

# **Push factors effect on voluntary external labor turnover intention in apparel industry Katunayaka Export Processing Zone**

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## **Introduction**

Employees' turnover is a much studied phenomenon in human resource management (Khatri et al. 2003) but there is no standard reason why people leave organizations. The term "turnover" is defined by Yasir in (2001) as the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. Employees' turnover intention is different from Employees' turnover. Labour turnover intention is mental decision of an individual toward the decision of continue or leave the job (Meyer et al, 2001). Turnover intentions are the instant connection to turnover behavior (Benedict et al, 2007). As a result of the turnover intention at the end it can be seen labor turnover. Voluntary external labor turnover intention is employee own intention to quit from the job as well as from the organization. But there is no standard reason why people leave organization. Those factors basically can be divided as push factors and pull factors (Ali Shah et al., 2010). Push factors are controlled factors because those factors are internal and can be controlled by organizations. According to Vuipoh (2002), firm can control push factors. In addition to that push factors can be defined as aspects that push the employees towards the exit door such as salary, benefits and facilities; size of organization, job satisfaction, job stress, and organizational commitment (Ali Shah et al., 2010). Further it has broadly divided push factors called organizational factors, attitude factors, and organizational commitment. This research conduct to find solutions for following three research questions such as What is the relationship between push factors and voluntary external labor turnover intention?, What is the impact of push factors on voluntary external labor turnover intention?, What are the suggestions provide by employees to maintain voluntary external labor turnover intention? Researcher aim to achieve following research objectives respectively to identify the relationship between push factors and voluntary external labor turnover intention, to identify the impact of push factors on voluntary external labor turnover intention, to identify the suggestions provide by employees to maintain voluntary external labor turnover intention.

## **Methodology**

The population of this study was operational level employees work in apparel related firms which have registered in Sri Lanka Board of Investment (BOI) within Katunayake Export Processing Zone (KEPZ). The aim was to study best three companies within population. Those best three companies select based on Sri Lanka BOI annual report, 2012. Finally select 30 operational level employees from each company have been selected which accounts for 90 operational level employees. Primary data is collected through self-administered questionnaires. Further Cronbach Alpha reliability test was employed to assess the validity of the questionnaire. Thus, employee turnover intention was measured by using self developed questionnaire based on Ali Shah et al.,(2010) The questionnaire items to measure turnover intention developed by the researcher

have shown a reliability level of 0.808 confirming that these levels are exceeding the general acceptable level. Hence, it is suitable for the further processing. In addition, Interview techniques use to gather deeper information of employees relevant to research objectives. Data were analyzed by using descriptive analysis, correlation coefficients analysis, and regression analysis.

## Results and Discussion

The researcher measure relationship between turnover intention and push factors. Push factors categorized basically three parts such as Organization factors (Pay, Benefit, and Organizational justice), Attitude factors (Job satisfaction, and Stress), and Organization commitment (Affective commitment, Continues commitment, and Normative commitment) according to the research findings Correlation between push factors and turnover intention Show as follow.

Table 1 - Correlation between push factors and turnover intention

Independent variables	Pearson Correlation	P value	Relationship with turnover intention
Pay	-.448	0.00	Weak negative correlation
Benefit	-.393	0.00	Weak negative correlation
Organizational justice	-.619	0.00	Strong negative correlation
Job satisfaction	-.763	0.00	Strong negative correlation
Job Stress	.783	0.00	Strong positive correlation
Affective commitment	-.477	0.00	Weak negative correlation
Continues commitment	-.272	0.00	Weak negative correlation
Normative commitment	-.439	0.00	Weak negative correlation

Source: Field Survey 2014

The first objective is assessing the relationship between employee turnover intentions. Pearson Correlation shows the type of relationship. According to Pearson Correlation rule, table No. 1 indicates those pay, benefit, affective commitment, continuance commitment, and normative commitment have a Weak negative relationship with turnover intention. Organizational justice, Job satisfaction, and job stress have a Strong negative relationship with turnover intention. In addition to that stress has a Strong positive relationship with turnover intention.

To achieve second object is assessing the impact between employee turnover intentions. Regression analyzes shows impact of push factors on labor turnover intention. It explains by following regression equation.

$$\text{Turnover Intention} = 4.297 - 0.306P - 0.234OJ - 0.193ES + 0.409JS - 0.386NC$$

P - Pay, OJ - Organizational Justice, ES - Employee Satisfaction, JS - Job stress, NC - Normative commitment

Constant of the equation will explain when all variable are constant the amount of employee turnover intention according to formula it is 4.297. It represents independent value of the formula. According to regression equation job satisfaction is highly affecting to turnover intention among other independent variable. According to the regression model there is positive impact it is 0.409. Normative commitment is the second highest affecting factor for employee turnover intention it is -0.386. Pay is the third highest affecting factor, it value is -0.306. Organizational justice effect on turnover intention, it value is -0.234. Finally employee satisfaction effect on turnover intention, it value is -0.193.

Third objective of this study was to suggestions provide to employees for maintain voluntary external labor turnover intention. According to research findings job stress is the most affecting factor for turnover intention. There for managing employee stress is essential. Payments and benefits is not only affect to turnover intention therefor managers have to consider employee satisfaction in addition to financial benefits.

## **Conclusions**

The first objective of this study was to assess the relationship between employee turnover intentions and push factors effect on labor turnover intention. According to the research findings there was a significant relationship between push factors and turnover intention in the apparel industry in Sri Lanka and to identify Pay, Benefit, Organizational Justice, Employee Satisfaction, Normative commitment, Continues commitment and Continues commitment is negatively effect on turnover intention. In the same time job stress is positively effect on labor turnover intention. The second objective of this study was to assess the impact between employee turnover intentions and push factors effect on labor turnover intention. According to findings Job stress is the most critical factor effect on labor turnover intention in Sri Lanka Apparel industry and it create positive impact. Organizational justice and job satisfaction also highly create negative affect on turnover intention.

Final objective of this study was to suggestions provide to employees for maintain voluntary external labor turnover intention. According to research findings following suggestions are important such as Create positive work environment to employees is very important to enhance employee satisfaction, Provide Competitive Benefits to employees, Develop Skills also important to enhance satisfaction, reduce the work pressure which cannot manage by them and less the working conditions in favor to job stress. Manage the work load of workers by maintaining appropriate number of workers to operation. Clearly explain the working responsibilities to employees.

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