



A Study an Association Between Employee Personal Factors and Working Conditions for Retention of Information Technology Industry In India.

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ABSTRACT

The Information technology industry is one of the major industries for country's economic development. This paper aims to study relationships in between employee personal factors and working conditions for retention of information technology industry in India. The research was based on the questionnaire survey method; for this purpose 450 survey and 50 face to face interviews were conducted. A total of 500 respondents was selected within the population of 600. From the analysis it has been concluded that there is a relationship between background information of employees like Age, Sex, Experience, Marital Status, Educational Qualification, Tenure and working conditions for Retention. This paper incorporates all this segmented work into an association in between employee personal factors and working conditions for retention, which will help the HR manager of these organizations to take care of all factors that influence employee retention.

KEYWORDS : Retention, HR practices, retention strategies, information technology industry.

INTRODUCTION

Employee Turnover is a major challenge faced by the information technology industry globally. This study has focused on IT sector. Employees are the assets of any organization and organization cannot afford losing its key performers. Organizations are striving to retain their talent by implementing effective retention strategies, i.e Recognition, flexible work arrangements, work-life balance, employee engagement, health and safety, communication, workplace diversity and formal wellness programs. Employee satisfaction is one of the most repeatedly studied factors in the information technology industry in India (James et al., 2012, MitaMehta et al., 2014, Mahalakshmi and Bala Nageswara Rao 2012) High Employee Turnover would subsequently have an impact on productivity and sustainability of the organization. This study is an attempt to understand the association of employee personal factors such as employee category and working conditions of an information technology organization in India.

EMPLOYEE PERSONAL FACTOR				
1	Category	Junior Level Manager/ Executive		Senior Level Manager /Head
2	Age	Below 30	30-40	40-50 Above 50
3	Sex	Male		Female
4	Experience	Below 5 Years	5- 10 Years	10-15 Years Above 15 Years
5	Marital status	Married		Single
6	Education Qualification	Graduate	Post graduate	Others
7	Tenure	Less than 1 year	1-3 years	More than 3 years

WORKING CONDITIONS FOR RETENTION

Hours of work
Rest intervals
Lighting and ventilation facilities
Safety arrangements made by the organization
Work place atmosphere
Fun at Work

Other variables such as Welfare Benefits, Personal Satisfaction and Organizational Culture, which are said to be associated with the Employee Turnover, were also investigated in the various researches (Suhasini and Naresh babu 2013, Sultana Nazia & Bushra Begum 2013, Punia, B.K. and priyanka Sharma 2008). In this the research paper tried its level best to reveal the relationship of the employee personal factors and working conditions for retention, which will help the HR manager of these organizations to take care of all factors that influence em-

ployee retention.

1.2. OBJECTIVES OF THE STUDY

The objective of the research is

1. To analyse the employee personal factors and working conditions for retention of information technology industry.

1.3. HYPOTHESIS OF THE STUDY

- Ho.** All the variable related factors influencing the employee personal factors and working conditions for retention of information technology industry is rejected.
- H₁.** All the variable related factors influencing the employee personal factors and working conditions for retention of information technology industry is accepted.

1.4. SCOPE OF THE STUDY

The study has been undertaken mainly to highlight the association between employee personal factors and working conditions for retention of information technology industry.

1.5. METHODOLOGY & RESEARCH DESIGN

Methodology is the backbone of the research program. It directs the researcher to conduct the research in a systematic process which enables the out coming with accuracy. Hence it is mandatory to adopt a right mode of study to derive the conclusion with the result.

1.5.1. Data collection

The study has used only primary data from the questionnaire survey method; for this purpose 450 surveys and 50 face to face interviews were conducted. A total of 500 respondents were selected within the population of 600.

1.5.2. Sample size and techniques

The sample size is restricted to five hundred respondents in various IT companies in Chennai city. A convenient random sampling technique is used in this study.

1.5.4. Statistical tools used.

*Chi-square test

1.5.5. LIMITATION OF THE STUDY

This is an empirical study an association between employee personal factors and working conditions for retention of information technology industry. The research was based on the questionnaire survey method; for this purpose 450 survey and 50 face to face interviews

were conducted. A total of 500 respondents were selected within the population of 600.

TABLE -1
ASSOCIATION BETWEEN CATAGORY AND WORKING CONDITIONS FOR RETENTION

S.NO.	Catagory Strongly Disagree		Frequen- cy % Some- what Disagree	Working conditions for retention					Total
				Neu- tral	Some- what Agree	Strong- ly Agree			
1	Junior Level Management/ Executive % 16.6 %		Freq	83	51	47	19	64	29
			10.2 %	9.4 %	3.8 %	12.8 %	52.83 %		
2	Senior Level Manager/ Head % 8.2 %		Freq	41	46	62	65	22	23
			9.2 %	12.4 %	13.0 %	4.4 %	47.24 %		
Total			Freq	124	97	109	84	86	50
	%	24.8 %	19.4 %	21.8 %	16.8 %	17.2 %	100.01 %		

Source: Primary data

The above table highlights that the percentage of recommendation in strongly agree about the association between employee catagory and working conditions for retention has been high (12.8percent) among respondents of junior level manager and lowest (4.4 percent) among respondents of senior level executive.

The percentage of recommendation in somewhat agree about the association between employee catagory and working conditions for retention has been highest (13.0 percent) among respondents of senior level executive and lowest (3.8 percent) among respondents of junior level manager.

The percentage of recommendation in neutral about the association between employee catagory and working conditions for retention has been highest (12.4 percent) among respondents of senior level executive and lowest (9.4 percent) among respondents of junior level manager.

The percentage of recommendation in somewhat disagree about the association between catagory and working conditions for retention has been highest (10.2 percent) among respondents of junior level executive and lowest (9.2 percent) among respondents of senior level manager.

The percentage of recommendation in strongly disagree about the association between catagory and working conditions for retention has been highest (16.6 percent) among respondents of junior level executive and lowest (8.2 percent) among respondents of senior level manager.

In order to find out the relationship between catagory and working conditions for retention, a chi-square test have implied to test the hypothesis given below

TABLE -1A
CHI-SQUARE TESTS

Pearson Chi-Square	Calculated Chi-square Value	df	P-Value	S/NS	Remarks
Catagory	60.872 ^a	4	.000	S	Rejected

Source: Primary Data *P<0.01 S-Significant

It has been evident from the chi-square test that the p-value (.000) has been less than 0.01 and the result has been significant. Hence, the null hypothesis (H₀) has been rejected and the alternative hypothesis (H₁) has accepted.

TABLE -2
ASSOCIATION BETWEEN AGE AND WORKING CONDITIONS FOR RETENTION

S.NO.	Age	Frequen- cy %	Working conditions for retention					Total
			Strongly Disagree	Some- what Disagree	Neutral	Some- what Agree	Strong- ly Agree	
1	Below 30	Freq	31	5	43	17	9	105
		%	6.2 %	1.5 %	8.6 %	3.4 %	1.8 %	21 %
2	30 - 40 Years	Freq	28	37	56	5	30	156
		%	5.6 %	7.4 %	11.2 %	1.0 %	6 %	31.2 %
3	40 - 50 Years	Freq	40	21	5	53	6	125
		%	8.0 %	4.2 %	1.0 %	10.6 %	1.2 %	25 %
4	Above 50	Freq	25	34	5	9	41	114
		%	5.0 %	6.8 %	1.0 %	1.8 %	8.2 %	22.8 %
Total		Freq	124	97	109	84	86	500
		%	24.8 %	19.4 %	21.8 %	17.2 %	100 %	

Source: Primary data

The above table highlights that the percentage of recommendation in strongly agree about the association between age and working conditions for retention has been (8.2percent) among age above 50 respondents and lowest (1.2 percent) among the age 40-50 years respondents.

The percentage of recommendation in somewhat agree about the association between age and working conditions for retention has been highest (10.6 percent) among the age 40-50 years respondents and lowest (1.8 percent) among age above 50 respondents.

The percentage of recommendation in neutral about the association between age and working conditions for retention has been highest (11.2 percent) among the age 30-40 years respondents and lowest (1.0 percent) among age above 50 respondents.

The percentage of recommendation in somewhat disagree about the association between age and working conditions for retention has been highest (7.4 percent) among the age 30-40 years respondents and lowest (1.5 percent) among age below 30 respondents.

The percentage of recommendation in strongly disagree about the association between age and working conditions for retention has been highest (8.0 percent) among the age 40-50 years respondents and lowest (5.6 percent) among the age 30-40 years respondents.

In order to find out the relationship between catagory and working conditions for retention, a chi-square test have implied to test the hypothesis given below

TABLE -2A CHI-SQUARE TESTS					
Pearson Chi-Square	Calculated Chi-square Value	df	P-Value	S/NS	Remarks
Age	203.482 ^a	12	.000	S	Rejected

***P<0.01 S-Significant**

It has been evident from the chi-square test that the p-value (.000) has been less than 0.01 and the result has been significant. Hence, the null hypothesis (H₀) has been rejected and the alternative hypothesis (H₁) has accepted.

TABLE 3
ASSOCIATION BETWEEN SEX AND WORKING CONDITIONS FOR RETENTION

S. NO.	Sex	Fre- quen- cy %	Working conditions for retention					Total
			Strong- ly Disa- gree	Some- what Disa- gree	Neu- tral	Some- what Agree	Strong- ly Agree	
1	Male	Freq %	83 16.6 %	65 13.0 %	47 9.4 %	47 9.4 %	18 3.6 %	260 52 %
2	Fe- male	Freq %	41 8.2 %	32 6.4 %	62 12.4 %	37 7.4 %	68 13.6 %	240 48.0%
To- tal		Freq	124	97	109	84	86	500
	%	24.8 %	19.4 %	21.8 %	16.8 %	17.2 %	100%	

Source: Primary data

The above table highlights that the percentage of recommendation in strongly agree about the association between sex and working conditions for retention has been (13.6.8percent) among male respondents and lowest (3.6 percent) among the female respondents.

The percentage of recommendation in somewhat recommendation agree about the association between sex and working conditions for retention has been highest (9.4 percent) among male respondents and lowest (7.4 percent) among the female respondents.

The percentage of recommendation in neutral about the association between sex and working conditions for retention has been highest (12.4 percent) among the female respondents and lowest (9.4 percent) among male respondents.

The percentage of recommendation in somewhat disagree about the association between sex and working conditions for retention has been highest (13.0 percent) among male respondents and lowest (6.4 percent) among the female respondents.

The percentage of recommendation in strongly disagree about the association between sex and working conditions for retention has been highest (16.6 percent) among male respondents and lowest (8.2 percent) among the female respondents

In order to find out the relationship between catagory and working conditions for retention, a chi-square test have implied to test the hypothesis given below

TABLE 3A
CHI-SQUARE TESTS

Pearson Chi-Square	Calculated Chi-square Value	df	P-Value	S/NS	Remarks
Sex	57.068 ^a	4	.000	S	Rejected

*P<0.01 S-Significant

It has been evident from the chi-square test that the p-value (.000) has been less than 0.01 and the result has been significant. Hence, the null hypothesis (Ho) has been rejected and the alternative hypothesis (H₁) has accepted.

TABLE 4
ASSOCIATION BETWEEN EXPERIENCE AND WORKING CONDITIONS FOR RETENTION

S.NO.	Experience	Fre- quen- cy %	Working conditions for retention					Total
			Strongly Disagree	Some- what Disa- gree	Neutral	Some- what Agree	Strongly Agree	
1	Below 5 Years	Freq %	31 6.2 %	8 1.6 %	20 3.0 %	29 5.8 %	37 7.4 %	125 25.0 %
2	5 – 10 years	Freq %	71 14.2 %	22 4.4 %	37 7.4 %	30 6.0 %	7 1.4 %	167 33.4 %
3	10 – 15 years	Freq %	10 2.0 %	24 4.8 %	9 1.8 %	5 1.0 %	36 7.2 %	84 16.8 %
4	Above 15 years	Freq %	12 2.4 %	43 8.6 %	43 8.6 %	20 4.0 %	6 1.2 %	124 24.8 %
Total		Freq	124	97	109	84	86	500
	%	24.8 %	19.4 %	21.8 %	16.8 %	17.2 %	100 %	

Source: Primary data

The above table highlights that the percentage of recommendation in strongly agree about the association between catagory and working conditions for retention has been (7.4percent) among the below 5 years experience respondents and lowest (7.2 percent) among the 10 - 15 years experience respondents.

The percentage of recommendation in somewhat recommendation agree about the association between catagory and working conditions for retention has been highest (6.0 percent) among the 5-10 years experience respondents (1.0 percent) among the 10 - 15 years experience respondents.

The percentage of recommendation in neutral about the association between catagory and working conditions for retention has been highest (8.6 percent) among the above 15 years experience respondents and lowest (1.8 percent) among the 10 - 15 years experience respondents.

The percentage of recommendation in somewhat disagree about the association between catagory and working conditions for retention has been highest (8.6 percent) among the above 15 years experience respondents and lowest (1.8 percent) among the 10 - 15 years experience respondents.

The percentage of recommendation in strongly disagree about the association between catagory and working conditions for retention has been highest (8.6 percent) among the above 15 years experience respondents and lowest (1.6 percent) among the below 5 years experience respondents.

The percentage of recommendation in strongly disagree about the association between catagory and working conditions for retention has been highest (14.2 percent) among the 5-10 years experience respondents and lowest 2.0 percent) among the 10 - 15 years experience respondents.

In order to find out the relationship between catagory and working conditions for retention, a chi-square test have implied to test the hypothesis given below

TABLE 4A
Chi-Square Tests

Pearson Chi-Square	Calculated Chi-square Value	df	P-Value	S/NS	Remarks
Experience	166.961 ^a	12	.000	S	Rejected

*P<0.01 S-Significant

It has been evident from the chi-square test that the p-value (.000) has been less than 0.01 and the result has been significant. Hence, the null hypothesis (Ho) has been rejected and the alternative hypothesis (H₁) has accepted.

TABLE 5
ASSOCIATION BETWEEN MARITAL STATUS AND WORKING CONDITIONS FOR RETENTION

S.NO.	Marital Status	Frequency %	Working conditions for retention					Total
			Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	
1	Single	Freq	9	9	20	32	45	115
		%	1.8 %	1.8 %	4.0 %	6.4 %	9.0 %	23.0 %
2	Married	Freq	115	88	89	52	41	385
		%	23.0 %	17.6 %	17.8 %	10.4 %	8.2 %	77.0 %
Total		Freq	124	97	109	84	86	500
		%	24.8 %	19.4 %	21.8 %	16.8 %	17.2 %	100.0 %

Source: Primary data

The above table highlights that the percentage of recommendation in strongly agree about the association between category and working conditions for retention has been (9.0 percent) among the single(unmarried) respondents and lowest (8.2 percent) among the married respondents.

The percentage of recommendation in somewhat recommendation agree about the association between category and working conditions for retention has been highest (10.4 percent) among the married respondents and lowest (6.4 percent) among the single(unmarried) respondents.

The percentage of recommendation in neutral about the association between category and working conditions for retention has been highest (17.8 percent) among the married respondents and lowest (4.0 percent) among the single(unmarried) respondents.

The percentage of recommendation in somewhat disagree about the association between category and working conditions for retention has been highest (17.8 percent) among the married respondents and lowest (1.8 percent) among the single(unmarried) respondents.

The percentage of recommendation in strongly disagree about the association between category and working conditions for retention has been highest (23.0 percent) among the married respondents and lowest (1.8 percent) among the single(unmarried) respondents.

In order to find out the relationship between category and working conditions for retention, a chi-square test have implied to test the hypothesis given below

TABLE 5A CHI-SQUARE TESTS					
Pearson Chi-Square	Calculated Chi-square Value	Df	P-Value	S/NS	Remarks
Marital status	81.564 ^a	4	.000	S	Rejected

***P<0.01 S-Significant**

It has been evident from the chi-square test that the p-value (.000) has been less than 0.01 and the result has been significant. Hence, the null hypothesis (Ho) has been rejected and the alternative hypothesis (H₁) has accepted.

**TABLE 6
ASSOCIATION BETWEEN EDUCATIONAL QUALIFICATION AND WORKING CONDITIONS FOR RETENTION**

S.NO.	Education Qualification	Frequency %	Working conditions for retention					Total
			Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	
1	Graduate	Freq	9	9	20	32	45	115
		%	1.8 %	1.8 %	4.0 %	6.4 %	9.0 %	23.0 %
2	Post Graduate	Freq	83	65	38	33	32	251
		%	16.6 %	13.0 %	7.6 %	6.6 %	6.4 %	50.2 %
3	Others	Freq	32	23	51	19	9	134
		%	6.4 %	4.6 %	10.2 %	3.8 %	1.8 %	26.8 %
Total		Freq	124	97	109	84	86	500
		%	24.8 %	19.4 %	21.8 %	16.8 %	17.2 %	100.0 %

Source: Primary data

The above table highlights that the percentage of recommendation in strongly agree about the association between category and working conditions for retention has been (9.0 percent) among the graduate respondents and lowest (1.8 percent) among the other qualification respondents.

The percentage of recommendation in somewhat recommendation agree about the association between category and working conditions for retention has been highest (6.6 percent) among the post graduate respondents (3.8 percent) among the other qualification respondents.

The percentage of recommendation in neutral about the association between category and working conditions for retention has been highest (10.2 percent) among the other qualification respondents and lowest (4.0 percent) among the graduate respondents.

The percentage of recommendation in somewhat disagree about the association between category and working conditions for retention has been highest (13.0 percent) among the post graduate respondents and lowest (1.8 percent) among the graduate respondents.

The percentage of recommendation in strongly disagree about the association between category and working conditions for retention has been highest (16.6 percent) among the post graduate respondents and lowest (1.8 percent) among the graduate respondents.

In order to find out the relationship between category and working conditions for retention, a chi-square test have implied to test the hypothesis given below

**TABLE 6A
CHI-SQUARE TESTS**

Pearson Chi-Square	Calculated Chi-square Value	Df	P-Value	S/NS	Remarks
Education Qualification	110.927 ^a	8	.000	S	Rejected

***P<0.01 S-Significant**

It has been evident from the chi-square test that the p-value (.000) has been less than 0.01 and the result has been significant. Hence, the null hypothesis (Ho) has been rejected and the alternative hypothesis (H₁) has accepted.

TABLE 7
**ASSOCIATION BETWEEN TENURE AND WORKING CON-
DITIONS FOR RETENTION**

S.NO.	Tenure	Fre- quency %	Working conditions for retention					Total
			Strongly Disagree	Some- what Disagree	Neutral	Some- what Agree	Strong- ly Agree	
1	Less than 1 year	Freq %	41 8.2 %	5 1.0 %	10 2.0 %	6 1.2 %	49 9.8 %	111 22.2 %
2	1-3 years	Freq %	42 8.4 %	48 9.6 %	61 12.2 %	17 3.4 %	30 6.0 %	198 39.6 %
3	More than 3 Years	Freq %	41 8.2 %	44 8.8 %	38 7.6 %	61 12.2 %	7 1.4 %	191 38.2 %
Total		Freq	124	97	109	84	86	500
		%	24.8 %	19.4 %	21.8 %	16.8 %	17.2 %	100.0 %

Source: Primary data

The above table highlights that the percentage of recommendation in strongly agree about the association between catagory and working conditions for retention has been (9.8percent) among the less than 1 year respondents and lowest (1.4 percent) among the more than 3 years respondents.

The percentage of recommendation in somewhat recommendation agree about the association between catagory and working conditions for retention has been highest (12.2 percent) among the more than 3 years respondents and lowest (1.2 percent) among the less than 1 year respondents.

The percentage of recommendation in neutral about the association between catagory and working conditions for retention has been highest (12.2 percent) among the 1-3 years respondents and lowest (2.0 percent) among the less than 1 year respondents.

The percentage of recommendation in somewhat disagree about the association between catagory and working conditions for retention has been highest (9.6 percent) among the 1-3 years respondents and lowest (1.0 percent) among the less than 1 year respondents.

The percentage of recommendation in strongly disagree about the association between catagory and working conditions for retention has been highest (8.4 percent) among the 1-3 years respondents and lowest (8.2 percent) among among the less than 1 year respondents.

In order to find out the relationship between catagory and working conditions for retention, a chi-square test have implied to test the hypothesis given below

TABLE 7A
CHI-SQUARE TESTS

Pearson Chi-Square	Calculated Chi-square Value	df	P-Value	S/NS	Remarks
Tenure	151.145 ^a	8	.000	S	Rejected

***P<0.01 S-Significant**

It has been evident from the chi-square test that the p-value (.000) has been less than 0.01 and the result has been significant. Hence, the null hypothesis (Ho) has been rejected and the alternative hypothesis (H₁) has accepted.

CONCLUSION

Evidence suggests that there is a relationship between background information of employees like Age, Sex , Experience, Marital Status, Educational Qualification, Tenure and working conditions for Retention. The employee retaining will help in the long-term growth of an organization and will also add to their goodwill. But the most difficult task faced by an organization today is retaining as well as satisfying these resources. This paper incorporates all this segmented work into an association in between employee personal factors and working conditions for retention, which will help the HR manager of these organizations to take care of all factors that influence employee retention.

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