

## **Topic**

Factors affecting intention to leave: Special reference to Uma Oya Multipurpose Development Project in Sri Lanka.

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# 1. Chapter one – Introduction

## 1.1 Background of research

Like any other nation, Sri Lanka executes various construction and infrastructural development projects in the country to ensure the development of the nation. In Sri Lanka, it can be seen many ongoing projects which supports the development of the sociological and economic conditions of the Sri Lankans. Uma Oya hydroelectric and irrigation complex project is one such project, and the project is named as Uma Oya Multipurpose Development Project or UOMDP. Still the project is in its construction and development phase. Since the project is complex, it can be seen that both international and local consultation experts are involved in the project. The constructions are taking place in Badulla, and the complex supports the building of a dam across Dalgolla Oya which would help channel the water through the tributaries of the Uma Oya.

In such a construction project the employee commitment and skills availability can be named as one of the most critical factors for the success of the project. The management of the project should be able to attract the right skills to the project and retain them accordingly to ensure the success of the project accordingly. However, in practical aspects, the project has been suffering from the higher level of employee turnover during the time. Below it was mentioned the related details which justify the employee turnover conditions of the project.

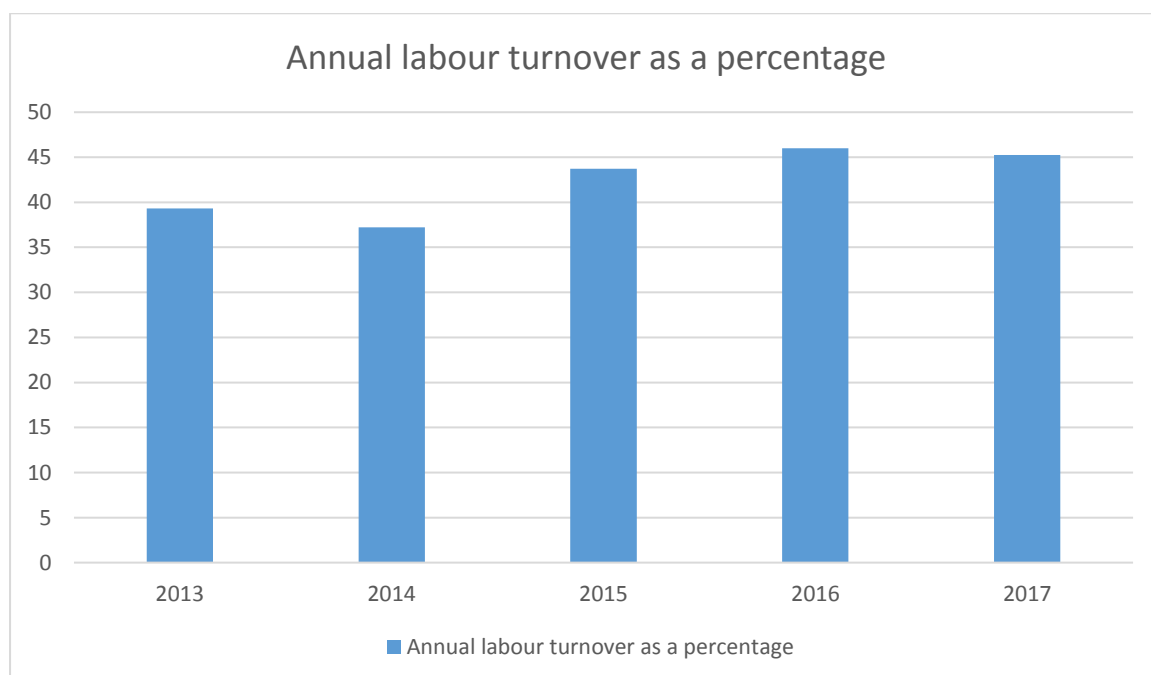


Figure 1 Annual labour turnover as a percentage of recruitments

Source: Developed by author

According to the above statistics it can be defined the labour turnover is high in the project and the management would find various challenges when conducting a project under the stable or static performance levels. The management has to handle the pressure of employee regularly leaving and manage the work with the expected standards effectively (McGovern, 2010). The current situation of the project demands the identification of the correct solutions for the establishment of proper ways to ensure the higher level of employee retention to the project accordingly (Numerof and Abrams, 2003).

## **1.2 Research Gap**

Employee retention and employee turnover are mainly assessed under the scope of human resource management. It can be seen many research projects which focused on the subject scope under various disciplines. The local literature is high in the related subject scope, but it can be seen by a limited number of research available for the major construction projects in the country. The employees are experiencing different conditions and working situations in such major construction projects, and they have to work under various local and foreign consultancies that they are not familiar with previously. These factors would create a unique situation in each significant construction projects and create various factors to be considered when it comes to the employee retention and employee turnover (Tracy, 2001). Therefore the management would need project-specific factor assessment to deliver the positive solutions to improve the employee retention to the project while addressing the employee leaving. Mainly the project is currently facing many challenges due to the higher employee turnover, and that is challenging to the achievements and expectations of the project. This gap would be addressed during the functions of the proposed research and related research outcomes.

## **1.3 Research Problem**

The employee retention is very important to a business organisation and a project (McGovern, 2010). The employees are delivering various skills, knowledge and competencies to the functions and that would ensure the achievement of the final expectations of the functions (Tracy, 2001). The management of the project should be able to create a positive working atmosphere for the employees by solving their ongoing matter and challenges (Numerof and Abrams, 2003). The employees would leave the business or the project when their expectations are not addressed adequately. Therefore the management should identify the needs and expectations of the employees and deliver the positive level of satisfaction to the employees to

ensure the higher level of retention (Numerof and Abrams, 2003). Below it was mentioned the statistics related to the employee turnover of the project.

Month	Labours Recruited	Labours Left	Month	Labours Recruited	Labours Left	Month	Labours Recruited	Labours Left	Month	Labours Recruited	Labours Left	Month	Labours Recruited	Labours Left
13-Jan	175	75	14-Jan	100	25	15-Jan	150	75	16-Jan	75	25	17-Jan	75	25
13-Feb	75	25	14-Feb	75	20	15-Feb	50	25	16-Feb	50	25	17-Feb	50	25
13-Mar	50	35	14-Mar	25	10	15-Mar	75	35	16-Mar	35	10	17-Mar	40	10
13-Apr	50	25	14-Apr	50	25	15-Apr	50	15	16-Apr	50	15	17-Apr	50	25
13-May	75	25	14-May	75	25	15-May	50	25	16-May	50	25	17-May	45	25
13-Jun	25	10	14-Jun	35	15	15-Jun	25	10	16-Jun	50	45	17-Jun	50	30
13-Jul	50	20	14-Jul	50	25	15-Jul	75	40	16-Jul	75	40	17-Jul	75	40
13-Aug	50	10	14-Aug	50	20	15-Aug	50	25	16-Aug	75	25	17-Aug	75	25
13-Sep	25	10	14-Sep	75	35	15-Sep	25	10	16-Sep	50	20	17-Sep	50	20
13-Oct	75	25	14-Oct	25	10	15-Oct	100	35	16-Oct	75	35	17-Oct	75	35
13-Nov	50	15	14-Nov	75	25	15-Nov	50	15	16-Nov	50	15	17-Nov	50	15
13-Dec	25	10	14-Dec	50	20	15-Dec	50	18	16-Dec	50	35	17-Dec	50	35
Total	725	285	Total	685	255	Total	750	328	Total	685	315	Total	685	310

*Table 1 Employee turnover statistics*

It was identified that the project is suffering from a higher level of labour turnover. The employees are staying with the project for a shorter period of time, and that is challenging to the performance and objective achievement of the project. The management of the project should be able to retain the employees of the project by creating a positive working environment for the project. With the identification of the factors affecting on the employee turnover, the management would be able to ensure the achievement of expectations of positive personnel management in the project and that is supportive to the favourable financial conditions of the project (Numerof and Abrams, 2003). The main reason for the factor assessment for the employee leaving would be the achievement of better productivity and better return on investments of the project accordingly (Numerof and Abrams, 2003). The solution delivery to ensure the employee retention would ensure the achievement of the critical pathway

to the project and the achievement of the project objectives and expectations promptly (Tracy, 2001).

## **1.4 Objectives of the study**

The proposed research study is based on the below mentioned research objectives.

- To determine the variables those affect the intention to leave among workers on any project
- To understand whether the intention to leave by skilled labourers are any different from the intention to leave by unskilled labourers.
- To analyse most influence variable affective for intention to leave
- To find a remedy to minimize this intention to leave

Throughout the research it is expected to achieve the expectations of the above mentioned research objectives. All the research data assessment, methods and analysis would be defined according to the needs and expectations of the mentioned objectives

## **1.5 Research Questions**

The proposed research study is based on the below mentioned research questions.

- What are the variables that affect the intention to leave among workers on any project?
- What is the understanding on the intention to leave by skilled labourers are any different from the intention to leave by unskilled labourers?
- What are the most influential variable affecting the intention to leave?
- How can the management minimize this intention to leave?

Every research question will be answered during the research study to achieve the research objectives and also deliver the positive solutions for the research problem sufficiently.

## **1.6 Significance of the study**

### **1.6.1 Practical significance**

The practical significance of the research is mainly related to the management decision making for the employee retention improvement. The findings of the research would reveal employee intentions to leave the organisation or the particular project. It would support the management to keep the employees while avoiding the reasons for the leaving and ensure the better level of employee retention with highly satisfied employees in the company. The considered project is still a functioning project in Sri Lanka, and the findings of the research would support the

project to achieve its expectation with the highest level of employee commitment and competence accordingly.

### **1.6.2 Academic significance**

Employee retention and employee turnover can be named as one of the most discussed topics in human resource management and management studies. The proposed study will deliver the new literature to the subject scope which would mainly be related to the Sri Lankan cultural conditions. It can be seen cross-cultural changes in various theories and literature model application and the current study would further add more knowledge to the Sri Lankan context. The findings of the research would further evaluate the current theories and research findings as well. It would deliver the concluding statements to define the acceptance or rejection of the theoretical models. However, the research would improve the local literature availability, and that is supportive to the further research functions of the particular subject scope.

### **1.7 Organisation of the study**

The research study report contains five chapters namely Introduction, Literature review, Methodology, Analysis, Conclusion and recommendations. The current chapter, Introduction delivered the essential factors of the research and cleared the expectations and objectives of the research to the reader. The chapter one built up the foundation for the further research activities. The second chapter, the Literature review will assess the related theoretical and empirical literature of the selected subject scope. It is supportive of the development of the research frameworks, methodologies and further research activities according to the available literature gaps.

The third chapter, Methodology would define the plan or the way of the research activities including research strategy, data collection, sampling and other essential research considerations. The research would be conducted, and the data collection and assessment would be done during the chapter four, Analysis. Most of the research objectives and questions would be answered during the analysis chapter, and according to the analysis chapter outcome, the final chapter Conclusion and recommendation would deliver the recommendations to the study and deliver the overall conclusion to the research project accordingly.



## **2. Chapter two - Literature Review**

### **2.1 Introduction to the chapter**

The literature review chapter delivers the essential knowledge of the selected research subject scopes. Mainly the chapter expects to discuss and define various terms, theories, models, and empirical evidences of the selected research subject scope. The literature assessment is supportive to the reader to further understand the research subject scopes and also that would allow the researcher to adjust and align the research related activities according to the empirical evidences of the previous research projects. Mainly the justification of the conceptual framework can be addressed under the literature review and that is supportive to further justification of the research outcomes as well.

### **2.2 Independent Variables**

When it comes to the employee intention to leave an organisation, it can be seen various factors are affecting to take such decisions. However the impact of the factors would be differed according to the individual differences of the employees accordingly. According to the empirical literature assessment and theoretical model analysis it can be identified that below independent variables have impact on the employee intention to leave in an organisation.

#### **2.2.1 Commitment**

Commitment can be named as an inner emotional supportiveness of the employee to conduct activities to common benefits of a particular organisation (Arthur, 2009). When it comes to a business organisation it can be seen that some employees have higher level of commitment and some of them would not have much commitment (Currie, 2003). It is a common thing in any organisation and mainly it can be seen that the employees should be able to align with the organisational nature and operations to ensure the positive level of commitment in the company. The lack of commitment would not encourage the employee to deliver his best for the organisational processes (Currie, 2003).

Commitment can be named as an individual personality related factor and also the commitment can be improved through extrinsic factors as well (Hutchinson, 2011). Mainly it is essential to remember that the intrinsic motivational factors can be improved by the management when they approach to the employee development and attitude improvement effectively (Byrne, 2015). Such efforts would ensure the improvement of the positive attitudes of the employees and also that would further improve the commitment of the employee accordingly (Albrecht, 2012).

The commitment of the employee would grow during the time as well (Taylor, 2002). When the employee is working in an organisation for a longer time frame that would allow the employee to be familiarised with the organisational culture and processes and that is helpful to the positive alignment of employee to the organisational nature. Therefore the employee would have considerable commitment when the time passes (Garber, 2008). However the management should be able to keep positive level of considerations and environment in the business to ensure the positive attitudes and employee commitment in the company (Hutchinson, 2011).

However when the commitment of the employees are losing during to a certain issues that would challenge the continuity of the job role of the employee (Griffeth and Hom, 2004). When the commitment has various gaps the employee tend to consider various other better opportunities in the job market which would deliver them the better level of benefits accordingly (Robinson, Perryman and Hayday, 2004). When the commitment is lacking the employee may not consider the current job as the perfect job opportunity and the employee would look for much better opportunities in the environment which the employee himself defines the best job according to his own perception (McGovern, 2010).

### **2.2.2 Job satisfaction**

The employees have various expectations from their job. Mainly the employee wants to work in a positive working conditions and also the job role should be supportive to achieve the personal or individual expectations of the employee accordingly (Zenoff, 2013). When the employee is unable to satisfy his expectations during the conduct of particular job role that employee would get disappointed and improve the dissatisfaction accordingly (Finney and Finney, 2011). Sometimes the employee may have achievable expectations and in some cases the expectations of the employee cannot be justified. However when the expectations are not achieved the employee would not be able to improve their satisfaction during the job role (Robinson, Perryman and Hayday, 2004).

The individual differences of the employee would affect the expectations accordingly. Therefore the management should be able to identify the most common expectations of the employees and deliver positive sources and solutions to those expectations. That would improve the general satisfaction of the employee (Griffeth and Hom, 2004). Mainly better pay and benefit package, easy culture and various supportive actions of the company would ensure the improvement of the employee satisfaction (Taylor, 2002).

When the employee is not feeling the satisfaction that would create irritating gap in the employee's mind (Robinson, Perryman and Hayday, 2004). The employee would look for the satisfaction and first he would fight their inner emotions to align with the current challenges which deliver the dissatisfaction (Allen and Wilburn, 2002). If the employee failed to align with the factor and further the factors are creating the dissatisfaction the employee would take the decision to go away from the dissatisfying factors (Ostermaier, 2013). The employee would consider leaving the company when they are dissatisfied for longer time. They would look for the opportunities where they get their expected level of satisfaction accordingly (Arthur, 2009). Employee turnover can be named as a good implication for the employee dissatisfaction and the management should take necessary actions to improve the employee satisfaction when the employee turnover is high (Finney and Finney, 2011).

### **2.2.3 Job stress**

Every job has challenges. The challenges may be presented as physical challenges, mental challenges or both of those ways of challenges. When the challenges are presented the employees have to spend their all the competencies and knowledge to handle the challenges. Mainly the employee has to spend their physical and mental capabilities to overcome the challenges. Therefore the employee would feel pressured during the tasks and when the daily challenges are high in the job role it would further improve the pressure (Robinson, Perryman and Hayday, 2004).

The pressure of the mind would create considerable level of job stress accordingly (Garber, 2008). The employee may feel that they have to do a lot during the working hours and they may feel wear out after the working hours (Currie, 2003). When the responsibilities and the accountability of the employee are increasing the stress levels would also be increased accordingly. In such cases the employee may feel much more stress in the job role and the interest toward the job would be fade away during the time (Currie, 2003). When the stress is intolerable to the employee the employee would show various productivity gaps and efficiency gaps. Not limited to that the employee would seek various ways to release the job stress and pressure (McGovern, 2010). Mainly the employee would not be able to keep proper level of work life balance during the time and that would further challenge the employee to ensure positive level of development of professional life and personal life. The management should be able to identify the employee stress and allow them the chances to release the stress through various relaxing activities. Mainly various coping methods for the stress can be identified and

such methods should be introduced to the employees to ensure effective and positive stress handling in the organisation (Byrne, 2015).

#### **2.4.4 Management supportiveness**

The management of the business has considerable level of responsibility of keeping or retaining the employees to the company (Ostermaier, 2013). When the employees are conducting their day to day responsibilities in the business they would face various challenges and resistances during the time. In such cases they would seek the assistance of the management (Zenoff, 2013). If the management is only focusing for the employee performances without effectively resourcing and supporting the employees that would be challenging and the employee satisfaction cannot be achieved in such cases (Allen and Wilburn, 2002). However when the management is positively involving in the organisational processes, while delivering proper resources, knowledge and their own experiences to handle the challenges and resistances of the business processes, it would further encourage the employees to positively commit to their job roles accordingly (Finney and Finney, 2011).

Management supportiveness allows the management and the employees to work together and this collaborative approach to the organisational processes would ensure much positive and sustainable results to the business (Finney and Finney, 2011). The employees would be able to define their own challenges and considerations to the management and the management would be able to resolve the problems of the employees to ensure much positive working environment accordingly (Robinson, Perryman and Hayday, 2004).

### **2.3 Dependent Variable – Employee intention to leave**

Employee intention to leave can be named as the inner need of the employee's mind that may pressure the employee to leave particular job opportunity due to certain conditions (Robinson, Perryman and Hayday, 2004). Various extrinsic and/or intrinsic factor may affect the employee to leave a particular job role and when the overall employee intention to leave can be named as an indicator to measure the employee dissatisfaction as well (Finney and Finney, 2011). The employee should have a positive working environment to retain in the job and when the employee is currently dissatisfied with the working environment and conditions he may have the tendency to leave the job accordingly (Robinson, Perryman and Hayday, 2004).

Employee intention to leave has a higher level of relationship with the employee retention and employee turnover as well (Finney and Finney, 2011). Because employee turnover and the employee retention can be named as interdependent factors which may occur due to the

employee intention to leave a certain job role (Zenoff, 2013). Employee turnover can be named as the number or the percentage of the workers who leave the organisation and are replaced by the new employees during a certain time period (Hutchinson, 2011). When the employee turnover is high it defines that the employee intention to leave is higher in the company. The employee retention can be named as the organisational ability to retain the employees (Arthur, 2009). When the organisational ability of retain or keeping the employees to the company is high that would reduce the employee turnover of the company accordingly (Currie, 2003).

Employees have various individual differences. Mainly they are from various backgrounds, different attitudes, and their expectations may differ accordingly (Griffeth and Hom, 2004). With those inner consideration and expectations the employee tend to stay or leave the job accordingly (Robinson, Perryman and Hayday, 2004). When the employee is satisfied with the current conditions of the job role it defines that the employee expectations are delivered by the job role and the employee is in the need of staying on the job to grow further. When the employee expectations are not met by the current conditions of the job role that would not deliver much satisfaction to the employee and they would look for the options which may improve their satisfaction accordingly (Victor, 2009).

However it is essential to consider that not all the expectations of the employees are in justified manner (Bais, 2012). Some employees have various unrealistic expectations over their job role and it many challenge the management to address such expectations due to their unrealistic nature. It can be seen that some employees would take union actions to achieve their expectation while making the situation much harder to the management as well (Haar and White, 2011). Not limited to that it can be seen that the employees are leaving the organisation for gain comparatively better opportunities of the job market as well (Bais, 2012). That situation is much common when it comes to the operational level, production level or labour level employees of a company (Crosby, 2014). Such employees have the lesser experience with a particular organisation and it can be said that they are loosely attached to the organisation due to their lower time durations with the organisation. Therefore they would take the job switching decisions suddenly when they are presented with much better offer in the job market (Haar and White, 2011).

In the South Asian context, it can be said that the employees are bit oriented for the financial benefits and when they are presented with the better financial benefits they would consider taking such opportunity and switch the job accordingly (Crosby, 2014). However it can be seen

various challenges when it comes to controlling the intrinsic factors for the employee retention, because the intrinsic factors have higher level of dependency with the individual differences of the employees accordingly (Bhatnagar, 2007). The management has a better luck with controlling the extrinsic factors for the employee retention and employee satisfaction as well (Haar and White, 2011). To achieve that expectation, it is essential to analyse the employee and identify the employee needs and wants in the organisational environment and their particular job role (Crosby, 2014).

When analysing the employee a whole lot of employees would be considered rather than focusing on the needs of one individual employee (Haar and White, 2011). Also the management would consider various labour market conditions and economic conditions of the country as well (Kwon and Yoo, 2011). These assessments would help the management to create a common profile for the employee needs and wants which is supportive to define the working conditions, policies and benefits of the organisation to keep the employees are satisfied in the business environment (Oke, 2013). When the employees are well satisfied that would ensure the employee retention to the company in higher level and the employee would have lower level of intentions to leave the job role accordingly (Oke, 2013).

## **2.4 Relationship between the variables**

As it was assessed it can be said that the employee intention to leave is dependent on many factors. The employee is taking the decision to leave the business upon various considerations and factors (Ito et al., 2001). The management can manage some factors and it can be seen various harder to managed factors as well (Tham, 2006). Intrinsic and extrinsic factors are creating the employee an environment to leave or stay in the job for a longer time (Ito et al., 2001).

The management of the company has higher level of ability on managing the inner organisational factors to improve the employee satisfaction in the company (Tham, 2006). Mainly proper working environment, working conditions, and financial and non-financial benefits can be offered by the management to ensure the positive level of satisfaction to the employees (Ito et al., 2001). However the employees are expecting those factors commonly and since they are getting common factor satisfaction the management would be able to retain the employees in positive manner (Singh, 2018).

Every employee wants to spend their professional life without having many professional issues. It is the responsibility of the management to create a positive environments to the employees

to achieve much positive experience to the employees accordingly (Bhatnagar, 2007). However creating a positive environment could be challenging in some cases (Kwon and Yoo, 2011). The identification of the employee expectations, employee considerations and their likes and dislikes would be challenging in some situations (Bhatnagar, 2007). However the management should have better level of commitment and need to deliver a positive level of working environment to the employees of the company. It would create the positive working conditions in the company step by step manner without creating much of challenge accordingly (Kwon and Yoo, 2011). The job satisfaction of the employee can be achieved with the positive approach by the management to improve the quality of the organisational processes.

Not limited to that the management should focus on the improvement of the attitudes of the employees as well (Bhatnagar, 2007). The development of the attitudes would ensure the development of thinking patterns and the employee will be able to improve their positive perception towards the business organisation. Mainly the employee will work on the betterment of the company with considerable level of commitment and that would develop the organisational functions accordingly (Ito et al., 2001). The commitment of the employee would not allow the employee to leave the organisation and with the improved commitment the employee always thinks about staying in the job and deliver their abilities to success the job role and organisational operations accordingly (Bhatnagar, 2007).

Mainly the attitude development of the employee is related to the development of the cognitive abilities of the employee (Singh, 2018). With the cognitive development it is essential to consider the improvement of the coping methods of job related stress as well (Singh, 2018). The stress can be named as very dangerous to the employee, because that would create the professional life of the employee into a bitter one. Not limited to that long-lasting stress would create depression and various psychological issues to the employee as well (Hee and Ling, 2011). Since the stress is creating a bitter experience the employee would look the ways to overcome the stress by avoiding the stress making factor. The intention to leave the organisation would be improved in such cases and therefore it is essential to consider the proper coping methods to the employees to ensure better stress management (Bode, Singh and Rogan, 2014).

However stress management methods cannot be guaranteed that they would completely release the person from stress (Mignonac and Richebé, 2012). If the job is stressful, the person would expose to the stress but the person would identify the ways to manage the stress and would not

think about leaving the job. However the management should be very attentive in such cases and help the employee to manage the stress factors effectively and efficiently (Mignonac and Richebé, 2012). The management can measure the level of stress of each job roles and create methods for the easement of the stress through various supportive management functions (Younge and Marx, 2015). The improvement of the resource availability, proper HR planning for the organisational tasks, appreciation of the performances and commitment can be done by the management to improve the inner motivation and satisfaction of the employee (Mignonac and Richebé, 2012).

The employee intention for leaving can be measured through feedback gathering (Younge and Marx, 2015). The management should focus on identifying the symptoms of employee turnover improvement and it is essential to take rapid actions for the improvement of the employee retention in the company (Bode, Singh and Rogan, 2014). The supportiveness and attentiveness of the management would ensure that the management is considering the employee retention in the company. The management has higher level of experience and tactical knowledge in the company to handle the organisational functions effectively (Mignonac and Richebé, 2012). By sharing this knowledge and experience the management would be able to support the employees in the company and most of the employee issues and challenges can be resolved under such supportiveness (Hee and Ling, 2011). The supportiveness would address the dissatisfying factors of the employees and mainly that would ensure the employee retention accordingly (Hee and Ling, 2011). The employee would not think of leaving the company since they have the supportiveness of the management and they would always try to find solutions for the current challenges in collaborative manner as well (Singh, 2018).

## **2.5 Conclusion of chapter**

Many theoretical literature and empirical evidences are assessed during the literature review chapter. The previous research studies are delivering the suggestions that the employee intention to leave is related to the considered independent variables of job stress, job satisfaction, organisational commitment and management supportiveness. Mainly when the employees are given with the positive level of working conditions and a working environment that would ensure the better level of employee retention accordingly. Mainly the labour market and the job opportunities are expanding in the world which deliver the employees the opportunity to go for alternative working opportunity which would suit his expectations of the working conditions.



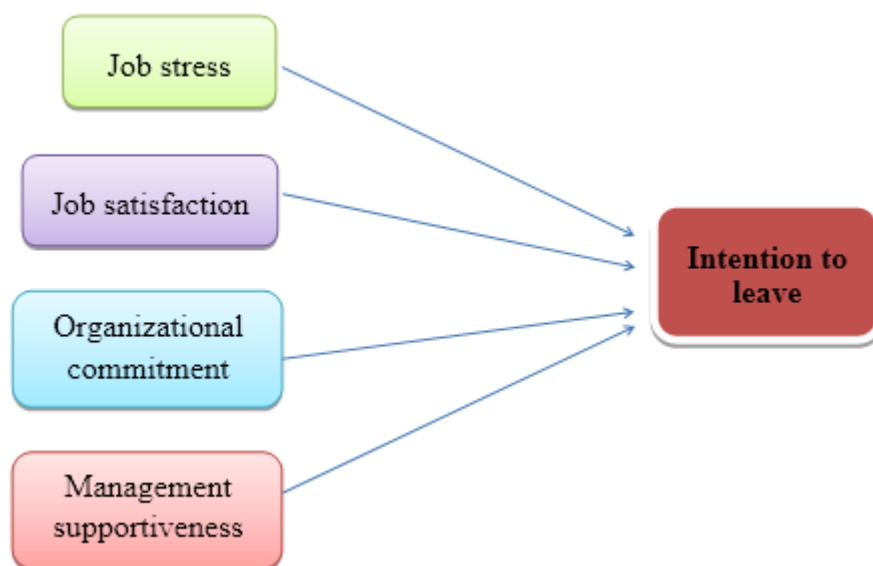
### 3. Chapter Three – Methodology

#### 3.1 Introduction to chapter

The research methodology would be further discussed during this chapter. The methodology of the research would create a proper plan to the research data collection and data analysis activities. The research methods, strategies, conceptual framework, research variables, operationalization and the data collection considerations of the research would be further discussed during the chapter.

#### 3.2 Conceptual Framework

During the literature review it was identified several factors that have the ability of creating an impact on the employee intention to leave. Considering the relationship identified during the literature review it was developed below conceptual framework for the research.



*Figure 2 Conceptual framework*

#### 3.3 Research Hypothesis

Based on the conceptual framework of the research, it can be developed below hypothesis to the research project. The data collection and data analysis of the research would focus on defining the acceptance or rejection of below mentioned hypothesis.

H<sub>10</sub> – Job stress does not have an impact on employee intention to leave

H<sub>1</sub> - Job stress has an impact on employee intention to leave

H<sub>20</sub> – Job satisfaction does not have an impact on employee intention to leave

H<sub>2</sub> - Job satisfaction has an impact on employee intention to leave

H<sub>30</sub> – Organisational commitment does not have an impact on employee intention to leave

H<sub>3</sub> - Organisational commitment has an impact on employee intention to leave

H<sub>40</sub> – Management supportiveness does not have an impact on employee intention to leave

H<sub>4</sub> - Management supportiveness has an impact on employee intention to leave

### 3.4 Operationalization of the research

Operationalization of the research is creating a better structure to the data gathering of the research. Below it was mentioned the operationalization of the research.

Variable type	Variable	Description	Measurement
Demographic variable	Age	Age category of the participant	Elective
	Gender	Gender variation	Elective
	Employee involvement to the project	The employee involvement for the project would be measured to get an idea of the employee under the considerations of working experience	Elective
Independent variable	Job stress	Take inputs that describes the current level of job stress of the employees	Likert scale
	Job satisfaction	The job satisfaction level of employees would be captured to measure the current perception of the employees towards the job.	Likert scale
	Organisational commitment	Measure the level of organisational involvement to address the employees retention in the project	Likert scale

	Management supportiveness	The management supportiveness would be measured under the perspectives of the employees.	Likert scale
Dependent variable	Employee intention to leave	Measure how the independent variables have the ability of creating an impact on project the employee intention to leave in the.	Likert scale

*Table 2 Operationalization of the research*

### **3.5 Research Design**

The research is mainly pursuing the quantitative research strategy. The quantitative research strategy mainly focused on the collection of data and data analysis in quantifiable manner. The mathematical and statistical analysis methods would be used during the quantitative research strategy. The quantitative research method would reveal the relationship between the dependent and independent variables in quantifiable manner. Mainly the researcher can define relationship levels using the mathematical and statistical frameworks. By doing such the decision makers can make their decisions considering the most affecting factors as well.

The unit of analysis is the employees of Uma Oya Project and it was numbered 300 employees are currently involved into the project. The sample for the research would be selected from this unit of analysis and Morgan Sampling technique will be used for the sample calculation for the research. The confidence level was at 95% and confidence interval was at 5 when selecting the sample to the research. Based on that the sample size is 169 employees of the project. The sample will be selected using the random methods as well.

### **3.6 Data Collection**

The data collection to the research would be done using a structured questionnaire. The questionnaire would be developed using Likert Scale which is much supportive to the quantitative data assessment methods of the research. The research primary data collection would be done by presenting the structured questionnaire to the selected research sample. The research data analysis would be mainly supported by the primary data collection of the research. During the primary data collection it would be considered the ethical and professional conduct of the research as well.

The secondary data collection to the research would be done by the assessment of the written sources. Previous research articles mainly assessed during the review of literature to identify

the factors which are related to the employee intention to leave. Also various written management resources and other reference materials would be further assessed under the secondary data analysis to fill any gaps of the primary data analysis of the research.

### **3.7 Data Analysis**

The data analysis of the research would be done with the assistance of SPSS statistical analysis software package. The collected primary data of the research would be inserted into the software package and the data analysis would be done in step by step manner accordingly.

First it would be assessed the validity and reliability of the research data and data collection tool. The validity would define the success and completed answer rates for the research. The reliability test would define the level of reliability of the questionnaire for the data gathering and that would be measured using the Cronbach's Alpha in SPSS Statistics.

After measuring the validity and reliability the collected data would be further evaluated under the frequency and descriptive statistical data analysis. Both demographic variables assessment and the research inputs assessment would be assessed under the descriptive assessment framework and frequency analysis. This assessment would deliver an initial idea to the researcher to identify the relationship levels between the dependent and independent variables of the research.

Next the correlation and regression analysis of the research data would be conducted. The correlation and regression values of the research data analysis would reveal the relationship between the dependent and independent variables under the quantifiable method. Based on the correlation and regression results it can be defined the acceptance or rejection of the proposed hypothesis of the research.

### **3.8 Ethical Considerations**

Ethical and professional considerations of the research are very important to improve the quality standards of the research accordingly. Privacy of the research would be given with much priority under the ethical considerations. The confidentiality and anonymity of the research participants and research data would be given with much importance. The personal details which lead the identification of the participants would not be revealed during the research. The gathered data would be used for the achievement of the analysis expectations of the research and after achieving the analysis expectations, the data sheets would be securely destroyed. The written consent for the research participation would be gathered from every

participant. The participants can withdraw the research inputs within two weeks of time after submission if they have the need of get away from the research.

During the data gathering, the research expectations and research objectives would be defined by the researcher. During the research data collection the researcher would deliver higher supportiveness to the participants to ensure effective data collection practices. None of pressure would be created during the data collection and the participants can take their time to answer the questionnaire.

### **3.9 Conclusion of chapter**

To conduct an effective research project it is essential to have much better research plan, research design and well planned other research considerations. Under the chapter three it was assessed the research methodology with many research related considerations and it was identified the assessment ways and methods accordingly. The data collection and data analysis of the research would be much supported by the considerations of this chapter.

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## **Appendix A – Questionnaire**

This questionnaire expects to gather the primary data to the research which is conducted under the topic of “Factors affecting intention to leave: Special reference to Uma Oya Multipurpose Development Project in Sri Lanka”. Your valued inputs are supportive to the achievement of the research objectives and therefore please pay you kind attention and commitment to the questionnaire when answering it. If you have any clarifications please be kind enough to contact the data collection officer or the researcher.

Please do not provide your personal information to us. Only provide answers to the asked demographic questions in relevant to the personal questions. Please note your identity is safe with us and we deliver the highest level of anonymity to you during the data collection and data analysis. Also your inputs to the questionnaire is confidential as well. We will destroy them after achieving the expectations of the research. Also if you do not wish to participate to the research you have right to forfeit your inputs delivery. If you wish to withdraw your inputs you can inform the researcher and within two weeks of your inputs submission you can withdraw the questionnaire.

We cordially appreciate your participation to this research. Please sign below to deliver your positive consent for the participation for the research.

Signature : .....

Date : .....

### **Personal information**

Age : .....

Gender : .....

Experience with the project : .....

### **Questionnaire**

#### **Commitment**

1. Commitment can be named as the feature which encourage me to stay in the job for a longer time period.

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

2. When the higher commitment is presented it motivates me internally to do my work in better manner.

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

3. The employee commitment is highly related to the current conditions of the environment.

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

4. The management of the project can do much work to ensure the positive employee commitment to the project activities.

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

5. It is essential to improve the organisational focus towards the employees to retain them to the job for longer time

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

6. A higher commitment should be delivered to keep the employees to the project from the organisational end.

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

### **Management supportiveness**

7. The management can do a higher level of change towards the guiding the employees to the success of their daily operations.

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

8. The management should be actively involved in solving the employee challenges to avoid the employee discouragement

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

9. Management supportiveness drives the positive employee perception up and it encourage the employees to stay in the job for a longer time.

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

10. The management should deliver their knowledge and experience to the employees to success their daily operations

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

11. The open door policies of the management is supportive to improve the conflict involvement of the daily operations.

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

12. The attentiveness of the management would ensure the higher supportiveness to the employee during their operations and that would ensure the positive moral improvement of the employees as well.

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

### **Job satisfaction**

13. When I have the proper satisfaction over my job, it encourages me to come daily and perform my duties perfectly

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

14. Job satisfaction allows me to improve my motivation levels effectively

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

15. The management should deliver proper level of commitment towards the improvement of the employee satisfaction to ensure proper flow of project functions accordingly

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

16. The unsatisfied employee would look for the ways to reduce their disappointment by selecting a job in any other area

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

17. Positive communication would allow the removal of factors which reduce the satisfaction of the employees.

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

18. Improvement of the job satisfaction would ensure the employee retention to the project

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

### **Job stress**

19. Job stress encourages me to leave the project and find a stress free job opportunity

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

20. Job stress is challenging to conduct my daily operations of the project and it drives me away from the operational success during the time.

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

21. The management has the ability to reduce the job stress by properly designing the organisational operations accordingly.

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

22. The stress is challenging to the work life balance of the employee and therefore it is essential to improve the proper ways to ensure the reduction of stress

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

23. Coping methods for the stress management should be essentially established during the project

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

24. Reduction of stress would ensure the employee retention to the project.

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

### **Employee intention to leave**

25. The organisational commitment should be presented to improve the employee retention to the project

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

26. I expect management supportiveness to conduct my operations successfully and their supportiveness encourage me to stay in the job longer time periods

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

27. Job satisfaction would allow me to retain in the job role during the project and deliver the committed service to the project

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

28. Job stress is creating an environment to leave the project and find a suitable stress free opportunity

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

29. The project should improve the positive employee friendly features to ensure the higher level of employee retention

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree

30. The current conditions of the environment create the urge for leaving the project

i. Strongly disagree   ii. Disagree   iii. Neutral   iv. Agree   v. Strongly agree