Factors Affecting Employee Turnover Intention and the Moderating Role of Gender: Evidence from the Laborer Category Employees Working in Katunayake Free Trade Zone of Sri Lanka

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Abstract

Although the factors affecting employee turnover intention have been adequately studied in the extant literature in various contexts, minimum attention has been given to studying the actual effect of such factors on the role of gender, especially in the Free Trade Zones in Sri Lanka. Hence, the current study attempts to examine the effect of identified factors from literature, on employee turnover intention with the moderating role of gender on each antecedent. Predominantly adopting the deductive approach, quantitative strategy and cross-sectional time horizon, the study was conducted among a sample of 194 employees of the labourer category working in Katunayake Free Trade Zone via a survey questionnaire developed based on standard measurement scales. A simple random sampling technique was used to select the sample while the sample size was determined based on the Morgan table. Data analysis was done employing multiple regression analysis and the moderator analysis with Hayes process v3.5 macro in SPSS 26.0. Findings revealed that job satisfaction and organizational commitment have a negative relationship whereas job performance and job burnout adhere to a strong positive relationship with the employee turnover intention regardless of gender. Further, it is found that gender has no moderating effect on the hypothesized association. Accordingly, it is recommended for human resource professionals to focus more on each controllable factor affecting employee turnover intention which is more likely to convert into actual employee turnover adding costs to organizations in training and development, poor job performance, poor productivity, and emergency recruitments.

Keywords: *Employee turnover intention, Gender, Labourers, Free trade zones*

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Introduction

Employee turnover is a burning issue which pushes human resource managers to have sleepless nights. Employee turnover can be categorized into main two categories such as voluntary and involuntary (Abbasi & Hollman, 2000). Selden & Moynihan (2000) defines an additional type of turnover in addition to voluntary and involuntary, which is retirement. On the other hand, turnover can be categorized as dysfunctional and functional. Dysfunctional refers to the inability of the organization to retain good performers (Boudreau & Berger, 1985). Voluntary turnover occurs when an employee decides to resign while involuntary refers to organizations choosing to dismiss employees (Abbasi & Hollman, 2000). Among those three types, voluntary turnover is a major concern, as losing talented and experienced employees can decrease productivity while increasing costs for recruiting and training new employees (Caillier, 2011). Thus, employee turnover intention can be defined as the thoughts occupied by employees regarding voluntarily leaving organizations or quitting jobs. However, some scholars have defined turnover intention as the intensity of the desire of the employee to leave his or her current job and seek for another (Mobley, 1977; Watrous, Huffman & Pritchard, 2006). Scholars show that there is a strong positive relationship between actual turnover and turnover intention (Stormbroek & Blomme, 2017). The turnover intention has always been a major concern for management across almost every business organization as a higher turnover intention can cause reduced workplace morale and commitment (Lee & Shin, 2005). It can be interpreted that turnover intentions as a measure for understanding turnover before employees actually leave organizations. This measure provides valuable opportunities for to organizations in reacting to such situations before employees actually leave the organizations (Harris, Kacmar & Witt, 2005). Also, the employee's turnover intention is the

best and most powerful predictor of the employee's future behaviour (Carmeli & Weisberg, 2006; Mobley, 1977).

Based on the research studies conducted up-to-date by various scholars, it has been identified a number of factors have both positive and negative relationships with the turnover intention of employees. Such main factors can be identified as job satisfaction of employees which is reported as having a negative and strong relationship with turnover intention, and job performance of employees which inherits two alternative hypotheses on either positive or negative relationship with turnover intention, organizational commitment, and employee job burnout (Zeytinoglue et al., 2007; Caillier, 2011; Yousaf, Sanders & Abbas, 2015). Moreover, several studies have been conducted for investigating the effect of gender on employee turnover intention studies (Lee, Chua, Miska & Stahl, 2017).

Free Trade Zones (FTZs) can be identified as a major source of export-oriented growth in recent decades. Currently, Sri Lanka accounts for twelve export processing zones while Katunayake and Biyagama zones comprise a large number of enterprises; in numbers 80 and 58 respectively (United Nations Industrial Development Organization, 2020). Even though more than 90 per cent of textile and clothing products were concentrated in export processing zones in the 1980s, recent studies show that the concentration of textile and clothing products has been declined up to 50 per cent while the rest of the 50 per cent accounts for chemicals, manufactured products and other manufacturing industries (Karunaratne & Abayasekara, 2013). It is reported that as at the year 2017, the highest number of employment provided by Katunayake Free Trade Zone is 37,388 which accounts for 27.15% of total employment provided by all twelve export processing zones (Department of Labour, 2019). Rajapakshe (2018) insists on the higher labour turnover among export processing zones as a public issue. According

to table 01, Katunayake Free Trade Zone is the largest in terms of total employment, among all twelve zones in the country. Also, it is the most affected zone by the higher employee turnover issue (Department of Labour, 2019).

Table 01: Labour Population in FTZs in Sri Lanka

Free Trade Zone	Total Employment	Percentage (%)
Katunayake	37388	27.15
Biyagama	25564	18.57
Seethawaka	22522	16.36
Koggala	14151	10.28
Wathupitiwala	9646	7.01
Kandy	8479	6.15
Mawathagama	6903	5.01
Polgahawela	4146	3.01
Mirigama	2878	2.09
Horana	2362	1.71
Malwatte	1916	1.39
Mirijjawila	1252	0.9
Wagawatte	484	0.35
Total	**137691**	

Source: Department of Labour, 2019

Statement of the Problem

Employee turnover is a burning issue that can be identified within almost every industry all over the world (Khatri et al., 2001). Because, losing talented and experienced employees can cause the organizations to have a number of adverse effects to organizations such as decreased productivity levels, increased training and development costs, reduced workplace morale, reduced commitment and disruptions to operations, (Cailler, 2011, Hesford, Malina & Pizzini, 2016; Lee & Shin, 2005). Carmeli & Weisberg (2006) identifies that retaining the knowledge and skills of those who are willing to leave the organization and the return on investment in training and development are significantly affected by the labour turnover issue.

Madurawela (2017) exposes that contrary to the previous conventional wisdom which describes Sri Lanka as a labour surplus country, an alternative hypothesis is forming which interprets the country as a labour short country. Further, according to the Chairman of the Board of Investment (BOI), there are nearly 200,000 vacancies on BOI Factories Islandwide (Sri Lanka Brief, 2016). Priyashantha & Vinogradov (2020) reported that the annual labour turnover in Katunayake Free Trade Zone is approximately 16.3% in the year 2019 which implies a higher labour turnover in BOI factories. Rajapakshe (2018) supports that the labour turnover issue can be identified in Katunayake Free Trade Zone by stating "higher labour turnover has become a public issue with the fact that export processing zones being in Sri Lanka almost for 40 years. As a result of undesirable higher labour turnover, organizations in the Katunayake Free Trade Zone face number of problems such as labour shortage, lack of experienced workers, and increased training and development costs.

Objectives of the Study

The main objective of the study was to assess the effect of identified factors on the turnover intention of labourer category employees in the Katunayake free trade zone. Further, the

following specific objectives were established in the current study.

i. To assess the impact of job satisfaction on the turnover intention of employees.
ii. To assess the impact of employee performance on turnover intention of employees.
iii. To assess the impact of organizational commitment on the turnover intention of employees.
iv. To assess the impact of job burnout on the turnover intention of employees.
v. To assess the moderating effect of gender on the impact of job satisfaction, job performance, organizational commitment and job burnout on turnover intention of employees.

Literature Review

Employee Turnover

Employee turnover is defined by scholars in a number of ways. Even though such definitions are different by vocabulary, the ultimate meaning remains the same. Henha (2017) defined employee turnover as the situation where an employee ceases to be a member of an organization. Further, Harkins (1998) elaborated that employee turnover is the entrance of new employees into the organization and the departure of existing employees from the organization.

Employee turnover or leaving employees from the current organization can be categorized into main three types (i) unavoidable; (ii) desirable and (iii) undesirable turnover. The unavoidable turnover refers to employees leaving the organization due to causes such as retirement, sickness, family matters etc. The other two types of turnover which are desirable and undesirable refer to employers terminating the employments due to a lack of competencies of employees and employees leaving the organization by their own preference against the will of employers.

Moreover, those three types of turnover fall into another two categories that are involuntary and voluntary turnover. Among those two classifications, only the voluntary turnover overlaps with the undesirable category which makes involuntary turnover characterized by both unavoidable and desirable categories (Henha, 2017).

Employee Turnover Intention

Turnover intention is defined as the likelihood that an employee will leave the organization of his or her own will within the near future. Even though there is a number of research studies done on the real turnover of organizations, it is a challenging task to determine the real reasons or factors which cause the turnover. Because reducing the propensity of turnover among employees is essential. Due to that reason, a number of scholars agree with the fact that turnover intention is ambiguous but a more accurate predictor of understanding or forecasting the real employee turnover or an immediate predecessor of employee turnover.

Additionally, the turnover intention is identified as the reflection of employees' attitude towards the organization as a behavioural intention is a reliable measure of possibilities that humans express a particular behaviour (Henha, 2017; Park, 2015). The relationship between turnover intention and actual turnover is reported as both strong and positive (Stormbroek & Blomme, 2017). Due to that reason, the turnover intention has always been a major concern for management in almost every business entity (Lee & Shin, 2005). Regardless of the fact that all the employees who have turnover intentions, do not translate into actual turnover, still, such intentions have adverse effects on the organization such as poor performance, lowered morale etc. (Lee et al., 2017). Having considered the above-reported evidence on turnover, intention it can be concluded that the turnover intention is the most reliable and affordable predictor of actual employee turnover that organizations

can focus on so that preventive actions can be taken either to reduce the actual employee turnover or to mitigate the adverse effects of leaving talented employees.

Employee Job Satisfaction

Job satisfaction is reported as an independent variable that has an effect on employee behaviour of turnover intention (Zeytinoglu, 2007). Most of the research studies conducted on employee turnover intention report the direct relationship between job satisfaction and employee turnover intention. The particular relationship is considered significant and consistent. Especially, it is found the relationship is highly negative which implies that the higher the job satisfaction, the lower the turnover intention.

Scholars present that when an employee experienced job dissatisfaction, the next logical step is to think of quitting or intention to leave (Chen & Wang, 2019, Mobly, Horner & Hollingsworth, 1978). Those research findings and conclusions construct the foundation that insists on the significance of job satisfaction as a predictor of employees' turnover intention which is the dependent variable in the current study. At the same time, the relationship between job satisfaction and turnover intention is verified by such studies.

Job satisfaction is defined as a pleasurable emotional state resulting from the appraisal of one's job or an affective reaction to one's job (Nazim & Baloch, 2009).

Another definition for job satisfaction can be identified as a worker's sense of achievement and success on their job. The definition suggests employees themselves form attitudes towards their jobs by considering feelings, beliefs and behaviours. One's job satisfaction may lead to personal well-being as well. Because the satisfaction of the job also implies that the job is enjoyed by the employee, happiness and enthusiasm are embedded and the employees are suitable for

getting rewarded for their efforts. Job satisfaction can be identified as multi-dimensional and such domains are satisfaction with pay, promotion opportunities, fringe benefits, job security, the importance of the job etc. Therefore, it can be identified that job satisfaction as a variable directly proportionate to recognition, income, promotion and the achievement of job-related goals which can eventually cause the employee to have the feeling of self-fulfilment (Nazim & Baloch, 2009). A few scholars have argued that there are employees who may get satisfied by acquiring higher authority, responsibility, flexibility in work schedule and a sense of accomplishment.

At the same time, the duality theory of job satisfaction by Herzberg empathises that job satisfaction can be achieved through escalating six motivators which are achievement, recognition, work itself, responsibility, advancement and growth. When the factors affecting the job satisfaction of employees are further investigated, it is said that work, psychosocial work environment, human capital and demographic characteristic factors affect employees' job satisfaction and eventually the turnover intention (Zeytinoglu, 2007).

As a whole, the studies conducted on employee job satisfaction reveal that there is a number of factors affecting the final and weighted outcome of job satisfaction level. But different scholars have focused on different aspects and dimensions that make the measuring job satisfaction of employees.

Employee Job Performance

Job performance can be defined as scalable actions, behaviour and outcomes that employees engage in during performing their jobs. It is said that both the employees themselves and the organizational level are affected by the job performance of an individual (Pandey, 2018).

Scholars argue that when the relevant factors are controlled, employees exhibit higher performances and consequently the employers will be ready to compensate and retain the more productive employees. Therefore, both employees and employers will continue the relationship due to the mutual benefits. On the bottom line, the turnover intention of employees who are performing well will be reduced (Carmeli, 2006; Lance, 1988).

In contradiction to most studies, some scholars stated that turnover intention is high among high performing employees. Because, those who are with higher performances, have greater opportunities to find jobs elsewhere (Jackofsky et al., 1986). Those research findings reflect that the job performances of employees affect the turnover intention either in a positive or negative way. But regardless of the way that the turnover intention is affected by job performance, it appears the relationship between the two is strong.

A model of job performance which is considered integrative, argues that turnover may be affected by job performance through three different routes. The first one is that performance may influence turnover through cognitive and effective evaluations of the desire to leave the organization. That is, the effects of performance on turnover are mediated by attitudes such as commitment and satisfaction. Second, performance may influence turnover through actual and perceived mobility and ease of movement in the job market. Third, performance may affect the turnover more directly in response to performance-related pressures such as under-evaluated performances related to employees etc. (Allen & Griffeth, 1999). By considering the facts incorporated into the scholar's study, it can be mentioned that triggering at least a single route which links the job performance and turnover intention, can cause the employee to quit.

Organizational Commitment

Organizational commitment is defined as the employee's emotional attachment and identification with the organization (Yousaf et al., 2015). In other words, it is the reflection of feelings among employees on shared norms and willingness to exert effort on behalf of the organization. It is a natural phenomenon to expect a lower level of desire to change jobs from employees who has a greater organizational commitment. According to some scholars, employees' attitude toward the organization is considered the organizational commitment. Individuals tend to attach themselves either to an organization or occupation.

Employees who feel an emotional attachment to the organization, are more likely to identify themselves as a part of the organization. Further, such employees seek opportunities within their current organization rather than thinking about opportunities elsewhere outside the organization. As a result, employees who have a higher level of organizational commitment are less likely to leave the organization. When it comes to the quality of the exchange relationship between employee and organization, organizational commitment is identified as more contingent. Commitment to the organization is the most significant factor because lower organizational commitments among employees are an indicator of a breach in the relationship between employees and the organization. That kind of separation between the organization and the individual causes a significant amount of costs either to the organization, the employee or both parties (Knippenberg & Sleebos, 2006; Yousaf et al., 2015).

Based on the literature, it can be stated that organizational commitment is more related to the psychological aspects of the employees. Because it is an attachment based on the emotional characteristics of individuals and such emotional characteristics can differ from person to person. On the other hand, the studies incorporated above, are highlighting

the significance of maintaining a workforce with higher organizational commitment as it is the prime indicator on strength of the relationship between the employee and the organization.

Job Burnout

Christina, Jackson & Susan (1981) defines job burnout or stress as a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals. More importantly, job burnout is a significant factor which affects the health and safety of employees. There are three main components that can be identified within the job burnout, which are emotional exhaustion, depersonalization and diminished personal accomplishment. Emotional exhaustion refers to a lack of energy while depersonalization is characterized by the treatment of others as objects rather than people through cynical and both uncaring attitudes and behaviours. When it comes to diminished personal accomplishment, it interprets the possibility to evaluate an individual negatively due to a lack of positive results (Lee & Shin, 2005).

Effect of Gender on Antecedents of Employee Turnover Intention

Gender has an effect on several antecedents of turnover intention. It is reported that turnover intentions among female employees are mainly characterized by satisfaction with company support while the males are mainly affected by repatriation concerns, career advancement opportunities and satisfaction with company support. (Lee et al., 2017). Some scholars outlines that compare to men, it is more likely to quit their jobs by women who hold occupations at both managerial and professional levels. Even labour economists insist that women's turnover is higher than men's.

On the other hand, some theories related to organizational behaviour, argue that female employees employed by organizations which have an underrepresentation of women occupy a lower organizational attachment or organizational commitment. More importantly, it has been identified that women prefer to feel socially connected more than men. That is social affiliation is highly related to the self-esteem of women eventually to overall job satisfaction. In addition to that, feeling understood by co-workers, feeling of connectedness with people and organizational support are sought by women up to a higher degree (Lee et al., 2017). Further, Lee et al. (2017) proposed a hypothesis which outlines the moderation effect of gender on the relationship between satisfaction with company support and turnover intention. Based on the above literature, it can be considered that there is an impact of gender difference on antecedents of turnover intention.

Building on the empirical evidence discussed above, the following eight hypotheses were advanced to be tested in the current study.

H_{a1}: There is a significant impact of employee job satisfaction on employee turnover intention.

H_{b1}: There is a significant impact of employee job performance on employee turnover intention.

H_{c1}: There is a significant impact of employee organizational commitment on employee turnover intention.

H_{d1}: There is a significant impact of employee job burnout on employee turnover intention.

H_{e1}: The impact of employee job satisfaction on employee turnover intention is significantly moderated by gender.

H_{f1}: The impact of the employee job performance on employee turnover

intention is significantly moderated by gender.

employee turnover intention is significantly moderated by gender.

H_{g1}: The impact of the employee organizational commitment on

H_{h1}: The impact of employee job burnout on employee turnover intention is significantly moderated by gender.

Accordingly, the hypothesized relationships are depicted in figure 01.
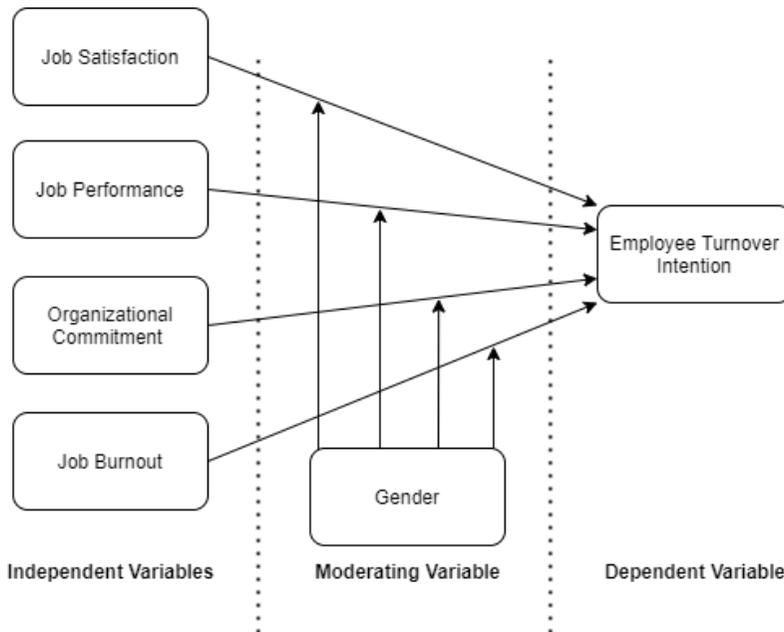
Figure 01: Conceptual Framework

Source: Authors, 2021

Methodology

Participants and Procedures

This study was conducted in the context of the Katunayake export processing zone, Sri Lanka which comprised 80 organizations and approximately thirty-seven thousand employees employed by those organizations. The research philosophy for the study was selected as positivism, predominantly applying the deductive approach and quantitative strategy. The unit of analysis for this study was selected as the individual while adopting the cross-sectional time horizon. A sample of 187 labours employed by organizations within the Katunayake export processing zone was selected by adhering to the Morgan table in defining the sample size and the research questionnaire was distributed in terms of digital and printed versions. The digital form of distribution involved a google form which can be shared as a web link to the questionnaire through any messenger application. At the same time, it enables the ability of respondents to answer questions online. When it comes to the sampling technique, it was adopted the convenience sampling method as most organizations in the Katunayake export processing zone are restricted to collect such sensitive data from their employees. Even though the defined sample size was 187, researchers were able to collect 194 responses at the end of data collection.

The research questionnaire was comprised of sections allocated for basic information and measuring each variable. The uni-dimensional three-item turnover intention measurement scale developed by Mobly et al. (1978), the uni-dimensional nineteen item job satisfaction measurement scale developed by Brayfield & Rothe (1951), the three-dimensional job performance measurement scale developed by Koopmans et al. (2014), the three-dimensional organizational commitment measurement scale developed by Allen & Meyer (1991) and the three-item job burnout measurement scale developed by Maslach & Jackson (1981) were adopted without altering in developing the research questionnaire distributed among respondents.

Measurement Scales of Variables

Employee Turnover Intention

It was adopted from the unidimensional turnover intention measurement scale comprised of three items to assess the extent of turnover intention among labours within the Katunayake export processing zone. The scale has been originally developed by Mobly et al. (1978). Even though the scale was developed several decades back, the same scale has been adopted by several research studies conducted on employee turnover intention (Abid & Butt, 2017; Skelton, Nattress & Dwyer, 2018). Therefore, the persistence of the scale can be considered valid for today.

Employee Job Satisfaction

The job satisfaction level among employees was measured using the unidimensional, 19 items measurement scale adopted from Brayfield & Rothe (1951). The rationale behind selecting the particular measurement scale was that the same scale has been used in a number of studies over the past decades (Rezvanfar, Fadakar, Hashemi & Khoshnudifar, 2012; Durham, Judge & Kluger, 1998). Moreover, Marylene, Nathalie & Rechard (2007) insist that the selected measurement scale is the most popular scale among measurement scales developed for measuring the extent of job satisfaction.

Employee Job Performance

In order to measure the extent of individual job performance, it is used the three-dimensional performance measurement scale developed by Koopmans (2014). The measurement scale has also been adopted in a recent research study conducted on individual work performance with special reference to the Indonesian context (Tria & Rahmat, 2018).

Organizational Commitment

The three-dimensional organizational commitment measurement scale developed by Allen & Meyer (1991) was adopted in measuring the extent of organizational commitment of employees. The measurement scale has been widely used in past years (Emma, Monica & Carlos, 2017). Moreover, Jaros (2007) insists that the three-component organizational commitment measurement model has become a dominant model in measuring workplace commitment.

Job Burnout

The three-dimensional job burnout measurement scale by Maslach & Jackson (1981) is adopted for this study is measuring the level of job burnout experienced by employees. Poghosyan, Aiken and Sloane (2009) adopted the same job burnout measurement scale in the study conducted on large scale cross-sectional survey of nurses from eight countries. The particular measurement scale is selected as it is the widely used and multi-dimensional job burnout measurement scale available.

Analysis and Results

It was gathered 194 responses to the research questionnaire distributed in forms of digital and printed. With the fact that digitally distributed forms should be completed fully in order to submit the response and the

majority of responses were gathered through digitally distributed forms, all 194 responses were completely filled responses. The data was inserted into an excel sheet and exported into the SPSS statistical data analysis software. The composition of the gathered data sample is depicted in Table 02 below.

Table 02: Composition of the Sample (N=194)

Gender	Male	100	51.55%
	Female	94	48.45%
Age group	18-24	26	13.4%
	25-31	89	45.9%
	32-38	38	19.6%
	39-45	29	14.9%
	More than 45	12	6.2%
Service Duration	Less than 1 year	76	39.2%
	1-3	52	26.8%
	4-6	22	11.3%
	7-9	22	11.3%
	10 or more than 10	22	11.3%

Source: Analysed Data, 2021

Reliability refers to the fact that how well a test measures what it should measure. Lee Cronbach developed a statistical measure to test the reliability of multiple question Likert scale questions (Statistics How To, 2014). In this research, Cronbach's Alpha value is used to test the reliability of each and every scale used to measure each dimension of dependent and independent variables. The Cronbach's Alpha values obtained from the SPSS software are depicted in table 03.

Table 03: Reliability Statistics

Variable		Cronbach's Alpha
Turnover intention		0.810
Job Satisfaction		0.871
Job Performance		0.944
	Task Performance	0.906
	Contextual Performance	0.935
	Counter Productive Work Behavior	0.838
Organizational Commitment		0.865
	Affective Commitment	0.910
	Continuous Commitment	0.514
	Normative Commitment	0.884
Job Burnout		0.945
	Emotional Exhaustion	0.947
	Depersonalization	0.939
	Diminished Personal Accomplishment	0.791

Source: Analysed Data, 2021

By considering the Cronbach's Alpha values obtained for each dimension wise measurement scale, it can be seen that all scales related to each dimension except for continuous commitment and diminished personal accomplishment, have Alpha values greater than 0.8 which implies a good reliability measure. When considering the diminished personal accomplishment, it has an Alpha value of 0.791 which is also good. Only the continuous commitment scale has an Alpha value of 0.514 which is less than 0.7. Yusoff (2012) insists that Cronbach's alpha values within 0.5 to 0.7 represent an acceptable level of internal consistency.

Moreover, based on test results obtained for Exploratory Factor Analysis (EFA) which gives an indication of the construct validity of the research questionnaire, it was identified twelve groups which showed the discrimination among items and every item has the Factor Loading (FL) values greater than 0.7 which implies that the items within the group are converging from each other.

A descriptive analysis of the data collection shows or summarizes the data in a meaningful way such that important patterns can emerge. It insists that 68 per cent of data of the data set is within the plus or minus standard deviation from the mean. The Skewness value measures the symmetry of the data set. In other words, the Skewness value tests whether there is a lack of symmetry in the data set.

On the other hand, Kurtosis is a measure of the normal distribution of the data set. A higher Kurtosis value is an implication that the data is comprised of outliers (Engineering Statistics Handbook, 2020). The acceptable values for the Skewness index and Kurtosis index are defined as -3 to +3 and -10 to +10 respectively (Science Direct, 2020). Descriptive statistics are given in table 04.

When considering the dependent variable which is the turnover intention, it has a range of 4, minimum and maximum values of 1 and 5 respectively. The mean value of 2.7646

indicates that the majority of respondents are within the group of employees who is having a lower level of turnover intention. More importantly, the standard deviation of 0.89399 implies that 68% of values of the data set are within the plus or minus 0.89399 from the mean. Also, it can be seen that both the Skewness and Kurtosis values for turnover intention, 2.265 and -1.255 are within the acceptable range. That is the data set can be assumed as symmetrical and free from outliers relative to the turnover intention.

Considering all other independent variables, it can be identified that the range is limited to 2.5 to 3.5 which can also be considered as evidence of assuming the data set is normally distributed. On the other hand, all four standard deviation values stay below 0.7. The lowest standard deviation value can be identified relative to the data collected for organizational commitment which is 0.48667. Therefore, it can be assumed that data collected for all independent variables have a good spread also. Moreover, the Skewness and Kurtosis values of each and every independent variable are within acceptable ranges that are in between -3 and +3 for Skewness and between -10 and +10 for Kurtosis.

Test for Multivariate Assumptions

Test for Linearity

Scatter plots were generated between the dependent variable which is the turnover intention, and each independent variable to check whether each relationship indicates a linear relationship. According to the simple scatter plots obtained for each independent and the dependent variables pair, it was observed that independent variables job satisfaction, job performance and organizational commitment exhibit negative but linear relationships between the dependent variable while the organization while the job burnout exhibits a positive linear relationship between the dependent variable.

Table 04: Descriptive Statistics

	Turnover Intention	Job Satisfaction	Job Performance	Organizational Commitment	Job Burnout
Range	4.00	2.63	2.83	2.96	3.25
Minimum	1.00	1.68	1.83	1.75	1.15
Maximum	5.00	4.32	4.67	4.71	4.40
Mean	2.7646	3.0700	3.3067	3.0294	2.8260
Std. Deviation	0.89399	0.52709	0.65832	0.48667	0.68988
Variance	0.799224	0.277825	0.433385	0.236851	0.475938
Skewness	0.395	-0.089	-0.187	0.454	0.193
Std. Error of Skewness	0.175	0.175	0.175	0.175	0.175
Skewness Index	2.265	-0.510	-1.072	2.601	1.106
Kurtosis	-0.436	-0.813	-0.986	-0.225	-0.637
Std. Error of Kurtosis	0.347	0.347	0.347	0.347	0.347
Kurtosis Index	-1.255	-2.340	-2.838	-0.648	-1.834

Source: Analysed Data, 2021

Correlation Analysis

Table 05: Correlation Statistics

	TI	**JS**	**JP**	**OC**	**JB**
Turnover Intention (TI)	1				
Job Satisfaction (JS)	-0.724	1			
Job Performance (JP)	-0.500	0.786	1		
Organizational Commitment (OC)	-0.661	0.820	0.732	1	
Job Burnout (JB)	0.697	-0.863	-0.802	-0.778	1

Source: Analysed Data, 2021

According to the correlation analysis on variables depicted in table 05, it was observed that each independent variables pairs have Pearson correlation values greater than plus or minus 0.7 which is an indication of a multiple correlation issue. Therefore, it was decided to run a collinearity diagnosis on each independent variable.

Collinearity Diagnosis

Table 06: Collinearity Diagnosis - Independent Variables

	Collinearity Statistics	
	Tolerance	**VIF**
Job Satisfaction	0.191	5.232
Job Performance	0.313	3.199
Organizational Commitment	0.299	3.340
Job Burnout	0.210	4.768

Source: Analysed Data, 2021

The above data on collinearity diagnosis depicted in table 06 shows both the tolerance value and VIF value of each independent variable. It is noticeable that each and every independent variable has both acceptable tolerance and VIF values which are greater than 0.1 and less than 10 respectively. It is recommended that a VIF value less than 10 is good and shows no multicollinearity issue (Minitab, 2015). On that background, it can be defined that all the independent variables satisfy the need for collinearity.

Analysis for Autocorrelation

Durbin and Watson's test is the statistical measure for autocorrelation in the errors of a regression model. Autocorrelation can be defined as the correlation of errors related to adjacent observations. If those errors are correlated, then regression can underestimate the standard error of the coefficients and consequently, the predictors may seem to be significant while they are not significant in the real world (Minitab, 2019). It is said that Durbin and Watson's values of less than 2 indicate positive autocorrelation while values of more than 2 and less than 4 indicate a negative autocorrelation. More importantly, the Durbin and Watson value of 2 is the indication of there is no autocorrelation (Statistics How To, 2020).

Table 07: Durbin & Watson Model Summary

Model	R	R^2	Adjusted R^2	Std. Error Of Estimate	Durbin & Watson
1	0.770	0.592	0.584	0.57691	2.065

Source: Analysed Data, 2021

Considering the figures depicted in table 07, it can be clearly seen that the regression model accounts for the Durbin and Watson value of 2.065 which is much closure to 2. It is a good indication that the regression model contains almost no autocorrelation.

Regression Analysis

For the multiple linear regression analysis, five models were considered. The first model is comprised of the controlling variable which is gender and no independent variable. Starting from the second model, each independent variable was added in the sequence of job satisfaction, job performance, organizational commitment and job burnout. Model 5 is considered the complete model in the real world that is comprised of all independent variables.

Analysis of Variance (ANOVA)

Analysis of variance is comprised of calculations that form information about levels of variability within the regression model. Further, the ANOVA table provides basic information on tests of significance (Stat, 2020).

Table 08: Summary of ANOVA

		Model 1	Model 2	Model 3	Model 4	Model 5
Sum of squares	Regression	0.543	81.168	82.996	86.288	91.347
	Residual	153.708	73.082	71.254	67.962	62.903
	Total	154.250	154.250	154.250	154.250	154.250
Sig.		0.411	0.000	0.000	0.000	0.000

Source: Analyzed Data, 2021

According to the summary of the ANOVA table produced in the regression analysis depicted in table 08, it can be seen that the model 1 comprised of only the controlling variable gender, leaving almost all the variation in the dependent variable unexplained as the residual sum of squares accounts for 153.708 out of 154.250. Also the sig. value of 0.411 indicates that there is no significant relationship between the control variable of gender and the dependent variable of turnover intention. Referring to model 2 which comprised job satisfaction as the independent variable, it can be observed that the model explains a variation of 81.168 from the total variation of 154.250 which is more than 50%. On the other hand, the significance of the relationship between dependent and independent variables is shown as high due to the sig value of 0.00 which is less than 0.05.

When considering the rest of the models, it can be clearly seen that the variation in the dependent variable explained by the model is increasing as each independent variable is added. When it comes to model 5 which is considered as the model seen in the real world that is comprised of all independent variables, the total of 91.347 variations independent is explained by the model. As a

percentage, the model explains 59.22% of the variation in the dependent variable.

Hypotheses Testing between the DV and IVs

The standardized beta coefficient can be used to compare the strength of the effect of each independent variable on the dependent variable. The higher the beta value, the stronger the effect of the independent variable on the dependent variable. A negative beta value indicates the negative relationship between dependent and independent variables while the positive indicates the positive relationship between two variables. The R^2 value is referred to the percentage of the variance in the dependent variable that the independent variables can explain collectively (Jim, 2020).

Table 09: Regression Statistics - Between DV and IVs

Variables	Model 1	Model 2	Model 3	Model 4	Model 5
	Beta (t, sig.)	Beta (t, sig.)	Beta (t, sig.)	Beta (t, sig.)	Beta (t, sig.)
Control Variables					
Gender	0.059 (0.823, 0.411)	0.043 (0.861, 0.391)	0.034 (0.680, 0.497)	0.011 (0.228, 0.820)	0.003 (0.063, 0.950)
Independent Variables					
Job Satisfaction		-0.723 (-14.516, 0.000)	-0.863 (-10.768, 0.000)	-0.695 (-7.231, 0.000)	-0.490 (-4.592, 0.000)
Job Performance			0.177 (2.208, 0.028)	0.240 (2.961, 0.003)	0.358 (4.264, 0.000)
Organizational Commitment				-0.266 (-3.026, 0.003)	-0.213 (-2.479, 0.014)
Job Burnout					0.396 (3.888, 0.000)

Source: Analysed Data, 2021

Considering the regression analysis data depicted in table 09, The independent variable, job satisfaction is added to the model 2, it can be observed that the gender as a controlling variable still stays within the insignificant range while the job satisfaction shows a negative relationship between the turnover intention with the highest significance indicated by the sig value of 0.00 which is less than 0.05. When considering the overall model 2 in table 09 also, it can be seen that the R^2 change is quite larger and the significance of the R^2 change is also higher as the sig value is 0.00 which is less than 0.05. In the next model.

Table 10: Model Summary

	Model 1	**Model 2**	**Model 3**	**Model 4**	**Model 5**
R	0.059	0.725	0.734	0.748	0.770
R^2	0.004	0.526	0.538	0.559	0.592
Adjusted R^2	-0.002	0.521	0.531	0.550	0.581
ΔR^2	0.004	0.523	0.012	0.021	0.033
ΔF	0.678	210.713	4.876	9.155	15.119
Sig. ΔF	0.411	0.000	0.028	0.003	0.000

Source: Analysed Data, 2021

As depicted in table 09, the third model comprised of two independent variables, job satisfaction and job performance in the regression analysis, also shows that the gender as a controlling variable is not significant as the sig value is greater than 0.05. On the other hand, the independent variable, job satisfaction has a beta value of -0.863 and still shows a negative relationship between the turnover intentions that is significant. The newly added independent variable, job performance shows a positive relationship with the turnover intentions which is also significant but lesser significant compare to the relationship between job satisfaction and turnover intention. Referring to the model summary depicted in table 09, it can be seen that the R2 change occurred when the new independent variable, job performance is added and is not larger as in model 3. Even though the R2 change is smaller, the change to the model is significant as the sig value is 0.028 which is less than 0.05.

Considering the regression analysis summary of model 4 depicted in table 09, it could be observed that the new independent variable, organizational commitment has been added and the relationship between gender and turnover intention has become further insignificant. The new independent variable, organizational commitment shows a negative relationship between the turnover intentions with a beta value of -0.266. It is noticeable that the relationships between all three

independent variables added so far and turnover intentions are significant as all three sig values are less than 0.05. Referring to the model summary data depicted in table 09, it can also be seen that the R2 change is considerable and significant as the sig value is equal to 0.003 which is less than 0.05.

Regression analysis data of model 5 depicted in table 09 it can be observed that the last independent variable, job burnout has been added to the model and as a result, the relationship between gender and turnover intention has become least significant compared to the previously discussed models. That is, the controlling variable of gender has become insignificant in the real world comprised of all four independent variables. The last added variable, job burnout shows a positive relationship between the turnover intentions with a beta value of 0.396 and the relationship is also significant as the sig value is 0.00. The relationships between previously added independent variables remain unchanged in the final model also. Even though the significance of those relationships has changed in smaller values, the relationships are still significant as the sig values are less than 0.05. Referring to the model summary values depicted in table 10, it can be observed that the R2 change is larger compared to R2 changes in models 3 and 4. Also, the R2 change is significant as the sig value is 0.00. Considering the facts, it can be defined that all four independent variables have

significant relationships with the dependent variable.

Conclusively, it can be determined that the hypotheses Ha1, Hb1, Hc1 and Hd1 are supported by the analysis conducted on survey data collected from Katunayake Export Processing Zone.

Moderator Analysis

Based on the interaction variable characteristics obtained from the moderator analysis with the aid of Hayes process v3.5 macro, it can be observed that the R2 changes are really small for all four interaction variables. Moreover, the significance value for each interaction variable is greater than 0.05 which insists that each R2 change is even not significant. On that background, it was concluded that all four hypotheses related to moderating effect on each independent and dependent variable pair, are rejected.

Table 11: Moderator Analysis

Interaction Variable	p	t	LLCI	ULCI	ΔR^2
Job satisfaction × Gender	0.2296	-1.205	-0.5364	0.1295	0.0036
Job performance × Gender	0.8692	-0.164	-0.3635	0.3074	0.0001
Organizational commitment× Gender	0.2925	-1.055	-0.6065	0.1837	0.0033
Job burnout × Gender	0.1827	1.3374	-0.0854	0.4448	0.0048

Source: Analysed Data, 2021

Discussion

The analysis conducted on the survey data collected from the respondents within the Katunayake export processing zone revealed that there are relationships between the dependent variable which is the turnover intention and independent variables which are job satisfaction, job performance, organizational commitment and job burnout. On the other hand, a hypothesis developed on the moderation effect of gender on the relationship between each dependent and the independent variable was rejected as there was no significant relationship identified during the moderator analysis.

Cigdem & Iskin (2011) presented a model that insists that employee turnover intention and job satisfaction inherit a direct relationship. The model had been tested and proved in the context of IT professionals in Turkey. In the analysis of the mentioned study, the beta value for job satisfaction has obtained as -0.238. But when it comes to the present study, the beta value depicted in table 08 is -0.490 which denotes a greater negative relationship compared to the mentioned study. Another study conducted on factors affecting employee turnover intention with special reference to the nurses who live in Ontario, Canada revealed that job satisfaction is an independent variable when employee turnover intention is considered as the dependent variable. According to the mentioned study, the beta value is –0.057 which shows a weak relationship between the employee turnover intentions (Zeytinoglu, 2007). But considering the present study, it can be seen that the strength of the relationship between employee turnover intention and job satisfaction is quite higher. Carmeli (2006) also reveals the relationship between turnover intention and job satisfaction among two professional groups of social workers employed in the public sector and lawyers employed in the private sector in Israel, is negative and significant as the beta values are -0.22 and -0.36

respectively for sig values less than 0.001. The same study investigated that there is no significant relationship between two variables for the professional group of financial officers as the sig value is greater than 0.05. Therefore, it can be observed differences in the strength of the relationship between turnover intention and job satisfaction contextual wise. But when it comes to the direction of the relationship between both variables, it is negative in each mentioned context.

Carmeli (2006) argues that there is a negative relationship between the turnover intention and job performance among three professional groups which are financial officers, social workers employed in the public sector and lawyers employed by the private sector. The study reveals that the relationship between turnover intention and job performance is not significant in any of the three professional groups. But in the present study, referring to table 08, it can be seen that the relationship between turnover intention and job performance has a beta value of 0.358 with a sig value of 0.000 which indicates a positive and significant relationship between the two variables. Contrary to Carmeli (2006), Jackofsky et al., (1986) mention that turnover intention is higher among high performing employees as they have greater opportunities to find jobs elsewhere. Even though the context of the mentioned study is in the United Kingdom, the present study conducted in the context of labours in the Katunayake export processing zone exhibits a positive relationship between the two variables. Considering the facts, it can be decided that there is an effect to the relationship between two variables from the context of the research study.

A research study conducted on factors affecting employee turnover intention with special reference to the IT professionals in Turkey, reveals that a lower level of intention to quit is expected from employees who have a greater level of organizational commitment. The beta value found for the relationship between turnover intention and organizational commitment is -0.564 which also has a sig value less than 0.05. Referring to table 08, the present study investigates the beta and sig values for the relationship between the same two variables as -0.213 and 0.0014. When the two results are compared, it can be seen that the strength of the relationship between the two variables has varied. But in both contexts, the direction of the relationships remains negative. (Yousaf et al., 2015) also presents that there is a negative relationship between employee turnover intention and organizational commitment in the Pakistan context. In the mentioned study, the relationship between two variables possesses a beta value of -0.31 with a sig value less than 0.05 which is the relationship is equal in direction for the mentioned study and present study. But comparing the beta values of past research and present research, it can be seen that the strength of the relationship between two variables is lower for the present study conducted in the context of labour of the Katunayake export processing zone.

Lee & Shin (2005) explores that there is a positive relationship between turnover intention and job burnout in their study conducted in the context of the United States. The study reveals that the relationship has a beta value of 0.31 with a sig value less than 0.05 which makes the relationship significant. Referring to table 08 related to the beta values of the present study, it can be identified that the two variables of employee turnover intention and job burnout have a beta value of 0.396 with a sig value of 0.00 which makes the relationship between the two variables really significant. That is it can be assumed that the direction of the relationship among two variables, turnover intention and job burnout is the same for both contexts and the strength of the relationship is also having values close to each other.

Even though Lee et al. (2017) insist that the turnover intention among females is mainly dependent upon the job satisfaction in their study conducted in the context of China, the analysis conducted on the moderation effects

of gender on the relationship between the turnover intention and each independent variable shows that there is no significant moderating effect. The contextual differences in the two types of research can be assumed as the reason for not having such moderation effects on gender in the present study.

As a whole, there are slight differences in the strengths of the relationships between the dependent and independent variables. Those differences can be considered as the effects of contextual differences in previous research studies and present research studies. More importantly, the present research sample is comprised of labours who have a lower level of education and skills compared to previous studies referred to as literature.

Considering all facts discussed above, it can be said that the hypotheses Ha1, Hb1, Hc1 and Hd1 are valid in the context of labours who work in the Katunayake export processing zone. That is the turnover intention of labours who work in the Katunayake export processing zone is negatively affected by job satisfaction and organizational commitment while positively affected by job performance and job burnout. Moreover, the hypothesis developed for moderating the effect of gender on such relationships between the dependent and independent variables is not supported by the research findings and is defined as not valid for the context of labours who work in the Katunayake Free Trade Zone.

Conclusion

It was identified that the four main hypotheses developed for the dependent variable and each independent variable are valid in the selected research context which is the Katunayake export processing zone. Referring to the tested hypothesis, the employee turnover intention is affected by job satisfaction, job performance, organizational commitment and job burnout. Among those four factors, job satisfaction and organizational commitment can be defined as negatively affecting factors to the

employee turnover intention. The other two factors, job performance and job burnout affect the turnover intention the other way around. That is those two factors positively affect the turnover intention. Therefore, it can be concluded that the employee turnover intention is affected by job satisfaction, job performance, organizational commitment and job burnout in the same way that other scholars have explored so far in different research contexts.

Considering the hypothesis developed for the moderating effect of gender on factors affecting employee turnover intention, it is clear that the relationships between the previously discussed main four factors affecting employee turnover intention and employee turnover intention are not moderated by the gender of the employee. In other words, the employee turnover intention is affected by identified four factors that are job satisfaction, job performance, organizational commitment and job burnout in the same way regardless of the gender of the employee.

Implications

The results obtained from this study provide insight for a better understanding between the four independent variables (job satisfaction, job performance, organizational commitment, and job burnout) and the dependent variable. Most of the organizations in Katunayake Free Trade Zone give less attention to employees' job satisfaction levels and satisfactory level measuring surveys are rarely conducted. In this research study, the turnover intention is negatively affected by job satisfaction. Therefore, management should be aware of maintaining a satisfied workforce within their organizations.

On the other hand, most of the employees in Katunayake Free Trade Zone are from remote and rural areas and have no skills in particular job duties in foreign organizations such as manufacturing and garment. Therefore, a greater level of job stress and burnout will be imposed especially for new

employees and organizations should focus their concerns on mitigating the job stress level as this study revealed that the level of turnover intention is positively affected by the employee job burnout.

Recommendations

Optimize the training and development cost:

Training and development cost is reported as major cost in the replacement process or recruiting new employees. Also, the return on investment in training and development activities is negatively affected by the higher employee turnover ratio (Carmeli & Weisberg, 2006). This research study shows that it should be focused to maintain a good job satisfaction level and lower job burnout within the workforce to reduce the turnover intentions among employees. Also based on the results of the study, the managers should take necessary actions to increase the organizational commitment among employees.

Optimize the job performance among employees:

Regardless of the fact that all employees who are having turnover intentions do not translate into actual turnover, such intentions still have adverse effects on the performance of the employees such as lowered morale (Lee et al., 2017). Based on the findings of this study, it is recommended managers pay attention to factors affecting employee turnover intention. Because lowered morale among employees can be considered a symptom of a critical problem caused by a breach of one or more factors affecting employee turnover intention.

Avoid undesirable employee turnover:

Early identification of turnover intention among employees is the best way to predict the actual turnover before it happens (Harris, Kacmar & Witt, 2005). Therefore referring to the research findings, managers can predict the actual turnover by paying attention to the factors affecting the turnover intention of employees. By doing so, managers can either reduce the turnover intention of such employees with higher turnover intentions or plan recruitments to balance the capacity of human resources.

Directions for Future Studies

This research study makes an initial attempt to explore factors affecting the employee turnover intention of labours who works in the Katunayake Free Trade Zone. It was noticed that research studies conducted on employee turnover intention and its antecedents are rare in the Sri Lankan context. Therefore, it would be better to conduct further research studies on antecedents of employee turnover intention among labours to see whether the research outcomes are the same as the findings of the present study. Apart from that, the present study was focused only on one professional group and therefore, it can be conducted in future studies on different professional groups in the Sri Lankan context to see whether research outcomes are either different or the same compared to the present study.

The present research study only focused on four factors or antecedents affecting employee turnover intention. But there is empirical evidence available on other factors affecting employee turnover intention. Considering this fact, it is recommended to explore the relationships between those other factors affecting employee turnover intention with special reference to the Sri Lankan context.

Remarkably, the present research study was conducted on organizations within the Katunayake Free Trade Zone and all the organizations within the Katunayake Free Trade Zone are manufacturing organizations. Therefore, it is recommended to conduct future research studies on employee turnover intentions focusing on different industries to compare the research outcomes with the outcomes of the present study.

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