



IMPACT OF WORK OVERLOAD AS A JOB STRESSOR ON EMPLOYEES' INTENTION TO LEAVE: THE MEDIATING EFFECT OF WORK-FAMILY CONFLICT IN A SRI LANKAN APPAREL SECTOR ORGANISATION

DOI: 10.17261/Pressacademia.2023.1822

JBEF- V.12-ISS.3-2023(2)-p.110-117

Ganewatta G.K.H¹, Hiroshima N.L.D.H²

¹University of Ruhuna, Department of Human Resource Management, Matara, Sri Lanka.

hemamali@badm.ruh.ac.lk, ORCID: 0000-0002-3817-6293

²University of Ruhuna, Department of Human Resource Management, Matara, Sri Lanka.

harshihiroshima96@gmail.com, ORCID: 0009-0001-0629-405X

Date Received: July 7, 2023

Date Accepted: September 12, 2023



To cite this document

Ganewatta G.K.H., Hiroshima N.L.D.H., (2023). Impact of work overload as a job stressor on employees' intention to leave: The mediating effect of work-family conflict in a Sri Lankan apparel sector organisation. *Journal of Business, Economics and Finance (JBEF)*, 12(3), 110-117.

Permenant link to this document: <http://doi.org/10.17261/Pressacademia.2023.1822>

Copyright: Published by PressAcademia and limited licensed re-use rights only.

ABSTRACT

Purpose- This article investigates the impact of work overload and work-family conflict as job stressors on employees' intention to leave in the Sri Lankan apparel sector, focusing on the mediating effect of work-family conflict. The study addresses concerns over high employee turnover rates among machine operators in the sector.

Methodology- The study collected primary data through a self-administered questionnaire from a sample of 106 machine operators working in a selected factory in the western province of Sri Lanka. The research adopted a cross-sectional quantitative survey design, and data analysis was performed using the SPSSPROCESS macro.

Findings- The study revealed that work overload positively influenced work-family conflict, indicating challenges in balancing work and family responsibilities. Further, work overload increased employees' intention to leave, suggesting its detrimental effects on employee motivation and job satisfaction. Work-family conflict serves as a partial mediator in the relationship between work overload and turnover intentions, playing a crucial role in transmitting adverse effects, leading to increased turnover intentions.

Conclusion- This research demonstrates the combined effects of work overload and work-family conflict on employee turnover intentions within the Sri Lankan apparel sector context. The findings highlight the importance of addressing work-related demands and resources to enhance job outcomes, such as employee turnover, in compliance with the Job Demands-Resources model. These insights provide practical implications for implementing strategies that promote work-life balance, reduce turnover intentions and enhance both employee and organisational performance.

Keywords: Work overload, work-family conflict, employee turnover intentions, job stressor, Sri Lankan apparel sector.

JEL Codes: J28, J63, J81

1. INTRODUCTION

In today's fast-paced world, characterized by deadlines, technological advancements, and numerous demands, stress has become an increasingly prevalent aspect of people's lives. Stress, in general, and job stress, in particular, is a prevalent aspect of modern life that appears to be growing more. Even though a certain level of stress can motivate people to perform better, excessive stress can have detrimental effects on people's health (Jamal, 2007). Stress is a highly subjective experience, varying from person to person based on their perceptions and circumstances (Baqutayan, 2015). Stress occurs when employees' capabilities and resources are inadequate to meet the demands of their jobs. Job stress can be defined as "the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker" (Malik, 2011, p. 3063). Job stress is caused by various factors, also known as job stressors, including high workload, time pressure, lack of motivation, Work-Family conflicts, role ambiguity, poor work relationships and job insecurity in the workplace (Basit & Hassan, 2017).

Job stress results in many negative consequences for both employees and organisations. Employees who are burned out, exhausted or stressed cannot generate desired results, since they lose their energy, accuracy and innovative thinking. The negative consequences can include reduced job satisfaction, decreased motivation, poor quality of work, high absenteeism, high turnover,

increased healthcare costs, reduced performance, and reduced productivity (Lakshani & Weerasinghe, 2020; Welmilla, 2020). Employees can leave the stressful working environment or organisation, resulting in a high employee turnover rate. High employee turnover has always been a concern for organisations. Since employee turnover affects an organisation's cost, profitability, and operations, significant attention is required to understand why individuals leave their jobs. Employee Turnover Intention is the willingness of employees to leave an organisation. Research has shown that turnover intentions are a significant predictor of actual turnover in an organisation (Rasheed, Okumus, Weng, Hameed, & Nawaz, 2020). Hence, understanding the factors influencing Turnover intentions is helpful for searching for strategies that encourage employee retention.

The apparel industry of Sri Lanka is vital in strengthening the country's economy. It generates many employment opportunities and provides quality products for international markets. According to the Export Development Board (2021), the apparel sector contributed 45% of the country's total export earnings in 2019. This industry provides direct employment opportunities for more than 300,000 employees in Sri Lanka (Export Development Board, 2021). As stated by Rajapakshe (2018), the apparel industry employs approximately 15% of the workforce, with women comprising 85% of this workforce. Even though the apparel sector provides many benefits, it is confronted with numerous challenges, such as dealing with the problem of high employee turnover rates.

Sewing machine operators are the most demanded occupation in the Sri Lankan apparel sector, representing more than 40 percent of total demand (Rajapakshe, 2018). This high demand shows one aspect of the existing labour shortage problem in the apparel industry. In addition, organisations in the apparel industry suffer from a high labour turnover rate, requiring frequent recruitment and training. High employee turnover leads to many other problems. Organisations fail to complete planned production on time without interruption, adversely affecting the organisation's image. Therefore, many organisations work long hours to meet project deadlines and eliminate work delays. Employees who work longer hours are typically expected to work harder, even more strenuously in order to keep up with growing demands. Extended working hours and heavy workloads are common issues that lead to work-family conflicts among machine operators in Sri Lankan apparel sector organisations (Nishanthi & Thalaspitiya, 2015).

The employee turnover rate in the apparel industry has been high in recent years (Rajapakshe, 2018). Even though several studies have examined the relationship between job stress on turnover intentions of employees in the apparel industry in Sri Lanka (Lakshani & Weerasinghe, 2020; Liyanage et al., 2014), there is still a dearth of research in this area (Sewwandi & Perera, 2016). In particular, there is a limited understanding of how various stressors predict employee turnover. Some researchers acknowledge that work-family conflict as the most powerful stress causing factor for both men and women (Vickovic & Morrow, 2020), although its impact may vary depending on the context. Some other researchers acknowledge that heavy workload (Jayaratne, 2020; Liyanage, Madhumini, & Galhena, 2014) as a significant stressor among machine operators in apparel sector organisations. Despite some empirical studies focusing on the impact of numerous stressors on the turnover intentions of employees in the apparel sector in Sri Lanka (Lakshani & Weerasinghe, 2020; Nanayakkara & Chandrika, 2018), none of them have comprehensively examined the influence of both work overload and work-family conflict on employee turnover in a single study. According to the author's knowledge, there is no empirical research that investigates work-family conflict as a mediator between the relationship between work overload and employee turnover in the Sri Lankan apparel sector. In this context, this study aims to address the following research questions.

- What is the impact of work overload on work-family conflict among employees in the apparel sector in Sri Lanka?
- What is the impact of work-family conflict on employee turnover intention in the apparel sector in Sri Lanka?
- What is the impact of work overload and employee turnover intention in the apparel sector in Sri Lanka?
- Does work-family conflict mediate the relationship between work overload and employee turnover intentions among employees in the apparel sector in Sri Lanka?

By addressing the above research questions, this study attempts to understand the dynamics between work overload, work-family conflict, and employee turnover in the Sri Lankan apparel sector.

2. LITERATURE REVIEW

2.1. Job Stress

Job stress can be defined as "an individual's reactions to characteristics of the work environment that seem emotionally and physically threatening" (Jamal, 2007, p. 177). It can also be described as an emotional experience which is associated with anxiety,

strain, and tension that originates from a job or occupation (Radzali, Ahmad, & Omar, 2013). Job stress occurs when there is a disparity between the expectations of a job and an individual's capacity to fulfil and meet those demands (Malik, 2011). Job stress is caused by various factors such as excessive workload, work-family conflict, strained work relationships with peers and supervisors, unstable employment conditions, lack of autonomy, lack of opportunities for career development, workplace harassment, bullying and poor working conditions (Mustafa et al., 2015; Radzali et al., 2013; Zeb et al., 2015). Job stress and stressors result in many negative influences on the organisation, including employee turnover.

2.2. Employee Turnover Intention

Turnover intention refers to the conscious and intentional readiness to voluntarily leave the organisation (Qureshi et al., 2013). It is an employee's subjective assessment of the likelihood that he or she will leave his/her company in the near future (Carmeli & Weisberg, 2006). It is the final step in the chain of perceived withdrawals leading to actual turnover, most probably within the next six months (Yanchus, Periard, Moore, Carle, & Osatuke, 2015). It is well accepted that employee turnover intentions directly predict employee turnover in an organisation (Carmeli & Weisberg, 2006; Liyanage, Madhumini, & Galhena, 2014). Employee turnover can be explained as the ratio of the employees who departed from the organisation within a specific timeframe to the average number of employees in the organisation during that same period (Rajapakshe, 2018). Numerous researchers have made efforts to address the question of what influences employees' intention to quit their jobs by studying potential antecedents and found that job-related stress as a key factor (Ongori, 2007).

2.3. Work Overload and Work-Family Conflict as Job Stressors

Work overload occurs when an employee is assigned excessive work demands such as tasks, duties and responsibilities which exceed the capacity and resources to complete tasks within a specified time frame. Heavy Workload is one of the primary reasons for increased job demands (Baker, Hakanen, Demerouti, & Xanthopoulou, 2007). The workload can be categorized into two forms as Quantitative workload, which refers to the volume or amount of work involved in a task, while qualitative workload, which pertains to the complexity of tasks associated with a given workload (Glaser, Tatum, Nebeker, Sorenson, & Aiello, 1999). Work overload can reduce job satisfaction, performance, increase stress, turnover, and negatively impact employees' overall well-being (Glaser et al., 1999; Radzali, Ahmad, & Omar, 2013)

On the other hand, work-family conflict is characterized as a form of interrole conflict, which arises when the obligations and demands of one domain (either work or family) hinder an individual's capacity to fulfill responsibilities in the other domain (Radzali et al., 2013). Work-family conflict can manifest in various forms: time-based conflict occurs when the time dedicated to one role impedes fulfilling responsibilities in the other, while strain-based conflict arises from the psychological stress experienced by one role interfering with duties in the other. Additionally, behaviour-based conflict occurs when the behavioural expectations of one role are not compatible with the other (Barriga Medina, Campoverde Aguirre, Coello-Montecel, Ochoa Pacheco, & Paredes-Aguirre, 2021; Radzali et al., 2013). Many researchers acknowledge that work-family conflict is a significant predictor of job stress (Vickovic & Morrow, 2020).

Moreover, Work-family conflict and workload overload are logically related. When employees experience high levels of work overload, they often face challenges in fulfilling their work obligations while also meeting their family responsibilities. Due to the increased workload, they may need to allocate more time and effort to their jobs, leaving little time and energy for their personal lives. As a result, employees may struggle to allocate sufficient time and attention to their families which could result in conflicts between the domains of work and family (Adil & Baig, 2018). Some Researchers have also found a positive relationship between Work overload and work-family conflict (Hong, Liu, & Zhang, 2021). Work overload is a crucial factor which can influence Work-family conflict among machine operators in Sri Lanka (Nishanthi & Thalaspitiya, 2015). In this context, the following hypothesis was created.

Hypothesis 1: There is a positive association between work overload and work-family conflict among machine operators in the apparel sector.

2.4. Work-Family Conflict and Turnover Intention

Work-Family Conflict adversely affects individuals, families, and organisations (Chrisangika Perera & Kailasapathy, 2020). Numerous researchers recognize that the conflict between work and family responsibilities is a major predictor of job stress (Vickovic & Morrow, 2020). Work-family conflict can lead to feelings of frustration, emotional exhaustion, and reduced satisfaction in both work and family domains (Chrisangika Perera & Kailasapathy, 2020). As a result, employees may develop a desire to leave their current job. Research investigations have revealed that the presence of work-family conflict acts as a stressor

in job settings, subsequently increasing employees' intention to leave their positions (Dodanwala, Santoso, & Yukongdi, 2022). As suggested by the existing literature, Employees who experience higher levels of work-family conflict are more inclined to report a higher intention to leave their jobs. Therefore, it is possible to formulate the following hypothesis.

Hypothesis 2: Work-family conflict is positively associated with machine operators' turnover intentions in the apparel sector.

2.5. Work overload and Turnover Intention

Excessive workload can have detrimental effects on employees and their organisations. There is evidence that employees become demotivated and quit their jobs when their workloads become intolerable (Bakker, Demerouti, & Verbeke, 2004). In the apparel sector in Sri Lanka, machine operators face demanding workloads that can be physically and mentally challenging. Given the nature of the job and the work demands placed on machine operators, it is reasonable to expect that Work overload may affect their turnover intentions. Some of the scholars found a strong positive association between work overload and employees' intention to leave their positions within the apparel sector of Sri Lanka (Liyanage et al., 2014; Sewwandi & Perera, 2016). Hence, the following hypothesis can be formulated.

Hypothesis 3: Work overload is positively associated with employee turnover intentions among machine operators in apparel sector organisations.

2.6. Work-Family Conflict as a Mediator between Work Overload and Turnover Intention

Past studies have found that work overload and work-family conflict are job stressors which predict employee intention to leave (Dodanwala et al., 2022). Further, some researchers have found a positive relationship between Work overload and work-family conflict (Hong, Liu, & Zhang, 2021). When employees experience high work demands, it often leads to difficulties in balancing work and family responsibilities, resulting in conflicts which can contribute to their intention to leave the organisation. Previous research has also demonstrated the positive effect of work-family conflict on employee turnover intention. Hence, there is a logical rationale to consider work-family conflict as a mediator between Work overload and Turnover Intention. In view of the above arguments, the following hypothesis is formulated.

Hypothesis 4: Work-Family Conflict mediates the effect of work overload on employee turnover intentions.

3. DATA AND METHODOLOGY

3.1. Sample and Procedure

The study was designed as a cross-sectional quantitative survey research. It collected primary data through a self-administered questionnaire. The target population of this study comprises machine operators working in a selected factory located in the western province of Sri Lanka. The factory employs a total of 1200 individuals, both men and women, who serve as machine operators. Out of this population, a sample of 120 machine operators was randomly selected to participate in the study. The questionnaire was designed to collect information related to work overload, work-family conflict, turnover intention, and demographic characteristics. The questionnaire was originally developed in English and then backtranslated to Sinhala. Rigorous efforts were made to ensure the questionnaire's clarity, reliability, validity, and overall quality. Pilot testing was conducted using five machine operators to identify any issues with the questionnaire, and necessary adjustments were made before the main data collection. Machine operators were given clear instructions on how to complete the questionnaire and were given sufficient time to complete the questionnaire. A total of 106 usable questionnaires were returned, resulting in a response rate of 88%.

3.2. Measurements of Variables

To ensure the reliability and validity of the measurements, the study adopted a questionnaire that had been previously tested in similar research. All the measures described below are rated on a scale of 1 (strongly disagree) to 7 (strongly agree). Turnover intentions were assessed using a four-item scale adapted from Jensen, Patel, and Messersmith (2013). The items included: (a) "I often think of quitting this job," (b) "I am always on the lookout for a better job," (c) "It is likely that I will look for another job during the next year," and (d) "There isn't much to be gained by staying in this job." The Cronbach's alpha coefficient for this scale for this scale was .89, indicating high internal consistency.

Work overload was measured using an eight-item scale adapted from Gould-Williams et al. (2014), based on Cousins et al.'s (2004) work. The items included: (a) "I am pressured to work long hours," (b) "I have unachievable deadlines," (c) "I have to work very fast," (d) "I have to work very intensively," (e) "I have to neglect some tasks because I have too much to do," (f) "Different groups at work demand things from me that are hard to combine," (g) "I am unable to take sufficient breaks," and (h) "I have

unrealistic time pressures." The Cronbach's alpha coefficient for this scale was calculated as .91, indicating high internal consistency.

The measurement of work-family conflict (WFC) was carried out using a ten-item scale derived from Netemeyer, Boles, and McMurrian (1996). This scale encompassed two subscales: Work-Family Conflict and Family-Work Conflict. The Work-Family Conflict scale consisted of five items, including (a) "The demands of my work interfere with my home and family life," (b) "The amount of time my job takes up makes it difficult to fulfill family responsibilities," (c) "Things I want to do at home do not get done because of the demands my job puts on me," (d) "My job produces strain that makes it difficult to fulfill family duties," and (e) "Due to work-related duties, I have to make changes to my plans for family activities." The Family-Work Conflict scale also consisted of five items, including: (a) "The demands of my family or spouse/partner interfere with work-related activities," (b) "I have to put off doing things at work because of demands on my time at home," (c) "Things I want to do at work don't get done because of the demands of my family or spouse/partner," (d) "My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime," and (e) "Family-related strain interferes with my ability to perform job-related duties." The Cronbach's alpha coefficient for this scale was calculated as .91, indicating high internal consistency.

3.3. Respondent Characteristics

The respondent characteristics provide an overview of the sample. Out of 106 respondents, the majority (59.4%) were female machine operators. More than half of the machine operators (54.7%) belonged to the age group of 18-25 years, while 33% were within the age range of 26-35 years. Additionally, 7% were between the ages of 36-45, and the remaining 6% were between 46-55 years old. In terms of marital status, the majority (75%) were unmarried. Regarding education level, 48% of respondents had up to Advanced Level education, 18.9% had passed the Ordinary Level, and 7.5% had completed up to Grade ten education. When it comes to working experience, the majority (52.8%) had 2-5 years of experience, while 33% had less than one year. Additionally, 8.5% had 6-9 years of experience, and only 6% had been working for more than ten years.

4. FINDINGS AND DISCUSSIONS

In the research, descriptive statistics, correlation analysis were conducted with the SPSS 22 program.

4.1. Descriptive Statistics

Table1: Means, Standard Deviations, and Pearson correlations among the Study Variables in the Measurement Model

	Mean	SD	WOL	WFC	TI	Tolerance	VIF
Work overload (WOL)	3.90	.593	(0.901)			0.52	1.522
Work-Family Conflict (WFC)	3.89	.689	.693	(0.924)		0.52	1.522
Turnover Intention (TI)	3.81	.738	.662	.693	(0.876)		

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

Values in parenthesis along the diagonal are reliability values (Cronbach's alpha)

Table 1 presents the correlations, means, standard deviations, and scale reliabilities of the study variables. The mean and standard deviation values provide information on the average and variation of the study variables. Work overload has a mean of 3.9, with a standard deviation of 0.593, while work-family conflict has a mean of 3.89. The turnover intention had a mean of 3.81 with a standard deviation of 0.738. The Pearson correlation coefficients indicate the strength and direction of the relationships between the variables. Work overload and work-family conflict show positive correlations with turnover intention, aligning with the expected relationships. The reliability analysis indicates that all scales are reliable since their Cronbach alpha values reached more than 0.70 (Nunnally, 1978). The tolerance values are less than 0.10 and the Variance Inflation Factor > 10 is often considered to be an indication of multicollinearity (Tabachnick, Fidell, & Osterlind, 2001). The results indicate that multicollinearity does not exist among all independent variables as the values for tolerance are greater than 0.10, and the VIF is less than 10.

4.2. Testing Hypotheses

Simple Mediation Analysis was carried out using the SPSS PROCESS macro developed by Hayes (2013) in order to test the research hypotheses. The PROCESS macro developed by Hayes (2013) is often considered a more advanced and desirable method for conducting mediation analysis. The mediation analysis, specifically Model 4 of the PROCESS macro, was performed using the bootstrapping method as suggested by Hayes (2013) with a 95% confidence interval (CI) and 5000 bootstrapping samples.

4.2.1. Direct Effects

The result of the analysis is presented below. The first three hypotheses were examined by analyzing the direct effect results for Path a, b, and c, respectively.

The first model summary which examined work overload as the predictor variable and work-family conflict as the outcome variable and was highly significant ($F(1, 104) = 95.91, p < .001$), explaining 47.98% of the variance in work-family conflict. Furthermore, the results in Table 2 indicate that Path "a", representing the effect of the independent variable on the mediator variable, was found to be significant ($\beta = .86, p < .001$). Hence, Hypothesis 1, which states that work overload is positively associated with Work-Family Conflict, is supported. It suggests that employees who experience high work demands are more likely to face difficulties in balancing their work and family responsibilities, leading to conflicts between the two domains. Similar findings have been reported in previous research conducted with samples from other settings (Baş & Güney, 2022; Nasuridin & O'Driscoll, 2012).

The next model summary assessed turnover Intention as the outcome variable, with work overload as the predictor variable and work-family conflict as the mediator variable. This model was also statistically significant ($F(2, 103) = 61.40, p < .001$) and explained 54.38% of the variance in Turnover Intention. As shown in Table 2, Path "b," describing the effect of the mediating variable (Work-family conflict) on the dependent variable (Turnover), was significant ($\beta = .419; p < .001$). It implies a positive effect of work-family conflict on Turnover Intention, supporting hypothesis 2. The findings indicate that when employees experience conflicts between their work and family domains, they are more inclined to develop a desire to leave their current jobs. These findings are consistent with previous research, which highlights the adverse effects of work-family conflicts (Dodanwala et al., 2022).

Subsequently, the model summary for the total effect model, which examines the total effect of the predictor variable (work overload) on the outcome variable turnover intention, was also a significant relationship ($F(1, 104) = 81.28, p < .001$), indicating that 43.87% of the variance in the outcome variable. Further, Table 2 shows Path "c," which depicts the direct effect of the independent variable (Work overload) on the dependent variable (Turnover Intention), was significant as well ($\beta = .407; p < .001$). It suggests a positive effect of work overload on turnover intention and supports Hypothesis 3. This indicates that when employees face excessive work demands, it can have detrimental effects on their motivation, job satisfaction, and overall well-being, increasing their intention to leave the organisation, in line with previous research (Sewwandi & Perera, 2016).

4.2.2. The Mediating Effect

The fourth hypothesis was tested by analyzing the coefficients for the total effect, direct effect, and indirect effect obtained from the mediation analysis using the PROCESS Macro. This analysis aimed to understand how work-family conflict functions as a mediator between work overload and turnover Intension.

Table 2: Path Estimates

	Path	β	SE	95% Confidence Interval		t	p
				Lower	Upper		
WOL \rightarrow WFC	a	.8611	.0879	.6867	1.0354	9.793	.0000
WFC \rightarrow TI	b	.4196	.0861	.2488	.5904	4.872	.0000
WOL \rightarrow TI	c'	.4072	.1071	.1949	.6195	3.803	.0002

WOL: Work Overload ; WFC: Work-family Conflict; TI Turnover Intention

Table 3: Direct Effect, Indirect Effect and Total Effect

Effect	Estimate.	SE	95% Confidence Interval		t	P
			Lower	Upper		
Indirect Effect	.3613	.0825	.2047	.5257	-	-
Direct Effect	.4072	.1071	.6195	.3510	3.8038	.0002
Total Effect	.7685	.0852	.5995	.9376	9.0157	.0000

The mediation results are summarized in Table 3, which presents the estimates for the indirect effect, the direct effect and the total effect. The indirect effect was found to be significant (Estimate = 0.3613, SE = 0.0825, 95% CI [0.2047, 0.5257]). This finding highlights the role of work-family conflict as a mediator in the relationship between work overload and turnover intention, offering strong support for H4. Moreover, the direct effect was also significant (Estimate = 0.4072, SE = 0.1071, 95% CI [0.6195, 0.3510]), suggesting a direct relationship between work overload and employee turnover Intention supporting H3. These results suggest work-family conflict partially mediated the relationship between work overload and Turnover Intention. As shown in Table 3, the total effect, which combines direct and indirect effects, was highly significant (Estimate = 0.7685, SE = 0.0852, 95% CI [0.5995, 0.9376]). According to the Job Demands-Resources model (Bakker & Demerouti, 2007), high work demands without sufficient resources can lead to burnout, increased stress, and a higher likelihood of intending to leave the organisation. It suggests that work-related demands (such as work overload) and resources (such as work-family balance) play a crucial role in determining employees' well-being and job outcomes. By examining the impact of work overload and work-family conflict on employee turnover intentions, this study aligns with the Job Demands-Resources model's focus on understanding the relationship between job demands, resources, and employee well-being and outcomes.

5. CONCLUSION AND IMPLICATIONS

This study examined the influence of Work overload on employee turnover intentions in the Sri Lankan apparel sector, considering work-family conflict as a mediator. The results revealed positive relationships between work overload, work-family conflict, and turnover intentions. The study also found that work-family conflict partially mediates the relationship between work overload and turnover intentions. These findings emphasize the significance of addressing both work overload and work-family conflict in organisations to reduce turnover intentions and enhance employee retention.

Theoretical implications arise from our study align with the Job Demands-Resources model, which suggests that high work demands without sufficient resources can lead to increased stress and a higher likelihood of intending to leave the organisation. Furthermore, this research enhances our theoretical knowledge regarding the factors influencing employee turnover. It emphasizes the importance of considering both job-related (work overload) and personal factors (work-family conflict) when studying job stress and its consequences. Additionally, this study contributes to the existing empirical literature by examining the combined effects of work overload and work-family conflict on employee turnover intentions within the Sri Lankan apparel sector context.

The practical implications of this study extend beyond the apparel sector. Organisations in various industries can benefit from recognizing and addressing the negative effects of work overload and work-family conflict on employee retention. Organisations can use strategies that promote work-life balance and provide support for employees in managing work demands and family responsibilities, such as flexible work arrangements, employee assistance programs, and training on stress management and work-life integration. By acknowledging the importance of work-family conflict as a mediator between work overload and turnover intentions, organisations can proactively address these factors to reduce employees' turnover intentions, leading to a healthier and more productive work environment, ultimately benefiting both employees and organisations.

REFERENCES

- Adil, M. S., & Baig, M. (2018). Impact of job demands-resources model on burnout and employee's well-being: Evidence from the pharmaceutical organisations of Karachi. *IIMB Management Review*, 30(2), 119-133.
- Baker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Educational Psychology*, 99(2), 274.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328.
- Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human Resource Management*, 43(1), 83-104.
- Baqutayan, S. M. S. (2015). Stress and coping mechanisms: A historical overview. *Mediterranean Journal of Social Sciences*, 6(2 S1), 479-479.
- Barriga Medina, H. R., Campoverde Aguirre, R., Coello-Montecel, D., Ochoa Pacheco, P., & Paredes-Aguirre, M. I. (2021). The influence of work-family conflict on burnout during the COVID-19 pandemic: The effect of teleworking overload. *International Journal of Environmental Research And Public Health*, 18(19), 10302.
- Baş, M., & Güney, S. (2022). The mediating role of work-family conflict in the relationship between work overload perception and job satisfaction. *Journal of Information and Organisational Sciences*, 46(2), 345-360.

- Basit, A., & Hassan, Z. (2017). Impact of job stress on employee performance. *International Journal of Accounting and Business Management*, 5(2), 13-33.
- Chrisangika Perera, J., & Kailasapathy, P. (2020). Individual, spousal factors and work–family conflict: A study from Sri Lanka. *South Asian Journal of Human Resources Management*, 7(1), 91-120.
- Dodanwala, T. C., Santoso, D. S., & Yukongdi, V. (2022). Examining work role stressors, job satisfaction, job stress, and turnover intention of Sri Lanka's construction industry. *International Journal of Construction Management*, 8, 1-10.
- Glaser, D. N., Tatum, B. C., Nebeker, D. M., Sorenson, R. C., & Aiello, J. R. (1999). Workload and social support: Effects on performance and stress. *Human Performance*, 12(2), 155-176.
- Gould-Williams, J. S., Bottomley, P., Redman, T., Snape, E., Bishop, D. J., Limpanitgul, T., & Mostafa, A. M. S. (2014). Civic duty and employee outcomes: Do high commitment human resource practices and work overload matter? *Public Administration*, 92(4), 937-953.
- Hong, X., Liu, Q., & Zhang, M. (2021). Dual stressors and female pre-school teachers' job satisfaction during the COVID-19: the mediation of work-family conflict. *Frontiers in Psychology*, 12, 691498.
- Jamal, M. (2007). Job stress and job performance controversy revisited: An empirical examination in two countries. *International Journal of Stress Management*, 14(2), 175-186.
- Jensen, J. M., Patel, P. C., & Messersmith, J. G. (2013). High-performance work systems and job control: Consequences for anxiety, role overload, and turnover intentions. *Journal of Management*, 39(6), 1699-1724.
- Lakshani, K., & Weerasinghe, T. (2020). Nexus between work stress and employee turnover intention: Study of non-managerial female employees in apparel industry of Sri Lanka. In *Proceedings of the International Conference on Business & Information (ICBI)*.
- Malik, N. (2011). A study on occupational stress experienced by private and public banks employees in Quetta City. *African Journal of Business Management*, 5(8), 3063-3081.
- Nanayakkara, A., & Chandrika, K. (2018). Impact of occupational stress on turnover intention of machine operators in selected apparel manufacturing companies in Sri Lanka. *Human Resource Management Journal*, 6(1), 12-21.
- Nasurdin, A. M., & O'Driscoll, M. P. (2012). Work overload, parental demand, perceived organisational support, family support, and work-family conflict among New Zealand and Malaysian academics. *New Zealand Journal of Psychology (Online)*, 41(1), 38-49.
- Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work–family conflict and family–work conflict scales. *Journal of Applied Psychology*, 81(4), 400-412.
- Nishanthi, H., & Thalgaspitiya, U. (2015). Impact of work and family life balance on job engagement of machine operators of the apparel sector in Dehiowita Divisional Sector, Kegalle District in Sri Lanka. In *Proceedings of International HR Conference*.
- Radzali, F. M., Ahmad, A., & Omar, Z. (2013). Workload, job stress, family-to-work conflict and deviant workplace behavior. *International Journal of Academic Research in Business and Social Sciences*, 3(12), 109-123.
- Rajapakse, W. (2018). An analysis of major factors affecting labor turnover in the apparel industry in Sri Lanka: Policy alternations for solving the problem. *International Journal of Academic Research in Economics and Management Sciences*, 7(3), 214-231.
- Rasheed, M. I., Okumus, F., Weng, Q., Hameed, Z., & Nawaz, M. S. (2020). Career adaptability and employee turnover intentions: The role of perceived career opportunities and orientation to happiness in the hospitality industry. *Journal of Hospitality and Tourism Management*, 44, 98-107.
- Sewwandi, D.V.S., & Perera, G. D.N.(2016). The impact of job stress on turnover intention: A study of reputed apparel firm in Sri Lanka. 3rd International HRM Conference.
- Tabachnick, B. G., Fidell, L. S., & Osterlind, S. J. (2001). *Using multivariate statistics*. Allyn and Bacon, Boston.
- Vickovic, S. G., & Morrow, W. J. (2020). Examining the influence of work–family conflict on job stress, job satisfaction, and organisational commitment among correctional officers. *Criminal Justice Review*, 45(1), 5-25.
- Welmilla, I. (2020). Human Resources challenges in apparel industry in Sri Lanka. *Global Journal of Management and Business Research*, 20(2), 45-55.