

**IMPACT OF ORGANIZATIONAL COMMITMENT ON EMPLOYEE TURNOVER INTENTION
OF OPERATIONAL LEVEL EMPLOYEES AT JO LANKA MANUFACTURING (PRIVATE)
LIMITED WADDUWA**

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Abstract

In modern business world turnover intention has become massive issue in all most all the countries throughout the world. Therefore every organization have to pay attention to cope up from this issue and navigate towards the organizational success. Therefore researcher carried out a pilot survey to determine the level of turnover intention within employees in Jo Lanka Manufacturing (Private) Limited Wadduwa and identified high turnover intention among operational level employees in this context. By reviewing the literature, the researcher identified that organizational commitment is the most influential factor which impact on turnover intention. The aims of this study is to identify the impact of organizational commitment on turnover intention and the impact of the dimensions of organizational commitment (affective, normative, continuance) on turnover intention with respect to the operational level employees in Jo Lanka Manufacturing (Private) Limited Wadduwa. Among 310 operational level employees in this research context, 175 operational level employees were selected as the sample after applying stratified random sampling method and data were collected by using self-administrated questionnaire. Researcher used simple regression analysis to find out the impact of organizational commitment on turnover intention and multiple regression analysis to find out impact of three dimensions of organizational commitment on turnover intention. The results revealed that organizational commitment and three dimensions of organizational commitment have impacted on turnover intention of operational level employees in Jo Lanka Manufacturing (Private) Limited Wadduwa. Further this study recommended the management of this study context to formulate relevant training plans, career development strategies and remuneration, welfare facilities for employees to enhance their organizational commitment which will leads to reduce employee turnover intention. Furthermore this will provide guidelines for the future researchers to conduct their studies by considering all the other levels of employees, rather than the operational level employee and in different research contexts.

Keywords: Affective Commitment, Continuance Commitment, Normative Commitment, Organizational Commitment, Turnover Intention.

Introduction

In the modern era, organizations are continuously changing due to modern technology and competitive business environment (Hassan, Hassan, Khan, & Naseem, 2011). This changing environment is not only affecting to the organizations but also affecting for employees working in it. In every organization their ultimate goal is to gain a competitive advantage against their competitors and success of the company is highly affected from how much they have achieved competitive advantage than its rivals. (Joo & McLean, 2006). In every organization, they have to gain competitive advantages in the product and labour market, it needs highly committed and engaged employees. Recently, many firms try to become an employer of choice, which refers to an organization that out performs their competition in attracting, developing and retaining people with business-required talent (Joo & McLean, 2006).

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In order to achieve this competitive advantages, human resources must be managed properly (Hassan et al., 2011). Human Resource Management plays a vital role in this regard. Business leaders often assert that skilled and committed employees are the only sustainable source of competitive advantage. Furthermore valuable and skilled employees are considered as essential to an organization's performance and success, and therefore retention of these employees is extremely important to employers. (Mayfield & Mayfield, 2008). When an organization loses its talented employee it leaves a negative impact on innovation, customer satisfaction, knowledge gain during the past years and on the profitability of the organization (Hassan et al., 2011).

When it's come to the turnover intention it can be defined as a conscious and deliberate willingness to leave the organization (Mobley, 1977). Turnover intention and intention to quit are used interchangeably in the literature (Balogun, Adetula, & Olowodunoye, 2013). Ongori (2007) noted that today's competitive business world, it is considered to be an important task to manage employee turnover intention for any organization and naturally people want diversities in his/her everyday life, seeks for new and challenging jobs and good working environment in job place.

Research Problem

In Sri Lankan economy, apparel industry plays as a major contributor to Gross Domestic Production (GDP), exports and foreign exchange earnings in Sri Lanka (Dheerasinghe, 2002). According to Dheerasinghe (2002) pointed out the major problem the apparel industry is facing the problems in developing and maintaining the required manpower. Dheerasinghe (2002) also cited the lack of skilled labor and high labor turnover are some of the main challenges facing the Sri Lankan apparel industry. Mathis and Jackson (2006) found that turnover intention is a costly problem and further, argued that the cost related to the intention to turnover can be classified as separation cost, replacement cost, training cost and hidden cost. Thus, the heavy cost is ultimately cause to decrease in profitability and the productivity of the firm.

According to the Rathnasooriya and Jayatilake (2016) stated that employee turnover intention of operational level employees has been of serious concern to managers in the face of ever increasing high rate of employee turnover in the apparel industry in Sri Lanka today. Further they stated that retention of operational level employees has become a difficult task for managers as this category of employees are being attracted by more than one organization at a time with various kinds of incentives. Furthermore operational level employees, specially "Sewing machine operators" and "Quality controllers" in Sri Lanka are daily migrating abroad for better job conditions.

According to the past records of Jo Lanka Manufacturing (Private) Limited Wadduwa, there is a high employee turnover rate within the company. According to the company records the average employee turnover rate is 7.9% when consider the previous 3 years (2014 to 2016). But their management expect to maintain their turnover rate below 4%. Based on above data and information if there is this kind of turnover pattern continuously through number of years of any organization it can be suspect that employees might have turnover intention.

To identify whether there is a actual problem in operational level employees regardig to the turnover intention at Jo Lanka Manufacturing (Pvt) Ltd Wadduwa. Researcher conducted a pilot survey by using a questionnaire. This questionnaire consists with the turnover intention measuring instruments developed by Mobley, Horner and Hollingsworth in 1978 with 3 items measure by using seven point Likert scale. According to the results of pilot survey the level of turnover intention of executive level employees is 3.25 and operational level employees is 4.45. The level of turnover intention of executive level employees is less than the expected mean value of seven point Likert scale (4). Therefore, it can be able to identify that there is low level of employee turnover intention of executive level employees. When it comes to the operational level employees, actual mean value is higher than the expected mean value of turnover intention (4). Therefore it can be identified that the operational level employees of Jo Lanka Manufacturing (Private) Limited have high turnover intention level. Therefore problem statement can be stated as,

"Why do the operational level employees of Jo Lanka Manufacturing (Private) Limited Wadduwa have high level of turnover intention?"

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The literature witnesses that there are many factors affecting to employee's turnover intention within the organization (Steers, Porter, & Mowday, 1982). An early review article of studies on turnover intention revealed that age, tenure, overall satisfaction, job content, intentions to remain on the job and commitment are impact on turnover intention (Mobley, 1977). Organizational commitment has consistently been viewed as an important antecedent to employee turnover intention (Steers et al., 1982). When it's come to the organizational commitment, Meyer and Allen (1996) suggests that organizational commitment is the behaviour of an individual articulated in correspondence to his/her dependence on a precise organization.

Perryer, Jordan, Firms, and Travaglione (2010) investigated the way organizational commitment interacted with predicting turnover intention. They found that the three dimensions were negatively related to turnover intention. Most studies point out that organizational commitment is a powerful predictor of organizational turnover intention (Mathieu & Zajac, 1990). According to the Meta analysis conducted by Allen and Meyer (1996) all three components of organizational commitment were impact to organizational turnover intention.

Research Objectives

- To identify the impact of organizational commitment on employee turnover intention of operational level employees in Jo Lanka Manufacturing (Private) Limited Wadduwa
- To identify the impact of affective commitment on employee turnover intention of operational level employees in Jo Lanka Manufacturing (Private) Limited Wadduwa
- To identify the impact of continuance of organizational commitment on employee turnover intention of operational level employees in Jo Lanka Manufacturing (Private) Limited Wadduwa
- To identify the impact of normative commitment on employee turnover intention of operational level employees in Jo Lanka Manufacturing (Private) Limited Wadduwa

Literature Review

Turnover Intention

According to Tett and Meyer (1993) referred to turnover intention as the deliberate and conscious willingness of the employees to leave their organizations. Theoretically, it is the last in the sequence of withdrawal cognitions, which consists of thinking of quitting and intent to search for alternative employment (Bluedorn, 1982). Employees' turnover intention may be defined as an individual's turnover intention his/ her organization within a defined period of time. Examining the intention of employees to leave could be an indicator for the level of employee turnover ratio (Brown & Peterson, 1993). According to Das (2012) research into the history of turnover intention has been directed toward understanding the relationship between job attitudes, such as job satisfaction and organizational commitment, and especially from employee turnover. And also turnover intention can be recognized as the final stage of the employee that can be undertaken in the process of decision making process before he gets decision to leave the job actually (Ongori, 2007).

Losing employees that are highly skilled may have disruptive implications for organizations, such as impaired organizational functioning, service delivery and administration. It may also contribute to increased costs of rehiring and retraining employees (Bluedorn, 1982).According to Ajzen (1991), turnover intention can be used as a substitution for actual turnover since the theory of planned behaviour suggests that behavioral intention is a respectable forecaster of actual turnover. Although turnover intentions do not always lead to act turnover (Lum, 1998).

Organizational Commitment

Organizational Commitment can be considered as one of the most interested area among the researchers within last decade because it has an ability to generate better effects to the organizational performance. Organizational commitment is commonly defined as employees' interest in and connection to, an organization. Employees who are committed to their firms tend to identify with the objectives and goals of their organization (Kuoand, lin, & lay, 2010). According to the Luthans and Morgan (2007) defines employee commitment as a mindset reflecting employee faithfulness to their

organization and it is a continuing chain by which organization’s members utter their concern regarding the organization and its development. Organizational commitment can also be viewed as the knowledge, skills, abilities and experience of the work force which is useful to the organization only if the employees are willing to apply it to the achievement of the organization goals (Hashmi, 2012).

Organizational commitment has been operationalized into three components: affective, continuance, and normative (Allen & Meyer, 1996). According to Meyer & Allen’s (1996) view that, affective commitment is an emotional attachment and identification with and involvement in the organization, Continuance commitment is an attachment based on the cost of leaving the organization and normative commitment refers to a feeling of obligation to stay in the organization.

Organizational Commitment and Turnover Intention

According to the Tett and Meyer (1993) explain that level of organizational commitment can be shown the turnover intention of the employees in an organization and actual turnover of the employees, level of absenteeism, Organizational citizenship behaviour and job performance. According to the Maheshwari & Maheshwari (2012) mentioned that organizational commitment is negatively impact with turnover intention and found as when organizational commitment increases, turnover intention will decrease. However, Tuzun (2007) argue that, the workers who are happy or satisfied with the organization, they have most probable to be committed towards the organization and their jobs as well as they have too much low intention to leave the job and organization. DeConinck and Bachmann (2011) investigated that impact of organizational commitment on employee’s turnover intention of operational level employees.

Conceptual Framework

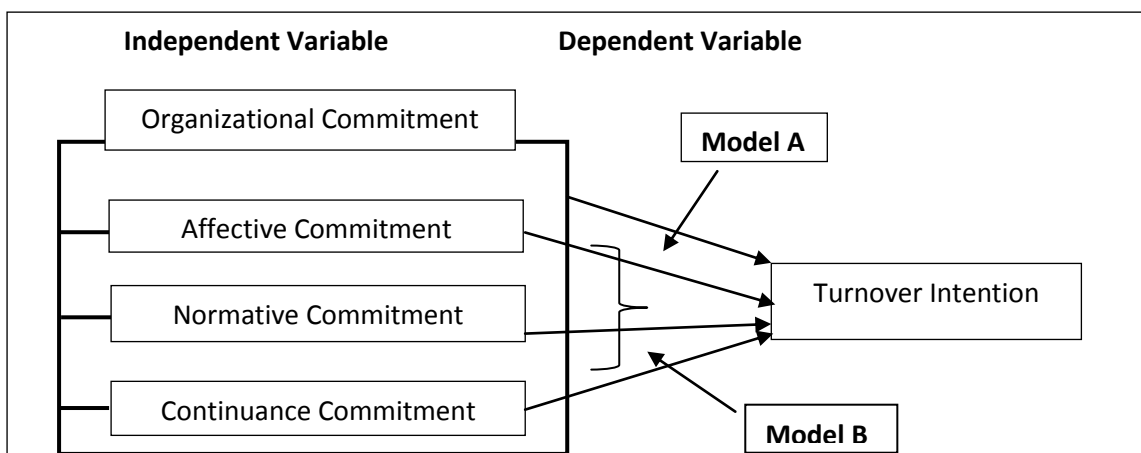


Figure 3.1 Conceptual Framework

Source: (Develop by researcher)

Methodology

Jo Lanka Manufacturing (Private) Ltd Wadduwa is currently operating 8 production lines. The population in this study is the operational level employees of the Jo Lanka Manufacturing (Private) Limited Wadduwa plant and it was 310 employees. From the population, the sample size was determined by using the Krejcie and Morgan’s table that built in 1970 and it was 175 operational level employees. Therefore 175 operational level employees were selected by using stratified random sampling method as the sample for the research. In this study, researcher use deductive approach because deductive approach arise base on existing theory and research and the unit of analysis of the study is individual level. Primary data has been used to test the hypothesis and arrive at conclusion of the study. The researcher used a self-administered questionnaire which is an important data collection method in surveys. Measuring instrument of turnover intention consists with 3 items and it was developed by Mobley, Horner and Hollingsworth, 1978. Researcher convert this questionnaire to

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seven point scale type questionnaire for this study. Miller (1982) as cited in Colman, et al. (1997) that the human mind has a span of absolute judgment that can distinguish about seven distinct categories, a span of immediate memory for about seven items. According to Dawes, (2007) five point format can readily be transferred to seven point rated. Measuring instrument of organizational commitment consists with 18 items, six items for each dimension of the organizational commitment. Researcher used the measurement developed by Allen and Mayer in 1996. Moreover the researcher used simple regression analysis to find the impact of organizational commitment on turnover intention (Model A) and multiple regression analysis used to find the impact of dimensions of organizational commitment on turnover intention (Model B).

Data Analysis

Correlation Analysis

Table 1: Result of Correlation Analysis

		Model			
		Model A		Model B	
Dependent variable		Turnover intention		Turnover intention	
Independent variable		Pearson correlation	P-Value	Pearson correlation	P-Value
	Organizational commitment	-0.648	0.000	-	-
	Affective commitment	-	-	-0.363	0.000
	Continuance commitment	-	-	-0.491	0.000
	Normative commitment	-	-	-0.288	0.000

Source :(Survey, 2018)

As per the Table 1, organizational commitment and all three dimensions of organizational commitment reported negative correlation with the turnover intention.

Regression Analysis

Table 2: Table of Regression Coefficients

Model	Variables	Beta	Sig	95% confidence level	
				Lower	Upper
Model A	Constant	8.369	0.000	7.684	9.053
	Organizational Commitment	-1.132	0.000	-1.332	-0.932
Model B	Constant	8.351	0.000	7.671	9.031
	Affective Commitment	-0.365	0.000	-0.486	-0.244
	Continuance Commitment	-0.475	0.000	-0.593	-0.358
	Normative Commitment	-0.290	0.000	-0.401	-0.178

Source: (Survey 2018)

H_{1A}: There is an impact of organizational commitment on employee turnover intention of operational level employees in Jo Lanka Manufacturing (Private) Limited Wadduwa

According to Table 2, in Model A since the p value of organizational commitment (0.000) is less than the critical p value (0.05) there are enough evidence to reject H_{0A}. Hence it can be conclude that there is an impact of organizational commitment on employee turnover intention of operational level employees in Jo Lanka Manufacturing (Private) Limited Wadduwa.

H_{1B}: There is an impact of affective commitment on employee turnover intention of operational level employees in Jo Lanka Manufacturing (Private) Limited Wadduwa

According to Table 2, in Model B affective commitment since zero is not lying in between upper and lower confidence intervals. Therefore it can be concluded that there are enough evidence to reject H_{0B}. Hence that can be concluded as there is an impact of affective commitment on employee turnover intention of operational level employees in Jo Lanka Manufacturing (Private) Limited Wadduwa.

H_{1C}: There is an impact of continuance commitment on employee turnover intention of operational level employees in Jo Lanka Manufacturing (Private) Limited Wadduwa

The output P value (0.000) of continuance commitment in Model B in Table 2, is less than critical p value (0.05) there are enough evidence to reject H_{0C}. Therefore it can be concluded that there is an impact of continuance commitment on turnover intention of operational level employees in Jo Lanka Manufacturing (Private) Limited Wadduwa.

H_{1D}: There is an impact of normative commitment on employee turnover intention of operational level employees in Jo Lanka Manufacturing (Private) Limited Wadduwa

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As per the Table 2, in Model B, since there is no zero in between confidence interval of normative commitment. There are enough evidence to reject H_{0D} . Therefore it can be conclude that there is an impact of normative commitment on turnover intention of operational level employees in Jo Lanka Manufacturing (Private) Limited Wadduwa.

Coefficient of Determination

Table 3: Coefficient of Determination

	R Square	Adjusted R Square
Model A	0.416	-
Model B	-	0.426

Source: (Survey, 2018)

As per the Table 3, in Model A, it can be concluded that, 41.6% of the variance of turnover intentions could be able to explain through the organizational commitment. By looking at the Model B, it can be concluded that 42.6% of the variance of turnover intention could be able to explain through the dimensions of organizational commitment.

ANOVA the researcher has developed hypotheses as H_{0A} : Fitted model is not significant and H_{1} : Fitted model is significant.

Table 4: ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
Model A	Regression	85.122	1	85.122	124.914	0.000
	Residuals	117.890	173	0.681		
	Total	203.012	174			
Model B	Regression	88.481	3	29.494	44.035	0.000
	Residual	114.531	171	0.670		
	Total	203.012	174			

Source: (Survey, 2018)

According to the Table 4, Model A and Model B the p values of both the ANOVA tables are less than 0.05. Therefore there are enough evidence to reject H_{0A} (The fitted model is not significant). Therefore, it can be concluded as both models are significant.

Fitted Regression Line

The proposed regression model for the present study can be expressed as follows.

Model A

$$E(Y_i / x_1) = \hat{\beta}_0 + \hat{\beta}_1 x_{1i} + \epsilon_i \quad (1)$$

Y_i = Turnover Intention

x_1 = Organizational Commitment

$\hat{\beta}_0, \hat{\beta}_1$ = Regression Coefficient

ϵ_i = Random Error term

Regression Equation for Model A

$$E(\text{Turnover Intention} / \text{Organizational Commitment}) = 8.369 - 1.132 \text{Organizational Commitment} \quad (2)$$

According to the developed equation in Model A, if organizational commitment increased by one unit while other variables remain constant, it is expected that the turnover intention will be decreased by 1.132 units.

Model B

$$E(Y_i / x_1, x_2, x_3) = \hat{\beta}_0 + \hat{\beta}_1 x_{1i} + \hat{\beta}_2 x_{2i} + \hat{\beta}_3 x_{3i} + \epsilon_i \quad (3)$$

Y_i = Turnover Intention

$\hat{\beta}_0, \hat{\beta}_1, \hat{\beta}_2, \hat{\beta}_3$ = Regression Coefficient

x_1 = Affective Commitment

x_2 = Continuance Commitment

x_3 = Normative Commitment

ϵ_i = Random Error term

$$E(\text{Turnover Intention} / \text{Affective Commitment} + \text{Continuance Commitment} + \text{Normative Commitment}) = 8.351 - 0.365AC - 0.475CC - 0.290NC) \quad (4)$$

According to the developed equation in Model B, it is expected to get 8.351 turnover intention, with is no effect from any variables. As far as turnover intention can be decreased by 0.365 units with the effect of affective commitment increasing by 1 unit while keeping other factors as constants.

In the same manner turnover intention can be decrease by 0.475 units with the effect of continuance commitment increase by 1 unit while keeping other factors as constants. Moreover turnover intention can be decreased by 0.290 units of when normative commitment increase by 1 unit while keeping other factors as constants.

Discussion

According to the finding of the current study on operational level employees in Jo Lanka Manufacturing (Private) Limited Wadduwa, it could be able to explain, in Model A, emphasis that there is an impact of organizational commitment on turnover intention ($\beta = -1.132$) in Jo Lanka Manufacturing (Private) Limited with respect to the operational level employees. Moreover comparing with the other researches there are some similar finding which relevant to the study topic. According to the Jehanzeb, Anwar and Rasheed (2013) confirmed that organizational commitment is impact on turnover intentions with the coefficient of $\beta = -0.218$. Bhatti, Akram, Bilal (2016) stated that regression coefficient received on organizational commitment is ($\beta = -0.345$) and it is statistically proved that organizational commitment impact on turnover intention. According to the Ahmed and Nawaz (2015) research results reveal that Organizational commitment has an impact on turnover intention with the coefficient value of ($\beta = -0.641$).

Accordance with the Model B, the results of the current study emphasis that all the three dimensions of affective commitment ($\beta = -0.365$), continuance commitment ($\beta = -0.475$) and normative commitment ($\beta = -0.345$) are impact on turnover intention in operational level employee at Jo Lanka Manufacturing (Private) Limited Wadduwa. When referring the literature on other researches, their findings on study topic as follows. Aydogdu & Asikgil (2011) examined that there is an impact on affective commitment ($\beta = -0.326$), continuance commitment ($\beta = -0.373$), normative commitment ($\beta = -0.290$) on turnover intention. Thiranagama (2015) emphasis that affective commitment ($\beta = -0.31877$), continuance commitment (-0.40266), normative commitment (0.35214) negatively impact on employee turnover intention. Stallworth (2003) found there is a negative impact of affective commitment, normative commitment, continuance commitment on turnover intention and he asserted affective commitment is a one best predictor turnover intention.

By referring the findings and literature, it can be conclude that there is an impact of organizational commitment and three dimensions of affective, normative, continuance commitment on turnover intention of operational level employees with regards to the study context of Jo Lanka Manufacturing (Pvt) Limited Wadduwa.

Theoretical & Managerial Implications

Theoretical Implications

The basis of this study, when consider about the theoretical implications it can be able to identify the self-determination theory of motivation. This theory, advanced by Deci and Ryan (1985) has its foundation in the psychology of human motivation and personality. The self-determination theory provides a viable framework for studying employee turnover (Forrier, Sels, & Stynen, 2009). The core of self determination theory of motivation focuses on the identification and satisfaction of three psychological needs including autonomy, competence, and relatedness (Deci & Ryan, 1985). Those psychological needs lead to the three types of organizational commitment including, affective commitment, continuance commitment, and normative commitment (Tett & Meyer, 1993). Therefore those motivational factors affecting on organizational commitment and furthermore it will affecting on the turnover intention.

Managerial Implications

Committed employees are an asset for the organization and thus management must have strong policies and human resource management practices, which affect employees to retain with their organization and make them feel emotionally attached organization. In this regard, Yiu and Saner (2011) stated that attractive work climate and psychological environment are highly effective in reinforcing employees' commitment. Therefore management of the Jo Lanka Manufacturing (Privet) Limited can rearrange the environment of the plant which suitable for the employees. It include arrangement of the floor, arrangement of the canteen area, gardening as well as proper ventilation and safety system etc. Moreover the managers should have to organize training and development programmes for upgrading the skills of the employees. Also there should be a proper knowledge

sharing system as well as the proper communication system. Such as arranging seminars, conferences, management-employee meeting, comment box, etc. Furthermore there should be transparent promotion and transfer policies to avoid dissatisfaction among the employees. As well as performance appraisal is another managerial tool to use and it must be significantly improved through the validated measurements. Management must strengthen the employer-employee relationships get maximum from the employees as well as to retain them for a long time. For that they can use joint consultative for strengthening the employer-employee relationships and furthermore they can use following strategies to strengthening the employees such as providing special benefits to the performing employees such as holiday packages, gifts and bonuses etc. Finally management must involve employees in decision-making process as well as they have pay attentions for their ideas and grievances.

Conclusion

Employee turnover intention involves taking measures to discourage employees to remain in the organization for the maximum period of time. Due to that corporations are facing lot of problems regards to the high turnover intention of employees which are attaching to different context. In this context, the study analyzed the impact of organizational commitment on turnover intention and impact of affective, continuance, normative commitment on turnover intention operational level employees in Jo Lanka Manufacturing (Private) Limited Wadduwa

The findings reveal that there exists an impact of organizational commitment on turnover intention in Jo Lanka Manufacturing (Private) Limited Wadduwa with respect to operational level employees. Therefore it is clear that organizational commitment is one of the most significant factor for predict turnover intention. Furthermore, research findings are emphasis that there is an impact of affective commitment, continuance commitment and normative commitment on turnover intention. Moreover researcher examined that the continuance commitment act as the highest impacted dimension for turnover intention with respect to the operational level employees in Jo Lanka Manufacturing (Private) Limited Wadduwa.

Directions for Future Research

For future research, it is suggested that to further investigate on this topic of turnover intention and found other variables effecting for turnover intention. Moreover future researchers can conduct their research for different context apart from the apparel industry in Sri Lanka. Moreover they can do this study as a qualitative research, because it will affecting to get correct feeling on the answers rather than engaging with a quantitative research. Also suggested that to use directional hypothesis for testing impact of organizational commitment on turnover intention with respect to fill the literature gap in Sri Lankan context.

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