ABSTRACT

Personnel are one of the most important resources for the performance of any organization. Qualified, experienced and committed work force could make a tremendous impact on the efficiency of the organization. The services of the personnel in security forces are desired by the nation to launch the military operations successfully. In addition, more personnel are needed to be recruited to strengthen the forces to meet the increasing security requirements. Unfortunately the serviceman in SLAF have displayed high turnover rate and also have encountered difficulties in recruiting of new personnel of the required standard due to numerous reasons.

This effort was made to identify the determinants which lead to leaving of majority of airmen in the Sri Lanka Air Force on completion of initial engagement of service before completing pensionable service. It is the fervent hope that the results of the study would help the Air Force to retain the qualified, experienced cadres to increase ifs operational efficiency to a greater extent.

Among the factory of production, human resource is given the top priority, as it is no doubt the most valuable factor in any organization. It is the nerve centre of any organization, which determines the success or failure in the long run. Hiring and retaining an employee is a chronic challenge as replacing experienced workers is not an easy task and it incurs significant cost. Often replacement cost outstrips the additional compensation it would have taken to retain an employee. Turnover in any organization is a considerable factor as it is frequently a devastating to organizations.

This study is an effort to conduct relevant research on employee turnover in the Sri Lanka Air Force and to identify the causes leading to it. The results, findings and the recommendations of this study would definitely help to take remedial action to arrest the premature leaving of experienced airman of the Sri Lanka Air Force by formulating the strategies necessary to curtail the employee turnover.

The objective of this study is to ascertain why the regular airmen leave the service prematurely after their initial obligatory engagement period of 12 years. A simple conceptual model was developed and tested to establish the relationship of job satisfaction, stress, and morale with the turnover intention.

The study took the samples of 500 personnel who have already left the service prematurely in the year 2001, 2002, 2003, and 2004 by completing the minimum of 12 years initial obligatory period. Sample of 500 were selected from all 17 Air Force stations located island-wide using the stratified sampling method and structured questionnaire was administered to collect the primary data. To have a deeper insight of the problem, a 10% of the sample was interviewed and validated the data collected through the questionnaire survey.

Data evaluation was performed means of both descriptive and inferential statistics using SPSS 10.0 software package and the findings are highly dependent on the correlation analysis and the regression analysis.

The study has established the fact that job satisfaction, morale have a significant impact on turnover intention, which is the dependent variable. But stress factor was found very weak in the relationship with turnover intention, it was rejected.

The finding, hence, have urged the need for formulating and implementing strategies to retain its valuable experienced cadres in the Sri Lanka air force. The findings also could be useful for further studies in this field.