka.

Significance of the study

In the apparel sector, there is high employee turnover among managerial level employees in Sri Lanka. It is a major issue in apparel organizations and it directly affects the final product for the organizations. This study was given to help identify and give treatment for employee turnover and turnover intention. Giving proper instructions and knowledge to understand what is truly required of employees and organizations, they can properly understand and modify their policies to attract and retain employees. Help organizations to downsize recruiting costs, training costs, inspection costs, and total costs relating to employee turnover.

help to get strategic decisions from top-level management, directors, and owners with potential. The present study will prove to be a significant contribution in this area, and any person or student can also get access to this research study and find out what the impact is in this case. Also, I can find out the past studies that founded the factors that are held in the present and future.

In other words, this research study is very important for potential researchers to get an idea for their research. This research is being conducted to guide previous published research that I followed, and it will be used as a follow-up material for their research in the future.

Another significant thing about this research is that it provides some knowledge for society and gives a solution to the leading problem that many industries are facing. It also provides an answer to the problem of executive level employee turnover in the apparel sector in Sri Lanka and all over the world. Also, this is one of the requirements for completing my degree program successfully.

Hypothesis of the study

H1: There is a positive relationship between work load and millennium employee turnover intention.

Workload has a positive correlation with the turnover intention. (Rathnasooriya & Jayatilake, 2016). According to researcher, if there is work load high level, employees' turnover intention is high. Many Garments employees are meet trouble in higher work load in day to night. There is positive relationship between work load and employee turnover intention.

H2: There is a negative relationship between work & family life balance and millennium employee turnover intention.

Organizations employees hope good work and family life background. In apparel sector there are day and night shift work in many times. Then employees can't manage properly in their work and family life balance with their family members. There is a negative relationship between work-family life balance and employee turnover intention.

H3: There is a negative relationship between welfare satisfaction and millennium employee turnover intention. Organizations must provide satisfied employee welfare facilities like wise transport facilities, hostel facilities, meal facilities, sanitary facilities very properly. Then there is a negative relationship between welfare satisfaction and employee turnover intention.

H4: There is a positive relationship between electronic monitoring and millennium employee turnover intention. Organization have Various types of employee monitoring systems are used today in activities. In addition to these pre-employment screenings, computer monitoring, video surveillance, spying, eavesdropping, investigators posing as employees, undercover operatives, personal information shared with organization. Employees are does not like above monitoring system as the informal discuss with them and there is a positive relationship between welfare satisfaction and employee turnover intention.

II. Literature Review

Difference generations in the workplace

Numerous analysts bring up that there truly is little contrast between the generations in the workforce today. While the distinctions mentioned above exist, (Deal et al., 2010) demonstrated that they are frequently humble, best case scenario. Most are achieved similarly as any bias is made, through dread of progress. Generations are observed to be more indistinguishable than various others, and the contrasts between them are overstated (Hauw & Vos, 2010). Each age has been chastised by the age before them. (Deal et al., 2010) found that Baby Boomers grumble about Millennials' usage of slang, social rights, and resilience similarly as the World War II age reprimanded Baby Boomers over similar subjects. Convictions at more seasoned ages about more youthful ages have stayed stable for as far back as 40 years. (Myers & Sadaghiani, 2010) likewise discovered that the greater part of the generalizations found were not bolstered by considerable or experimental proof. As the normal age of the U.S. workforce keeps on expanding, much consideration has concentrated on the way that the workforce is, to a great extent, comprised of three ages. Baby Boomers, Generation X, and Millennials are the main three generations, and some of the Z generations are also working in the workforce in the current situation. The well-known press oftentimes focuses on the requirement for organizations to select, remunerate, and deal with these employees distinctively as a result of generational contrasts in frames of mind, qualities, and wants (Brown & Jurkiewicz, 1998). Many have recommended that inability to perceive these distinctions can prompt negative hierarchical results, for example, bury generational work environment conflict, misconception and miscommunication, poor working connections, decreased employee efficiency, poor worker prosperity, lower development, and less authoritative citizenship practices. Accordingly, human asset (HR) researchers, managers, and specialists have communicated enthusiasm for recognizing it.

Approaches to oversee and work with individuals from various ages (Cennamo & Gardner, 2008) Considering the degree to which common generalizations are regularly acknowledged, it is amazing that exact proof of generational contrasts is moderately scanty (Hoffman, et al., 2010) and the examination that exists is somewhat opposing. One line of research supports generalizations about generational differences in work esteems (Cennamo & Gardner, 2008), individual qualities (Egri & Ralston, 2008), initiative practices (Sessa et al., 2007), mental character traits (Twenge & Campbell, 2010), turnover goals, and authoritative duty (Amato & Herzfeld, 2008). (Twenge & Campbell, 2010) provide a comprehensive survey of evidence for generational differences. Another surge of research has discovered few, if any, generational contrasts in an assortment of employee attributes, for example, character and inspiration (Jurkiewicz, 2000). More recently, (Trzesniewski & Donnellan, 2010) discovered little evidence of generational differences in a variety of characteristics, mentalities, and practices, including egomania, self-improvement, independence, confidence, locus of control, misery, joy, life fulfillment, depression, standoffish behavior, time spent working or sitting in front of the TV, political movement, the significance of religion, and so on. Considering these conflicting findings, there exists a lot of debate about whether generational contrasts exist by any stretch of the imagination (Grijalva et al., 2014), with some recommending that apparent generational contrasts are a result of mainstream culture versus sociology. Researchers have also discovered that observed generational differences can be explained, at least partially, by age, life stage, or career stage influences rather than age (Twenge & Campbell, 2010). As indicated by this view, human improvement is punctuated by various life arrangements that include one-of-a-kind subjective, passionate, and social encounters and contrasts in frames of mind or qualities that are frequently ascribed to ages, which might be clarified by the idea of occupations held by more established specialists or their present life cycle. Concentrates that look at and test generational contrasts are significant in light of the fact that generational investigations have significant connected and hypothetical implications (Trzesniewski & Donnellan, 2010). In like manner, tolerating regular generational generalizations without observational help can have conceivably unfavorable consequences for both research and practice. Thus, progressively generational research is required.

In this examination, we give further insight into generational impacts in the working environment and make a commitment by exploring conceivable generational contrasts in work environment practices versus qualities, demeanor, or character. Specifically, I use the generational accomplice hypothesis (Spector, 2003) and common generalizations about frames of mind and qualities to see if generational enrollment clarifies differences in a few key workplace practices (for example, job portability, disciplinary activity, and eagerness to stay at work past 40 hours). The blended help for generational contrasts in quality, convictions, and so forth surveyed above proposes endeavors expected to advance the viable administration of employees from various ages, but may not be essential. Regardless, we contend that it is critical to consider potential generational differences in workplace practices before reaching such a conclusion. We likewise make a commitment to our investigative methodology. The age-age conundrum is a fundamental issue in most generational contrast studies. While trying to address this issue, a few analysts have recommended portioning ages into "cusp" and "center" companion gatherings (Egri & Ralston, 2008), whereby people conceived inside the most recent 5 years of an age are viewed as a component of the "cusp" group, while those born inside the rest of the age's introduction to the world are viewed as a major aspect of the "core" group. While this methodology gives significant understanding since it enables specialists to decide whether.

There are huge contrasts in the quality and practices of the "cusp" and "center" gatherings of every age. It likewise has a few confinements. For example, there is no hypothetical justification for picking 5 years to recognize the cusp/center gathering. Furthermore, this approach disregards the possibility that those born in the preceding long periods of an age may not be the same as those born in the middle or at the end of an age. To address these confinements, we incorporate a proportion of individuals' relative age ("i.e., the distinction between every individual's age from the mean age of his or her generation") into every one of our investigations. This enables diverse weighting to be given to the individuals who are far away from the center as defined by the mean of every age. As such, somebody with a huge, positive relative age or enormous, negative relative age is at the cusp of two ages. While we can't totally preclude age, life stage, or professional stage impacts with this methodology, it provides an interesting insight into the impacts of age increments at every age.

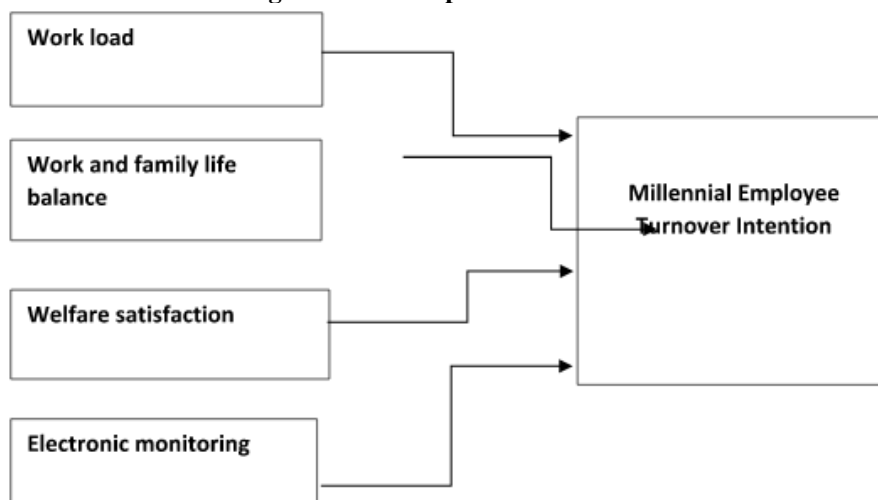
Table- 3: Type of generation in 20th to 21st century

Generation	Date of birth
Greatest generation	1901-1925
Silent generation	1926-1945
Baby boomers	1946-1964
Generation X	1965-1980
Generation Y (Millennium)	1980-1994
Generation Z	1995-2015
Generation Alpha	After 2015

Conceptualization & Operationalization

Conceptual frame work

Figure 3. 1 Conceptual frame work



Operationalization of the Variables

Table- 4: Operationalization of the Variables

Variable	Dimension	Indicators	Question no	Sources
Work Load	Work schedule	Total amount of duties	7-10	(Askiyonto, et al., 2018) (Johari, et al., 2019)
		Frustration		
	Time	Complete in deadline	11-13	
		Spent long time		
	Effort	Skill used rarely	14-18	
		Fast work		

Work & family life balance	Organizational support	Supervisory support	19-23	(Msabaa, 2017)
		Corporation from co-workers & organization		
	Family support	Spouse support	23-28	(Opatha, 2010)
		Time allocation for family		

Welfare satisfaction	Canteen and transport	Meal & Snack	30-33	(Mendis, 2016) (Nashbramhall, 2009)
		Staff Transport		
	Housing and other loans	Accommodation	34-35	
		Housing and personal loans		
	Health & safety	Benefit for employee & family	36-40	
		Working environment		

Electronic Monitoring Surveillance	Computer monitoring	Video Surveillance	41-42	(Goette , et al., 2005)
		System monitoring		
	Trapping	GPS trapping	43-44	
		Phone trapping		
	Mail monitoring	Electronic mail monitoring	45-46	
		Voice mail monitoring		

Millennium employee Turnover intention	Psychological intention	Stress	47-51	(Msabaa, 2017)
		Emotional exhaustion		
	Behavioral Intention	Absenteeism	52-58	(Opatha, 2010)
		Grievances		

Methods of Measurement

The levels of measurement or scales of measurement are required to assign scores to response categories according to some rules and quantify the said responses. The below table summarize the levels of measurements used in this study.

Table- 5: Levels of measurement of variables

	Variable	Level of measurement
1	Millennium employee turnover intention	Interval
2	Workload	Interval
3	Work and family life balance	Interval
4	Welfare satisfaction	Interval
5	Electronic monitoring	Interval
6	Gender	Nominal
7	Age	Ratio
8	Marital status	Nominal

Methods of measuring work load

Table- 6: Dimensions and indicators of work load

Variable	Dimension	Indicators	Question no
Work Load	Work schedule	Total amount of duties	7-10
		Frustration	
	Time	Complete in deadline	11-13
		Spent long time	
	Effort	Skill used rarely	14-18
		Fast work	

Methods of work and family life balance

Table- 7: Dimensions and indicators of work & family life balance

Work & family life balance	Organizational support	Supervisory support	19-23
		Corporation from co-workers & organization	
	Family support	Spouse support	23-28
		Time allocation for family	

Methods of measuring welfare satisfaction

Table- 8: Dimensions and indicators of welfare satisfaction

Welfare satisfaction	Canteen and transport	Meal & Snack	30-33
		Staff Transport	
	Housing and other loans	Accommodation	34-35
		Housing and personal loans	
	Health & safety	Benefit for employee & family	36-40
		Working environment	

Methods of measuring electronic monitoring

Table- 9: Dimensions and indicators of Electronic Monitoring Surveillance

Electronic Monitoring Surveillance	Computer monitoring	Video Surveillance	41-42
		System monitoring	
	Trapping	GPS trapping	43-44
		Phone trapping	
	Mail monitoring	Electronic mail monitoring	45-46
		Voice mail monitoring	

Methods of measuring employee turnover intention

Table- 10: Dimensions and indicators of Millennium employee Turnover intention

Millennium employee Turnover intention	Psychological intention	Stress	47-51
		Emotional exhaustion	
	Behavioral Intention	Absenteeism	52-58
		Grievances	

The factors affecting millennium generation executive level employees in leading apparel organization were measured by their responses to the questionnaire with five Likert scales as below. In terms of negative statements, the researcher considers reverse order in entering data to the SPSS.

Analysis

Analysis of Validity and Reliability of the Instruments

Table- 11: Validity and Reliability of the Instruments

Instrument	Cronbach's Alpha
Work load	0.807
Work & family life balance	0.797
Welfare satisfaction	0.853
Electronic monitoring & surveillance	0.812
Employee turnover intention	0.874

The construct validity of the instruments was ensured by the conceptualization and operationalization of the variables on literature, and indirectly by the high internal consistency reliability of the instruments as denoted by Alpha. The content validity of the variables of the study was ensured by the fact that the correlation and regression analysis support the hypotheses formulated linking the relationship between the independent variable and the dependent variable.

Correlation between workload and employee turnover intention.

Using the Pearson's correlation analysis was made to investigate the relationship between workload and employee turnover intention of employees in selected apparel organization in Sri Lanka.

Table- 12: Correlation between workload and employee turnover intention

Correlations			
		Mean_WL	Mean_ETI
Mean_WL	Pearson Correlation	1	.148*
	Sig. (2-tailed)		.019
	Sum of Squares and Cross-products	10.578	-2.136
	Covariance	.134	-.027
	N	80	80
Mean_ETI	Pearson Correlation	.148*	1
	Sig. (2-tailed)	.019	
	Sum of Squares and Cross-products	-2.136	19.800
	Covariance	-.027	.251
	N	80	80

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

In relation to the result of the statistical test which are in table 12, Pearson correlation coefficient between two variables is 0.148. This shows that there is a positive relationship with workload and employee turnover intention. The found relationship is statistically significant as correlation is significant at 0.019. Thus, it can be statistically claimed that there is significant relationship between two variables. It can be concluded that there is positive relationship between workload and employee turnover intention that relationship is statistically significant.

Correlation between work and family life balance and employee turnover intention.

Table- 13: Correlation between work and family life balance and employee turnover intention

Correlations			
		Mean_WLB	Mean_ETI
Mean_WLB	Pearson Correlation	1	-.146

	Sig. (2-tailed)		.019
	Sum of Squares and Cross-products	17.303	-2.694
	Covariance	.219	-.034
	N	80	80
Mean_ETI	Pearson Correlation	-.146*	1
	Sig. (2-tailed)	.019	
	Sum of Squares and Cross-products	-2.694	19.800
	Covariance	-.034	.251
	N	80	80

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

In relation to the result of the statistical test which are in table 13, Pearson correlation coefficient between two variables is -0.146. This shows that there is a negative relationship between work and family life balance and employee turnover intention. The found relationship is statistically significant as correlation is significant at 0.019. Thus, it can be statistically claimed that there is significant relationship between two variables.

It can be concluded that there is a negative relationship between work and family life balance and employee turnover intention that relationship is statistically significant.

Correlation between welfare satisfaction and employee turnover intention

Table- 14: Correlation between welfare satisfaction and employee turnover intention

Correlations		Mean_WS	Mean_ETI
Mean_WS	Pearson Correlation	1	-.157*
	Sig. (2-tailed)		.016
	Sum of Squares and Cross-products	18.782	-3.030
	Covariance	.238	-.038
	N	80	80
Mean_ETI	Pearson Correlation	-.157*	1
	Sig. (2-tailed)	.016	
	Sum of Squares and Cross-products	-3.030	19.800
	Covariance	-.038	.251
	N	80	80

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

In relation to the result of the statistical test which are in table 14, Pearson correlation coefficient between two variables is -0.157. This shows that there is a negative relationship welfare satisfaction and employee turnover intention. The found relationship is statistically significant as correlation is significant at 0.016. Thus, it can be statistically claimed that there is significant relationship between two variables.

It can be concluded that there is negative relationship between welfare satisfaction and employee turnover intention that relationship is statistically significant.

Correlation between employee monitoring and surveillance and employee turnover intention.

Table- 15: Correlation between employee monitoring and surveillance and employee turnover intention.

Correlations		Mean_EMS	Mean_ETI
Mean_EMS	Pearson Correlation	1	.370*
	Sig. (2-tailed)		.001
	Sum of Squares and Cross-products	8.936	-4.922
	Covariance	.113	-.062
	N	80	80
Mean_ETI	Pearson Correlation	.370*	1
	Sig. (2-tailed)	.001	
	Sum of Squares and Cross-products	-4.922	19.800
	Covariance	-.062	.251
	N	80	80

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

In relation to the result of the statistical test which are in table 15, Pearson correlation coefficient between two variables is 0.370. This shows that there is a positive relationship employee monitoring and surveillance and employee turnover intention. The found relationship is statistically significant as correlation is significant at 0.01. Thus, it can be statistically claimed that there is significant relationship between two variables.

It can be concluded that there is positive relationship between employee monitoring and surveillance and employee turnover intention that relationship is statistically significant.

Table- 16: Impact of work and family life on employee turnover intention.

Variables	Work life balance
Method	Linear
R Square	0.210
Adjusted R Square	0.190
F	1.689
Significance	0.019
B-Constant	2.463
b-Value	-0.146

The b value of the equation, the gradient of the regression, is 0.210. Which is significant at 5% (Significant=0.000). As indicated by R squared, 21% of the variance of employee turnover is explained by work life balance with the standardized beta of -0.146. The F value is 1.689, which is significant at 1% (p=0.0000), which suggests that work life balance has significantly explained 69.3% of the variance of employee turnover.

Table- 17: Impact of welfare satisfaction on employee turnover intention

Variables	Welfare satisfaction
Method	Linear
R Square	0.250
Adjusted R Square	0.120
F	1.974
Significance	0.016
B-Constant	2.508
b-Value	-0.157

The b value of the equation, the gradient of the regression, is 0.250. Which is significant at 5% (Significant=0.000). As indicated by R squared, 25% of the variance of employee turnover is explained by welfare satisfaction with the standardized beta of -0.157. The F value is 1.974, which is significant at 5% (p=0.0000), which suggests that welfare satisfaction has significantly explained 25% of the variance of employee turnover.

Table- 18: Impact of electronic monitoring and surveillances on employee turnover intention

Variables	Employee monitoring & surveillance
Method	Linear
R Square	0.370
Adjusted R Square	0.260
F	12.373
Significance	0.01
B-Constant	3.113
b-Value	0.370

The b value of the equation, the gradient of the regression, is 0.370 which is significant at 5% (Significant=0.000). As indicated by R squared, 37% of the variance of employee turnover is explained by electronic monitoring with the standardized beta of 0.370. The F value is 12.373, which is significant at 5% (p=0.0000), which suggests that electronic monitoring has significantly explained 37% of the variance of employee turnover.

Hypothesis Testing

The hypothesis testing was carried using the results of Pearson’s product movement correlation analysis and the results of Regression analysis. All the Null hypotheses were tested using those results. There are two hypotheses concerned with a positive relationship ($H_A > 0$), and There are two hypotheses concerned with a negative relationship ($H_A < 0$) and one tailed test was used in the correlation analysis.

Testing Hypothesis 1

The first hypothesis was: “There is a positive relationship between work load and employee turnover intention of executive level employees’ at the leading apparel organization”.

The null hypothesis is formulated as:

H0: “There is no positive relationship between work load and employee turnover intention”.

H1: “There is a positive relationship between work load and employee turnover intention”.

According to the results of Pearson's correlation analysis between work load and turn over intention of selected leading apparel organization, the correlation coefficient is 0.148, which is significant at 5% ($p=0.000$). As per the results of simple regression analysis between the two variables the regression coefficient (b) is 0.148, which is significant at 5% (Sig. T=0.000).

According to table 5.15 standardized coefficients Beta value is 0.148, and its shows that there is a positive impact of work load on employee turnover intention. The work load increases in 1% and turnover increased in 14.8%. And also, significant value is 0.019. (Sig: value 0.019 which is less than 0.05 level).

Therefore, according to the results of this tests, the Null hypothesis is rejected and the alternative hypothesis is accepted since $r\ 0.148 > 0$ and $b\ 0.148 > 0$. Hence the data support the hypothesis that there is a positive impact of work load on employee turnover intention of executive level employees in leading apparel organization in Sri Lanka".

Testing Hypothesis 2

The second hypothesis was: "There is a negative relationship between work and family life balance and employee turnover intention of executive level employees' at the leading apparel organization".

The null hypothesis is formulated as:

H0: "There is no negative relationship between work and family life balance and employee turnover intention".

H1: "There is a negative relationship between work and family life balance and employee turnover intention".

According to the results of Pearson's correlation analysis between work and family life balance and turn over intention of selected leading apparel organization, the correlation coefficient is 0.148, which is significant at 5% ($p=0.000$). As per the results of simple regression analysis between the two variables the regression coefficient (b) is -0.146, which is significant at 5% (Sig. T=0.000).

According to table 5.16 standardized coefficients Beta value is -0.146, and its shows that there is a negative impact of work and family life balance on employee turnover intention. The work and family life balance decrease in 5% and turnover increases in 14.6%. And also, significant value is 0.019. (Sig: value 0.019 which is less than 0.05 level).

Therefore, according to the results of this tests, the Null hypothesis is rejected and the alternative hypothesis is accepted since $r\ -0.146 < 0$ and $b\ -0.146 > 0$. Hence the data support the hypothesis that there is a negative impact of work and family life balance on employee turnover intention of executive level employees in leading apparel organization in Sri Lanka".

Testing Hypothesis 3

The first hypothesis was: "There is a negative relationship between welfare satisfaction and employee turnover intention of executive level employees' at the leading apparel organization".

The null hypothesis is formulated as:

H0: "There is no negative relationship between welfare satisfaction and employee turnover intention".

H1: "There is a negative relationship between welfare satisfaction and employee turnover intention".

According to the results of Pearson's correlation analysis between welfare satisfaction and turn over intention of selected leading apparel organization, the correlation coefficient is -0.157, which is significant at 1% ($p=0.000$). As per the results of simple regression analysis between the two variables the regression coefficient (b) is -0.157, which is significant at 5% (Sig. T=0.000).

According to table 5.17 standardized coefficients Beta value is -0.157, and its shows that there is a negative impact of welfare satisfaction on employee turnover intention. The welfare satisfaction decreases in 5% and turnover increased in 15.7%. And also, significant value is 0.016. (Sig: value 0.016 which is less than 0.05 level).

Therefore, according to the results of this tests, the Null hypothesis is rejected and the alternative hypothesis is accepted since $r\ -0.157 < 0$ and $b\ -0.157 < 0$. Hence the data support the hypothesis that there is a negative impact of welfare satisfaction on employee turnover intention of executive level employees in leading apparel organization in Sri Lanka".

Testing Hypothesis 4

The first hypothesis was: "There is a positive relationship between electronic monitoring and surveillances and employee turnover intention of executive level employees' at the leading apparel organization".

The null hypothesis is formulated as:

H0: "There is no positive relationship between electronic monitoring and surveillances and employee turnover intention".

H1: "There is a positive relationship between electronic monitoring and surveillances and employee turnover intention".

According to the results of Pearson's correlation analysis between electronic monitoring and surveillances and turn over intention of selected leading apparel organization, the correlation coefficient is 0.370, which is significant at 5% ($p=0.000$). As per the results of simple regression analysis between the two variables the regression coefficient (b) is 0.370, which is significant at 5% (Sig. $T=0.000$).

According to table 5.18 standardized coefficients Beta value is 0.370, and its shows that there is a positive impact of electronic monitoring and surveillances on employee turnover intention. The electronic monitoring and surveillances increase in 1% and turnover increased in 37%. And also, significant value is 0.001. (Sig: value 0.001 which is less than 0.05 level).

Therefore, according to the results of both tests, the Null hypothesis is rejected and the alternative hypothesis is accepted since $r\ 0.370 > 0$ and $b\ 0.370 > 0$. Hence the data support the hypothesis that there is a positive impact of electronic monitoring and surveillances on employee turnover intention of executive level employees in leading apparel organization in Sri Lanka".

III. Recommendations, Implications And Further Studies

Based on the findings of the above research study, the following recommendations were made which could be extremely important for this study. There is a positive relationship between millennium generation executive level employee turnover intention and independent variables (work load, work and family life balance, welfare satisfaction, electronic monitoring and surveillance) in apparel organizations in Sri Lanka. So, management can use this study to reduce or minimize employee turnover intentions in the apparel sector. Identify the affecting factors for employee turnover intention and what the most affecting factor for employee turnover intention is in the apparel sector in Sri Lanka. Some of the factors are new factors for the influence on employee turnover intention. Likewise, electronic monitoring and surveillance in the apparel sector can identify new factors that affect employee turnover intention. The above factors vary from past research factors in that managers can identify and minimize or reduce employee turnover intention for organizational overall success and progress. The findings of the research show that there is a significant impact of the positive relationship between employee turnover intention on workload and electronic monitoring and surveillance on executive level employees, and there is a significant impact of the negative relationship between employee turnover intention on work and family life balance and welfare satisfaction on executive level employees in the apparel sector.

In summary, our research findings can add to the current literature by emphasizing the critical role of workload, work-family life balance, welfare satisfaction, and electronic monitoring and surveillance in reducing or minimizing employee turnover intentions in the apparel sector in Sri Lanka.

Due to time constraints, the researchers used small samples, and for generatability of the results, it can be proposed that the present conceptual model can be tested with larger sample sizes. Researchers used four independent variables (workload, work & family life balance, welfare satisfaction, and electronic monitoring and surveillance) to determine the factors influencing employee turnover intention; future researchers can investigate those variables as well in their research studies.

There are limitations in any research. But researchers should try to eradicate those limitations as much as possible to conduct the research more effectively and efficiently. The following can be represented as the limitations of this research.

In organizational Employee attitudes depend on person to person. An employee's attitude has a potential to impact his interactions with others and his individual work performance. Attitudes directly affect the employee's reactions to others, including peers, supervisors, and also customers.

Some responses may not be reliable, and I can't imagine that respondents always give us reliable data. They will give us unusual data if we do not explain the abstract of the research. Our whole research depends on the respondent's response. Therefore, we need to keep an eye on them.

Time limitations are another If there was not enough time, we would not be able to collect the data and other relevant information correctly, and we would not be able to prepare the research according to a specific format and only one time used to collect data.

In further research areas, are the other factors affecting employee turnover intention and how they can be minimized or reduced? This study was conducted at an individual employee level, and it can be suggested that future research can be conducted at organizational and institutional levels.

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