

Work life conflict and its impact on Turnover intention of Employees: The Mediation Role of Job satisfaction

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Abstract- Apparel industry has been the Sri Lanka's largest gross export earner and it is considered as one of the biggest industries in Sri Lanka. However, employees are facing many issues in balancing of their work life and family life in the apparel industry. Employees are assets to the organization and the organization always tries to avoid losing the key performers. Therefore, apparel companies are providing attractive benefits to the. Yet, employee turnover has become a critical problem for this industry. Thus, this study empirically evaluated the relationship between work life conflict and turnover intention and the mediation role of job satisfaction. Convenience sampling method was employed to select 100 operational level employees from 10 apparel companies in Katunayaka Export Processing Zone and data were gathered by using self-administered questionnaires. Besides, study found the strong positive relationship between work life conflict and turnover intention and it is partially mediated by the job satisfaction. Moreover, the study revealed that turnover intention is varied with gender differences in apparel industry and females have high level of turnover intention than male workers.

Index Terms- Work Life Conflict, Job Satisfaction, Turnover Intention

I. INTRODUCTION

Employees are assets to the organization and the company always tries to avoid losing the key performers. Therefore, apparel companies are providing attractive benefits to the employees like attractive salary, transportation facilities, medicine etc. However, employee turnover is a critical problem to maintain the competitive advantages of the industry (Liyanage *et al*, 2014). Therefore, turnover is a serious threat to the productivity of the organization.

The fast moving world and the ever changing atmosphere in private sector organizations demand a low turnover rate for successful operations at low cost. Managing multiple roles across the different domains increases interpersonal conflicts and intrapersonal conflicts of employees, which further can result in Work Life Conflict (WLC) (Rathi & Barath, 2013). Researchers found that WLC creates a path to labor turnover and it has positive relationship with Turnover Intention (TI) (Fernando, 2015). However, Pradana & Salehudin (2013), have found that WLC does not influence on TI. Hence, there are contradictory arguments.

Sri Lankan garments are facing the problems in developing and maintaining the required manpower (Dheerasinghe, 2009).

According to the researchers apparel industry has struggled with difficult situations for continue the success. The industry faces issues such as employee TI and cost of production. According to the data of BOI- Katunayake, total employment of the Export Processing Zone (EPZ) was reduced to the 37,474 from the 42,329 during March 2012 to March 2016. There are 4,855 employees left the EPZ in last five years. Operational level employees were highly left from the EPZ than the managerial level workers. Thus, the main purpose of this study is to understand the mediation role of Job Satisfaction (JS) between the WLC and TI in apparel industry. Following are the key objectives of this study.

- To identify the relationship between WLC and JS in apparel industry.
- To identify the relationship between JS and TI in apparel industry.
- To identify the relationship between WLC and TI in apparel industry.
- To identify the mediate role of JS between WLC and TI in apparel industry.
- To identify the variation of TI in terms of gender differences in apparel industry.

1.1 Work life conflict (WLC)

WLC occurs when the collective demands of individuals' two roles are incompatible. Therefore, participation in one role is made more difficult by participation in the other role. Greenhaus & Beutell (1985) suggest that conflict occurs when either time devoted to the requirements of one role, or strain from participating in a role, or specific behaviors required by a role, make difficult to fulfil the requirements of another. There are multiple forms of WLC that originate from different sources. Kotze & Villers (2003), defined that most significant WLC arises from complex workplace issues, including managing change, supervisory and technical competences, leadership, roles and accountabilities etc.

Studies in the area of WLC has mainly concentrated on the conflict between people's work and other life roles. The WLC arising when work roles interfere with family roles and family related roles interfere with work related roles. The concept "work life balance" had different meanings for different individuals. It is generally accepted that there is a clear link between WLC and work life balance. As attaining work life balance is dependent on managing or reducing the conflict between various roles (Kotze & Villers, 2003).

1.2 Job satisfaction (JS)

Job satisfaction was explained as a function of job features, other people and personal dispositions. Under social exchange relationships, employees are more likely to remain with an organization if they feel that their supervisors value their contributions and well-being, communicate well with them, and treat them with respect and recognition. Further, organizational culture also influences on the JS of the employee (Medina , 2012). The concept of JS has been developed in many ways by many different researchers with their new findings. JS can be seen within the broader context of the range of issues. It can be impact on individual's quality of working life. To be a successful organization, it must continuously ensure the satisfaction of employees.

JS is closely related to the performance and quality of work performed by an employee. The competitors can imitate other assets like technology, processes and methods, while the HR are unique to the organization. Organizations are investing a lot on HR in terms of recruiting, training, developing, maintaining and retaining them in the organization. Spector (1997), has defined the nine factors for measure the JS. The nine facets are Pay, Promotion, Supervision, Fringe Benefits, performance based rewards, Operating Procedures, Coworkers, Nature of Work, and Communication. These factors figure into an individual's job satisfaction in this study.

1.3 Turnover intention (TI)

Today's business organizations are faced major problem that their vital employees are leaving from the organization. Employee turnover has always been a matter of concern for organizations. It is serious issues especially in the field of HRM. A large degree of employee turnover may be harmful to both the organization as well as the employee's career (Saeed *et al*, 2014). The number of employees' positive intention to leave is create problems form of weakening internal HR strength (Ghayyur & Jamal, 2012).

TI has been incorporated into most employee turnover models in the published literature (Medina , 2012).TI is an intention that employee has, to leave the organization. In other words, intention to leave a job is an immediate precursor to actually leaving. Therefore, retain of employee is an important part of building sustainable competitive edge for any business (Pradana & Salehudin, 2013).

Mobley, Homer & Hollingsworth (1978), have defined three dimensions for measuring TI. According to researchers TI is an attitudinal (thinking of quitting), decisional (intention to leave), and behavioral (searching for a new job) process. It is very important to minimize the TI of the skilled employees for longer time period. According to the past researchers, employees' TI arises due to role conflict between dual careers. Therefore, the employees' retention strategy through balance work and life approach is important for the organization (Ghayyur & Jamal, 2012).

1.4 Link between Work Life Conflict, Job Satisfaction and Turnover Intention

WLC & JS may have detrimental consequences for employees through the high demands and expectations from both work and the family domains. Because of high work demands,

workers spend more time on the job and get very little time for their family (Rathi & Barath, 2013). According to the key findings of (Akram & Hassaan ,2013; Fernando, 2015; Rathi & Barath, 2013) WLC has a negative relationship with JS. Moreover, WLC were created less performances and it created job dissatisfaction. Further, FIWC is weakly negatively related to JS (Akram & Hassaan, 2013). Therefore, this study has formulated the hypothesis in following way.

Hypothesis 1: There is a negative relationship between work family conflict and job satisfaction.

Hence, JS is work related research topic in the field of organizational behavior. According to Spector (1997), there is an association between JS and TI of employees. When the employees are not satisfied with their jobs and organizations do have not trust in their employees, the employee's TI will be greater. Researchers identified JS as the best indicator of employ intention to perform. Saeed *et al*, (2014) indicates that there is a negative and significant relationship between JS and TI of employees in various industries and employees who have higher JS were less likely to leave the companies. It was also agreed with the findings of studies done by Choo *et al*, 2013 and Ozba & Cicek, 2014. Mobley *et al* (1978), explained that JS leads to the individual thinking of quitting, which in turn may lead to intention to search for alternatives and ultimately to an intention to quit. According to Liyanage & Galhena (2011), employees leave their jobs when their needs are not being satisfied by present job and an alternative job becomes available. Based on above arguments, this study has developed following hypothesis.

Hypothesis 2: There is a negative relationship between Job Satisfaction and Turnover Intention.

Further, WLC causes to the TI which ultimately has negative effect on organization performance (Alsam *et al.*, 2013). Researchers have found that, WLC has a positive effect on TI (Ozba & Cicek , 2014; Ghayyur & Jamal, 2012). Further, Haar & Roche (2012), explained that WIF and FIW as predictors of TI. However, some researchers found that, WLC does not influence on TI significantly (Pradana & Salehudin, 2013). Contradictory arguments are visible in the current literature. Mihelic (2014), found that employees with younger children are less likely to think about leaving the organization. Studies have identified that, WLC for married respondents with higher impact on TI. Based on above contradictory findings, following hypothesis was formulated.

Hypothesis 3: There is a negative relationship between work family conflict and turnover intention.

Finally, this study also believe that the job satisfaction can mediate the relationship between WLC and TI since job satisfaction was identified as a pleasurable or positive emotional state resulting from the appraisal of one's job (Locke, 1976). Previous researches have already identified WLC as an antecedent of job satisfaction (Akram & Hassaan, 2013; Fernando, 2015; Rathi & Barath, 2013) meanwhile TI as a consequence of Job satisfaction (Liyanage & Galhena, 2011; Spector, 1997). But, the interrelationship between WLC and TI through JS was not found and this study has formulated a

hypothesis as follow with the aim of addressing above knowledge gap.

Hypothesis 4: Job satisfaction mediates the relationship between work life conflict and turnover intention.

1.5 Variation of WLC, JS and TI in terms of Gender Differences.

Social judgment for men usually comes from work role and social judgment for women usually comes from family role. Women do substantially more housework than men, and this is especially true for married men and women. (Xu, 2009). However, today trend of dual earner families is increasing rapidly than before. Therefore, married women also entering into the corporate world. If women involve much in work, it will differ from social expectations which will lead to WLC in a high degree (Xu, 2009).

King, (2005) explained that, there is no differences between men and women in WLC. Both men and women are equally benefited by the family supportive culture of any organization and did not differ significantly on the social support they received from their workplace (Baral & Bhargava, 2011). Some researchers were suggested that the women experience higher levels of WLC than men (Greenhaus and Beutell, 1985 ; Dheerasinghe, 2009; Saeed *et al*, 2014). There are contradictory arguments. Moreover, Saeed *et al* (2014), found that TI of females varies from TI of males. Therefore, this study was based on the gender differences to find variation of WLC based TI with gender differences.

1.6 Conceptual framework

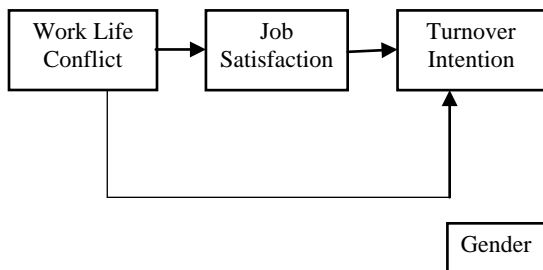


Figure 1: Conceptual framework

II. METHODS

The study investigated the mediating effects of JS on the relationship between WLC and TI. The target population is defined as the entire group a researcher is interested in. There are 13 EPZs administrates under the BOI. Among them Katunayake EPZ contributes to highest employment opportunities. Therefore, all the operational level employees in apparel companies of Katunayake EPZ were considered as the population. 100 operational level employees (58 females and 42 males) were selected according to the stratified sampling technique from the 10 apparel companies. A survey method was adopted for collecting data from operational level employees and self-administered questionnaire was utilized as the data collection tool.

2.1 Measures and Materials

Work Life Conflict: WLC was measured through a scale consisting eight items under the two dimensions namely work interference with family conflict (WIFC) and family interference with work conflict (FIWC) developed by Gutek, Searle, and Klepa (1991). Four items targeted WIFC. Four items measured FIWC. Response options were based on a 5-point Likert scale that ranged from strongly disagrees to strongly agree. The reliability (Cronbach alpha) of the work-family conflict scale in this study was 0.87.

Job Satisfaction: The Job Satisfaction Survey developed by Spector (1997) was used to measure the variable job satisfaction using nine dimensions and this questionnaire is widely used in many researches and well established among the other job satisfaction scales. The Cronbach alpha value for the job satisfaction was obtained as 0.88. Data were collected using five point Likert scale ranging from 1 (strongly agree) to 5 (strongly disagree).

Turnover Intention: Turnover Intention was measured with the three-item measure used by Pfeffer (2007). Participants responded to items such as “I am thinking about leaving this organization” using a 5- point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The reliability (Cronbach alpha) of the work-family conflict scale in this study was 0.78.

Hence, descriptive analysis was used to analyze the level of WLC, TI and JS. Correlation and regression analysis were utilized to analyze the relationship of the variables. Further, to analyze the mediation role of JS, Baron and Kenny mediation and Sobel test were adopted. Finally, ANOVA was used to identify the variation of TI in terms gender differences.

2.2 Profile of the sample

The sample was comprised with, 42% of male employees and 58% of female employees. Majority of them were fallen between the age of 21-40 which is about 50% of the total sample. Further, the sample shown that the majority of the participants were sewing machine operators (34%). The results constitute that 36% employees are married while only 64% are single. Hence, 68% of the employees’ partners (spouse) were not engaged in paid employment and only 32% of them were having paid employment. Besides, most of the employees have no children (57%).

III. RESULTS

3.1 Descriptive Analysis

The mean value of WLC was 3.1513 ($2.5 < x < 3.5$ which implies that employees moderately agreed with the existing level of WLC and it has dispersed by 0.4940 of standard deviation from its mean. The mode of 3.38 represented that the most of the operational level employees had agreed with the existing situation of WLC. Coefficient of variation denoted that the dispersion of data points in a data series around the mean which was 15.67% represented operational level employees had same attitude towards their WLC. Therefore, it can be determined that operational level employees had the same opinion and less difference in their opinion on the WLC.

Mean value of JS is 3.1233. Mean value was between the range of $2.5 < 3.1233 < 3.5$, it discovered that employees moderately agreed for existing level of pay, promotion, supervision, fringe benefits, performance based rewards, operating procedures, coworkers, nature of work, and organizational communication. It has dispersed by 0.3849 of standard deviation from its mean. The mode of 2.89 represented that the most of the operational level employees had moderately agreed with the existing situation of JS. Coefficient of variation denoted that the dispersion of data points in a data series around the mean which was 12.32 % represented operational level employees had same attitude towards their JS.

Hence, the mean value of employee TI was 2.9633. It implies that employees moderately agreed with the aforementioned process of TI. The mode of 3.17 represented that the most of the operational level employees moderately agreed with the existing situation of TI and its dimensions. When consider the standard deviation, higher value represents that response for TI was not widely dispersed from its mean value. The standard deviation and coefficient of variance is 0.5619 and 18.96% respectively. Highest coefficient variation represents that there is a similar level of perception towards the TI.

3.2 Correlation Analysis

Table 1: Summary of correlation analysis (with Hypothesis)

| | P Value | < Null Hypothesis level | Alternative Hypothesis |
|------------|---------|-------------------------|-------------------------------|
| WLC and JS | 0.000 | < 0.05 | Rejected H_0 H_1 accepted |
| JS and TI | 0.000 | < 0.05 | Rejected H_0 H_2 accepted |
| WLC and TI | 0.000 | < 0.05 | Rejected H_0 H_3 accepted |

The Table 1 shows the summary of correlation analysis. Accordingly, correlation between WLC and JS was -0.762 which implied that there is a strong negative relationship between WLC and JS and the relationship is significant since the p-value is 0.000. Therefore, the null hypothesis was rejected (H_0) and accepted the alternative hypothesis (H_1) which says that there is a negative relationship between WLC and JS.

Hence, the job satisfaction is inversely related to turnover intention. Correlation coefficient between JS and TI was -0.771. It suggested that there is a strong negative relationship between JS and TI among operational level employees in apparel sector. Moreover, the p-value was 0.000 which indicates that the relationship between JS and TI was significant. Therefore, researcher rejected the null hypothesis (H_0) and accept alternative hypothesis (H_1) which is there is a negative relationship between JS and TI.

This study also tested the impact of WLC on TI. The findings & the data empirically proved the facts detailed in the literature review. Due to high work demands, employees spend more time on the job and get very little time for their family. It has impact on the employee turnover intention. Accordingly, the Pearson's correlation between WLC and TI was 0.786 which

implied that there is a strong positive relationship. Furthermore, p-value of 0.000 emphasizes that the relationship is significant between WLC and TI. Therefore, the null hypothesis (H_0) was rejected and accepted the alternative hypothesis (H_1) which is there is a positive relationship between WLC and TI.

3.3 Regression and Mediation Analysis

This study also aimed at identifying the mediating role of JS between the relationship of WLC and TI. To achieve this objective, study was utilized Baron and Kenny mediation analysis. Following figures shows the paths which explain the relationship among independent, dependent and mediating variables.

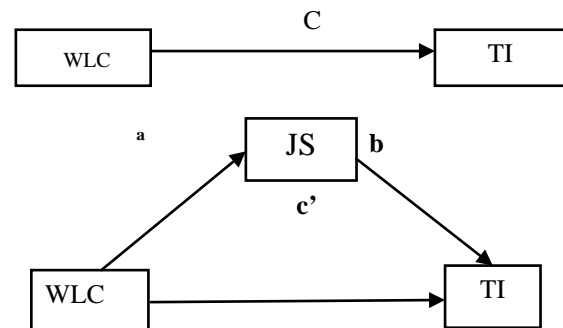


Figure 2: Paths for Regression and Baron and Kenny mediation analysis

According to the Figure 2, paths a, b and c are called direct effects. The mediation effect, in which WLC leads to TI through JS, is (path c') called the indirect effect. The purpose of the path c, a, b is to establish that zero order relationships among the existing variables. According to the analyzed data following relationships are significant, therefore researcher was concluded that mediation is possible.

Hence, study compared the results of following Table 2, simple regression weight on WLC when prediction of TI (Path-a) and Multiple regression weighted on WLC and JS both are together to prediction of TI (Path- b) to identify the mediation effect of JS between WLC and TI. In this study H_4 addressed the role of JS as a mediator in the relationship between WLC and TI. Path C indicates that the total effect of WLC on TI ($B = 0.894$, $p=0.000$) decreases when the mediator JS is included in the model ($B= 0.537$, $p=0.000$). The direct effect of WLC on TI decreases but it was significant.

Table 2: Summary of regression analysis

| Path | Unstandardized Beta | Std. Error | Standardized Beta | Sig. |
|------|---------------------|------------|-------------------|-------|
| C | 0.894 | 0.071 | 0.786 | 0.000 |
| A | - 0.593 | 0.051 | - 0.762 | 0.000 |
| B | - 1.126 | 0.094 | - 0.771 | 0.000 |

c' 0.537 0.099 0.473 0.000

Moreover, the strength of c' has reduced drastically (unstandardized beta value difference between c and c' is 0.357) Therefore, JS is a partial mediator of the relationship between WLC and TI. Moreover, the indirect effect of WLC on TI.

The Sobel test was used to calculate the mediate effect of JS between WLC, and TI in apparel industry. Following table presents the overall summary of the path and b. From that Table 3, researcher is calculated the Sobel test results by using Microsoft Excel and online Sobel calculator (<http://quantpsy.org/sobel/sobel.htm>).

Table 3: Summary of path a and b

| Path | Unstandardized Beta | Std. Error | Standardized Beta | Sig. |
|------|---------------------|------------|-------------------|-------|
| A | -0.593 | 0.051 | -0.762 | 0.000 |
| B | -1.126 | 0.094 | -0.771 | 0.000 |

Figure 3: Results of the Sobel analysis

$$z = \frac{ab}{\sqrt{(b^2SE_a^2) + (a^2SE_b^2)}}$$

- a = Unstandardized Beta of path a
- s_a = Standard error of path a
- b = Unstandardized Beta of path b
- s_b = Standard error of path b

According to the results of Figure 3, statistic for the Sobel test is 8.34, with an associated p-value of 0.000. The fact that the

| Results |
|---|
| Indirect Effect (a · b) = 0.667718 |
| Sobel's SE = $\sqrt{(a \cdot SE_b)^2 + (b \cdot SE_a)^2}$ = 0.080030719 |
| Z = Indirect Effect ÷ Sobel's SE = 8.34327125 |
| p = 0.0000 |

Standardized Indirect Effect = (β_a · β_b) = 0.587502
Portion of (X → Y) due to M = (c - c')/c = 0.399328859%

observed p-value falls below the established alpha level of 0.05 indicates that the association between the WLC and the TI has reduced significantly by the inclusion of the JS in the model. This attests that due to mediation 39.94% of controllability is demonstrated by JS, when mediating between WLC and TI. Therefore, alternative hypothesis which is JS mediates the relationship between WFC and TI was accepted and null hypothesis was rejected.

3.4 ANOVA test of TI in terms of gender variation

One-way ANOVA test was used to identify the difference of the TI in terms of gender variation. According to the results, a

significant difference can be identified between two groups when considering the mean values and standard deviation. Females are having 3.129 of mean value and 0.453 of standard deviation. Further, male have 2.731of mean and 0.619 of standard deviation. Therefore, females have high level of TI than the males.

IV. DISCUSSION

This study examined the relationship between WLC and JS and found a negative relationship. As mentioned in the literature review, the effect of WLC on JS is still arguable. Researchers argued that there is no relationship between WLC and JS and others argued that there is negative relationship. The findings of the research are consistent with results of previous research undertaken in other occupations. According to Akram & Hassaan (2013), individuals feel more dissatisfied when their work hinder with their family life. Further, Ozbag & Cicek (2014) suggested that managers should pay more attention to the employees who are working in the context of working at night, on weekends, and during public holidays to minimize WLC of the employees.

Moreover, study revealed that there is a significant strong negative association between JS and TI. The findings of this study are consistent with results of (Ozba & Cicek, 2014) that, higher level of job satisfaction is associated with lower levels of TI maybe because satisfied employees are more likely to be more effective in handling WFC. Further, there is a significant strong positive association between WLC and about 61.8 % of the variation in employees' TI can be attributed to difference in employees' levels of WLC.

The findings of study also agreed with the findings of Fernando (2015) saying that, WLC adversely affected to workers' performance and dissatisfaction of workers in this industry and it creates absenteeism and labor turnover within the industry. WLC have created path to low performance of workers and TI in this industry. Rathi & Barath (2013) explains that, good working and living conditions of police personnel make it interesting and informative to understand their work and family life, and how and to what extent their life is influenced by the support from co-workers. Alsam (2013) explains that those managers who face work life conflict confronted with TI very soon, so organization consider such polices that help to control turnover rate. It proved that there is a strong positive relationship between WLC and TI in apparel industry.

In this study H₄ addressed the role of JS as a mediator in the relationship between WLC and TI. According to the results Sobel test value is 8.34, with an associated p-value of 0.0000. If the Z value falls outside that range, the pattern exhibited is probably too unusual to be just another version of random chance and the p-value will be small to reflect this (p < 0.05). Therefore, it is possible to reject the (H₀) and accept the (H₄) there is a mediate role of JS between WLC, and TI in apparel industry. There are 39.94% of controllability is demonstrated by JS, when mediating between WLC and TI. Therefore, JS is a significantly mediate the relationship between WLC and TI in apparel industry.

According to Greenhaus & Beutell (1985), time devoted to the requirements of one role makes it difficult to fulfill requirements of another. Majority of women are still primarily

responsible for the home and children's activities than the males and difficult to balance the demands arising from family and work roles. This was cause to the higher value of TI of women. Prior researchers were also suggested that the women experience higher levels of WLC than men. The findings of this study are consistent with results of previous research undertaken in other occupations (Umer & Rehman, 2013). It is obvious that women have to take care of her children, husband and other dependents. Also she has to take care of all household affairs like cooking, cleaning etc. By being more educated and competent than in earlier times and sometime even to act as a helping hand to her husband financially she is doing job also. All these responsibilities create work life imbalances and WLC of women which leads to TI among female workers compare to male workers.

V. CONCLUSION AND SUGGESTION

According to the concluded results, this study has identified key implications to minimize the employee TI of operational employees in apparel sector. Moreover, these recommendations can be used to minimize the employee's WLC and enhance their JS. Accordingly following are the few implications and recommendations.

Firstly, Managers should be sensitive to WLC of employees and reduce their work load. Managers have to identify the employees work related issues and have to provide best solution to them. Since employees are like to work with the friendly staff members and management. As an example, an employee who is having infant child dislike to work at the night shifts. In this situation managers have to provide acceptable and friendly solution to her.

Secondly, it is better to improve the employees' benefits based on their service period and experiences. Apparel sector provides attractive benefits for their employees based on their performances. However, apparel employees have to work hard with their targets. It is enhancing the employees' WLC and TI. Therefore, researcher suggested to introduce service period based benefit system to motivate and retain employees in the organization.

Thirdly, it is ideal to establish welfare unions to provide special benefits to the employees. Sometimes, apparel can be a strategic business unit of a large scale company. In this situation, the company can provide special offers to their employees through other business units. For the purpose of developing relations among all the employees, company can establish the welfare unions. Through the unions organization can improve the employee's team work, enhance the employer employee relationship and finally the JS of the employee is enhanced. Through the welfare union of the organization can be organized get together parties, trips, New Year festival etc.

Fourthly, it is necessary to clearly explain the task, duties and responsibilities of the employees. Organizations can clearly explain the task, duties and responsibilities of employee in their recruitment notice. It is useful to recruit the most suitable person to the organization and make employees- job fit. Therefore, it reduces the ambiguity and the turnover rate of the employees. Because, the employee can understand his responsibilities and

duties that he should perform in the organization and it minimizes the employee's TI.

Fifthly, organizations can arrange the special events to spouses and family members of the employee. It helps to get to know each other and identify the working environment. Through this events organization can draw the picture regarding work life of employee in spouse's mind. Further, company can interpret the importance of employees' job to the employee's family.

Next, it is advised to introduce better leave scheme. The main reason behind this suggestion is most of the employees who are working in apparel sector live far away from their home town and residing boarding places surrounded to the work place. Therefore, this study suggested providing either paid or unpaid leave for employees and it will help to minimize the WLC and TI of employees.

Finally, organization can facilitate employees through mentoring and counseling services. Experiences in work can impact on employees TI in many ways namely harassment of senior person, family related issue, personal issue etc. In this situation company can provide the mentoring and counseling service for employees those who are affected by above issues and seeking help. It is minimizing the employees WLC and finally it will reduce the rate of labor turnover.

5.1 Limitations of the research

The study covered limited geographical area and questionnaires were given to 100 operational level employees from 10 apparel organizations. It would have been more useful if all the apparel firms were covered in the EPZ. However, time period of the research and budget constrains have caused to this limitation. There are some difficulties of getting information from the respondent. Respondents are reluctant to provide answers. Further, this study has been conducted as cross sectional study.

5.2 Directions for future research

This study was focused on the operational level employees in apparel industry. The study also can focus on other level of employees. In addition, study can be conducted as a comparative study based on other control variables namely age, marital status and tenant in organization etc. to get the more effective result. Further, this research model can be adapted to the other industries in the economy. Moreover, study recommends considering other factors like training, motivation as mediator to determine the mediation effect between WLC and TI.

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