Analysis of Factors Affecting Employee Retention and Employee Job Turnover Upon Training and Development Process of SLIATE with Special Reference to Academic Staffs"

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ABSTRACT

The purpose of this dissertation is to analyze the factors affecting employee retention and turnover of the SLIATE. There are many factors which affects the employee's work but there are some major factors which influence them to leave the organization. Employee retention is one of the major challenge faced by the SLIATE due to which the turnover rate of employee increases. SLIATE is attracted by many people day by day and it need more employees but due to the labour exhausting job and challenging work most of the people leave the SLIATE early and look for better opportunities. The research is focused to find out the major factors which influence the staff to leave and to measure the gender, age and length of service effects the level of satisfaction of retention factors.

The researcher uses the quantitative method to analyze the collected data. The researcher distributed an online survey through survey money to all the participants and received responses from the employees of different ATII's and ATI's sections. There was total 75 responses received for the survey and then transferred to excel sheet and then analyzed on SPSS statistical tool.

The researcher provided some open-ended question to know the viewpoint of the respondents in which the participants gave a mix response for staying and leaving the organization but from their statement it is clear that they want the SLIATE   to improve the training and development process, work life balance and reward and recognition policy. SLIATE lacks in providing these factors to the staffs due which most of the employees want to leave. This research can be considered by the Management of SLIATE.

INTRODUCTION

Introduction and Background for the Research

This research investigates the factors that affecting employee retention and employee job turnover upon Training and Development Process Sri Lanka Institute of Advanced Technological Education (SLIATE). The theory of Employee Job Turnover serves as the scope of the research and the directly relating factors to such effect i.e. Psychological Empowerment, Employee Recognition and Employee Identification constitutes the coverage. It is the responsibility of Human resource department of SLIATE to put an effort in recruiting and retaining the talented staff. Employee retention is one of the major challenges faced by the SLIATE due to which the turnover rate of employee increases. Excessively high and low turnover rates, both have a negative consequence on the success and productivity of the organization. The researcher was curious to know why the employees leave the organization early and will not stay long. Therefore, to analyze the factors which influence the employees to leave the organization early, the researcher carried out this research to study more about the important factors.

Employee Turnover can be defined as the voluntary and involuntary permanent withdrawal from an organization. (Stephen P. Robbins 2000). Managing turnover is expensive as it not only covers the cost associated with

recruiting and training employees but also the hidden costs such as loss of valuable knowledge from the organization which is not as easily quantifiable (Connolly & Connolly, 1991). The turnover intention reduces overall effectiveness as it distracts organization from the main goal as they have to keep replacing leaving employees. Therefore, it is important to understand the factors that influence turnover intention among employees in organizations. The success of identifying factors that influence turnover intentions is as important if not more to effectively manage and reduce actual turnover.

Research Problem

This applied research on employee job turnover will offer special reference to SLIATE, as literate and high standard of Staff has adversely influenced the SLIATE today due to the prevailing extreme Employee Turnover. The forte of which consists of voluntary turnover incurring significant cost, both in terms of direct cost i.e. replacement, recruitment & selection, Visiting staff and management time or in terms of indirect costs like morale, pressure on remaining staff, and lower product quality.

SLIATE is a major role-playing entity which contributes more to the society by creating technically advanced diplomats. Employee turnover is a major problem to the SLIATE in fulfilling the requirements of both Public and the country. This is why the study of Employee Turnover has become imperative than ever for the SLIATE.

Research Objectives

Objective 1

To examine the level of satisfaction of employees affecting employee retention in the SLIATE.

Employee retention is one of the enduring problems for the SLIATE. The management need more and more skillful and talented staff to stay and work for their organization for a long period of time but there are some issues which influence the employees to leave the organization. Satisfaction of employees is one of the major concern for the Human resource managers and the employers. Due to dissatisfaction of work the employees leave the organization. Satisfaction is a constructive feeling and emotions of employees for their work (Jehanzeb, et al., 2015).

H1: To measure that gender has no effect on the satisfaction level of retention factors on employees.

H2: To measure that age has no effect on the satisfaction level of the retention factors on employees.

H3: To measure length of service has no effect on the satisfaction level of the retention factors on employees.

Objective 2

To examine why the employees, choose to work at SLIATE and what is the interesting part of their job which support them to stay with the organization.

People are attracted by SLIATE due to various reasons like career progression, meeting new people, working in a different environment and many other. This research will find the reasons why people choose to work at SLIATE and what interest them.

Objective 3

To determine the employee expectations that would help management to improve their present retention strategies.

This last question is to find out about the employee expectation strategies to lower down the turnover rate and also that will help to keep the talented employees with the organization. This will also discuss the factors which keep the employees motivated and help in improving the image of the industry, to develop the reward-recognition program, training program and also to find the factors according to employee's point of view.

LITERATURE REVIEW

Introduction

In this chapter the researcher is going to discuss all the factors which have an effect on the retention of employees and also employee turnover rate. This part will also discuss the job dissatisfaction of the employees due to which the HR managers are finding it hard to retain the employees and the turnover rate is increasing of different sectors.

Turnover

Employee Turnover is a significant characteristic of Human Resource management. It is one of the important topics among the academic researchers on how to efficiently control and expect the turnover (Hongvichit, 2015). To sustain an inventive and cost-effective business, the organization must concentrate on retaining their staff and reducing the turnover rate. Generally high turnover specifies the employees who leave the organization because they are not satisfied with their work. This create negative impact on other employees and they can also be influenced to leave the job (Louden, 2012).

Employee turnover creates a major problem for the business influencing the value of the goods and services, it also increases the cost of replacement and recruitment of new employees (their training and to unite them into the establishment). Thus, it substitutes in increasing the productivity and competence for the organization. Some researcher found that the occurrence of high rate of employee turnover results in the loss of revenue simultaneously. The high rate of turnover also leads to employee confidence issue and the new employees always have an issue with the acknowledgement from the regular guests (Carbery, et al., 2003).

Retention

Employee retention is one of the main challenges faced by any industry. In today's growing competitive global economy, retaining the intellectual assets is one of major concern encountered by most of the industries. However, it still remains one of the understudied issues by the Human Resource and the large organizations. Employee retention is the most overlooked aspect of the organizations which are growth oriented. Generally the employees leave the organization because of the job dissatisfaction, lack of supervisor assistant and feedback, lack of training and development and also ineffective pay (Kemelgor & Meek, 2008). According to Johnson (2007), employee retention is reliant on management/ leadership skills and Human resource strategies for example, if the manager/ supervisor is not well trained and have poor people skills than the employees will leave the organization in less period of time. The productive and talented employees of the organization are encouraged to stay whereas, the unproductive and poor performers are pressurized to leave the organization. However, if assessable an organization would keep all the employees, those who are beneficial and the ones who are detrimental as they know all the work and the company does not want to spend on hiring and training new employees (Sigler, 1999).

Employee retention helps towards the economic balance in several aspects like job safety, additional profits and extra spending on goods and services. Retaining the employees is crucial for the economic development of the industry as an organization can give more time in creating and less time training them (Vasquez, 2014). Whereas on the other hand, according to (Whitcomb, 2012), attracting, retaining and engaging the employees produce quality results for the industry which leads to good customer satisfaction. He also states that well trained and engaged staff has a substantial influence on the employee retention rate.

Employee retention strategies

The retention of employees starts with a procedure which includes interviewing, selecting and hiring process (Schreiber, 2002). The main objective of employee retention strategy is to avoid the loss of talented and trained staff from the industry (James & Mathew, 2012).
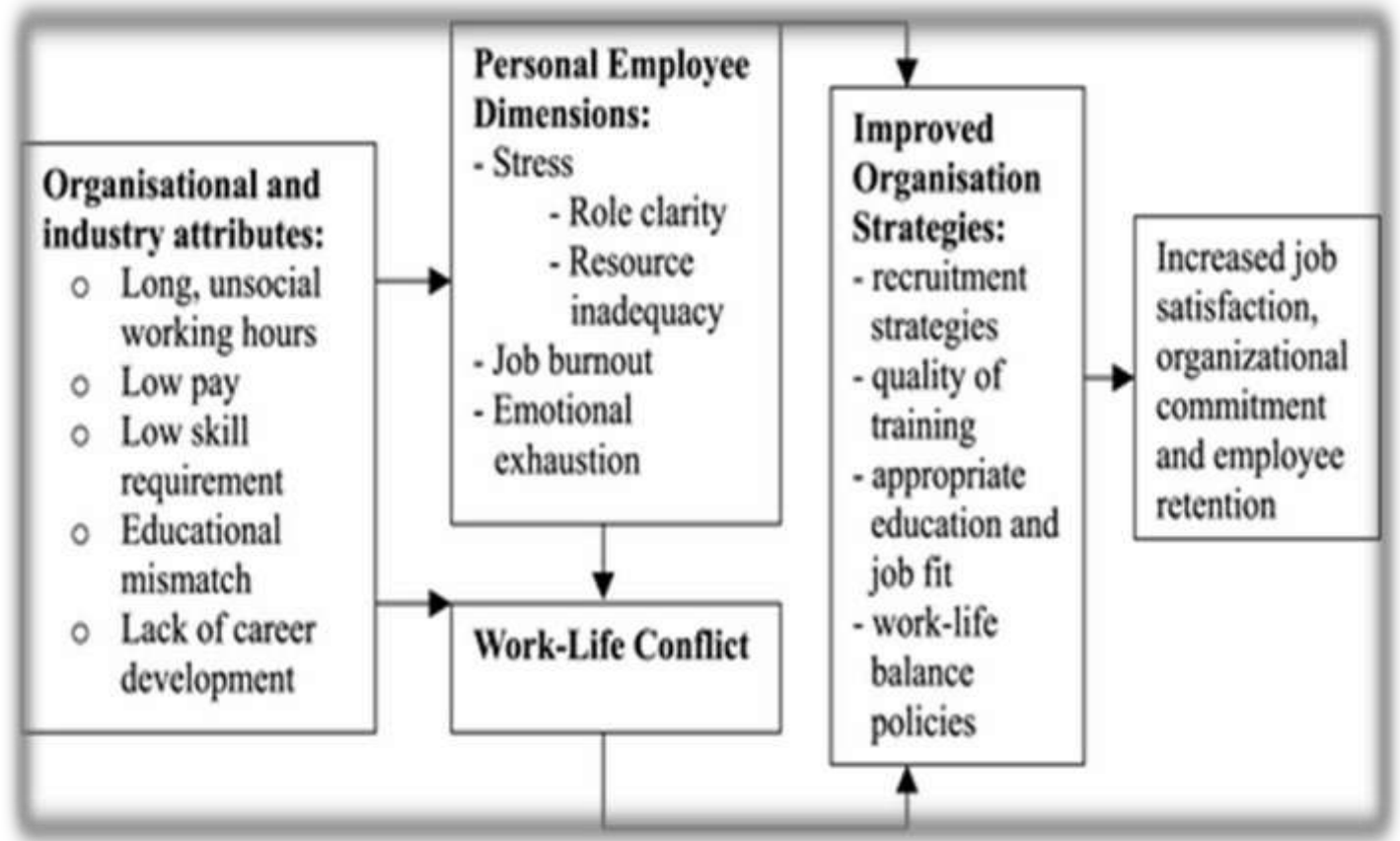
Figure 1: "A structure for improving Employee retention rate" (Deery, 2008)

There are different strategies which need attention to improve the employee retention rate. Emphasis on recruitment strategies and better-quality training are the examples which can help in attaining the effective result. Figure 1 describe the most general strategies which are used in the research and how the employee retention rate can be improved. There are various general approaches to observe the effect of low employee retention and in the figure, there are several methods to increase work pleasure and organizational commitment. The framework includes different aspects of organizational and business attributes like low wages, unsocial working hours, low skill requirements and so on, which effect the work life balance and the personal employee dimensions. In future if the organization focus on improving the quality and organizational strategies like enhanced recruitment strategies, training, appropriate education and job fit and work life balance of employees then it will increase the productivity of the organization and the rate of employee retention (Deery, 2008).

Recruitment and selection

In the SLIATE, recruiting and selecting Academic Staffs critical for the Human Resource department as they have to hire the most talented and qualified candidates within less time and resource (Nickson, 2007; Nickson, 2007). Recruitment plays an important role in retaining decent staff. If the recruitment team give emphasis on hiring the quality and quantity staff then it will also benefit the image of the organization, this can be done through strategic approach by handling the roasters for the employees and decreasing their workload. The recruiters need to give attention to the skills and abilities which are essential for the development of the career. Most of the time the recruiters are not adequately strategic about this area (Deery, 2008). While selecting any candidate the recruiter must give importance to the characteristics that are important for the job and also to those features which will be required in future.

A well-structured recruitment and selection process helps to retain the employee in the SLIATE and also lower the turnover rate. The recruiter gives an opportunity to the candidates to self-select the profession, in case the job is suitable for them or not they can decide. A high volume of employees leave or get fired by the organization early due to different circumstances and reasons. Therefore, the recruiters must provide with all the information

regarding their work and neither give any false hopes to the candidates nor let them built any wrong prospects by themselves (Taylor, 2002). It is important for the organization to interview the candidates with all impartial and neutral process. The effective recruitment strategies which are used commonly among the recruiters are social networking, internal referral, open house recruiting, job fairs, use of recruiters and advertising on different job portals. According to Smith (1994), he stated that the organizations search for the pre trained candidates and generally they hire the trainees who did there training from the same organization. It is a cost effective and also time saving technique, through this procedure the HR department can retain the employee. In order to retain the employees, the recruiters have to make sure that they are using the right approach of recruitment which is required for the effective operations of the businesses (Baum, 2008).

Training and Development

It is always hard for the SLIATE to attract and recruit the inspired, trained and skilled candidates who can provide the quality services to the customers as per the organization standards. In many organizations train their staff according to their business norms however SLIATE still has a poor reputation of training the employees. The top level managers are unenthusiastic about spending time to train the employees and therefore, the staff leave the organization early. The insufficient training may embarrass the employees in front of the customers and also lack of skills represent the service quality of the organization. Training and development influence the work satisfaction and dedication towards the establishment which impact employee retention. The insufficient training provided to staff worsen the employee turnover, also the quality level and revenue of the organization (Poulston, 2008). It is essential for the employers to give appropriate training to the employees in order to encourage them to stay in the organization. For the ambitious staff it is important to get good training by the employer otherwise they start looking for other job opportunities in which they get proper training. On the other hand, it is argued that the employees provided with training are expected to leave the organization early because they develop skills for the job which are useful for another employer. The employees find it easy to move to another job after receiving training as compared to the employees who are not trained and they cannot find opportunities (Taylor, 2010). Training gives a positive effect on the job fulfilment; training happiness and the employees have an objective to stay in the organization. For the Academic staffs it is important to provide the employees with an on-job training or the vocational training which help them to grow in their field. Training and development of new skills and technique in different departments help the employees to have extensive and up to date knowledge of the procedure associated with the operational process. Thus, a well-structured training programme needs to be used by the top levels of SLAITE to fix the skills and knowledge as discussed previously (Bharwani & Butt, 2012

Work Life Balance

The work-life balance is mainly considered to manage and stabilize the personal necessities such as family, hobbies, community work and other activities. In the existing highly competitive employment sector, where to attract and retain the skilled staff is challenging, the managers are required to give importance to the work life issues of the employees. It is important for the employees to balance their work and personal life which also affect the factors related to their job such as anxiety, job satisfaction, efficiency and staff turnover.

Work- life balance can be described as a point where a personnel is able to balance the time, emotion and performance stress related to work and personal responsibilities at the same time (Darcy & McCarthy, 2007). Several employees search for the job in which they can create a stability between work and personal lives. There are very limited employees who wants to work for numerous hours, manage infrequent working conditions and accept extremely stressful and challenging circumstances in their own field. Though they still need more time to get involved in their family and social events. Generally, before starting any job the employee try to find out whether the organization will offer them suitable work life balance (Philips & Edwards, 2009). The HR need to be more imaginative and willing to create work life balance approach which meet the requirements of the employees as well as the organization. The Human resource managers who follow better work life balance approach are likely to have improved recruitment and retention, lesser illness and nonattendance, decrease in anxiety levels, high self-confidence in employees, better staff and customer reliability and increased productivity. Work life balance plays an important role in employee's decision to stay or leave the organization. Work stress and job commitment has a great impact on the employee's work and it also contributes in their

decision to leave an organization (Deery, 2008) and when the employees do not stay in an organization then the turnover rate spontaneously increases
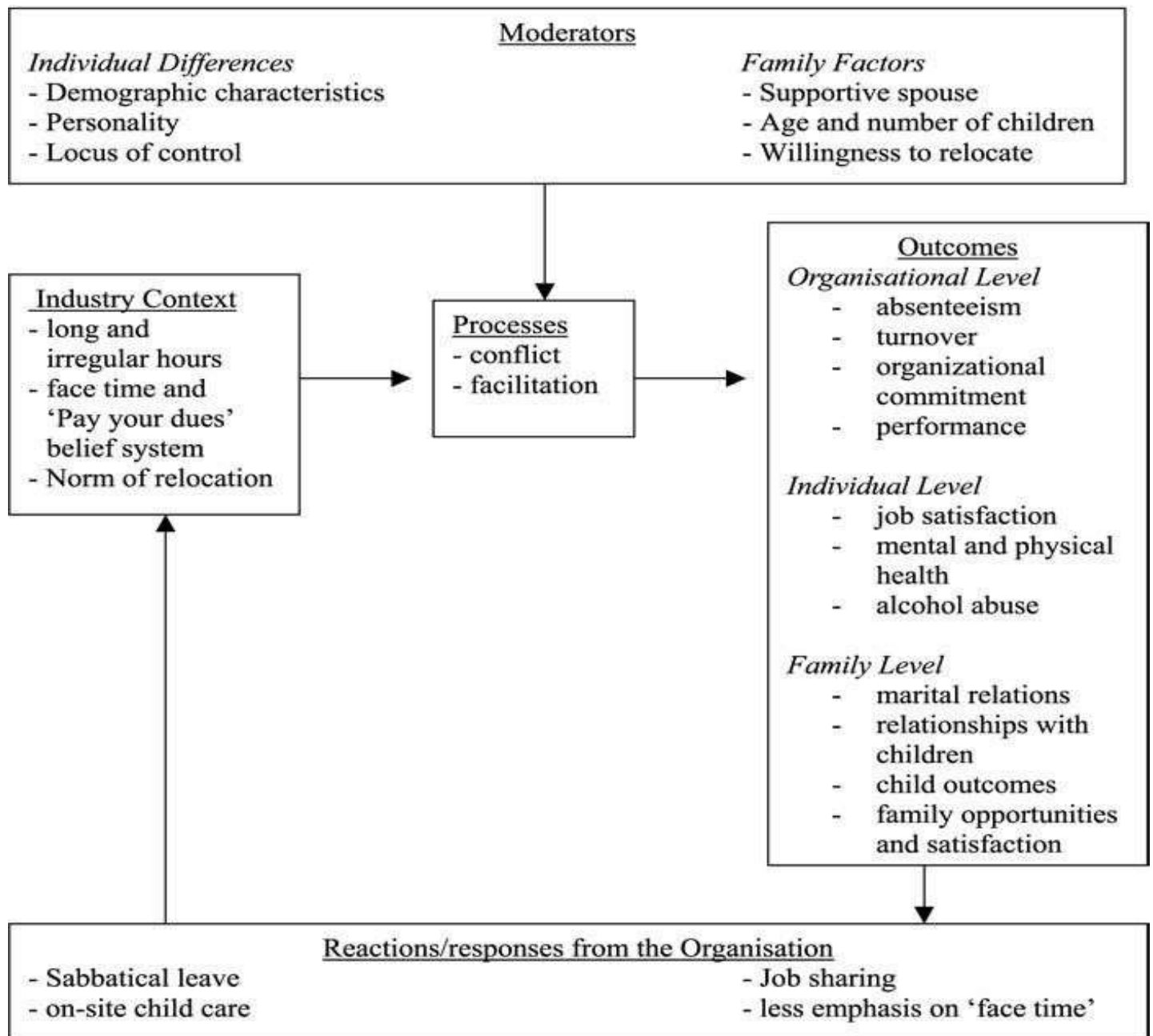

Figure 2: How to minimize the effect of Work life Balance on employees

The model created by Mulvaney et al. (2006) (cited in Deery, 2008) tried to explain that what measures need to be taken to reduce the work life balance and retain the employees in the industry. According to Deery (2008) in many researches it has been found that the work life balance (WLB) influences the personal life of the employees. Therefore, the employees come across stress and challenging circumstances in the workplace. These situations simultaneously affect the family and working life of an individual (Karatepe, 2010). On the other hand, Deery and Jago (2009) argues that the longer hours of work are often related to the worse work life and personal life. Hence the employees become unsocial and they have less flexibility with their personal lives. Eventually, the unhealthy lifestyle and work stress for the hospitality employees leads them in leaving the institute and look for another employer. These situations affect the employee turnover rate. The employees who have substantial load of work are likely to have low work life balance, due to this reason they start losing interest in their job and their work performance get poor. The work life balance and employee attitude related to their job affects the work satisfaction and the work commitment. Accordingly, the employees with weak job satisfaction and work commitment are expected to leave the organization early (Deery & Jago, 2009).

Reward and Recognition

Rewards can be defined as an award given to an employee on their achievement and contribution towards their organization, this can be gifts or incentives in any form. Whereas, recognition can be described as to praise the employee on their achievements and involvement in the company. Reward scheme is primarily use to attract, retain and encourage the employees in the hospitality organization. Through Reward and Recognition, the motivation of employees is improved and it also lessens the staff turnover rate. Previous studies have shown that the employees get attached and committed to their organization when they are acknowledged for their work and get rewarded (Salie & Schlechter, 2012). On the other hand, London and Higgot (1997) provided, that the reward and recognition process for the employees always remained a controversial part. The impartial rating for employees are difficult in this approach because of some factors like manager preferences, work competition and politics in the company. The reward, recognition and incentive process also doesn't work because the organizations have no records to display the long term benefits, the managers setup the internal competition, the teamwork and collaboration is weaken by the reward process, this system also develop a failure in the employee. Implementing reward and recognition process in the SLIATE can develop a positive atmosphere which inspire and encourage the employees to succeed and also help in employee retention rate. The reward strategies aims in employee motivation and benefit them in enjoying their work. If the employees are treated well and enjoy their work then the outcome of service to the customers is better in this industry. It is believed that if the organization take care of their employees, then automatically customer service will be adequate (Bursch, 1999).

In the SLIATE as to satisfy the staffs and to improve the turnover rate of the organization, the HR department and managers of different departments are compelled to motivate the employees by recognizing their skills and giving them rewards for their performance. These rewards and recognition also helps the employee to grow and inspire their performance. In other words, if the Human resource department and the managers know the objective of what they want to achieve, then they can create the environment of motivation. On the other hand, according to Vasquez (2014), the managers can encourage the employees and motivate them from time to time which help them to stay in the organization for a long time. He says that retention of employee helps in balancing the economy and also advantages in employee family issues. The managers should be committed towards the organization and know the technique to retain the talented staff. According to Connolly & McGing (2007), the reward strategy comprises of financial and non-financial rewards.

Financial rewards

Reward and recognition system is appreciated by the employees and therefore they remain motivated and encouraged. The Financial rewards are given to the employees depending on their work performance and performance of the group. The general pay reward is in the form of incentives, bonuses, promotion, salary increment or different vouchers and there is a special advantage for the front-line staff that they get tips as a reward by the customers (Connolly & McGing, 2007). This reward includes bonuses, commissions and revenue of company, this reward mainly depends on the performance of the individual employee or the group performance in their workplace. When an individual gets selected for this reward, then the pay doesn't include in their basic pay. As the contingent reward is not a part of the basic pay so these are remunerated in consequent time period when an individual employee achieves performance targets. As the employees are rewarded with the monetary rewards there are less chances of the employee to leave the organization and their performance also increases with time (Chauvin & Ash, 1994). Whereas on the other hand Armstrong (2012) states that, the financial reward can demotivate the employees as well because it encourages the employee who receive them but for those employees who do not get the financial rewards in any form are discouraged and they leave the organization early. Therefore, the managers should give exact, reliable and impartial valuation of performance and also provide the exact scheme according to the culture. To improve the reward, process the organization need to include the supervisors, employees and other staff of the company to implement their knowledge and ideas in different fields (Armstrong, 2012).

Non-Financial Reward

The non-financial rewards includes recognition as employee of month/ quarter/ year, personal star letters or

mails, written appraisal, acknowledgement of achievements, verbal praising and training. However, this type of reward is as important as the financial incentives, the employee remain motivated and are more encouraged to do better job and stay with the organization (Tredget, 2002). Non-financial recognition is a great way of rewarding staff. To appreciate the employee's work and achievement, the HR managers use the recognition process. Through this scheme the staff also come to know how well they performed and what areas they need to concentrate to get better. This process provides confidence, encouragement and positive reinforcement. Non-financial reward process help the managers to analysis the work environment and make changes to increase the quality of the working life of the employees. The rewarding system should be developed and executed particular policies and procedures in the areas like recognition, work life balance, voluntary benefits, and performance management and so on. Thus, SLIATE can achieve its goal by making changes in the reward process and also retain the employees and lessen the employee turnover rate (Armstrong, 2012).

Effect of Employee Turnover in the SLIATE

The employee turnover rate is usually high in the SLAITE, and therefore it is difficult for the organization to sustain the service values. In most of the organizations, it is challenging for Human Resource to train the employees and develop their skills. It is also difficult for them in retaining the talented staff by providing the employees with all the benefits like reward and recognition, work life balance and providing proper training. Usually, these factors influence the employee to leave the organization which results in high employee turnover (Human Resource Management international digest, 2012). According to Mooney (1999), the employee turnover rate impacts many issues such as lost productivity of the organization when the employee leave, the HR staff and the managers gets huge volume of extra work, there is an indirect fall in the skills and customer service level and the other employees also get negatively affected.

In any sector, the success of the business depends on the retention of employees which reduces the rate of staff turnover and also benefits the organization (Chitsaz- Isfahani & Boustani, 2014). On the other hand, according to Milman (2002), research shows that there are some retention programs by which the turnover of employees can be reduce. This includes accurate work performance, career improvement, workspace features and socialization practices. However many companies use different incentive policies to retain the employees by giving them the employee benefits, promotion and training, but sometimes the managers find it hard to keep the employees.

One of the main reasons of high employee turnover is work dissatisfaction which can be further combined with escaping from work, interpersonal clashes and work situation. These issues help in provoking the employees to withdraw from the organization and search for a new job. Employees also leave this industry due to extra workload and effect on work-life balance. In the workload scenario, employees are expose to irreconcilable work demands which is difficult for them to achieve. Same is with the work life balance, as the employees do excessive work they lack providing quality time to their family which influence them to leave the job (Hom & Kinicki, 2001). Job satisfaction can be described as an approach of any personnel towards their job and the organization (Jehanzeb, et al., 2015). It is one of the major concern for SLIATE's Top levels to provide better work environment for the employees.

As discussed in this research, due to various factors like long hour of working condition, work life balance, low pay rate, lack of training, lack of recognition, have a great influence on employees and it make them think to leave the organization early and increase the turnover cost.

Turnover rate is measured according to the employees who leave the organization on definite time. At the end of the organization's financial year when the turnover rate is counted then it shows the employee turnover cost. According to a study by Simons and Hinkin (2001), it was identified that there are several unseen costs related to employee turnover. In different positions there are different costs related, for example if the front office employee leaves the organization, then the cost will depend on their hourly pay which will be added in the annual turnover cost. This cost includes the separation cost, hiring, recruiting and selecting cost and lost production. The annual cost of the turnover increases every year by calculating these costs and thus it is clear that if the pay of the employee is increased then it will motivate them to be a part of the organization and the turnover cost will

also come down automatically. On the other hand, Armstrong (2012), states that predicting employee turnover is essential and it can be estimated by calculating and predicting whether the existing employees will stay or leave in a definite future time period.

Employee turnover is expensive for any organization as they invest so much on the employees by giving them training and developing their skills. It gives a negative impact on the company's image and thus the company is in loss by losing their talented and qualified employees. On the other hand, the company which hires the experiences and qualified staff doesn't have to invest much on these employees because the employees already know their skills and job. Therefore, these companies have a positive impact in the market (Vasquez, 2014).

Employee turnover generally categorized by voluntary and involuntary turnover. The voluntary turnover rate is calculated as the employees eagerly leave the organization in a particular financial year. For instance, if the employee gets a better opportunity with some other organization, then they willingly leave the current job. On the other hand, if the employee is found to break the rules of the organization, then the manager is allowed to dismiss the employee. Voluntary turnover is the resignation by employee or termination by the employer; it can happen in both situations. According to (Taylor, 2010), the definition for voluntary turnover of employee can be defined as "the simplest approach is to use the very broad definition that includes all resignations not formally initiated by the employers". Whereas the involuntary turnover inevitably has a negative impact on the organization. This includes dissatisfaction with work, difficulty in balancing work life and personal life, unsocial life, work trouble and different factors due to which the employee leaves the organization (AlBattat & Som, 2013).

CONCLUSION

Despite the high rate of employee turnover in the SLIATE, the Top-Level Management of SLAITE are more concerned about the quality service and the image of the organization. In most of the times, the management do not give preference to the satisfaction level and quality training and development of the staff due to which the employees leave the industry. The changes can be done by implementing some strategic training for employees and also for the management.

RESEARCH METHODOLOGY

Introduction

This chapter will outline the methodological framework used for this research study. It will detail the research aims and objectives, research approach and design, research philosophy and the strategy used. The researcher will also discuss the comparison between quantitative and qualitative methodology and why quantitative analysis is suitable for this study as compared to qualitative analysis. This will also look at the research tool used, survey design, sample techniques, the population targeted for the survey. Further it will discuss the ethical consideration, data analysis and limitations for this study.

The main objective of this study is to analyze and discuss about the factors affecting the employee Job turnover in the SLAITE and why they can't retain the talented staff for long period of time. The sub objectives of this research include, to determine what strategies affect the retention of employees, to find whether wok life balance influences the employee's intentions to stay with the organization, it will also discuss whether motivation and work satisfaction factors are positively related to the high employee turnover, and finally what are the new strategies the SLIATE can adopt to retain the Academic staff and reduce the employee turnover.

Research Framework

For this research, the researcher has used a framework designed by Saunders, Lewis and Thornhill (2009) known as 'Research onion'. This framework give an organized structure to the research procedure which is carried out in this research.
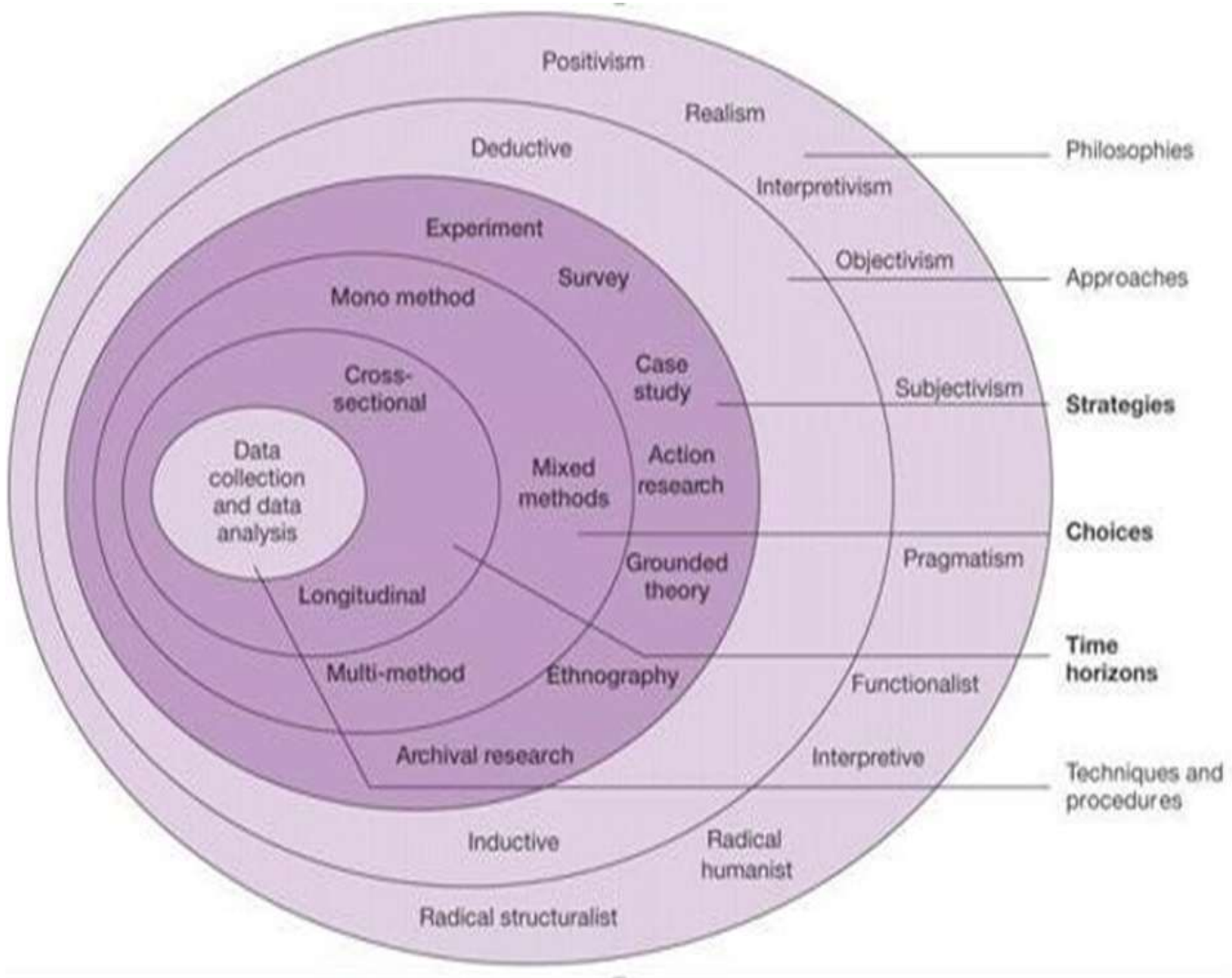
Figure 3: 'The Research Onion' by Saunders, Lewis and Thornhill (2009, p.138)

Research philosophy

'Research philosophy is a term which relates to the development of knowledge and the nature of the knowledge' (Saunders et al, 2009, p.107). The research philosophy has all the essential assumptions according to researcher's point of view. These assumptions will support the research approach and the technique adopted as a part of the approach. The two major methods to consider in the research philosophy are ontology and epistemology. Ontology refers to the assumption of nature of reality; and contains three different aspects, objectivism, subjectivism and constructionism (Saunders, et al., 2009). On the other hand, Epistemology relates to the knowledge and by what process the knowledge is created in a certain field of research; and it involves positivism, interpretivist and realism viewpoint of the researcher (Quinlan, 2011).

In this research, the researcher has used the positivism method as it comprises of present theory to develop hypotheses and these hypotheses will be tested and confirmed that will lead to more development of the theory (Saunders, et al., 2009).

Research approach

There are two kind of researches used, Inductive and Deductive. In an Inductive approach, the data is collected and a theory is developed as an outcome of the data analysis. Whereas, in Deductive approach a hypotheses is developed and research strategy is designed to check the hypotheses. There are five stages in the deductive approach: gathering a hypothesis, stating the hypothesis in operational terms, testing the hypothesis, exploring the outcome and last will be adapting the hypothesis in the light of the outcome (Saunders, et al., 2009). The aim

of this paper is to examine the factors which influences the employees to leave the organization and why the HR department is facing problem in retaining the staffs in the SLAITE and also to evaluate a suitable approach to retain them with Institute. It is a responsibility of the researcher to choose the most suitable research approach in order to evaluate this research project. Research design is done to find the appropriate answers for the suggested research questions (Cameron & Price, 2009). Therefore, the researcher has adapted a deductive approach for this research as to provide the factors which are affecting retention and turnover of Staffs at SLAITE and also the researcher assumes that there are adequate researches developed in the field of employee retention and turnover of employees.

Research strategy

There are two method of data research; Quantitative and Qualitative analysis. Qualitative data are non- numerical data which can originate in any form like opinions, beliefs, perspective, stories, and images and so on; or it can be described as the expression of human experiences and opinions (Quinlan, 2011) whereas, Quantitative data are numeric data or the data gathered is calculated numerically. There are different quantitative analysis methods such statistics, graphs and charts which allow the researcher to calculate the data more appropriately. The quantitative data analysis is the calculation of data through statistical technique. The quantitative analysis often relies on the deductive approach. The collection of quantitative data in this research has indicated the positivistic method.

Therefore, this research has adapted a quantitative strategy by gathering data from academic staffs of SLAITE. Quantitative analysis is a widely used research method and is expected to give positive results of the survey/ Questionnaire. This study will use the main method of quantitative approach that is questionnaire. Questionnaire is used for descriptive and explanatory research. The researcher has chosen self -administered questionnaire which is completed by respondents; it is managed electronically through Internet/ Intranet, postal or delivery and collection. To meet the objectives of the research questions, the quantitative approach is undertaken as it provides all the numeric data that practically analyze the statistics collected and answer the questions (Saunders, et al., 2009). In this research, the researcher will try to use the most up to date, reliable and valid scales to measure the quantities based on the literature review and research questions. The main purpose of taking this topic has been discussed in the literature, nevertheless employee turnover and retention is becoming a challenge for the SLIATE.

Research instrument

There are many instruments in the quantitative study but the researcher selected to use questionnaire which is the most appropriate instrument for data collection and also used for this study. Questionnaire is a common word which consist of all methods of data collection and every respondent is asked the same set of questions by a fixed technique (Saunders, et al., 2009). The researcher considered online questionnaire/survey is the most suitable option for this research and has used the online survey method which can collect data from the population.

Population and Sample

Population consists of groups, individuals, organizations, documents and so on, which are appropriate for the research (Quinlan, 2011), but for this research the target population were the Academic staffs from different ATII's and ATI Sections. The survey was sent to a total of 75 staffs, 30% of the target population. A research will be carried out using the entire population or using a sample population depends on the size of the population, requirements and time available for study. A sample is a small sub group of the population (Quinlan, 2011). In this research, sample population is a suitable technique as it is an effective approach to collect data instead of using the entire population and specifically when there is time and requirements are limited for the researcher. In this research, the convenience sampling is used which is a non- profitability technique (Quinlan, 2011).

The sample is selected using convenience sampling technique for the participants which reflects easy and feasible access. A convenience sampling technique is used for those participants who are easy to include in the research sample (Quinlan, 2011).

Ethical Consideration

Ethical conduct can be described as morale values, confidentiality and anonymity of an individual, group or an organization. Confidentiality and anonymity usually refer to the assurance that researcher give to the participants that their identity and involvement in a research will be kept confidential (Quinlan, 2011). In this research the participants were notified of the confidentiality of their responses and anonymity of their identity; also they were informed about the nature of this research and why it is carried out, moreover they were made aware that what is required from them as a participant.

All the ethical codes are followed while completing the research. For investigating on this research, the information was developed by applying an online survey and it was only used for the purpose of this study. Also the answers given by the respondents were kept confidential during the process of analysis and they were not required to give their name in the questionnaire. Therefore, their identity is also anonymous as they completed the online survey. The respondents were also guaranteed that the data gathered is sincerely for research purpose.

Data Collection

As discussed previously in survey design, an online questionnaire is suitable rather than the interview to gather the data as it is easy to collect data from large population and also it is feasible to get through to the respondents. Whereas, in interviews the data is collected from individual respondent by taking their one to one, telephonic or online interview and the researcher has to involve those participants in an interview process also which is time consuming. The online questionnaire was carried out to get the opinions and viewpoints of the employees rather than the managers. The researcher developed an online questionnaire in which all the questions were administered online.

Data analysis

Once the data is collected through survey then it is transferred to a data analyzing tool. To analyze the quantitative data of this research, a software package called SPSS (Statistical packages for the social sciences) is used. This tool is helpful in analyzing large set of survey data. When the questionnaire was completed by all the participants, then the package was used to analyze the data (Quinlan, 2011). To correctly measure all research question in this paper, accurate scales is used by the researcher according to their validity and reliability. Scaling technique is used extensively to measure the quantitative facts.

In this research the descriptive analysis is used for the findings and results of the data collected and it is described by graphs, pie charts and numerical table. The graphical technique is recognized for identifying aspect of the large quantities of data. The numerical tables and chart give accurate quantified data. These descriptive method is feasible for the reader to understand the findings and it is examined and discussed in the next chapter.

The main objective of this analysis is to provide the exact measures of the research questions about employee retention and high employee turnover, the researcher identifies the main factors which are training, wages and incentives, benefits and compensation, job flexibility, development chances and skill appreciation for employee retention. On the other hand employee turnover measures will include work life balance, motivation, reward and recognition, job satisfaction, working environment, co-worker and socialization practices.

FINDINGS AND DISCUSSION

Introduction

This part of the thesis will analyze about data collected from the responses of the survey and also discuss the findings and result. The researcher has used pie charts and graphs to show the findings and outcome of the survey which is also easy for the reader to understand and examine the result. Firstly, the demographics will be discussed like age, gender and how long have the employees been working in the SLIATE. Further it will analyze the responses of the questions requested in the survey and it will also highlight the statements of the respondents about their thinking and feelings, which was also a part of the questionnaire. The findings are done to get the

answers of the factors affecting retention and turnover of Academic staffs of SLAITE. The data was collected through Survey monkey and then exported to excel sheet and further transferred to the SPSS tool to analyze.

Analysis of the data

Age of the respondents

The first question of the demographics is about the age of the respondents, there were 75 respondents in total from which maximum number of responses that is 37 or 49.33% is between 28- 37 age group, from the age group of 38-45 there were 22 or 29.33%   responses which was the second highest and The third category was 45-54 age group in which there were 16   or 21.33% responses.
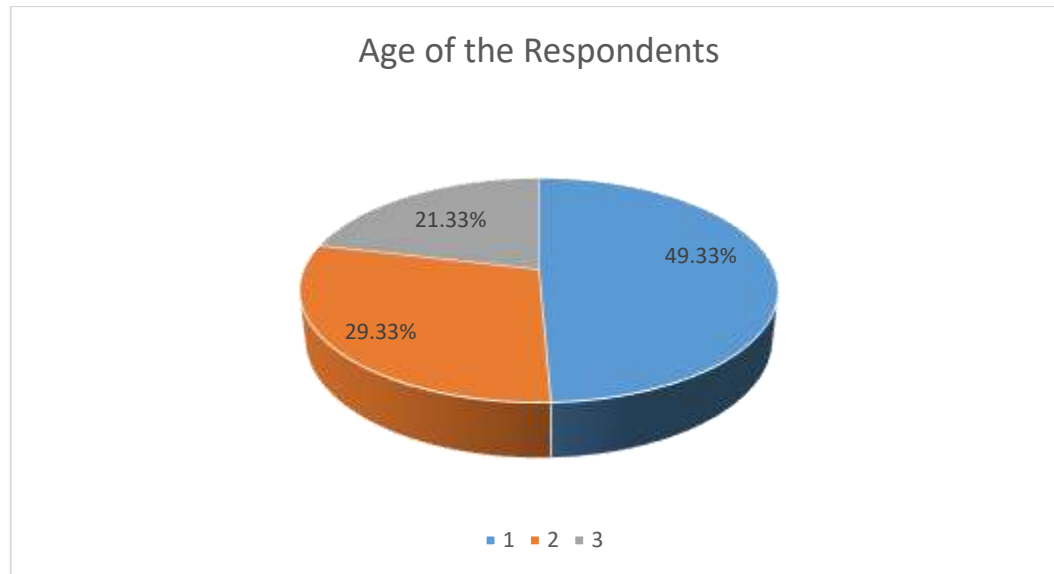

Figure 4.1: Age of the respondents

Gender

The second question of the survey is about the gender of the respondents in which 35 or 46.67% respondents were male and 40 or 53.33% were female respondents.
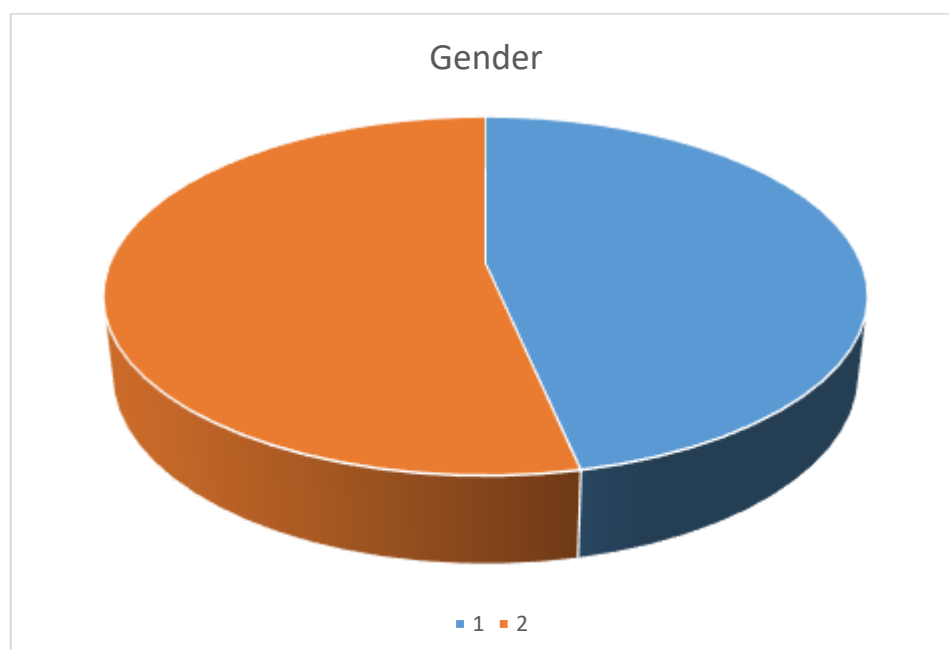

Figure 4.2: Gender

How long have been working in the SLAITE

The third question of the demographics was the length of service of the staffs. The maximum number of people who are working between 1 to 7 years are 45 or 60%. There are 15 or 20% of people who are working in this industry in between 7 – 10 years and 15 or 20% more than 10 years.
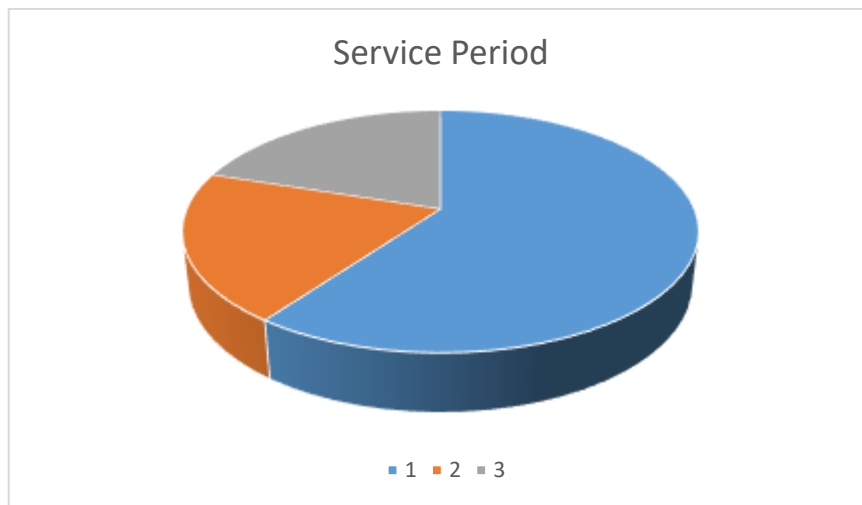

Figure 4.3: How long have the employees been working

Working Hours

This is a general question for the respondents to get the information about working hours do they work mostly which is also related to their work life balance. According to the responses it is understood that the contact hours of lectures are almost too large said by respondents.

What are the reasons of the respondents to work at SLIATE?

This question simplifies the reason of the respondents to work at SLIATE and also discuss the second objective of this research. However some part of the second objective are also given in the open ended question which is discussed further. The highest number of respondents that is 45 or 60% have an interest to work at SLIATE as compared to the Teachers of School. 40% or35 people are working because of the salary/ wages.

Current organization and working environment

In this question, the researcher has put all the retention factors collectively in order to get unbiased responses from the participants. This question basically show the findings of the satisfaction level of the employees with satisfaction composite score variable and this variable was tested for normality. Test of normality was carried out for the factors grouped by genders, age and length of service of the employees. The satisfaction composite score was measured on Likert scale from 'strongly agree' to 'strongly disagree' and comprises of different employee retention questions such as induction training was good, friendly and helpful staff, enjoy working with the current organization, challenging job, controllable work life balance, the respondent is satisfied with the health and benefits provided, inspired to meet goals at work, consistent training is provided about new developments in the organization, satisfactory development training provided, the organization increases the respondent's pay annually/quarterly, are they satisfied with the opportunities given by the organization to apply their talent and knowledge, the respondent's career was developed after joining the organization, get time to spend with family and friends, happy with the working hours and routines, adequate performance appraisal and reviews are provided, satisfied with the total benefits provided by the organization which includes rewards and recognition, constructive feedbacks are provided and are the managers are supportive. To analyze all the factors, one variable was made and then it is measured with other variables to give the result of the hypothesis. The variable created is called satisfaction composite score.

H1: The first normality test was carried out to measure is there any differences in the level of

Satisfaction of retention factors based on gender. There were 35 male and 40 female who responded to this question. In this section, the satisfaction level is measured whether male and female have same satisfaction level or it differs; and the initial test of distribution characteristics was carried out.

The assumption of sample normality were tested through Shapiro - Wilk which is a statistical application. The data suggest the male distribution (Shapiro- Wilk = .939, df = 35, sig = .190) and the female distribution is (Shapiro – Wilk = .957, df = 40, sig = .481). If the sig value is less than 0.05 than the data is not distributed normally but in this test the sig value is greater than 0.05, this shows that the data was distributed normally. In the survey there were 35males and the mean value (average) = 89.14, Std. deviation = 16.26 to the satisfaction of the retention factors regarding their training, work life balance, reward and recognition, salary and so on; and for 40 females the mean (average) = 83.65, Std. deviation= 16.25, there were 83.65% average females who also agreed to the satisfaction level on the retention factors. Variance of the population in this test also the significance value is more than 0.05 which depicts that the variance is equal for both the genders. Both the genders are normally distributed and the male satisfaction level of retention factors has no significance difference from the female population. Therefore the gender has no significance difference in the level of satisfaction of retention strategies.

H2: The second hypothesis is to measure the effect of satisfaction level of retention factors

Depending upon the age of the respondents. The normality test was undertaken to measure the satisfaction level of employees depending upon their age. There were three age groups that is 28-37, 38-45, and 45-54 so this test was measured on the basis of 3 groups.

To test the significance of the variance that is satisfaction of composite score and the age of the respondents the normality test was carried out. An assumption of sample normality was tested through Shapiro – Wilk application. The data suggest the age group 1 distribution (Shapiro- Wilk=0.93, df=37, sig= 0.11), for age group 2 (Shapiro – Wilk= 0.87, df = 22, sig=0.52) and for the third age group (Shapiro – Wilk= 0.98, df= 16, sig=0.74). In the normality test the samples of the population should be normally distributed to get the significant value but if there are more than two independent groups than the ANOVA (Analysis of variance) test takes place. This test is taken to analyze this hypothesis as there are more than two groups and to explore if there is any significant differences across these age groups. To calculate the ANOVA technique first the homogeneity test was carried out. In table 4.1 the Levene statistic is the homogeneity variance which should be more than 0.05 to assure the data is normally distributed and, in this test, the Levene statistic is 1.23>> 0.05. Further the analysis of variance test was undertaken and the result shown in Table 4.2 in which the sig value is 0.15 which is greater than 0.05. In Figure 4.8 the average (mean) value of group 1 is 89.79, for group 2 (Figure 4.9) the mean value is 94 and for group 3 (Figure 4.10) the mean value is 81 which depicts that in every average age group the respondents are satisfied. Thus from this analysis it shows that there is no difference in the satisfaction level of retention factors depending on various age groups and the age group has no effect on the satisfaction level of retention factors.

Table 4.1: ANOVA test result

ANOVA

SatisfactionCompositeScore

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1404.518	3	468.173	1.876	.150
Within Groups	9483.958	38	249.578		
Total	10888.476	41			

H3: The third hypothesis is to measure that the length of service has no effect on the satisfaction

Level of retention factors on employees. This first variable was the satisfaction composite score and the second variable was the length of service of the respondents that was divided into three parts which is shown in the figure 4.3, the division of the length of service of the respondents.

The statistics that the researcher rely upon to measure survey items internal stability and reliability will be Cronbach's alpha. The reliability was measured on the satisfaction scale of the variables and the reliability statistics measured the Cronbach's alpha which came out as 0.918 which is greater than 0.7. That means this survey questions are reliable.

Reliability Statistics

Cronbach's Alpha	N of Items
.918	25

Table 4.2: Cronbach's Alpha reliability

What does the respondent think is the most interesting part of their job?

This question was mainly asked to know the viewpoint of the respondents as this was an open-ended question. There were many answers provided by different respondents. This question was put to know why people choose to work in the SLIATE and what interest them the most while working. Most of the respondents said working environment.

Do you intend to stay or are you looking to leave the organization? Why?

This is another open-ended question to know whether the respondents intend to work in the organization or they want to leave and they were also asked about the reason why they want to stay or leave. The responses were mixed, as some of them said they want to stay and some of them said they want to leave because they want better opportunities, career growth, better management system and the positive responses to stay in the organization states that they want to progress their career in this industry, working environment is good, better pay and so on. The researcher has provided the answers by the respondents for this question.

What the respondent wants to improve while working in the organization?

The respondents were asked this open-ended question to get the specific answer what they think can be improved while working in the SLIATE. This question was asked to know the viewpoint of the respondents that what do they think can be changed which will help the other management to retain the staff effectively. Maximum number of people said that the management support can be improved, the training and development, career progression, work life balance.

DISCUSSION

In this part the researcher will discuss the objectives of this research. In this research, there were 75 respondents who are working in the SLIATE. The survey was carried out to know the level of satisfaction of employees depending upon the age, gender and length of service also the researcher wanted to know the viewpoint of the respondents whether they want to continue working in their respective organization or they want to leave, also the researcher wanted to know from the respondents that what factors do they want to improve while working in their current firm. There was a mixed response received from the respondents as some of them are satisfied with the working environment and culture but some respondents want to leave for better prospects.

Objective 1: To examine the level of satisfaction of employees affecting employee retention in the SLIATE.

In the questionnaire this part was included to measure the satisfaction level of the respondents and has no effect depending on their age, gender or length of service. There were 3 hypotheses in this objective and the researcher tested the reliability of all the 3 hypothesis which came out to be 0.918 which is greater than 0.7, which means that the hypothesis question is reliable.

H1: To measure that gender has no effect on the satisfaction level of retention factors on employees.

From the findings and result of the survey carried out, it shows that the gender has no effect on the satisfaction level of the retention factors. There were 35 males and 40 females who took part in the survey and after analyzing the result, it clearly shows that the male and female has no effect on the satisfaction level and they have the same satisfaction level for the retention strategies. As discussed in the literature part the gender is not related to the satisfaction level, From the results of question 6 it is provided that gender has no significant difference in the satisfaction level regarding the retention factors such as work life balance, training and development, career advancement, rewards and recognition, management. This helped the researcher to find out that the level of satisfaction of employees does not depend upon the gender.

H2: To measure that age has no effect on the satisfaction level of the retention factors on employees.

The second hypothesis is to measure that age has no effect on the satisfaction level regarding the retention factors on employees. The responses were received from different age groups but the maximum number of responses were received from 28 to 37 age and 38-45 age. It is clearly shown that the sig value is more than 0.05 which depicts that the age has no significant difference in the satisfaction level regarding the retention factors. All the age groups has almost the same satisfaction level regarding all the retention factors and as provided in the literature part the age of the employees does not affect the satisfaction level. It is viewpoint of an individual employee that they are satisfied with the work life balance, reward and recognition, working condition, training and development. However, age does not have any effect on the satisfaction level.

H3: To measure length of service has no effect on the satisfaction level of the retention factors on employees.

This question is to measure that the length of service has no effect on the satisfaction level of the retention factors on employees. As the results are provided the sig value is greater than 0.05 which shows that the length of service has no effect on the satisfaction level of retention factors.

The length of service was grouped into 3 parts and all the groups showed that they have the same satisfaction level of retention factors like training and development, work life balance, reward and recognition, working conditions, management.

Objective 2: To examine why the employees choose to work at SLIATE and what is the interesting part of their job which support them to stay with the organization.

The researcher has put this question to get the viewpoint of the respondents about the reason why they choose to work at SLIATE and are they satisfied with the retention strategies of the organization. The result clearly shows that maximum number of people have interest in working at SLIATE and most of them choose to work because of the flexible working hours which depicts that the respondents choose to work in the challenging circumstances of this institute. According to the results of this research also the maximum number of employees are from the age between 28 to 37 and for 49.33% respondents they showed interest in working whereas 33.3% of the population chose to work in this industry because of the flexible working hours. Most of the respondents answered to interesting part of their job is the 'working environment and flexible working hours. The statements of the respondents are provided in question 7, in which a respondent has stated that 'Interaction with people from different verticals of the society'. It is interesting for the researcher to see that the respondents are satisfied with their working environment which is mostly the reason for some employees to leave the organization. As discussed in the literature the work life balance of the employees are mostly influenced by the work timings and they intend to leave.

Objective 3: To determine the employee expectations that would help management improve their present retention strategies.

The last part of the questionnaire was put to get the viewpoint of the respondents that why they want to stay or leave the organization and what they want to improve while working at SLIATE. These both are the open-ended questions in which the researcher got mixed responses that the people want to stay and some of them want to leave. According to the statements of the respondents 'Looking to leave. As career progression is slow and hard to achieve', this statement specifies that the career progression in this industry is slow, as it was discussed in the

literature part that the development process of the SLIATE influence the employees to leave the organization early.

The last question of the survey is to know the viewpoints of the respondents about the improved retention strategies for the management. Most of the respondents think that the training and management needs to improve it further. As discussed earlier in the literature part the training and development is one of the major factors due to which the employees exit. Some of the respondents think that reward and recognition and the benefits are also the major factor which need to be improved Training and reward process. If the management helps in providing proper training, then the employees can be retained effectively for a long period of time which also help them to develop their career and the SLIATE can lower down the turnover rate efficiently.

CONCLUSION AND RECOMMENDATION

Conclusion

In this research, the proposed theory is measured practically to match the outcome as specified in the research objective. The SLIATE demands professional approach from the employees due to which the HR department face challenges. Lack of training and development of employees influence the staff to leave the organization. As discussed earlier in the research if the SLIATE provides proper training and motivate the staff by increasing their pay and rewarding them, then the organization can retain their employees. Work-life balance is also a major factor in high employee turnover. The SLIATE should make sure that the employees are satisfied with their work and they should also get holidays and other incentives from time to time. This will help the employees to balance their personal life with professional life. To drop the high turnover rate the organizations have to make some changes in all the sectors regarding their training and development programs, reward and recognition, work life balance of the employees and effective recruitment and selection design. The objectives are shown in the findings and the statement of the respondents are also provided which shows that the age, gender and length of service does not have any effect on the satisfaction level of retention factors on employees.

The second objective was to know the reasons of the participants to work in the SLIATE and what interest them on their job which shows some positive responses.

In the third objective the respondents stated that they want to get reward and recognition, career development, training and proper work life balance which are the major factors in retaining the employees and if SLIATE fails to provide them with these factors then the staff leave the job early which affects the turnover rate of the organization also. If SLIATE starts working on these factors then they can control the high employee turnover rate and can also retain the talented staffs.

Recommendation

The researcher is aware of the limitations while completing this research and there are various recommendations which she need to make. Firstly, for the future research, to get the viewpoints of the participants, the research must use the qualitative analysis as it will depict the point of view of the respondents accurately and in details as the researcher can take interviews and can note the important points. As it was explained before that there is limited literature on this research and mainly on the retention and turnover points. The major areas which the research needs to be done is the satisfaction level of employees in their organization in details. In this research the researcher used the Likert scale due to which the respondents had only few options to select and they also cannot give their viewpoints which is important to know the satisfaction level regarding different variables. In the future research, someone with more time may study on the high turnover rate.

For the SLIATE

The statements of the respondents provide their viewpoints, which can be considered by the management of SLIATE to improve their training and development program, reward and recognition process and can also improve the work life balance of the employees by creating better working environment. SLIATE should improve their retention factors and make the work easier and fun for the employees instead of stressing them, if

the management start taking feedback from their employees and make changes in the working culture then SLIATE can retain their staffs.

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