A STUDY ON FACTORS AFFECTING MANAGERIAL AND EXECUTIVE TURNOVER INTENTIONS IN APPAREL INDUSTRY: SRI LANKA

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Dissertation submitted in partial fulfillment of the requirements for the degree Master of Science in Textile and Clothing Management

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Sri Lanka

July 2018

DECLARATION

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ABSTRACT

Significantly, Managing Employee turnover is an essential element to the continuing growth of any Business or the Organization around the world. Before taking any actions to avoid Employee turnover, it is a must to look upon Employee Turnover intention and the reasons for such intention. In this Research study,

200 Managerial and Executive Employees were selected from the Garment Factories which are situated in the Free Trade Zone, Katunayake where most of the Garment Factories in Sri Lanka are situated in that Geographical area. It is always hard to identify the inner feeling of anyone, in the same manner, selected subject of the research also deeply goes into the inner feeling of the above said set of employees on what level of turn over intention they have on their jobs. In order to measure the above which is a critical fact, properly designed structured questionnaire was used to measure the levels and how the employees feel about each factor.

Data was collected using random sampling technique and then coded. After coding process, Data analysis was completed through SPSS and Microsoft Excel. Descriptive and inferential statistics used for the study. Also it should be noted that the reason for selecting such a complex topic is to bring the real situation into light where most of the time inner feelings of the employees who are in front end of hierarchy are not considered when making policies or implementing strategies. Therefore it is very important to note that fact and give some suggestions to the top management of the Garment Factories about how the executive employees "feel" about their jobs.

DEDICATION

I dedicate this thesis to my parents. Without their patience, understanding, support, the completion of this work would have not been possible.

ACKNOWLEDGEMENT

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CHAPTER 01

INTRODUCTION

1.1 Background of the study

This chapter begins with an outline of the Apparel Industry in Sri Lanka and extends to cover the worker adequacy through representative engagement and the inspiration. It additionally presents the root cause of the research problem and the significant of the same.

1.1.1 Apparel Industry in Sri Lanka

Sri Lankan apparel industry is a strategic sector in Sri Lankan economy and it is recognized as crest of ethical fashion apparel production, trusted by the classical global fashion brands (EDB, 2015).Specially, for over 3 decades, Sri Lanka has become one of the top most apparel sector supplier in the world renowned brands. The apparel manufacturers can be categorized in to three scales namely small scale, medium scale and large scale while all three types of categories are spread throughout the country by their establishment.

There are around 300 apparel product manufacturers in Sri Lanka. Apparel industry plays a prominent role as an economic contributor to Sri Lankan economy. The industry itself, has been developed extraordinarily by earning primary foreign exchange accounting to 40% of total exports of Sri Lanka and 52% of industrial products exports. (EDB, 2015).According to EDB (2015), Sri Lanka has the fierce advantage for the industry of apparel, as it has competitive strengths in the international market. Sri Lankan apparel manufacturers are recognized as the manufacturers who meets the ecological demands of the international market with high quality.

Sri Lanka has environment friendly factories and manufacturing methods are also to support the environment sustainability. Sri Lanka follows the ethical practice to ensure the

Righteous working conditions such as free of, forced and child labor, free of sweat shops and discrimination.

Sri Lankan apparels have earned global reputation as a reliable and a quality manufacturer with highly skilled, literate and competent work force. Location of Sri Lanka is identified as the strategic location to ensure the speedy delivery of apparels. Especially Sri Lanka has invested on research and development initiatives to create new products and services.

1.1.2   Employee turnover in apparel industry

Apparel sector is highly labor intensive and labor cost is a considerable component of the total cost of apparel products. Hence the employees have been identified and considered as one of the strategic factors of the apparel industry. Human capital is vital to the competitive advantage for Sri Lankan apparel Industry

The procurement, maintenance and retention of skilled labor is an essential requirement for continuing the operations. But employee turnover has become a key issue in the industry. Mathis & Jackson (2006) declared the labor turnover as the exercise, where employees leave an organization and it has to be ideally replaced. Kelegama (2005) mentioned that Sri Lankan garment industry has indirectly or directly contributed to sustenance of nearly 1.2million people. Dheerasinghe (2009) found that more than 330 000 employment or in other words 5percent of country's total employment is in the apparel industry. Still scarcity of skilled labor and high labor turnover ratio have become very challenging issues within the industry.

According to Dheerasinghe (2009), there is an excessive labor turnover ratio in non-executive category and he further emphasized that there is an emerging issue in employee turnover of executives in apparel manufacturers in Sri Lanka. Mathis (2006) emphasized

that the employee turnover is a problem involved with cost as it is associated with replacement cost, separation cost, hidden cost, training and development cost and cost of lack of productivity.

Thus it is recognized that labor turnover is an acute issue in apparel industry Sri Lanka and this study aims to examine the factors affecting managerial and executive turnover intentions in apparel industry in Sri Lankan context.

1.2 Research problem of the study

Sekaran (2010) stated that research problem should be identified by the researcher effectively. Labor turnover is influence by many factors in the industry. Several authors highlighted that he turnover is one of the most researched phenomena in organization behavior. The wide range of these studies are expressive of the significance and the complexity of the issue of labor turnover. This phenomenon is interesting due to its psychological as well as economical dimensions and its organizational significance.

"Turnover intention" is used as the dependent variable, rather than "turnover" of this study. The gravity of analyzing "turnover intention" is having an important role in forecasting and understanding actual potential quits. According to Agoi (2015) turnover intention and actual turn over behaviors are highly correlated.

Direct cost such as cost of replacement and indirect costs such as pressure on remained staff, loss of social capital are arising with voluntary turnover (Staw, 1980).With the aim of identifying turnover intent as early as possible will enable the planners to take remedial course of action

In this study, testify the impact of selected variables found in the literature on "turnover intention" among executives and managerial sector of Sri Lankan apparel industry.

Research problem of the study is "What are the factors affecting managerial and executive turnover intentions in apparel industry in Sri Lanka?"

1.2.1 Justification of the research problem

In the analysis of labor turnover of main apparel manufacturer in Sri Lanka, it is shown that 9% -10% of turnover ratio prevails in executive and managerial category in the consecutive years of 2014, 2015 and 2016. Over 26% of turnover ratio prevails in non-executive category. This shows that the employee turnover is the key and strategic issue in this company (Table 1- 1).

Mathis (2006) briefed that the employee turnover is a real loss as the replacement is a costly exercise as described above. Opatha (1997) found that the labor turnover is a strategic concern in the field of Human resources which has negative impact on organizational performance and also in long term sustainability of the company. Then, it is justified that labor turnover is a strategic issue and there is the need of identifying the causes which effects on labor turnover.

Table 1-1: Executive and Non-executive turnover of a company

Year	2014		2015		2016	
Category	number of Executives/ Managers	number of Executives/ Managers	number of Executives/ Managers	number of Executives/ Managers	number of Executives/ Managers	number of Executives/ Managers
Month						
January	2	35	1	40	3	35
February	1	20	2	25	1	21
March	1	19	1	15	1	20
April	2	35	1	31	2	38
May	2	25	1	25	2	22
June	2	33	2	21	1	24
July	1	23	2	15	1	23
August	1	41	2	18	1	26
September	2	20	3	26	3	23
October	1	41	2	48	2	38
November	2	21	1	25	2	33
December	1	26	2	33	3	38
Total employees left the Organization	18	339	20	322	22	341
Labor Turnover Ratio	**9%**	**32%**	**9%**	**26%**	**10%**	**27%**
Total number of employees of respective category	200	1050	220	1250	220	1285

LABOUR TURNOVER RATIO

2014		2015		2016	
EXECUTIVE/MANAGERIAL	NON EXECUTIVE	EXECUTIVE/MANAGERIAL	NON EXECUTIVE	EXECUTIVE/MANAGERIAL	NON EXECUTIVE
9%	32%	9%	26%	10%	27%
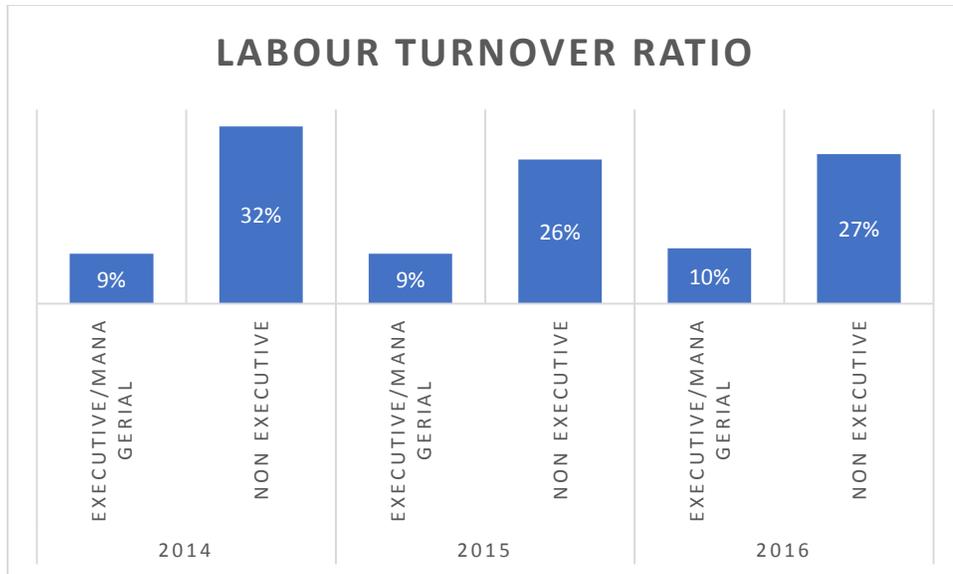
Figure 1: Executive and Non-executive turnover ratio of a leading apparel manufacturer in Sri Lanka

1.3 Research objectives of the study

1.3.1 Main Objective

To identify the factors affecting managerial and executive turnover intentions in apparel industry in Sri Lanka.

The Employee has different intentions to retain or leave in the organizations. The main objective aims to measure the effect of these intentions.

1.3.2 Specific Objective

To propose a model for the factors which affect managerial and executive turnover intentions in apparel industry in Sri Lanka.

This objective aims to build a sound model which explains the factors affecting managerial and executive turnover intentions in apparel industry in Sri Lankan context.

To identify the causal relationship between the factors affecting managerial and executive turnover intentions and turnover intention in apparel industry.

1.4 Significance of the research

This study has significance in term of Practical and academic perspective.

1.4.1 Practical Significance

This study targets to provide valuable findings to decision makers who involve in human resource management in apparel industry. Specially, management of the respective apparel manufacturers can use these findings for employee management and strategy formulation.

1.4.2 Academic Significance

With the investigation of secondary evidences and past literature, there are very little literature done in this field of turnover intention of managerial and executives of apparel industry in Sri Lankan context. Then, this study targets to bridge the gap found in literature review.

1.5 Scope of study

Research problem of the study is "What are factors affecting managerial and executive turnover intentions in apparel industry in Sri Lanka? Then, this study aims to identify the factors affecting managerial and executive turnover intentions in apparel industry in Sri Lankan context. In addition to this, this study is deductive in nature.

Further, this study is cross sectional in nature due to one-time data collection within the short period of time. Research strategy is a formal survey. For survey, 203 executive and managerial employees will be selected.

1.6 Limitations of the study

There are few constraints in conducting this study. For conducting formal survey, 203 managers and executives are selected from the selected apparel companies in Sri Lanka (convenience sampling). However, these respondents are selected on random basis. Hence, the research conclusions may not be felicitous to a broader population or can't be generalized to whole of the Sri Lankan context.

The conceptual model consists of few variables including Organizational politics, Job satisfaction, Organizational commitment, Training and development, Future career perspective and perceived managerial support and it does not cover all factors affecting to executive or managerial turnover intention.

1. Inadequacy of accurate data due to non-responsiveness, inaccurate responses to collect accurate data. Therefore, data accuracy and validity is under question.
2. Moderating effects on variables, such as political circumstances, economic conditions, personal factors, geographical factors, unavoidable situations effecting to executive or managerial turnover are neglected in this study.
3. Behavioral elements cannot be measured using quantitative techniques and tools. Therefore, measurement of executive and managerial turnover is measured through a likert scale.
4. The time frame of this research is limited period of time (Cross sectional). It limits the validity of results from the study.

1.7 Chapter outline

The research report comprise of five chapters including Introduction, Literature review, Methodology, Data analysis and presentation and finally the Conclusion and recommendations.

Chapter 1 (Introduction) covers the background of the study. It covers the topics of background of the study, Problem statement, Objectives of the study, research questions, Significance of the study, Research scope, Limitations of the study and finally chapter outline of the research.

Chapter 2 (Literature review) covers the examination of secondary sources and Empirical evidence to construct the theoretical linkage among the independent variables and dependent variable. Further, literature review supports to the researcher in making findings, conclusions and recommendations in the study.

Chapter 3 (Methodology) is dedicated to Research design and Methodology .It includes conceptual framework of the study, development of the hypotheses, Research design by covering Sampling Design , Population, Sample Selection Procedure, Sample Size , Data collection methods and Data analysis and presentation of study.

Chapter 4 (Data Presentation & Analysis) includes Data presentation, Analysis and discussion of the results of this study. The reliability and validity of the instruments are analyzed. The sample characteristics are presented. The findings of the study are analyzed and discussed using statistical tools.

Chapter 5 (Conclusion & Recommendation) briefed the summary of findings in the study, the Conclusion, Recommendations, Practical implications, guidelines and directions for the future researchers in relation to the study context.

CHAPTER 02

LITERATURE REVIEW

2.1 Introduction to literature review

The chapter two reviews past evidences, secondary data and other researcher's articles to support the ongoing study or study problem. According to Saunders (2009), investigation of the current learnings and facts with reference to the exiting study should be critically reviewed in the Literature review. Literature or secondary data are accessible, cost effective in nature and they provide idea or an understanding. Secondary data may be out dated, not relevant or doubtful in nature. Amidst that literature review is the most important part in the research study.

2.2 Strategic value of human resource in apparel industry

Today, employees are identified as human capital and strategic factor which influences on the sustainability of business. As per Opatha (1997), the main strategic factor for achieving the competitive advantage in the apparel industry is the human capital.

Sri Lanka has the advantages than any other apparel manufacturers in the world to achieve cost efficiency through human factor because Sri Lanka has the highly skilled and competent human resource capacity which leads to achieve the cost efficiency as well as quality assurance.

Lack of skilled labor and high turnover ratio has become key challenges in the industry. Because finding right talent to right place at the right time is crucial and it leads to industry development as well as the organizational performance. Specially labor turn over and employee retention have become key challenges for Sri Lankan apparel industry.

Business dictionary defines labor turnover as "The ratio of the number of employees that leave a company through attrition, dismissal or resignation during a period to the number of employees on payroll during the same period".

Mathis (2006) defined labor turnover as the process in which employees leave an organization and further stated that it has to be replaced straightaway as it is very costly for any organization due to direct costs such as replacement cost as well as indirect costs such as training and development cost of employees. Thus it is accepted that labor turnover is the strategic issue and challenge in apparel industry, Sri Lanka.

However apparel industry is identified as highly competitive, unpredictable market with frequently fluctuating demand conditions. In this situation, each and every process of apparel manufacturing from primary development to end delivery should be managed efficiently and effectively. Otherwise risk of failure is high. According to Silva (2012), most of garment manufacturers in Sri Lanka are facing difficulties in managing these processes effectively, in this competitive and turbulent environment and therefore closed down. These breakdowns were mainly due to high costs, extensive lead times and late deliveries. Then employees in apparel industry has become the crucial asset to achieve the competitive advantages in global apparel business.

According to Dheerasinghe (2009), there is an evolving issue in employee turnover of executives in apparel manufacturers in Sri Lanka. This should be definitely managed properly to achieve the organizational goals through productivity. These discussions of past researches clearly show the strategic value of human resources and why organizations should preserve its employees.

2.3 Introduction to Employee turnover intention in the organization.

"Employees has become the human capital or strategic asset of the business in todays and the business sustainability is determined by employee capacity and retention" (Armstrong, 1999).

Employee's idea of leaving the current job and look ahead to search another job at the earliest is defined as employee's intention to leave .An individual's idea to leave is one of the main predictors and an immediate sign of employee turnover. (Rizwan et all, 2014).

In this volatile and competitive business environment, employee retention and achieving lifetime value have become challenging for Human Resources managers (Cascio, 1998).Management need to understand the behavior of turnover for making relevant plans and approaches to retain employees at the organization. Butler (1991) stated that there is no any common model or structure for identifying labor turnover in the organization. High turnover is usually labelled as bad and believed expensive. Also it is harmful to the organization as organization constantly needs to recruit and train new employees (Guolaugsdottir.A. 2016).Especially in apparel sector it can have a negative impact regarding to meet short lead times, quality products and provide an acceptable service.

2.3.1 Factors affecting to employee turnover

With the investigation of factors affecting to employee turnover and turn over intention, many researchers have examined the factors affecting on managerial and executive turnover intentions in different context.

A remuneration package including salary and other benefits such as rewards, bonus and incentives helps to attract, preserve and encourage employees to stay in the organization. But these days monetary value is not completely sufficient to satisfy employees in an organization. Good practice of human resources such as managing good employee relations, organizational and HR compliance, training and development, organizational design and "Human resource information system" (H.R.I.S) and payroll is vital to retain employees in an organization.

Not only the monetary values, but also the variables such as proper acknowledgement and recognition for employees' actions and hard work towards the organizational success and the level of employees job satisfaction affect to employee turnover (She et all, 2013).

Employee motivation, team work, organizational culture, flexible working arrangements, effective grievance handling procedure, assigning matching jobs to employees and performance appraisal process is also affect high staff turnover rates.

According to Al Mamun & Hassan.N (2017), job satisfaction is key element of employee turnover intention. Further they identified that Managerial factors, pay, additional benefits, carrier promotion, working environment, job fit, job expectation, anticipated alternative employment opportunities and influence of subordinates are the factors directly affects employee turnover. Aswathappa (2008) Identified factors such as nature of the job, traditional attitudes and career perspectives, job stress which affect managerial and executive turnover intentions in the organizations. Salarzehi (2010) also found that job factors like administration processes, team work and desirable working conditions, organizational factors such as salary, promotions and organization policies, then individual factors such as characteristics and personality affects turn over intention of employees

Liyanage.D.M & Galhena B.L. (2014) have taken this issue to another side by identifying demographic factors such as age, gender, marital status, residency and service period have also an impact on labor turnover. Other than demographic factors, they also identified common factors such as social image, civil status, work life balance, recognition, work load, and job alternatives have impacted on employee turnover intention.

According to these studies, common factors of labor turnover can be identified but turnover intention indeed is a complex behavior which need to be identified by the management. However understanding of this behavior of employees is not a simple thing. (Aswathappa, 2008).

2.3.2 Consequences of turnover intention

Employee turnover has become the critical challenge for human resource managers. Human resources managers need to identify consequences of turnover intention of

employees because it is expensive. When an employee leave the organization, management should search for substitute employees in external market, select suitable employee among the substitutes, train him until he reaches to a sound level of performance. This is the replacement cost of employee turnover. Still there's a doubt if selected employee will perform well in his new job. So employee turnover results in the loss of experienced employees.

Apart from costs there are other business features which can be used for evaluating impact of turnover. It affects customer service and quality, can cause lack of motivation and law morale in existing employees (Surji.K.M, 2013).

Not only that, but also labor turnover can caused lower knowledge base, loss of customer credibility, loss of leadership, lack of employee satisfaction, lack of employee motivation, unfulfilled daily functions, decreased performance which leads to poor productivity. Thus, management needs to identify the factors which effect on intentions in the business.

So it is clear that employee turnover intention should be managed carefully and perfectly to avoid turnover in existing employees in the organization, otherwise it can be harmful to the reputation of the organization as well as it makes organization unproductive.

With the understanding of the importance of managing turnover intention in any industry, researcher has choose below factors to measure against executive and managerial turnover intention in apparel industry: Sri Lanka

- Organizational politics.
- Job satisfaction.
- Organizational commitment.
- Training and development.
- Future career perspective.
- Perceived managerial support.

2.4 Organizational politics

It is a common fact that organizational members engage in political behaviors in every organization. Such political behaviors can be identified in various forms and van be seen in different levels of the organization. Definition of organizational politics is given as below.

"Organizational politics are informal, unofficial, and sometimes behind-the-scenes efforts to sell ideas, influence an organization, increase power, or achieve other targeted objectives" (Brandon & Seldman, 2004). As reported by Ferrell and Peterson (1982), organizational politics are the activities done by people the organization that are not required as part of that persons role in the organization.

Organizations politics can improve organizational productivity and profitability by improving employee's individual performance only if it is applied properly, otherwise it will lead organization to a disaster which cause stressful unproductive working environment. (Kulkarni.P. 2016).

Since many researchers found that organizational politics leads to low employer performance, job dissatisfaction, poor attitudes and lack of commitment towards the organization, it is management's responsibility to manage politics effectively to avoid such consequences. (Thanh.T. 2016).

Manages and leaders should know that organization politics is a sword with two sharp edges that can be used ethically to cut through excessive regulation or rigid conformity and outdated processes or it can be used negatively to cut down others innovative ideas or the promotion of a person. Therefore to get benefits from organizational politics, ethical leadership should be followed and managers should committed to use power ethically. Team equity, equal opportunities to all employees working under one team should be provided. (Developing an Ethical Corporate Culture in the work place).

2.4.1 Organizational politics and turnover intention

Ferris et all (1989) proclaimed that higher level of organizational politics can generate a certain level of dissatisfaction among employees, that is strong enough to encourage higher probability of leaving an organization.

Also Delle.E (2013) stated that, turnover intentions can be predicted by company politics significantly. High employee turnover affects Company's core and bottom line, whilst it costs more than an overhead salary to find, train and develop a replacement. Therefore organizational politics should be applied wisely to retain employees and make them productive.

2.5 Definition of Job satisfaction

According to Cambridge Business English Dictionary, Job satisfaction is the sentiment of pleasure of accomplishment that employee go through in their job when they are aware, that their work is worth processing, or the degree to which his work gives him this feeling.

Also job satisfaction is defined as a satisfactory emotional state which results from the appraisal of an individual's job.

Weiss (2002) has stated, job satisfaction is a feeling but points out that researchers must clearly clarify objectives of cognitive evaluation which will affect (emotion), beliefs and behaviors. As it suggests, that we form attitudes towards our profession by considering our feelings, the beliefs, and the behaviors. This can be an indicator for someone's general mental health. If an employee is miserable at work, it's highly unlikely that this person will be happy in their lives.

Amit (2016) claimed that job satisfaction is more important than money. Money which comes with a tiring and dissatisfied work life can never bring satisfaction or happiness in some one's life

In present, HR managers have more concern on employee satisfaction to achieve the life time value of the employees. As per research done by the "ap Group Global", job satisfaction is a guide of employee retention. Also it is mentioned that a satisfied employee is loyal and committed to the organization, self-driven and dynamic. Career progression, job fit and stress, motivation, work/life balance and pay & benefits are several aspects influencing job satisfaction.

In the analysis of the literature, I have selected the following indicators of job satisfaction to measure against the employee turnover intention.

•   Remuneration package for employees (including bonus and incentives)

•   Employee motivation

•   Employee mental fitness

•   Job stress

•   Work load

•   Employee welfare and facilities

2.5.1 Remuneration package for employees (including bonus and incentives)

As per Miller (2014), remuneration package is one of the main factor of job satisfaction. Properly designed employee pay/compensation schemes with bonuses, incentives and rewards, can encourage workers, which helps in achieving organizational targets and create a satisfactory work force.

Some researchers found that the features contain in remuneration package are the crucial factors that influence employee turnover intention, which remarkably effect the workers' retention rate and productivity (Nazir, Shah, & Zaman, 2012).

2.5.2 Employee motivation

Employee motivation is another factor which directly depends on job satisfaction. Work force with job satisfaction and motivation indeed help to sustain productivity. Motivation is explained by the behavioral readiness and the desire. Intrinsic motivation refers to personal enjoyment, reinforcement contingencies is followed by extrinsic motivation (Lai.E.R. 2011).

Motivation can be divided in to two parts such as content theories and process theories.

Content theories focus on the internal factors that stimulate and guide human behavior and it includes theories of Maslow's hierarchy of needs theory, ERG theory, Herzberg's two factor theory and McClelland's needs theory. These content theories mainly focuses on employee's needs and values.

Process theories such as Adam's equity theory, Vroom's expectancy theory, Reinforcement theory and Carrot and Stick approach on motivation discuss how workers needs influence their own behavior. These theories of job satisfaction advocate that worker's choice in their behaviors in orders to encounter their needs. (Figure 2)

These motivational factors can be different from employee to employee based on their back ground, gender or the age. As per Pradifa & Welly (2014), there's a linkage between employee motivation and turnover. Therefore management should focus on key motivating factors and address the effectively and that will drive and motivate employees to work effectively and efficiently.
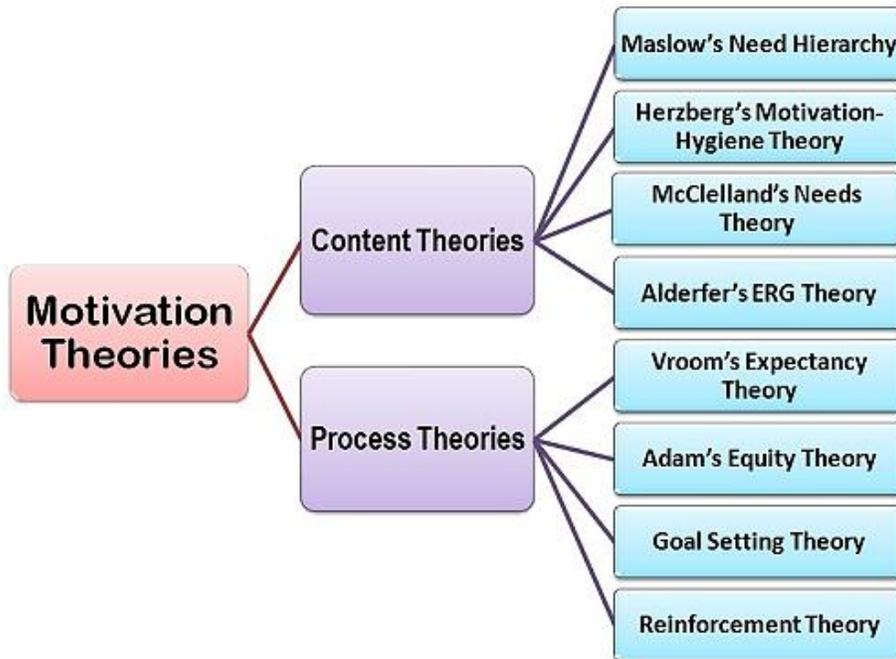
Figure 2 – Theories of motivation (Source-Motivation Theories - www.tes.com)

2.5.3 Employee mental fitness

If any organization work towards to fulfill their employee's needs, turn over intentions can be reduced (Akbar.P and Zulkarnain.A (2013).Because that makes employees feel that organization cares and thinks of their well-being. This can be defined as improving of psychological well-being or the mental fitness of the employees.

2.5.4 Job stress and work load

It is a common belief that a person needs a little bit of stress to stay focused, energetic and able to meet new challenges in the work place. Excessive stress can be harmful to an individual's health as well as to the organization. Due to competitive and turbulent business environment, today many employees have to work long hours to cover up heavy work load, have to meet targets and tight deadlines and it can lead employees feel worried and drained.

This uncontrolled stress can cause damage to employees mind and body which leads to job dissatisfaction. This dissatisfaction directly affects the performance of the organization.

Therefore organization must understand employee needs and give them the environment that can satisfy them and fulfill their needs (Riaz.M. et al. 2016)

Due to significance of job stress, top management of apparel organizations should create strategic steps to avoid and reduce job stress and turnover intention within the employees (Sewwandi & Perera. 2016).

2.5.5 Employee welfare and facilities.

Facilities, comforts and other services provided to employees for their betterment can be defined as employee welfare. The intention of employee welfare is to improve the well-being of workers and make them happy. Happy employee is productive and work efficiently and effectively. This leads whole organization towards productivity.

According to Ravi and raja (2016), welfare measures stimulate employees to sustain in organization and to work towards its success.

According to Thangamani .V. et all (2016), employee welfare measures such as housing facilities, transport facilities, education facilities, recreation facilities and reasonable work load affects to employee satisfaction in garment industry.

Poor facilities or services can lead employees to find better working places so that it is better to be proactive and maintain good employee welfare and facilities to retain employees.

2.5.6 Job satisfaction and Employee turnover intention

Employee job satisfaction and employee retention have become HR concerns and these concerns have become critical HR challenges. According to Spector (1997), job satisfaction and turnover intentions of employees are closely linked. Lee (1988) found using Mobley's (1977) model of employee turnover, that job satisfaction is negatively interconnected with the turnover intentions of workers.

Rothman and Coetzer (2002) describes job satisfaction of an employee is a measure of organizational efficiency and effectiveness. Further they stated that job satisfaction is directed by organizational and personal factors. As per Smith (1992), absenteeism and employee turnover can be reduced with job satisfaction and that helps organization to reduce its cost.

Management should be on alert on employee's job satisfaction level and take necessary steps to feel them better and satisfy to avoid employees leaving an organization which can be very harmful to the organization.

2.6 Organizational commitment

Chen and Francesco (2003) claimed that organizational commitment is one of the most researched subjects due to its effects on individual performance and turnover. Commitment can be described as a kind of effort that ties an employee to a course of action of relevance to one or more targets, stated by Mayer and Herscovitch (2001). According to this "type of force", commitment can be segregated in to three types which are mentioned below (Miller & Lee. 2001).

1. Affective commitment
2. Continuance commitment
3. Normative commitment

Figure 3 – Organizational commitment (Source – www.Slideshare.net)

2.6.1 Affective commitment

Affective commitment is how extent an employee actually enjoys the organization or the feeling they have that they are part of the organization. High level of affective commitment will make sense of belongingness and it will effect on employee and organizational performance in positive manner.

2.6.2 Continuance commitment

According to Werf (2016), continuance commitment relates, to what extent employees feel the need to stay in the company. These workers are not truly bound to the organization but there is a hidden reason such as remuneration, lack of work alternatives them to be in the organization. This is harmful to the organization because as soon as they find an alternative, they will leave organization.

2.6.3 Normative commitment

Werf (2016) stated that normative commitment is about how employees feel the need that they should stay at their current organization. Werf (2016) describes it as employees who feel that they should stay in the current organization are normatively committed and its common for them to feel that leaving their organization would have harmful effects, and it's quite the nature for them to feel guilty about leaving.

2.6.4 Employee commitment and Employee turnover intention

De Paula, De Oliveira and Luz (2016) have found that all three forms of organizational commitment specifically influence the length that an employee stay with their organization while affective commitment makes employee to stay in the current organization and continuance and normative commitment encourage employee intention to leave.

Therefore it is essential an organization to identify each type of commitment in employees and to aim to encourage affective commitment.

2.7 Training / development and Employee turnover intention

Abiodun (1999) has described training is knowledge development, skill development and development of attitudes which are required by workers to perform given task effectively and efficiently .Training can be given in numerous ways. On the job training, off the job training, training inside the organization and training outside the organization, etc are some of them.

According to Adeniyi (1995), staff training and development is a vital component that helps to increase overall effectiveness and profitability of any Organization. According to Mengjun Chen (2014), training is advantageous to any organization to enhance its overall performance and specifically it is a main organizational strategy that affects significantly for employees to remain with on the organization and human capital growth.

Further Chen (2014) says that employers do not invest in training and development as they think training as an expensive risk. As per Umer (2013), for employees to retain in the company for a longer period, training and development is essential. And he has found a positive relationship between these two aspects. Therefore management of any organization should carefully identify training and development needs of employees, and take relevant steps to fulfill the training needs and make sure employees are satisfied and that will lead them to stay longer in the organization.

2.8 Future career perspective and employee turnover intention

Biswakarma.G (2016) has well explained in his research a person no longer thinks of working for a single organization for a longer period. They will think of switching jobs as there are so many opportunities which is a common phenomenon these days. Further he stated that an individual's career should have a positive growth and an individual should have a positive attitude towards the company.

Bianca. A. (2018) explained career perspective deals with a pattern of "employment related experiences". It affects how an employee views his career, including in setting goals for themselves and job searching. It is an employee judges his current employment and explores for better future job opportunities.

Every employee likes to have more duties and responsibilities. They want to be assigned to duties that satisfy themselves, and to grant best performance.

According to Wang et. al (2014), employees who are stagnated in the same position , who lack in satisfaction of current job role ,duties and responsibilities in an organization, there is a tendency for them to leave the organization in search of better career opportunities. Sometimes it can be the money/pay. This suggests that if the organization is interested in employee's career growth and if they invest on training and development, employees will retain and will show positivity towards the organization (Wang et.al .2014). It shows that organizational career growth affects intention to leave the organization.

If not attend to future career perspective of employees by their organizations, may negatively affect the organization. Therefore it is important to find out employees career perspective and make sure to fill the gap on terms of job role, responsibilities, pay and etc.

2.9 Perceived managerial support and employee turnover intention

Wikipedia defines perceived organizational support as how much an employee believes that his organization and management values his contributions and cares about his well-being and fulfills his socio-emotional needs. In his research, Kumar.M (2017) found that organizational support for career development, work engagement and total job satisfaction of an employee are positively related to managerial support for development and turnover intention.

Asif.S. & Hussain.T (2012) stated in their research based on telecommunication sector, turnover intentions of workers depend on the organizational support and commitment as well as perceived organizational and management backing. But as per their research findings, perceived organizational and management support and turnover intentions of the workers are negatively correlated.

According to Arachchige.B & Naotunna.S (2016), organizational support given, helps workers to stimulate their affective and normative commitment while reducing the negative impacts of continuance commitment. This research was done based on machine operators of Sri Lankan apparel industry.

As many researchers found that perceived organizational support reduces the turnover intention (Gok.O, Akgunduz.Y. & Alkan.C. 2017), with this research, I intend to apply this fact in to managerial and executives in Sri Lankan apparel sector due to its importance.

2.10 Importance of exploring factors affecting managerial and executive turnover intentions in apparel industry-Sri Lanka

By analyzing past literature, researcher found numerous factors affecting employee turnover. Many research articles can be found on "employee turnover" rather than "employee turnover intention".

In relation to Sri Lankan context, few researches can be found on employee turnover intentions of the employees in apparel sector, but mainly focused on sewing machine operators or the non-executive employees. But as a volatile industry, executives and managerial sector of the apparel industry play a vital role from initial development to final delivery by making necessary decisions effectively to gain productivity and profitability. It is a common norm that meeting short lead times are the most important fact in apparel industry.

In such context, employee retention is important to an organization to carry out all processes smoothly, because leave of a single employee can interrupt to the smooth flow of the organization. Rather than finding factors affecting to employee turnover, it is important to find the relationship between the factors affecting managerial and executive turnover intentions in apparel industry.

By forecasting turn over intentions, researcher can suggest remedial actions to avoid such situation. As mentioned above, there are past researches done on employee turnover and turnover intentions based on non-executive employees and remedial actions for turn over intentions can be found. But the needs of the executive category and non-executive category can be different so the remedial actions need to be different.

So with this study, researcher aims to find out and investigate the cause and effect of selected variables on managerial and executive turnover intentions in apparel industry in Sri Lanka.

2.11 Summary of Literature review

With the analysis of literature and secondary evidences, Sri Lankan apparel industry is recognized as the one of the most valuable and strategic sector in Sri Lanka which gives direct employment opportunities to 5 % of country's total employment. According to EDB (2015), Sri Lankan government has a vision to make the country amongst the top ten high quality garment manufacturer in the world by 2020 and targets US $ 8.5 billion in apparel exports earning by 2020.

According to past literature, employees are recognized as the strategic factor which lead to organizational sustainability. With the analysis of literature many factors affect turn over intention of an employee.

Many factors represent key areas of human resource management such as managing good employee relations, organizational and HR compliance and safety, employee recruitment, employee selection, training of employees and development, employee compensation and benefits, organizational design and Human resource information system (H.R.I.S) and payroll, while others factors are demographic factors.

Thus, the proposed conceptual model was built based on few aspects such as Organizational politics, Organizational commitment, Job satisfaction, Training and development, Future career perspective, Perceived managerial support to measure its effect on managerial and executive turnover intentions in apparel industry-Sri Lanka. These are considered as independent variables of the model. Dependent variable of the model is level of employee turnover intention as discussed in the literature.

CHAPTER 03

RESEARCH DESIGN & METHODOLOGY

3.1 Conceptual Framework of the study

This study focuses on examine labor turnover intentions of managerial and executive turnover intentions in apparel industry. The Research problem of the study is "What are factors affecting managerial and executive turnover intentions in apparel industry: Sri Lanka?"

Independent Variables		Dependent Variable
Organizational politics	H 1 →	
Job satisfaction	H 2 →	
Organizational commitment	H 3 →	Managerial and executive turnover intentions
Training and development	H 4 →	
Future career perspective	H 5 →	
Perceived managerial support	H 6 →	
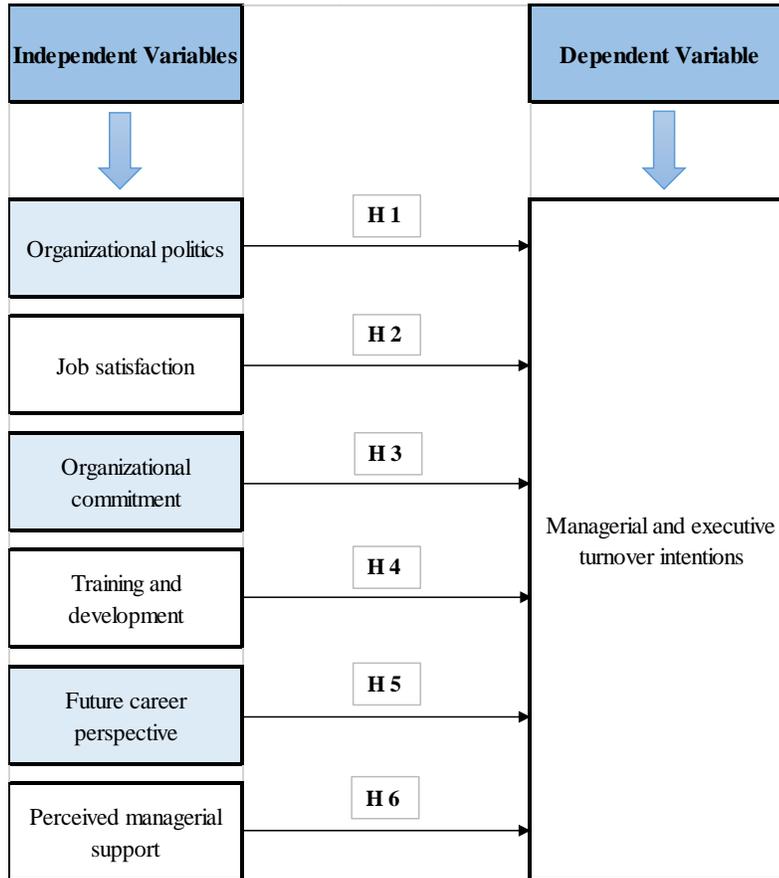
Figure 4: Conceptual Framework of the study

3.2 Operationalization of variables in the study

Table 3-1: Operationalization of variables in the study

Construct	Variable	Indicators	Level of measurement
Factors affecting on Employee turnover	Organizational politics	Management responsible commitment	Five Point Likert Scale
		Team equity	
		Leadership attitudes	
		Self-serving behavior by employees on self-interests, advantages, benefits	
	Job satisfaction	Remuneration package for employees (including bonus and incentives)	Five Point Likert Scale
		Employee motivation	
		Employee mental fitness	
		Job stress	
		Work load	
		Employee welfare and facilities	
	Organizational commitment	Top management support	Five Point Likert Scale
		Affective commitment	
		Continuance commitment	
		Normative commitment	
	Training and development	The ability to train	Five Point Likert Scale
		Orientation towards on long term development	
		The level of skills and competencies	
	Future career perspective	Future job intensions	Five Point Likert Scale
		Future career changes	
		The future market opportunities	
		Future job/career opportunities	
		Career development opportunities(Job enrichment and enhancement)	

Variable	Indicators	Level of measurement
Perceived managerial support	The degree of managers care	Five Point Likert Scale
	The degree of managerial support	
	The level of managerial relationship	
Managerial and executive turnover intention	Turnover intention	Five Point Likert Scale
	Number of employee withdrawals	
	The employee turnover ratio	
	Duration of retention	

3.3 Rationalization of variables

With the analysis of relevant literature, organizational politics, job satisfaction, organizational commitment, training and development, future career perspective and Perceived managerial support are found as the key factors which affects the employee turnover intentions. (Table 2)

3.4 Research concepts in the study

The research concepts need to be described and addressed by the research study.

1. What is the causal relationship between "Organizational politics" and executive and managerial turnover intention in apparel industry in Sri Lanka?

2. What is the causal relationship between "Job satisfaction" and executive and managerial turnover intention in apparel industry in Sri Lanka?

3. What is the causal relationship between "Organizational commitment" and executive and managerial turnover intention in apparel industry in Sri Lanka?

4. What is the causal relationship between "Training and development" and executive and managerial turnover intention in apparel industry in Sri Lanka?

5. What is the causal relationship between "Future career perspective" and executive and managerial turnover intention in apparel industry in Sri Lanka?

6. What is the causal relationship between "Perceived managerial support" and executive and managerial turnover intention in apparel industry in Sri Lanka?

7. What is the causal relationship between factors affecting managerial and executive turnover intentions and executive and managerial turnover intention in apparel industry in Sri Lanka?

3.5 Hypotheses of the study

Seven hypotheses are formulated to cover above seven concepts of this study. The null hypothesis is denoted by H 01 while in case of inability to accept the null hypothesis, an alternative hypothesis will be accepted and it is dented by H ai, where i is the hypothesis number.

3.5.1 Hypotheses 01

H 01   = There is no relationship between Organizational politics and executive and managerial turnover intention in apparel industry in Sri Lanka.

H a1   = There is a relationship between Organizational politics and executive and managerial turnover intention in apparel industry in Sri Lanka.

3.5.2 Hypotheses 02

H02   = There is no relationship between Job satisfaction and executive and managerial turnover intention in apparel industry in Sri Lanka.

H a2   = There is a relationship between Job satisfaction and executive and managerial turnover intention in apparel industry in Sri Lanka.

3.5.3 Hypotheses 03

H03   = There is no relationship between Organizational commitment and executive and managerial turnover intention in apparel industry in Sri Lanka.

H a3   = There is a relationship between Organizational commitment and executive and managerial turnover intention in apparel industry in Sri Lanka.

3.5.4 Hypotheses 04

H04   = There is no relationship between Training and development and executive and managerial turnover intention in apparel industry in Sri Lanka.

H a4   = There is a relationship between Training and development and executive and managerial turnover intention in apparel industry in Sri Lanka.

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3.5.5 Hypotheses 05

H05   = There is no relationship between Future career perspective and executive and managerial turnover intention in apparel industry in Sri Lanka.

H a5   = There is a relationship between Future career perspective and executive and managerial turnover intention in apparel industry in Sri Lanka.

3.5.6 Hypotheses 06

H06   = There is no relationship between Perceived managerial support and executive and managerial turnover intention in apparel industry in Sri Lanka.

H a6   = There is a relationship between Perceived managerial supports and executive and managerial turnover intention in apparel industry in Sri Lanka.

3.5.7 Hypotheses 07

H07   = There is no relationship between all factors affecting to turnover and executive and managerial turnover intention in apparel industry in Sri Lanka.

H a7   = There is a relationship between all factors affecting to turnover and executive and managerial turnover intention in apparel industry in Sri Lanka.

3.6 Research design of the study

3.6.1 Research Approach

The person conducting the study can select either deductive or inductive research approach. For the current study, the researcher selected deductive research approach in which the researcher uses formal, structured, quantitative method to test prior formulated hypotheses.

3.6.2 Purpose

There are several types of research which can be classified based on the nature of the research problem. Academic research can be exploratory or investigative (ambiguous problem), descriptive (aware of problem), or explanatory (problem is clearly defined). With the ample facts found in the literature, this research is fallen into the category of explanatory in its nature. The importance of explanatory research is investigating a problem

or an issue in order to establish causative relationship amongst variables (Saunders et al., 2009). Because, this study aims to examine the factors affecting managerial and executive turnover intentions in apparel industry in Sri Lanka as the phenomenon.

3.6.3 Time horizon

Researcher hopes to get the feedback from the customers within two weeks through managers and executives in the selected appeal companies. If they fail to obtain the questionnaires on time, an additional one week will be granted to improve the respond rate. Hence the study is cross sectional in nature when considering the time horizon.

3.6.4 Research Strategy

Researcher's choice of research approach will be guided by the questions & objectives of the study. According to Saunders et al (2009), no research strategy is inferior to any other nor superior. Then, the researcher will select survey and in-depth interview methods for collecting data. Survey was conducted by using self-administering 200 questionnaires.

3.6.5 Unit of analysis

Unit of analysis is the fundamental component of a scientific research. That is the focus (what or who) of study about which an investigator may generalize. This research aims to get responses from managers and executives in the selected apparel companies.

3.6.6 Population

All managerial and executive staff in Apparel Industry in Sri Lanka will be the population.

3.6.7 Sampling process of the study

For conducting formal survey, 203 managers and executives are selected from the selected apparel companies, Sri Lanka (convenient sampling). Respondents from companies are selected on random basis (random sampling).

3.6.8 Preparation, Data Analysis and Presentation of the study

Before the data analysis, data has to be revised and edited, mainly when there are open-ended questions of interviews and questionnaires (Sekaran.U, 2010). All questionnaires will be checked by the researcher to make sure they are completed. The forms which are not completely filled will be returned to be filled. After editing data, data and data sheet should be coded by the researcher to identify by a suitable coding system (Sekaran.U, 2010).

After coding process, Data analysis will be completed through 'Statistical Package for Social Sciences' (SPSS) and Microsoft Excel.

For this study, inferential and descriptive statistics will be used. Mean, Median, Mode, Minimum, and Maximum is used to describe and summarize the key features of data. Regression analysis is used to identify up to which degree an independent variables effects to dependent variable. (To test hypotheses) Further validity and reliability of the set of data will be checked.

3.6.9 Ethical concerns of the study

The researcher aims to follow an ethical ways of conducting the study (Babbie, E. & Mouton, J, 2001). The researcher will conduct the study with unsalaried participation, articulating the purpose of the study, underlying potential risks to the participants, while assuring the secrecy and confidentiality in evaluating and reporting of data throughout the study (Babbie, E. & Mouton, J, 2001).

CHAPTER 04

DATA ANALYSIS AND PRESENTATION

4.1 Introduction to the Chapter

Chapter four includes data collection and analysis guided by the formal questionnaire. During the data analysis and evaluation process, responses to all questions are coded for further identification. The questionnaires were sent back to be completed. This chapter is about sample characteristics (Section 4.2), univariate analysis of the study (Section 4.3), and bivariate analysis of the study (Section 4.4), multivariate analysis (section 4.5) and reliability and validity analysis of the research (section 4.6).

4.2 Analysis of Sample Characteristics

The Section 4.2 discusses the analysis of sample demographical component of primary data by discussing Gender, Age, Marital status, Years of experience, Educational qualifications, Job category and Job field of the respondents.

4.2.1 Gender Analysis of Respondents

According to table 4-1 and Figure 4.1, 78.8% of respondents are males. 21.2% of respondents are females. The majority of the respondents are males.

Table 4-1: Respondents by Gender

Gender of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	160	78.8	78.8	78.8
Valid	Female	43	21.2	21.2	100.0
	Total	203	100.0	100.0	
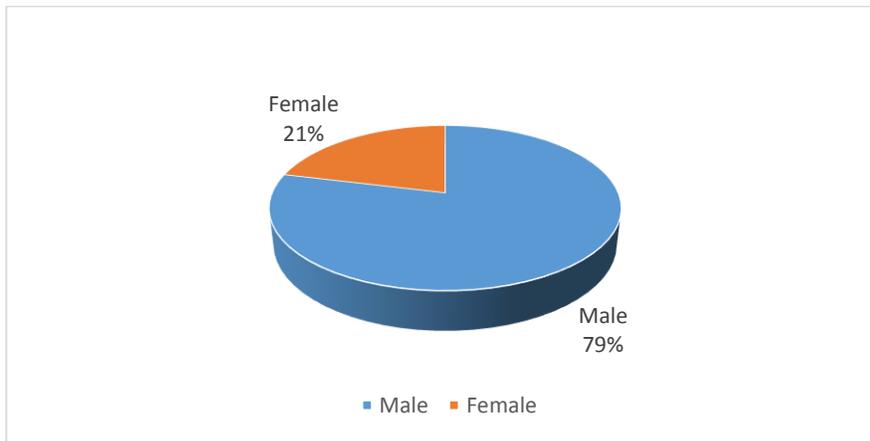
Figure 4-1: Gender Analysis of Respondents

4.2.2. Age Category of the respondents

As per table 4-2 and Figure 4-2, 49.8% of respondents are in age category of 18-30, 24.6% of respondents are in age category of 31-40, and 25.6% of respondents are in age category of 41-55. Hence, the majority of respondents are in age category of 18-30 categories.

Table 4-2: Age category of the respondents

Age category of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	101	49.8	49.8	49.8
	31-40	50	24.6	24.6	74.4
	41-55	52	25.6	25.6	100.0
	Total	203	100.0	100.0	
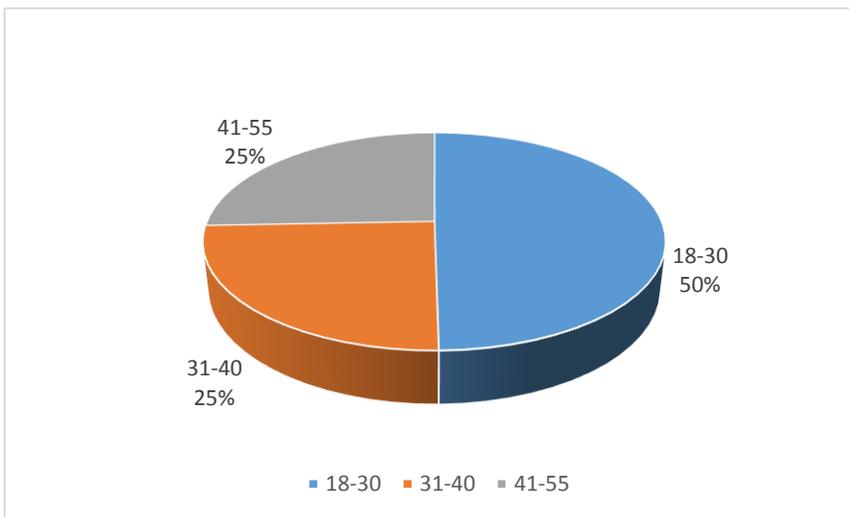
Figure 4-2: Age category of the respondents

4.2.3. Analysis of Marital Status of respondents

According to table 4-3 and Figure 4-3, 77.3 % of respondents are married. 22.7 % of respondents are unmarried. The majority of respondents are in married category.

Table 4-3: Marital status of the respondents

Maritial status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	157	77.3	77.3	77.3
	Unmarried	46	22.7	22.7	100.0
	Total	203	100.0	100.0	
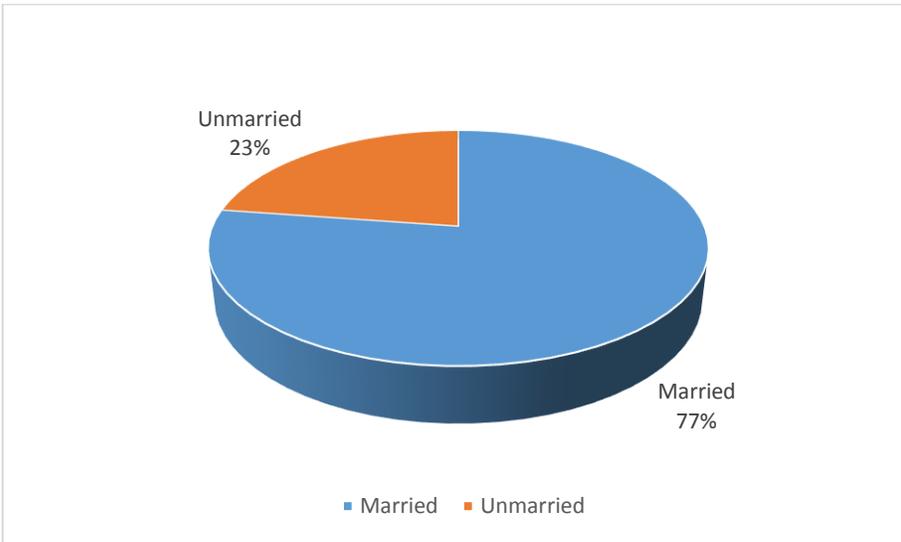
Figure 4-3: Marital status of the respondents

4.2.4. Analysis of working experience of respondents

As per table 4-4 and Figure 4-4, 55.2 % of respondents are in 0-5 experience category. 30.5 % of respondents are in 5-10 experience category. 12.3 % of respondents are in 10-15 experience category. 2% of respondents are in 15-20 experience category. The majority of respondents are in experience category of 0-5.

Table 4-4: Working Experience of the respondents

Working Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 years	112	55.2	55.2	55.2
	5-10 years	62	30.5	30.5	85.7
	10-15 years	25	12.3	12.3	98.0
	15-20 years	4	2.0	2.0	100.0
	Total	203	100.0	100.0	
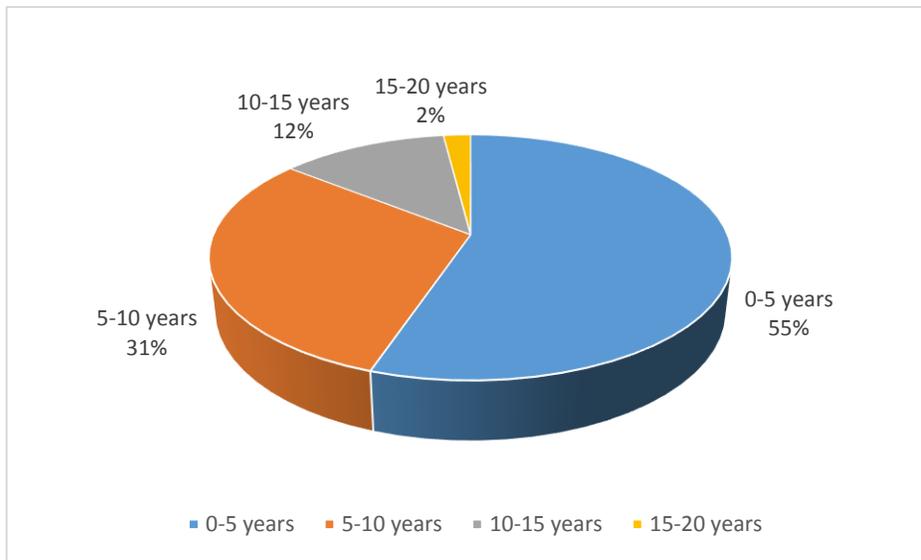
Figure 4-4: Working Experience of respondents

4.2.5. Analysis of Educational qualifications of respondents

According to table 4-5 and Figure 4-5, 39.9 % of respondents has G.C.E (A/L) qualification, 9.9 % of respondents has Professional qualification, 37.4 % of respondents has diploma category, and 13.8 % of respondents has undergraduate / graduate qualification. The majority of respondents are G.C.E (A/L) qualification holders.

Table 4-5: Educational qualifications of respondents

Education qualifications

		Frequency	Percent	Valid Percent	Cumulative Percent
	G.C.E(A/L)	79	38.9	38.9	38.9
	Professional qualification	20	9.9	9.9	48.8
Valid	Diploma	76	37.4	37.4	86.2
	Undergraduate/ Graduate	28	13.8	13.8	100.0
	Total	203	100.0	100.0	
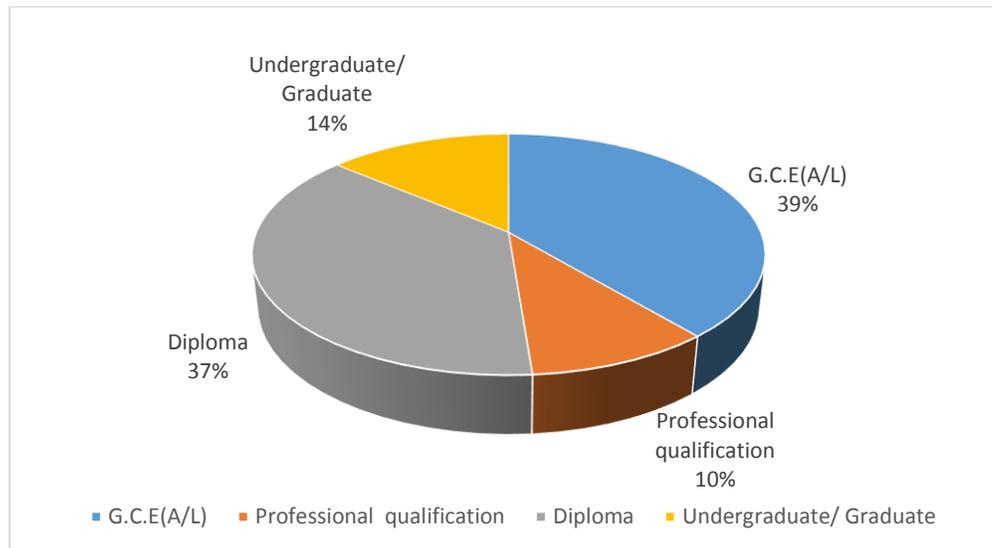
Figure 4-5: Educational qualifications of respondent

4.2.6. Analysis of Job Category of respondents

An analysis of Job category of respondents is shown in Table 4-6 and Figure 4-6. 88.7 % of respondents are executive category, 7.9 % of respondents are in managerial category, and 3.4 % of respondents are in scenario managerial category. The majority of respondents are in executive category.

Table 4-6: Job Category of respondents

Job category of the respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
	Executive	180	88.7	88.7	88.7
Valid	Managerial	16	7.9	7.9	96.6
	Senior Managerial	7	3.4	3.4	100.0
	Total	203	100.0	100.0	
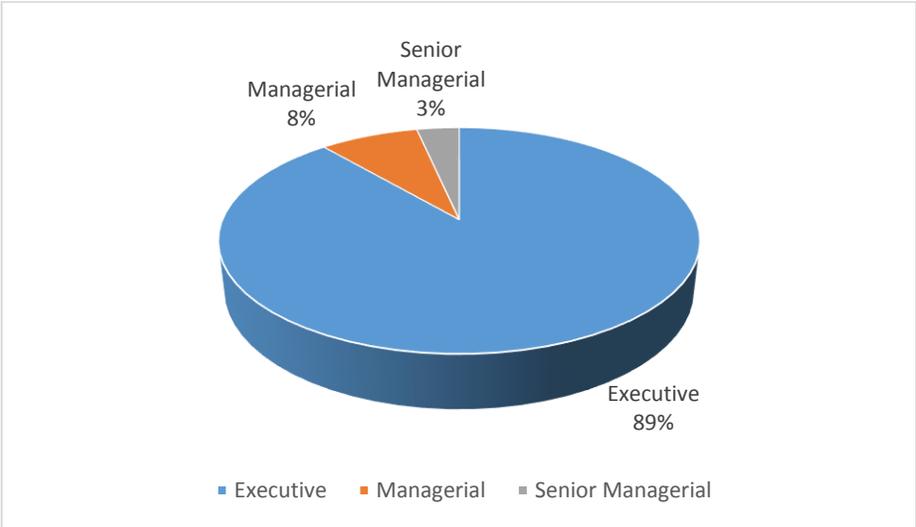
Figure 4-6: job Category of respondents

4.2.7. Job Field of the respondents

As per table 4-7 and Figure 4-7, 50.7% of respondents are in Sales & Marketing/Merchandising, 18.2 % of respondents are in production department, 18.7 % of respondents are in Accounts & Finance department, 5.9 % of respondents are in IT department, while 6.4 % of respondents are in HR department. The majority of respondents are in Sales &Marketing/Merchandising.

Table 4-7: Job Field of respondents

Job field of the respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sales &Marketing/Merchandising	103	50.7	50.7	50.7
	Production	37	18.2	18.2	69.0
	Accounts &Finance	38	18.7	18.7	87.7
	IT	12	5.9	5.9	93.6
	HR	13	6.4	6.4	100.0
	Total	203	100.0	100.0	
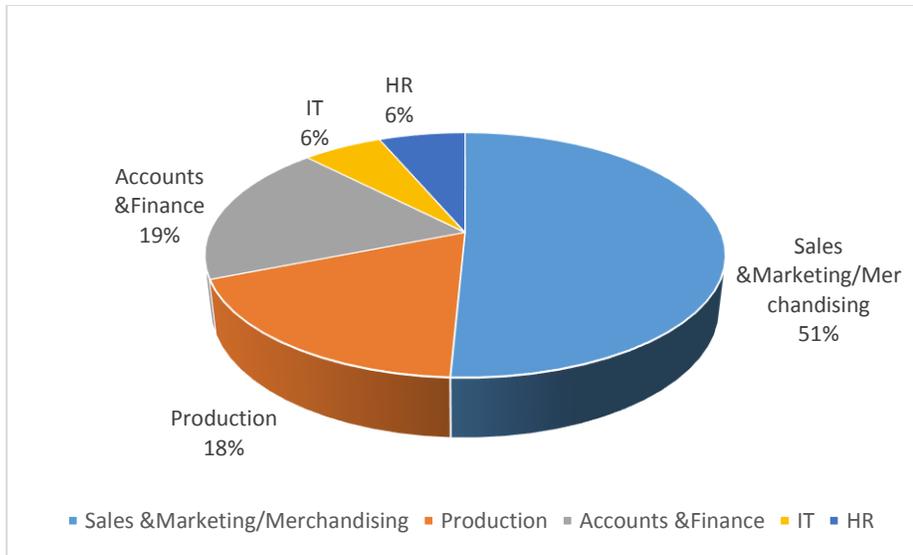
Figure 4-7: Job Field of the respondents

4.3. Univariate Analysis for the variables

As per Sekaran (2010), Univariate analysis and statistics are used to describe distribution of data and variables.

Table 4-8 indicates the results of the Univariate Normality test which were conducted in the study for the independent variables (Organizational politics, Job satisfaction, Organizational commitment, Training and development, Future career perspective and Perceived managerial support) and dependent variable (Managerial and executive turnover intention). In order to analyze data, several methods were used and organized in terms of mean, mode, median, standard deviation, skewness, range, minimum, maximum and kurtosis. Results of the Univariate Normality test for each independent variables and dependent variable are discussed below.

Table 4-8: Univariate Analysis for the variables

Statistics

		Organizational politics	Job satisfaction	Organizational commitment	Training and development	Future career perspective	Perceived managerial support	Managerial and executive turnover intention
N	Valid	203	203	203	203	203	203	203
	Missing	0	0	0	0	0	0	0
Mean		3.45	3.59	3.12	3.16	2.48	2.98	2.68
Median		4.00	4.00	3.00	3.00	3.00	3.00	3.00
Mode		4	4	3	3	3	2	3
Std. Deviation		.827	.842	.762	.674	.662	.838	.873
Skewness		-.591	-.250	-.067	-.009	-.692	.037	-.152
Std. Error of Skewness		.171	.171	.171	.171	.171	.171	.171
Kurtosis		-.670	-.494	-.969	-.401	-.295	-1.578	-.663
Std. Error of Kurtosis		.340	.340	.340	.340	.340	.340	.340
Range		3	3	3	3	3	2	3
Minimum		2	2	2	2	1	2	1
Maximum		5	5	5	5	4	4	4

4.3.1. Organizational politics

According to table 4-8, both median and mode value of the distribution of Organizational Politics was 4. Therefore, it clearly indicated that the most frequently indicated level was 4 (disagree). The standard deviation of the responses from the mean value of 3.45 is 0.827. The minimum value (lowest value) of 2 denoted that none of the respondents have selected the option of "Disagree" and the Maximum value (highest value) being 5 denoted that several respondents have selected "Strongly disagree". The Figure 4-8 shows a rightward skewness which means that majority of responses are more towards 'disagree' and 'strongly disagree', while responses for 'strongly agree' and 'agree' being less.

Mean	3.45
Median	4.00
Mode	4
Std. Deviation	.827
Skewness	-.591
Std. Error of Skewness	.171
Kurtosis	-.670
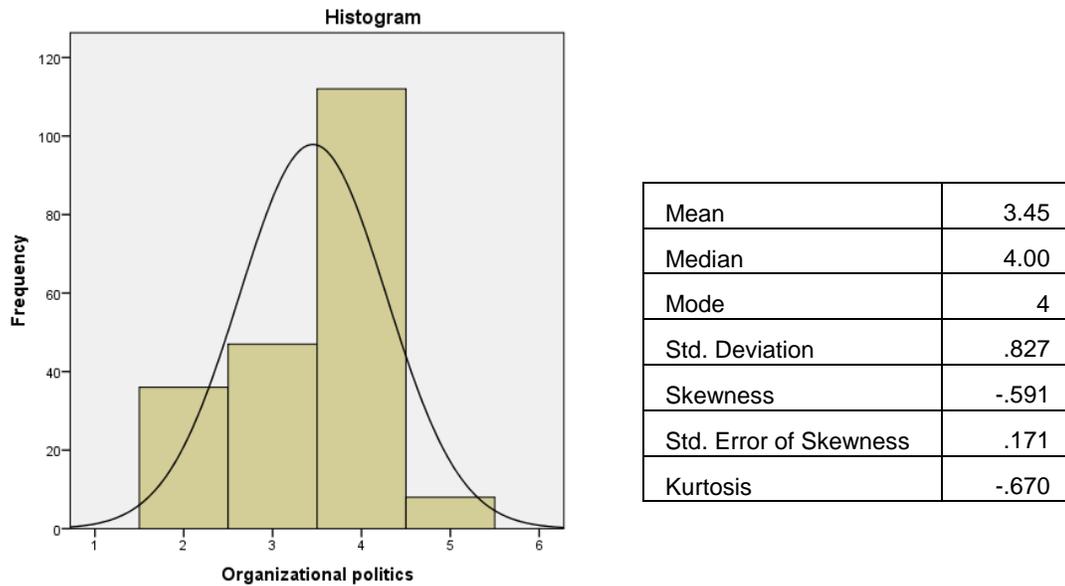
Figure 4-8: The histogram of the variable of Organizational Politics

4.3.2. Job Satisfaction

According to table 4-8, both median and mode value of the distribution of job satisfaction was 4. Therefore, it clearly indicated that the most frequently indicated level was 4 (disagree). The standard deviation of the responses from the mean value of 3.59 is 0.842. The minimum value (lowest value) of 2 denoted that none of the respondents have selected the option of "Disagree" and the Maximum value (highest value) being 5 denoted that several respondents have selected "Strongly disagree". The Figure 4-9 shows the rightward skewness which shows the majority of responses towards strongly disagree and disagree and it recorded less response for strongly agree and agree.

Mean	3.59
Median	4.00
Mode	4
Std. Deviation	.842
Skewness	-.250
Std. Error of Skewness	.171
Kurtosis	-.494
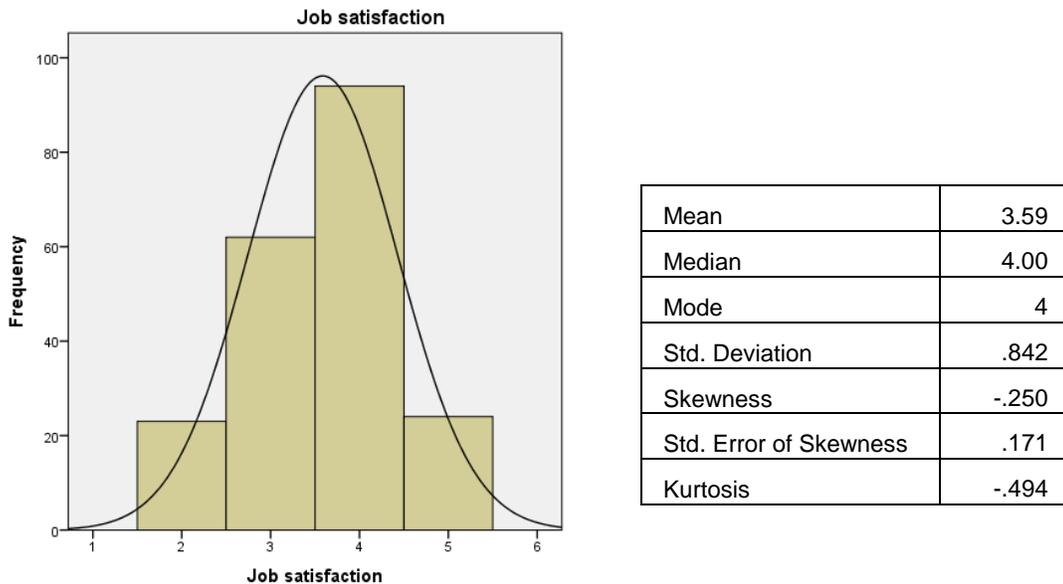
Figure 4-9: The histogram of the variable of Job Satisfaction

4.3.3. Organizational commitment

According to table 4-8, both median and mode value of the distribution of Organizational commitment was 3. Therefore, it clearly indicated that the most frequently indicated level was 3 (Neutral). The standard deviation of the responses from the mean value of 3.12 is 0.762. The minimum value (lowest value) of 2 denoted that none of the respondents have selected the option of "Disagree" and the Maximum value (highest value) being 5 denoted that several respondents have selected "Strongly disagree". The histogram of the variable of Organizational commitment is depicted in Figure 4-10 as the rightward skewness.

Mean	3.12
Median	3.00
Mode	3
Std. Deviation	.762
Skewness	-.067
Std. Error of Skewness	.171
Kurtosis	-.969
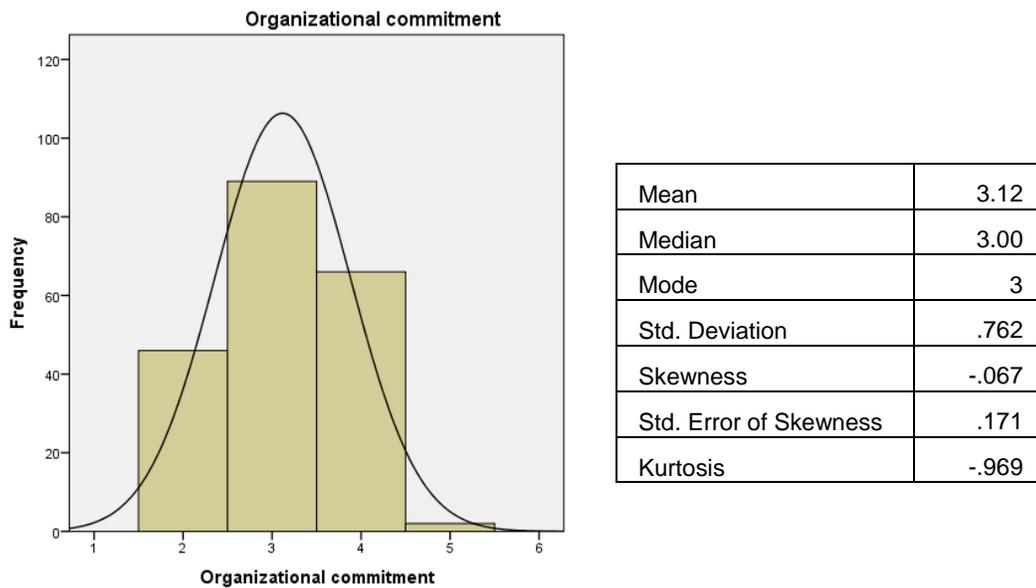
Figure 4-10: The histogram of the variable of Organizational commitment

4.3.4. Training and Development

According to table 4-8, both median and mode value of the distribution of Training and development was 3. Therefore, it clearly indicated that the most frequently indicated level was 3 (Neutral). The standard deviation of the responses from the mean value of 3.16 is 0.674. The minimum value (lowest value) of 2 denoted that none of the respondents have selected the option of "Disagree" and the Maximum value (highest value) being 5 denoted that several respondents have selected "Strongly disagree". The histogram of the variable of training and development is rightward skewness which is in Figure 4-11.

Mean	3.16
Median	3.00
Mode	3
Std. Deviation	.674
Skewness	-.009
Std. Error of Skewness	.171
Kurtosis	-.401
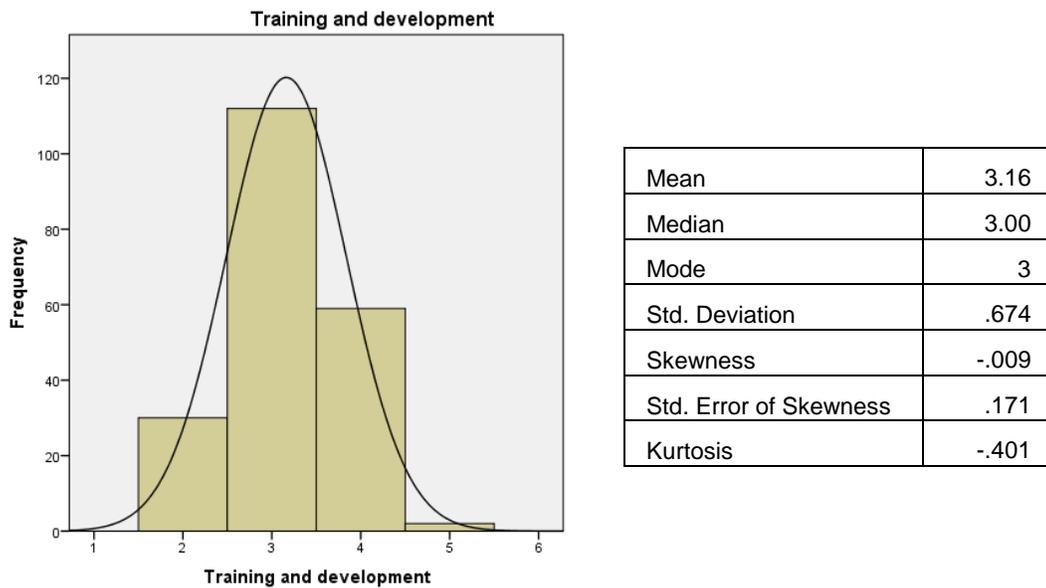
Figure 4-11: The histogram of the variable of Training and Development

4.3.5. The Future Career Perspective of Employees

According to table 4-8, both median and mode value of the distribution of "the future career perspective" was 3. Therefore, it clearly indicated that the most frequently indicated level was 4 (Neutral). The standard deviation of the responses from the mean value of 2.48 is 0.662. The minimum value (lowest value) of 1 denoted that none of the respondents have selected the option of "strongly agree" and the Maximum value (highest value) being 4 denoted that several respondents have selected "Disagree". The histogram of the variable of the future career perspective is depicted as rightward skewness which in Figure 4-12

Mean	2.48
Median	3.00
Mode	3
Std. Deviation	.662
Skewness	-.692
Std. Error of Skewness	.171
Kurtosis	-.295
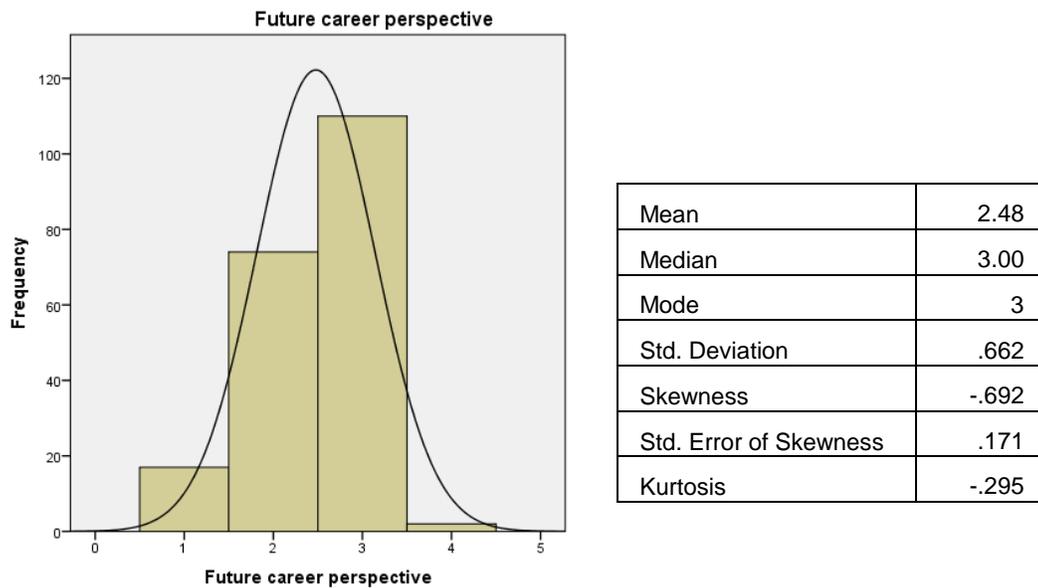
Figure 4-12: The histogram of the variable of Future Career Perspective

4.3.6. Perceived Managerial Support

According to table 4-8, both median and mode value of the distribution of Perceived Managerial support 3 and 2 respectively. Therefore, it clearly indicated that the most frequently indicated level was 2 (Agree). The standard deviation of the responses from the mean value of 2.98 is 0.838. The minimum value (lowest value) of 2 denoted that none of the respondents have selected the option of "Disagree" and the Maximum value (highest value) being 4 denoted that several respondents have selected "Disagree". The histogram of the variable of perceived managerial support is rightward skewness as shown in Figure 4-13.

Mean	2.98
Median	3.00
Mode	2
Std. Deviation	.838
Skewness	.037
Std. Error of Skewness	.171
Kurtosis	-1.578
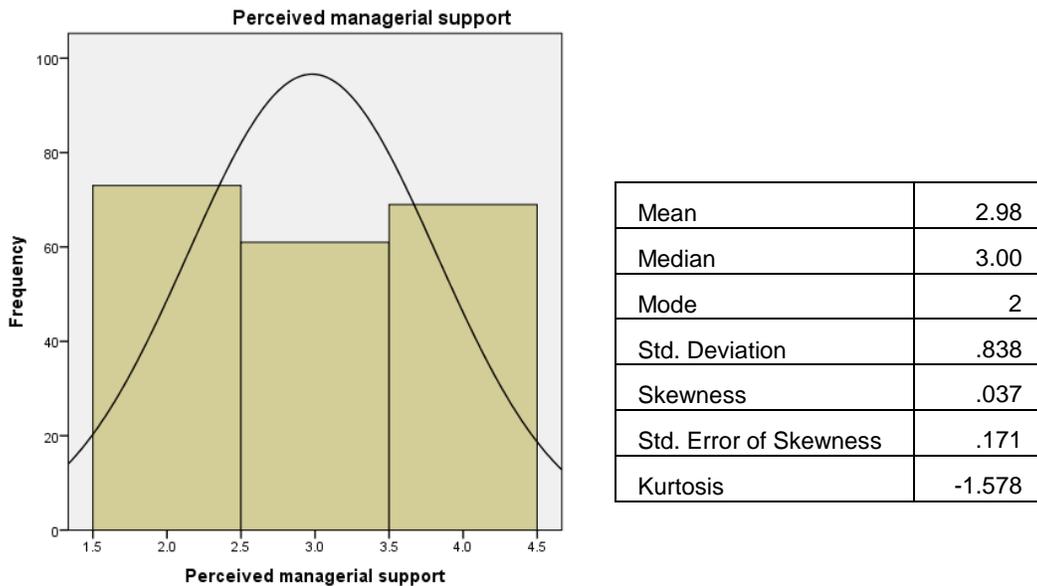
Figure 4-13: The histogram of the variable of Perceived Managerial Support

4.3.7. Managerial and Executive turn over Intentions

According to table 4-8, both median and mode value of the distribution of Managerial and executive turnover intention was 3. Therefore, it clearly indicated that the most frequently indicated level was 3 (Neutral). The standard deviation of the responses from the mean value of 2.68 is 0.873. The minimum value (lowest value) of 1 denoted that none of the respondents have selected the option of "strongly agree" and the Maximum value (highest value) being 4 denoted that several respondents have selected "disagree".

The histogram of the variable of Managerial and executive turnover intention is rightward skewness as shown in Figure 4-14.

Mean	2.68
Median	3.00
Mode	3
Std. Deviation	.873
Skewness	-.152
Std. Error of Skewness	.171
Kurtosis	-.663
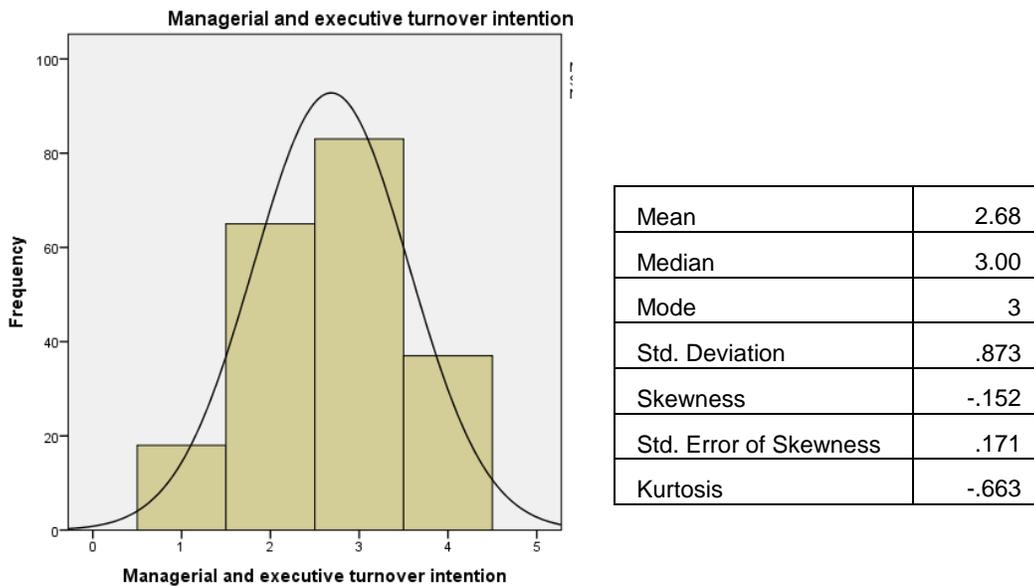
Figure 4-14: The histogram of the variable of Managerial and Executive turn over Intentions

4.4. Bivariate analysis for the study

Correlation analysis was performed to test hypotheses of the research. Correlation analysis normally used to analyze the relationship between the independent variables and dependent Variables. Correlation analysis is a way of evaluating data statistically and to see the strength of a relationship between two variables. As per Sekaran (2010), Pearson correlation is ideal and suitable statistical tool for measuring causal relationship between two variables and testing hypotheses. The independent variables of the research are Organizational politics, Job satisfaction, Organizational commitment, Training and development, Future career perspective and Perceived managerial support. The dependent variable is Executive turnover intention.

Table 4-9: Correlation analysis

Correlations

		Organizational politics	Job satisfaction	Organizational commitment	Training and development	Future career perspective	Perceived managerial support	Managerial and executive turnover intention
Organizational politics	Pearson Correlation	1	.647**	.622**	.373**	-.551**	.577**	-.555**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	203	203	203	203	203	203	203
Job satisfaction	Pearson Correlation	.647**	1	.764**	.599**	-.487**	.802**	-.657**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	203	203	203	203	203	203	203

Organizational commitment	Pearson Correlation	.622**	.764**	1	.744**	-.623**	.795**	-.636**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	203	203	203	203	203	203	203
Training and development	Pearson Correlation	.373**	.599**	.744**	1	-.541**	.751**	-.586**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	203	203	203	203	203	203	203
Future career perspective	Pearson Correlation	-.551**	-.487**	-.623**	-.541**	1	-.607**	.527**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	203	203	203	203	203	203	203
Perceived managerial support	Pearson Correlation	.577**	.802**	.795**	.751**	-.607**	1	-.733**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	203	203	203	203	203	203	203
Managerial and executive turnover intention	Pearson Correlation	-.555**	-.657**	-.636**	-.586**	.527**	-.733**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	203	203	203	203	203	203	203

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

As per table 4.9, Correlation coefficient Organizational politics and executive and managerial turnover intention in apparel industry in Sri Lanka is -0.555 which shows the moderate and negative correlation exists between the two variables. By testing hypotheses, the significant value is less than 0.05(0.000<0.05).Then, Ha1 is accepted and H01 is rejected. This proves that there is relationship between Organizational politics and executive and managerial turnover intention in apparel industry in Sri Lanka.

Secondly, Correlation coefficient between Job satisfaction and executive and managerial turnover intention in apparel industry in Sri Lanka is -0.657 which shows the high and negative correlation between the two variables. By testing hypotheses, the significant value is less than 0.05(0.000<0.05). Then, Ha2 is accepted and H02 is rejected. That indicates that there is a relationship between Job satisfaction and executive and managerial turnover intention in apparel industry in Sri Lanka.

Thirdly, Correlation coefficient between Organizational commitment and executive and managerial turnover intention in apparel industry in Sri Lanka is -0.636 which shows the moderate and negative correlation between the two variables. By testing hypotheses, the significant value is less than 0.05(0.000<0.05).Then, Ha3 is accepted and H03 is rejected. This hypothesis shows and proves that there is a negative relationship between Organizational commitment and executive and managerial turnover intention in apparel industry in Sri Lanka.

Fourthly, Correlation coefficient between training and development and executive and managerial turnover intention in apparel industry in Sri Lanka is -0.586 which shows the moderate and negative correlation between the two variables. By testing hypotheses, the significant value is less than 0.05(0.000<0.05).Then, Ha4 is accepted and H04is rejected. This proves that there is a relationship between Training and development and executive and managerial turnover intention in apparel industry in Sri Lanka.

Correlation coefficient between future career perspective and executive and managerial turnover intention in apparel industry in Sri Lanka is 0.523which shows the moderate and positive correlation between the two variables. By testing hypotheses, the significant value

is less than 0.05(0.000<0.05).Then, Ha5 is accepted and H05 is rejected. This proves that there is a relationship between Future career perspective and executive and managerial turnover intention in apparel industry in Sri Lanka.

At last, Correlation coefficient between Perceived managerial support and executive and managerial turnover intention in apparel industry in Sri Lanka is -0.733 which shows the moderate and negative correlation between the two variables. By testing hypotheses, the significant value is less than 0.05(0.000<0.05).Then, Ha6 is accepted and H06 is rejected. This proves that there is a relationship between Perceived managerial supports and executive and managerial turnover intention in apparel industry in Sri Lanka.

4.5. Multivariate analysis

Regression analysis is the way of showing the effect of the independent variables (Organizational politics, Job satisfaction, Organizational commitment, Training and development, Future career perspective and Perceived managerial support) to dependent variable of Turnover intention. According to Sekaran (2010), Regression analysis is used to explain the effect of independent variables on dependent variable.

As per table 4.10, R is the Pearson correlation between Independent Variables and Turnover intention is 0.758 which is a high level relationship between the two variables. R2 is multiple correlation coefficients which shows the amount of variance of dependent variable of Turnover intention by the combination of 6 predictors. 57.5% variance of Independent variables on turnover intention is explained by 6 variables.

Table 4-10: Model Summary of regression model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758[a]	.575	.562	.578

a. Predictors: (Constant), Perceived managerial support,
Organizational politics, Future career perspective, Training and
development, Job satisfaction, Organizational commitment

Tables 4-11 and 4-12 express the ANOVA results of 6 independent variables and dependent variable. High value of "F" means that there is a chance of the Null Hypothesis being rejected and alternate is accepted. When the significance value of ANOVA table is 0.000 which is below 0.05(0.000<0.05) then, Null hypothesis is rejected and Alternative hypothesis is accepted. Which means there is an impact of Organizational politics, Job satisfaction, Organizational commitment, Training and development, Future career perspective and Perceived managerial support) to dependent variable of Turnover intention.

Table 4-11: ANOVA regression model

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	88.384	6	14.731	44.121	.000[b]
1	Residual	65.438	196	.334		
	Total	153.823	202			

a. Dependent Variable: Managerial and executive turnover intention

b. Predictors: (Constant), Perceived managerial support, Organizational politics, Future career
perspective, Training and development, Job satisfaction, Organizational commitment

Table 4-12: ANOVA regression model

		Sum of Squares	df	Mean Square	F	Sig.
Organizational politics	Between Groups	56.112	3	18.70	45.29	0.00
	Within Groups	82.193	199	0.41		
	Total	138.305	202			
Job satisfaction	Between Groups	79.789	3	26.60	83.41	0.00
	Within Groups	63.452	199	0.32		
	Total	143.241	202			
Organizational commitment	Between Groups	48.35	3	16.12	46.61	0.00
	Within Groups	68.812	199	0.35		
	Total	117.163	202			
Training and development	Between Groups	33.368	3	11.12	37.99	0.00
	Within Groups	58.268	199	0.29		
	Total	91.635	202			
Future career perspective	Between Groups	34.788	3	11.60	42.84	0.00
	Within Groups	53.863	199	0.27		
	Total	88.65	202			
Perceived managerial support	Between Groups	77.055	3	25.69	78.80	0.00
	Within Groups	64.866	199	0.33		
	Total	141.921	202			

4.6. Reliability and validity test of the study

Reliability is a necessary component to keep in mind during selection of the measurement approach. When it comes to calculating reliability, Cronbach's Alpha value is used. Cronbach's Alpha ≥ 0.70 is considered as adequate reliability or satisfactory reliability level.

Table 4-13: Reliability statistics

Reliability Statistics

Cronbach's Alpha	N of Items
.818	7

Cronbach's Alpha delivers an overall reliability coefficient for the set of variables. For this research, 7 variables were the subjects to Cronbach's Alpha test and gained 0.818 which means the reliability is "Good". In addition to this researcher tested the reliability of each variable seperately by using Cronbach's Alpha test and the results shown in table 4.13 and Table 4.14. According to the results, it shows that reliability of every variable is ideal as the figures are above 70 percent.

Table 4-14: Item total statistics

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Organizational politics	18.01	3.772	.465	.840
Job satisfaction	17.88	3.059	.742	.721[a]
Organizational commitment	18.34	3.306	.746	.761[a]
Training and development	18.30	3.964	.573	.726
Future career perspective	18.99	7.836	-.626	.804
Perceived managerial support	18.48	3.201	.683	.760[a]
Managerial and executive turnover intention	18.78	8.956	-.721	.722

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

4.7. Sample Adequacy

Interpretive adjectives for the Kaiser-Meyer-Olkin Measure of Sampling Adequacy are: in the 0.90 as ideal, between $0.9 - 0.7$ as fairly good, between $0.7 - 0.5$ as good and below 0.50 as unacceptable. The value of the KMO Measure of Sampling Adequacy for current study's set of variables is 0.884, which would be labelled as 'FAIRLY GOOD' but it has a tendency towards ideal case. KMO Measure of Sampling Adequacy meets the minimum criteria, the data which is used in the study does not have a problem that requires to examine the correlation between objectives. (Table 4-15)

Table 4-15: Item total statistics

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.884
Bartlett's Test of Sphericity	Approx. Chi-Square	1061.470
	df	21
	Sig.	.000

4.8. Comparison of data based on Gender

Table 4-16: T Test

Variables	Male		Female		T Test	
	Mean	Standard Deviation	Mean	Standard Deviation	T Value	P Value
Organizational politics	3.42	0.82	3.58	0.85	-1.145	0.253
Job Satisfaction	3.53	0.82	3.77	0.89	-1.596	0.112
Organizational commitment	3.08	0.78	3.26	0.66	-1.337	0.183
Training and development	3.13	0.67	3.28	0.67	-1.280	0.202
Future career perspective	2.49	0.67	2.42	0.63	0.659	0.51
Perceived managerial support	2.97	0.83	3.02	0.86	-0.378	0.706
Managerial and executive turnover intention	2.72	0.87	2.56	0.88	1.072	0.285

There are no significant different between Male and Female among the all variables. All P values are greater than 0.05. There for it can be concluded in 95% confidently, there is no significant different between male and female (Table 4-16).

CHAPTER 05

CONCLUSIONS AND RECOMMENDATIONS OF THE STUDY

5.1 Conclusions and recommendations

According to the research findings, researcher has come to the conclusion that employee turnover has become the critical issues in apparel industry (Literature review findings) and it causes on industry performance negatively (Literature review findings). It is recommended that the management and decision makers in the apparel sector have to manage this critical challenge through carefully designed strategies.

It is concluded that organizational and top management politics has become key factor which accelerates the employee turnover due to consequences of organizational and top management politics, behavior and negative relationship between Organizational politics and executive and managerial turnover intention can be found. It indicates that positive aspect of organizational politics can reduce the executive and managerial turnover intention in apparel industry. Then, it is recommended for the management of the apparel companies to ensure the favorable and positive working culture by avoiding the consequences of negative organizational and top management politics.

Job satisfaction is the main aspect which influences on managerial and executive turnover intentions in apparel industry and satisfied employee can maximize the individual and organizational performance by ensuring HR stability, positive working culture, employee commitment and loyalty etc. In addition to this, it is concluded that maximization of job satisfaction can reduce the executive and managerial turnover intention in apparel industry. Then, it is recommended for the management to ensure the employee job satisfaction in continuous basis to increase the lifetime value of the employees

It is concluded that "Organizational commitment" is the vital element on organizational performance and managerial and executive turnover intentions and it is concluded that there is a negative relationship between the Organizational commitment and executive and

managerial turnover intention in garment industry in Sri Lanka. It means if the Organizational commitment increases, it leads to reduce executive and managerial turnover intention in apparel industry in Sri Lanka. Thus it is recommended for the management to improve the organizational commitment positive way.

It is concluded that training and development is a vital human resource function which can enhance the organizational performance and individual performance and Training and development is a main influence factor to turnover (0.586)

Thus, it is recommended for the management to invest in T&D strategically to manage executive and managerial turnover intention in apparel industry

It is concluded that the future career perspectives is a key matter for leaving the workplace and it leads to the employee /executive/managerial turnover intentions in the apparel industry. Then it is recommended for the management to identify the future career perspectives and facilitating them to achieve.

It is concluded that Perceived managerial support is the essential factor for maximizing the employee performance and high Perceived managerial support reduces executive/managerial turnover intentions in the apparel industry, Sri Lanka. Thus, it is recommended for the management to take the necessary actions to increase Perceived managerial support in the apparel companies. The level of perceived managerial support is different from employee to employee and management has to manage level of Perceived managerial support as required.

With the analysis of study findings and literature review, it is concluded that Organizational politics, Job satisfaction, Organizational commitment, Training and development, Future career perspective and Perceived managerial support) are the critical and influencing factors affecting to dependent variable of Turnover intention in the industry.

5.2   Suggestions for the future researchers

This research aims to identify the influence of factors including Organizational politics, Job satisfaction, Organizational commitment, Training and development, Future career perspective and Perceived managerial support) on dependent variable of Turnover intention. In addition to this, by adding new factors, the suggested model will be developed.

This study considers 203 of respondents as the sample. This can be considered as the small sample representation and it does not cover all scenario of the study problem. Thus, it is suggested for future researchers to increase sample size by broadening the study scope.

This study did cover the moderating and mediating factors affecting to Turnover intention and It is suggested to consider the moderating and mediating factors affecting to Turnover intention to estimate the real impact of independent viable of Organizational politics, Job satisfaction, Organizational commitment, Training and development, Future career perspective and Perceived managerial support on dependent variable of Turnover intention.

Thus, there is a limitation of findings to generalize to holistic industry of apparel due to these limitations. Then it is suggested to consider the other factors affecting to managerial and executive turnover intention and increasing the sample size and time horizon of the study.

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APPENDICES

QUESTIONNAIRE FOR A STUDY ON FACTORS AFFECTING MANAGERIAL AND EXECUTIVE TURNOVER INTENTIONS IN APPAREL INDUSTRY: SRI LANKA

This study aims to identify factors affecting managerial and executive turnover intentions in apparel industry: Sri Lanka. Thus, Please be kind enough to give your valuable time to fill this form and please do not hesitate to call me on 0773xxxxxx for any clarification. I assure you to keep the confidentiality and privacy of data and information you have been furnished and do not use it for any other purpose than the much intended purpose of research study as a partial fulfillment of MSc programme.

Please tick the appropriate box.
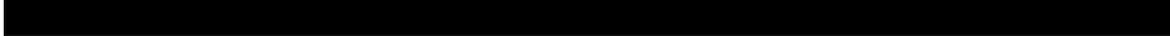
1) Name of the organization

2) Gender of the respondent

Male	Female

3) Age of the respondent

18-30	31-40	41-55	56 and over

4) Marital status of the respondent

Married		Unmarried		Divorced	

5) Years of experience in apparel sector

0-5	5-10	10-15	15-20	Over 20

6) Educational qualifications of the respondent

G.C.E(O/L)	G.C.E(A/L)	Professional qualification	Diploma	Undergraduate/ Graduate	Postgraduate

7)   Job category of the respondent

Executive	Managerial	Senior Managerial

8)   Job field of the respondent

Sales & Marketing/Merchandising	Production	Accounts & Finance	IT	HR	Other(Specify)

Please go through each statement carefully and tick the best answer considering the atmosphere of your company and your opinion related to employee turnover

Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
1	2	3	4	5

Statement	Response				
	1	2	3	4	5
1. I am satisfied with responsibility and commitment of the management .					
2. Managers are highly supportive and helpful					
3. I am satisfied with top management support					
4. I believe that leadership attitudes are highly positive and motivated me					
5. I am highly motivated to work					

6. The managers care a lot on work and operations					
7. Managers maintain good relationships with us					
8. I believe that everyone in the work place treated equally					
9. I have enough skills and competencies required for the job					
10. I have not too much loaded with work					
11. I have no so stress due to work					
12. I am looking for better job role with more responsibilities and authority					
13. I have enough training opportunities					
14. I have an opportunity for long term development					
15. I am satisfied with my work on self-interests and benefits					
16. I am satisfied with freedom given and mental fitness					
17. I love working in my organization					
18. I am satisfied with remuneration received (including bonus and incentives)					
19. I am satisfied with employee welfare and available facilities.					
20. I am highly bound to my organization					

21. I feel that I should stay in the present organization					
22. I noticed higher number of employee withdrawals in recent past					
23. I need to have a change in my career					
24. I am interested in future market opportunities					
25. I look at new job/career opportunities in future					
26. The employee turnover ratio is comparatively higher than other similar organizations (employee turnover ratio: numbers of employees leave the company per month)					
27. I have an intension to leave the work place.					
28. I decided to resign from the company.					
29. I do not expect to be in the company more than 5 years					

1. Express your opinion on managerial and executive turnover intentions in the apparel industry?

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'Thank you for Participating for this Questionnaire'