

**A STUDY OF THE RELATIONSHIP BETWEEN
RETENTION STRATEGIES AND JOB PERFORMANCE
IN THE IT INDUSTRY IN SRILANKA**

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ABSTRACT

In today's world, employee turnover is one of the major issues faced by many companies. The turnover rate impacts the employees' performance and organization's stability as well. This study explores and analyses the relationship between retention strategies and job performance in the Sri Lankan IT industry. The main objectives are to determine the job performance of employees in the software industry, discuss the factors that affect the turnover in the software industry, examine the relationship between retention strategies and job performance, and recommend a set of guidelines to improve job performance.

The analysis of the literature review discusses the current research on retention factors such as, employee recognition, flexible working arrangements, rewards, compensation, work-life balance, leadership and management, etc. This study has identified five main retention factors using a pilot test, to be addressed throughout the research. The research methodology is based on a quantitative approach; hence a survey is conducted with 300 employees who work in IT industry. The survey questionnaire contains 30 questions, with five questions per variable. Descriptive analysis is performed to analyze the respondent demographic characteristics based on frequency analysis and the central tendencies measurement of constructs. Then, the scale measurement is used for the reliability analysis. This is followed by inferential analyses using the Pearson correlation coefficient analysis. Finally, the ANOVA test is applied to identify the impact of the five independent variables with the dependent variable, job performance.

According to the analysis results, it can be concluded that flexible working arrangements have a high impact on job performance compared to the other four variables. Management and leadership, employee recognition, onboarding/training and employee relations have a considerable relationship with job performance even though it is of a lower impact. Further, a set of recommendations is proposed to improve the job performance of employees in the IT industry in Sri Lanka. These recommendations will enable the organizations to identify employees' needs and wants. These strategies can be implemented based on a priority level, which includes the most influential ranking with the intention of satisfying and motivating the employees. Thus, by meeting the needs of employees, job performance can be increased and by that, the employee turnover rate can be reduced.

Keywords – Employee retention, Flexible working arrangements, Job performance, Employee turnover, Training and development, Management and leadership

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CHAPTER 1: INTRODUCTION

1.1 Background

Employee retention factors play a major role with the word “employee turnover”. Employee turnover indicates the number of employees who leave the company and are replaced by new employees. When the employee turnover is high in a company, it gives a bad image for that company. If a company can keep their employees for a longer period, it will help the company to accomplish company objectives. This research aims to identify the ways in which employee turnover can be reduced, which are called “employee retention” factors. For example, employee recognition, flexible working arrangements, rewards, compensation, work-life balance, leadership and management and so forth can be considered as employee retention factors.

The word “job performance” comes in to the picture with employee retention factors. When employee retention factors are applied, the performance of the employees can be increased. Employee performance is one of the most important factors that has been considered for ages. If employees perform well, then it directs to an increment in profitability of that company. Hence, employee retention factors would directly affect the job performance.

Clarke (2010) identified that the job that helps satisfy relationship with the employee’s family, will help to increase the job performance of the employee. When the employee is happy in the workplace, he is smart enough to spend his family life without any issues. Dochy (2009) identified the importance of work-life balance towards job performance. He had the view that businesses should make some adjustments to promote strong performance by providing an environment that creates a balanced life within the company. Osman (2013) found that helping employees by providing work-life balance decreases their goal to leave their place of employment.

Mita (2014) identified that there is a close connection between employees' willingness to stay in an organization, and work-life balance. He also identified that if the company can provide opportunities to improve their career aspects, organizations can compete in a competitive world with these talented resources. Also, if a company is driving their employees for innovation, then the possibility of staying in the same company is high when compared to other companies.

Normally, reward is something that is fundamental in the current world. Employees always try to improve their skills and talents to match the current market, and expect compensation from their companies for their invaluable skills. Thus, employees may resign if they are not happy with the company because they have more options than staying in the same company for a long time.

Good leadership is another critical issue for the company. A leader is one who inspires their team members to drive towards a goal. If the leader fails to drag the team to success, the whole team will be an utter failure. Flexible working arrangements is another factor that may influence job performance. If the company gives the chance to select the time and place to work, then it creates less stress compared to others who work regular hours in offices.

1.2 Motivation

The senior board must distinguish ways to improve the job performance of their employees to keep them as long as they can. It is identified that employee retention factors help employees to improve their confidence, which leads to improvement in job performance. When the employees are motivated to work and stay in the company, it will lead to best results for the company. With the proposed guidelines, employees will perform well to expand the profitability of the association.

If employers use retention factors to improve job performance, they will be able to keep their valuable assets for a long time period and engage them to improve the profit of the company by highlighting their talents and skills.

1.3 Research scope

There are several factors under employee retention factors; training, compensation, working conditions, management and leadership, and so on. The factors that are going to be addressed in this research are identified through a pilot test. The method used for this is clearly described in the research methodology section. In this study, retention factors are considered as independent factors and job performance is a dependent factor. By identifying the factors, a quantitative survey needs to be conducted to collect information. After collecting data, statistical analysis needs to be conducted to check the acceptance of the hypothesis. By analyzing the results, the researcher can identify what hypothesis can be accepted or rejected. Then, by breaking down outcomes utilizing measurable strategies, what retention factors influence job performance the most and what the influencing factors are, will be recognized. Based on that set of guidelines, it can be recommended to boost the job performance of employees in the organization.

1.4 Problem statement

Switching jobs is a common issue that most IT companies face. It is fine to have a normal turnover rate in the IT industry because none of the employees will work for the same company over a long period of time. But the problem comes when the turnover rate becomes abnormal. This may lead to additional costs as substitution cost. Not only the cost, sometimes high employee turnover rate in a company creates a bad image of the company in the mind of existing employees. Existing people lose the engagement when they see the high turnover and are demotivated to work for the company, increasing their tendency to also leave the company.

The existing employees need to fill the hole or the gap created when their peers leave. Until a new employee joins and gets trained in the work, the workload for the existing employees is high, so they need to double their performance and try to cover the workload.

When people are continuously leaving the company, the cost for advertising for new vacancies, interviewing for new recruitment, screening them, and hiring new employees will be high. Once the newcomers are on-boarded, the company needs to provide trainings for the new employees, increasing training cost as well.

Furthermore, there will be customer service issues due to the low experience levels of newcomers handling clients. This may lead to client dissatisfaction and sometimes this may lead to the loss of clients as well.

1.5 Research objectives

Below are the main objectives of this study.

1. To identify key retention factors affecting job performance in software companies in Sri Lanka.
2. To identify the link between retention factors and job performance
3. To recommend a set of guidelines to improve job performance of employees in the software industry.

1.6 Research significance

Humans are the most important assets of an organization. Companies must try their best to retain their employees within the company by motivating them. Yet, most managers are unaware about the ways and tools that can be used to manage employee turnover. Employee retention factors such as onboarding and training, flexible working arrangements, communication, fair treatment, management and leadership need to be clearly identified and applied at the correct time. If organizations are willing to reduce the turnover and keep their employees for as long as they can, there is a set of guidelines that has been introduced, which is described in the final chapter of this research.

1.7 Conclusion

At the beginning of this chapter, the background problem is clearly described, which is to identify the factors that affect job performance of employees in Sri Lanka. Along with the problem definitions, the objectives of this project will be described. Then, analysis is conducted and a set of guidelines can be proposed based on the results.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter focuses on employee retention factors identified by researchers. Textbooks, websites, magazines, and journals have been used to collect information for this chapter. The literature discusses theories, techniques and related work on job performance and retention factors. Moreover, statistical analysis methods are mentioned that can be used to analyze the survey data.

2.2 Employee retention factors

2.2.1 Compensation

According to Feldman (2000), compensation can be categorized in to payable cash or non-cash payments. These compensations can be given in addition to their salaries in exchange for the work they are doing. Additional to the basic salary, there are several types of compensation that can be given by an organization, for example, overtime wages, shift allowances, tips, bonus payments, merit payments given for recognition, insurance, etc.

Dockel (2006) stated that these days most IT companies are looking in to the variable compensation. They are willing to give benefit packages because employees have high intention to stay in the company if they are receiving similar or more than what is expected. He also mentioned that compensation should be given fairly to the employees based on their talents and commitments towards the organization.

2.2.2 Flexible working arrangements

According to Kelliher (2010), employees who are working flexible working hours and people who are working remotely (working from home) are the happiest employees in their employment as well in their work-life. Lessened hours laborers announced that they feel less stress when they can work flexible hours.

As stated by Crowley (2013), job flexibility can improve the productivity of employees leading to a lower turnover rate. According to Inc.com, “the most popular flexible work options are those that involve the least change”. They also highlight that flexible working arrangements can address institutional problems like reducing office space or related expenses. Therefore, having shifts will improve the job satisfaction as well their performance, because it helps to reduce the stress. It is said that flexible work options are good in the employees’ aspect but not for employers as they will have to put an extra effort in arranging and controlling flexible work options. Whereas most observers argue that if flexible working arrangements are implemented and monitored correctly, it can bring many benefits to organizations. However, flexible work options should be implemented in order to maximize the benefits while minimizing the risk associated in flexible work options.

2.2.3 Employee recognition and rewards

According to Brun (2008), employees are not 100% satisfied by only receiving the basic salary. They expect something more. He has identified four ways for employee recognition such as “The ethical perspective”, “The humanistic and existential view”, “The work psychodynamics school”, and “The behavioral outlook”. Under “The ethical perspective”, he has identified that engagement of senior management to clarify the organizational standards when it comes to rewards, is one of the important factors. Apart from that, treating employees fairly and acknowledging their past mistakes will help them to identify their gaps. The “humanistic and existential view” explains that the management must involve them in project phases when it is needed, promoting them and giving opportunities to improve their skills and knowledge will help them to be motivated. Furthermore, if the management can encourage their employees to work as a team, it will improve the soft skills as well.

“The work psychodynamics school”, explains that peers feedback is something important, and managers should identify the skills of each and every team member, and reward them whenever needed. If the management can motivate their employees by providing thanking letters from clients related to their performance, it could motivate the employees.

According to Saunderson (2004), it is said that managers have to identify and recognize the employee's ideas and appreciate their ideas even though they can't really apply those ideas. Supervisors must always try to thank and appreciate the work that an employee has done, in order to encourage them. Then, by having performance appraisals, supervisors can give feedback on how the employees need to improve themselves to match the organization goals.

2.2.4 Promotion and opportunity for growth

Kosteas (2013) recognized that employees could be motivated if they are shown opportunities to climb up their career ladder. When there are possibilities for career enhancements within the organization, they will not think of moving out from the company to search for new opportunities. They have noticed that men will probably be advanced than ladies when it comes to searching for new opportunities.

Alam (2012) identified that promotion is one of the most important factors that needs to be considered when it comes to job satisfaction. Every employee is searching for opportunities to climb up the career ladder. The main opportunity to get through this is be eligible for promotions. Hence, the management should provide opportunities to their employees to be promoted and try their best to give the promotions within the announced time period. Most IT companies face issues in giving promotions because when there is a promotion, there should be a salary increment as well.

But since the promotion plays a main role in employee retention factors, then companies need to identify solutions to the problems that occur when giving promotions

2.2.5 Work-life balance

Clarke (2010) identified that the job that helps to satisfy the relationship with the employee's family will help to increase the job performance of the employee. When the employee is happy in the workplace, he is smart enough to spend his family life without any issues.

Dochy (2009) identified the importance of work-life balance towards job performance. He had the view that businesses should make some adjustments to promote strong performance by providing an environment to have a balanced life within the company. He also found that helping employees by providing work-life balance decreases their goal to leave their place of employment.

Mita (2014) noticed an immediate connection between employees' choice to stay and work-life balance. Imbalance of work-life leads to the dissatisfaction of life. Sometimes employees may forget to satisfy their family needs by meeting or achieving company goals. Hence as humans, it is better if everyone can try to balance both work and life, so they can work happily and peacefully without any issues.

2.2.6 Management and leadership

Noah (2008) identified that management should always pay attention to their employee's needs. Paillé (2013) observed that organizations should create a smooth and peaceful environment for their employees to work. It is identified that the skills and characteristics needed for a good leader varies from one situation to another. Leaders should be flexible and need to listen to their subordinates. According to Duffield (2003), the leader boosts the employee's feeling of duty. Leaders must trust their subordinates and should be a trusted person for them as well. Besides, he should support them every time the support is needed.

Kroon (2013) also had a similar view of leadership skills compared to other researches. He noted that having a good leader drives to a reduction in the employee turnover of a company. Andrews (2009) identified that employees feel safe and like to stay, if their immediate boss helps them to improve their career aspects. If they receive feedback continuously from their bosses, if they are rewarded, then they are motivated to stay in the company.

As showed by Ellett (2007) if employees maintain a good interrelation with their boss, it directs them to think twice before leaving the company.

2.2.7 Onboarding, training and development

Onboarding, training and development are major key factors for workers at any age. Sinha (2012) identified that training programs play a major part in the other retention factors such as wages, good working environment, fair treatment etc. From the first day an employee joins the company, there should be induction programs that give an idea about the organizational goals, the working culture, company values etc. Then, the new comer gets an idea about the place he will be staying for the next few years and gets an idea about the values of the company, which will help him to succeed within his career.

Talya (2012) said that even though the cost for have training sessions is high, it is an investment to develop the skills of existing employees to face the competitive world.

Research done by Dean (2010) shows that in earlier days when there were no trainings, employees needed to identify ways to develop their skills on their own, which takes time to investigate. Hence, the learning curve will be high and it cannot be done with the rapidly changing world. So, when there are trainings, the learning curve can be reduced and employees can spend the self-learning time to do the actual job.

2.2.8 Job security

Clark (2005) states that job security or employee stability within organizations is highly dependent on the job performance. Professional stability in the organization directs to the physical and mental wellbeing of the employee.

Darwish (2000) identified that age, marital status, monthly income, and educational level affect the variations of job satisfaction on job security. He also identified that satisfaction on job security vary in different working cultures

2.2.9 Communication

As stated by (Gopinath, 2000), companies communicate data on values, mission, and systems to their employees to improve their vision towards company. Numerous organizations or managers are attempting to give data, so employees can trust the company and retain there.

According to Raina (2014) employers can get ideas from their employees to improve the product quality, processes and services. Effective communication helps to build team relationships as well. Hence, proper communication leads to creating a better understanding among team members as well as the management.

2.2.10 Fair treatment

Williams (2010) stated that if employees are considered valuable assets, then employees will respond back to the organization by giving their best to the organization.

Hausknecht (2008) identified a theory called “Equity Theory”, which elaborates that employees not only have a concern on what they are getting for their talents such as increments and rewards, but also have an eye on what others are getting as well.

When there is an imbalance in what they are receiving compared to their input, they feel upset and are dissatisfied. According to the equity theory, people always believe that they should get some benefits as a return from their companies to match with the work they do.

2.3 Testing and analysis approaches

2.3.1 Descriptive analysis

Descriptive analysis (William, 2006) uses descriptive ways to summarize the dataset or part of it. The most popular measurements are the mean, middle, mode, and standard deviation. According to this study, descriptive analysis is done for a set of questions such as sex, income level, gender, and educational level.

The distinct measurements will be exhibited through the types of tables and graphs to demonstrate the frequencies and rates from the figuring (Hebl, n.d.).

2.3.2 Cronbach's alpha calculation

Cronbach's Alpha technique (Chelsea, 2015) shows how each item in a set is correlated with other items of another set. When the value for alpha is higher, then the correlation among the variables will be high.

If the coefficient value is more than 0.7, it can be concluded that the result is reliable. If the coefficient value is less than 0.6 it is concluded that result is not reliable. (Duglas, 2014).

Table 1 shows the rule of Cronbach alpha, the relevant internal consistency level for each alpha coefficient range.

Table 1 : Standards for Reliability Analysis

Cronbach's alpha	Internal Consistency
< 0.6	Poor
0.6 - < 0.7	Moderate
0.7 - < 0.8	Good
0.8 - < 0.9	Very Good
> 0.9	Excellent

2.3.3 Inferential analysis

Inferential examination (Lehman, et al. 2013) is a measurable strategy used to predict the population using the information gathered by the sample. It enables to audit data acquired from sample and after that to make decisions about a population. Essentially, they are used to test the hypothesis. By using inferential methods, it proves whether the hypothesis is approved or rejected.

2.3.4 Pearson correlation coefficient analysis

Pearson Correlation Coefficient is used to ensure the relationship between independent and dependent variables. If the value for the coefficient is higher than 0.9, then it is concluded that the variables are highly correlated with each other.

In the same way, if the value for the coefficient is less than 0.20, then it is concluded that the variables are less correlated with each other.

Table 2 shows the standards of the Pearson Correlation Coefficient, the strength level for each coefficient range.

Table 2 : Standards of Pearson Correlation Coefficient

Correlation value (values are valid for both positive and negative)	Interpretation
0.9 - 1.0	Very high correlation
0.7- 0.9	High correlation
0.5- 0.7	Moderate correlation
0.3-0.5	Low correlation
0 -0.3	Negligible correlation

2.3.5 Hypothesis analysis

A hypothesis is an assumption that needs to be proved or disproved according to the analysis. They are statements of expectation about some characteristics of a population (The Pennsylvania State University, 2017). It is a testable statement and it is used to predict the relationship among selected variables.

Directional hypothesis

Directional Hypothesis specifies the way of the relationship between variables.

It basically says if “A” happens then “B” will happen.

Non-Directional hypothesis

It shows the existence of a relationship between variables but no direction is specified.

For instance, this can be used when the happening of an event is not certain.

Null hypothesis

When there are no differences or relationships that exist among variables, those hypotheses are called null hypothesis. If a null hypothesis is found in a research study, it nearly always follows the research hypothesis. (Directional or Non-Directional Hypothesis)

2.3.6 Hypothesis testing methods

- **t – test**

The t-test can help to check the difference between the sample mean with a population mean, or it can be utilized to think about the methods for two sample sets. It is valuable when the population isn't known and when the sample measure is little.

2.3.7 ANOVA test

ANOVA (Analysis of Variance) is used to test on different groups to see if there's a remarkable difference between them. It helps to figure out whether the null hypothesis needs to be rejected or accepted. There are two main types of ANOVA testing; one-way and two-way. The one-way test contains 1 variable to test the difference between two groups. The two-way has 2 independent variables (can have multiple levels).

2.3.8 Discussion

Table 3 summarizes the followed literature resources and the factors addressed by those researches.

Table 3 : Summary of the literature related to the job retention based on the factors

Research article	Job performance	Flexible working arrangements	Onboarding and training	Management and leadership	Employee recognition and rewards	Employee relations
Kelliher ,2010	X	X				
Jeffrey, 2010	X	X				
White, 2003	X	X				
Crowley, 2013	X	X				
Corey ,2000	X			X		
Eisenberger, 2002	X			X		
Kroon, 2013				X		
Ellett, 2007				X		
Alexandra, 2009						X
Kyndt, 2009						X
Mita, 2014						X
Pierre, 2008	X				X	
Sinha, 2012	X		X			
Talya,2012			X			
Dean, 2010	X		X			
Ramlall,2004		X				
Brun, 2008	X				X	
Saunderson , 2004	X				X	
Paillé, 2013	X			X		
Ellett, 2007	X			X		

Table 4 is a comparison of literature resources about the factors addressed by those researches, advantages and disadvantages of the referred literature resource

Table 4 : Comparison of research works

Related work	Method	Factors Considered	Advantages	Disadvantages
Clare, 2010	Qualitative approach has been followed. Interviews and a questionnaire	How flexible working arrangements affect the job performance	The researcher has identified that employees who work lesser hours or who work at home, perform well compared to other	Considered only two forms; reduced hours and able to work remotely. Other forms of flexible working may drive to different results.

	e have been conducted among employees in the UK private sector		people who work in the same industry	The research is not done addressing a specific industry, so workers who are working in different types of work in different workplaces may affect the result.
Lee, 2000	Used secondary data as results to have recommendations.	How leadership affects the job performance	The management can get an idea about on how to improve their employees' motivation to work by having talented supervisors	The researcher has only focused on leadership as the main point that can be used to improve performance. The researchers have not conducted a questionnaire or interview to get ideas of the employee.
Jeffrey, 2010	Online survey done to measure work and life issues to employees in IBM	How flexible working arrangements affect the job performance	Giving the idea that if managers can deploy a flexible working process, it may help to balance their work-life leading to less stress.	The respondents are the employees who work for IBM. They are well-educated and have high salaries compared to other employees who work in a similar industry. Because of that they might not be a valid sample that represents the employees who work in smaller companies.
Talya, 2012	Used secondary data as results to have recommendations.	How training affects the job performance	Giving the idea that training and onboarding is one of the main points that affect job performance. Through this research, it is identified that if the employees are given proper training from the beginning (onboarding), then management can keep their employees for a long time period	The researcher has only focused on recruiting and onboarding as the main point that can be used to improve performance. Haven't conducted a survey to have recommendations.

Table 5 is a comparison on retention factors based on industry by analyzing the previous researches done. For this analysis, five industries have been considered and the most common factors for each and every industry have been identified. It is concluded that career development is one of the common retention factors for most

industries. Therefore, whatever the industry is, it must be considered thoroughly, when decisions are made to improve job performance. The learning and working climate is a specific retention factor only addressed in researches done in the telecom industry. Compensation is also a common factor that should be considered as it is discussed in most of the researches done in different industries

Table 5 : Comparison on retention factors based on industry

Industry	Retention factors discussed for certain industry
Banking	Employee motivation (Salman, 2014), Career development (Dwomoh, 2017)
Education	Lack of support, Job satisfaction, Retirement Benefits, Salary (Tripathi, 2017)
Health	Social support, Empowerment, Stress (Monsen, 2008)
Telecom	Skill recognition, Learning and working climate, Compensation, Communication (Shoaib, 2009)
IT	Career development, Flexibility environment, Compensation (Kelliher ,2010)

Table 6 is a comparison on retention factors based on country. For this analysis, five regions or countries have been considered and the most common factors for each and every region or country has been identified. Most Asian countries such as India, Bangladesh, and Sri Lanka have a set of common retention factors when compared to other European countries. They are, flexible working arrangements, lack of support, career development, compensation, training and development etc. The retention factors in UK and Australia are pretty different from the factors valid for India and Bangladesh. In UK and Australia, the most discussed retention factors are skill recognition, learning and working climate, communication, flexible working arrangement etc. Factors such as career development, compensation, training and development have been rarely discussed as those factors may already have been identified and necessary actions may have been taken to improve the employee retention following these factors. Since India, Bangladesh and Srilanka are still developing countries, compensation and salary problems might be there when compared to well-developed countries such as UK and

Australia. Thus, the management should identify the retention factors clearly by determining their environment.

Table 6 : Comparison on retention factors-based country

Region/Country	Retention factors discussed based on certain region
UK	Flexible working arrangements, Communication, Opportunities (n.d)
India	Flexible working arrangements Lack of support, Career development, Compensation (James, 2012)
Bangladesh	Stress level, Training and development, Career development (Rajapaksha, 2015)
Australia	Skill recognition, Learning and working climate, Communication, Training (The Executive Connection, 2017)
China	Lack of growth, Compensation, Rewards, Recognition, Fair treatment, Relationship with employees (Horward, 2007)

2.4 Conclusion

According to the related literature, it is concluded that there is an effect on employees' performance from retention strategies. By following the previous researches, we can get a better understanding of what we need to do in our research. A comparison and evaluation of the related work is presented, which has been used to measure the job performance with retention factors.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research approach

As mentioned by in light of the Association for Educational Communications and Technology (2001), the research design is divided into groups such as “exploratory research”, “descriptive research” and “causal research”. In descriptive research, there should be a precedent understanding of the research problem. For this research, descriptive research has been chosen because this research is conducted on the description of employee retention factors and job performance. Since there are precedent researches done regarding this topic, there is a lot of information that can be used to describe the relationship between these variables. The main advantages of descriptive research is that the descriptive research costs low when compared with the other two approaches and the time needed to complete the research will be less when compared with the other two approaches.

It is believed by Creswell (2014) that researches can be categorized in to two main types; quantitative research and qualitative research. The researcher used the quantitative approach as the objectives of the research are achieved through investigation of the collected data using statistical analysis. A questionnaire survey was conducted among a sample of employees in software companies in Sri Lanka. Numeric rating scales have been used for the survey to identify the perspective of the participants. After collecting data, IBM SPSS 23 software is used to analyze the data and a set of guidelines is recommended based on the results, to improve job performance in the company to reduce the employee turnover.

Figure 1 explains the approach of this research step-by-step. As the first step, the problem that is going to be addressed through the research is identified. Then, a literature review is conducted to get ideas about the previous researches and check the scope of the researches that have already been conducted in this area. Then, the pilot test needs to be conducted in order to identify the factors that will be addressed through this research.

As the next step, a set of hypotheses has been defined to cover the selected variables. Then, a questionnaire has been designed to cover the factors that are identified in the pilot test. The questionnaire has been distributed among 300 employees who work in the IT industry in Sri Lanka. Online methods such as mailing and social media have been used to send the questionnaire. A set of soft copies of the questionnaire has been distributed as well, to boost the data collection process.

By analyzing the collected data, the hypothesis that were accepted and rejected were concluded. Based on that, a set of guidelines can be recommended to boost the job performance of employees.

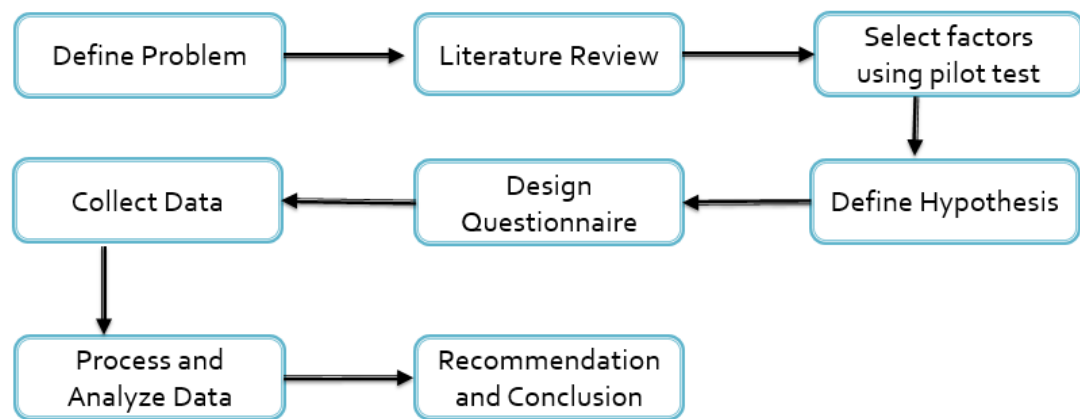


Figure 1 : Research Approach

3.2 Methods used for data collection

In a research, data collection plays a major role. Since data is going to be used for further analysis, most of the researchers have used several ways to collect data. Data can be categorized as primary and secondary data.

3.2.1 Primary data

As mentioned by Sekaran (2010), the primary data is gathered from the original source by the research for a specific reason. Usually questionnaires and interviews have been

used to collect primary data. The questions asked by the questionnaire covers the problems that are going to be addressed by the research.

3.2.2 Secondary data

The secondary data has been gathered previously by past researches and they have used that data in their researches as their primary data. This data has been added to journals and internet resources publicly, so it can be accessed by everyone. Hence, the secondary data has already been validated by past researches and will be useful when it is hard or impossible to collect data. However, with time, the secondary data will be outdated, therefore, before using secondary data, it would be better to check the time period in which it was created and check whether the data literally match the requirements.

3.3 Sample design

3.3.1 Target population

Zikmund (2004) defined the population as the residents that the researcher is going to focus on. Based on the Sri Lankan labor force survey report (2016), there are 62000 employees who work in the IT industry

3.3.2 Sample size

Based on Zikmund (2004), sampling is selecting a set of respondents that are suitable to represent the population. According to 95% percent of the confidence level and 5% margin error as indicated in checkmarket (2016), the sample size is 300. A set of questionnaires have been prepared and distributed among employees who work in the IT industry around the country.

3.3.3 Sampling elements

The sample size of this research is 300 employees who work in the IT industry. A questionnaire containing 30 questions has been created and distributed among employees who work in the IT industry, covering the nation.

3.4 Research instruments

Research instruments can be described as ways that can be used to collect data. In order to collect data, questionnaires are the most common method that researchers use. There are two forms of questionnaires; closed form and open form. In this research, the closed form of questionnaire has been conducted. Apart from questionnaires, interviews can also be conducted to gather information. When conducting interviews, we can get their ideas verbally and have face-to-face discussions. In this research Likert Method has been used as the rating scale (Sekaran, 2010).

3.4.1 Distribution methods

As mentioned by Sekaran (2010), a questionnaire is a data collection tool that can be used to evaluate the variables. In this research, in order to gather data from respondents, an online questionnaire has been created and sent to employees through emails and social media. Even though in reality, it might take a few minutes to complete the questionnaire, sometimes it took several hours to receive the completed questionnaires because employees are busy with work and it was not possible to disturb them all the time by sending reminders. Apart from the online questionnaire, hard copies of the questionnaire have been distributed within companies in order to make the data collection more efficient.

3.4.2 Questionnaire design

The questionnaire includes 2 sections; section A and B. Section A includes demographic questions to evaluate the sample of the research. So, questions are created based on gender, age, educational level, working period, and income level. There are 5 questions in this section. For section B, 25 questions have been created to capture the data related to independent and dependent variables, which are work schedule flexibility, training, employee relations, employee recognition and rewards, management and leadership, and job performance. For each variable, there are 5 questions created to cover the relevant area. All together there are 30 questions in section B. This survey was created using Google forms.

3.4.3 Pilot test

A pilot test is used to identify the dependability of the questions, which are designed according to variables included in a conceptual framework. For this research, two pilot tests have been conducted. From literature review, 13 retention factors have been identified that may affect job performance. Thus, out of 13 factors, to identify the factors that need to be addressed throughout the research, a pilot survey has been conducted. For that, a simple questionnaire covering all 13 factors was created to tick the preferences that they think have the highest impact on job performance. Apart from that, an open-ended area was provided to add their ideas on other factors not listed in the questionnaire. After analyzing the responses, 5 selected factors were addressed in the research, based on the number of votes for each factor.

In the research, the questionnaire was distributed to 10 employees that work in the IT industry. On the report of the response from the employees, generally the questionnaire was enough to continue.

Figure 2 shows the pilot test done in order to identify the 5 factors that need to be addressed through this research. Based on Figure 2, the 5 factors that have the most responses have been identified.

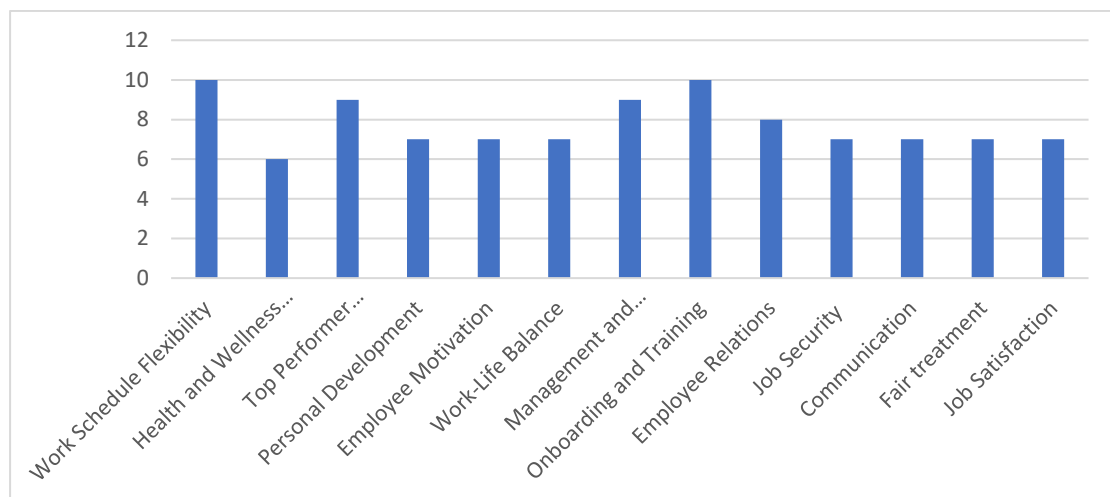


Figure 2 : Pilot Test done to identify the factors

3.4.4 Summary of questionnaire

Table 7 summarizes the questionnaire, which includes 2 parts; part A and part B. Part A contains five demographic questions and Part B contains 30 questions including five questions for each variable.

Table 7 : Sketch of the questionnaire

Variables addressed through research	No of questions
Gender	1
Age	1
Educational Level	1
Working Experience	1
Income level	1
Job Performance	5
Flexible working arrangements	5
Onboarding and Training	5
Management, Leadership Team	5
Employee Recognition and Rewards	5
Employee Relations	5

3.4.5 Detailed background of the questionnaire structure

Table 8 explains the structure of the questionnaire in a detailed manner.

Table 8 : Detailed background of the questionnaire structure

No	Question	Variable
1	I am having clear idea about the evaluation process in my company	Job performance
2	I always meet the project deadlines	Job performance
3	Performance appraisals are conducted annually	Job performance
4	My job helps me to improve my skills and use them to achieve company goals	Job performance
5	My company boost employees to use their abilities for the success of the company	Job performance
6	Flexible work is actively encouraged in my working environment	Flexible working arrangements
7	If I was given more control over my time I would be more productive	Flexible working arrangements
8	I feel stress free If I can work on flexible working hours	Flexible working arrangements
9	It would be better if company can provide opportunities to work from home, when there are situations when employee couldn't report to office	Flexible working arrangements

10	In my company, employees can take time off to compensate for extra hours worked	Flexible working arrangements
11	Good training helps to cover the gaps of knowledge while working in the project	Onboarding and training
12	The on-the-job training is comparatively productive comparing to normal training sessions	Onboarding and training
13	The company provides various types of training opportunities to improve technical as well as soft skills	Onboarding and training
14	My manager always guides me to the success by identifying my gaps	Onboarding and training
15	After receiving the training, I became more confident to play my role	Onboarding and training
16	My leader always listens to team members and try to get input from others when it comes to solve problems	Management, leadership team
17	My leader encourages others to work as a team	Management, leadership team
18	The leadership build team bond	Management, leadership team
19	The management has identified their employees' needs and try to fulfill their needs	Management, leadership team
20	Managers closely monitor each and every employee separately	Management, leadership team
21	Management should recognize/praise talented employees when they are identified without any delay	Employee recognition and rewards
22	Employees more like to have formal recognition comparing to informal recognition	Employee recognition and rewards
23	I like to work for my company because it provides financial rewards	Employee recognition and rewards
24	My company know how to provide benefits to match their employees' needs	Employee recognition and rewards
25	When there are suitable benefits given, then the productivity of the employee can be increased	Employee recognition and rewards
26	My supervisor is very helpful	Employee relations
27	My peers are very friendly and always helping me when it is needed	Employee relations
28	Management respect every employee equally	Employee relations
29	Organizational conflicts are solved straightforwardly	Employee relations
30	HR department always listen to the employees without bias	Employee relations

3.5 Data preparation

Before analyzing the data, the questionnaire should be double-checked and the necessary coding should be done for the data. Then, the data should be cleaned to improve the quality of analysis.

3.5.1 Review questionnaire

In order to improve the quality of the questionnaire, it should be reviewed clearly. By doing a pilot test, it is identified that there are grammar errors and typing errors so immediate action has been taken by editing the questionnaire before a whole survey was conducted.

3.5.2 Data altering

Data should be edited before it is used for analyzing purposes. This editing makes sure that data is accurate and complete to use. Data editing can be done manually or using software or tools.

3.5.3 Data weighting

Data weighting is the flow of giving a numeric value for the data not readable by computer programs. Simply, data weighting is transforming the data in to a format that the analyzing tool can identify. So, data is coded usually to nominal or ordinal variables. Table 9 explains how the option values in the questionnaire are coded in to numerical numbers.

Table 9 : Weighted (Coded) values

Actual value	Coded (weighted) value
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

For example, for all the questions mentioned in Section B that have the same answers as “Strongly Disagree”, “Disagree”, “Neutral”, “Agree” and “Strongly Agree”, the values are coded from 1 to 5.

3.6 Hypotheses development

10 Hypotheses have been developed based on the literature review.

Flexibility working arrangement

H₀- There is no relationship between flexible working arrangements and job performance

H₁- There is a relationship between flexible working arrangements and job performance

Onboarding and training

H₂₀- There is no relationship between onboarding and training, and job performance

H₂₁- There is a relationship between onboarding and training, and job performance

Management, leadership team

H₃₀- There is no relationship between the management and leadership team, and job performance

H₃₁- There is a relationship between the management and leadership team, and job performance

Employee recognition and rewards

H₄₀- There is no relationship between employee recognition and rewards and job performance

H₄₁- There is a relationship between employee recognition and rewards and job performance

Employee relations

H₅₀- There is no relationship between employee relations and job performance

H₅₁- There is a relationship between employee relations and job performance

3.7 Conceptual framework

The conceptual framework in Figure 3 is used to clarify the concepts and propose a relationship between concepts. It can provide interpretation of research findings and help to make the research findings more meaningful and generalizable. Here, independent variables are fixed variables. The dependent variable is used to measure the changes in independent variables.

From the literature review, 13 retention factors have been identified that may affect job performance. Thus, out of 13 factors, to identify the factors that need to be addressed throughout the research, a pilot survey was conducted. For that, a simple questionnaire was created covering all 13 factors to tick the preferences that they thought had the highest impact on job performance. Apart from that, an open-ended area was there to add their ideas on other factors not listed in the questionnaire. After analyzing the responses, five factors were selected to be addressed in the research, based on the number of votes for each factor. So, in this research, flexible working arrangements, onboarding and training, management and leadership, employee recognitions and rewards, employee relations and job performance are identified as variables. Out of the 6 factors mentioned above, job performance can be identified as the dependent variable and the others can be considered as independent.

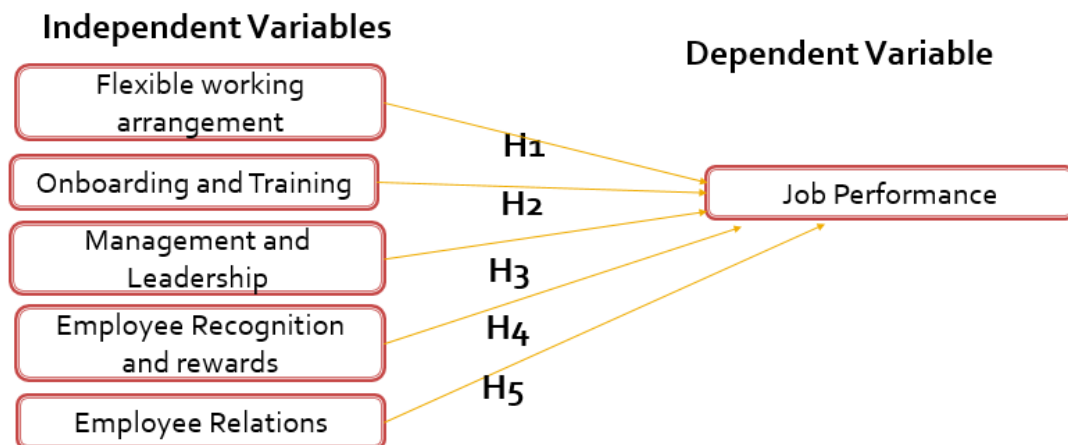


Figure 3 : Conceptual framework

3.8 Conclusion

The research methodology is the plan that is used to identify the connection between job performance and employee retention strategies in the software industry in Sri Lanka. This chapter explains how the research is conducted in an appropriate way by designing the research, how the data is collected using several mechanisms, how the sample is selected, how the collected data is analyzed, etc. The sample size of the survey is 300 people who work in the IT industry in Sri Lanka. By analyzing the literature review, key retention factors have been identified that may affect the job performance in Sri Lankan software companies. In order to fulfill the objective of identifying the connection between retention factors and job performance, a survey needs to be conducted among employees who work in the software industry. To achieve the objective of recommending, a set of guidelines has been proposed.

CHAPTER 4: DATA ANALYSIS

4.1 Introduction

This chapter describes the ways in which the data collected from the questionnaire described in Chapter 3 can be analyzed. Descriptive analysis is conducted to get a better understanding by simplifying the dataset. Then, statistical investigation is used to identify the connection among variables. This includes Cronbach's alpha coefficient calculation and the Pearson correlation coefficient analysis. Next, the ANOVA test has been carried out to check the mean difference between the variables. The latter part of this chapter focuses on detailed analysis on hypothesis validation. In order to get a clear idea of data representation, graphs and tables have been used.

4.2 Data collection

Figure 4 shows the pattern of the data collection in the research. The research data collection started in mid-August 2017 and ended somewhere around mid-November 2017. Quantitative data was gathered by conducting the survey through employees working in the IT industry.

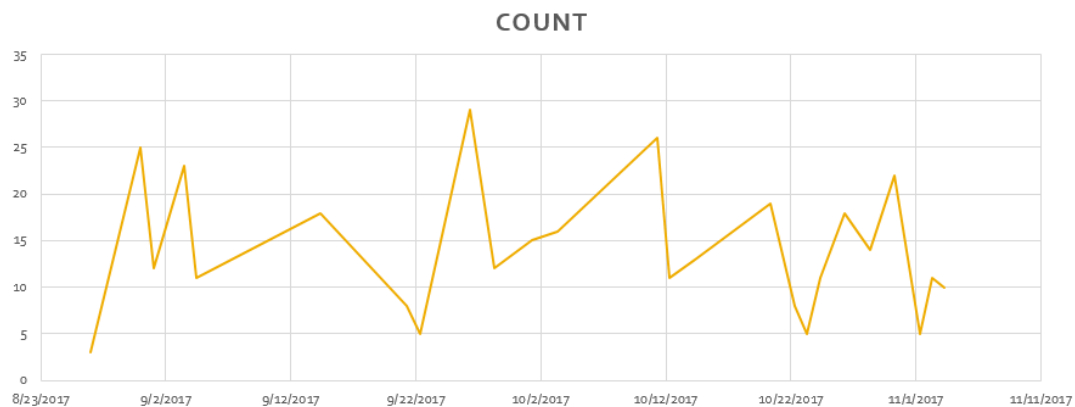


Figure 4: Pattern of Data Collection

4.3 Descriptive analysis

Descriptive analysis is conducted to identify the primary facets of the dataset gathered for this research. Data gathered is represented using charts and tables.

4.3.1 Analyze respondents' demographic profile using charts

Gathered demographic data on 300 employees in this research study was simplified as below.

4.3.1.1 Classification of the respondents based on gender

Table 10 and Figure 5 show the incidence of 300 employees based on gender where most respondents (53%) were male. Female respondents were 47% of 300.

Table 10 : Demographic analysis based on gender

Gender	Frequency	Percent
Male	159	53
Female	141	47

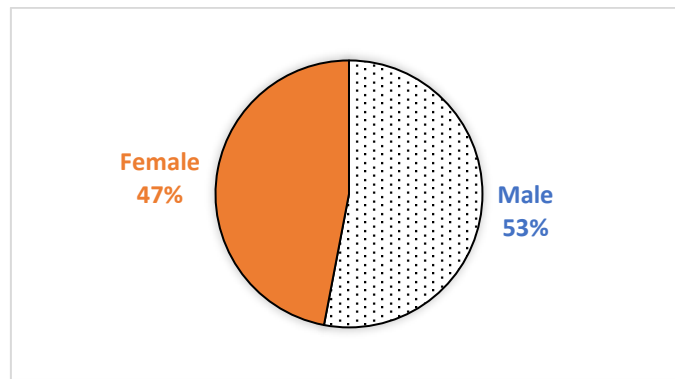


Figure 5 : Respondents over view based on gender

4.3.1.2 Classification of the respondents based on age

Table 11 explains the age of the employees in the research. Out of 300, majority of the employees belong to the 26–35 year age group, which is 69.7% of the sample size. It also shows that respondents are playing the engineer, senior engineer or lead role within the project. Respondents whose age is 25 or below, 36 to 45, 46 to 55 and above 55 are represented in the sample as 16%, 13%, 1.6% and 0.6% respectively.

Table 11 : Demographic analysis based on age

Age in years	Frequency	Percent
25 and below	48	16
26 to 35	209	69.7
36 to 45	36	12
46 to 55	5	1.6
Above 55	2	0.6

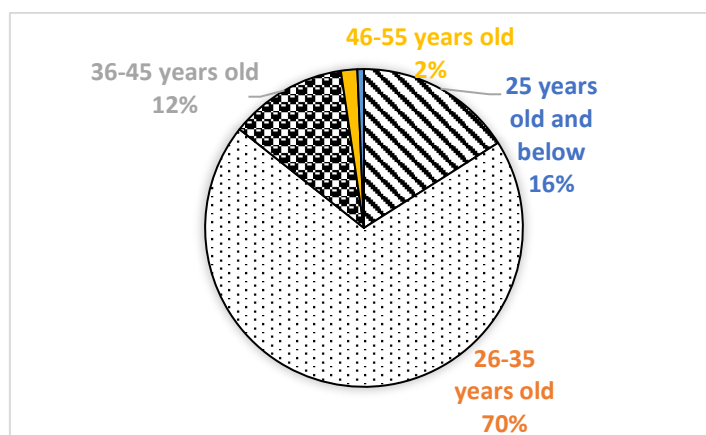


Figure 6 : Respondents over view based on Age

4.3.1.3 Classification of the respondents based on educational level

Table 12 and Figure 7 explain the education level of employees. Out of 300, a majority of the employees have a degree as their qualification, indicated by 90.7%. Respondents who are equipped with master level, diploma level and certificate level have been represented by 4.67%, 0.6%, and 0.3% respectively. According to the result, it is concluded that no one has a PHD as their qualification.

Table 12 : Demographic analysis based on educational level

Educational Level	Frequency	Percent
Certificate	1	0.3
Diploma	2	0.6
Degree	272	90.7
Master	14	4.67
PHD	0	0

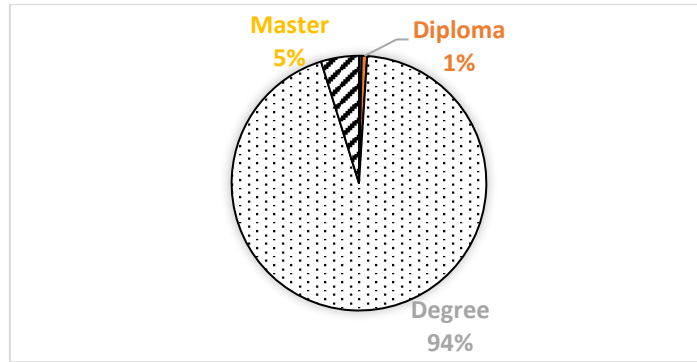


Figure 7: Respondents over view based education level

4.3.1.4 Classification of the respondents based on working experience

Table 13 and Figure 8 explain the working experience of the employees' in the company. Most respondents had one to five years of working experience, which is 48% of the sample size. Respondents whose working experience was between 6 to 10 years, 11 to 15 years, below 1 year and 16 to 20 years are represented in the sample by 35%, 9%, 7% and 1% respectively. There were no employees with over twenty years of experience.

Table 13 : Demographic analysis based on working experience

Work Experience	Frequency	Percent
Below 1 year	22	7
1 to 5 years	143	48
6 to 10 years	103	35
11 to 15 years	28	9
16 to 20 years	4	1
Above 20 years	0	0

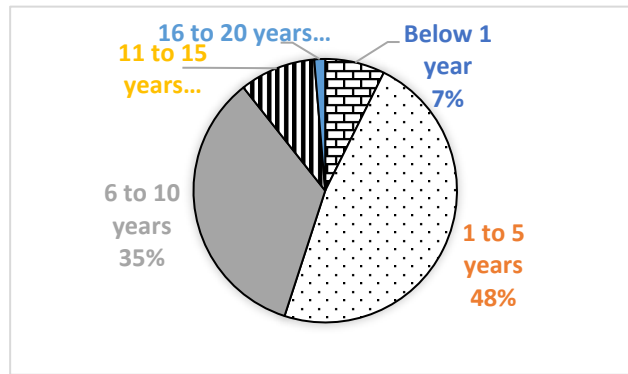


Figure 8 : Respondents over view based on work experience.

4.3.1.5 Classification of the respondents based on income level

Table 14 and Figure 9 explain the income level of the respondents in the company. Majority of the respondents' income level was between Rs. 101,000 and Rs. 250,000, which is 41.3% of the sample size. Respondents whose salary was between Rs. 51,000 and Rs. 100,000, Rs. 25,000 and Rs. 50,000, below Rs. 25,000 and above Rs. 250,000 are represented in the sample by 29.7%, 13.7%, 9% and 7.3% respectively.

Table 14 : Demographic analysis based on income Level

Income Level	Frequency	Percent
Below Rs 25000	27	9
Rs 25000 to Rs 50000	41	13.7
Rs 51000- Rs 100000	89	29.7
Rs 101000-Rs 250000	124	41.3
Above Rs 250000	19	7.3

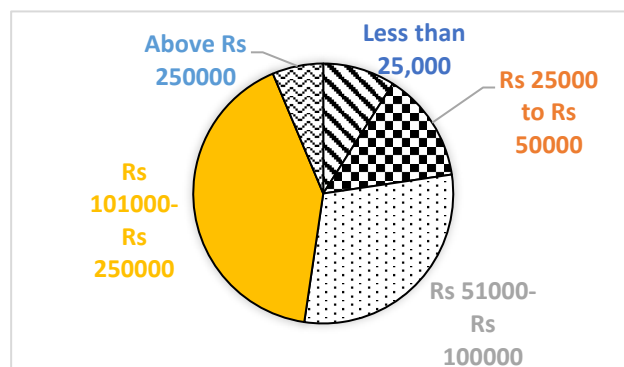


Figure 9 : Respondents over view-based income level

4.3.2 Analyze respondents' demographic profile statistical methods

4.3.2.1 Analyze the relationship between gender and job performance

As shown in Table 15, the Pearson correlation is computed to check the relationship between the gender and job satisfaction. This shows a correlation coefficient of -.015 with a significance level of 0.799. Hence, there is no connection between the gender and job performance.

Table 15 : Pearson Correlation analysis for variables gender and job performance

art Area		Job Performance	Gender
Job Performance	Pearson Correlation	1	-.015
	Sig. (2-tailed)		.799
	N	300	300

4.3.2.2 Analyze the relationship between age and job performance

As shown in Table 16, the Pearson correlation is used to reveal the relationship between age and job satisfaction. The coefficient of 0.049 with a significance level of 0.394 is found, which indicates that there is no connection the age and job satisfaction.

Table 16 : Pearson Correlation analysis for variables age and job performance

		Job Performance	Age
Job Performance	Pearson Correlation	1	0.049
	Sig. (2-tailed)		0.394
	N	300	300

4.3.2.3 Analyze the relationship between educational level and job performance

As shown in Table 17, the Pearson correlation is computed to see the relationship between educational level and job performance. This shows a coefficient of 0.048 with a significance level of 0.408. Hence, there is no connection between educational level and job satisfaction.

Table 17 : Pearson Correlation analysis for variables educational level and job performance

		Job Performance	Educational level
Job Performance	Pearson Correlation	1	0.048
	Sig. (2-tailed)		0.408
	N	300	300

4.3.2.4 Analyze the relationship between working experience and job performance

As shown in Table 18, the Pearson correlation is used this time to reveal the connection between work experience and job performance. A correlation coefficient of -0.019 with a significance level of 0.737 was found, which indicates that there is no connection between work experience and job performance.

Table 18 : Pearson Correlation analysis for the variables work experience and job performance

		Job Performance	Working experience
Job Performance	Pearson Correlation	1	-0.019
	Sig. (2-tailed)		0.737
	N	300	300

4.3.2.5 Analyze the relationship between income level and job performance

As shown in Table 19, the Pearson correlation is used to analyze the connection between income level and job performance. A coefficient of 0.084 with a significance level of 0.145 was found, which indicates that there is no connection between income level and job performance.

Table 19 : Pearson Correlation analysis for the variables income level and job performance

		Job Performance	Income Level
Job Performance	Pearson Correlation	1	0.084
	Sig. (2-tailed)		0.145
	N	300	300

4.3.3 Measure of central tendency

In this research the mean and standard deviation have been used to measure the central tendency.

4.3.3.1 Job performance

Table 20 consists of five statements. According to Table 20 question four, which is “I always meet the project deadlines”, the highest mean is 4.42 and the standard deviation is 0.57. Question one, five, two and three have mean values 4.29, 4.26, 4.24 and 3.88 respectively. Hence the least mean value is for question three.

Table 20 : Central tendencies of job performance

Question	N	Mean	Std. dev.
I am having clear idea about the evaluation process in my company	300	4.29	0.664
Performance appraisals are conducted annually	300	4.24	0.651
My job helps me to improve my skills and use them to achieve company goals	300	3.88	0.780
I always meet the project deadlines	300	4.42	0.570
My company boost employees to use their abilities for the success of the company	300	4.26	0.712

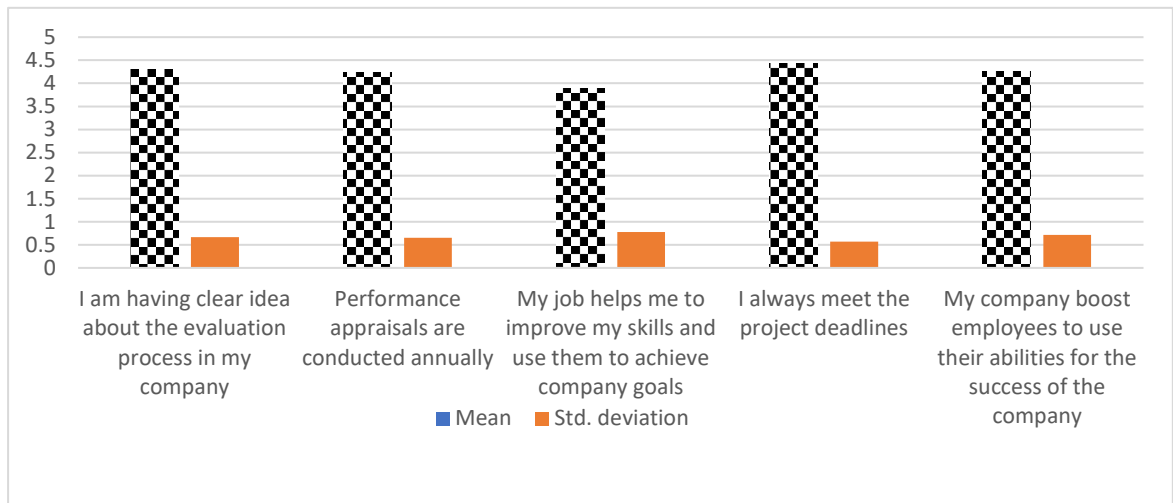


Figure 10 : Central tendencies of job performance

4.3.3.2 Flexible working arrangements

Table 21 consists of five statements. According to Table 21 question four, which is “It would be better if the company can provide opportunities to work from home, when there are situations when the employee can’t report to office”, the highest mean is 4.55 and its standard deviation is 0.59. Question three, two, one and five have mean values of 4.28, 3.74, 3.56 and 3.02 respectively. Question five has the least mean value.

Table 21 : Central tendencies of flexible working arrangements

Question	N	Mean	Std. deviation
Flexible work is actively encouraging in my working environment	300	3.566	0.86
If I was given more control over my time I would be more productive	300	3.74	0.80
I feel stress free If I can work on flexible working hours	300	4.28	0.75
It would be better if company can provide opportunities to work from home, when there are situations when employee couldn't report to office	300	4.55	0.59
In my company, employees can take time off to compensate for extra hours worked	300	3.02	1.01

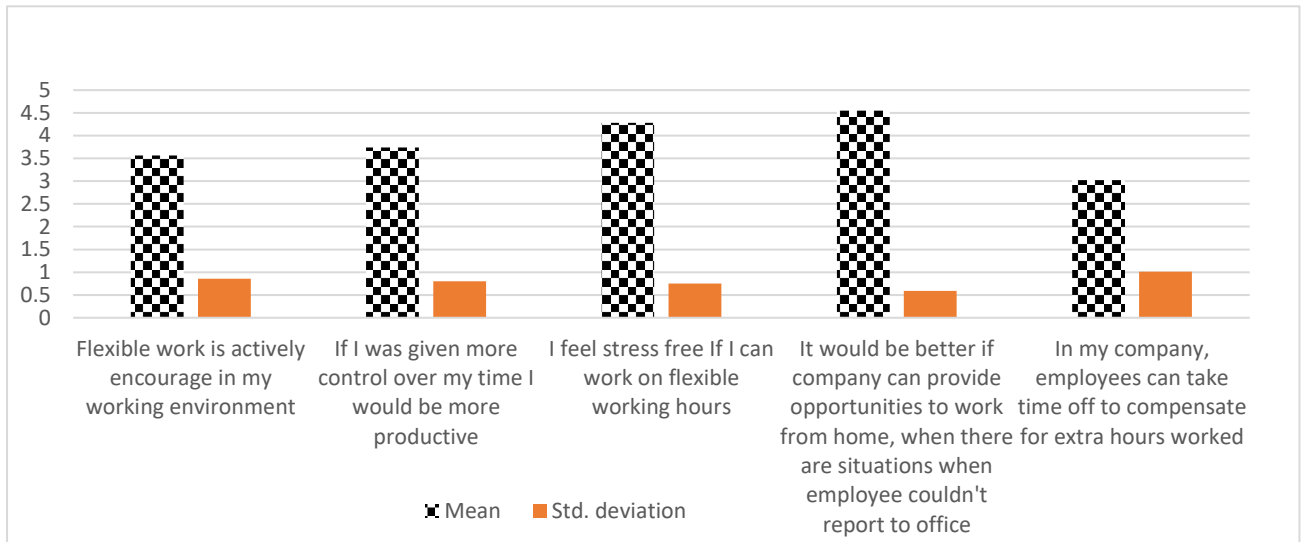


Figure 11 : Central tendencies of flexible working arrangements

4.3.3.3 Onboarding and training

Table 22 consisted of five statements for onboarding and training. According to Table 22 question two and question four, which are “The on-the-job training is comparatively productive compared to normal training sessions” and “My manager always guides me to success by identifying my gaps”, the highest mean score is 4.03. Question five, three and one have mean values of 3.96, 3.92 and 3.74 respectively. The least mean value is for question one, which is “Good training helps to cover the gaps in knowledge while working in a project”.

Table 22 : Central tendencies of onboarding training

Statement	N	Mean	Std. deviation
Good training helps to cover the gaps of knowledge while working in the project	300	3.74	0.85
The on-the-job training is comparatively productive comparing to normal training sessions	300	4.03	0.83
The company provides various types of training opportunities to improve technical as well as soft skills	300	3.92	0.82
My manager always guides me to the success by identifying my gaps	300	4.03	0.78
After receiving the training, I became more confident to play my role	300	3.96	0.75

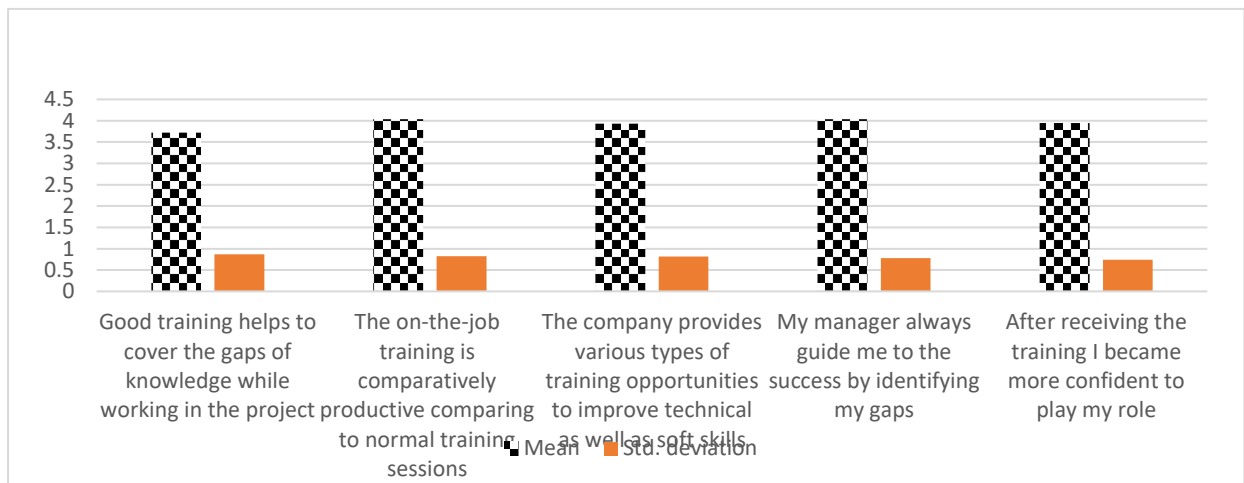


Figure 12 : Central Tendencies of Onboarding and Training

4.3.3.4 Management and Leadership

Table 23 consisted of five statements for management and leadership. According to Table 23 question four, which is “The management has identified their employees’ needs and try to fulfill their needs”, the highest mean score is 4.23. Question two, one, five and three have mean values of 3.94, 3.91 3.82 and 3.71 respectively. Question three has the least mean value, which is “The leadership builds team bonds”

Table 23 : Central Tendencies of Management and leadership

Statement	N	Mean	Std. deviation
My leader always listens to team members and try to get input from others when it comes to solve problems	300	3.91	0.748
My leader encourages others to work as a team	300	3.94	0.778
The leadership build team bond	300	3.71	0.821
The management has identified their employees’ needs and try to fulfill their needs	300	4.23	0.63
Managers closely monitor each and every employee separately	300	3.82	0.90

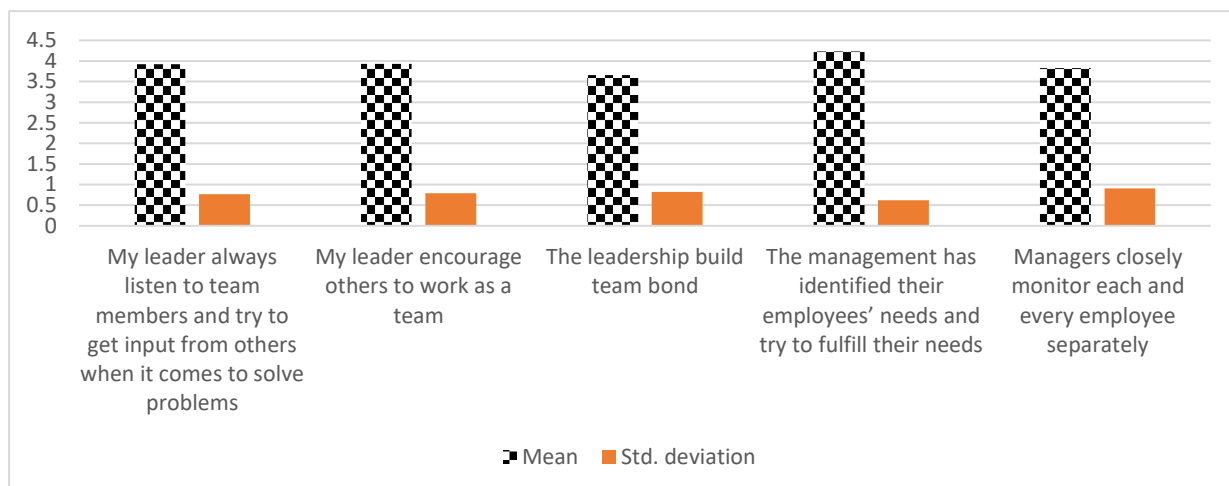


Figure 13 : Central Tendencies of management and leadership

4.3.3.5 Employee Recognition and Rewards

Table 24 consisted of five statements for the rewards system. According to Table 24 question four, which is “My company knows how to provide benefits to match their employees’ needs”, the highest mean score is 4.21. Question five, two, three and one have mean values of 3.93, 3.91 3.8 and 3.04 respectively. Question one, which is “The management should recognize/praise talented employees when they are identified without any delay” has the least mean value.

Table 24 : Central tendencies of employee recognition and rewards system

Statement	N	Mean	Std. dev.
Management should recognize/praise talented employees when they are identified without any delay	300	3.04	0.989
Employees more like to have formal recognition comparing to informal recognition	300	3.91	0.891
I like to work for my company because it provides financial rewards	300	3.80	0.834
My company know how to provide benefits to match their employees’ needs	300	4.21	0.740
When there are suitable benefits given, then the productivity of the employee can be increased	300	3.93	0.800

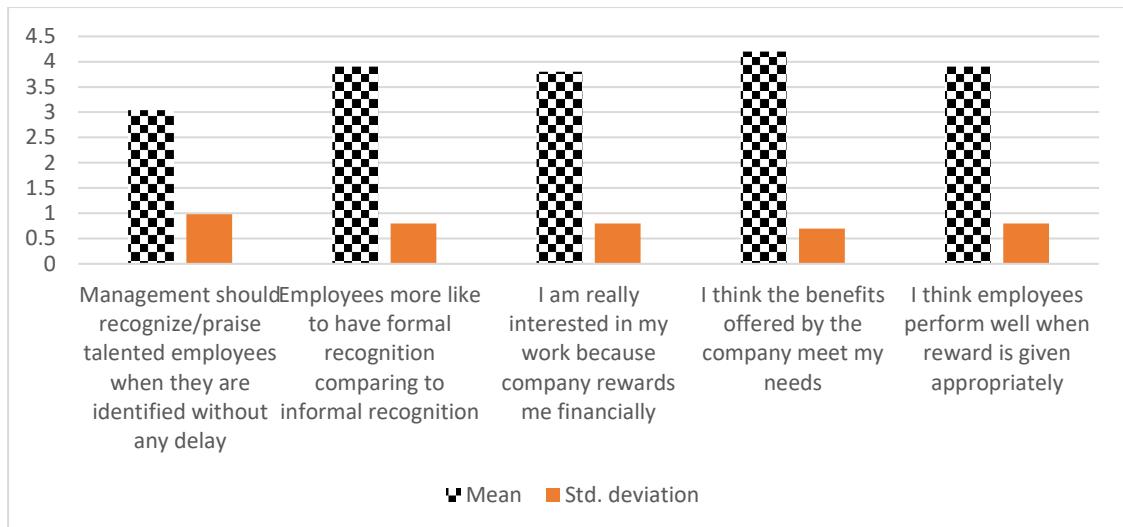


Figure 14 : Central Tendencies of Employee recognition and rewards system

4.3.3.6 Employee Relation

Table 25 consisted of five statements for rewarding systems. According to Table 25 question four, which is “Organizational conflicts are solved in a straightforward manner”, the highest mean score is 3.99. Respectively, question three, five, two and one have mean values of 3.90, 3.6, 3.48 and 3.43. Question one, which is “My supervisor is very helpful”, has the least mean value.

Table 25 : Central Tendencies of Employee relation

Statement	N	Mean	Std. dev.
My supervisor is very helpful	300	3.43	0.825
My peers are very friendly and always helping me when it is needed	300	3.48	0.795
Management respect every employee equally	300	3.90	0.726
Organizational conflicts are solved straightforwardly	300	3.99	0.687
HR department always listen to the employees without bias	300	3.60	0.854

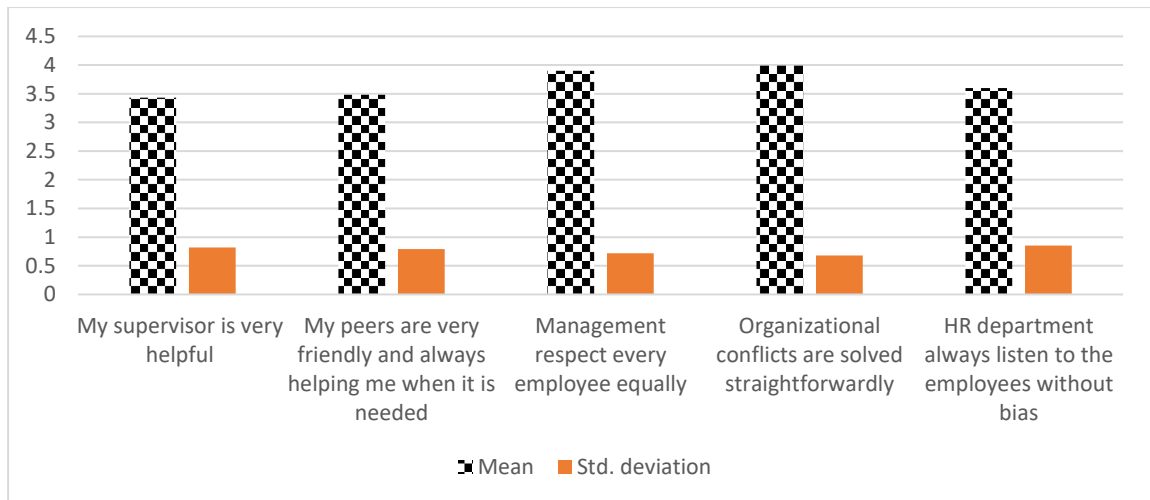


Figure 15 : Central Tendencies of Employee relation

4.4 Scale measurement

Reliability analysis has been conducted to check the validity of the questionnaire used to collect data. Job performance, flexible working arrangements, management/leadership, employee relations, employee recognition/rewards and onboarding/training are the variables which are going to address by this analysis. If the values range from 0.6 to 0.7, as per the rule defined, those variables have a moderate internal consistency. If the values range from 0.7 to 0.8, according to the rule defined, those variables have a good internal consistency. If the values ranges from 0.8 to 0.9, the rule defines that those variables have a high internal consistency and if the values above to 0.9-those variables has excellent internal consistency.

4.4.1 Reliability Analysis

Table 26 explains the alpha values generated from IBM SPSS 23 for five independent variables one dependent and the dependent variable which is job performance.

Table 26 : Summary of Reliability analysis

Variables	Number of items	Cronbach's Alpha
Job performance	5	0.750
Flexible working arrangements	5	0.530
Onboarding and Training	5	0.847
Management and leadership	5	0.785
Employee recognition and reward	5	0.675
Employee relations	5	0.807

As captured in Figure 16, there are five items for each and every variable. According to the above reliability analysis results, there are four independent variables; onboarding and training, management and leadership, employee relations and job performance, having more than 0.7 Cronbach's alpha values. Therefore, it means those variables have a good internal consistency. But, the employee recognition/reward and flexible working arrangements have alpha values closer to 0.6, which indicates that those two variables have moderate internal consistency.

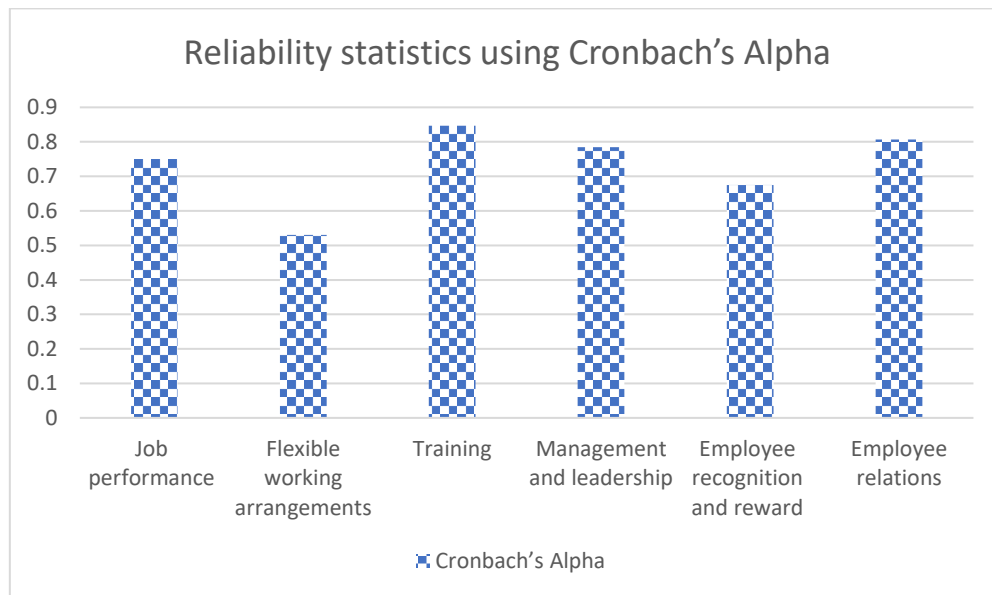


Figure 16 : Reliability statistics using Cronbach's Alpha

4.5 Inferential analysis

Inferential analysis is conducted to identify the relationship between the variables and different behaviors of the variables when categorizing the data into different sub categories.

4.5.1 Correlation Analysis for Entire Sample Data

Bivariate correlation is conducted to ensure the connection between variables. This test is named as the Pearson correlation coefficients test. If the analysis reflects a higher value for the Pearson correlation coefficient, it indicates a higher connection between variables.

4.5.1.1 Flexible working arrangements and job performance

H₁₀: There is no relationship between flexible working arrangements and job performance.

H₁₁: There is a relationship between flexible working arrangements and job performance.

Table 27 : Bivariate correlation analysis result for flexible working arrangements and job performance

Bivariate correlation analysis, N=300	
	Flexible working arrangements
Job performance	+0.580
Significant value	<0.01

According to the correlation value in Table 27, the above relationship has 0.000 significant value, which is less than 0.05. Hence, the H₁₀ is rejected and H₁₁ has been accepted because there is positive moderate correlation between flexible working arrangements and job performance with a value of 0.58.

4.5.1.2 Management and leadership and job performance

H₂₀: There is no relationship between management and leadership and job performance.

H₂₁: There is a relationship between management and leadership and job performance.

Table 28 : Bivariate correlation analysis result for management and leadership with job performance

Bivariate correlation analysis, N=300	
	Management and leadership
Job performance	+0.222
Significant value	<0.01

According to the correlation value in Table 28, the above relationship has 0.000 significant value and is less than the 0.05. Hence, H₂₀ hypothesis is rejected and H₂₁ hypothesis has been accepted because there is positive low correlation between management and leadership, and job performance and its value is 0.22.

4.5.1.3 Onboarding and training and job performance

H₃₀: There is no relationship between onboarding and training and job performance.

H₃₁: There is a relationship between onboarding and training job performance.

Table 29 : Bivariate correlation analysis result for onboarding, training with job performance

Bivariate correlation analysis, N=300	
	Onboarding and training
Job performance	+0.396
Significant value	<0.01

According to the correlation value in Table 29, the above relationship has 0.000 significant value and is lesser than 0.05. The-H₃₀ hypothesis was rejected and H₃₁ accepted, as there is a positive low correlation between onboarding and training, and job performance, with a value of 0.396.

4.5.1.4 Employee recognition and rewards and job performance

H4₀: There is no relationship between employee recognition and rewards and job performance

H4₁: There is a relationship between employee recognition and rewards and job performance

Table 30 : Bivariate correlation analysis result for employee recognition, rewards with job performance

Bivariate correlation analysis, N=300	
	Employee recognition and rewards
Job performance	+0.371
Significant value	<0.01

According to the correlation value in Table 30, the above relationship has 0.000 significant value and is lesser than 0.05. The H4₀ hypothesis was rejected and H4₁ has been accepted, as there is positive low correlation between onboarding and training, and job performance with a value of 0.371.

4.5.1.5 Employee relations and job performance

H5₀: There is no relationship between employee relations and job performance.

H5₁: There is a relationship between employee relations and job performance.

Table 31 : Bivariate correlation analysis result for between employee relations and Job

Bivariate correlation analysis, N=300	
	Employee relations
Job performance	+0.291
Significant value	<0.01

According to the correlation value in Table 31, the above relationship has 0.000 significant value and is lesser than 0.05. The H5₀ hypothesis was rejected and H5₁ has been accepted, as there is positive low correlation between onboarding and training, and job performance, with a value of 0.291.

4.6 Summary of Pearson correlation coefficient analysis

Figure 17 shows a summary of the Pearson correlation coefficients. Flexible working arrangements has the highest positive relationship with job performance. Followed by onboarding/training, employee recognition/rewards and employee relations, respectively. Finally, management/leadership has the least relationship with job performance.

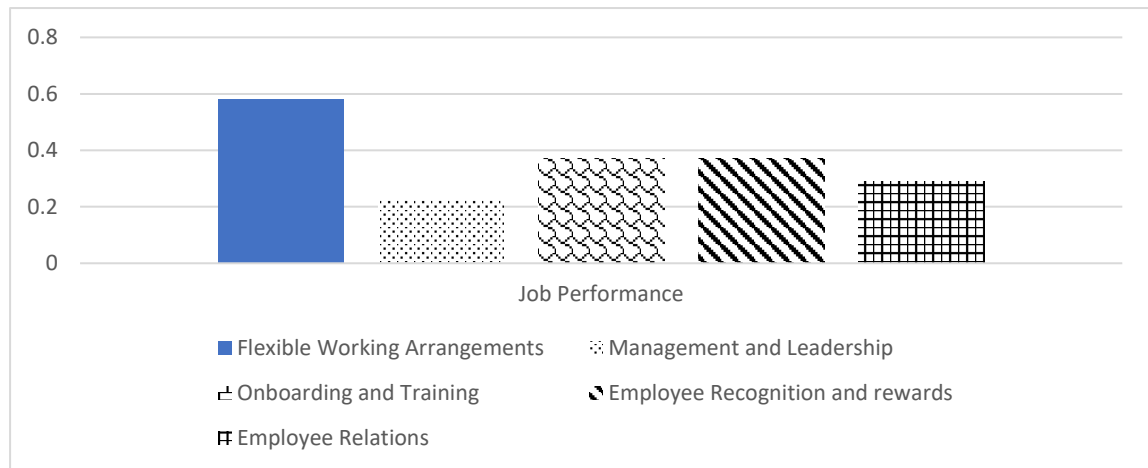


Figure 17 : Summary of Pearson correlation coefficient analysis

4.7 ANOVA Test

ANOVA Test is conducted to decide the mean difference between variables. If there is a mean difference between two variables, we can reject the null hypothesis. By rejecting the null hypothesis, it is concluded that there is an impact on the dependent variable by the independent variable.

4.7.1. Flexible working arrangements and job performance

Figure 18 shows that the F value is 19.121. Since the P value is less than 0.05, the null hypothesis can be rejected. Hence, it is confirmed that there is a mean difference between flexible working arrangement and job performance. Therefore, it is concluded that flexible working arrangements have an impact on job performance.

job performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	727.044	11	66.095	19.121	.000
Within Groups	995.526	288	3.457		
Total	1722.570	299			

Figure 18 : ANOVA Test for flexible working arrangement and job performance

Let, μ_1 = Mean of job performance, μ_2 = Mean of flexible working arrangement

H0: $\mu_1 = \mu_2$ and H1: The means are not all equal

4.7.2 Onboarding and training and job performance

Figure 19 shows that the F value is 8.48. Since the P value is less than 0.05, the null hypothesis can be rejected. Hence, it is confirmed that there is a mean difference between onboarding and training. Therefore, it is concluded that onboarding and training have an effect on job performance.

job performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	506.748	14	36.196	8.485	.000
Within Groups	1215.822	285	4.266		
Total	1722.570	299			

Figure 19 : ANOVA Test for onboarding and training and job performance

Let, μ_1 = Mean of job performance and μ_2 = Mean of onboarding and training

H0: $\mu_1 = \mu_2$

H1: The means are not all equal

4.7.3 Management and leadership with job performance

Figure 20 shows that the F value is 4.563. Since the P value is less than 0.05, the null hypothesis can be rejected. Hence, it is confirmed that there is a mean difference between management and leadership, and job performance. Therefore, it is concluded that management and leadership has an impact on job performance.

job performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	315.437	14	22.531	4.563	.000
Within Groups	1407.133	285	4.937		
Total	1722.570	299			

Figure 20 : ANOVA Test for management and leadership and job performance

Let μ_1 = Mean of job performance and μ_2 = Mean of management and leadership

H0: $\mu_1 = \mu_2$ and H1: The means are not all equal

4.7.4 Employee recognition and rewards with job performance

Figure 21 shows that the F value is 5.677. Since the P value is less than 0.05, the null hypothesis can be rejected. Hence, it is confirmed that there is a mean difference between employee recognition and rewards system, and job performance. Therefore, it is concluded that employee recognition and rewards system has an impact on job performance.

job performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	375.600	14	26.829	5.677	.000
Within Groups	1346.970	285	4.726		
Total	1722.570	299			

Figure 21 : ANOVA Test for employee recognition and rewards with job performance

Let , μ_1 = Mean of job performance and μ_2 = Mean of employee recognition and rewards

H0: $\mu_1 = \mu_2$ and H1: The means are not all equal

4.7.5 Employee relation and job performance

job performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	378.832	14	27.059	5.739	.000
Within Groups	1343.738	285	4.715		
Total	1722.570	299			

Figure 22 : ANOVA Test for employee relation and job performance

Let μ_1 = Mean of job performance and μ_2 = Mean of employee relation

H0: $\mu_1 = \mu_2$

H1: The means are not all equal

Figure 22 shows that the F value is 5.739. Since the P value is less than 0.05, the null hypothesis can be rejected. Hence, it is confirmed that there is a mean difference between employee relations and job performance. Therefore, it is concluded that employee relations have an impact on job performance.

4.8 Conclusion

Data collection methods and data analysis of this research have been discussed in this chapter. The survey has been conducted to collect data from the employees who work in the IT industry in Sri Lanka. Data analysis was done using IBM 23 software. Demographic analysis has been conducted to identify the basic characteristics of respondents. Once completing the demographic analysis, reliability analysis has been conducted to ensure the internal consistence of the variables. Then, inferential analysis has been used to check the relationship between independent and dependent variables. Finally, the ANOVA test has been conducted and proved that all the independent variables have an impact on the dependent variable, which is job performance.

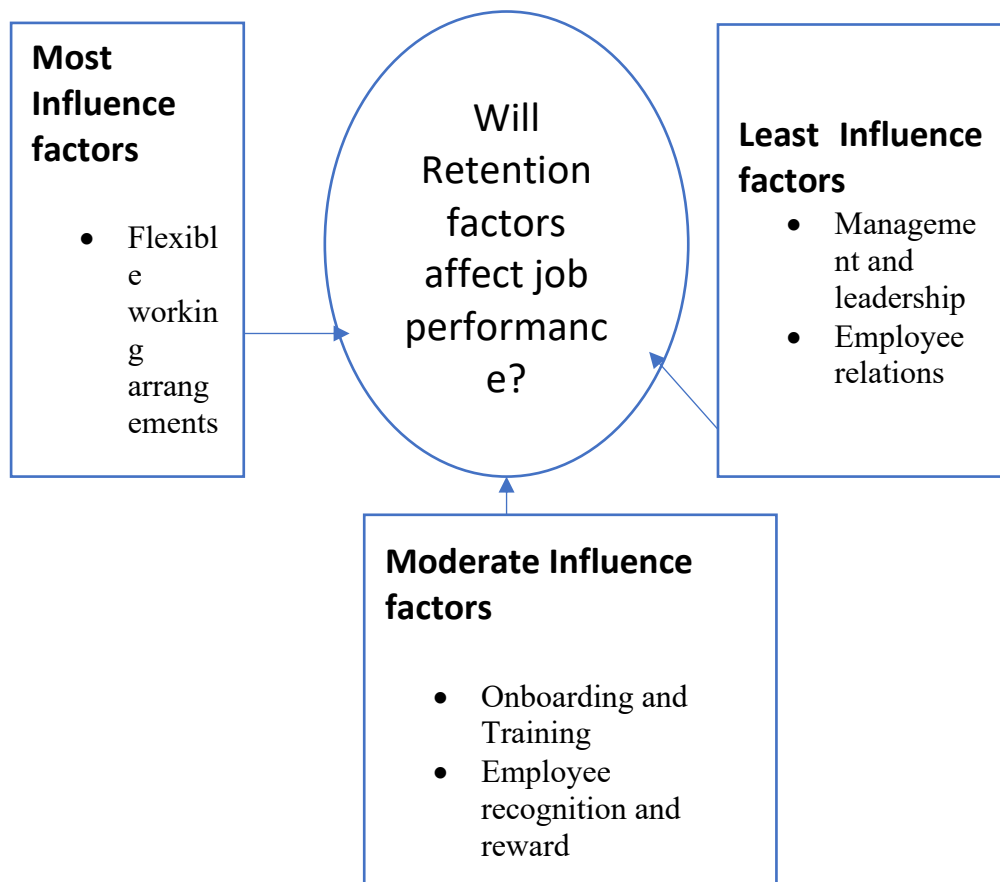


Figure 23 : Factors affecting job performance

According to Figure 23, the most influencing factor for job performance is flexible working arrangements. Then, onboarding/training and employee recognition/rewards can be considered as moderate influencing factors. Management/leadership and employee relations are identified as the least influencing factors to the research problem. Anyhow, all 5 variables have an effect on job performance even though it is remarkable for some factors.

CHAPTER 5: RECOMMENDATION AND CONCLUSION

5.1 Research outcomes based on demographic analysis

5.1.1 Demographic analysis

Demographic analysis is used to elaborate the respondent's characteristics. According to this survey, majority of employees were male, 53% of 300 employees. The female employees indicate 47% of 300 respondents. This shows that nowadays, female employees also play a major role in software companies compared with past researches. When considering the age, most employees were between 26–35 years, which is 69.7% of the 300 respondents. Since the base of the software companies is built with engineers who are middle-aged, they represent the highest number of employees out of the total employees.

In this research, the majority of the respondents were degree-holders, which indicate 90.7% of 300 employees. Since the minimum requirement of recruiting employees to the IT industry is a degree, majority of the employees had a degree. Out of 300 employees, majority has a working experience of 1 to 5 years. Hence, the IT industry is a rising industry in Sri Lanka and the majority of employees are interns and engineers, which reasoned in most of the employees have working experience between 1 to 5 years.

According to the statistical result, majority of people earn Rs 101,000 to Rs 250,000. The reason behind this value may be that the IT industry can earn more money compared to other industries.

5.1.2 Scale measurement

In this research, to identify the relationship between demographic factors with the job performance, the Pearson correlation has been used. According to the findings, the correlation coefficient for the relationship between job performance with gender is -.015, correlation coefficient for job performance with age is of 0.049, correlation

coefficient for job performance with educational level is of 0.048, correlation coefficient for job performance with working experience is of -0.019 and correlation coefficient for job performance with income level is 0.084.

By analyzing the above figures, it is concluded that there is no relationship between the age, gender, educational level, working experience, and income level and job performance.

5.2 Research outcomes about retention factors

The main target of this survey was to identify the relationship of job performance with employee retention factors, which are onboarding and training, flexible working hours, employee recognition and rewards, employee relations, management and leadership of employees in the IT industry in Sri Lanka.

5.2.1 Hypothesis testing for onboarding and training with employees' job performance

H1₁: There is a relationship between onboarding and training with employees' job performance

According to bivariate correlation analysis test described in Section 4.5.1.3, it is concluded that there is a moderate correlation relationship between onboarding and training with job performance which is indicated by 0.396. This is a positive relationship, so when more onboarding and training is provided the job performance of employees can be increased. If managers can consider this point and improve techniques of giving onboarding and training programs to their employees, they can keep their employees within the company for a long time period.

5.2.2 Hypothesis testing for flexible working arrangement with employees' job performance

H2₁: There is a relationship between flexible working arrangements with employees' job performance

According to the bivariate correlation analysis test described in Section 4.5.1.1, it is concluded that there is a strong correlation relationship between flexible working arrangements with job performance, which is indicated by 0.58. In other words, when flexible working arrangements are provided, job performance will be higher. When compared to other variables, this has the highest positive relationship. If employees have the freedom to decide their working arrangements, they can enjoy their jobs while improving their strengths.

5.2.3 Hypothesis testing for management and leadership with employees' job performance

H3₁: There is a relationship between management and leadership with employees' job performance

According to the bivariate correlation analysis test described in Section 4.5.1.2, it is concluded that there is moderate correlation relationship between management and leadership with job performance, which is indicated by 0.22. Thus, if the management of the company considers the actual employee needs, then a higher level of job performance can be expected from them.

5.2.4 Hypothesis testing for employee recognition and reward systems with employees' job performance

H4₁: There is a relationship between employee recognition and reward systems with employees' job performance

According to the bivariate correlation analysis test described in Section 4.5.1.4, it is concluded that there is moderate correlation relationship between employee recognition and reward systems with job performance, which is indicated by 0.371. Hence, when the employees are recognized well and rewarded when necessary, the job performance will be high.

5.2.5 Hypothesis testing for employee relations with employees' Job Performance

H5₁: There is a relationship between employee relations with job performance.

According to the bivariate correlation analysis test described in Section 4.5.1.5, it shows a low, but remarkable level of correlation relationship with employees' relations and job performance, which is indicated by 0.291. Hence, when there is a high employee relationship among employees, each of them try to perform well by getting help from others. The employees must work collaboratively to understand the objective of the association. They should supplement each other and cooperate as a single unit.

An individual spends most of the time in their working environment with their peers. So, they need to collaborate with each other and work as a team. No individual can work alone. He needs the help and direction of his peers to make the work success.

5.3 Recommendations

Recommendation 1: Provide flexible working arrangements as much as possible

Some researchers have identified that flexible working arrangements is good in an employees' perspective but not for employers as they need to put some effort to create a flexible working environment for their employees. Sometimes companies will not allow flexible working hours, because it creates a cost when people are working on shifts (Jeffrey, 2010).

But according to the bivariate correlation analysis test described in Section 4.5.1.1, it is concluded that flexible working arrangement plays the major role in retention compared to the other four variables. Hence, managers must pay attention to providing a flexible working environment as much as they can.

The flexible working arrangements can address the space problem as well. If there is limited space within the company to work, then managers can distribute the employees to work in shifts. Therefore, having shifts can encourage employees to work and improve the job satisfaction as well as their performance, because it helps to reduce the stress. If employees can make decisions on internal settings in the organization such as organizing their working cubicles with their own ideas by themselves, they can feel that the company is like their home, which will retain them in the company. If employers can make their employees' working environment, which protects their privacy, then employees can work freely. Furthermore, the work stress has a remarkable impact on the job performance. Hence, a comfortable working environment will reduce the stress, leading employees to be healthy as well.

Recommendation 2: Enhance the existing training methodologies to match the current world requirements

According to results for the bivariate correlation analysis in Section 4.5.1.3, onboarding and training shows a moderate level strength to the job performance. As onboarding and training was identified as a major factor directly affecting the job performance in the IT industry in past researches, if the organization provides more training programs to their employees, the company is enabling their employees to improve themselves to perform well in assigned tasks. Hence, employee turnover will be low if the necessary trainings are provided to employees. From the first day an employee joins the company, there should be induction programs that give an idea about the organizational goals, the working culture, company values, etc. Then, the newcomer gets an idea about the place he will be staying for the next few years and about how the values of company will help him to succeed within his career. Even though the cost of having training sessions is

high, it is an investment for the future, as skills of existing employees are being developed to face the competitive world.

Recommendation 3: Recognize employees' skills and rewarded them without any bias

After analyzing the results for the bivariate correlation analysis in Section 4.5.1.4, it is concluded that employee recognition has a positive, moderate relationship to job performance. Hence, the on-time recognitions and rewards also affect the performance. When it comes to giving rewards, it would be better if the senior management can engage in these ceremonies.

Apart from that, treating employees fairly and acknowledge them about their past mistakes will help them to identify their gaps. The management must involve their teams in project phases whenever possible, promoting them and giving opportunities to improve their skills and knowledge, helping them to stay motivated. Furthermore, if the management can encourage their employees to work as a team, it will improve the soft skills as well. If the management can motivate their employees by providing thanking letters from clients about their performance that could also motivate the employees. Supervisors must always thank and appreciate the work that an employee has done, in order to encourage them. Then, via performance appraisal meetings, they can give feedback on how they need to improve themselves to match the organization goals.

Employees not only have a concern on what they are getting for their talents such as increments and rewards, but also have an eye on what others are getting as well. When there is an imbalance of what they are receiving compared to their input, they feel upset and get dissatisfied. People always believe that they should get some benefits as a return from their companies to match the work they do.

Recommendation 4: Enhance the leadership skills and employee relations with in the team

After analyzing the results for the bivariate correlation analysis in Section 4.5.1.2 and 4.5.1.5 it is concluded that both leadership skills and employee relations have a positive relationship to job performance. Employees are willing to stay in the company if they think that their manager or supervisor can help them to improve their career aspects. If they receive feedback continuously from their bosses, if they are rewarded, they are motivated to stay in the company. Overall, good leadership and good employee relations in a workplace, are important towards job performance.

Every employee in the company has a relationship with their peers. The relationship can be between anyone in the company, or between colleagues, between two individuals in the administration. If the company can think of ways in improving this connection between their employees, such as planning outings, cricket matches, movie nights, then it will help to build the teamwork among them.

Recommendation 5 : Engage the employees when decisions are making

Based on the result for the bivariate correlation analysis in Section 4.5.1.5, it is concluded that if the company can pay attention to improve the employee relations, then the job performance can be increased. For example, on improving the employee relations, when company decisions are made, the management can engage their employees to provide their opinions to take the best decision. In a project when the timelines are created, the leaders can get ideas from members to estimate the time lines. Additionally, when the management thinks to change the current procedures in the company, they can involve their employees for that as well. They can select the best ideas and if they want, they can reward those employees as well.

Recommendation 6 : Honor a job well done

After analyzing the results for the bivariate correlation analysis in Section 4.5.1.4, it is concluded that employee recognition has a positive, moderate relationship to job performance. Hence, when the company is recognizing their employees' skills and honoring those skills, then the performance can be increased. For example, when an employee performs well, the management can pay attention to it and try to pay their gratitude immediately. They can give thanking letters by clients to appreciate a job well done. When it comes to performance appraisals the leaders can keep track of these incidents and add some points.

Recommendation 7 : Providing infrastructure to enjoy and release the stress in a working environment

Based on the result for the bivariate correlation analysis in Section 4.5.1.5, it is concluded that if the company can pay attention to improve the employee relations, then the job performance can also be increased. In order to improve the relations within team members, the management can plan day outings, trips as well as improve the mental health of their employees. It also builds the team spirit among the employees. The management needs to consider their employees as human beings, not a set of machines. If they can provide a stress less environment and if they are able to make employees feel at home, then that company can retain their employees for a long time period

5.4 Research limitations

In a research, the sample size plays a major role. If the sample size cannot represent all the employees in the IT industry, results and recommendations might not be accurate. In this research, the sample size is 300 employees so it would be better if researchers can collect data from more than 400 employees in future researches.

Since the questionnaire contains 60 questions, sometimes respondents would feel bored in the middle of the questionnaire and fill it without paying much attention.

5.5 Future research directions

This study can be extended in several ways. It would be better if the sample size can be increased, because sample size matters in quantitative studies compared to qualitative studies. The sample size should match with the proportion of the population in the IT industry. If the sample size is too small, then the accuracy of the data will be less.

Besides, if we can distribute the questionnaire to more locations covering a huge geographical area, then the biasness can be reduced and accuracy of the data can be improved because some data will change based on the area in which the employees work.

Apart from that, if we can use several methodologies to collect data such as screening, interviewing, distribute via the internet, social media, handover soft copies, then we can collect more accurate data.

5.6 Conclusion

This study concludes that job performance has a high impact on retention factors. According to the analysis results, it can be concluded that flexible working arrangements have a high impact on job performance. Respectively, onboarding and training have a moderate relationship with job performance. Employee relations, employee recognition and management and leadership, have low impact on job performance.

The retention methodologies help to expand the general job performance and reduce employee turnover in the organization. With the proposed rules, the company can recognize employees' wants and needs. Bosses can use those procedures to improve the job performance of employees and keep the employees within the company for a long time period.

In this manner, employees will probably perform well by showing their skills. This will help the company to achieve their goals and the profit of the company can be increased automatically. The company image in the employees' mind as well the people who wish to be employed in the company can be improved. As a result, the employee turnover rate can be lowered by addressing their requirements.

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APPENDIX

(APPENDIX A)

Please fill the following questionnaire based on how employee retention factors would affect to job performance in IT industry in Sri Lanka

Part A – Demographic

- Your gender:
 - Male
 - Female
- Your age (in years):
 - 25 years old and below
 - 26 – 35 years old
 - 36 – 45 years old
 - 46 – 55 years old
 - Above 55 years old
- What is the highest degree or level you have completed:
 - Certificate Level
 - Diploma Level
 - Bachelor's degree
 - Master's Degree
 - Doctorate
- How long have you been working in IT industry?
 - Below 1 year
 - 1 – 5 years
 - 6 – 10 years
 - 11 – 15 years
 - 16 – 20 years
 - Above 20 years
- Your approximate monthly income:
 - Less than Rs. 25,000
 - Rs. 25,000 – Rs. 50,000
 - Rs. 51,000 – Rs. 100,000
 - Rs. 101,000 – Rs. 250,000
 - More than Rs. 250,000

PART B

Job Performance

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I am having clear idea about the evaluation process in my company	1	2	3	4	5
2	Performance appraisals are conducted annually	1	2	3	4	5
3	My job helps me to improve my skills and use them to achieve company goals	1	2	3	4	5
4	I always meet the project deadlines	1	2	3	4	5
5	My company boost employees to use their abilities for the success of the company	1	2	3	4	5

Flexible working arrangements

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Flexible work is actively encouraging in my working environment	1	2	3	4	5
2	If I was given more control over my time I would be more productive	1	2	3	4	5
3	I feel stress free If I can work on flexible working hours	1	2	3	4	5
4	It would be better if company can provide opportunities to work from home, when there are situations when employee couldn't report to office	1	2	3	4	5
5	In my company, employees can take time off to compensate for extra hours worked	1	2	3	4	5

Onboarding and Training

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Good training helps to cover the gaps of knowledge while working in the project	1	2	3	4	5
2	The on-the-job training is comparatively productive comparing to normal training sessions	1	2	3	4	5
3	The company provides various types of training opportunities to	1	2	3	4	5

	improve technical as well as soft skills					
4	My manager always guides me to the success by identifying my gaps	1	2	3	4	5
5	After receiving the training, I became more confident to play my role	1	2	3	4	5

Management and leadership

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My leader always listens to team members and try to get input from others when it comes to solve problems	1	2	3	4	5
2	My leader encourages others to work as a team	1	2	3	4	5
3	The leadership build team bond	1	2	3	4	5
4	The management has identified their employees' needs and try to fulfill their needs	1	2	3	4	5
5	Managers closely monitor each and every employee separately	1	2	3	4	5

Employee Recognition and rewards

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Management should recognize/praise talented employees when they are identified without any delay	1	2	3	4	5
2	Employees more like to have formal recognition comparing to informal recognition	1	2	3	4	5
3	I like to work for my company because it provides financial rewards	1	2	3	4	5
4	My company know how to provide benefits to match their employees' needs	1	2	3	4	5
5	When there are suitable benefits given, then the productivity of the employee can be increased	1	2	3	4	5

Employee Relations

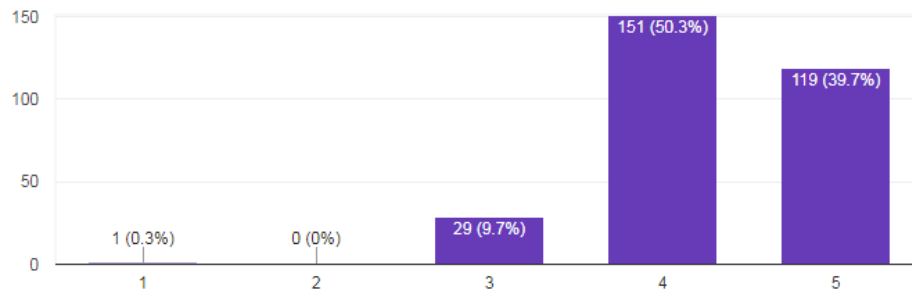
No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My supervisor is very helpful	1	2	3	4	5
2	My peers are very friendly and always helping me when it is needed	1	2	3	4	5
3	Management respect every employee equally	1	2	3	4	5
4	Organizational conflicts are solved straightforwardly	1	2	3	4	5
5	HR department always listen to the employees without bias	1	2	3	4	5

(APPENDIX B)

Summary of the survey results

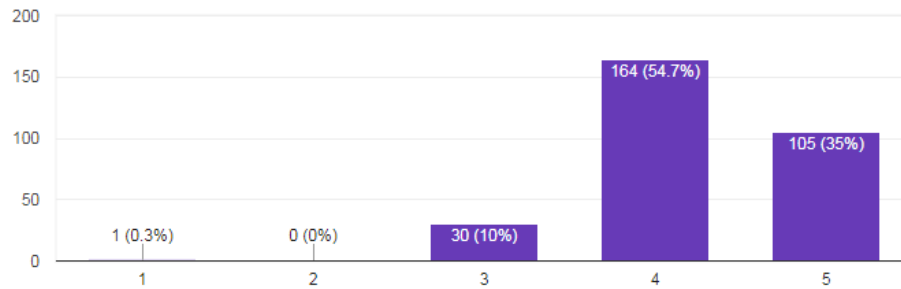
1) I am having clear idea about the evaluation process in my company

300 responses



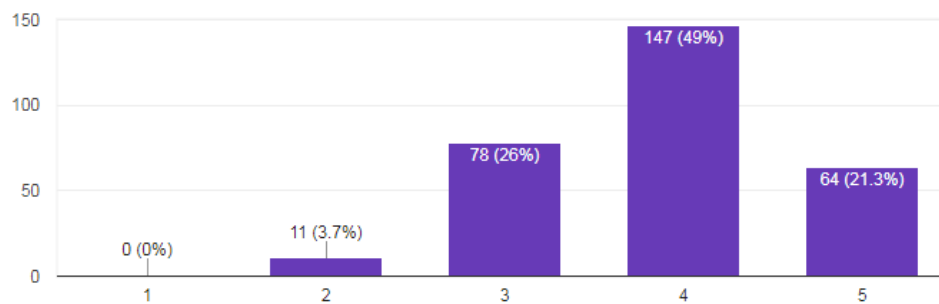
2) I always meet the project deadlines

300 responses



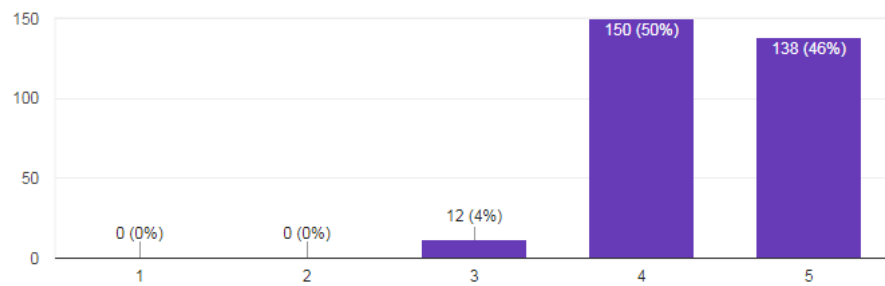
3) Performance appraisals are conducted annually

300 responses



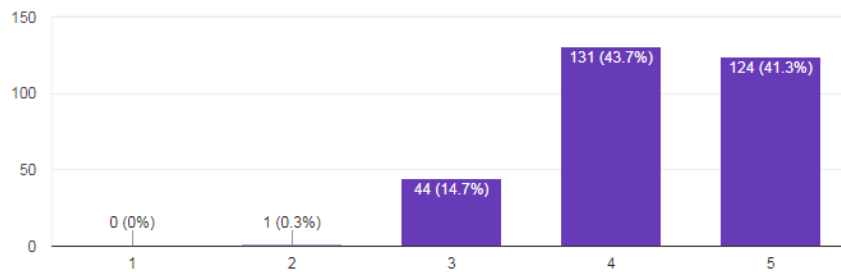
4) My job helps me to improve my skills and use them to achieve company goals

300 responses



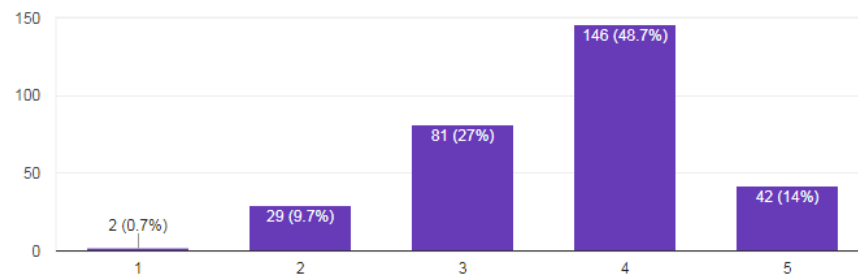
5) My company boost employees to use their abilities for the success of the company work to the best of their abilities

300 responses



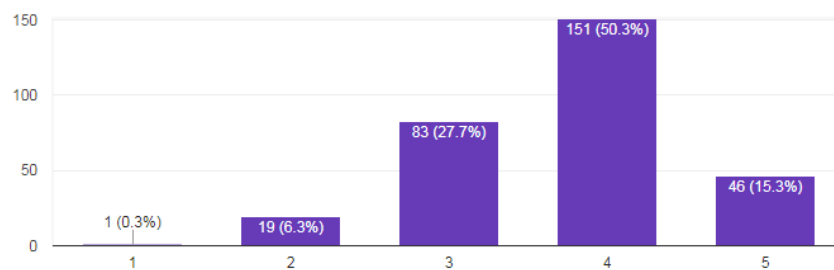
6) Flexible work is actively encourage in my working environment

300 responses



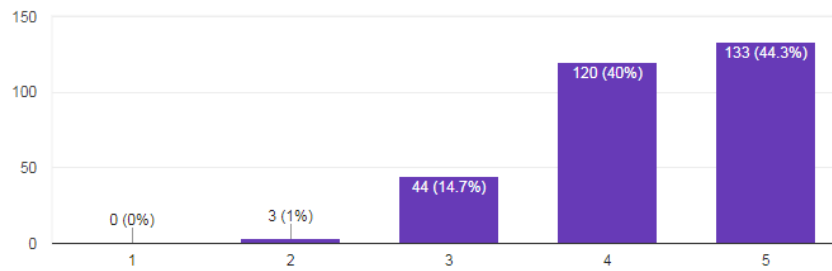
7) If I was given more control over my time I would be more productive

300 responses



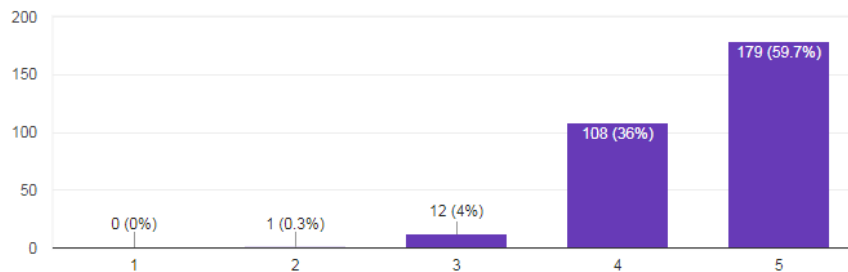
8) I feel stress free If I can work on flexible working hours

300 responses



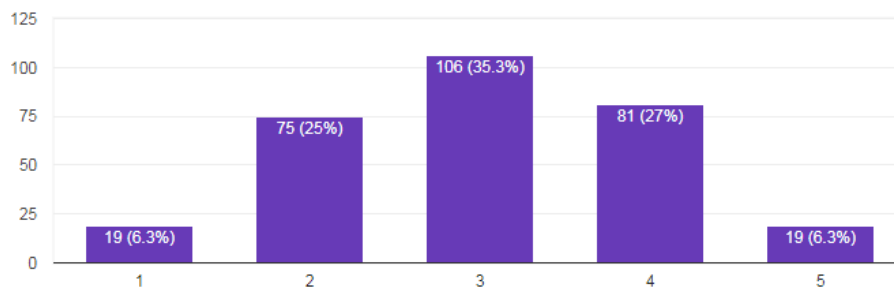
9) It would be better if company can provide opportunities to work from home, when there are situations when employee couldn't report to office

300 responses



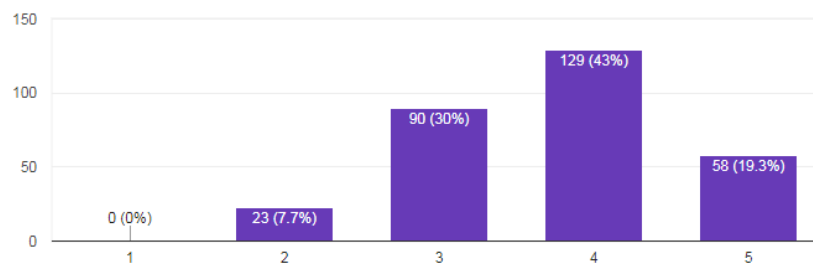
10) In my company, employees can take time off to compensate for extra hours worked

300 responses



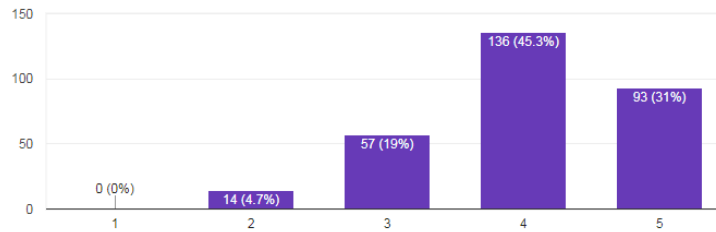
11) Good training helps to cover the gaps of knowledge while working in the project

300 responses



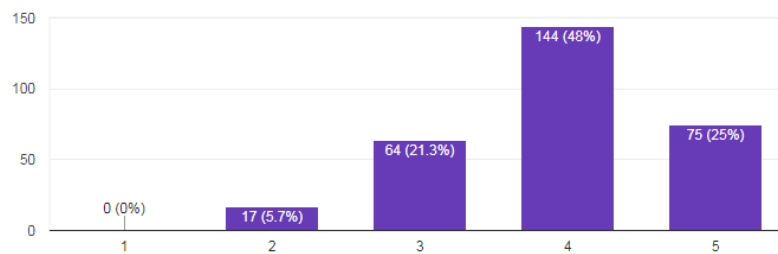
12) The on-the-job training is comparatively productive comparing to normal training sessions

300 responses



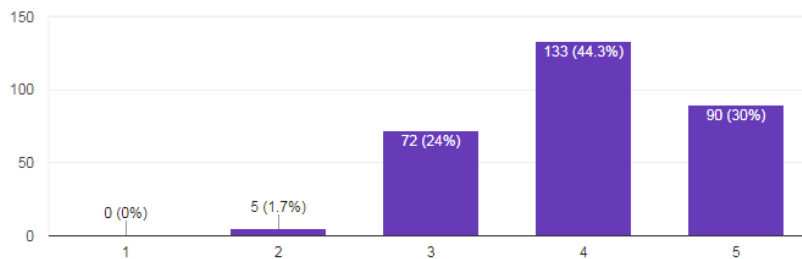
13) The company provides various types of training opportunities to improve technical as well as soft skills

300 responses



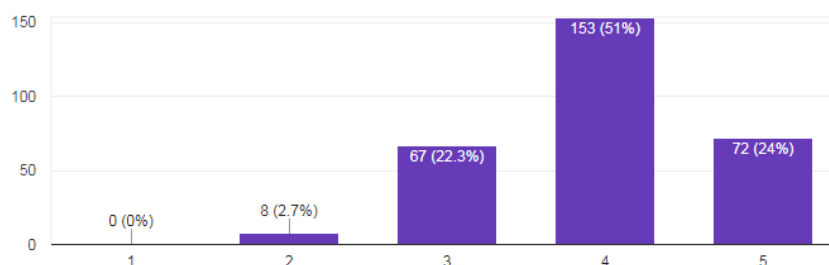
14) My manager always guide me to the success by identifying my gaps

300 responses



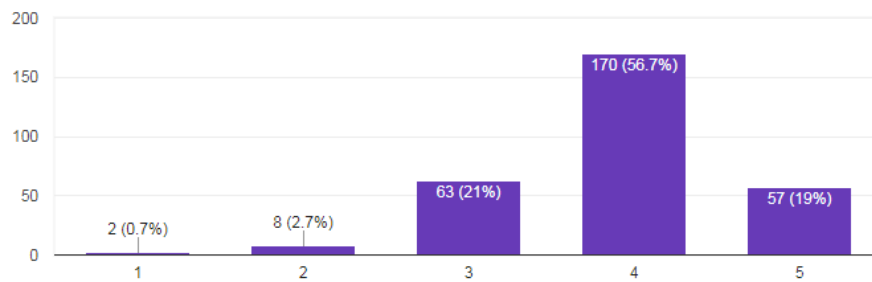
15) After receiving the training I became more confident to play my role

300 responses



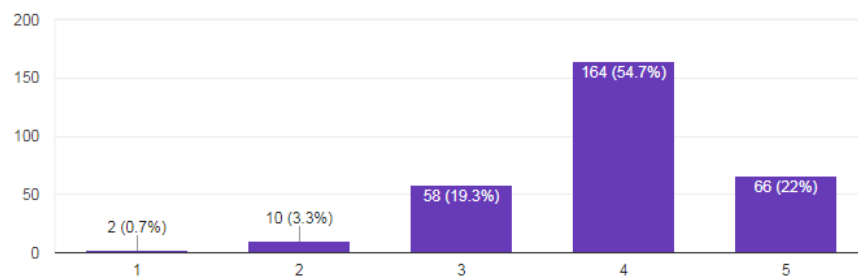
16) My leader always listen to team members and try to get input from others when it comes to solve problems

300 responses



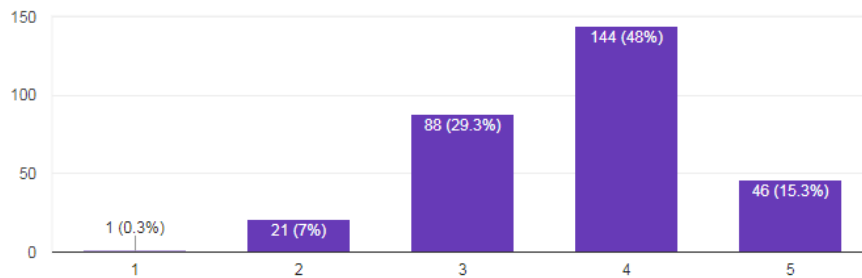
17) My leader encourage others to work as a team

300 responses



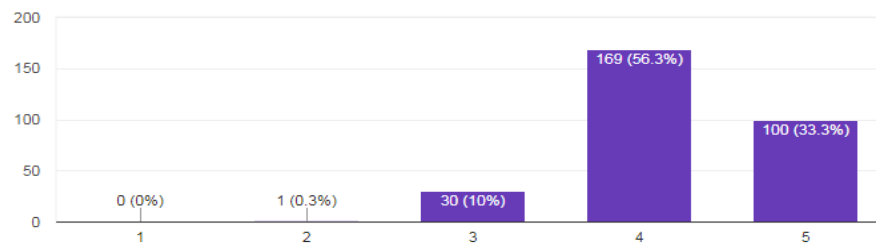
18) The leadership build team bond

300 responses



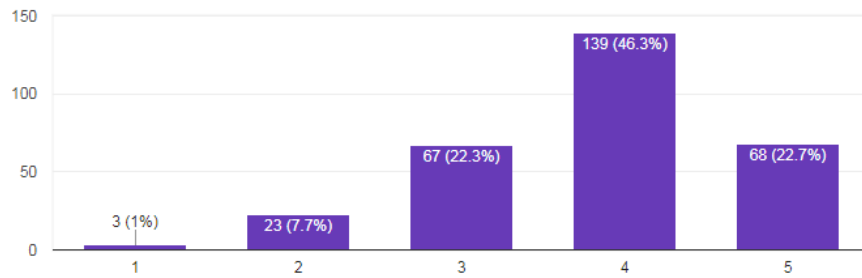
19) The management has identified their employees' needs and try to fulfill their needs

300 responses



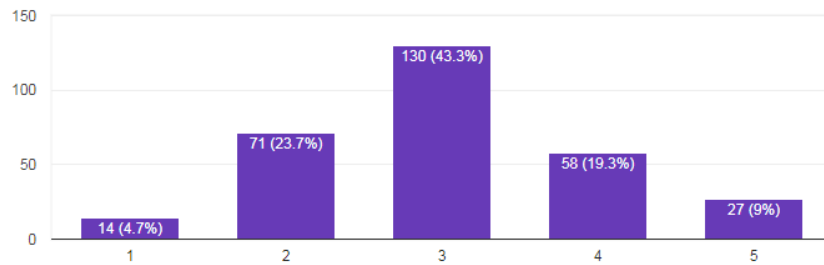
20) Managers closely monitor each and every employee separately

300 responses



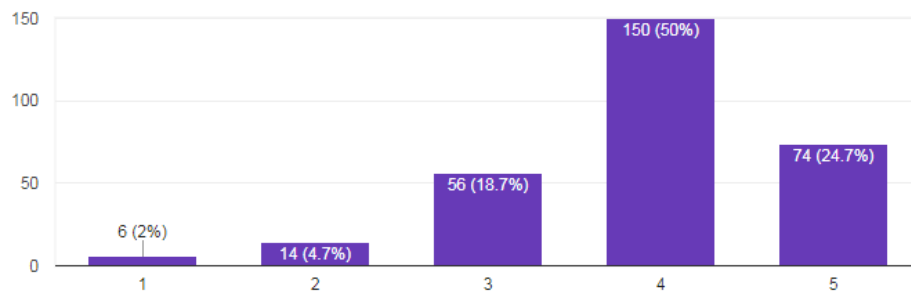
21) Management should recognize/praise talented employees when they are identified without any delay

300 responses



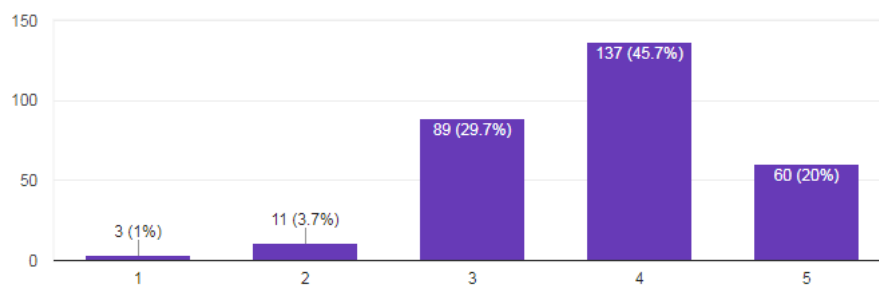
22) Employees more like to have formal recognition comparing to informal recognition

300 responses



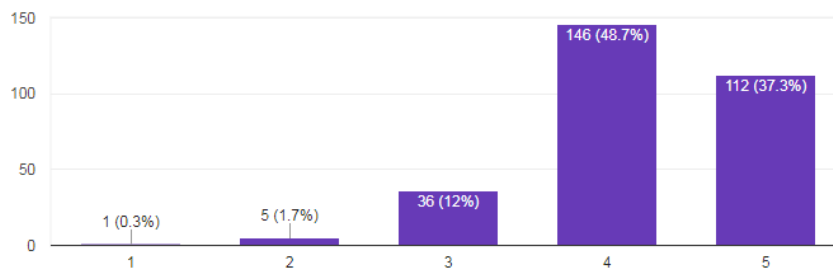
23) I like to work for my company because it provides financial rewards

300 responses



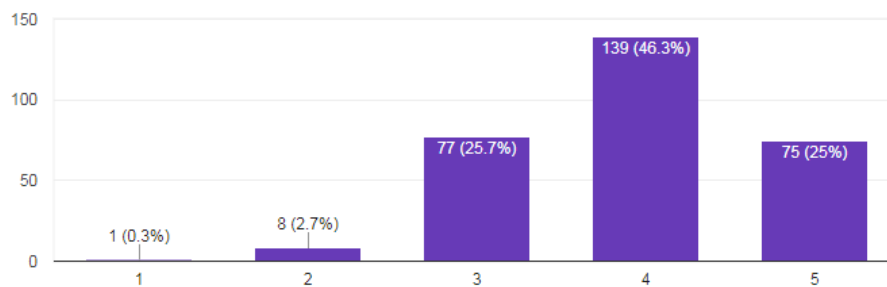
24) My company know how to provide benefits to match their employees' needs

300 responses



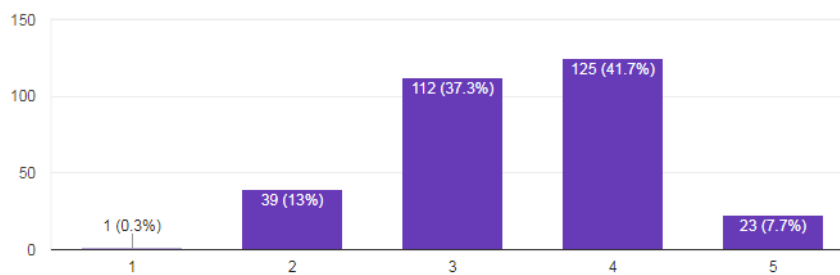
25) When there are suitable benefits given, then the productivity of the employee can be increased

300 responses



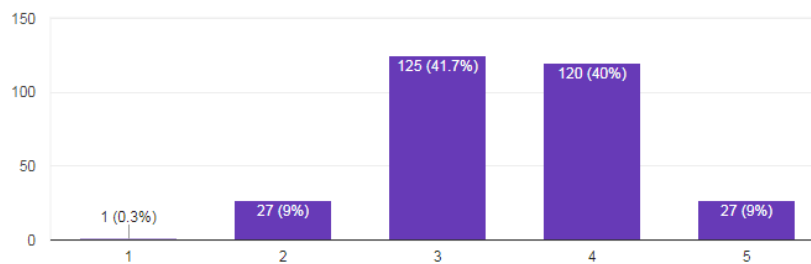
26) My supervisor is very helpful

300 responses



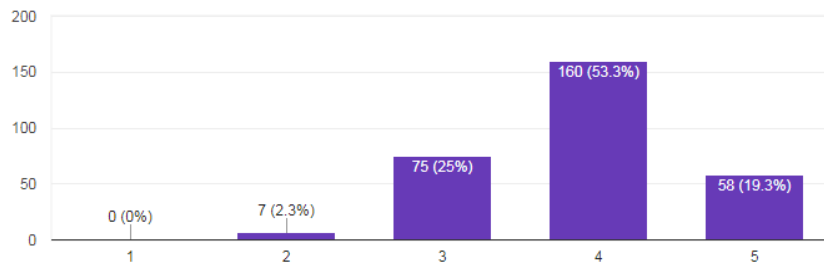
27) My peers are very friendly and always helping me when it is needed

300 responses



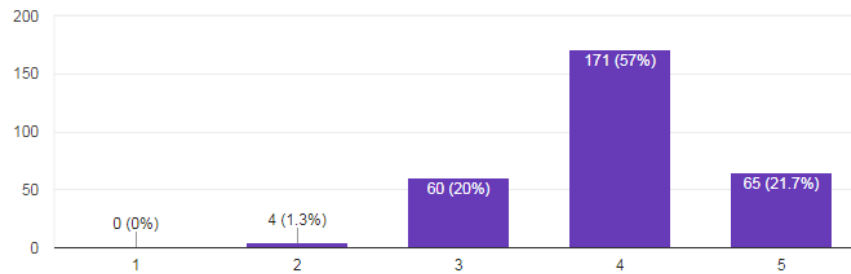
28) Management respect every employee equally

300 responses



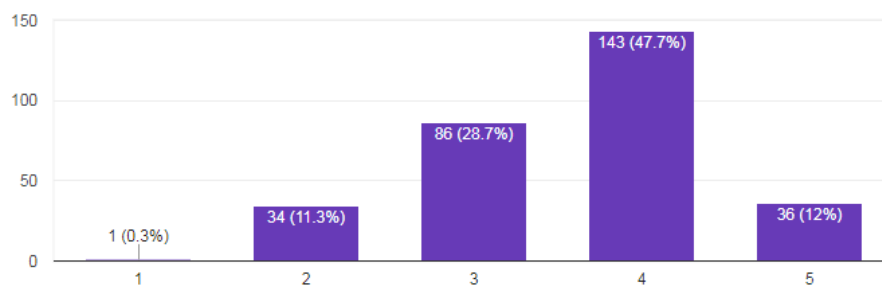
29) Organizational conflicts are solved straightforwardly

300 responses



30) HR department always listen to the employees without bias

300 responses



(APPENDIX C)

LIST OF COMPANIES USE FOR THE STUDY

#	Company Name
1	Virtusa (Pvt) Ltd
2	Zone 24x7 (Pvt) Ltd
3	Pearson Lanka (Pvt) Ltd
4	John Keells Computer Services (Pvt) Ltd
5	IFS R and D International (Pvt) Ltd
6	eBuilder Technology Centre (Pvt) Ltd
7	Efutures (Pvt) Ltd
8	Millenium InformationTechnologies (Pvt) Ltd
9	99x Technology Ltd
10	BizFab (Pvt) Ltd
11	EZY Holding (Pvt) Ltd
12	Codegen International (Pvt) Ltd
13	DMS Software Engineering (Pvt) Ltd
14	EFutures Private Limited
15	99X Technology (Pvt) Ltd
16	IFS R&D International (Pvt) Ltd
17	Eideas Technologies Pvt Ltd
18	Woxzone (Pvt) Ltd
19	Cenmetrix (Pvt) Ltd
20	Bileeta (Pvt) Ltd
21	Negete (Pvt) Ltd