Work Deviance of it Sector and Non-It Sector - A Comparative Analysis

DR.V.R.NEDUNCHEZHIAN	G.Selvaraju
Professor, KCT Business School,Kumuraguru College of Technology, Coimbatore.	research Scholor,Karpagam university, Coimbatore

ABSTRACT *This paper a comparative study that looked at individuals' organizational commitment in the IT and non-IT sectors. This study analyzed the effect of an employees' commitment to the organization and their willingness to continue to work in the organization. In addition, it took into account that work related opinions characteristic to every individual and analysed how these work opinions were related to organizational commitment. The impact of work beliefs on the organizational commitment of employees was analyzed separately for the IT and non-IT sectors.*

1. Introduction

One of the biggest challenges that Information Technology (IT) organizations have been facing over recent years is the ability to attract and retain quality human resources. Several surveys have shown high staff turnover rates in the IT industry. The highest turnover rates were reported in India (16 percent), China and Switzerland (14 percent), the U.S. and Canada (10 percent) (Pastore, 2000). Industry attrition rates are highest amongst employees having between one and five years of experience. With the fast pace of technological development in the sector, there are new technologies coming up all the time. If the current firm does not provide the wherewithal to learn these, employees job-hop to another firm that does. The mobility is more because higher numbers of jobs are available at this level of skill and experience. As a result, the Indian IT industry, especially for employees at the lower end of the Non-IT sector skill spectrum, faces an employee turnover rate of as high as 25 to 30 percent. Employee turnover is affected largely by employees' organizational commitment. An assessment of Meyer and Allen's (1991) three component model of organizational commitment by Jaros (1995) showed that an employee's affective commitment to the organization was the most important component of organizational commitment in predicting turnover intentions. Jaros (1995) claimed that each component of commitment is significantly and negatively correlated with turnover intentions and an employee's affective commitment to the organization is the most important component of organizational commitment in predicting turnover intentions. Lee and Mowday (1987) found that organizational commitment explained a significant proportion of incremental variance in intention to leave.

2. Methodology

2.1 Objectives of the Study

- To identify the job satisfaction of the employees of IT and Non-IT sector industry
- To determine the factors influence the work deviance of IT industry
- To study the relationship between the job satisfaction and the work deviance of the IT industry

2.2 Hypothesis of the Study

- There is no work deviance in the IT/Non-IT sector industry
- There is no relationship between job satisfaction and work deviance

2.3 Data Source

Primary data collection is used to collect the information to make analyses and secondary data collection is used to collect the information related to the study.

Questionnaire is used for collecting the primary data and industry links, annual reports; newspaper information etc. is used for secondary data collection.

2.4 Research Design

Simple random sampling method is used as research design, the researchers collected data from 150 respondents working in 13 different IT organizations, seven Non-IT sector and five IT units. Samples were drawn from three levels of organizational hierarchy - entry level, middle level and top level. All pertinent information required for the study is collected from both primary and secondary sources.

2.5 Tools used for the analysis

Statistical techniques such as ANOVA, Karl Pearson's correlation coefficient, regression, mean and standard deviation were used for the study and computed using SPSS Non-IT sector. The outputs of the analysis has been interpreted and explained by the researchers.

2.6 Literature Survey

Finegan (2000) illustrated that the best predictor of commitment was the employee's perception of the work environment. Pearson and Chong (1997) on studying 286 nursing staff of a large Malaysian hospital reported that the task content properties of identity, significance, and autonomy as well as the interpersonal task attribute of dealing with others were significant contributors of organizational commitment. Becker (1992) said that the foci of commitment (the individuals and groups to whom an employee is attached) were important determinants of commitment to an organization. Hunt and Morgan (1994) showed that global organizational commitment was a key mediating concept and several constituency-specific commitments such as commitment to top management and commitment to supervisor have important outcomes for organizations because they lead to, bring about, or result in global organizational commitment. Luthans, Baack, and Taylor (1987) showed that demographics, such as age, education, and tenure, had a significant impact on organizational

commitment. They also found that the more a leader structured a situation, the more committed employees were to the organization.

2.7 Data Analysis
The respondents were a cross-section of 150 Non-IT sector and IT professionals with diverse background (Table 1).

Table 1 shows the demographic profile of the respondents.

Type of the organization	No. of employees	Percentage
Non-IT sector	75	50
IT	75	50
Total	150	100
Gender	Frequency	Percentage
Male	71	47.7
Female	79	52.3
Age		
Under 25 years	84	56.0
26 -35 years	59	39.4
Above 36 years	7	04.6
Qualification		
Technical Training	3	02.0
Graduates	39	26.0
Professional Qualifications	108	72.0
Size of Unit		
Less than 1000	54	36.0
More than 1000	96	64.0
Managerial Level		
Access Level	58	38.67
Internal Level	49	32.67
High-ranking Level	43	28.66
Total Experience		
Below 10 years	68	45.33
10-20 years	72	48.00
Above 20 years	10	06.67
Experience in current organization		
Below 5 years	91	60.67
5-10 years	30	20.00
11-15 years	17	11.33
Above 15 years	12	08.00
Number of companies worked for in the last 5 years		
Less than 1	90	60.00
1-2	27	18.00
3-4	13	08.67
5	13	08.67

More than 5	7	04.66
Salary		
Below 50,000	51	34.0
50,000 – 1 lakhs	26	17.33
More than 1 – 1.5 lakhs	25	15.5
More than 1.5 – 2 lakhs	24	16.0
Over 2 lakhs	24	16.0

Source: Primary Data
In the current study the respondents of Non-IT sector and IT units are equally selected with 50%, of the sample to have a better result analysis.

In terms of gender larger percentage of the sample was females who were 52.3% and the male respondents at 47.7%. About 56.0% of the respondents were below 25 years of age, 39.4% of the respondents were in the age group 26 -35 years, and 4.6% of the respondents were in the age group 36 -45 years. Majority (72.0%) of the respondents had professional qualification. Graduates comprised of 26% with respondents having obtained technical training were 2.0%.

In terms of size of the organization that respondents belonged to; 64% were from organizations with more than one thousand employees and the rest 36% were in organisations with less than one thousand employees. About 38.67% of the respondents were at access-level, 32.67% of the respondents were at internal-level, and 28.66% were at higher-level.

Total work experience of most (45.33%) of the respondents was in the below ten years with 48% in the 10-20 years range and the remaining 6.67% are in the age group of above 20 years. About 60.67% of the respondents were working in the current organization for less than 5years followed by 20% who were employed for 5-10 years, 11.33% were in the 11 -15 years of current level experience and the remaining 8% have more than 15 years of current level experience.

In terms of number of companies worked for in the last 5 years most the respondents (60%) were working in one company, 18% had been worked in two companies, 8.67% were worked about three companies, 8.67% in were worked around five companies and 4.66% of the respondents were worked in more than five organisations.

In terms of salary drawn per month most of respondents (34%) draw less than Rs. 50,000, 17.33% between Rs. 50,000 to 1,00,000; 15.5% of the respondents were drawing between Rs. 1,00,000 to 2,00,000 and those drawing over two lakhs are at 16.0%.

Job satisfaction
The level of job satisfaction of the respondents of Non-IT sector and IT units in Bangalore is placed at (Table 2).

Table 2 showing analysis of Job Satisfaction

				Type of Industry	N	Mean	σ	Median	Mean (%)	t-stat	p >0.05
Awards for a job in time				Non-IT sector	75	5.78	1.085	6.00	82.61		
				IT	75	5.73	1.119	6.00	81.91		
				Total	150	5.77	1.095	6.00	82.36	0.263	0.793
Stuck to the				Non-IT sector	75	5.82	1.462	6.00	83.11		

working people										
				IT	75	5.64	1.473	6.00	80.55		
				Total	150	5.75	1.466	6.00	82.20	1.537	0.124
Working environment				Non-IT sector	75	5.74	1.233	6.00	81.93		
				IT	75	5.61	1.594	6.00	80.09		
				Total	150	5.69	1.371	6.00	81.28	0.229	0.819
Job security				Non-IT sector	75	5.76	1.080	6.00	82.27		
				IT	75	5.52	1.350	6.00	78.88		
				Total	150	5.67	1.186	6.00	81.06	1.420	0.156
Recognition				Non-IT sector	75	5.00	1.488	5.00	71.43		
				IT	75	5.09	1.449	5.00	72.64		
				Total	150	5.03	1.472	5.00	71.86	0.312	0.755
Use of Gym				Non-IT sector	75	5.72	1.329	6.00	81.68		
				IT	75	5.62	1.594	6.00	80.24		
				Total	150	5.68	1.427	6.00	81.17	0.016	0.987
Reward				Non-IT sector	75	5.44	1.104	6.00	77.73		
				IT	75	5.40	1.331	6.00	77.20		
				Total	150	5.43	1.187	6.00	77.54	0.365	0.715
Abilities used at work				Non-IT sector	75	5.13	1.608	6.00	73.28		
				IT	75	5.07	1.393	6.00	72.49		
				Total	150	5.11	1.533	6.00	73.00	0.850	0.396
Relation with The manager				Non-IT sector	75	5.87	1.229	6.00	83.87		
				IT	75	5.69	1.328	6.00	81.31		
				Total	150	5.81	1.265	6.00	82.95	1.234	0.217
About the job				Non-IT sector	75	5.83	1.255	6.00	83.28		
				IT	75	5.60	1.568	6.00	79.94		
				Total	150	5.75	1.376	6.00	82.09	0.823	0.411
Job satisfaction				Non-IT sector	75	5.608	1.0296	6.200	80.12		
				IT	75	5.497	1.2308	5.900	78.53		
				Total	150	5.569	1.1044	6.200	79.55	1.114	0.265
Source: Primary Data											

Table 2 indicates that the level of job satisfaction related to job done in time among Non-IT sector and IT units was 82.36 per cent, which shows that most of the respondents are strongly agree with the statement of appreciation for their work done on time. Mann-Whitney Test Z value = 0.263 and calculated 'p'= 0.793 > .05 clearly indicate that there is no significant difference in satisfaction level for recognition among the respondents of Non-IT sector (82.61 percent) and IT (81.91 percent) units under the study period.

The respondents of Non-IT sector and IT units showed the working people trap around 82.20 percent are agreed that there is no bond among the work, constituting "Moderately agree" on the scale. Mann-Whitney Test Z value = 1.537 and calculated 'p'= 0.124 > .05 clearly indicate that there is no significant difference in satisfaction level for bonding at work among the respondents of Non-IT sector (82.61 percent) and IT (81.91 percent) units under the study.

The respondents of Non-IT sector and IT units were highly satisfied with the working environment, around 81.28 per cent are agreed which constitutes "Moderately agree" on our scale. Mann-Whitney Test Z value = 0.229 and calcu-

lated 'p'= 0.819 > .05 clearly indicates that there is no significant difference in the satisfaction level for working environment of IT and Non-IT sectors.

98.7% of the respondents are satisfied with the usage of Gym in the organisation. It shows that there is no much difference between IT and Non-IT Sectors. Around 75% of the respondents are satisfied with the recognition and the rewards of the organisation. This indicated that there is no significant relation between the rewards and the recognition of the IT and Non-IT sectors. Only 21.7% of the respondents are satisfied with the relationship of higher officials. This shows that there is significant difference between the smooth relations with the senior officials in the organisation.

Findings

There exist limitations stemming from the size as well as the nature of the sample. Since the sample of respondents is relatively small, this study needs to be replicated across a larger database of respondents to confirm the findings. A study that includes firms across different sectors like service or banking instead of being limited to only the IT and Non-IT sectors could shed more light on the variance in work opinions as a consequence of the nature of the industry. The researcher finds that in a given point of time there are some motion effects for the selected study in the future. The study was measured at the same time for both IT and Non-IT sector. Future research could also study the effect of specific organizational variables such as structure, environmental characteristics of that particular industry, etc., and quantify how much variance amongst the work beliefs and the effects of transformational leadership in the different sectors is caused as a result of differences in each of these organizational variables. Moreover, the belief systems used in this study might have undergone some modifications with other belief systems such as educational belief system, where work is seen as providing a continuous learning experience, coming into the picture. Hence, an attempt could be made to develop a theoretical framework incorporating any changes in belief systems concerning work.

Conclusion

Despite some limitations, this study makes some important contributions and has significant organizational implications. In summary, this study provides the link between commitment to an organization and work beliefs and the role of a IT sector and Non-IT sector in changing work beliefs as well as enhancing organizational commitment. It brings out the fact that work beliefs are the immediate antecedents of organizational commitment. More importantly, this study brings out the differences in work beliefs, organizational commitment, across IT and non- IT sectors. Results of the current investigation point to the importance of realizing the differences resulting from the nature of the organization so that these can be taken into account while formulating policies related to human resource management. It also demonstrates that the role of the IT industries should be made more effective to modify work beliefs such that they enhance organizational commitment. Hence, it highlights the untapped potential of the IT sector and its importance in enhancing organizational commitment and eventually reducing employee turnover.

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