INSTITUTIONAL FACTORS THAT AFFECT INSTRUCTORS' RETENTION IN THE ACADEMIC STAFF CONDUCTED BY THE VOCATIONAL TRAINING AUTHORITY OF SRI LANKA.

BY

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DECLARATION

I hereby confirm that this research, presented as an Institutional factors that affect instructors' retention in the academic staff is the result of my own efforts. I declare that this work or any of the written material contained herein has not been previously submitted to any other institution. Furthermore, I further state that I acknowledge the use of someone else's work and make a reference to it, thereby giving the author the copyright to any project.

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ABSTRACT

The purpose of this study was to find a "Institutional factors that affect instructors' retention in the academic staff conducted by the vocational training authority of sri lanka.". The study examined the amount to which the academic staff conducted by the vocational training authority of sri lanka factors the instructors' retention in the academic staff conducted by the vocational training authority of sri lanka. A Descriptive survey method was applied to conduct the research. In this study, data was analyzed in quantitatively. Data were collected using the questionnaire form and analyzed through organizing responses in the themes as per the objectives of the study.. The Data was analyzed and presented as tables, charts and graphs. This was shown up subjectively in comments by the researcher. Before analyzing the received responses of this research, the entire data set was assessed in order to determine the behavior of each independent variable with the correspondent dependent variable. Independent variable such as Employee recognition, Superiors subordinate , salary and reward and working environment was used for the purpose of statistical analysis of the research. Instructors retention was used as the dependent variable of this research. According to the scale developed. As a result we can determine that there is a negative relationship between the all independent variable with the dependent variable. Then consequently researcher can not accepted hypothesis. The behavior of each independent variable is analyzed through the measures of the central tendency such as Mean, Median, Mode, and Standard Deviation. The central tendency measures for each of the question which asked under each independent variable. By the considering all those independent variable, it can be concluded that most of the instructors have very closer tendency towards disagree and neutral state that there is a instructors retention in the academic staff conducted by the vocational training authority of sri lanka. It was found that according to the hypotheses testing the Pearson's correlation confirmed that the academic staff conducted by the vocational training authority of sri lanka have a not significantly relationship with instructors retention in the academic staff conducted by the vocational training authority. Further illustrating the outcome it confirmed that all the independent variables have a not relationship with the dependent variable. Therefore, special attention should not be paid to the continued implementation of the budget, which recognizes these independent variables as employees, subordinates, salaries and rewards, and the work environment. The model summary, R-value represents the multiple correlation coefficient between the dependent and independent variable. That value is 0.157, it is positive value, which it is weak correlation, because a value less than 0.4. The R-square represents the total variance for the dependent variable that can be explained by the independent variable. A value greater than 0.5 indicates that the model is sufficient to determine the relationship. In this case, the value is .025,so it is not impact independent variables to dependent variables.

Key words : Employee recognition, Superiors subordinate , salary and reward and working environment

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ABBREVIATIONS AND ACRONYMS

VTA   Vocational Training Authority

NAITA   National Apprentice and Industrial Training Authority

CGTTI   Ceylon German Technical Training Institute

DTET   Department of Technical Education and Training.

TVET   Technical and Vocational Education Training

TVEC   Tertiary Vocational Education Commission

UNESCO   United Nations Educational Scientific and Cultural Organization

CHAPTER 01: Introduction

This chapter discussed about the Institutional factors that affect instructors' retention in the academic staff conducted by the vocational training authority of sri lanka. A brief description on the topic selected, background of the selected organization, statement of the problem and the practical relevance of the study followed by the aim and the objectives of the study, significant of the study will be given through this chapter.

1.1 Background of The Study

The Vocational Training Authority has been established in August 1995, under the provision made available by the Act of parliament, No.12 of 1995 by which VTA became the successor of the Manpower Division and the Foreman Training Institute of the Ministry of Labour and Vocational Training. It was started with the prime objective of providing job oriented skills training to the youth and since the inception VTA has been paying greater attention in delivering vocational training to rural youth.

The Vocational Training Authority of Sri Lanka is the largest government organization having wider network of Technical and Vocational Training in Sri Lanka. It has a history of 25 years running to past and at present, it has extended his arm to 216 centers island wide including 24 District Centers and 8 National Vocational Training Centers. Being the largest Technical and Vocational Training Institute, annually 50,000 students are trained in different trades making employments locally and internationally. VTA is specifically taking the Vocational training from the city to village. Its motto is "Skills for Livelihood Employability for Skills " (Annual Report of VTA -2016)

<u>Vision of the company</u>

To be the most dynamic and innovative vocational training provider in Sri Lanka, catering to the global employment market.

<u>Mission of the company</u>

To facilitate the fulfillment of the global skilled employment demand by developing competencies in individuals through modern methods and technologies in vocational training and education. We realize this mission by setting the highest standards in our services and facilities while focusing on employability trends in the world of work.

According to the vision of the organization can not trained per year 50000 trainees because of every year instructors leave from organization. Organization invests time and money in recruiting a new employee, who then goes on to line up with existing employees through full training. Training is completely disrupted when sufficient instructors leave their jobs.

organizations are faced with immense competition and that is to sustain and achieve its competitive advantage. And for the achievement and sustain of this competitive advantage the employee retention has become a vital fact. When instructors are leaving they take a great deal of tacit and explicit knowledge with them. They also take with them the thorough experience on the relevant fields. Rather than the tangible properties these knowledge and experience are valuable and affect for the long run, success and the sustainability of the company (Wingfield& Berry, 2004). Organization faced other problem is every year when a preparing training plan there are so many instructors to be recruitment every year happened this cause but organization can not full fill this vacancy because sufficient instructors are not coming faced interview and practical test. Therefore organization can not trained 50000 trainees per year. This will be impact to the productivity of the country.

For the presentation of data in the following table will explain issues of the recruitment and training capacity.

Table 1.1 Per year no of instructors recruitment and trainees target

Year	No of Instructors recruitment	No of trainees Target
2019	91	2750
2020	68	2030
2021	97	2820

Source :(VTA MIS data)
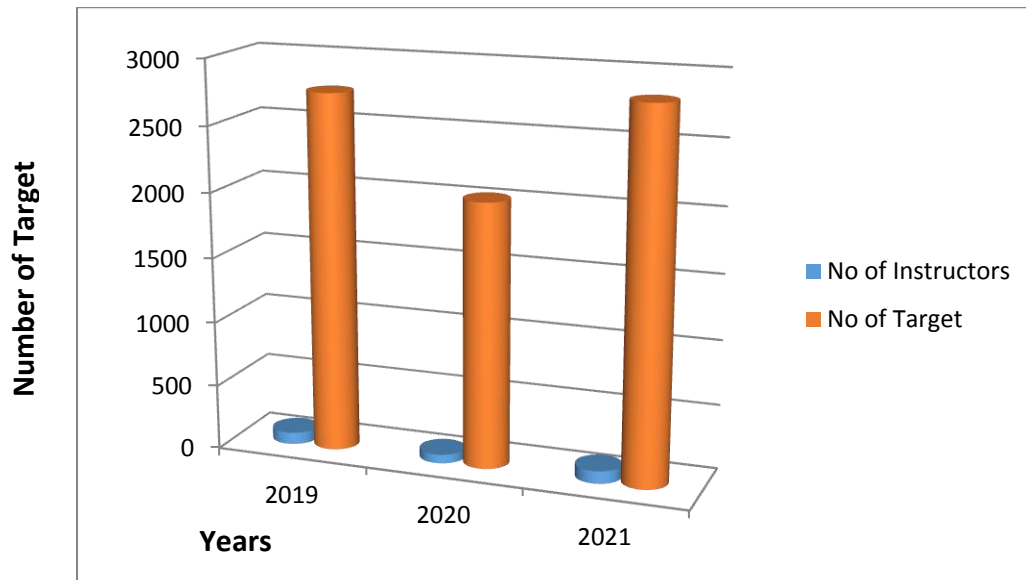
Figure 1.1 Per year no of instructors recruitment and trainees target

Sri Lanka is a developing country and as a result, there are many employment opportunities available in the different trades. The Ministry of Skills Development and Vocational Training is playing a vital role in this venture while it is directly responsible for the skill development in generating employments for local as well as internationally.

According to the central bank report 2019 female unemployed rate in Sri Lanka is 7.4% and male 3.3 %. High-level of unemployment among youth affects the social and economic development of the country. The unemployment problem has a long history and is particularly critical in the global context. For any organization human

capital is the most basic and the driving force that is essential for its success and the sustainability. Therefore it is essential to retain instructors longer within the organization for a reasonable period of time.

Even though VTA being one of the reputed training providing organization in Sri Lanka, instructors retention has become one of the main issues that they were seeking for the solutions. Organizations have taken several measures in order to make organization carder of instructors to retain with them for a long time.

The researcher's perspective on the **Institutional Factors that affect Instructors' Retention in the Academic Staff conducted by the Vocational Training Authority, Sri Lanka.** As a follows Institutional factors The researcher by literature review found out what are the most powerful organizational factors for retaining instructors within the academic staff. That is, those independent variables affect the retention of instructors.

Following independent variables were found in the literature.

- ✓ Employee recognition
- ✓ Superior subordinate relationship
- ✓ Salary and reward system
- ✓ Working environment

1.2. Statement of Problem

Vocational training sector is very competitive and therefore the instructors' retention is a difficult task. Now a day the employees are rapidly changing their jobs if they were offered a higher salary. Employee turnover can be taken as a key indicator to measure the employee retention.

According to the following data received from Human Resource Management Department of the VTA we can see the variation of employee turnover within the academic staff of the organization.

For the presentation of data in the following graph, rounded off figures have been used.

Table 1.2 Annual employee turnover rate in the academic staff

Year	Number of Instructors left
2016	28
2017	34
2018	39
2019	27

In this research the retention within the academic staff of the VTA has been evaluated under three research problems.

    i.   What factors affecting for instructors' retention.

    ii.   What are the main determinant factors for instructors' retention.

    iii.   What are the solutions and recommendations to mitigate the problems of instructors' retention.

The aim of this research is to identify the organizational factors that affecting for the instructors' retention and to identify up to what extent those factors are affecting for the retention. And also to identify the ways and means on how to improve those factors in a way to make the people retain within the organization.

1.3. Objectives of the study

1.3.1 General Objective

To identify that what are the main determinants for the instructors retention

within the academic of vocational training authority .

1.3.2 Specific Objectives

1. To identify whether Employee recognition have an impact on instructors " retention in academic staff of VTA.

2.To identify whether Superiors subordinate have an impact on instructors " retention in academic staff of VTA.

3. To identify whether existing salary and reward have an impact on instructors " retention in academic staff of VTA.

4. To identify the whether present working environment have an impact on instructors " retention in academic staff of VTA.

1.4 Significance of the study

1. These findings are expected to be of value and interest; As discoveries, administrators can generate new ideas that help the TVET sector retain a instructors.

2. This study provides an opportunity for the researcher to understand what are factors influencing for the instructors retention.

3. To propose solutions and recommendations for retaining instructors within an organization.

4. Researcher will be able to explore more on the subject and enhance the knowledge with regarding the instructors retention.

5. This study will help the readers to understand what is retention and what are the factors affect for the retention and also what are the solutions and recommendations that can be given to make the employees retain within the organization in the case where the employee retention is low.

6. It will allow the readers to understand how the instructors retention is needed for the sustainability of the organizations in this competitive environment.

7. This study explores the factors affect for the employee retention and solutions and recommendations will be given to increase the retention. Therefore this study will provide the management to understand how to make employees retain within the company.

8. This study will explore the direct impact of employee retention in the context of the country's economic and national development.

1.5 Chapter Summary

This chapter provides the framework to the overall study which included brief description on the background of the study including, about the company selected for the study, problem that going to be addressed, the main objectives of the study .

The next chapter will provides a comprehensive background to the study by giving a detailed analysis of literature review regarding the dependent and independent variable.

CHAPTER 02:<u>Literature Review</u>

2.1.Introduction to the chapter

This section of the study provides a comprehensive background to the study addressing and giving in detailed analysis of literature regarding the dependent variable which is the employee retention and subsequently employee recognition, superior subordinate relationship, salary and reward system and working environment which are the independent variables too will be described. And then the relationship between the dependent and independent variables will also be generated.

2.2. Dependent Variable

2.2.1. Instructors Retention

Employee retention means the organizations ability to keep its employees with itself. Retaining best and competitive employee is highly essential for the performance of the company. It is also described that the employee retention is all about encouraging employees to remain in the organization for a long period of time or until the completion of the project (Baruah, 2013).

Zineldin (2000) has viewed retention as an obligation to continue to do business or exchange with a particular company on an ongoing basis. Employee retention is all about keeping good people. There is much to do with the organizational culture and on how the employer treats people. Cole (2000) has identified that employees stay at such companies where there is a sense of pride and will work to their fullest potential.

During the past decades there were plenty of good jobs and plenty of talent available to fill these jobs. Employers had their own choice of whom they would

hire to fill these vacancies. The jobs to be done also were not very complicated therefore if lost an employee it was not that difficult to find a replacement too. During that time the societal trend was to work for a one company a long time as a result workers tend to stay with one employer for many years and for them earning the gold watch was an honorable thing. But there were some discontent among a lot of those people and they were preferred to leave the organizations to try on another job but they were discouraged by the societal trend (Herman, 1999)

According to (Dibble, 1999)the relationship exists between the employer and employee during past was paternalistic. They basically had a contract on loyalty and entitlement, where employees become loyal by remaining with their employer and doing a good days work and the employers are entitled to take care of the employees and provide them with a good days pay. But later on due to industrial revolution this paternalistic relationship has broken down. Employers have no obligations to workers they provide them with bad working conditions, use child labour, give hard work to women, cheat employees for their pay and labour exploitations are some ways where they mistreat the employees. As a result employees on their own began to form unions to redress this loss of the mutual relationship between them and employers. Unions negotiate the pay increases, additional benefits and improved working conditions, and then not only those but the non-union employees to enjoy the benefits that gain.

According to Panoch (2001) globalization has caused many challenges that involved with the successful operation of the businesses. Not only the globalization but the organizations are also challenged both from outside by technology and from inside by the demands of the changing workforce(Dibble,1999).The companies, in

order to survive throughout these challenges due to the globalization, use advanced technology and changing and manage these challenges properly.

Globalization has not only increased competition among organizations but also has created new opportunities for the workforce (Hanif&Yunfei, 2013). Today the global economic environment has changed drastically and continues to do so. Social developments such as continuous globalization, technological innovation, and growing global competition pressurize the companies to maintain their competitive advantage to compete with the companies exist worldwide. Therefore employee retention has become a one such challenge faced by almost all the organizations according to (Snell, Bohlander & Vohra, 2010) and (Walker, 2001) has the view that managing and retaining promising employees was an important fundamental mean of achieving competitive advantage among the organizations. This need makes it vital for the company to evolve through developing its employees and secure and retain the skilled employees who plays an important role in this process, because the competitive advantage of the company depends on the knowledge and skills of the employees (Kyndt et.al, 2009).

Due to globalization now a day the numbers of organizational mergers and acquisitions have increased and that leads to many downsizings and re-structuring. This left the employees feel unhappy about the companies that they are to work and also become worried over the concerns of overall job security. As a result, employees tend on making Strategic career moves to guarantee their employment to become satisfied and ensure their job security (Sinha, 2012)

Organizations are continually becoming more diverse. The workforce too gets complex with the diverse people come together to work with different gender, race, religion, physical disabilities, and also with different age ranges. Managements are

increasingly becoming more concerned with keeping the hard-working employees that they already have, instead of spending excess time and money on finding new ones. That is because the labor market is tight, and good employees are increasingly becoming more difficult to find(Panoch, 2001).

During the past time business leaders undervalue the increased rate of employee turnover which results low employee retention (Phillips & Connell, 2003). But (Panoch, 2001) forwarded the view that business leaders of organizations today take great care in retaining its valuable employees and good employees as they are increasingly becoming more difficult to find People factor or the employees are the single most valuable element within the organization. Without them it is simply impossible to do business or generate revenues. No matter whether the employee is junior or senior all of them who perform functions in the organization are important to be retain as they are the puzzle pieces that fit together to create the larger picture of organizational success. Missing one of these pieces will make a cavity in the bigger image and so like stops the company from being successful. So to keep these employees within the organization the employer must understand the perspectives of the employees' in order to target on particulars that might impact on employee retention.

2.3.Independent Variables

2.3.1.Employee recognition

Employee recognition is something given in return to an employee's effort or dedication at work and for the achievement of the results. It can be a praise which costs nothing, or can be a sincere gesture of appreciation or congratulation, or may be given to the employee symbolically by offering an award for their achievement

Employee recognition programs can be powerful tools in increasing the employee retention. Many companies use many ways for recognizing employee accomplishments. And according to (Walker, 2001) recognition from bosses, team members, coworkers and customer enhance the loyalty of the employees and in return increases there stay within the organization. Therefore it was found that employee recognition is important for workers and they want their work to be followed recognized and appreciated.

Good performance management programs can be taken into help to recognize good performance of the employees and that help to retain the best talent pool (Snell, Bohlander & Vohra, 2010).

Phillips & Connell (2003) described that in addition to monetary rewards, employees expect credit for what they have done and what they have accomplished. Periodic feedback and recognition has been an important part and the employees seek workplaces where they can be acknowledged in a more systematic way.

Cole (2000) suggests that people will work to their fullest potential and stay at companies where there is a sense of pride. Also the staff has to be considered more than employees but as valuable individuals with unique competencies and characteristics who require appreciation as much as a paycheck.

According to (Kwenin, 2013) the employee recognition is an essential factor in retaining employees where organizations should communicate their past, present, and future plans towards their employees who achieve extraordinary results and make them feel that their position is secure within the organization.

Recognition can be offered to the employees in the form of monetary or via non-monetary forms. Career advancement is also one such form of giving recognition to the employees.

In a case of group achievement if the leaders of the company are being richly awarded but if the subordinates are not been awarded in a significant manner then the subordinate employees become dissatisfied (Feldman, 2000). Therefore employee recognition has to be made in accurate manner where none gets dissatisfied otherwise there will an impact over the employee retention.

Skill recognition provided for employees for their personal job accomplishments is an effective retentionstrategy for employees at any hierarchical level within the organization (Yazinski, 2009).

2.3.2. Superior Subordinate Relationship

Superiors for an employee are the ones who are in higher levels of the hierarchy than where the employee is. They may be either supervisors or managers. These superiors must be able to know how to motivate employees and to get the highest potential out of them to increase the productivity while reducing the costs. For this the two parties must create friendly relationships in between each other.The relationship exists between superiors and subordinates play a very vital role in employee retention

The living face of the organization is the supervisors or the leaders who we call as the superiors. The intentions of employee turnover gets very low remaining a highly retained staff within the organization if they maintain open communication and maintain good relationships with their subordinates.

Most of the employees leave their superiors or leaders but not their jobs. So the support of superiors is strongly essential in making employees retain in their jobs. And if the employees were offered high support then they will never seek for new employment opportunities externally. Zenger, Ulrich and Smallwood (2000) also

have described that the superior – subordinate relationships are also one of the factors affect for prolonged stay of the employees in the organization.

According to Lee (1997) the quality of the superior-subordinate relationship and communication is very importance for the employees as well as for the organization because subordinates identify their immediate superior as their source of getting primary valuable information from the top management of the organization and also they think that their superior represents them in all the cases. Therefore this relationship has a high effect over the retention of employee.

Superiors play an important role when it comes regarding employee development. They must become coaches to help people manage their careers and also should support them to achieve them their goals and to reach towards their destinations. It is also important for superiors to simply show that they care about their subordinates and pay respect to them. This is an intangible incentive that can make a big difference in employee motivation (Moses, 2000). The motivated employees who are really satisfied to work with their superiors tend to retain within the same company for a long period of time. Likewise conversely when the quality of this relationship is poor or disturbed, then the superior offers only limited support for the achievement of goals, little trust, no respect, and no additional benefits on top of what is included in their given contract of work. This has an effect on reducing the worker's performance, their intention to retain within the same company and also the supervisor's leadership effectiveness (Gerstner and Day, 1997).

2.3.3. Salary and Rewards

Salary increases should be structured by the companies to stay competitive within the market sector, geography and for the maintenance of their position. Salary levels should distinguish between properly by ensuring that those individuals performing in the top quartile are paid over and above than those who were in the bottom quartile.

Salary is much more important in the retention of employees and it is disadvantageous to have it way below the market and it is advantageous to have it way above the market. In the salary pay systems there must be a little differentiation between average and superior performers (Rynes et. al, 2004).

(Agarwal, 1998) gave an explanation to the term reward as something that the organization offers to the employees in response of the work that they perform and also it is something which is desired by the employees. Basically they are offered in order to make the employees motivated for doing well with positive behavior and also to do better in future. (Silbert, 2005) forwarded the view that reward is important because it has an impression on employees which tells them that they are valued in the organization.

Over the past few years it reveals that the ratio between executive and nonexecutive salary and rewards packages has increased to a very substantial degree and made a gap between the earnings of the either parties. The employees who come across with unfairness with the presence of this gap search for a change in their work place. There are few outcomes that the companies expect to have through their competitive salary and reward system packages and they are the attraction, retention and productivity of the employees.

Employers can be more proactive towards the upcoming challenges and problems through using salary surveys to benchmark the salary level and other rewarding practices against other organizations (Rynes et. al, 2004)

A proper salary and reward system is one of the largest factor affects for the retention of employees. It plays a significant role in attracting and retaining good employees specially the ones who have outstanding performance or unique skills where it is not wastage for the organization to invest more amounts to attract candidates who perform well.

According to (Lawler, 1990) in a company if the work is simple and requires very little training and expertise then the company adopt a low salary and reward scale to attract and retain them. But if the work is hard to perform which requires high amount of training as well as expertise on the relevant subject field then the salary and the reward scale that offer is high.

The salary and rewards system affects for the building up of strong organizational commitment. But some researchers argue that money is not a primary retentions factor while it is not highly necessary to keep the employees stick to the organizations (Brannick, 1999). Some companies try to emphasize a team environment, but continue to reward people for individual achievement (Feldman, 2000). These inconsistencies can cause frustrations among the employees and this may have a negative impact over the retention of employees. Highhouse et al. (1999) describes that only pay is not sufficient to retain the employees and he further said that low pay package will drive workers out the organization but it is not necessary to have a high pay package always to bring and keep the workers within the organization.According to (Sinha, 2012) many organizations claim to raise the salaries of employees based on their performance, seniority and also there

is a clear cut differentiation between the salary levels of the employees of different hierarchical levels. And rewards are given to the employees based on their performance in additions to their salaries.

2.3.4 Working Environment

Some employees do pay a high level of importance on working in a caring and a supportive environment (Phillips & Connell, 2003).If they have not received a better and a nurturing work environment they will move to another organization. The nature of work environments at all levels has become a cause for many employees to leave or retain their current organizations

According to (Miller et al, 2001), employees get benefited by work environment that provide sense of belonging. The working environment of the organization should appreciate learning and must contribute positively to employee retention because it makes people feel acknowledged for their strengths and it creates possibilities to develop the competencies as well as the qualities of the employees (Kyndt, 2009).

The work environment includes a friendly, well-designed, safe physical space, good equipment and effective communication, which will improve productivity. Well-designed and organized work environment make significant differences to how people feel about their work. Working environment emphasis an important messages on how much the organization value the employees in it and the standards it expects from these employees (Kwenin, 2013)

The organizations must focus on how to provide better jobs with great work environment to retain employees by meeting the current and future needs of the employees (Kwenin, 2013).

The work environment should be both learning and developing wherein employees both learn and work. More specifically the factors such as guidance and appreciation at work, the pressure of work, the amount of empowerment and the responsibility that employees experience, choice in job tasks and development, provision of challenging and meaningful work, and advancement and development opportunities affects highly for the retention of employees (Sinha, 2012).

2.3.5 General Review on Literature

The Retention can be divided into three broad dimensions as social, mental and physical dimensions. The mental dimension of retention consist of work characteristics, employees always prefer flexible work tasks where they can use their knowledge and see the results of their efforts which, in turn, helps in retaining the valuable resources. The social dimension consists of the contacts that the employees have with other people, both internal and external. The physical dimension consists of working conditions and pay (Baruah, 2013)

(Wells & Thelen , 2002) have stated in their study that organizations which have generous human resource policies, have a very good chance to satisfy and retain employees by providing them an appropriate level of privacy and sound control on work environment which enhances the motivation levels to commit with the organization for the long term.

Replacing an employee is time consuming and expensive. The company has to spend high costs on replacement and training of new employees (Snell, Bohlander & Veena, 2010).

Intellectual capital is always an important asset for any organization. Therefore organizations like to invest more on these assets (Hanif & Yunfei, 2013). Gberevbie (2010) said that there is a direct relationship between employee turnover and

organizational performance as if the employee turnover is high then organizational performance will decline and same time if employee turnover is low then organizational performance will move upward. As employee retention is an important issue Lockwood & Ansari (1999) suggested several strategies for retaining key employees which mainly include HR practices.

Employee retention is a complex but a phenomenon with great importance to all organizations as the human capital is critical for the organizations short and long term sustainability. This is because the employees who retain will give their hand on improving the quality of work out puts as the employees are on average more experienced. And also they have been found to be more productive and focused on their roles. The investment that the organizations have to made on employee induction and training to produce the productive outputs also become less due to retaining employees. (Arnold, 2005)

The competitive advantage of the organization within its market is built upon its rare, valuable, unique and sustainable resources. One of these most valuable resources are the employees of the organization therefore the organizations should ensure the retention of human resources. And the organizations implement and practices variety of Human Resources practices, policies and strategies in order to maximize their capability to retain the employees

The employee retention has a significant effect on the implementation of the organization's strategic goals and objectives and may eventually cause a decline in productivity if the employee retention is low. Not only that according to (Mello, 2007) the employee retention is also important for the achievement of the customer satisfaction

Employee retention is a vital issue and a challenge to all the organizations now days. There are numbers of factors which promote the retention of employees. They may be external factors, internal factors or the combined effect of both. Human resource practices counts a lot in this regard

When the organization loses its employee it lefts a negative impact on innovation, customer satisfaction and knowledge gain during the past years and overall on the profitability of the organization.

Previous researches suggested that several factors were there which play pivotal role in employee retention (Cappelli, 2000). Employees stay loyal within such organizations where employee have value, sense of pride and work to their full potential (Cole, 2000).

Hiring of qualified candidate is essential for the success of organization and they spent enormous efforts to attract handfuls of employees, but their retention is much more important than hiring; because a huge amount has to be investing on the induction and training of these newly hired employees. Therefore the cost of replacing of old employees with new is very high.

When Employee leaves the job, organization lost not only employee, but also the customers & client who ware loyal with the so cold employee who left the organization

Nowadays not only high salary and designation but there are many significant factors essential to retain employees within the organization. Work environment, rewards in addition to salary, employee recognition, and superior subordinate relationships are some of them. The cost that has to spend over improving existing employees through employee development and talent

management programs is lesser than the cost that has to spend over acquiring new talents. As the organizations know about their employees, their wants & desires developing the retaining staff is easy as well as cost effective (Sinha, 2012).

CHAPTER 03: Methodology

3.1 Introduction

This section deals with the methodology used in carrying out the research. It includes the research design, population of the study, sample of the study, sampling techniques and sample size, research instruments, data collection procedures and data analysis techniques.

3.2.Conceptual framework

In this study the factors affecting for the employee retention will be measured under two criteria as independent variables and dependent variables.

Independent variables (Problematic)

Independent variables are the variables that varied or manipulated by the researcher. This is the cause.

Dependent variable

Dependent variable is the response that is measured. This is the effect

Independent Variables   **Dependent Variable**
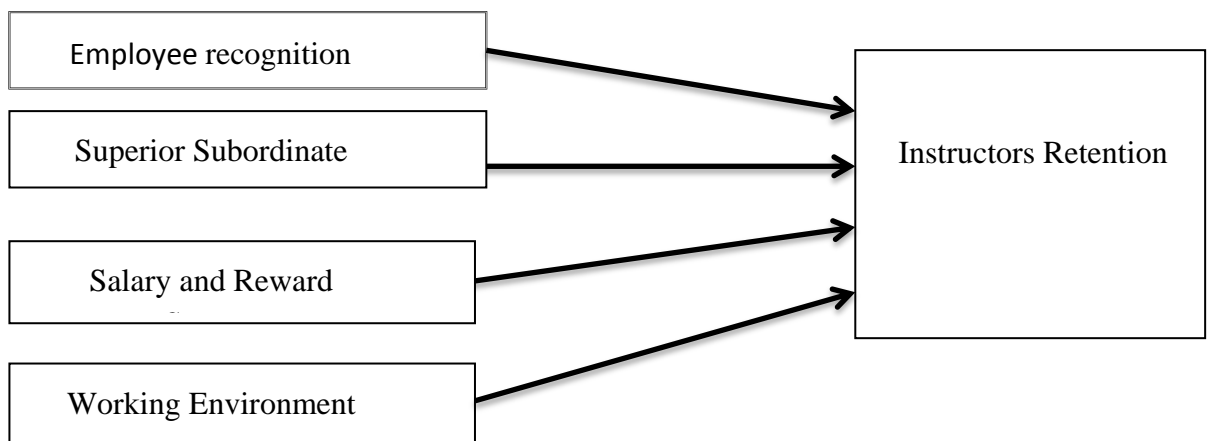
Figure 3.1 The conceptual frame work of the research

The conceptual framework in figure 3.1 highlights the **Organizational Factors that affect Instructors' Retention in the Academic Staff** which are the inputs. Instructors retention ' depends on Employee recognition, Superior Subordinate

Relationships, Salary and Reward, Working Environment.. This eventually determines Instructors retention which may be measured by increase in Instructors retention rates, retention rates and competent rate. But reduce dropout rate. The institution should provide adequate welfare benefit, rewards, increase salary, and appreciate employee performance.

3.3. Hypothesis Development

H_{1a} - There is a significant impact of between Employee recognition and employee retention..

H_{2a} - There is a significant impact of between Superior subordinate and employee retention.

H_{3a} - There is a significant impact of between Salary and reward system and employee retention..

H_{4a} - There is a significant impact of between Working environment and employee retention.

3.3. Research Design

Research is quantitative in nature. This study is based on investigating whether there is an Organizational Factors that affect Instructors' Retention in the Academic Staff effect relationships among the variables. This research is survey research design and is an efficient way of gathering information. Researcher was follow the most common descriptive research methodology for this study. This method is used to collect a relatively large number of data at specific times.

In order to achieve objectives of the study, a self-administered questionnaire was used to collect data. Hence, the researcher interference on normal flow of event was minimal. The type of the investigation of this study is therefore make correlation rather than causal. Because this study attempted to analyze the relationship between the dependent variable and independent variables.The time horizon of the study was a cross-sectional time frame because the researcher filled out the questionnaire himself

and collected data within that time frame.. It includes specific objectives and clearly defined issues.

3.4. Population of the Study

The accessibility to the total population of Vocational training authority   is District vocational training centers (DVTC),National vocational training centers(NVTI) and Vocational training centers(VTC). There are District Vocational Training Centers throughout the island and there are a large number of 122 instructors resigned the District Vocational Training Centers.

 At the same time There are National vocational training centers throughout the island and there are instructors resigned from National vocational training centers it was 26. At the same time There are vocational training centers throughout the island and there are instructors resigned from vocational training centers it was 19. Therefore, The researcher was selected all training centers instructors as a final samples. That was shown table 3.1 In the last five years.

Table 3.1 Source: MIS information

No	Name of training centers	No. of instructors left VTA
1	VTC	19
2	DVTC	122
3	NVTI	26
4	**Total**	**167**

3.6. Sample Size and Sampling Method

The researcher intends to select a sample from the District vocational training centers (DVTC),National vocational training centers(NVTI) and Vocational training centers(VTC). for the study. it was obtained from the instructors who are resigned from the organization. The following sample population was selected to represent District vocational training centers (DVTC),National vocational training centers(NVTI) and Vocational training centers(VTC) to select the final sample Size of 167 instructors as highlighted in the Table 3.1 as given billow.

Table-3.2 Population of the study

Stratum	Study Unit [Trainees]
	Western province Centers
Population Size	167
Final sampling	167

3.6 Data collection Instruments

Questionnaires are the main data collection tool for this study. The information expected to be collected from the tools is given in the questionnaire. The questionnaire was designed to get information from the instructors and the instructors answered the questionnaire.

3.7 Data Analysis Techniques

In this study data was analyzed by quantitatively. Data collected by questionnaire. quantitatively data was analyzed through organizing responses in the themes as per the objectives of the study. The data was analyzed according to major themes related to Organizational Factors that affect Instructors' Retention in the Academic Staff conducted by vocational training authority. Responses to the questionnaire was be analyzed using Microsoft Excel software package and as percentages in graphs, tables and charts.

The descriptive statistic measurements such as mean, median, percentages and charts etc...used to analyze data. In addition to descriptive statistics and regression used to test the hypothesis relationship. Through it, it was explored whether there was a significant impact among the organizational factors influencing the retention of instructors within the academic staff. All results analyzed by using Statistical Package for Social Sciences (SPSS) 21.0 version.

<p align="center">**CHAPTER 04 : Data Presentation And Analysis**</p>

4.1   Introduction to the chapter

This chapter presents the data analysis of the study. The study was conducted to find out the Institutional Factors affecting Instructors' Retention in the Academic Staff of Vocational Training Authority, Sri Lanka.

The sample was consisted of 167 instructors. Data was collected by using questionnaire. Data analyzed through SPSS software package and data represents as graphs, tables and charts. The findings of the study were organized according to research problem, and objectives. According to the Correlation analysis and regression analysis determined the hypothesis is accepted or either rejected.

4.2 Quantitative Analysis

4.2.1 Demographic variable analysis

Demographics which define the characteristic composition of the respondents will be analyzed in this section. A general of information the questionnaire comprises of questions based on gender, age.

4.2.2 Gender

 The sample selected for the study consists of male as well as female employees.

Table 4.1 The Gender Distribution of the Respondents

<p align="center">**Gender**</p>

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	51	30.5	30.5	30.5
	Female	116	69.5	69.5	100.0
	Total	167	100.0	100.0	

The Gender Distribution of the Respondents

Gender
- male
- female

30.54%

69.46%
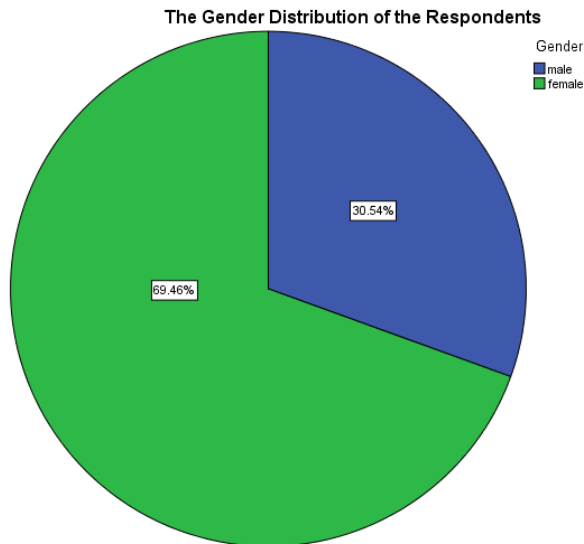
Figure 4.1The percentage of the Gender distribution of the respondents

According to the above representation 30.5% is male and only 69.5% are female. The majority of the sample is female while minority of the sample of instructors of the Vocational Training Authority is a male.

4.2.3 Age

Age of the respondents were categorized under two categories such as, 22-26, and 27 above.

Table 4.2 The Age in year of the Respondents

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22-26	80	47.9	47.9	47.9
	27 above	87	52.1	52.1	100.0
	Total	167	100.0	100.0	

Figure 4.2 The percentage of the age distribution of the respondents

According to the data gathered it was found that 167 of respondents which represent the majority are between the age limit of 27 above and that as a percentage of total sample is 52.1%. Then the second largest age group was 22-26 category with 47.9% .This indicates that most of the respondents are relatively belongs to the age limit of 27 above . Accordingly, the instructors of the Vocational Training Authority can confirm the resignation of the instructors who are over 27 years of age.

4.2.4 Professional Qualifications

Professional Qualifications of the respondents were categorized under five categories such as, NVQ level 4, NVQ level 5, NVQ level 6, NVQ level 7,and more than three years courses.

Table 4.3 The Vocational training of the Respondents

Vocational qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	level4	67	40.1	40.1	40.1
	level5	48	28.7	28.7	68.9
	level6	5	3.0	3.0	71.9
	level7	8	4.8	4.8	76.6
	three years	39	23.4	23.4	100.0
	Total	167	100.0	100.0	

Figure 4.3 The percentage of the Professional training respondents

According to the data gathered it was found that 167 of respondents which represent the majority of Vocational training qualification NVQ Level 4, and that as a percentage of total sample is 40.1%. Then the second largest Vocational training qualification NVQ Level 5 , and that as a percentage of total sample is 28.74%. Then the third largest Vocational training qualification three year courses who are followed,, and that as a percentage of total sample is 23.35%. Then the fourth largest Vocational training qualification NVQ Level 7 , and that as a percentage of total sample is 4.79%. Then the 5 [th] largest Vocational training qualification NVQ Level 6 , and that as a percentage of total sample is 2.99%. Accordingly, the instructors of the Vocational Training Authority can confirm the majority of resignation instructors who had professional qualification NVQ Level 4.

4.2.5 Work experience

Work experience of the respondents were categorized under three categories such as, Year 1 to 3, Years 4 to 6 , and more than 6 years of the working experiences .

Table 4.4 The Work experience of the Respondents

Work experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	from 1 to 3	60	35.9	35.9	35.9
	from 4 to 6	81	48.5	48.5	84.4
	6 above	26	15.6	15.6	100.0
	Total	167	100.0	100.0	

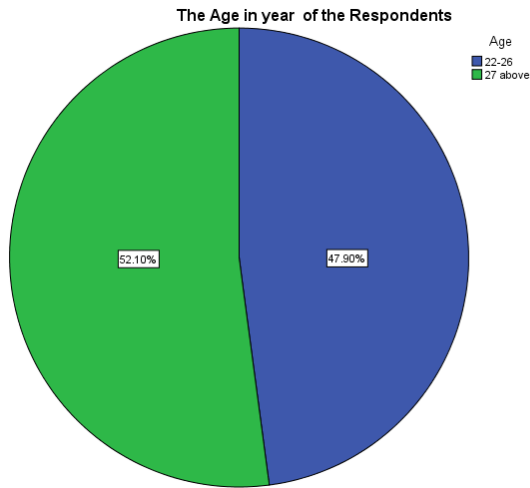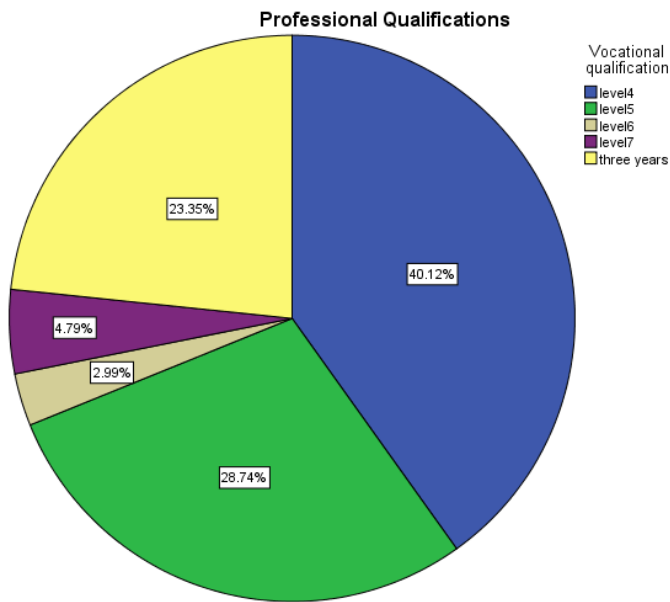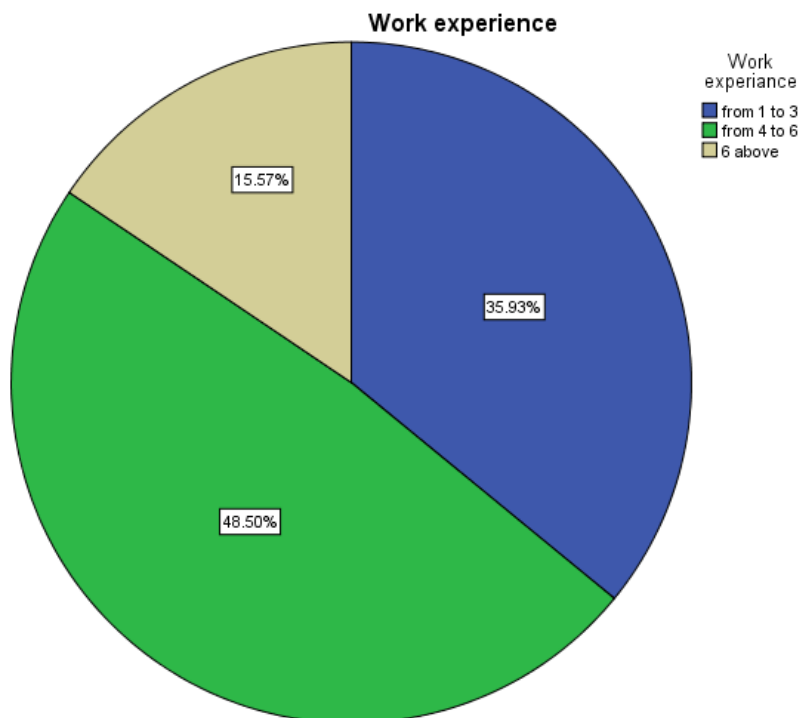**Figure 4.4 The percentage of the Work experience respondents**

According to the data gathered it was found that 167 of respondents which represent the majority of work experience from year 4 to 6, and that as a percentage of total sample is 48.50%. Then the second largest work experience from year 1 to 3, and that as a percentage of total sample is 35.93%. Then the third largest work experience

more than 6years, and that as a percentage of total sample is 15.57%. Accordingly, the instructors of the Vocational Training Authority can confirm the majority of work experience instructors who had work experience from year 4 to 6.

4.3 Descriptive Statistics

Descriptive statistics are used to describe the basic features of the data in the research study. It provides a summary about the sample and the measures/variables. In the other words, descriptive statistics implies a simple quantitative summary of a data set; especially for continuous variables to recognize the overall behavior of the variable. Mean, median, mode and the standard deviation for variables constructs in the conceptual framework are given in figure 3.1 which will make the foundation for more comprehensive inferential statistical analysis in the study.

Table 4.5: Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Employee recognition-Total value	167	9.00	21.00	13.5150	2.17836	.144	.188
Superior Subordinate Relationship-Total value	167	12.00	61.00	16.4192	4.39788	6.362	.188
Salary and Rewards-Total value	167	10.00	18.00	13.4431	1.74454	.455	.188
Working Environment-Total value	167	14.00	24.00	18.0479	1.83936	.370	.188
Instructors Retention-Total value	167	11.00	21.00	16.0000	1.97576	-.085	.188
Valid N (listwise)	167						

As depicted in table 4.5, all the mean values for five variables indicate a moderate behavior of those variables, which is not more or not less. Also, the values obtained for standard deviation the data is in relation to the mean. Low standard deviation means data are clustered around the mean, and high standard deviation indicates data

are more spread out. Hence, this is Low standard deviation therefor, the totaled date series is forwarded for further analysis.

4.3.1 Validity

Table 4.6: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.746
Bartlett's Test of Sphericity	Approx. Chi-Square	2712.457
	df	378
	Sig.	.000

This table shows how much questionnaire is valid. This table shows Kaiser-Meyer-Olkin Measure of Sampling coefficient (0 .746) is greater than 0.7 and on the other hand, Sig value is 0.00 ($\leq$ 0.05), indicate that questionnaire is valid. Since the KMO Measure of Sampling Adequacy meets the minimum required level, there is no requirement to examine the Anti-Image Correlation Matrix. If the Sig value for this test is less than the alpha level; 0.05, it indicates that the population matrix is identical. Hence, the KMO and Bartlett's test have obtained above of the minimum accepted statistical standards to proceed with further hypotheses testing.

4.3.2 Reliability

Table 4.7: Reliability

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.639	.630	28

The accepted minimum value for the coefficient is 0.6. The Cronbach's Alpha value used to determine the internal reliability of scales. As depicted in table 4.7 Cronbach's alpha values of all the constructs / variables / dimensions in the current study are greater than 0.6 (.630). Hence, the measurement scales are said to be reliable.

4.4 Analysis the central tendency for each of the Independent Variables

The behavior of each independent variable is analyzed through the measures of the central tendency such as Mean, Median, Mode, and Standard Deviation. The central tendency measures for each of the question which asked under each independent variable will be recorded in a table and then the average measure for all the questions under each independent variable will be depicted at the last in the same correspondent table. Finally the behavior of each of these independent variables is discussed with the aid of these statistics and the following Likert scale will be used to measure these central tendency measures.

Strongly Disagreed	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

4.4.1. Employee recognition

Five questions have been asked under this independent variable and they are as follows.

- **Q₁** - Working as a instructor gives you personal satisfaction.
- **Q₂** - The parents of your students will assist you in the public affairs of the training center.
- **Q₃** - Feel free to comment to any other counselor who seeks your advice
- **Q₄** - You are invited to attend special events of the institution
- **Q₅-** Letters of appreciation related to the special work you do by your superior are included in the personal file

Table 4.10 Summary statistics of the Employee recognition variable

		EPRQ1 Working as a instructor gives you personal satisfaction	EPRQ2The parents of your students will assist you in the public affairs of the training center.	EPRQ3Feel free to comment to any other counselor who seeks your advice.	EPRQ4You are invited to attend special events of the institution	ERPQ5Letters of appreciation superior are included in the personal file
N	Valid	167	167	167	167	167
	Missing	0	0	0	0	0
Mean		2.90	3.32	3.17	2.68	2.64
Median		3.00	3.00	3.00	2.00	2.00
Mode		2	3	2	2	2
Std. Deviation		1.235	1.322	1.196	1.104	1.054

According to the above table the mean value of the responses that has been given for Q1, Q2, Q3, Q4 and Q5 are 2.9, 3.32, 3.17,2.68 and 2.64 respectively. It can be clearly seen that questions Q1, Q4, Q5, all these values are greater than 2 and more towards the value 3 which represents "Neutral" state according to the Likert scale of this research. And the same time questions Q2, Q3, all these values are greater than 3 and more towards the value 4 which represents "Agree" state according to the Likert scale of this research.

Also for Q1, Q3, Q4, Q5 each question has a corresponding mode value of 2. But except Q2. The majority of the responses to each of those questions can be seen in this case given as 2. Thus it can be understood that many instructors have "disagree" in the Likert scale which used in this questionnaire.

At the same time the values of the standard deviation which received for the Q1, Q2 , Q3, Q4 and Q5 respectively are 1.235, 1.322 , 1.196, 1.104 and 1.054. All of those standard deviation values are small fraction values which is lesser than 2. Therefore most of the responses of each of those questions lie around the corresponded mean values.

Therefore we can say that the more responses are towards the disagreed state. By considering all those it can be concluded that most of the instructors have very closer tendency towards disagreed state that there is a Instructors' Retention in the Academic Staff of Vocational Training Authority of Sri Lanka.

4.4.2. Superior Subordinate Relationship

Six questions have been asked under this independent variable and they are as follows.

- **Q1**- Top Administrators Support My Duties.

- **Q2** - Top officials listen to the views of instructor

- **Q3**- The senior officer will explain the responsibilities of their job to the new instructors.

- **Q4** - You get stressed out while on duty at your job

- **Q5** Administrators support the correct decisions of instructor
- **Q6** Administrators listen to the grievances of instructors

Table 4.11 Summary statistics of the Superior Subordinate Relationship variable

		SSRQ1Top Administrators Support My Duties.	SSRQ2Top officials listen to the views of instructor	SSRQ3The senior officer will explain the responsibilities of their job to the new instructor	SSRQ4You get stressed out while on duty at your job	SSRQ5Administ rators support the correct decisions of instructor	SSRQ6Administ rators listen to the grievances of instructor
N	Valid	167	167	167	167	167	167
	Missing	0	0	0	0	0	0
Mean		2.95	2.84	3.08	3.04	2.86	2.83
Median		3.00	3.00	3.00	3.00	3.00	3.00
Mode		2	2	3	3	2	2
Std. Deviation		1.281	1.294	1.313	1.364	.907	1.240

According to the above table the mean value of the responses that has been given for Q1, Q2, Q3, Q4, Q5 and Q6 are 2.95, 2.84, 3.08, 3.04, 2.86 and 2.83 respectively. It can be clearly seen that questions Q1, Q2, Q5, Q6 all these values are greater than 2 and more towards the value 3 which represents "Neutral" state according to the Likert scale of this research. And the same time questions Q2, Q4, all these values are greater than 3 and more towards the value 4 which represents "Agree" state according to the Likert scale of this research.

Also for Q1, Q2, Q5, Q6 each question has a corresponding mode value of 2. But except Q3, Q4 .The majority of the responses to each of those questions can be seen in this case given as 2. Thus it can be understood that many trainees have "disagree" in the Likert scale which used in this questionnaire.

At the same time the values of the standard deviation which received for the Q1, Q2, Q3, Q4, Q5 and Q6 respectively are 1.281, 1.294 , 1.313, 1.364, 0.907 and 1.240. All of those standard deviation values are small fraction values which is lesser than 2. Therefore most of the responses of each of those questions lie around the corresponded mean values.

Therefore we can say that the more responses are towards the disagreed state. By considering all those it can be concluded that most of the instructors have very closer tendency towards disagreed state that there is a Instructors' Retention in the Academic Staff of Vocational Training Authority of Sri Lanka.

4.4.3. Salary and Rewards

Five questions have been asked under this independent variable and they are as follows.

- **Q1**- You are satisfied with the monthly salary received by the institution.
- **Q2** - Your salary adequately meets your needs.
- **Q3**- You are satisfied with the institution's payment for scholarships and courses to enhance your vocational education.
- **Q4** - You are satisfied with the insurance and medical benefits provided to the employees in the institution ..
- **Q5**- The social status of the counselors' profession is encouraging.

Table 4.12 Summary statistics of the Salary and Rewards variable

Statistics

		SR_Q1You are satisfied with the monthly salary received by the institution.	SR_Q2Your salary adequately meets your needs.	SR_Q3satisfied with the institution's payment for enhance your vocational education	SR_Q4satisfied with the insurance and medical benefits	SR_Q5The social status of the counselors' profession is encouraging
N	Valid	167	167	167	167	167
	Missing	0	0	0	0	0
Mean		2.56	2.56	3.20	3.18	3.30
Median		2.00	2.00	3.00	3.00	3.00
Mode		2	2	4	3	3
Std. Deviation		1.210	1.283	1.301	1.258	1.195

According to the above table the mean value of the responses that has been given for Q1, Q2, Q3, Q4, and Q5 are 2.56, 2.56, 3.20, 3.18, and 3.30 respectively. It can be clearly seen that questions Q1, Q2,   all these values are greater than 2 and more towards the value 3 which represents "Neutral" state according to the

Likert scale of this research. And the same time questions Q3, Q4, Q5 all these values are greater than 3 and more towards the value 4 which represents "Agree" state according to the Likert scale of this research.

Also for Q1, Q2, each question has a corresponding mode value of 2 and Q4, Q5, each question has a corresponding mode value of 3. But except Q3, it is mode value of 4. The majority of the responses to each of those questions can be seen in this case given as 2 and 3 Thus it can be understood that many trainees have "disagree" and "Neutral" in the Likert scale which used in this questionnaire.

At the same time the values of the standard deviation which received for the Q1, Q2, Q3, Q4, and Q5 respectively are 1.210, 1.283 , 1.301, 1.258, and 1.195. All of those standard deviation values are small fraction values which is lesser than 2. Therefore most of the responses of each of those questions lie around the corresponded mean values.

Therefore we can say that the more responses are towards the disagreed state. By considering all those it can be concluded that most of the instructors have very closer tendency towards "Neutral" and "Agree state that there is a Instructors' Retention in the Academic Staff of Vocational Training Authority of Sri Lanka.

4.4.4. Working Environment

Six questions have been asked under this independent variable and they are as follows.

- **Q1**- . You are satisfied with the behavior of the trainees in the training center..
- **Q2** - You are satisfied with the security of the training center..
- **Q3**- You are satisfied with the facilities provided by the Training Center for teaching activities.
- **Q4** - The classroom has ample space for students to learn..
- **Q5**- The institution is pleased to provide a suitable and comfortable work environment.
- **Q6** A better physical work environment enhances the retention of instructor

Table 4.13 Summary statistics of the Working Environment variable

		Statistics					
		WE_Q1You are satisfied with the behavior of the trainees in the training center.	WE_Q2You are satisfied with the security of the training center	WE_Q3satisfied with the facilities provided by the institution for teaching activities.	WE_Q4The classroom has ample space for students to learn	WE_Q5The institution is pleased to provide a suitable and comfortable work environment	WE_Q6A better physical work environment enhances the retention of instructor
N	Valid	167	167	167	167	167	167
	Missing	0	0	0	0	0	0
Mean		3.43	2.35	3.11	2.81	2.71	3.08
Median		3.00	2.00	3.00	3.00	3.00	3.00
Mode		3	2	3	2	2	4
Std. Deviation		.698	.925	1.120	1.192	1.237	1.403

According to the above table the mean value of the responses that has been given for Q1, Q2, Q3, Q4, Q5 and Q6 are 3.43, 2.35, 3.11, 2.81, 2.71 and 3.08 respectively. It can be clearly seen that questions Q2, Q3, Q4 all these values are greater than 2 and more towards the value 3 which represents "Neutral" state according to the Likert scale of this research. And the same time questions Q3, Q6,   all these values are greater than 3 and more towards the value 4 which represents "Agree" state according to the Likert scale of this research.

Also for Q2, Q4, Q5, each question has a corresponding mode value of 2 and Q1, Q3, each question has a corresponding mode value of 3. But except Q6, it is mode value of 4. The majority of the responses to each of those questions can be seen in this case given as 2. Thus it can be understood that many instructors have "disagree" in the Likert scale which used in this questionnaire.

At the same time the values of the standard deviation which received for the Q1, Q2, Q3, Q4, Q5 and Q6 respectively are 0.698, 0.925 , 1.120, 1.192, 1.237 and 1.403. All of those standard deviation values are small fraction values which is lesser than 2. Therefore most of the responses of each of those questions lie around the corresponded mean values.

Therefore we can say that the more responses are towards the disagreed state. By considering all those it can be concluded that most of the instructors have very closer tendency towards disagreed state that there is a Instructors' Retention in the Academic Staff of Vocational Training Authority of Sri Lanka.

4.6. Hypothesis testing

4.6.1 Overall Measurements of the entire data set

In order to generate the statistical data scaled questions were used. There the responses are graded on continuum by using the 5 point Likert scale.

Strongly Disagreed	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Before analyzing the received responses of this research, the entire data set will be assessed in order to determine the behavior of each independent variable with the correspondent dependent variable. Independent variable such as Employee recognition have an impact on instructors, Superior Subordinate have an impact on instructors, Salary and reward have an impact on instructors, Working environment have an impact on instructors will be used for the purpose of statistical analysis of the research. Instructors Retention will be used as the dependent variable of this research. And the data gathered is tabulated as below.

Table 4.13 Overall statistical data of the research

No	Question	Total amount each question	Total amount each variable	Average each variable
Overall statistical average data of the research				
1	ERQ1	484	2456	491.2
2	ERQ2	554		
3	ERQ3	529		
4	ERQ4	448		
5	ERQ5	441		
6	SSRQ1	492	2939	489.8
7	SSRQ2	475		
8	SSRQ3	514		
9	SSRQ4	508		
10	SSRQ5	477		
11	SSRQ6	473		
12	SRQ1	428	2472	494.4
13	SRQ2	427		
14	SRQ3	535		
15	SRQ4	531		
16	SRQ5	551		
17	WEQ1	572	2921	486.8
18	WEQ2	393		
19	WEQ3	519		
20	WEQ4	469		
21	WEQ5	453		
22	WEQ6	515		

The following scale will used as a deviation of the Likert scale in order to precede the required calculations and generate an overall idea about the relationship of hypothesis.

The lowest possible value   167*1= 167

The highest possible value   167*5= 835

The possible range   835 – 167= 668

Quartiles of the range   668/5= 133
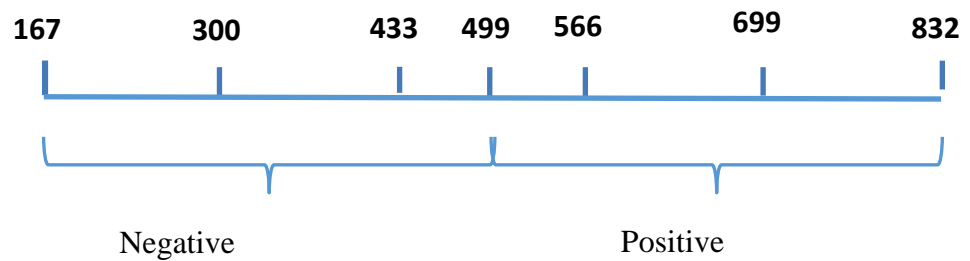
The assessment of the independent variables based on the scale developed

4.6.1.1. Employee recognition
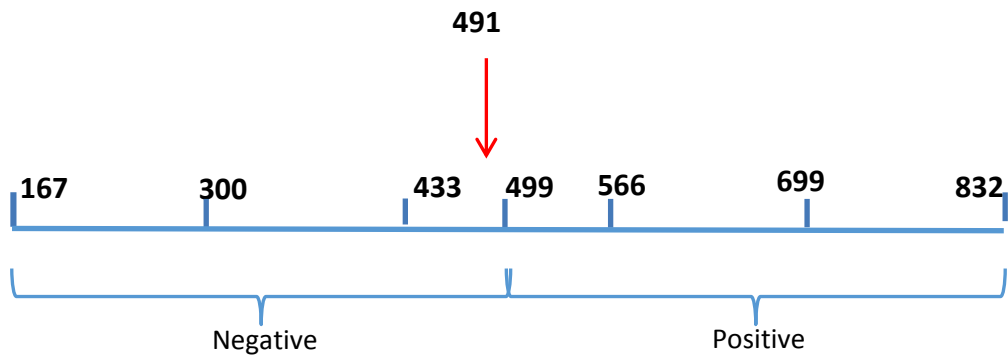
According to the scale developed the Employee recognition demonstrates a weak negative value which is 491. As a result we can determine the hypothesis, H1a. There is a significant impact of between Employee recognition and employee retention. That there is a negative relationship between the independent variable which is the Employee recognition and the dependent variable which is the Instructors Retention. Therefor hypothesis which is "Employee recognition has a negative relationship with the Instructors Retention" is not accepted.

4.6.1.2. Superior Subordinate


```
             489
              ↓
167      300      433   499  566      699      832
```
Negative   Positive
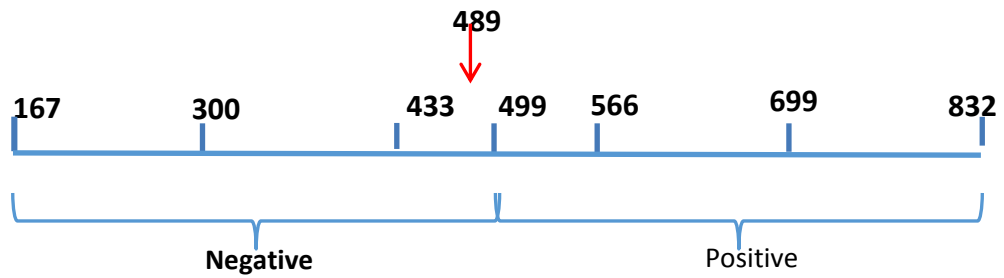
According to the scale developed the Superior Subordinate demonstrates a weak negative value which is 489. As a result we can determine the hypothesis, H2a. There is a significant impact of between Superior subordinate and employee retention. That there is a negative relationship between the independent variable which is the Superior subordinate and the dependent variable which is the Instructors Retention. Therefor hypothesis which is "Superior subordinate has a negative relationship with the Instructors Retention" is not accepted.

4.6.1.3. Salary and Reward


```
                    494
                     ↓
167      300      433  499  566      699      832
```
Negative   Positive

According to the scale developed the Salary and reward system demonstrates a weak negative value which is 494. As a result we can determine the hypothesis, H3a. There is a significant impact of between Salary and reward system and employee retention... That there is a negative relationship between the independent variable which is the Salary and reward system and the dependent variable which is the Instructors Retention. Therefor hypothesis which is "Salary and reward system has a negative relationship with the Instructors Retention" is not accepted.

4.6.1.4. Working environment
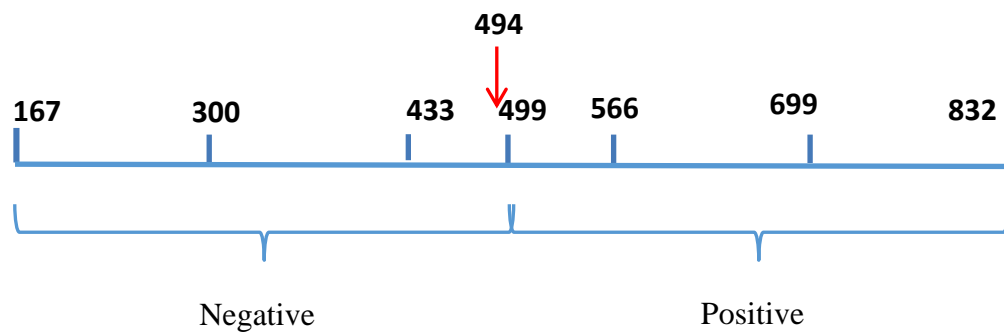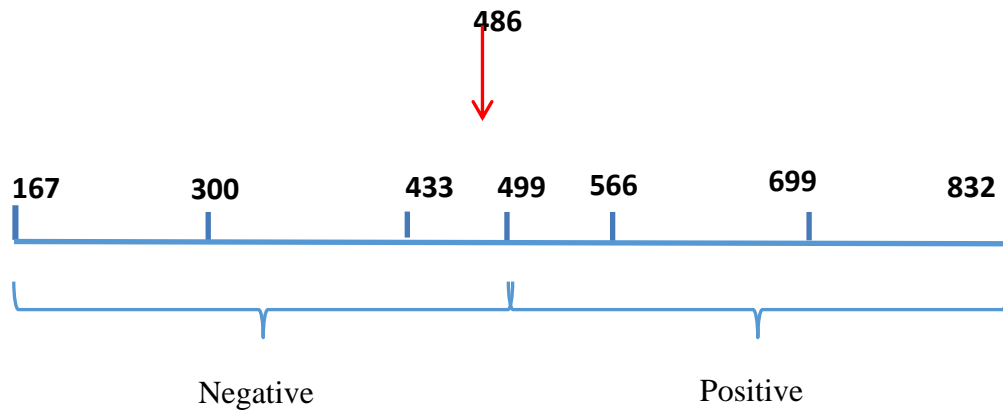

According to the scale developed the Working environment demonstrates a weak negative value which is 486. As a result we can determine the hypothesis, H4a. There is a significant impact of between Working environment and employee retention. That there is a negative relationship between the independent variable which is the Working environment and the dependent variable which is the Instructors Retention. Therefor hypothesis which is "Working environment has a negative relationship with the Instructors Retention" is not accepted.

4.7. Regression Analysis

Regression analysis is also a statistical process for estimating the relationships among the dependent and each independent variable. This will help to understand how the typical value of the dependent variable will change when the independent variable is changed.

Depending on number of independent variables researcher needs to select single regression analysis or multiple regression analysis. In this report researcher has identified Employee recognition, Superior Subordinate , Salary and Reward and Working environment as independent variable and Instructors retention as dependent variable. Therefor in this study researcher has selected multiple regression analysis to test the significant impact between variables. The average responses for all the four independent variable and the one dependent variable which has been tabulated for the correlation analysis was used for the regression analysis.

4.9. Model summary discussion

4.15 Table Model summery

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.157[a]	.025	.001	1.97526	1.519

a. Predictors: (Constant), Working Environment-Total value, Superior Subordinate Relationship-Total value, Employee recognition-Total value, Salary and Rewards-Total value

b. Dependent Variable: Instructors Retention-Total value

When consider about above table this table provide information of a R, R-square, Adjusted R-square and Standard error of the estimate and Durbin-Watson which can be used to determine how well a regression model fits the data.   According to the model summary of table 4.15, R-value represents the multiple correlation coefficient

between the dependent and independent variable. That value is 0.157, it is positive value, which it is weak correlation, because a value less than 0.4. The R-square represents the total variance for the dependent variable that can be explained by the independent variable. A value greater than 0.5 indicates that the model is sufficient to determine the relationship. In this case, the value is .025,so it is not sufficient.

The adjusted R-square shows the normalization of the results, the change in the sample results from the population in multiple regression. At least a difference between the R-square and the adjusted R-square is required. In this case, the value is R-square 0.025 and adjusted R-square value is 0.001 , which is not far off from0.025, so it is good value and adjusted R-square value is always lower than R-square value .

To check the independence of observation model summery table required to test here by using the Durbin Watson statistic to test the assumption that are residuals are independent . this statistic can vary from 0 to 4 . when this value is to close to 2 the assumption has been met. Value billow 1 and above 3 are cause for concern and may render analysis invalid. How ever according to the model summery table, Durbin Watson value is 1.519, then it is assumption has been met.

4.10 ANOVA table Discussion

This is the second table in the regression test. It determines whether the model is sufficient to determine the outcome. It looks like the following.

4.16 Table ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.933	4	3.983	1.021	.398[b]
	Residual	632.067	162	3.902		
	Total	648.000	166			

a. Dependent Variable: Instructors Retention-Total value

b. Predictors: (Constant), Working Environment-Total value, Superior Subordinate Relationship-
Total value, Employee recognition-Total value, Salary and Rewards-Total value

The elements of this table for interpreting the results are as follows:

P-value / Sig value: Usually a 95% confidence gap or 5% level of importance is selected for the study. Thus the P-value should be less than 0.05. In the above table it is 0.398 Therefore, the result is not significant.

F-Ratio: It represents an improvement in the prediction of the variable by fitting the model after considering the inaccuracy current in the model. The F ratio is greater than 1 for the efficient model. The value in the table above is 1.021 which is not so good.

Based on these results, it is estimated that the P value of the ANOVA table is greater than the tolerable significance and therefore more likely to refute the hypothesis.

4.11 Coefficient table discussion

The table below shows the relationship strength, the importance of the model variable, and the level to which it impacts the dependent variable. This analysis helps to perform hypothetical tests for a study.

Table 4.17 Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	14.901	2.501		5.959	.000		
	Employee recognition-Total value	.004	.074	.004	.051	.959	.900	1.111
	Superior Subordinate Relationship-Total value	-.056	.037	-.124	-1.509	.133	.888	1.126
	Salary and Rewards-Total value	.006	.094	.005	.062	.950	.879	1.138
	Working Environment-Total value	.104	.084	.097	1.245	.215	.986	1.014

a. Dependent Variable: Instructors Retention-Total value

According to the above table Sig. value   is very important in this interpretation. The value for the 95% confidence interval in this study should be less than 0.05, which is less than the tolerable importance for the study. Based on the significant value, the hypothesis is accepted or not accepted .

If Sig value <0.05, the hypothesis is accepted . If Sig value > 0.05 then hypothesis not accepted. If the hypothesis is accepted, it means that there is an impact. However, if the hypothesis is not accepted, it means that there is no impact.

When the determine Collinearity statistics assumption not should Violation VIF value more than 10 , accordingly this assumption   all   independent variables as

Employee recognition, Superior Subordinate , Salary and Reward and Working environment value is billow 10 ,therefore we can determine there is a no Collinearity. And same time Tolerance value is above 0.2 with each independent variable, we can determine there is a no multiple Collinearity affect. accordingly this assumption all independent variables as Employee recognition, Superior Subordinate , Salary and Reward and Working environment value is more than 0.2, therefor we can determine there is no multiple Collinearity affect. Hence, finally we can determined there is no highly correlation between each independent variables.

As sig values are less than 0.05; it can be concluded that constant is significant and should include in the final model. Similarly, significant values of Employee recognition, Superior Subordinate , Salary and Reward and Working environment which less than 0.05. Accordingly this assumption independent variable of Employee recognition,, significant values is 0.959, therefor consider about hypothesis $H1_A$ There is a significant impact of between Employee recognition and employee retention, hypothesis of above is not accepted because there is have no impact. At the same time independent variable of Superior Subordinate significant value is 0.133, therefor consider about hypothesis $H2_A$ There is a significant impact of between Superior subordinate and employee retention, hypothesis is not accepted because there is have a no impact. At the same time independent variable of Salary and Reward significant value is 0.950, therefor consider about hypothesis $H3_A$ There is a significant impact of between Salary and reward system and employee retention., hypothesis is not accepted because there is have a no impact. Finally independent variable of Working environment significant value is 0.986, therefor consider about hypothesis $H4_A$ There is a significant impact of between Working environment and employee retention , therefor hypothesis is not accepted because there is have a no

impact. And the entire hypotheses were not accepted. Having considered the aforesaid statistical evidence all hypotheses as a $H1_A$ There is a significant impact of between Employee recognition and employee retention,, $H2_A$ There is a significant impact of between Superior subordinate and employee retention, $H3_A$ There is a significant impact of between Salary and reward system and employee retention and $H4_A$ There is a significant impact of between Working environment and employee retention. formulated in the present study were not accepted. In conclusion, there is enough statistical evidence to calm that Employee retention is a not significant predictor variable of independent variable.

Table 4.18 Final summary of statistical tests

Variable	Hypothesis testing	Regression	Hypothesis
Employee recognition	(491) Negative	P= 0.959	H1-Not Accepted
Superior subordinate	(489) Negative	P= 0.133	H2- Not Accepted
Salary and reward	(494) Negative	P= 0.950	H3- Not Accepted
Working environment	(486) Negative	P= 0.986	H4-Not Accepted

4.12 Chapter Summary

This section presents Survey results of this study. Throughout the distributed questionnaires effective respondents were analyzed. The main objective of the current study is to find out the Institutional factors that affect instructors' retention in the academic staff conducted by the vocational training authority of sri lanka. The sample consisted of 167 instructors. Data was collected by using questionnaires. Data analyzed through SPSS software package and data represents as graphs, tables and charts. The first part of the chapter revealed for quantitative data analysis. In their analyzed the demographic factors of instructors.

Regarding Gender information male are 30.5% and female 69.5% respectively, According to the data gathered it was found that 167 of respondents which represent the majority are between the age limit of 27 above and that as a percentage of total sample is 52.1%. Then the second largest age group was 22-26 category with 47.9% .This indicates that most of the respondents are relatively belongs to the age limit of 27 above . Accordingly, the instructors of the Vocational Training Authority can confirm the resignation of the instructors who are over 27 years of age.

Then consider about Professional Qualifications According to the data gathered it was found that 167 of respondents which represent the majority of Vocational training qualification NVQ Level 4, and that as a percentage of total sample is 40.1%. Then the second largest Vocational training qualification NVQ Level 5 , and that as a percentage of total sample is 28.74%. Then the third largest Vocational training qualification three year courses who are followed,, and that as a percentage of total sample is 23.35%. Then the fourth largest Vocational training qualification NVQ Level 7 , and that as a percentage of total sample is 4.79%. Then the 5 [th] largest Vocational training qualification NVQ Level 6 , and that as a percentage of total sample is 2.99%. Accordingly, the instructors of the Vocational Training Authority can confirm the majority of resignation instructors who had professional qualification NVQ Level 4.

Then come to the work experience,The majority of work experience from year 4 to 6, and that as a percentage of total sample is 48.50%. Then the second largest work experience from year 1 to 3, and that as a percentage of total sample is 35.93%. Then the third largest work experience more than 6years, and that as a percentage of total sample is 15.57%. Accordingly, the instructors of the Vocational Training

Authority can confirm the majority of work experience instructors who had work experience from year 4 to 6

After that descriptive statistics are used to describe the basic features of the data in the research study. According to the Reliability test denoted that Cronbach's alpha values of all the constructs / variables / dimensions in the current study are greater than 0.6 (0.630).

The Validity Test confirmed by using exploratory factor analysis (EFA). The output of validity test verified Kaiser-Meyer-Olkin Measure of Sampling coefficient (0 .746) is greater than 0.7 and on the other hand, Sig value is 0.000 ($\leq$ 0.05), indicate that questionnaire is valid.

According to the hypotheses testing the Pearson's correlation confirmed that hypothesis as a $H1_A$ There is a significant impact of between Employee recognition and employee retention,, $H2_A$ There is a significant impact of between Superior subordinate and employee retention, $H3_A$ There is a significant impact of between Salary and reward system and employee retention and $H4_A$ There is a significant impact of between Working environment and employee retention Entire hypotheses have not significant relationship with employee retention. Further illustrating the outcome it confirmed that all the independent variables have a not relationship with the dependent variable.

When consider about Model summery table in that information of a R, R-square, Adjusted R-square and Standard error of the estimate and Durbin-Watson which can be used to determine how well a regression model fits the data.   According to the model summary of table 4.15, R-value represents the multiple correlation coefficient between the dependent and independent variable. That value is 0.157, it is positive

value, which it is weak correlation, because a value less than 0.4. The R-square represents the total variance for the dependent variable that can be explained by the independent variable. A value greater than 0.5 indicates that the model is sufficient to determine the relationship. In this case, the value is .025,so it is not sufficient.

The adjusted R-square shows the normalization of the results, the change in the sample results from the population in multiple regression. At least a difference between the R-square and the adjusted R-square is required. In this case, the value is R-square 0.025 and adjusted R-square value is 0.001 , which is not far off from0.025, so it is good value and adjusted R-square value is always lower than R-square value.

To check the independence of observation model summery table required to test here by using the Durbin Watson statistic to test the assumption that are residuals are independent . this statistic can vary from 0 to 4 . when this value is to close to 2 the assumption has been met. Value billow 1 and above 3 are cause for concern and may render analysis invalid. How ever according to the model summery table, Durbin Watson value is 1.519, then it is assumption has been met.

So the model summary table is satisfactory to go to the next step. However, if the values are unsatisfactory, there is a need to process the data until the desired results are obtained.

Further, regression model is P-value / Sig value: Usually a 95% confidence gap or 5% level of importance is selected for the study. Thus the Sig value should be less than 0.05. But In the above table 4.16, it is 0.398 Therefore, the result is not significant. F-Ratio: It represents an improvement in the prediction of the variable by fitting the model after considering the inaccuracy current in the model. The F ratio is greater than 1 for the efficient model. The value in the table above is 1.021 which is not so

good. Hence, Entire hypothesis is Not accepted. Based on these results, it is estimated that the P value of the ANOVA table is greater than the tolerable significance and therefore more likely to refute the hypothesis

CHAPTER 05: Summary, Conclusions And Recommendations

5.1 Introduction

The focus of this chapter is on discussing the overall conclusion of the research and measuring the objectives set out at the beginning of the report. Recommendations based on research findings and recommendations for future researchers are also discussed under this chapter.

5.2 Limitations

The researcher considered following limitations prior to selecting the sample. There are following "**Organizational Factors**" that affect the effectiveness of instructors retention in the VTA based on literature review.

- ✓ Employee recognition
- ✓ Superior subordinate
- ✓ Salary and reward system
- ✓ Working environment

1. More than five years population is very large by their nature and also due to inaccessibility to entire population only the five years limited number of instructors were considered.

2.There are several organizations but the researcher focused only on the VTA as it is the organization researcher works and wanted to find a solution to the problem encountered in that organization.

5.3 Summery of the study

The study was to find out Institutional factors that affect instructors' retention in the academic staff conducted by the vocational training authority of sri lanka.The study was guided by four research objectives; To identify whether Employee recognition have an impact on instructors '' retention in academic staff of VTA,.To identify whether Superiors subordinate have an impact on instructors '' retention in academic staff of VTA, To identify whether existing salary and reward have an impact on instructors '' retention in academic staff of VTA, To identify the whether present working environment have an impact on instructors '' retention in academic staff of VTA.

This study was descriptive survey design. The study targeted is all island training institutes in vocational training institute. For this study, the total population size was included of 167 instructors. The sample population was a 167.The total sample was a167 respondents. Data was collected by useing of questionnaires form. A type of psychometric response scale in which responders specify their level of agreement to a statement typically in five points "Likert" scale in the questionnaire analyzed. Data analyzed through SPSS software package and data represents as graphs, tables and charts. The findings of the study were organized according to research questions, and objectives. The data was analyzed quantitative methods.

When discussed about the hypothesis testing, According to the scale developed the Employee recognition demonstrates a weak negative value which is 491. As a result we can determine the hypothesis, H1a. There is a significant impact of between Employee recognition and employee retention. That there is a negative relationship between the independent variable which is the Employee recognition and the dependent variable which is the Instructors Retention. Therefor hypothesis which is

"Employee recognition has a negative relationship with the Instructors Retention" is not accepted. Then Superior Subordinate demonstrates a weak negative value which is 489. As a result we can determine the hypothesis, H2a. There is a significant impact of between Superior subordinate and employee retention. That there is a negative relationship between the independent variable which is the Superior subordinate and the dependent variable which is the Instructors Retention. Therefor hypothesis which is "Superior subordinate has a negative relationship with the Instructors Retention" is not accepted. Then Salary and reward system demonstrates a weak negative value which is 494. As a result we can determine the hypothesis, H3a. There is a significant impact of between Salary and reward system and employee retention... That there is a negative relationship between the independent variable which is the Salary and reward system and the dependent variable which is the Instructors Retention. Therefor hypothesis which is "Salary and reward system has a negative relationship with the Instructors Retention" is not accepted. Then finally Working environment demonstrates a weak negative value which is 486. As a result we can determine the hypothesis, H4a. There is a significant impact of between Working environment and employee retention. That there is a negative relationship between the independent variable which is the Working environment and the dependent variable which is the Instructors Retention. Therefor hypothesis which is "Working environment has a negative relationship with the Instructors Retention" is not accepted.

When consider about Model summery table in that information of a R, R-square, Adjusted R-square and Standard error of the estimate and Durbin-Watson which can be used to determine how well a regression model fits the data. According to the model summary of table 4.15, R-value represents the multiple correlation coefficient

between the dependent and independent variable. That value is 0.157, it is positive value, which it is weak correlation, because a value less than 0.4. The R-square represents the total variance for the dependent variable that can be explained by the independent variable. A value greater than 0.5 indicates that the model is sufficient to determine the relationship. In this case, the value is .025,so it is not sufficient.

The adjusted R-square shows the normalization of the results, the change in the sample results from the population in multiple regression. At least a difference between the R-square and the adjusted R-square is required. In this case, the value is R-square 0.025 and adjusted R-square value is 0.001 , which is not far off from0.025, so it is good value and adjusted R-square value is always lower than R-square value.

To check the independence of observation model summery table required to test here by using the Durbin Watson statistic to test the assumption that are residuals are independent . this statistic can vary from 0 to 4 . when this value is to close to 2 the assumption has been met. Value billow 1 and above 3 are cause for concern and may render analysis invalid. How ever according to the model summery table, Durbin Watson value is 1.519, then it is assumption has been met.

So the model summary table is satisfactory to go to the next step. However, if the values are unsatisfactory, there is a need to process the data until the desired results are obtained.

Further, regression model is P-value / Sig value: Usually a 95% confidence gap or 5% level of importance is selected for the study. Thus the Sig value should be less than 0.05. But In the above table 4.16, it is 0.398 Therefore, the result is not significant. F-Ratio: It represents an improvement in the prediction of the variable by fitting the model after considering the inaccuracy current in the model. The F ratio is greater

than 1 for the efficient model. The value in the table above is 1.021 which is not so good. Hence, Entire hypothesis is Not accepted. Based on these results, it is estimated that the P value of the ANOVA table is greater than the tolerable significance and therefore more likely to refute the hypothesis

5.4. Conclusions

The following conclusions were drawn from the research questions and the findings of the study. The study established had It was found that according to the hypotheses testing the Pearson's correlation confirmed that Employee recognition, Superiors subordinate , salary and reward and working environment have a not significantly relationship with instructors retention in academic staff of VTA. Further illustrating the outcome, it confirmed that all the independent variables have a negative relationship with the dependent variables.

5.5 Recommendations

Through the study that has been done it was concluded that independent variables which are that Employee recognition, Superiors subordinate , salary and reward and working environment have a not relationship with the Instructors retention   in academic staff of VTA which is the dependent variable. So they not have been identified as factors affect for the Instructors retention   of within the vocational training authority.

Therefore, Further illustrating the outcome it confirmed that all the independent variables have a not relationship with the dependent variable. Therefore, special attention should not be paid to the continued implementation of the budget, which recognizes these independent variables as employees, subordinates, salaries and rewards, and the work environment.

5.6 Recommendations for future researchers

The researcher has carried out the research basically taking only four independent variables such as Employee recognition, Superiors subordinate , salary and reward and working environment Only these factors have been considered due to the lack of time to conduct the research and also due to COVID 19 pandemic. But there are many more untouched institutional factors and areas that are affecting for the instructors retention within the vocational training authority. Organizational culture, organizational behavior, infrastructure facilities, trainer benefit, welfare facilities are some of the areas that they could focus on doing future researches and those areas can be taken as the independent variables.

The sample size that has been taken for the research is only 167 instrutors and that is limited. So when doing a future research the sample size can be expanded in order to get the much and more accurate answers.

And also this research was only restricted to the VTA. But there are number of more vocational training provided institute also which has a direct affect over the overall instructors retention   has become crucial for them too. So the future researcher could have been carried out focusing those institutes too in order to

identify the Institutional factors that affect instructors' retention in the academic staff .

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07. Appendix I : Questionnaire for Instructors

The information provided in this questionnaire is considered strictly confidential.

instructions

Put a [√] sign in the box below for the following questions of your choice.

General information

1. Answer the following information

1. **Gender**   : **1.1** Female   ☐

                              : **1.2** Male   ☐

2. **Age**   : **2.1 Year** 17-21   ☐

                              : **2.2 Year** 22-26   ☐

                              : **2.3 Above** 27 **Years**   ☐

3 Professional Qualifications :**3.1**NVQ LEVEL 04   ☐

                              :**3.2**NVQ LEVEL 05   ☐

                              :**3.3**NVQ LEVEL 06   ☐

                              :   **3.4**NVQ LEVEL 07   ☐

                              :   **3.5** Three year course   ☐

04 How many years have you worked as a Instructor **4.1**Year **01 to 03**   ☐

                              4.2 **Years** 04 **to** 06   ☐

                              4.3 More than **6** years   ☐

Employee recognition

The following criteria are important for the effectiveness of an organization in performing its duties. Accordingly, after reading and understanding your opinion better (√), express your opinion about the acceptance of the employees in your organization. Please agree on what is most appropriate.**1**Strongly Disagree, **2** Disagree, **3** Neutral, **4** Agree, **5** Strongly agree.

Statement	Level of compromise				
	1	2	3	4	5
5. Working as a instructor gives you personal satisfaction.					
6. The parents of your students will assist you in the public affairs of the training center.					
7. Feel free to comment to any other counselor who seeks your advice.					
8. You are invited to attend special events of the institution					
9 Letters of appreciation related to the special work you do by your superior are included in the personal file					

Superior Subordinate Relationship

In the course of duty, it is necessary to establish official relations between the higher and lower officers. Accordingly, express your opinion on how you would evaluate the following statements. Please agree on what is most appropriate. **1**Strongly Disagree, **2** Disagree, **3** Neutral, **4** Agree, **5** Strongly agree.

Statement	Level of compromise				
	1	2	3	4	5
10. Top Administrators Support My Duties.					
11 Top officials listen to the views of instructor					
12. The senior officer will explain the responsibilities of their job to the new instructor					
13. You get stressed out while on duty at your job					
14 Administrators support the correct decisions of instructor					
15 Administrators listen to the grievances of instructor					

Salary and Rewards

Achievements and benefits that employees receive for the performance of their employees in an organization are called rewards. Have your say on how you would appreciate the following statements in that regard. Please agree on what is most appropriate. **1**Strongly Disagree, **2** Disagree, **3** Neutral, **4** Agree, **5** Strongly agree.

Statement	Level of compromise				
	1	2	3	4	5
16. You are satisfied with the monthly salary received by the institution.					
17. Your salary adequately meets your needs.					
18. You are satisfied with the institution's payment for scholarships and courses to enhance your vocational education.					
19. You are satisfied with the insurance and medical benefits provided to the employees in the institution .					
20 The social status of the counselors' profession is encouraging					

Working Environment

The working environment of an organization will have a direct impact on the retention of employees. Have your say on how you would appreciate the following statements in that regard. Please agree on what is most appropriate. **1**Strongly Disagree, **2** Disagree, **3** Neutral, **4** Agree, **5** Strongly agree.

Statement	Level of compromise				
	1	2	3	4	5
21. You are satisfied with the behavior of the trainees in the training center.					
22. You are satisfied with the security of the training center.					
23. You are satisfied with the facilities provided by the Training Center for teaching activities.					
24 The classroom has ample space for students to learn					
25 The institution is pleased to provide a suitable and comfortable work environment					
26 A better physical work environment enhances the retention of instructor					

Instructors Retention

Retaining employees means the ability of the organization to retain employees within the organization. Have your say on how you would appreciate the following statements in that regard. Please agree on what is most appropriate. **1**Strongly Disagree, **2** Disagree, **3** Neutral, **4** Agree, **5** Strongly agree.

Statement	Level of compromise				
	1	2	3	4	5
27. Your supervisor will assist you to balance your home life and work life.					
28. You feel that you have a lot to do with society.					
29. Satisfied with the work you have done in your organization					
30 Satisfied with the time allotted for teaching activities.					
31 Top management is pleased to acknowledge your performance.					
32 You have the freedom to share positive things about the organization with another employee.					