
The study on the differences in Demographic Factors on Employee Intention to Turnover in Apparel Companies in Batticaloa District.

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Abstract:

Employees are central to all organizational activities. Human capital is an important factor of today's competitive dynamic business world. The aim of any organization is to maximize their profit which is directly or indirectly related to the productivity of its employees. Therefore retaining them in the workplace for a long time would provide many financial and non-financial benefits to the respective organizations. The recent studies revealed that, employee turnover as a great issue in the Sri Lankan Apparel industry (Dilanthi and Rasanjana, 2020). Therefore this study intended to examine whether the demographic factors of the respondents make any differences on the employee intention to turnover in the Apparel companies in Batticaloa District.

For this purpose, information from primary and secondary sources was collected. The primary information was collected from 150 operational employees who are working in the selected Apparel companies in Batticaloa District using simple random sampling technique. Quantitative analyses were done using Statistical Package for Social Science (SPSS) version 22.0.

The instrument for data collection was questionnaire. Mean, Standard Deviation (SD) and Spearman's ranked order coefficient were used to analyze the data collected while ANOVA and multiple regressions were used to test the hypotheses at 0.05 probability levels. The findings revealed moderate level of intention to turnover among operational employees in the Apparel companies in Batticaloa District. The study intended to examine whether the demographic factors of the respondents make any differences on the employee intention to turnover in the Apparel companies in Batticaloa District. In order to verify the difference in employee performance as a result of variation in demographic factors of the respondents ANOVA analysis was carried out. Three items of demographic factors was considered in the demographic profile of the

respondents. According to the ANOVA analysis it was found that there are no significant differences in employee performance between male and female employees of Apparel companies in Batticaloa District. The results of the analysis revealed that Employees who are between 24 and 29 years of age are more willing to support towards employee intention to turnover than all other age groups. The analysis revealed that there are no significant differences in employee performance between married and widowed employees of Apparel companies in Batticaloa District.

Keywords: Employee Intention to Turnover, Age, Gender, Marital status.

1. Introduction

The importance of employees to an organization has been acknowledged for a long time, as they play a pivotal role in creating, sustaining, maintaining and enhancing competitive advantage for their organizations. According to Herzberg (2005), that the issue of attracting and retaining highly qualified employees stems from a managerial perspective that is more important than ever previously. Furthermore, the issue of recruiting, motivating, keeping, and sustaining employees is considered to be a smart strategy for improving organizational performance and place a position in the market in the long term, as it invests in the valuable resource of human capital.

The intention to leave has received tremendous attention and significance from top management, human resource professionals and other industrial psychologists. It has proven to be one of the most costly and difficult human resource challenges faced by various organizations locally and globally.

According to Central bank of Sri Lanka (2014), the improved performance of all categories of Factory Industry contributed to the overall growth, specially export market oriented industries such as textile, wearing apparel and leather products category as well as chemical, petroleum, coal, rubber and plastic products category recorded a substantial growth of 11.5 percent and 8.5 percent respectively in 2014.

Among these sub sectors, wearing apparel sub sector is one of the leading export oriented industries and dynamic contributor for Sri Lanka's economy continued its growth momentum.

Individual growth of wearing apparel sub sector recorded a 19.7 percent in 2014. Sri Lankan apparel industry is at a reputed place in world context as they are a reliable and a quality manufacturer that following ethical practices such as free of child labour, free of forced labour and eco-friendly international standards.

According to the Labour Demand Survey Report 2017 female resignation is 56.6% and the male resignations 43.4% in Sri Lanka. Employee turnover is a serious issue, especially in the field of human resource management. In Sri Lankan context employee turnover is cost making situation to private and public sector organizations (Storey, 2001). Thus, it will negatively affect the organization in terms of overall expenditure and the abilities to distribute the minimum required service.

2. Literature Review

According to Suzuki (2007), employee turnover is a ratio of the number of employees that a company must replace in certain periods of time. Rahman and Nas (2013) have defined turnover as an employee that permanently leaves the boundary of the organization. The result of the study by Nienaber and Masibigiri (2012) on employee turnover, which was researched extensively in the USA, Australia, and the UK, speaks of employee turnover in terms of voluntary turnover. Voluntary turnover is described as the unplanned loss of employees who leave the company, when employers would prefer to keep them. Moreover, voluntary turnover has two main types: avoidable or unavoidable. The avoidable type is preventable as it is represented by a change in place of employment, or by early retirement. Meanwhile, the unavoidable (unpreventable) type involves factors which cannot be controlled, such as the death of an employee illness, family issue or retirement. Finally, for undesirable turnover would include competent and qualified employees leaving due to such organizational issues as lack of supervision, poor support and role conflict. These issues need to be addressed because they are directly affected by client service quality and organizational effectiveness (She, 2013).

Nawaz et al. (2009) identified several causes affecting voluntary turnover. He defined this term to be the leaving organization with the employee intention. Further he explained this intention to be created causing the better job opportunities, existing job dissatisfaction, bad working

conditions or negative attitudes on the supervisors. Thus high voluntary turnover negatively affects to the organizational growth.

Demographic Factors: Amongst, the demographic factors of age, gender and marital status were common factors for many contexts. Further emphasizing this, Michaels and Spector (1982) explained the possibility of whole satisfaction and commitment over the job through age as a factor. The relationship between the employee turnover and age was additionally studied by Mobley et al. (1979) and proved it to be negative. This can be happened because the employees in their young age like to get experience in many aspects with their strength and have the opportunity to easily find new jobs without stagnating in the same positions. Becoming adult let them to find jobs where they can quickly become established. Therefore, this argument can be proved with Mobley et al. (1979).

This study was conducted in the Sri Lankan apparel industry. Based on related literature in the context, age and gender were significant factors affecting employee turnover (Deerasignhe, 2003). Keelagama and Epaarachchi (2003) found majority of labour in the manufacturing sector to be female and employed in the apparel industry. This amount existed as 85% during 2010 (BOI Sri Lanka, 2013).

Also, once the employees got married, their duties on family commitment are increased decreasing their intention to be employed (Mobley et al., 1979; Deerasignhe, 2003). When the females happen to this, they try to leave the jobs. Thus both gender and marital status impact on employ turnover. This was proven by Deerasignhe (2003) in the Sri Lankan context. Accordingly, he emphasized that many women resign from the job after marriage.

Employee Turnover Intention

Researchers have tried to study the antecedents of turnover intention, in an attempt to develop managerial tools that properly deal with the problem of high rates of employee turnover. The present study focuses on the turnover intention itself, rather than on the actual turnover, because an employee's intent to leave is considered to be one of the most significant indicators, and the

strongest predictor, of actual turnover. Thus, it is important to investigate the determinants that affect turnover intention that lead employees to actual turnover.

Long et al., (2012) stated that turnover intention is the potentiality of an individual to leave the job, which is classified into the distinction of voluntary and involuntary, as well as the functional or dysfunctional. Each type of employee turnover affects the organization where it occurs to a varying degree. Furthermore, turnover intention is defined by Hussain and Asif (2012) as the prevailing mental behavioural decisions between an employee's choices that are either to stay or withdraw, and are consequently connected instantly with actual turnover. Not surprisingly, Karatepe and Shahriari (2014) have pointed out that employees with high levels of turnover intentions have low morale, deliver poor services, and erode service recovery efforts.

Here is a requirement to address the issue of employee turnover intention since it constitutes a phenomenon in its own right. Udechukwu and Mujtaba (2007) stated that the probability that an employee might either voluntarily stay or leave from a firm differs totally from the intention of the employee to leave or stay at that organization. Thus, it is relevant to state that the probability of the event should not to be confused with the event itself. The latter behaviour has been widely studied and has been addressed as 'intent to leave', 'intention to leave', or employee turnover intention. Currently, models of employee turnover intentions provide insights and expectations concerning who is likely to leave and who is potentially likely to stay, yet they do not

predict the manner or timeframe of these leaving or staying decisions. Organizations that are involved with strategic HRM and human resource development (HRD) initiatives may find the data regarding the amount of behaviours that relate to leaving and staying to be very useful for their work. Nonetheless, it is necessary to know what they could do if they were able to make greater predictions. Intention to leave is defined in this study as the conscious and deliberate willfulness to leave an organization.

For many years, turnover intention has been a critical phenomenon in managerial and administrative settings, and the issue is certainly a problem for many organizations in the modern era (Maier et al., 2013).

A study by Matz et al. (2013) disclosed some predictors of turnover intent among adults, as for instance, personal characteristics, work environment variables, and job attitudes. The study examined the relationship of these variables with turnover intention among custody and non-custody employees in the field of facilities, which was managed by the Kentucky Department of Juvenile Justice (DJJ). The first variable, which is known as the personal variable, encompasses factors of gender, race, age, education, and geographical locations of facilities, as well as custodial versus noncustodial positions. The second variable, which is referred to as the work environment variable, comprises staff perceptions of supervision, collective efficacy, communication and relationships, co-workers, safety and security on jobs, and the type of facility at which an individual is employed. The third variable, which is stated as the job attitudes variable, consists of job satisfaction and organizational commitment.

Khatri et al. (2001) discussed three determinants that have an influence on turnover intention. The primary determinants they discuss are demographic factors, such as: age, gender, educational level, tenure, income, and job category. The second determinant can be thought of in terms of uncontrollable factors, which comprise perceived alternative job opportunities and job-hopping (one of the turnover types). The third determinant deals with controllable factors, such as: pay, the nature of the work, supervision, organizational commitment, distributive justice, and procedural justice.

Moreover, Khatri et al.'s (2001) results showed that there is a negative relationship between turnover intention and three of the demographic factors, such as: age, gender, and income level. However, the educational level of an employee is deemed to be positively related to turnover intention, as the higher the educational level, the greater the probability of leaving or thinking about the intention to leave. In relation to job category and gender, non-managerial employees are more likely to withdraw than managerial employees. It is also analysed that females tend to leave their jobs more often than males. Nonetheless, certain studies do maintain that there is no evidential link between gender and turnover intention.

There is not any universally approved framework for the reasons that drive people to leave, and because of this, the phenomenon is hard to assess or understand for management and administration teams.

Young employees mostly change jobs when better opportunities come up; especially, for a better job or to go back to education with seasonal work, shift from temporary to a more stable job or because they were not happy with previous job. The findings of Quan and Cha (2010) have demonstrated that younger employees have higher turnover intention rates than older ones, and younger employees who also experience less job stress than older individuals. Additionally, the results of Ho et al. (2013) indicated that gender has a significant relationship with turnover intention.

Therefore, these substantive reviews provided evidence for the significance of the impact of above demographic factors on employee turnover in the Sri Lankan apparel industry hence; the following hypotheses were derived in this study.

H1: Age of the employees affects employee intention to turnover.

H2: Gender of the employees affects employee intention to turnover.

H3: Marital Status of the employees affects employee intention to turnover.

Research Problem

Employee turnover is a major issue in the field of human resource management. They are quitting the organization permanently at some point soon. It depends on employee personal reasons. Further, the intention to leave a job is defined as an 'individual's expected chance'. Moreover, turnover occurs when the employees have an alternative best opportunity. While involuntary turnover intention occurs when an organization is not satisfied with employee performance and makes the decision to fire him (Tsai & Wu, 2010). Turnover intention can be either voluntary or involuntary. In voluntary turnover, employee leaves the organization willingly. In many countries, employee turnover gives stressful sleepless nights to human resource managers. Unfortunately, although the turnover of employees is such a severe problem

around the world, there are many studies to investigate this, employee turnover has not been decreased yet (Veloulsou, 2004).

The rise of voluntary turnover from year to year puts the company into a challenging situation in maintaining the workforce and coordinating activities in the company. The problem of the insufficient workforce will limit the growth of a business and burden the existing staff with extra responsibilities, which will lead to job stress (Harper, 2016).

High turnover is an unfavourable situation that will result in increased costs in terms of recruitment, training, and development as well as benefits and compensation. When an employee leaves the organization, the management has to incur additional expenses by recruiting new staff, designing a new salary package, and providing a training course. Eventually, it will have a negative impact on the financial organization's performance in the market in terms of profit margin. (Mohammad et al., 2014). The study will help human resources managers to better align their employee retention programme instead of focusing only on salary increment, thus improving the financial companies' productivity and overall performance.

Research Questions

The study considers the following research questions.

- ✓ What is the relationship between age and intention to turnover in apparel companies?
- ✓ What is the relationship between gender and intention to turnover in apparel companies?
- ✓ What is the relationship between Marital Status and intention to turnover in apparel companies?

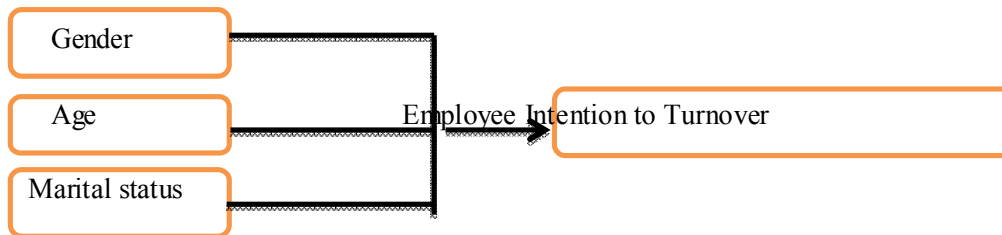
Research Objectives

Based on the research problem, five objectives were developed for the study, as mentioned below:

- ✓ To examine the relationship between age and intention to turnover in apparel companies.
- ✓ To examine the relationship between gender and intention to turnover in apparel companies.

- ✓ To identify the relationship between Marital Status and intention to turnover in apparel companies.

Figure 1: Conceptual Framework



(Source: Developed for the study)

4. Methodology

The purpose of this research is to empirically investigate the assumption that the demographic factors can have influence on employee intention to turnover in the Apparel companies in Batticaloa District.

4.1 Sample Selection

Employees from the leading apparel companies located in the Batticaloa District were selected on simple random basis to collect information regarding employee intention to turnover. Data were collected issuing questionnaire to 150 employees.

4.2 Data Collection Methods and Instruments

This study was carried out based on primary data. Structured questionnaire was used to collect data. The Questioner comprised of statements on the variable. Likert scale of 1-5 which ranges from “Strongly Disagree” to “Strongly Agree” was applied in the questionnaire to identify responses. The numerical values were given for the purpose of quantification of variable as follows:

1. Strongly disagree
2. Disagree
3. Neither Agree nor Disagree.
4. Agree

5. Strongly agree

4.3 Data Presentation, Analysis and Evaluation

Data has been presented using tables. Meanwhile descriptive analysis was used for data analysis. Hence under the descriptive analysis, mean and standard deviation were derived from the analysis of 150 respondents. Independent sample t-Test was run to test whether or not the independent variable has impact on employee intention to turnover. Statistical package of SPSS 22.0 has been used for this purpose. Furthermore criteria shown in table were adopted to evaluate mean values.

Table 1. Decision rule for univariate analysis

Range	Decision attributes
$1 \leq X_i \leq 2.5$	Low level
$2.5 < X_i \leq 3.5$	Moderate level
$3.5 < X_i \leq 5.0$	High level

Source- Formed for this research

5. Data Presentation,

5.1 Demographic Characteristics of Respondents

The study sample is 150, 33 male and 117 female representing 78% of the sample, Table (2) below shows the demographic characteristics of the sample. A large section of the respondents were aged between 24-29 years (34%) and a large portion of them were single with 71% of representation.

Table 2: Demographic Characteristics of Respondents

Demographic	Category	Frequencies
Gender	Male	33
	Female	117
Age	18-23	45
	24-29	51

Demographic	Category	Frequencies
	30-35	21
	Above 35	33
Marital Status	Single	106
	Married	44

(Source: Primary data)

5.3 Descriptive statistics

This section presents mean and standard deviation for the variable Employee Intention to Turnover.

Table 3: Mean and standard deviation for the variable of Employee Intention to Turnover

Variables	Mean	Standard Deviation
Employee Intention to Turnover	2.90	0.84

Source- Survey data

As highlighted in Table 3, the variable of Employee Intention to Turnover has taken the mean values of more than 2.9 which fall in moderate level category.

5.4. Differences in Employee Intention to Turnover between and among Demographic Characteristics of respondents

5.4.1 Difference in Employee Intention to Turnover between Genders of respondents

The following hypothesis (Hypothesis 01) was formulated to check whether Employee Intention to Turnover differs between Male and Female employees.

H_0 : There are no significant differences in Employee Intention to Turnover between Male and Female employees of Apparel Company in Batticaloa District.

H_1 : There are significant differences in Employee Intention to Turnover between Male and Female employees of Apparel Company in Batticaloa District.

The independent samples t-test was carried out to verify the difference and results are given in the following tables 4 and 5.

Table 4 :Employee Intention to Turnover (Group statistics – Gender)

Variable	Respondent	N	Mean	Standard deviation
EMPLOYEE INTENTION TO TURNOVER	Male	33	3.01	0.0333
	Female	117	2.87	0.0410

(Source: Primary data)

Table 5: Employee Intention to Turnover (Independent sample t-test analysis - Gender)

Variance Assumption	Levene’s test for equality of variance		t-test for equality of means		
	F	Sig.	T	Df	P-value
Equal variance assumed	0.199	0.665	0.604	148	0.215
Equal variance not assumed			0.615	52.794	0.195

(Source: Primary data)

Levene’s test for equality of variances indicates that variances for respondents does not differ significantly (p-value, 0.665>0.05) from each other. Then ‘Equal-Variance Assumed’ assumption was taken and t-test for equality of means was carried out to compare average values between respondents.

As the p-value from the t-test for equality of means (p=0.215), is greater than the significance level 0.05, null hypothesis (H_0) was not rejected and it was concluded that there is sufficient evidence to say, at the 5% level of significance, that “there are no significant differences in Employee Intention to Turnover between Male and Female employees of Apparel company in Batticaloa District”.

This study was conducted in the Apparel Company and data were collected from among the operator employees. The work undertaken by the operator employees are more toward physic

and less towards mind. Both genders have been considered equal in the assignment of tasks. Therefore, the findings revealed the equal rights and responsibilities as well. Therefore the feelings, beliefs, attitude, and behavior become similar, hence both gender reveal the same level of Employee Intention to Turnover.

5.4.2 Difference in Employee Intention to Turnover among Age Groups of respondents

The following hypothesis (Hypothesis 2) was formulated to check whether Employee Intention to Turnover differs among Age groups of respondents.

H₀ : There are no significant differences in Employee Intention to Turnover among different Age groups of employees of Apparel Company in Batticaloa District.

H₁ : There are significant differences in Employee Intention to Turnover among different Age groups of employees of Apparel company in Batticaloa District

ANOVA analysis was carried out to verify the difference and results are given in the following table 6.

Table 6: Employee Intention to Turnover (Analysis of Variance - Age)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.297	3	0.766	6.211	0.000
Within Groups	173.976	146	1.192		
Total	176.273	149			

(Source: Primary data)

F statistics for the differences in Employee Intention to Turnover among age groups is 6.211 with an associated p-value of 0.000. As the p-value is less than the significance level 0.05, it can be concluded that there is sufficient evidence to say at 5% level of significance, that “there are significant differences in Employee Intention to Turnover among different age groups of employees of Apparel Company in Batticaloa District”.

As there are four age groups mentioned in the questionnaire, it is essential to figure out the actual age groups which differ significantly among those all four in terms of Employee Intention to

Turnover. To find out the differences in detail, Post-Hoc analysis and Test of Homogeneity of Variance were carried out. The results of the analysis are presented in the table 7 and 8.

Table 7: Test of Homogeneity of Variance – Employee Intention to Turnover (Age)

Levene Statistic	df1	df2	Sig.
1.611	3	146	0.128

(Source: Primary data)

Table 8: Post-Hoc analysis – Age Groups

Age (I)	Age (J)	Mean Difference (I-J)	Sig.
18-23	24-29	-1.091	0.006
	30-35	-0.120	0.234
	Above 35	-0.030	0.995
24-29	18-23	1.091	0.006
	30-35	0.971	0.003
	Above 35	1.061	0.000
30-35	18-23	0.120	0.234
	24-29	-0.971	0.003
	Above 35	0.090	0.100
Above 35	18-23	0.030	0.995
	24-29	-1.061	0.000
	30-35	-0.090	0.100

(Source: Primary data)

Homogeneity of Variance Test was carried out to check whether the variances of different groups are equal or not. The result of the test is indicated in table 7. As the p-value is greater than 0.05 (p-value = 0.128), it can be concluded that the variances are equal. Hence, Equal variance assumed and Post-Hoc analysis was carried out to find out the actual differences. Scheffé Test was selected under the selected assumption.

The results of the Post-Hoc Analysis are presented in table 8. It has been found out from the in-depth analysis that, there are significant differences between the age groups 24-29 and all the other groups. Employees who are aged between 24 and 29 are more willing (by 1.091 on average than 18-23 age group, by 0.971 on average than 30-35 age group and by 1.061 on average than those above 35 years of age) to support towards Employee Intention to Turnover. However, there are no significant differences in Employee Intention to Turnover among other age groups.

A difference in age group was revealed in this analysis. Accordingly, employee in the age group between 24 and 29 have had considerable work experience in the field at the same time might have had stress due to workload to meet their targets. Young employees in this aged group also might have had more expectation for engaging in married life. Work experience they had in the field and their educational qualification could have given a confidence in undertaking any relevant assignment elsewhere. Employees in this age group might also own personal and social identity as a result of superior professional qualities. Therefore the attitude of those age group are more voluntarily accept, persuade, and guide others for Intention to Turnover.

5.4.3 Difference in Employee Intention to Turnover between single and married respondents

The Primary questionnaire consisted of four attributes such that; single, married, widow, and other regarding the marital status of the respondents. However, the respondents responded only for two categories such that; single and married. Therefore, it was decided to test the mean differences only between single and married employees.

The following hypothesis (Hypothesis 3) was formulated to check whether Employee Intention to Turnover differs between single and married employees.

H_0 : *There are no significant differences in Employee Intention to Turnover between single and married employees of Apparel Company in Batticaloa District*

H_1 : *There are significant differences in Employee Intention to Turnover between single and married employees of Apparel Company in Batticaloa District*

Independent samples t-test was carried out to verify the difference and results are given in the following tables 9 and 10.

Table 9: Employee Intention to Turnover (Group statistics – marital status)

Variable	Respondent	N	Mean	Standard deviation
EMPLOYEE INTENTION TO TURNOVER	Single	106	2.88	0.4403
	Married	44	2.96	0.4098

(Source: Primary data)

Table 10: Employee Intention to Turnover (Independent sample t-test analysis - marital status)

Variance Assumption	Levene's test for equality of variance		t-test for equality of means		
	F	Sig.	T	Df	P-value
Equal variance assumed	0.091	0.764	0.419	148	0.418
Equal variance not assumed			0.409	76.656	0.447

(Source: Primary data)

Levene's test for equality of variances indicates that variances for respondents does not differ significantly (p-value, $0.764 > 0.05$) from each other. Then 'Equal-Variance Assumed' assumption was taken and t-test for equality of means was carried out to compare average values between respondents.

As the p-value from the t-test for equality of means ($p=0.418$), is greater than the significance level 0.05, null hypothesis (H_0) was not rejected and it was concluded that there is sufficient evidence to say, at the 5% level of significance, that "there are no significant differences in

Employee Intention to Turnover between single and married employees of Apparel company in Batticaloa District”.

The results revealed that there is no difference between the single and married employees in this study.

Intention to Turnover

This dimension represents the turnover intention of the faculty members at Apparel Company. Table (11) presents the participants’ agreement regarding turnover intention.

Table 11: Employee Intention to Turnover

Q No	Statement	Mean	Standard Deviation
1	I often think about quitting my present job.	2.26	0.90
2	I will probably look for a new job in the next year.	2.65	0.61
3	As soon as possible, I will leave the institution.	2.70	0.91
4	I would be very happy to spend the rest of my career with this institution.	3.59	0.96
5	I do not plan to leave the institution soon.	3.32	0.81
Average Mean and Standard Devotion		2.90	0.84

From the above table, it appears that the mean values of participant’s answers ranged from (2.26) to (3.59) with a (0.84) standard deviation value. The highest mean value of 3.59 was for statement 04: "I would be very happy to spend the rest of my career with this institution", which means that the participants show a good level of agreement regarding this statement. Meanwhile, the lowest mean value of 2.26 was for statement 01 "I often think about quitting my present job", which means that the participants show a low level of agreement regarding this statement. According to the average mean value (2.90), it can be observed that the sample have a moderate level of intention to turnover at the Apparel companies in Batticaloa District, as well as the sample revealing a less positive attitude to some extent regarding it. In relation to standard

deviation, there are normal values presented which are reflect convergence on the sample's response.

The results show that the respondents less often think about quitting their present job. Further it reveals that, they looking for a new job is not probable in the next year, and that they will not leave the institution in the near future. Added to that, they would be very happy to spend the rest of their career with their institution and they do not plan to leave their institution.

Conclusion

The study intended to examine whether the demographic factors of the respondents make any differences on the employee intention to turnover in the Apparel Companies in the Batticaloa District. In order to verify the difference in employee intention to turnover as a result of variation in the demographic profile of the respondents ANOVA analysis was carried out. Three items of demographic factors were considered in the demographic profile of the respondents.

The ANOVA analysis was performed to find the differences in employee performance between different genders. According to the ANOVA analysis it was found that there are no significant differences in employee performance between male and female employees of Apparel Companies in the Batticaloa.

The ANOVA analysis was performed to find the differences in employee intention to turnover among different age groups. According to the ANOVA analysis it was found that there are significant differences in employee intention to turnover in different age groups of employees of Apparel Companies in the Batticaloa. There are four age groups mentioned in the questionnaire, in order to figure out the actual age groups which differ significantly among those all four in terms of employee performance the Post-Hoc analysis and Test of Homogeneity of Variance were carried out. The results of the analysis revealed that Employees who are between 24 and 29 years of age are more willing to support towards employee intention to turnover than the employees in all other age group

The ANOVA analysis performed to find out the differences in employee intention to turnover between married and widowed of the respondents. The results of the analysis revealed



that there are no significant differences in employee intention to turnover between married and unmarried employees of Apparel Companies in the Batticaloa.

The results showed that most of the employees in the Apparel Company do not have intention to turnover. Therefore, this research provides valid and reliable information for future researchers.

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