

Impact of Workplace Ostracism on Turnover Intention: A Study of Machine Operators Working in the Apparel Sector, Rathnapura District, Sri Lanka

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Abstract

Employee turnover and turnover intention have become critical issues for organizations as they create direct and indirect costs for them. Employees with turnover intentions in the organizations also tend to be less productive, since they are not really interested in their jobs and are merely there to wait for the right moment to move on to other organizations. The main objective of this study was to study the impact of workplace ostracism on turnover intention. This study was carried out as a cross-sectional field study, predominantly applying the hypothetic deductive approach. The population of the study comprises the machine operators working in the apparel sector in the Rathnapura district. Simple random sampling method was used as the sampling technique and the sample size of this study was 322 respondents according to the Morgan table. Personally administered questionnaires were used for collecting the data under the quantitative data collection methods. The data was analyzed using Statistical Package for Social Sciences (SPSS). Through the analysis of the study, the researchers tried to assess the impact and identify the association between workplace ostracism and the turnover intention of machine operators in the apparel sector. According to the data analysis there is an impact of workplace ostracism on the turnover intention of the machine operators in the apparel sector in Sri Lanka and workplace ostracism impacts 68.4% of the turnover intention.

Key Words: Meaningful Existence, Sense of Belonging, Sense of Control, Self-esteem, Turnover Intention, Workplace Ostracism

Introduction

According to Welmilla, (2020), turnover and turnover intention have become challenging for the existing competitive business world, and it is a serious issue, especially in the field of human resources management. Employees' intention to leave the company is referred to as turnover intentions (Tett and Meyer, 1993) and Sewwandi and Perera, (2016), further described as a mental process (considering leaving), a decisional process (planning to leave), and a behavioural activity (looking for new jobs). Kim et al (2021) mention that employees with turnover intentions in the organizations also tend to be less productive since they are not really interested in their jobs and are merely there to wait for the right moment to move on to other organizations. Al-Qura'an (2015) discovered that because human capital is a tough thing to replicate, employee turnover intentions may create more undue harm to the firm that cannot be rectified. Because of turnover, organizations must bear leave capitalization, recruitment costs, reference checks, security clearance, temporary worker costs, relocation costs, formal training costs, and induction expenses. Another consequence is its hidden costs comprising missed deadlines, loss of organizational knowledge, low motivation, and negative impact on employee-customer relationships.

According to Welmilla (2020), the apparel industry has a critical issue with the turnover rate than other industries. Machine operators' turnover rate has increased in the past recent years. Therefore, it is important to address turnover intentions to prevent more harmful consequences (Busari et al, 2017). According to MAS Fabric Park's (2018) report, the apparel sector employs up to 15% of Sri Lanka's workforce, and 85% of those workers are women. However, it has recently come to light that the apparel business is experiencing a dramatic rise in labour turnover, particularly among female employees. Madurawala (2017), highlighted that the female unemployment rate was 7.6 per cent in 2015, while the male unemployment rate was three per cent. Even though there are job opportunities in the sector, women refuse to join the industry or leave within a very short period of time after joining the industry. Net turnover is still quite high even after moving from one factory to another and is calculated at 25% (Rajapakshe, 2018).

On the other hand, Chung (2018) mentioned that workplace ostracism has also become a significant and serious problem in the modern workplace. Williams (2002) defined ostracism is the act of being excluded and ignored by others. It is a universal phenomenon that exists throughout all organizations and across the different cultures of the world (Ikram et al, 2021). According to Ikram et al (2021), a positive relationship encourages positive outcomes, and a negative relationship encourages negative outcomes. Therefore, employees who are ostracized have more chances to show counterproductive behaviours such as undesirable outcomes in physical and mental health (Sarfraz et al, 2019). It leads to organizational outcomes such as reduced level of job satisfaction, person-organizational fit, organizational citizenship behaviour, and increased counterproductive behaviour, stress, and turnover intention (Chung, 2018; Ikram et al, 2021).

Apparel is one of the labour-intensive industries that provide easy access for labor-abundant developing countries to the global market (Ahmed, 2013). However, there is a serious issue that previous authors have identified (Habib et al, 2018; Welmilla, 2020) which was the high turnover rate in the apparel industry. Similarly, many studies and author

observations have emphasized employee turnover as a great issue in the Sri Lankan Apparel industry (Weerarathna et al, 2022; Welmilla, 2020). Kelegama and Epaarachchi (2003) mentioned in their article that the reasons for high turnover and absenteeism of apparel workers are due to the poor working environment, worker stress, and poor social local perception of the apparel workers as cited in Welmilla (2020). Workplace ostracism also affects employee turnover (Ikram et al, 2021; Mobina *et al*, 2021). However, some research have been conducted on the other factors which impact turnover intention (Sewwandi et al, 2016; Lakshani and Weerasinghe, 2020) but it is difficult to find the research conducted on workplace ostracism related to the impact of turnover intention in the Sri Lankan context.

Researchers argue that workplace ostracism is associated with negative affect and negative emotional states such as sadness, depression, jealousy, loneliness, shame, and guilt and then finally they leave the organization. Therefore, this study tries to find out whether there is an impact of workplace ostracism on turnover intention.

The findings of this study will be very important to understand the impact of workplace ostracism on employee turnover intention in the apparel industry. Since workplace ostracism leads to employee counterproductive activities, the management can use this research to control employee behaviours to reduce the employee turnover intention which is a challenging problem that they are facing. Then they can enhance the performance, and also efficiency and effectiveness of the organizational processes. An employee also can control their behaviours and improve their relationship with their peers. It will lead to developing a good working culture and develop the employee's career ladder.

On the other hand, employee turnover and its relationship with workplace ostracism have been rarely researched in the Sri Lankan context. Therefore, it may be a valid phenomenon to be researched further in order to add new insights in this changing business context. It will help future researchers to get to know about the impact of workplace ostracism on employee turnover intention in the apparel industry of Sri Lanka.

Research Problem

Turnover refers to leaving of an employee from the organization by terminating the employment (Opatha, 2019). Opatha (2019) further emphasizes that voluntary turnover can be divided into two categories as functional and dysfunctional turnover. Dysfunctional turnover is undesirable turnover that occurs when high performers leave the organization owing to a cause which is out of the organization's control. It is further mentioned that organizations have to face several issues with employee turnover such as losing high performance, negative impact on the competitive advantage and key work-related attitudes, wasting time, money and effort, negative effect on customer satisfaction, and negative talks about the organization and managers.

According to the above information, one of the main challenges of the current business world is employee turnover and workplace ostracism is a critical factor that causes increased turnover within an organization. When employees become ostracized, they

create feelings of isolation, lower productivity, less motivation to work, a turnover intention, and finally they leave the organization.

According to Welmilla (2020), the average turnover of employees was sixty per cent per annum in the apparel industry. Hence, employee turnover is a critical issue that these organizations encounter. And past researchers focused on turnover intention in the apparel industry, and they examined the other push factors such as job stress, work-life balance, etc. Ostracism could be another push factor that leads to a high turnover rate in the Sri Lankan apparel industry. Many studies have focused on many other factors that affect turnover intention and according to the researchers' knowledge; narrowing down to the Sri Lankan context workplace ostracism is a new area under turnover intention. Many authors observed that a bad work environment leads to employee negative attitudes such as turnover intention. Then ostracism is there but the problem is often ignored because issues are hidden. Therefore, this study focuses on identifying how workplace ostracism impacts employee turnover intention.

However, little research has been conducted on workplace ostracism and turnover intention in the Asian context (Ikram et al, 2021). According to the researchers' knowledge, researchers also studied the turnover intention in the apparel industry of Sri Lanka however there is a lack of studies conducted on workplace ostracism and turnover intention in the Sri Lanka context. Accordingly, the present study was designed to fill this context and empirical gap. The purpose of the current study is to investigate the impact of workplace ostracism on turnover intention in the Apparel industry in Sri Lanka and find ways to reduce turnover intention.

Hence, the current study will investigate the impact of perceived workplace ostracism on turnover intention in the apparel industry in Sri Lanka.

The problem statement addressed in the present study is:

Whether there is an impact of workplace ostracism on turnover intention of machine operators in the apparel sector located in Rathnapura district of Sri Lanka.

The main research question of the study can be mentioned as follows.

Is there an impact of workplace ostracism on turnover intention in machine operators in the apparel sector in the Rathnapura district of Sri Lanka?

In addition to that, the specific research questions of the study were formulated as follows.

1. Is there an impact of sense of belonging on the turnover intention of the machine operators in the apparel sector in Rathnapura district of Sri Lanka?
2. Is there an impact of sense of control on the turnover intention of the machine operators in the apparel sector in Rathnapura district of Sri Lanka?
3. Is there an impact of self- esteem on the turnover intention of the machine operators in the apparel sector in Rathnapura district of Sri Lanka?

4. Is there an impact of meaningful existence on the turnover intention of the machine operators in the apparel sector in Rathnapura district of Sri Lanka?

Objectives of the Study

The present research study is aimed at achieving the following general and specific objectives.

The general objective of the study is to investigate the effect of workplace ostracism on the turnover intention of machine operators in the apparel sector in Rathnapura district of Sri Lanka.

The specific objectives of the study are as follows.

1. To investigate the impact of sense of belonging on turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka.
2. To investigate the impact of sense of control on the turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka.
3. To investigate the impact of self-esteem on the turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka.
4. To investigate the impact of meaningful existence on the turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka.

Literature Review

Employee turnover intention is the probability that employees will leave the company permanently at some time in the future. Also it is known as “individual” estimated probability (Gouthier et al, 2011). According to Pariyanti et al (2022), employees with turnover intentions tend not to focus on work, their heart and soul are not in the company, and they wait for the time to transfer jobs to other companies, resulting in low productivity (Suyono et al, 2020). Tett and Meyer (1993) mention in their article, that the last stage of withdrawal cognition is the turnover intention, which is ideas that include planning to leave and the intention to explore alternatives (Weerarathna et al, 2022). Employee turnover is rotation as the movement of employees between other organizations, through occupations, and throughout careers (Weerarathna et al, 2022).

Furthermore, research by Ahlrichs (2000) has highlighted the most underestimated cost of key employee turnover to employers. There are two types of turnover costs, which are visible and invisible costs (Alkahtani, 2015). Visible turnover costs include vacation capitalization, hiring costs, background checks, security clearance, temporary employee costs, relocation costs, formal training costs, and induction costs. Invisible costs include increased human resource and payroll administration, lost productivity, and informal training. Other hidden costs include missed deadlines, loss of organizational knowledge, and low motivation due to overwork, lost clients, and chain reaction turnover. Another consequence of turnover for the organization is its effect on employee-customer relationships. Long-serving employees typically develop personal relationships with customers. According to Alkahtani (2015), these relationships form the basis of a reinforcing cycle of beneficial interactions between employees and customers. Employee retention has a positive impact on good customer relations and ultimately profitability

(Rust et al, 1996). Another result is having higher staff turnover in the company. Losing good employees is also costly in terms of the impact it has on company morale. Those who stay can often become demotivated or discouraged, resulting in decreased productivity and job satisfaction. If other employees see their colleagues taking advantage of new job opportunities, they may do the same. These latter costs, although more difficult to quantify, are detrimental (Hay, 2002). However, the most crucial element is that staff turnover has a direct impact on productivity. As a result, it causes financial losses and significantly lowers job efficiency (Weerarathna et al, 2022). Pariyanti et al (2022) found that employee turnover intentions can cause excessive damage to the organization and sometimes cannot be repaired because the human factor is a difficult element to imitate (Al-Qura'an, 2015). Therefore, turnover intentions need to be addressed so that negative effects do not spread (Busari et al, 2017).

Previous research (Weerarathna et al, 2022) used job hopping and perceived alternative employment opportunities as dimensions of turnover intention. According to Dhanapal et al (2013), job hopping is the term used to identify employees who have moved from one organization to another in search of better benefits or other basic needs. With globalization and technological advancements, changing jobs has become a social issue of great concern. Although organizations hold opposing views on permanent employees, research has shown new thinking that job hoppers are more experienced and invaluable marketable assets (Winstein, 1998). According to Dhanapal et al (2013), the definition of employee job-hopping behaviour varies from country to country as cited in Khatri et al (1999), and Angelin and Feng (2010).

According to Upadhyaya (2013), another possible predictor of turnover intentions is the perception of alternative job opportunities among employees. Employees perceive more alternative employment opportunities when the labour market is tight and fewer alternative employment opportunities when unemployment is high. If organizations do not provide significant growth opportunities, employees begin to actively seek alternative employment and base their search on opportunities in the external market (Negrin and Tzafrir, 2004).

Ikram et al (2021) stated that workplace ostracism is a global phenomenon that affects all types of organizations and all cultures of the world. According to Xia et al (2019), workplace ostracism is the degree to which a person feels neglected or excluded by others in the workplace (Ferris et.al, 2008). The first instances of workplace ostracism occurred when workers felt excluded, ignorant, and disrespectfully treated by others. Workplace ostracism is defined as the rejection of, avoidance of, or eye contact with those who are excluded (Ferris et al, 2008). Workplace ostracism is an aggressive style of conduct that exists inside the business and its employees, in contrast to abusive supervision, impolite behaviour, bullying, and other similar behaviours (Hitlan et al, 2006) and it appears obscure, such as silence, ignorance, no response to a greeting. As a result, people may not consciously engage in ostracism since they are sometimes unaware that their actions are contributing to social ignorance and neglecting others (Sommer et al, 2001; Mobina et al, 2021).

Humans are by nature social creatures; they cannot survive without connecting with one another. The social relationships among employees at a company are important in the modern world since this is where people spend most of their productive time. Energy and productivity among employees will increase due to healthy interactions (Ikram et al, 2021). Workplace ostracism can lead to various negative consequences. Ostracized employees have a higher level of isolation and depression than others, and also lead to counterproductive work behaviours, ostracism can be considered as an occurrence over a wide range of social settings and negatively impacts employee attitudes and behaviours and commonly occurs in social settings (Mobina et al, 2021). Workplace ostracism harms employees' well-being, increases withdrawal symptoms, and decreases work performance (Ferris et al., 2008).

Different researchers have proposed different dimensions for workplace ostracism. Al-Jubouri and Fleifal (2020) explained ostracism under three dimensions as motivation, omission and social rule. In addition to that, Ferris et al (2008) have introduced four dimensions of workplace ostracism as sense of belonging, sense of control, self-esteem, meaningful existence. Furthermore, Zadro et al (2004) have introduced four dimensions as sense of belonging, sense of control, meaningful existence, and self-esteem.

According to Pedler et al (2022), belongingness is considered a basic psychological need (Baumeister and Leary, 1995; Maslow, 1968) as essential for creating and maintaining strong relationships with others (Maunder, 2018). Theoretically, belonging is positioned in the middle of Maslow's (1968) hierarchy of needs, which follows the satisfaction of basic psychological and safety needs, preceded by feelings of esteem and the desire for self-actualization. With this in mind, satisfying mastery motivation requires positive affective interactions in a consistent and stable context related to health, well-being, and cognitive, emotional, and behavioural processes (Baumeister and Leary, 1995).

According to Aldwin et al (2009), definitions of control come from a number of different disciplinary and conceptual backgrounds, often resulting in very different views of this element. Baltes and Baltes (1986) stated that "psychological control is a field of study and not a unitary construct". Although control is sometimes subsumed under the umbrella of "personality," it is less a trait than a part of the self-concept or a set of self-beliefs about the environment (Abeles, 1991; Skinner, 1996). Sense of control is considered here as part of the self-concept that has a basis in childhood experiences but is experienced and responded to throughout life. According to Abdel-Khaled (2017), self-esteem is an overall positive evaluation of the individual and high self-esteem consists of a person respecting himself and considering himself worthy (Rosenberg, 1965). Similarly, Vein et al (2003) stated that self-esteem is an individual's perception or subjective assessment of one's own self-worth, one's self-esteem and self-confidence, and the extent to which one keeps positive and negative views about oneself. A person with a high self-esteem exhibits several positive characteristics such as; having a positive feeling about self, understanding that there are self-strengths and self-weaknesses, believing to have higher number of strengths than weaknesses, believing that strengths are more important than weaknesses, believing that he or she is an important person, seeking responsibility and inspiring others to have confidence in him or her (Opatha, 2015). According to Ferris et al (2008), people who are ostracized feel that they have done something wrong or that there

is something inherently unpleasant about themselves that threatens their sense of self-esteem (Williams, 2001).

According to Ferris et al (2008), another construct that ostracism should relate to is interpersonal justice. It represents the extent to which the individual is treated with respect and value (Colquitt, 2001). When someone is excluded, one believes that such treatment is unwanted and disrespectful. Thus, expect feelings of interpersonal injustice to coincide with ostracism. However, there are two separate constructs that measure a subset of workplace ostracism about behaviours that can create the impression that someone is presently treated unfairly.

According to Mobina et al (2021), workplace ostracism can affect the psychological and physical well-being of employees (Hephy and Dutton, 2008). Banishment involves painful and unpleasant experiences; such experiences cause negative feelings and emotions such as anger, sadness and anxiety (Wu et al, 2012). Some outcomes that can be observed in work environments where disengagement is prevalent are higher turnover intentions (Ferris et al, 2008; Lyu and Zhu, 2019). Employee turnover refers to employees voluntarily leaving an organization (Shaw et al, 2005). An individual's choice to leave an organization is costly to both the organization and the individual (Lee et al, 2004; Park and Min, 2020). People who experience ostracism in the workplace usually do not want to reconnect with those who reject them and tend to avoid the ostracizing situation (Maner et al, 2007; Wall and Richman, 2011; Singh and Srivastava, 2021). However, if their efforts to reestablish social relations with their colleagues fail, they may intend to leave the workplace (Mobina et al, 2021).

According to Ikram et al (2021), there is a positive relationship between workplace ostracism and turnover intention and an inverse relationship with job satisfaction. Similarly Mobina et al (2021), stated that workplace ostracism has a positive and significant impact on turnover intention. Furthermore, Ali et al (2018), investigated a significant positive relationship between workplace ostracism and turnover intention while a negative correlation was found between organization commitment and turnover intention. Additionally, Mahfooz et al (2017), found that there is a positive and direct relationship between workplace ostracism and turnover intention. Ozkan (2021), in this study on workplace incivility and workplace bullying also have a significant effect on turnover intention but the relationship between workplace ostracism and turnover intention is not significant. According to Gou et al (2022), the correlation analysis is reported in workplace ostracism had a positive impact on both surface acting and deep acting. Surface acting had a significantly positive effect on nurse-patient relationships, whereas deep acting had no significant impact on nurse-patient relationships.

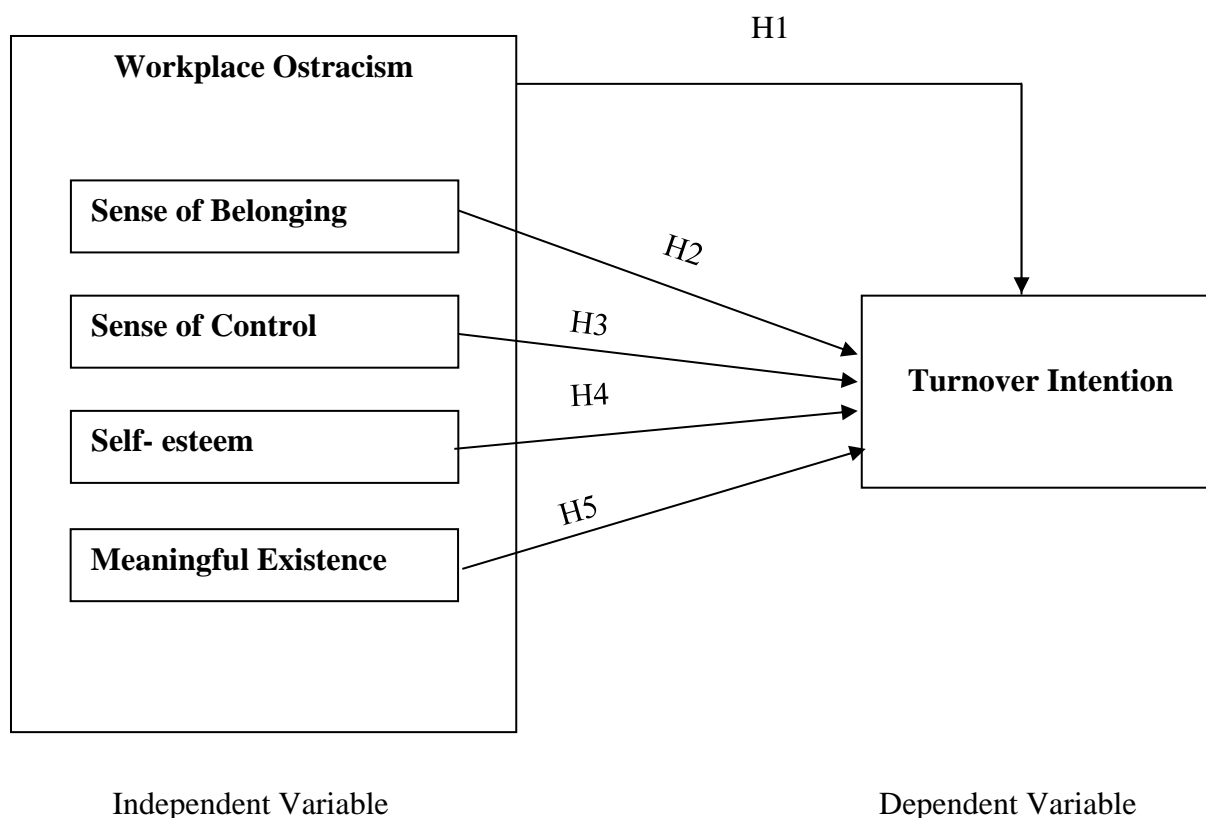
Conceptual Framework

According to Sekaran and Bougie (2016), an explanation (a theory) for why particular variables are thought to be related, along with views about how specific phenomena (or variables or concepts) are related, are represented by a theoretical framework. The objective of the researchers is to comprehend and characterize the dependent variable, to account for its fluctuation, or to forecast it. An independent variable is generally thought to be one that affects the dependent variable, either positively or negatively. In other

words, the dependent variable increases or decreases with each unit rise in the independent variable and is present whenever the independent variable is present.

The conceptual framework is depicted in Figure 1 of the current study, workplace ostracism is taken as an independent variable and turnover intention is taken as the dependent variable. According to Ferris et al (2008), workplace ostracism has four dimensions, sense of belonging, sense of control, self-esteem and meaningful existence.

Figure 1: Conceptual Framework



Research Hypotheses

According to Ikram et al (2021), workplace ostracism has a positive association with turnover intention and an unfavourable relationship with job satisfaction. Similarly, occupational ostracism has a positive and significant impact on turnover intention, according to Mobina et al (2021). Furthermore, Ali et al (2018) observed a significant positive link between workplace ostracism and turnover intention. Furthermore, Mahfooz et al (2017) discovered a positive and direct association between workplace ostracism and intention to leave. According to Ali et al (2018), perceived organizational endorsement of interculturalism has significant positive relationships with organizational commitment and sense of belonging in the organization and a negative relationship with turnover intention. The following hypotheses are proposed based on previous literature:

H1: There is a significant impact of workplace ostracism on the turnover intention of machine operators in the apparel sector in Rathnapura District of Sri Lanka.

H2: There is a significant impact of sense of belonging on the turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka.

H3: There is a significant impact of sense of control on the turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka.

H4: There is a significant impact of self-esteem on the turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka.

H5: There is a significant impact of meaningful existence on the turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka.

Methods

Population and Sample

The target population of this research study consisted of machine operators in the selected garment factories in Rathnapura district of Sri Lanka. The researchers selected four garment factories consisting of the study population (EAM Maliban Textiles (Pvt) Ltd in Balangoda and Openayaka, MAS (Pvt) Ltd in Balangoda, and Brandix Essentials in Kahawaththa) in Rathnapura district. Opanayaka EAM Maliban Textiles (Pvt) Ltd has three hundred twenty-eight machine operators, Balangoda EAM Maliban Textiles (Pvt) Ltd has six hundred two machine operators, Balangoda MAS Active Kreedha have seven hundred machine operators and Brandix Essentials in Kahawaththa have three hundred forty machine operators. The population is 2000 operational-level employees.

Accordingly, the sample size for this study was chosen using Krejci and Morgan's table. The population of this research is 2000 operational-level employees in selected garment factories in Rathnapura district. According to the Morgan table, the sample size of this research is 322 machine operators. The sample consists of males and females covering various age groups in operational level employees in selected garment factories in Rathnapura district.

Unit of Study

The unit of analysis refers to the level of aggregation of the data collected during the subsequent data analysis stage (Sekaran and Bougie, 2016). There are several types of unit of analysis. Therefore, the unit of analysis of the research study is the operational-level employees (individuals) of the apparel industry in Rathnapura district.

Data Collection Instruments

The researchers collected primary data related to the research through a personally administrated questionnaire designed for the impact of workplace ostracism on turnover intention. The questionnaire consisted of three sections. Section one consists of demographic information. Section two of the questionnaire consists of questions that measure the impact of workplace ostracism on turnover intention. According to Ferris et al (2008), the questionnaire on workplace ostracism has four dimensions including sense of belonging, sense of control, self-esteem, and meaningful existence including ten questions. Section three included a questionnaire for measuring turnover intention included twelve questions. According to Weerathna et al (2022), dimensions of turnover intention consist of perceived alternative employment opportunities and job hopping. In the second and third sections of the questionnaires, respondents were requested to mark

their agreement on each item according to their opinion using the 5-point Likert scale rating. Such as 1= never, 2 = rarely, 3 = sometimes, 4 = often, 5 = very often.

Results

The results of the reliability text are given in Table 1.

Table 1. Reliability of the measures (Cronbach's alpha)

Variable	Number of sub - factors	Cronbach's Alpha Reliability
Sense of Belonging	2	0.889
Sense of Control	3	0.873
Self-Esteem	2	0.895
Meaningful Existence	3	0.883
Turnover Intention	12	0.897

Cronbach's Alpha values of each independent variable and the dependent variable as shown as Table 1. Independent variables are sense of belonging, sense of control, self-esteem, and meaningful existence and its Cronbach's Alpha values were 0.889, 0.873, 0.895, 0.883 respectively. And the dependent variable Cronbach's Alpha value was 0.897 and it was turnover intention. Cronbach's Alpha value of Sense of Belonging, Sense of Control, Self-Esteem, Meaningful Existence and turnover intention were greater than 0.7. based on the results, it can be concluded that variables are internally consistent.

Table 2. Sampling Adequacy

Variable	Dimensions	KMO Coefficient	Bartlett's Test [Chi- Square]	Sig.	Total Variance (%)
Turnover Intention		0.803	2312.700	0.000	
Workplace Ostracism	Sense of Belonging	0.500	92.042	0.000	75.255
	Sense of Control	0.687	219.769	0.000	66.731
	Self-Esteem	0.500	75.341	0.000	73.142
	Meaningful Existence	0.667	172.271	0.000	62.990

Validity concerned about the issue of the authenticity of the cause-and-effect relationships, and their generalizability to the external environment (Sekaran and Bougie, 2016). It is needed to use validated and reliable measures to ensure that our research is a scientific study. As the KMO coefficient is greater than 0.7 for both variables and their dimensions, and the Sig. value is less than 0.05, Also, the results indicate that sufficient correlations exist among the variables to proceed, and in the study, therefore, sampling adequacy is significant. Since the KMO measure of sampling adequacy meets the minimum criteria, there is no need to examine the Anti-Image Correlation Matrix. Results of the KMO and Bartlett's test are given in Table 2.

According to the statistical information of factor analysis, it can be concluded that the sample is adequate for two variables since it shows all dimensions KMO value (Table 2) which is greater than 0.5. Further, factor analysis can be taken as an appropriate measure since the significance value of Bartlett's measure is 0.000 (Table 2) and it is less than 0.05 in all dimensions. The total variance explained Sense of Belonging (75.255%), Sense of Control (66.731%), Self-Esteem (73.142%), Meaningful Existence (62.990%) and turnover intention (Table 2) which provides an adequate level of convergent validity.

Demographic Profile of the Respondents

Firstly, this study analyzed the demographic data of the sample. The demographic factors that were included in the questionnaire were gender, age, marital status, working experience and education level.

Table 3. The sample distribution (Gender of operational level employees)

Gender	Frequency	Percent (%)
Male	138	43.8
Female	177	56.2
Total	315	100.0

According to table 3, Majority 56.2% of operational level employees are female employees.

Table 4. The sample distribution (Age of operational level employees)

Age	Frequency	Percent (%)
Below 25 years	111	35.2
25-35 years	111	35.2
35-45	68	21.6
45- 55years	25	7.9
Total	315	100.0

According to table 4, majority 35.2% of operational level employees are in between age 25-35 and below 25 years age group between and between 35-45 age 21.1%. Furthermore, minority 7.9% of operational-level employees belong 45-55 years old.

Table 5. The sample distribution (Civil Status of operational level employees)

Civil Status	Frequency	Percent (%)
Married	134	42.5
Single	181	57.5
Total	315	100.0

According to Table 5, 42.5% of the respondents were married and 57.5% of the respondents were single in the selected sample.

Table 6. The sample distribution (Working experience of operational level employees)

Working Experience	Frequency	Percent (%)
Less than one year	43	13.7
1-2 years	94	29.8
2-3 years	100	31.7
More than 3 years	78	24.8
Total	315	100.0

The table 6 presents working experience of operational level employees of the sample. Working Experience 2-3 years employees - 31.7%, Less than one-year employees - 13.7%, 1-2 years employees – 29.8%, More than 3 years employees - 24.8%.

Table 7. The sample distribution (Educational Level of operational level employees)

Education Level	Frequency	Percent
G.E.C. O/L	200	63.5
G.E.C. A/L	64	20.3
Diploma	45	14.3
Other	6	1.9
Total	315	100.0

Table 7 explains about the educational level of operational level employees and the majority of the employees educated up to G.C.E O/L it represented by 63.5% of the operational level employees of the sample and also up to A/L 20.3%. Also, 14.3% of the operational level employees who have learned a diploma and other 1.9%.

Descriptive Analysis

Table 8. Mean and Standard Deviation of the Variables

Variable	Minimum	Maximum	Mean	Std. Deviation
Sense of Belonging	3	5	4.02	0.685
Sense of Control	2	5	4.02	0.644
Self-Esteem	2	5	4.05	0.667
Meaningful Existence	2	5	3.98	0.650
Turnover Intention	2	5	3.97	0.541

Table 8 shows the mean and the standard deviation values of the variables which are mentioned in the detailed conceptual model. Mean value is considered to describe the convergence of data. It reveals comparatively higher level for self-esteem (4.05), sense of belonging and sense of control (4.02) both are the same value, meaningful existence (3.98), , and turnover intention (3.97) also.

Correlation Analysis

As shown in table 9, a strong positive correlation is found between the workplace ostracism and turnover intention ($r=0.731$) which is statistically significant as Sig. 2-tailed (0.000) is less than the level of significance (0.01). Furthermore, a moderate positive correlation is found between the turnover intention and sense of belonging ($r=0.559$) which is statistically significant as Sig. 2-tailed (0.000) is less than the level of significance (0.01). Furthermore, a moderate positive correlation is found between the turnover intention and self-esteem ($r=0.616$) which is statistically significant as Sig. 2-tailed (0.000) is less than the level of significance (0.01).

Table 9. Correlations of the Variables

		TI	WOS	SOB	SOC	SE	ME
TI	Pearson Correlation	1	.731**	.559**	.660**	.616**	.725**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	315	315	315	315	315	315

** . Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

Table 10. Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.162	0.139		8.340	0.000
SOB	-0.071	0.052	-0.090	-1.376	0.170
SOC	0.263	0.060	0.313	4.404	0.000
SE	0.166	0.044	0.143	2.657	0.008
ME	0.393	0.046	0.472	8.533	0.000

a. Dependent Variable: TI

By using Coefficient table, the impact of independent variables on the dependent variable can be tested. P value was used to test it and if the P value is less than or equal to 0.05, the variables are significant. According to Table 10, only sense of control (0.000), self-esteem (0.008) and meaningful existence (0.000) fit the model.

According to Table 10, the equation was derived as follows.

$$TI = 1.1162 + 0.263SOC + 0.166SE + 0.393ME$$

Table 11. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766 ^a	.586	.581	.350

Source: Survey data, 2023

According to the Table 11, the adjusted R square value for the appropriate linear regression model is around 0.581 (58.1%) with a lower estimation of standard deviation error value (0.350).

Table 12. ANOVA

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	53.867	4	13.467	109.727	.000 ^b
	Residual	38.046	310	0.123		
	Total	91.912	314			

a. Dependent Variable: TI
b. Predictors: (Constant), ME, SOB, SE, SOC

According to analysis of variance (ANOVA) table, predicted linear regression line is significant at ninety-five per cent of the confidence interval. The resultant model has three components with one constant value and four variables (sense of belonging, sense of control, self-esteem, and meaningful existence) (Table 12).

Hypotheses Testing

A summary of the results of statistical analysis can be shown as follows. In this section, it presented whether the previously formulated hypotheses were accepted or rejected. By conducting regression analysis and based on the analysis output results it decided that the constructed null hypothesis was accepted or rejected. The purpose of this section is to test constructed hypotheses. Obtained results of the hypothesis are shown in Table 13.

Table 13. Results of Hypotheses

Hypotheses	Multiple Regression Analysis	Analysis Result
H1: There is a significant impact of workplace ostracism on the turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka.	Sig. 0.000	H1: Accepted
H2: There is an impact of sense of belonging on the turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka.	Sig. 0.170 B= - 0.071	H2: Rejected
H3: There is an impact of sense of control on turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka.	Sig. 0.000 B=0.263	H2: Accepted

H4: There is an impact of self-esteem on turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka.	Sig. 0.008 B=0.166	H4: Accepted
H5: There is an impact of meaningful existence on the turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka.	Sig. 0.000 B=0.393	H5: Accepted

Discussion

The discussion mainly focuses on the interpretation and discussion of the findings after the data presentation and analysis. Further, it explains new insights derived from the findings. The discussion is associated with the research questions, hypotheses and the literature review.

The main research question of this study was ‘is there an impact of workplace ostracism on turnover intention in machine operators in the apparel sector in Rathnapura district of Sri Lanka?’ Data were collected and analysed in order to test the hypotheses developed based on the research objectives. Further to this main objective, there were four other specific objectives. Based on the data analysis, it was found that there is a significant impact of workplace ostracism on turnover intention in selected garment factories in the Rathnapura District of Sri Lanka. In relation to this finding, the researchers further investigated the contribution of each variable to the turnover intention. As per the conceptual framework, workplace ostracism was identified as the independent variable and the first hypothesis was developed in order to figure out the impact of workplace ostracism on turnover intention of the machine operators in the apparel sector in Rathnapura district.

Based on the data analysis, this research found that there is a significant impact of workplace ostracism on the turnover intention of the machine operators in the apparel sector in Rathnapura district. Based on the in the linear regression analysis sig. value was 0.000 and the first hypothesis was accepted.

Based on the data analysis, the researchers found that there is a significant impact of sense of belonging on the turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka. As per the regression analysis, p value is 0.170, and the second hypothesis was rejected. It emphasizes a there is no impact of sense of belonging and turnover intention.

The third hypothesis was developed aligning with the third objective of the study and it was tested the impact of sense of control on the turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka. The hypothesis was

supported by statistical analysis results and it was found that there is an impact of sense of control on the turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka as the p value is 0.000. Based on this because the third hypothesis was accepted.

The fourth hypothesis was developed aligning with the fourth objective of the study which was to investigate the impact of self-esteem on turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka. The data analysis showed that there is a significant impact of self-esteem on the turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka as the regression analysis p-value is 0.008. Based on the results, the fourth hypothesis was accepted.

The fifth objective of the study was to investigate the impact of meaningful existence on the turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka. The hypothesis was developed aligning with this objective and the impact of meaningful existence on turnover intention of the machine operators in the apparel sector in Rathnapura District of Sri Lanka. This fifth hypothesis was accepted as the p value was 0.000.

The findings of this study will be important in theoretically and practically for the parties who are directly involved with the research area. As concluded by the results, researchers have identified the impact of workplace ostracism on turnover intention. Based on the findings of the study, the researchers can provide some implications which will be important for relevant parties. In the current research study, the researchers tested the impact of four dimensions of workplace ostracism on the turnover intention of the operational level employees in different ways.

Since workplace ostracism leads to employee counterproductive activities, the management can use this research and use ways to control the employee behaviours to reduce employee turnover intention which is a challenging problem that they are facing. Then they can enhance the performance and efficiency and effectiveness of the organizational processes. Employee also can control their behaviours and improve their relationship with their peers. It will lead to the development of a good working culture and develop the employee's career ladder.

On the other hand, employee turnover and its relationship with workplace ostracism have few researched in the Sri Lankan context. It will help future researchers to get to know about the impact of workplace ostracism on employee turnover intention in the apparel industry of Sri Lanka.

The result of the turnover intention can be used for decisions which are relevant to the current organizational system and the result will be important for the strategic decisions related to the operational functions. These research findings will help identify the workplace ostracism on turnover intention. Mainly, the research findings will be helpful for all kinds of organizations.

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