International Research Journal of Business and Management – IRJBM ISSN 2322- 083X

A Study on Occupational Stress and Its Implication on Direct Cadre Employee Turnover of Brandix Ltd

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Abstract
The main objective of this research is to find out the impact of occupational stress on direct cadre employee turnover. The researcher has developed a conceptual framework with dependent and independent variables. The hypothesis has been created to test variables of occupational stress, such as Job Monotony, Production Pressure, Working Hours and Lack of support from supervisors and colleagues against Turnover Intention. A questionnaire was distributed among 272 direct cadre employees of the Brandix Rathmalana branch to collect primary data. 263 of employees responded to the questionnaire and collected data were analyzed using the software such as Microsoft Excel 2010 and SPSS.

Keywords: Labor turnover, occupational stress, lack of interest, the garment industry

1. Introduction

Regardless of whether it's healthy or not, employee turnover can be costly. Various sources estimate it costs an average of 150% of an employee's annual salary to replace them, depending on their level, experience, skill set, etc. Replacing top-level positions requires substantially more financing, extensive training and adjustment, and a high element of risk. But a turnover at every level means recruiting, training, workload balancing, cultural shifts, etc. So it's critical to one's organization's financially as well as overall health to manage turnover effectively that caused by job-related stress (Gallant, 2013)

2. Statement of Problem

In an organization such as the garment industry which is highly dependent upon its labour force, high labour turnover leads to many problems. These problems occur in both financial and non-financial nature. The commercial nature of it includes many costs such as the continuous cost of interviews, replacements, losses caused due to damages caused by new staff during training, additional incentives given to existing staff to cover up the work of the staff left, etc. The non-financial nature of this problem includes other employees leaving the organization along with friends, loss of experienced, skilled staff, continuous changes in the organizational culture due to staff joining and leaving on a continuous basis as a result of job-related stressed in the garment factory. The concerned organization still experiencing labour turnover which needs to be overcome.

3. Literature Review

3.a. Turnover intention

Turnover intention is described by various researchers as a conscious psychological willingness to quit the work place. According to Tett & Meyer (1993) the turnover intention is the main source of employee turnover, the cost of turnover to organizations can be high. Given its service-intensive nature, and its relatively high labor costs in overall costs, turnover is an important issue for the apparel industry. Lacily et al. (2008) defined turnover intention as "the extent to which an employee plans to leave the organization", while other researchers described it as the conscious and deliberate wilfulness to leave an organization (Mobley, 1982; Tett & Meyer, 1993). Most scholars have proved through their

research work that work-related stress affects the labor turnover in an organization (Bridger et al., 2013; Tripathi and Mishra 2014)

3.b. Stressors Related to Occupations

World Health Organization defines work-related stress as the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities which challenge their ability to cope. It explains stress occurs in a wide range of work circumstances, but is often made worse when employees feel they have little support from supervisors and colleagues, as well as little control over work processes. Stress related hazards at work can be divided into work content and work context. Work content includes the job contents such as job monotony and lack of variety, work load and work pace such as too much of work or strict time limitations and deadlines. Work context also consists with long and inflexible working hours, lack of control over decision making, process and methods and working environment. The other part, work context related issues are career development problems, job status and payment structures, role in the organization, interpersonal relationships in the organization, organizational culture and work-life balance of employees. (WHO, 2015)

A study conducted by Higher Education Funding Council of England in 2001 found that factors such as long working hours, less job security, work relationships and resources and communications cause occupational stress. (Tytherleigh, et al., 2005) In garment manufacturing companies machine operators' job is monotonous. Drucker (2007) states that the human being is not a machine and does not work like a machine. For any one task and any one operation human being are ill-suited. They lack of strength and stamina, they get fatigue and human being ties fast. Therefore, researcher assumes job monotony is a stress factor for garment manufacturing workers.

The boredom generated by simple, repetitive jobs leads to frustration for many workers. This frustration in turn manifests itself in the form of dissatisfaction, stress and ultimately, tardiness, absenteeism and turnover. (Porter et. al, 1973). Boredom created by lack of task complexity can also hinder performance of certain types of jobs. Employees experience stress due to a lack of task control. Low task control occurs when the employee's work is paced by a machine, the job involves monitoring equipment, or the work schedule is controlled by someone else. Scholars states that assembly line workers have low task control, but their stress can also be fairly low if their level of responsibility is also low. (McShane et al, 2007)

Organization roles are significantly affected to work related stress. Role ambiguity, which is uncertainty or lack of clarity about person's job in the organization, is a reason for occupational stress. Role overload such as working under continues time pressure and role under load such as working on unnecessary tasks required by the job also identified as reasons for occupational stress. (Wagner at el. 1998). Stress can also originate from one time event that occurs outside work, such as death of spouse, divorce or illness. Stressors occurred due to personal reasons also sometimes caused to stress at work according to different personalities and different ways of people cope up the personal problems.

3.c. Implication of Occupational Stress

Figures from the Health and Safety Executives suggest that work-related stress is the main cause of work sickness absence. (Mullins,2007). He also states that personal performance may improve with pressure, up to a certain point and continuous pressure leads to a fall in performance as the person is no longer able to cope. Signs of this are fatigue, poor judgment and bad decision making. In turns this can lead to serious business problems. Armstrong argued that the results of unrelieved stress on the individual and on business are worrying. (Mullins,2007)

Wagner et al. (1998) states four main organizational costs occurred due to employee dissatisfaction and stress; health care cost, absenteeism and turnover, low organizational commitment and workplace violence. According to the authors companies have to bear much of the cost for employee healthcare and insurance. Researchers have shown a strong link between stress and mental disorders. The other main impact, absenteeism and employee turnover cost organizations in different ways.

3.d. Managing Occupational Stress

People have different threshold levels of resistance to the stressors and different strategies are used to cope with stress. As a result of these, individual have different stress experience when exposed to the same stress factors (McShane et al, 2007). Therefore, in a workplace, stress factors may not affect all employees working under same conditions, it is necessary to monitor employees and identify the stressors in advance to minimize the effect. As a human resource management strategy, companies need to conduct surveys on the regular basis in order to monitor trends and changes in the area. Scholars suggested that stress management strategies such as; remove the stressor, withdraw from the stressor, change stress perceptions, control stress consequences and receive social support should be used by employees and employers to minimize the occupational stress (McShane et al, 2007).

4. Conceptual Framework

5. Research Methodology

There are two research approaches available in the literature; deductive approach and the inductive approach. The deductive research approach involves the testing hypothesis or theory which is built by the researcher through the empirical investigation. According to Robson (2002) deduction involves five distinctive stages; deducting hypothesis from a theory, explain it in the operational terms, testing the hypothesis, examine the outcome and if necessary update or upgrade the theory. In this research, the researcher will adopt the deductive research approach.

Sample survey method was used to collect data from Brandix Casual wear for the research. (Zikmund, 2003) Target population is the specific group relevant to the research project. In this research target population is, direct cadre employees in Brandix Casual wear Ltd. Only Rathmalana branch employees have been considered for the data collection purposes.

6. Research Objectives

Objectives of the research are;

1 To identify the impact of occupational stress on labor turnover

2 To recommend solutions to minimize the labor turnover

7. Limitations There are various stress factors, but in this research the stress factors are limited to the following: Job monotony, Production pressure, Working hours, Lack of support and supervision and Knowledge level of machine operators to answer the questionnaires will be a limitation to collect reliable information.

8. Data Analysis

Probability Plots

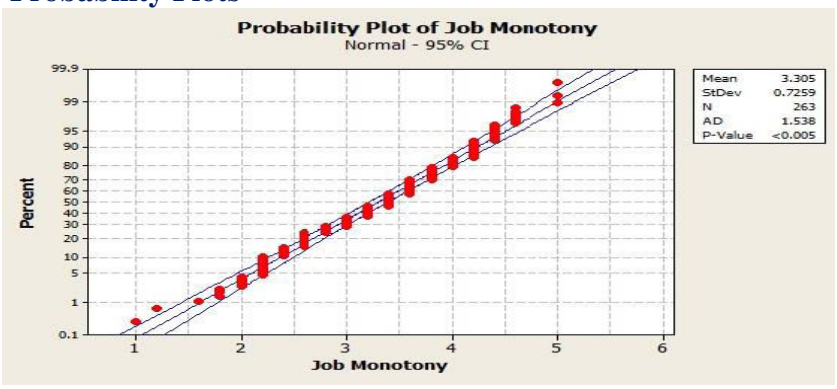

Figure 1.0 Probability plot of Job Monotony

The average of likert scale responds for Job Monotony attribute are plotted on the x-axis and the estimated cumulative probabilities (p) are on the y-axis. In above chart, data points approximately follow the straight line and P-value is less than 0.005. Mean respond for Job Monotony is 3.305 which means on average employee respond for existence of Job Monotony falls approximately neutral. Standard deviation of above data set is 0.7259. The Anderson-Darling statistic measures how well the data follow a particular distribution. For a specified data set and distribution, the better the distribution fits the data, the smaller this statistic will be. In the above graph, AD value is 1.538.

Figure 2.0 Probability Plot of Production Pressure

In chart 1.0, data points approximately follow the straight line and P-value is less than 0.005. Mean respond for Production Pressure variable is 3.254. This means average employee respond for Production Pressure existence is slightly more than neutral. Standard deviation is 0.5992. In the above graph, AD value is 1.523.

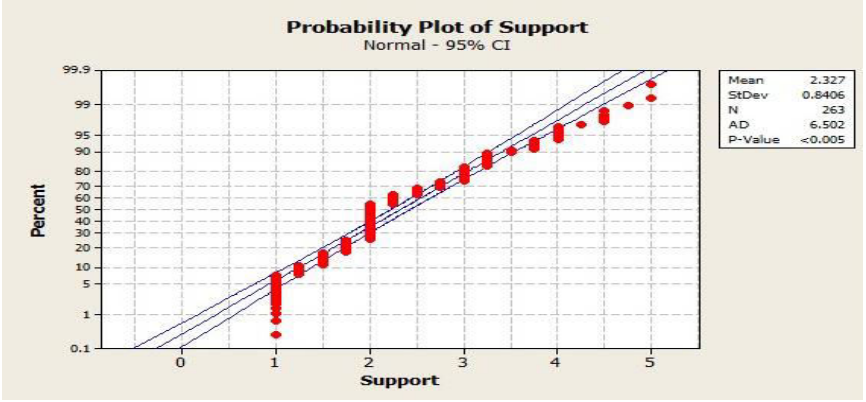

Figure 3.0 Probability Plot of Lack of Support

In chart 2.0, P-value is less than 0.005. Mean respond for Support variable is 2.327. Which means average employee respond for Support existence is more towards disagree. According to the questionnaire, this means employees getting adequate support from Brandix. Standard deviation is 0.8406 and AD value is 6.502 which are slightly high.

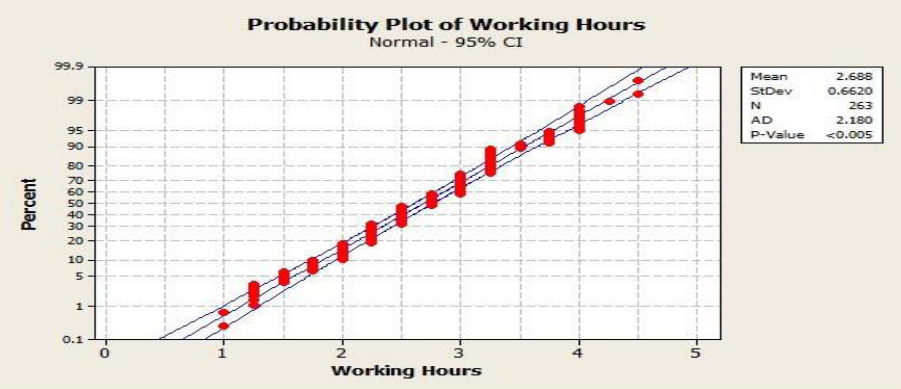

Figure 4.0 Probability Plot for Working Hours

In chart 3.0, P-value is less than 0.005. Mean respond for working hours variable is 2.688. This means average respond for working hours existence is more towards disagree. Standard deviation of above data is 0.6620 and AD value is 2.180.

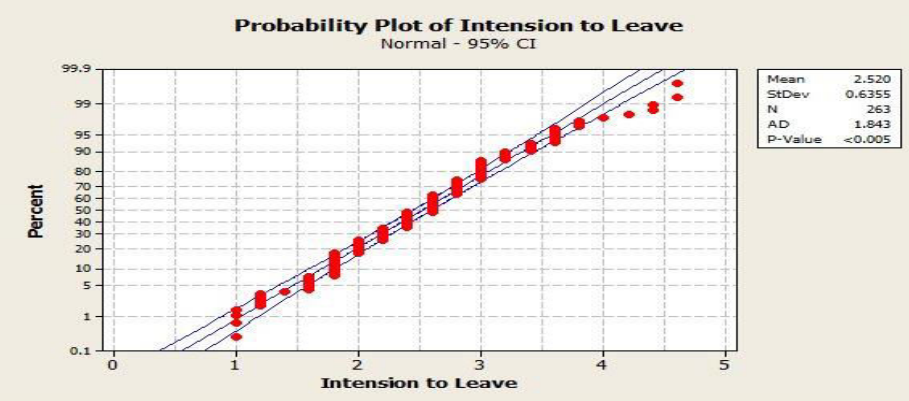

Figure 5.0 Probability Plot of Intention to Leave

Above chart shows the data collected to measure the intention of employees to leave the job. According to the graph, data plots are slightly deviated from straight line. Mean value of the variable is 2.520 which indicated if we consider an average employee there is a less intention to leave the company. Standard deviation is 0.6355 and AD value is 1.843.

9. Hypothesis Testing

Hypothesis **1**

H1 (alternative): Job monotony has a positive relationship with turnover intention of direct cadre employees

H01 (null): Job monotony has no relationship with turnover intention of direct cadre employees

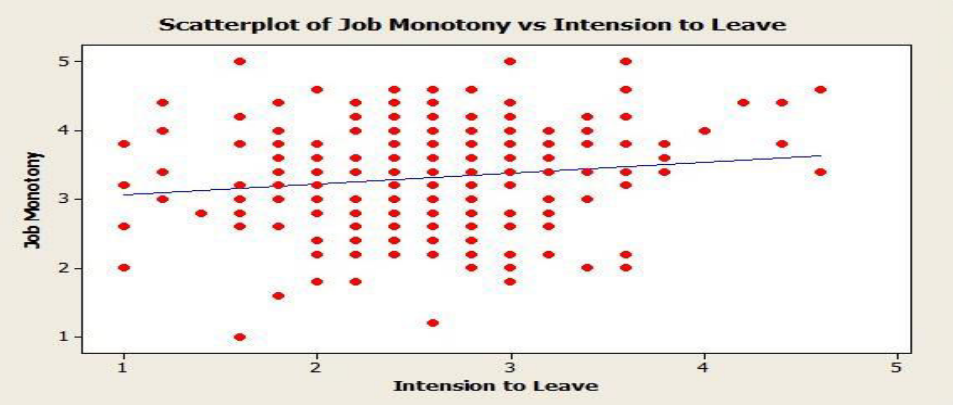

Figure 6.0 Scatterplot of Job Monotony vs. Intention to Leave

Chart 5.0 has been plotted Job Monotony vs. Intention to Leave among direct cadre employees of Brandix Casual wear. Chart shows a linear and positive gradient. Chart can be interpreted as there is a positive relationship between two variables, Job Monotony and Intention to Leave but the correlation

is weak. Chart shows some outlier points, which indicated that some employees believes the job is monotonous but they do not have intention to leave.

Regression Analysis: Job Monotony versus Intention to Leave

The regression equation of Job Monotony = 2.91 + 0.157 Intention to Leave

According to the equation regression, coefficient for intention to leave variable is 0.157.

Regression coefficients represent the mean change in the response variable for one unit of change in the predictor variable while holding other predictors in the model constant.

Table 1.0 Regression analysis job monotony vs intention to leave

Predictor	Coef	SECoef	T	P
Constant	2.9095	0.1820	15.99	0.000
Intention to leave	0.15693	0.07004	2.24	0.026

S = 0.720414 R-Sq = 1.9% R-Sq. (adj) = 1.5%

R-squared is a statistical measure of how close the data are to the fitted regression line. It is also known as the coefficient of determination, or the coefficient of multiple determinations for multiple regressions. (Frost J., 2013). In the above analysis R-square value is 1.9% and it is significantly low. Low R- square values are common in analysis based on human behaviors due to the unpredictable of human behaviour.

2.0 Analysis of Variance

Source	**DF**	**SS**	**MS**	**F**	**P**
Regression	1	2.6057	2.6057	5.02	0.026
Residual Error	261	135.4579	0.5190		
Total	262	138.0636	-	-	-

Correlations: Job Monotony, Intention to Leave

Pearson correlation of Job Monotony and Intention to Leave = 0.137

P-Value = 0.026

In the above analysis Pearson correlation value is 0.137. It is a positive but insignificant value. P-Value of above data analysis is 0.026 which is less than common alpha value 0.05.Above data indicates that null hypothesis can be rejected. Therefore, researcher select the alternative hypothesis, Job monotony has a positive relationship with turnover intention of direct cadre employees.

H1: Job monotony has a positive relationship with turnover intention of direct cadre employees **- Accepted**

H01: Job monotony has no relationship with turnover intention of direct cadre employees – **Rejected**

Hypothesis 2

$H_{2:}$ Production pressure has a positive relationship with turnover intention of direct cadre employees

H_{02}: Production pressure has no relationship with turnover intention of direct cadre employees

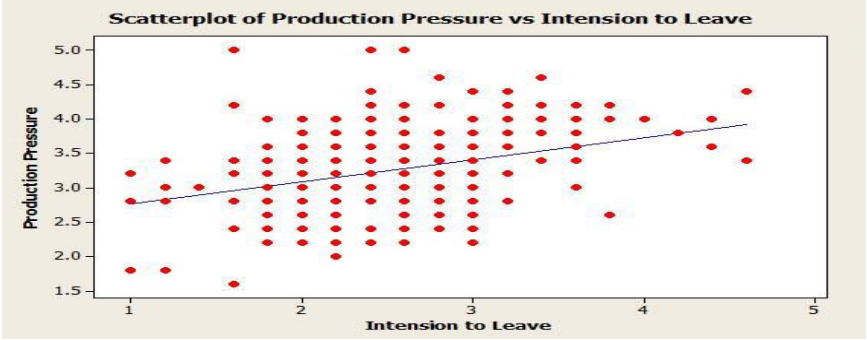

Figure 7.0 Scatter plot of Production Pressure Vs. Intention to Leave

Regression Analysis: Production Pressure versus Intention to Leave

The regression equation of Production Pressure = 2.45 + 0.318 Intention to Leave
According to the regression variable, coefficient of intention to leave variable is 0.318. For these variables R-square value is 11.4%

S = 0.565087 R-Sq = 11.4% R-Sq. (ad) = 11.1%

Predictor	Coef	SE Coef	T	P
Constant	2.4514	0.1428	17.17	0.000
Intention to Leave	0.31846	0.05494	5.80	0.000

Analysis of Variance

Source	**DF**	**SS**	**MS**	**F**	**P**
Regression	1	10.730	10.730	33.60	0.000
Residual Error	261	83.343	0.319		
Total	262	94.073	-	-	-

Correlations: Production Pressure, Intention to Leave

Pearson correlation of Production Pressure and Intention to Leave = 0.338
P-Value = 0.000. In the above analysis, Pearson correlation value is 0.338 which is positive and P-value is 0.000 which means null hypothesis can be rejected. H_2: Production pressure has a positive relationship with turnover intention of direct cadre employees - **Accepted**
H_{02}: Production pressure has no relationship with turnover intention of direct cadre employees – **Rejected**

Hypothesis 3

H_3: Working hours has a positive relationship with turnover intention of direct cadre employees
H_{03}: Working hours has no relationship with turnover intention of direct cadre employees

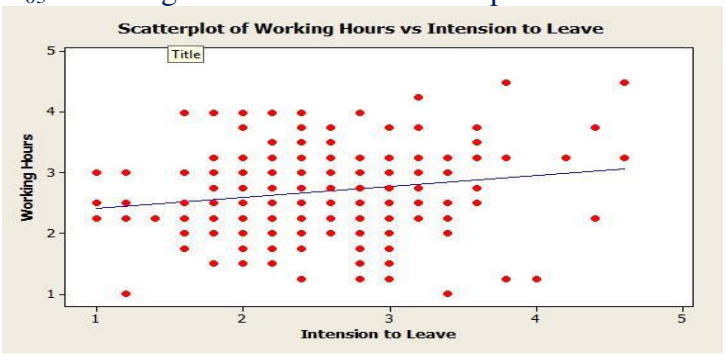

Figure 8.0 Scatterplot of Working Hours vs. Intention to Leave

Regression Analysis: Working Hours versus Intention to Leave

The regression equation of Working Hours = 2.24 + 0.179 Intention to Leave
Coefficient value of Intention to Leave is 0.179 and R-square value of this analysis is 2.9% which is low.

Predictor	Coef	SE Coef	T	P
Constant	2.2380	0.1651	13.56	0.000
Intention to leave	0.17866	0.06352	2.81	0.005

S = 0.653407 R-Sq = 2.9% R-Sq.(ad) = 2.6%

Analysis of Variance

Source	DF	SS	MS	F	P
Regression	1	3.3771	3.3771	7.91	0.005
Residual Error	261	111.4314	0.4269		
Total	262	114.8085	-	-	-

Correlations: Working Hours, Intention to Leave

Pearson correlation of Working Hours and Intention to Leave = 0.172

P-Value = 0.005. In the above analysis, Pearson correlation value is 0.172 which is positive and p-value is 0.005 which is similar to common alpha value. This can be considered as significant. Therefore, null hypothesis can be rejected.

H_3: Working hours has a positive relationship with turnover intention of direct cadre employees - **Accepted**

H_{03}: Working hours has no relationship with turnover intention of direct cadre employees - ***Rejected***

Hypothesis 4

H_4: Lack of support has a positive relationship with turnover intention of direct cadre employees

H_{04}: Lack of support has no relationship with turnover intention of direct cadre employees

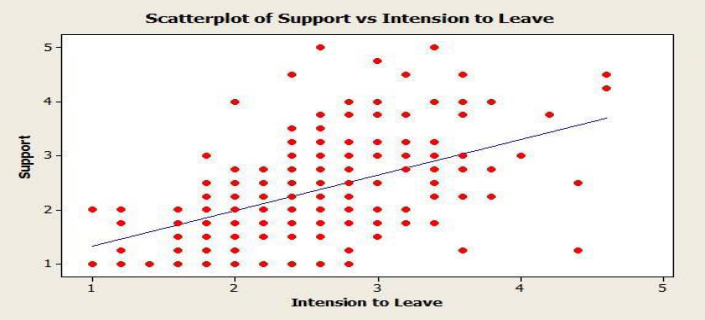

Figure 4.16 Scatterplot of Support vs. Intention to Leave

Regression Analysis: Support versus Intention to Leave

The regression equation of Support = 0.666 + 0.659 Intention to Leave and Coefficient of intention to leave is 0.659.

Predictor	Coef	SE Coef	T	P
Constant	0.6664	0.1845	3.61	0.000
Intention to leave	0.65893	0.07100	9.28	0.000

S = 0.730270 R-Sq = 24.8% R-Sq.(adj) = 24.5%

Analysis of Variance

Source	DF	SS	MS	F	P
Regression	1	45.939	45.939	86.14	0.000
Residual Error	261	139.190	0.533		
Total	262	185.128	-	-	-

Correlations: Lack of Support, Intention to Leave

Pearson correlation of lack of Support and Intention to Leave = 0.498 P-Value = 0.000

In the above analysis, Pearson correlation value is 0.498 which is positive and significant R-square value is 24.8% and P-Value is 0.000. That indicates *null* hypothesis can be rejected for this analysis.

H_4: Lack of support has a positive relationship with turnover intention of direct cadre employees - **Accepted**

dH_{04}: Lack of support has no relationship with turnover intention of direct cadre employees – **Rejected**

10. Findings and Discussion

Above study has been conducted to evaluate the impact of occupational stress for direct cadre employees at Brandix Casual wear Ltd. Four variables of occupational stress; Job monotony, Production pressure, Working hours and Lack of support from supervisors and colleagues has been selected to test the relationship with Turnover intention of employees. Summary of statistical results shown in the following table.

Variables	Pearson Correlation Value	P- value
Job Monotony Vs. Turnover Intention	0.137	0.026
Production Pressure Vs. Turnover Intention	0.338	0.000
Working Hours Vs. Turnover Intention	0.172	0.005
Lack of Support Vs. Turnover Intention	0.498	0.000

Table 5.1 Statistical results

According to the above figures the research can be concluded as there is a positive relationship between occupational stress variables and turnover intention of employees. By considering the data Production Pressure and Lack of Support variables can be considered as significant. Therefore, Brandix should pay attention to the above area in order to reduce occupational stress among employees and reduce labor turnover. Therefore, study can be concluded as there is a positive relationship between occupational stress and turnover intention of direct cadre employees, production pressure and lack of support from supervisors has a significant influence to turnover intention.

11. Recommendations

Reduce workload-Reduce re-work is another important factor to reduce the workload. Rework is caused by work was done incorrectly the first time. (Wiersema, 2006). Brandix should adopt technologies to improve quality and standardization, and decrease rework. Automate processes reduce occurrences of errors and reduce rework.

Match activities with resources -Matching activities with resources can apply to personnel, equipment, or material. One form of pressure occurs when employees possessing special skills perform tasks below their skill level. Therefore, Brandix should identify the skill levels of direct cadre employees and assign activities which match their skill levels. As such, employees' job satisfaction will increase, and mental and physical pressure will reduce.

Improve the Support from Supervisors and Colleagues - Statistical analysis of the research indicates there is a positive influence of lack of support for turnover intention. According to the response of direct cadre employees, they are getting adequate support from supervisors and colleagues at the moment. Since it is a crucial factor, Brandix should consider maintaining or improving the support given for machine operators.

Improve skills of supervisors - An effective supervisor should have important skills such as communication skills, coaching and counselling skills, confidence, creativity, empowering, leadership, problem-solving skills, time management skills, team building skills and recognizing best performers. Brandix should pay attention to train supervisors in a way that they gain the above skills when recruiting supervisors or promoting staff workers as supervisors.

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