

## Relationship Among Employee Retention Strategies and Job Attitude in IT Sectors: an Empirical Study



### Commerce

**KEYWORDS :** Retention Strategies, Job Attitude, IT sectors and Employees.

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### ABSTRACT

*The present study is carried with the objective to study employee retention strategies adopted in IT sectors and to investigate the relationship of job attitude (job commitment, job involvement and job satisfaction) with Employee retention strategies of IT sectors in Bangalore city. By using purposive and quota sampling methods 150 IT sector employees from Bangalore city. This study explored various aspects of Job Attitude and Retention Strategies. Job Attitude Scale (JAS), (2004) developed by Jayan, Anders Dockel (2003) used to collect primary data. The obtained results reveals significantly very high positive correlation among Compensation, Job Characteristics, Working environment, Training and career Development with job commitment, job involvement and job satisfaction of the employees. In contrary the relationship of Job Flexibility and Work life/policies have negatively very high relationship with commitment, job involvement and job satisfaction of the employees.*

### Introduction:

Employees are the assets of any organization and organization cannot afford losing its key performers. Organizations are made up of people where individuals come together to achieve common objectives. Employee retention means a process in which employees are encouraged to remain in the organization or the ability to retain its employees. Employees are organizational assets who help in providing innovative, advantageous and creative solutions to organizational problems (Kwena, 2013). Employee retention is beneficial for both employees as well as organization. Cole (2000) said employees stay loyal with such organizations where they have value, work to their full potential and sense of pride. Parker & Wright (2001) have found that organization must employ a wide variety of human resource management factors to influence retention and employee commitment.

According to Walker (2001) managing retention of promising employees' is considered as fundamental mean of achieving competitive advantage among the organizations. In his studies, he identified compensation, appreciation; working relationship and good communication are among major critical success factors to retain the talented employees. Previous researchers like Cappelli (2000) suggested the following factors which have direct impact on employee retention. These are organization image, existing leave policy, work environment, work-life balance, career opportunities and organizational justice. The intention of this research is find how employers of the organization keep their employees focusing on the factors like Compensation, Training and Development opportunities, Career opportunities and promotion, Reward and Recognition, Work-life balance, Work environment, Performance Appraisal, On the job interview/stay interview, Job satisfaction, Leadership, Distributive justice, Supervisor support and the relationship between these factors and employee retention.

Job attitude is a set of evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job. Overall job attitude can be conceptualized in three ways. Either as affective job commitment, job involvement and job satisfaction that constitutes a general or global subjective feeling about a job, or as a composite of objective cognitive assessments of specific job facets, such as pay, conditions, opportunities and other aspects of a particular job. Employees evaluate their advancement opportunities by observing their job, their occupation, and their employer.

Job commitment is the feeling of responsibility that a person has towards the mission and goals of an organization. When an indi-

vidual has job commitment, he or she is more likely to perform tasks and responsibilities that will help an organization achieve a goal.

Job involvement is identifying with one's job and actively participating in it, and considering performance important to self-worth. Job Involvement is the aspect of attitudes relates to how engaged a person is with doing their job and the level of enthusiasm they have for doing it.

Job satisfaction is a singular construct comprising an overall emotional feeling about a job as a whole or in general. Affective job satisfaction is measured with items addressing the extent to which individuals subjectively and emotively like their job overall, not a composite of how individuals cognitively assess two or more specific aspects of their job. The reviewed literature revealed that there is an apparent dearth of studies in the area relating employee retention strategies in IT sectors in relation to the job attitude of the employees. In this view the current study has taken up with the following objectives.

### Method:

#### Objectives:

1. To study employee retention strategies of IT sectors in Bangalore city
2. To investigate the relationship of job attitude (job commitment, job involvement and job satisfaction) with Employee retention strategies of IT sectors in Bangalore city

#### Hypotheses of the Study:

**Ha<sub>1</sub> :** There will be significant relationship between Employee retention and job commitment strategies of IT sectors in Bangalore city

**Ha<sub>2</sub> :** There will be significant relationship between Employee retention and job involvement strategies of IT sectors in Bangalore city

**Ha<sub>3</sub> :** There will be significant relationship between Employee retention and job involvement strategies of IT sectors in Bangalore city

#### Sample:

Purposive and quota sampling methods are adopted in this study. Sample of the study consisted 150 IT sector employees from Bangalore city. This study explored various aspects of Job Attitude and Retention Strategies.

#### Measures:

Job Attitude Scale (JAS), (2004) developed by Jayan, to meas-

ure the attitude of the employees towards their job and Retention strategies scale developed by Anders Dockel (2003) used to collect primary data. Descriptive analysis, persons' correlation methods used to test the obtained results.

**Result and Discussion:**

**Table 1: The Demographic profile of the sample**

Sl.No	Personal Factors	Description	Frequencies	Percentage (%)
1	Gender	Male	113	75.3%
		Female	37	24.7%
2	Age	20-30	50	33.3%
		31-40	68	45.3%
		41-50	32	21.3%
3	Earning members in the family	1	17	11.3%
		2-3	112	74.7%
		4-5	21	14.0%
4	Residential Status	Own House	109	72.7%
		Rented	41	27.3%
5	No of jobs changed	2	46	30.7%
		3	60	40.0%
		4	34	22.7%
		5	10	6.6%

Out of the total sample table 1 reveals that 75.3% are male and 24.7% are female. Based on the analysis it is clear that the professionals who belongs to the age 31-40 are more in numbers (45%) compared to age 20-30 (33.3%) and 41-50 (21.3%). It is observed that 74.7% of the respondents have 2-3 earning members in the family where as 14% of the respondents have 4-5 members and 11.3% of the respondents have only one member in the family. 72.7% of the respondents have taken own house where as 27.3% have rented. Out of the overall score 40% of the employees have had changed their 3 jobs, 30.7% of employees have had changed 2 jobs, 22.7% of the employees have had changed 4 jobs and finally 6.6% of the employees have changed 5 jobs.

**Ha<sub>1</sub>:** There will be significant relationship between Employee retention strategies and job commitment of IT sectors in Bangalore city

**Table 2: Correlation among Employee's Retention strategies and Job Commitment of Employees from IT sector**

Variables	Job Commitment
Compensation	.825***
Job Characteristics	.804***
Job Flexibility	-.490***
Working environment	.871***
Training and career Development	.784***
Work life/policies	-.729***

\*\*\*Significant at 0.001 level

An observation of table 2 reveals the existence of significantly very high relationship between Compensation and job commitment. The relationship between these two variables is positive. Similarly the relationship between Job Characteristics, Working environment, Training and Career Development is also positively correlated with job commitment. The relation between these variables is significantly very high. The relationship of job flexibility with job commitment and work life /policies with job commitment is negative. The relationship between these variables is significantly very high. Hence the hypothesis is accepted.

**Ha<sub>2</sub>:** There will be significant relationship between job involvement and Employee retention strategies of IT sectors in Bangalore city

**Table 3: Correlation among Employee's Retention strategies and Job involvement of Employees from IT sector**

Variables	Job Involvement
Compensation	.889***
Job Characteristics	.816***
Job Flexibility	-.551***
Working environment	.875***
Training and career Development	.834***
Work life/policies	-.798***

\*\*\*Significant at 0.001 level

An inspection of table 3 clearly reveals that there exists significantly very high relationship between Compensation and job involvement which is positive. Interestingly the relationship between Job Characteristics, Working environment, Training and Career Development is correlated positively with job involvement. This relationship is significantly very high. The relationship of job flexibility with job involvement and work life / policies with job involvement is negative and the relationship between these variables is significantly very high. Hence the hypothesis is accepted.

**Ha<sub>3</sub>:** There will be significant relationship between Employee retention and job involvement strategies of IT sectors in Bangalore city

**Table 4: Correlation among Employee's Retention strategies and Job Satisfaction of Employees from IT sector**

Variables	Job Satisfaction
Compensation	.843***
Job Characteristics	.814***
Job Flexibility	-.469***
Working environment	.880***
Training and career Development	.798***
Work life/policies	-.749***

\*\*\*Significant at 0.001 level

Table 4 shows the positive relationship between Compensation and job satisfaction. More interestingly the relationship between Job Characteristics, Working environment, Training and Career Development is also correlated positively with job satisfaction which is significantly very high. The relationship of job flexibility with job satisfaction and work life /policies with job satisfaction is negative and the relationship between these variables is significantly very high. Hence the hypothesis is accepted.

**Discussion:**

The purpose of the study was to investigate the relationship among employee retention strategies adopted by IT sectors and the job attitude (Job commitment, job involvement and job satisfaction). Reviewed literature provided a strong evidence of the relationship among employee relationship strategies and job attitude. Employees seek to get more compensation, benefits, better work environment and balance between work life and personal life, and policies from their organization. Mean while organization expects better work, skills, competence and planning from employees. The results obtained in the present study reveal the positive relationship between Compensation, Job Characteristics, Working environment, Training and career Development with job commitment, involvement and satisfaction. When employees are getting more compensation they have expressed better commitment, involvement and satisfaction towards this work. Similarly, they have expressed more commitment, involvement and satisfaction for their work when they have better work environment, having training and career development opportunities. Work environment and compensation are

provided most important factors for retention of the employees among all others factors and to get more commitment, involvement and satisfaction towards the job and organization. But job flexibility and work life policies are negatively correlated with these variables. This might be so because of the workload that they are feeling or they are expecting bit too much about flexibilities and policies. Early studies done by many researchers on this sectors reveals in order to do better work in organization in retaining employees they should understand and apply employee retention strategies to facilitate measures in keeping valuable employees and so IT sector should take steps to retain their best employees. (Pavitra Yadav and Shabnam Saxena, 2015).

#### Conclusions:

The present study reveals that the existence of relationship between employees retention strategies with Job Attitude. The obtained results reveal significantly very high positive correlation among Compensation, Job Characteristics, Working environment, Training and career Development with job commitment, job involvement and job satisfaction of the employees. In contrary the relationship of Job Flexibility and Work life/policies have negatively very high relationship with commitment, job involvement and job satisfaction of the employees. For organization it is very important to retain the employee who is very efficient and also it is very important to know the factor which influences his attitude towards the job. The obtained results of the research reveal the prevailing picture of these employees' attitude towards the job and their expectations from the job. Further with the help of proper strategies company or organization can retain the efficient employee in the organization.

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