



ANALYSIS OF ORGANIZATIONAL FACTORS CAUSING EMPLOYEE RETENTION OF UNIVERSITY ACADEMIC STAFF IN THE PUBLIC SECTOR UNIVERSITIES IN SRI LANKA

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The success of any organization mainly depends on the contribution that each employee makes towards organizational processes. In that process the retention of the employee is very important to maintain the organizational process smoothly. Brain drain is a major problem in today's society. In the preliminary study which was done by researcher for this study using the interview method over 50% of University academics indicated their next step was to go to foreign countries like the United Kingdom, Australia, and the USA. The main purpose of this research was to investigate the significance of the factors (appraisal system, employee compensation, training and development opportunities, employee empowerment and the work environment) increasing the retention rate of the academic staff in the public sector universities in Sri Lanka and to identify the nature of demographic variables (age, gender, and marital status) and how those variables act as a moderate variable and influence the relationship between the organizational factors and the level of employee retention rate. Out of the 4957 academics, the researcher selected 350 public sector University academics who are representing 15 public sector Universities in Sri Lanka as a sample for the present study (Stratified Random Sampling). Primary data were collected through the questionnaire and results were derived using the SPSS statistical package. According to the research outcomes the most influential variable is Training and Development opportunities and also there is a negative effect of the appraisal system on employee retention rate so both variables have a significant effect on employee retention but other variables such as employee compensation, employee empowerment and the work environment have no significant effect on employee retention. There is also no moderating effect of age, gender and marital status on the relationship between organizational factors and employee retention. The result indicates that most of the University academics believe the employee retention rate is at the average level. Authorized persons can implement a proper appraisal system, and categorize the employee compensation as retirement plans, disability insurance, offering more training and development opportunities to the University academics within the country with the collaboration of foreign Universities, delegating authority to the University academics to get decisions related to their day-to-day work done at the University, offering more facilities related to the work environment to increase the employee retention rate because employee retention is a very important area to cover. It will create happy workers who talk positively about the industry, help others and go beyond the normal expectations in their career.



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