EXAMINE THE RELATIONSHIP BETWEEN ORGANIZATIONAL FACTORS AND EMPLOYEE TURNOVER IN APPAREL INDUSTRY IN SRI LANKA

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ABSTRACT

The intimation of “employee turnover” is a substantial metric which is bound with human resource management in organizations. Therefore interest occurred to examine the relationship between organizational factors and employee turnover in apparel industry in Sri Lanka with boosting turnover among apparel employees. The questionnaire was administrated to gather data from conveniently selected sample of 50 operational level employees (already left out from their job) in two apparel companies in Galle District. Four organizational factors such as compensation practices, supervisory support, health & safety practices, and working environment were examined. The data analysis included the univariate, bivariate and multivariate analysis. Univariate analysis presented basic nature of research variables, Bivariate analysis used to identify the significant relationship between dependent variable with each independent variables and Multivariate analysis used to examine the overall fitness of the model. Bivariate and multivariate analysis used to test four hypotheses developed for the study. Results revealed that organizational factors negatively influence towards employee turnover. . Impact of demographics on employee turnover of the respondents was analyzed using T-test analysis and One Way Anova. Therefore researcher concluded demographic factors were not significantly influence to employee turnover.

Key words: Compensation practice, Supervisory support, Health & safety practice, Working environment, Employee turnover

1. INTRODUCTION

The contemporary business world is so complex and dynamic in nature. Therefore organizations which are operating within the

business world are making a great effort to secure the competitive advantage over its rivals. It can be categorized three basic types of resources which aid to gain competitive

advantage as physical capital resources, organizational capital resources and human capital resources. Especially the organization's employees are its most valuable resource . Because it is a critical resource which determines the achievement of long term and short term goals of an organization. Therefore Human Resource Management is a must in achieving expected outcomes and desired goals. The generic purpose of Human Resource Management is to generates and retain appropriate workforce .

Apparel industry plays an important role in the Sri Lankan economy as the largest foreign income source over the last three decades. Since 1986, textile & garment continue to maintain their position as the Sri Lankan largest single item of exports. Apparel exports in Sri Lanka have recorded an increase 9.26% in the year of 2014. Also the country is well geared to position itself as a commercial hub and the apparel sector is keen on getting into the global supply chain as well..

Employee turnover is always a major problem which faced by the managers in the apparel industry. There is a big competition between organizations to grab the potential workforce into their organizations. Also many firms are facing a shortage of direct labor as there is high labor turnover in the industry .

The term “employee turnover” can be defined as the rotation of workers around the
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labor market; between firms, jobs and occupations and between states of employment and unemployment .

2. STATEMENT OF THE PROBLEM

Employee turnover is a major problem in apparel industry when they competing with other rival countries. Apparel industry has a vital place in Sri Lanka's economy . It has become Sri Lanka's largest export industry. Although it is the backbone of Sri Lanka's economy, major problem the apparel industry facing nowadays is the problem of developing and maintaining manpower. The average labor turnover worked per factory is about 60 percent per annum Taking the labor migration into account the number of persons leaving the industry each year is estimated at 25 percent. Therefore there is high probability to quit the industry.

Most of the researchers have been identified and examined the employee turnover in the apparel industry in the literature. Because of high turnover rate of employment will cause to lots of negative impacts to the organization such as decreases of the organizational productivity, profitability and customer satisfaction as well as increase employment costs and so on . High level of turnover negatively affects the business unit performance. Also employee turnover is a huge problem for many companies in several Asian countries such as Hong Kong, South Korea, Malaysia, Singapore, Taiwan and Sri Lanka.

Also most of the scholars argued that employee turnover in the apparel industry are more costly. Because for the hiring, induction, training and development of new employees. Also, the cost incurred for the training of who left out the organization. Also some scholars identified that turnover bring some beneficial to the organization. Because organizations can get the advantage of new bloods and new employees work with higher motivation etc. In this regard some scholars arguing about benefits of employee turnover while some of others are talking about negative consequences of it.

Joint Apparel Association Forum- Secretary General M.P.T Cooray speaking to Daily News Business said that apparel industry is expecting to achieve US\$8.5 billion apparel exports by 2020, industry needs to record 12 percent growth rate year on year to achieve this target as well as when achieving this goal definitely employee turnover rate may boosts up within the industry.

Actually this problem is very significant and interesting for the organizations as well as for the researchers because it is costly, serious and vital . Therefore this study examined the relationship between organizational factors and employee turnover in apparel industry in Galle District.

3. SIGNIFICANCE OF THE STUDY

Human resource managers in apparel industry always have to pay a great attention

regarding employee turnover within their organization. Among the various factors that affecting to employee turnover, organizational factors highly impact on employee turnover of operational level employees.

The major challenge of the organizations is to identify the factors which caused to employee turnover and to implement necessary actions to retain existing employees. When there is a high employee turnover within the organization, it needs to carry out continuous recruitment, selection, hiring, training and development functions which consume much time, energy and cost. Even though the company can enjoy with new bloods through new recruitment they must care about to retain existing competent and skilled employees. That will be more cost effective and more beneficial to achieve organizational goals and objectives efficiently and effectively. Generally, all costs related to the leaving and replacement of employees can be considered to be costs of employee turnover.

Operational level employees are the employee category which has a high level of turnover in almost all garments manufacturing organizations . And also it is important to identify the factors that affect to employee turnover. Organizational factors play a vital role in determining employee turnover. When organizations are not stable employees tend to quit and look for stable organizations . Also pay and pay related

variables have a moderate impact on turnover . Health& safety practices are important determinants of employee turnover . Also supervisory styles play a significant role in shaping up the employee turnover . As well as toxic workplace environment may lead towards the employee leave their organization .

Therefore this study mainly focuses on the employee turnover of the operational level employees and to find the effects of organizational factors on employee turnover.

4. RESEARCH FRAMEWORK

Employee turnover is the process of which employees leave the organization and have to be replaced . Most of the studies revealed that instability of the organization has been shown to have a high degree of turnover. Because of the employees are more likely to stay when there is a predictable work environment . Also employee turnover is the rate of movement of employees in and out of an organization .

Organizational factors refers to organizational policies and practices such as opportunities for growth, supportive management, supportive HR policies, organizational culture and other factors . Higher turnover in an organization occurred as a result of management of an organization . High employee turnover may results because of poor personnel policies, poor recruitment policies, poor supervisory

practices, poor grievance procedures, or lack of motivation.

Compensation practice can be considered as all the extrinsic rewards that can be receive such as salaries, any incentives, or bonuses and other benefits . And extrinsic rewards may be monetary and non monetary rewards which are tangible . Employees are more tend to leave their organization when the organization provides low salaries . Also salary level has a considerable effect on employees' commitment towards the organization and it has a significant impact on employees' turnover.

Also non-managerial employees turnover adversely related with the compensation practice . Employees with high salaries are less likely to quit their job and their organizational commitment also high . Also lack of satisfaction with salary associated with turnover . There is an adverse relationship between high rewards and employee turnover . Therefore researcher hypothesized as,

Hypothesis 1- There is a negative relationship between compensation practices and employee turnover in apparel industry in Galle District.

Supportive supervisors care about employees' career goals, give credits for work an employee done and help employees to develop job-relevant skills and competencies .Also number of studies found moderate support for an adverse relationship

between supervision and turnover . There is a significant relationship between supervisory behavior and employee turnover .

If there are high supervisory support employee think they are appreciated or valued by the organization . Hertzberg (1996) theory also explains that strict employee supervision caused to dissatisfy, de-motivate and then tend to leave the organization . Also good supervisory support helps to develop skills and they are more likely to retain with the organization . Therefore researcher hypothesized as,

Hypothesis 2- There is a negative relationship between supervisory support and employee turnover in apparel industry in Galle District.

Health & safety practice can be considered as quality mental and physical health and safety conditions provided by the organization . Also significant adverse relationship was found between employee health & safety practice and turnover . From the multivariate analysis, it was pointed out that the health & safety practices show a moderate relationship with the employee turnover .Therefore good health & safety practices are important to reduce the turnover . Employee's mental and physical health impact on stress and it will adversely impact on turnover . Therefore researcher hypothesized as,

Hypothesis 3- There is a negative relationship between health & safety practices and employee turnover in apparel industry in Galle District

Working environment can be defined as the physical geographic location which provided by organization for their employees . Features such as temperature, lighting, noise and ventilation should be considered in any working environment .Many scholars argued that work environment as a key factor when determining employee turnover in any organizations .

Also there is a negative relationship between working conditions and voluntary turnover . As well as toxic workplace environment may lead towards the employee leave their organization . Therefore researcher hypothesized as,

Hypothesis 4 – There is a negative relationship between working environment and employee turnover in apparel industry in Galle District

According empirical evidences explained in the literature review researcher identified employee turnover as the dependent variable and the organizational factors as

Figure 4.1: Theoretical framework

Source: Developed by the researcher

independent variables. Further researcher identified age, gender; marital status and educational level have a significant relationship with employee turnover. Also compensation practice, supervisory support and health & safety practice and working environment negatively impact on employee turnover.

By considering these relationships between research variables researcher proposed the following theoretical framework for the purpose of this study.

Researcher conducted this study in order to demonstrate the relationship between employee turnover and organizational factors as a correlational study.

And this study was relates with the non-contrived settings because this study was conducted in a natural environment in an apparel industry where work proceeds normally. The researcher examined the impact of organizational factors on employee turnover and researcher obtained the responses from each individual employee and treated these responses as an individual. Hence the unit of analysis of this study was an “individual employee”.

The populations of this study compromised with all left out employees within past five years from Rasuki Apparel (Pvt) Ltd and Pinnaduwa Apparel (Pvt) Ltd in Galle (approximately 800 employees). The sample for this study was initially derived by conveniently selected 50 left out operational

level employees from Rasuki Apparel (Pvt) Ltd and Pinnaduwa Apparel (Pvt) Ltd in Galle. And they are currently occupying in other apparel companies in Galle District.

And researcher used non-probability sampling techniques and conveniently selected the sample for the study. Research instruments were reliable with measurement items having a Cronbach alpha value above 0.7. Measurement model comprised of 38 items. Here 22 items used to measure organizational factors and 05 items used to measure the employee turnover with the five-point Likert Scale. And other 11 number of items used to measure demographic variables.

When considering the 50 respondents, majority of them were female (54%). As well as majority of the respondents were married (58%). And majority of them appeared in the age category of 25-34 (54%).

5. MEASURES

A questionnaire was used to measure the variables. The questionnaire was separated in to three sections demographic variables, organizational variables and employee turnover (See appendix 01). The five point Lickert scale used in the questionnaire except for the demographic variables. The degree of agreement or disagreement of the respondents for each questions ranged from strongly disagree to strongly agree with the assign value of 1 to 5 respectively for the positive statements.

Table 5.1: Measuring the organizational factors

Compensation practice	Basic salary	11		Outfits	27
	Fair salary	12		Compensate for any hazard	28
	Salary increases	13	Working environment	Healthy and independent working environment	29
	Additional bonuses	14		Tools and equipment	30
	Over time payments	15		Team work	31
	seasonal benefits	16		Information availability	32
	Advances and loans	17			
Supervisory support	Feedback	18			
	Career development	19			
	Caring	20			
	Appreciation	21			
	Decision making	22			
	Instructions	23			
Health & Safety	Hazards	24			
	Immediate treatments	25			
	Compensate for hazard occurred at work place	26			

Source: Developed by the researcher

Table 5.2: Measuring the employee turnover

Dimension	Indicators	Q. No.
job satisfaction	Low job satisfaction	33
Job stress	Mental stress	34
Knowledge and skills	Mismatch between job and the knowledge and skills	35
Job alternatives	Availability of jobs with better benefits in job market	36
Work life balance	Unbalance between work and family life	37

Source: Developed by the researcher

Researcher used 22 measurement items for the independent variables (See Table 5.1) and 05 measurement items for the dependent variable (See Table 5.2).

6. Validity And Reliability

Researcher have been used dimensions such as compensation practices, health & safety practices, supervisory support and working environment to measure the concept of organizational factors. As well as researcher have been used relevant elements for each dimension. As well as researcher developed questionnaire by adopting and modifying questions from previous researches conducted by scholars for each dimensions ,

Cronbach coefficient alpha for each factor was as follows and alphas range from .700 to .839. That means each item is correlated with other item across the entire sample and the internal consistency was satisfied.

Table 6.1: Results of Reliability Analysis

Variable	Alpha Value	No of items
Employee turnover	.754	5
Compensation practice	.788	7
Supervisory support	.839	6
Health & Safety practice	.700	5
Working Environment	.811	4

Source: Developed by the researcher

7. Results

7.1 Univariate Analysis

This section focused to identify the basic nature of research variables using descriptive statistics such as mean and standard deviation. Descriptive statistics were obtained to transform raw data into an easily understandable form for the interval scale independent and dependent variables as shown in the Table 7.1 because descriptive statistics are the vital and famous step for analyze the data.

According to the above table mean values and the standard deviation for employee turnover and other independent variables are very high. Especially mean values are higher than 3. It indicates that the employee's attitudes toward the turnover are relatively high.

And their attitudes toward the compensation practice, supervisory support, health and safety, and working environment is very bad. Because of the employees were highly dissatisfied with their working conditions within the organization. It is most reasonable because of the researcher derived the sample from who are the employees already left out their job. As well as questionnaires used to collect data for the study consisted with many positive questions relating to compensation practice ,supervisory support, health & safety practice and working environment and only few number of negative questions used to measure the employee turnover.

Table 7.1: Descriptive statistics results

Variables	Mean	SD
Independent		
Compensation practice	1.4243	.21117
Supervisory support	1.2783	.25316
Health & safety	1.5589	.21485
Working environment	1.4352	.24378
Dependent	Mean	SD
Employee turnover	4.2143	.56164

Source: Developed by the researcher

7.2 Bivariate Analysis

Based on the correlation results the researcher can be arrived at a conclusion that there is a negative relationship between employee turnover and compensation practices ($r=-0.145$). Also supervisory support have negative relationship with employee turnover ($r=-0.258$). But these relationships are not significant at 0.01 levels (1-tailed). However correlation results of the study have been shown significant negative relationship (-0.735) between employee turnover and health & safety practices as well as with the working environment (-0.450) of the organization. Because of the P values (Sig. values) for health & safety practices and the working environment are 0 .000 and 0.001 respectively. Therefore negative relationship between employee turnover and health & safety practices as well as with the working environment were significant at the 0.01 level (1-tailed).

According to results obtained in the Table 7.2 H_3 and H_4 can be accepted. Because of these correlations are significant.

Table 7.2: Results of Correlation Analysis

Hypotheses	Independent Variable	r	p
H_1	Compensation practice	-.145	.315
H_2	Supervisory support	-.258	.071
H_3	Health & Safety	-.735	.000
H_4	Working Environment	-.450	.001

Source: Developed by the researcher

7.3 Multi Variate Analysis

According to results obtained through the multiple regressions, selected independent variables explained 58% variation of the dependent variable. And remaining 42% explains by the other factors. Because of there are additional variables that are important in explaining employee turnover that have not been considered in this study. As well as researcher can be concluded that the overall model developed by the researcher for this study was significant ($P=0.000$).

Researcher considered unstandardized coefficients to examine the significance of each individual coefficient because all independent variables are measured using five point lickert scale.

According to the beta values obtained in the regression analysis results researcher can be concluded that there is a negative relationship between all organizational factors and employee turnover. Even though all beta values have shown as negative, only

H1 and H3 can be accepted (because of the sig values were .022 and .000 respectively)

Table 7.3: Results of regression analysis:

Adj. R ² =.585	F-Value=18.276		Sig=.000
Model	Unstandardized Coefficients		
	B	Std.Err or	Sig.
(Constant)	1.068	.593	.079
Compensation Practice	-.157	.066	.022
Supervisory Support	-.129	.084	.133
Health and Safety	-.649	.108	.000
Working Environment	-.131	.080	.107
Dependent Variable: Employee Turnover			

Source: Developed by the researcher

Overall model

Especially when considering the results obtained through both bivariate and multivariate analysis, it has provided different results. Because of that there exists multicollinearity among independent variables. Therefore it needs to calculate Variation Inflation Factor (VIF) to minimize

these defects. But researcher did not test the multicollinearity in the present study. Therefore relationship between compensation practices and health & safety practices with employee turnover was insignificant in the results obtained through multivariate analysis.

8. DISCUSSION

This study aimed to investigate the relationship between organizational factors and employee turnover in the context of the Apparel industry in Sri Lanka. And the study was compromised with sample of 50 respondents and majority of them were female (54%). As well as majority of the respondents were married (58%). And majority of them appeared in the age category of 25-34 (54%).

Researcher analyzed four dimensions to identify the relationship between organizational factors and employee turnover. Such as compensation practices, health & safety practices, supervisory support and working environment.

After analysis the results researcher identified that all four dimensions have a negative relationship with the employee turnover. As well as bivariate analysis results shown that health & safety practices and working environment are significant to determine the employee turnover. Because the r value for these two variables were negative ($r = -.735$, $r = -.450$ respectively). Even though managers perceived that good

compensation practice will be aid to reduce employee turnover, it does not necessarily result in a reduction in their decision to quit. Also this significant adverse relationship for health & safety practices and employee turnover was supported by the results provided by the Sujeewa, 2011. As well as several scholars such as Mowday, Koberg, & McArthur, 1982 have been found a negative relationship between working conditions and employee turnover and supported with the results of the study.

From the multivariate analysis researcher identified significant negative relationship between compensation practices and employee turnover as well as health & safety practices and employee turnover. Though it is, Sujeewa, 2011 was pointed out that the health & safety practices show a moderate relationship with the employee turnover. Several studies found that strong negative relationship between compensation packages and employee turnover. Also according to Haines, Jalette, & Larose, (2010) sound growth of wages or compensation package significantly reduces the employee turnover. Therefore these evidences were supported with the results of this research study.

Through the both bivarait and multivariate analysis researcher identified that there is a negative relationship between supervisory support and employee turnover but it was not significant relationship. But number of studies found moderate support for an

Table 7.4: Results of One Way ANOVA and T-test analysis

Demographic Variable	F Value	Sig. Value
Job title	.126	.944
Age	1.006	.373
Education qualifications	.087	.769
Work experience	.537	.747
	T Value	Sig. Value
Marital status	.424	.088
Gender	.035	.989

Source: Developed by the researcher

adverse relationship between supervision and turnover .

Further researcher analyzed how demographics of the respondents have been influenced to employee turnover. Through the literature researcher identified age, gender; marital status and educational level have a significant relationship with employee turnover. But through the study researcher identified that these demographics have not been shown any significant relationship with employee turnover. Results presented in the Table 7.4 have been shown that any demographic factors were not significant ($P > 0.05$).

8. CONCLUSIONS

The researcher intended to examine the impact of organizational factors on employee turnover in apparel industry. Compensation practices, supervisory support, health & safety practices and working environment considered as the

organizational factors for this study. Then the research was designed and four hypotheses were formulated accordingly. And researcher used a questionnaire to collect data from operational level employees who left out in apparel industry in Galle district.

Also negative relationship between organizational factors and employee turnover were found. But the relationship between health and safety and employee turnover as well as working environment and employee turnover were significant under the correlation results. And 58% variation explained the dependent variable by the selected independent variables for the study. Overall model developed for the study was significant ($P=0.000$). Further researcher revealed that any demographic factors were not significantly influence on employee turnover.

9. RECOMMENDATIONS

Organizations should properly maintain the human resource within the organization and should offer sufficient salaries and wages, bonuses, overtime payments etc. As well as supervisor behaviour should be observed properly and unnecessary behavior should be eliminated. Because of the production supervisors are always trying to achieve timely production targets while keeping an unnecessary stress towards their employees. Also, organizations should maintain well organized health and safety practices as well as should offer completed work environment for their employees. Not only is that it very

important to installing day care, child care centers within the premises or nearby area.

Further researchers should consider other important organizational factors which influence on employee turnover. Also they should direct to other districts of the country. As well as they can draw their sample more than the sample of the current study. And it is very important to measure the Variance Inflation Factor (VIF) to minimize the multicollinearity defects among research variables.

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