

## **The Impact of On-The-Job Training on Employee Perception of Retention of Executive Level Employees in the Glove Manufacturing Industry in Gampaha District, Sri Lanka**

Gayathrika, E. M. G.<sup>1</sup> and Wanigasekara, W.M.S. K.<sup>2</sup>

Employee retention refers to the ability of organizations to retain their employees. In Sri Lanka, retention problems are currently occurring in every industry. Many factors affect employee perception of retention in an organization. The purpose of this research is to study the relationship between on-the-job training and executive-level employee perception of retention in the glove manufacturing industry in the Gampaha district of Sri Lanka. There is an empirical and knowledge gap in the Sri Lankan context on the impact of on-the-job training on employee perception of retention of executive employees in the glove industry in the Gampaha district, Sri Lanka. The main objective of this research study is to study the relationship between on-the-job training and employee perception of retention in a selected industry.

To achieve this objective three hypotheses were developed and tested. This research was carried out as a quantitative study. Primary data was collected from a five-point Likert scale-based questionnaire. This study sample consisted of 157 executive-level employees of the glove manufacturing industry in the Gampaha district. Cronbach alpha reliability test was carried out to test the reliability of each variable of the questionnaire. Pearson's correlation analysis was carried out to test the relationship between the independent variables and a dependent variable. The correlation analysis results have shown that on-the-job training and its dimensions of coaching and internship have strong and positive relationships with executive-level employee perception of retention.

**Keywords:** *Coaching, Employee Retention, Executive Level Employee, Glove manufacturing Industry, Internship, On-the-job training*

---

<sup>1</sup> Undergraduate, Department of Human Resource Management, Faculty of Commerce and Management Studies, University of Kelaniya, Sri Lanka [gimhaniegayathrika@gmail.com]

<sup>2</sup> Senior Lecturer, Department of Human Resource Management, Faculty of Commerce and Management Studies, University of Kelaniya, Sri Lanka [saroja@kln.ac.lk]