

Relationship between Employees Motivation & Turnover Intention in Information Technology Sector

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Abstract— Loyalty and commitment have been found to be rather a back dated concept today, not appreciated well at both the individual as well as the organizational level. In the present study, an attempt has been made to identify if there any significant relationship is there behind Employees Motivation and their Tenure in present job. 154 employees from Information Technology Sector were the sample of the present study. A standardized 14-item questionnaire (What Do You Look for in a Job?) was administered individually to each individual. The available data seem to indicate that there is really a significant relationship lies between employees Motivation and Turnover intention. At the same time we also found out that the other demographic variables in our study like Age, Gender, Educational Qualification and Experience are also having a significant relationship with Tenure in the present job. These may be considered while making a strategy for retaining employees in an organization.

Key words: Tenure in the Job, Employee Retention, Employee Loyalty, Organizational Commitment

I. INTRODUCTION

Employee Motivation is an area, which continues to fascinate anyone who is interested in understanding and predicting human behavior. Why people behave the way they do, why they prefer a course of action over others are some of very basic questions that continue to ignite the interest of both working managers and the researchers in the field of Organizational Behavior alike. The simplest approach to understand the concept of motivation is through the traditional need-drive model of motivation. Need of the absence of something in an individual or organism compels it to be engaged in search behavior, which continues till it reaches its goals, i.e. something that satiates the need in the individual or the organism.

Thus, motivation is essentially a goal-directed behavior and may be defined as a process of search behavior that is characterized by intensity and persistence, which continues till the needs are at least reasonably well satisfied. The components of motivation typically include the following: arousal, maintenance and canalizing the behavior in a goal directed way.

A. Motivation is

- Internal state or condition that activates behavior and gives it direction;
- Desire or want that energizes and directs goal-oriented behavior;
- Influence of needs and desires on the intensity and direction of behavior.

II. UNDERSTANDING HUMAN MOTIVATION

Why people behave the way they do, when would they prefer to stay in a job or move? The researchers in the area of organizational behavior have traditionally looked for the

answer in the area of human motivation. Thus, if we want to understand why people leave their job in one organization, we must look into their level of motivation.

The simplest approach to understand the concept of motivation is through the need-drive model of motivation. Thus, motivation is essentially a goal-directed behavior and may be defined as a process of search behavior that is characterized by intensity and persistence, which continues till the needs are at least reasonably well satisfied. However, human motivation in reality is a much more complex phenomenon than what is being depicted in this simple need-drive model. The process theories of motivation, with a significant deviation from the rather simplistic need-drive model, strive to capture human motivation in its complexities. According to the Expectancy theory of Victor Vroom (1964), each individual solves a personal equation before choosing a specific course of action. If we could get a clue as to the various components of the 'personal equation' of an individual employee with a reasonable level of accuracy, we would surely be able to plot his future course of action. Thus, an individual employee's decision to stay or leave an organization may well be predicted if we could identify the various components of his subjective 'personal equation', the most important of which is what is called valence. This refers to an individual's perceived favorableness towards any possible organizational outcome.

In the context of an individual employee's intention to leave the organization he is presently working would be strongly influenced if he fails to receive what he values most from his job.

III. UNDERSTANDING NEEDS: THE CONTENT THEORIES OF MOTIVATION

The content theories of motivation attempt to explain motivation in terms of need satisfaction model and seek to find answer as to 'What motivates people?' The various needs and expectations of the organizational members that are found in the work place can be divided into different categories. One way of differentiation is to determine whether these needs are extrinsic or intrinsic in nature. Extrinsic needs are those that are satisfied by some tangible rewards offered by some outside agency such as salary, security, promotion, work environment etc., to satisfy these the individual has to depend on the factors that are beyond his personal control. In contrast, the intrinsic needs are those coming from within, such as the opportunity to use one's ability, a sense of challenge in one's job or the satisfaction derived from the completion of work.

In today's world, maximum emphasis that is now been given in organizations is on fulfillment of external needs of the employees in order to motivate them. This is by large the legacy of Western worldview. In contrast, the oriental view of life may be said to be more inner-directed and puts more emphasis on fulfillment of one's internal needs. Several studies in the last decade seem to confirm the importance of

intrinsic needs when they found that though fulfillment of external needs may deliver only short-term results in the organization which would often 'damage' relationships by creating and encouraging internal competition for reward, and thus destroying intrinsic motivation by reducing work to an 'economic transaction' only (Stickler, 2006).

A substantial amount of research effort has been devoted to find out what motivate people and subsequently a number of theories have been put forward, which may be put under the 'content theories' of motivation.

The Need Hierarchy theory is one of the best-known theories of motivation proposed by Abraham Maslow (1954). According to him, an individual would always experience the need of something or the other through his entire life span, starting right after birth till the last journey. Now what he would want at a given point of time will depend on what he already has. Maslow suggests that human needs may be categorized in five broad areas, arranged in a definite order according to their level of importance for the person, or what is called a hierarchy. Thus, the foremost level of needs for an individual is the physiological needs which include hunger, thirst, need for oxygen, temperature regulation and so on, which are essential for the survival of the organism. Need for sleep and rest, sensory pleasures, activity, maternal behaviour and arguably sexual desire also fall under this category. The next level of needs is denoted by the safety needs that include need for safety and security, freedom from pain or threat of physical attack, protection from danger or deprivation. These also include need for predictability and orderliness and a sense of security that comes from a known routine. Need for belongingness, the next higher level, includes need for affection, a sense of belonging, and urge for both giving and receiving love, acceptance and friendship. The level next to this is known as the esteem needs, which include both self-esteem and esteem from others. Self-esteem involves desire for confidence, strength, autonomy and achievement. Esteem of others involves reputation or prestige, status, recognition and appreciation. Self-actualization needs, the highest level of needs in the hierarchy, refer to the drive to become what one is capable of becoming. These may take many forms, which vary widely from one individual to another – from actualizing one's potential talent to the spiritual quest.

According to Maslow, once a lower level need gets reasonably satisfied, it ceases to act as a strong motivator any more. Now the needs in the next higher level of the hierarchy demand satisfaction and start to exert dominant influence on the individual. Thus, only unsatisfied needs motivate a person and satisfied need is no longer a motivator. Maslow argued that most people would have these basic needs in the same order; he nevertheless pointed out that the order is by no means a fixed one. For example, for some creative people, the need for self-actualization may be more urgent than other lower order needs.

Alderfer (1969) too, in the line of Maslow, proposes that human needs are arranged in a hierarchical order and an individual progresses from the lower level needs to the higher order needs. He, however, condensed the five levels of needs as identified by Maslow into three basic categories. Thus, the Existence needs in Alderfer's ERG model are concerned with the basic survival and sustenance needs and cover both physiological and physical safety needs in the Maslow model.

The next higher level is known as Relatedness needs and are concerned with relationships to the social environment. These are equivalent to the needs for belongingness in Maslow's model. Growth needs, the last level of needs in the echelon, are concerned with the urge to develop one's potentials or talents and correspond to self-esteem and self-actualization needs in the need hierarchy model. Alderfer also differs from Maslow in suggesting that more than one need may be operative at any given point of time. There is also a possibility of a frustration-regression process. That is, if one need is thwarted for a considerable period of time, instead of progressing towards a higher level needs, an individual can feel frustrated and can go back to a previous level of need.

On the basis of the responses of professionals (engineers and accountants), Herzberg (1959) found that there are two different sets of factors that affect motivation and work. One set of factors are those which, if absent, cause dissatisfaction. These are called the hygiene or maintenance factors. These factors are found to be related mostly with the contexts of the job, viz. the environmental factors or factors extrinsic to the job and are thus called the job context factors. The other set of factors are those which, if present, serve to motivate the individual to superior effort and performance. They are the motivators, which produce the feelings of satisfaction or no satisfaction. These are usually found to be related to the basic nature of the work itself and are called the job content factors.

After analyzing the way managers behave with their employees, Douglas McGregor (1960) concluded that managers might be categorized on the basis of their assumptions about the human nature into two distinct groups. One set of assumptions, called Theory X by McGregor, represents the lower order needs whereas Theory Y depicts the higher order needs of Maslow's need hierarchy model. Managers will differ in terms of their ways to motivate people on the basis of their own personal beliefs regarding human nature. Thus while Theory X managers will try to motivate by offering monetary rewards, the Theory Y managers will tend to allow them more control over their job and offer more challenging jobs instead.

David McClelland (1988) identified three important needs or motives in the social context that are found to control the behaviour of individuals in a considerable degree. Thus, the need for Achievement (nAch) represents one's drive to excel, and to achieve a high level of standard compared to others. The need for Affiliation (nAff), in contrast, reflects one's desire for friendly and close interpersonal relationship. The third category of needs was identified by McClelland as the need for Power (nPow) and depicts one's need to have control over others, making them to behave in a way they would not have behaved otherwise. These needs can be measured through a projective test named Thematic Apperception Test (TAT). The relative intensity of these motives varies from one individual to the other as well as among different occupations. Managers and entrepreneurs appear to be higher in achievement motivation than in affiliation needs while managers in large organizations are found to do better with a relatively high nPow score.

Need theories or the content theories are quite straightforward and offer a useful practical approach. However, they fail to capture the human motivation in its all

complexities. Human behaviour can hardly be explained fully by the relatively simplistic approach. The process theories, in contrast, attempt to find the answer to the question of how motivation takes place within an individual. Thus the approach of process theories is to identify the relationships among the dynamic variables, which make up motivation and the actions needed to influence behaviour.

IV. VROOM'S EXPECTANCY THEORY OR VIE THEORY OF WORK MOTIVATION

Expectancy theory of human motivation is one of the most important process theories of motivation. Victor Vroom in 1964 proposed the expectancy theory specifically in the context of work motivation. His model is based on three key variables, viz. valence, instrumentality and expectancy (hence the name VIE theory). Valence is the attractiveness of, or preference for, a particular outcome to the individual. Instrumentality refers to the perceived relationship between the two levels of outcome. Expectancy is the subjective probability or belief that the individual will be able to attain a particular level of performance. Another important component of this theory is Outcome, which is usually considered as the end result or what people can expect from their job. Two distinct levels of outcomes are: First-level outcomes that refer to the quantity of output or the performance level and the Second-level outcomes are those which refer to the end result that is expected to follow the first level outcome.

According to Vroom, a multiplicative combination of valence, instrumentality and expectancy determine the motivational force of an individual. Expressed symbolically,

$$M = E \times \Sigma [I \times V] \quad \text{Equation (1)}$$

The implication of the multiplicative model of motivational force is that not a single variable, but all the three variables are important in determining the motivation of a person. Thus, no matter how desirable a particular outcome is (say, promotion or high grade in examination) for an individual, the resultant force would be low if the individual does not believe that his working hard (a first-order outcome) would lead to the particular sought-after outcome (instrumentality) or whether the individual is capable of attaining the required level of performance (expectancy).

Expectancy theory thus draws attention to the complexities of work motivation and emphasizes that managers should pay attention to a number of factors in order to improve the level of motivation of the employees. Though the expectancy theory at the first glance might look a bit too complicated, it nevertheless captures the nuances and various shades of human motivation rather well. It seems to point out the fact that an individual tries to intuitively solve a personal equation of his own before taking the decision of spending the amount of effort towards achieving a certain goal.

V. EMPLOYEE MOTIVATION & TURNOVER INTENTION

Recent researches on absenteeism indicate a different aspect of the malady. As found in the studies of Clegg (1983) and Tharenou (1983; 1993), absenteeism is not the effect of job dissatisfaction but it may actually lead to lower job satisfaction and performance. The findings of some latest studies on this topic also suggest that high absenteeism can

be a precursor of turnover (Griffeth, Hom & Gaertner, 2000; Mitra, Jenkins & Gupta, 1992).

Campion and Mitchell (1986) indicated that some of the job characteristics factors associated with satisfaction, motivation, job involvement, and absenteeism, are also related to voluntary turnover. Campion (1991) found that dissatisfaction with the outcomes of the several aspects of work, e.g. lack of promotion, supervision, work schedule were also found to be highly correlated with employee turnover.

Worker rejection of the new work process was found to be a potential; reason to account for a high rate of turnover, absenteeism and decisions to put in insufficient effort (Litter; 1985; 15).

Available research findings on turnover intention suggest that, various factors pertaining to work related areas, particularly conditions of employment (e.g. salary, career opportunities) are important causes of turnover intention (Inverson & Roy, 1994; Rosse & Miller, 1984; Van Breukelen, 1989). When employees consider their career opportunities within the organization as limited or absent and experience a feeling of unmet career expectations, a withdrawal reaction may be evoked in order to cope with the frustrations. For the individual employee, turnover to an alternative job with better career opportunities may thus be an attractive solution.

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The focus of the present study was predominately on service industry as today this actually forms the backbone of social and economic development of a region. It has emerged as the largest and fastest-growing sectors in the world economy, making higher contributions to the global output and employment. The growth rate of service industry at the present moment has been higher than that of agriculture and manufacturing sectors. It is a large and most dynamic part of the Indian economy both in terms of employment potential and contribution to national income. It covers a wide range of activities, such as trading, transportation and communication, financial, real estate and business services, as well as community, social and personal services. In India, services sector as a whole contributed as much as 68.6 per cent of the overall average growth in gross domestic product (GDP) during 2006-07

VI. JOB HOPPING IN THE PRESENT SCENARIO:

The present business scenario is however difficult to comprehend and it is by no means following a very predictable pattern. For example, take the issue of employee

loyalty and commitment towards the organization they work for. The pressure to perform and produce at a cheaper rate to beat the competitors and gain a wider market share is prompting the organizations to take a somewhat ruthless approach. They are ready to shed the flab almost at the drop of a hat and drive the remaining workforce to perform even harder, though at the end of the day there is hardly any assurance of a long-term association with them. The resultant effect is rather predictable. The employees' mind set has gone for a full cycle. They are edgy and apprehend job termination all the time. At the same time, today, no one, especially the young generation, expects to retire from the same organization they start their life with. The maximum tenure on the job, particularly for the young professional people, has come down to around two years on the average and a four-year stretch in the same organization is considered to be a stable job.

Moreover, in India, availability of good human resource has become increasingly scarce. This is the fallout of globalization and open market scenario. With the fierce market competition, it is difficult to retain people and protect them from poaching and head hunters. Even today, there is no dearth of job opportunities for those who are really good in their own field. The result is people hardly stay in any job for too long. Unlike the employees of the past generation, they are always on the move. In the past few years job-hopping has become so widespread across the industries that. Three jobs in less than a year no longer raise eyebrows and gaps mouths.

The trend of hopping jobs is most prevalent in IT-related sector. However, other sectors like retail, banking and Insurance and hospitality are also witnessing more or less the same trend. Not only fresher are changing jobs frequently, but senior professionals also are increasingly falling in the trap of job-hopping. Senior professionals with excellent credentials are willingly changing jobs more frequently than ever before.

The consequences of frequent job changes are many, but the most affected area is loyalty towards the organization. The word loyalty has become rather old fashioned today and seems no more to be considered a success mantra.

But, as pointed out earlier, the success of any firm lies in creating and retaining a workforce that is rare and difficult to imitate and also organization-specific in nature. And, if after investing so much in the human resource and making them the asset of the organization, all the value created will be wasted if they cannot be retained in the organization.

VII. EMPLOYEE TURNOVER COSTS

The cost involved in employee turnover includes more than what is visible. If an organization loses an employee whose knowledge and skill is critical for its core competency, it not only would miss the deadline of completing the project in time and thus lose the contract, it will also lose its reputation, good will as well as the stock price too. The costs of unplanned attrition can be truly catastrophic for a company's wellbeing. Most managers are aware of the disruptive nature of the loss of a valued employee. However, there are several factors that represent additional costs of attrition that often go overlooked. These include the lost productivity of a vacant

position and subsequent recruiting and training costs for a new employee, as well as the costs of lost opportunities with the company's clients and the lag time in getting innovative new products and services to market (Ware, 2001).

A number of research projects in the last five years show that one of the most common issues leading to failure or unexpected expenses is the fact that almost every foreign company fails to retain qualified personnel in India. Statistics are impressive. According to the recent study of the Chambers of Commerce of India, attrition in the booming IT/ITES sector averages 25 - 30 percent. The average personnel turnover rate in the business process outsourcing (BPO) sector even hit a high of 30 - 35 percent.

The business that probably suffers most from attrition are call centers. A personnel turnover rate in Indian call centers has become a legend, with an average of around 30 - 40 percent and extreme cases of 80 percent. Growing attention to the issue and the global economic slowdown reduced the average figure to 24 - 30 percent, but this still has a significant impact on costs and quality.

A number of experts claim that the costs associated with attrition are so high in India that they can override the benefits of lower wages. Both smaller and bigger businesses are facing the same problem. A number of companies in the BPO sector have already moved their offices from India after staff turnover rates wiped away any potential cost savings. One of the major concerns that MNCs' human resources managers express in India is that people do not stay long enough to be taught or to learn the job. This can have a disastrous impact on a company's success. Moreover, managing attrition is often the route to survival in present-day India.

It would be wrong to say that only MNCs and foreign businesses fail to keep personnel. Turnover of staff is a significant concern at many national and multinational corporations in many parts of the world. Staff attrition and absenteeism cause significant costs for most local Indian organizations as well. Almost every sector in India is facing high rates of attrition. It is a universal phenomenon and almost no industry or region is devoid of it. Nevertheless, its degree in MNCs operating in India is considerably higher than in the local, traditional Indian companies.

In order to find and retain the right people for the job, international businesses in India need to redesign their reward and recognition packages according to the local culture. There is no universal attrition management solution for every company. Each organization has to build its own motivation system based on compatibility between organizational and individual goals.

Nevertheless, most of the approaches and solutions described above have been successfully implemented by a great number of companies operating in India. The general conclusion is that internal motivation factors in India appear to be more effective than the classical external ones. Such motivators as challenging work, family benefits, learning opportunities, the chance to go abroad, and career advancements were found to be much more significant than monetary compensation. ("Attrition and motivation: Retaining staff in India"; Dr. Elena Groznaya; July 2009; tcworld)

VIII. BENEFITS OF RETENTION

Available research findings seem to indicate that there is an intimate connection between successful employee retention and greater continuity of productivity, efficiency in executing work processes, effective use of intellectual capital, speed to market, consistent customer service, and, perhaps most important, increased customer retention and loyalty. Most managers interviewed as part of a research aimed to identify the reasons of employee attrition lamented the loss of talented contributors. They were, however, not very sure about the specific reasons for an employee’s departure (Ware, 2001).

- To offer competitive benefits and salary packages. There are a lot of information-technology jobs out there and fewer workers.
- To offer tech workers opportunities for advancement and to teach others.
- To use tech staffing companies and industry referrals to weed out applicants who won’t fit the job description or corporate culture.
- To build relationships with local colleges, universities and trade schools. Internship programs give students experience and allow your company to sample the local talent for future employees.

IX. OBJECTIVE OF THE PRESENT STUDY

The objective of the present study is to identify if there any significant relationship is there behind Employees Motivation and their Turnover Intention following the model of Vroom’s expectancy theory. At the same time we also found out that the other demographic variables in our study like Age, Gender, Educational Qualification and Experience are also having a significant relationship with Motivation. These may be considered while making a strategy for retaining employees in an organization.

A. Methodology

1) Sample

The subjects of the present study were people employed in different IT Industries (n = 154). In the following section a brief description of the sample of the present study is given.

a) Gender

Percentage of Respondents		
Male	Female	Total
74.84	25.16	100

Exhibit 1: Percentage of Male and Female in the Sample
Thus, as shown in Exhibit 1 (and presented in Figure 1), almost seventy-five percent of the present sample is found to be male, while the rest (25 percent) are female.

B. Qualifications

As reflected in Exhibit 2 that we do have Six groups of Educational Level as we have mentioned here the years of education for each of the respondents in our data for our Statistical Analysis purpose. As we are having these groups like Sixteen (16 Years= BE/B.TECH) Years of Education, then the second Group is Eighteen (18 Years=BE/B.TECH+PGDBA/MBA) Years of Education.

In the Information Technology Sector we can see 97.41% (N=155) Respondents are having a Sixteen years of

Education and 2.58(N=4) People are having Eighteen years of Education.

Percentage of Sample Having	
B.E/B.Tech	B.Tech and MBA/PGDBA
97.41	2.58

Exhibit 2: Educational Qualification of the Sample
a) Age

For our data analysis purpose we have grouped the respondents into two categories depending on their age. The First group is the Young Age group where age lies between (23-30 Years). The Middle Age group is the second group where age lies between (31-40 Years).

In the Information Technology Sector we can see the huge crowd is in the Young Category as 73.54% (N=114) of people lies there and the second group is the Middle aged group where only 26.46% (N=41) of people are belonging.

Percentage of Sample Having	
Young	Middle Aged
73.54	26.46

Exhibit 3: Age of the Sample

Age of the Sample	
Mean (in Years)	28.67
Standard Deviation	4.18

Exhibit 4: Average Age of the Sample

The sample of the present study is thus found to be rather youngish, with an average age below thirty years.

2) Experience

In the case of Information Technology Sector we can see the Years of Service or Experience distribution among the respondents is different from Academic Industry. Here we have only four groups because here we are having a maximum of Fifteen Years of Service experience. Here we have 22.58% (N=35) respondents who have up to Two Years of (.6-2 Years) of experience, the biggest group here is the second group where 37.41% (N=58) people have experience up to Five (2.5-5 Years) Years, the third group is 30.32% (N=47) people with up to Ten (6-10 Years) years of service experience and the fourth group is the smallest group where 9.67% (N=15) people have more than Ten Years of experience.

Percentage of Sample Having			
0.6-2 Years	2.5-5 Years	5.5-10 Years	10+ Years
22.58%	37.41%	30.32%	9.67%

Exhibit 5: Experience of the Sample

C. Tenure in the Present Job

In the Information Technology Sector, we have the biggest group in the low tenure group. Here the first group that is people with maximum two years (0.6-2 Years) of tenure is also biggest and the size is 49.03% (N=76), and the second group is the respondents with medium level of tenure (2.5-5 Years) in the present job and the size is 38.06% .And the smallest group is the third group of people having a very big commitment to the job and with a long tenure (5+ Years) is 12.91% (N=20).

Tenure in the Present Job of the Sample	
Mean (in Years)	3.03
Standard Deviation	2.15

Exhibit 6: Average Tenure in the Present Job

Percentage of Sample Having		
0.6-2 Years	2.5-5 Years	5+ Years
49.03%	38.06%	12.91%

Exhibit 7: Tenure of the Sample

Most of the participants of the present study are found to be in their present job around three years on an average.

1) Tool

A standardized 14-item questionnaire (What Do You Look for in a Job?), developed by Udai Pareek (2002), was administered to find out what exactly the employees look for in their jobs. The respondents were required to simply rank the items in terms of their relative importance as perceived by them, the highest rank being one and the lowest being fourteen.

After thus identifying the priority of the different organizational outcomes for the employees, they were then asked to answer the following two questions:

What, according to you, is the relationship between your present level of performance and the attainment of these outcomes?

What, according to you, is your chance of putting in your 100% effort in your job?

D. Method of Data Collection

The questionnaire was administered individually to the each of the subjects of the present study and their responses to the questionnaire items were duly recorded.

1) Findings of the Present Study

The results of the statistical analysis, generated on the basis of the use of descriptive and inferential statistics, are presented in the forms of tables, and dispersion and are subsequently discussed. The level of statistical significance for null hypothesis testing was set at 5%, with all statistical test results being computed at the 2-tailed level of significance.

Possible Impacts of Dependent Variables on Motivational Force as presented by Pearson's correlation

		Age	Gender	Educational Qualification	Experience	Promotions	Tenure in Present Job	Motivational Force
Age	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	156						
Gender	Pearson Correlation	.216**	1					
	Sig. (2-tailed)	.007						
	N	154	155					
Educational Qualification	Pearson Correlation	.436**	.094	1				
	Sig. (2-tailed)	.000	.243					
	N	156	155	157				
Experience	Pearson Correlation	.856**	.236**	.071	1			

Variable	Pearson Correlation	Significance (2-tailed)
Tenure (in years) in the Present Job	.371**	.000

Table A.1: Pearson's Correlation Coefficients between Employee Motivational Force and Tenure in the Present Job **. Correlation is significant at the 0.01 level (2-tailed).

As seen in Table A.1, there exists a statistically significant positive relationship between Tenure (in years) in the present job with the Employee Motivational Force (r=.371, p<0.000)

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	15448.715	22	702.214	1.714	.034
Within Groups	54076.563	132	409.671		
Total	69525.278	154			

Table A.2: ANOVA to Identify Differences in Employee Motivational Force based on Employee Tenure (in present job) in IT Industries

As presented in Table A.2, between groups variability due to employee tenure in the present job (in years) is 22 while the within group variability arising due to random error is 132. The F value is 1.714 (p<0.034). Therefore it can be reasonably conclude that a significant difference exists between employee motivational forces due to different levels of tenure in their present job in the IT sector.

Table A.2 shows that, F-value is 1.714 and the corresponding p-value is <0.034. Therefore we can safely reject the null hypothesis and conclude that Tenure in present job and motivational force has a significant relationship. This means that there is a significant difference in motivational force of the employees at different levels of Tenure with F (702.214, 409.671) =1.714, p<0.05.

	Sig. (2-tailed)	.000	.003	.379				
	N	156	155	157	157			
Promotions	Pearson Correlation	.401**	.092	.017	.532**	1		
	Sig. (2-tailed)	.000	.254	.828	.000			
	N	156	155	157	157	157		
Tenure in Present Job	Pearson Correlation	.471**	.144	.043	.609**	.605**	1	
	Sig. (2-tailed)	.000	.073	.595	.000	.000		
	N	156	155	157	157	157	157	
Motivational Force	Pearson Correlation	.195*	-.036	-.068	.245**	.581**	.371**	1
	Sig. (2-tailed)	.015	.655	.399	.002	.000	.000	
	N	154	155	155	155	155	155	155

Table B.1: Inter correlations of all variables: Promotion, Tenure in Present Job, Motivational Force and All Demographic Variables-Age, Gender, Educational Qualification and Experience in IT Industry

** . Correlation is significant at the 0.01 level (2-tailed)

2) Model Summary^d

* . Correlation is significant at the 0.05 level (2-tailed).

Variable	R	R Square	Adjusted R Square	F Change	Beta	Df	T	P
Experience	.607a	.368	.364	88.449	.880	152	5.247	.000**
Motivational Force	.649b	.421	.413	13.854	.225	151	3.548	.000**
Age	.662c	.438	.427	4.564	-.354	150	-2.136	.034*

Table B.2: Regression Analysis Results for Predicting

Tenure in Present Job in Terms of Employee Motivational Force and Other Demographic variables, viz. Age, Gender, Educational Qualification and Experience in IT Industry
Dependent Variable: Tenure in Present Job

** p < .01

* p < .05

A stepwise regression was performed, whereby tenure was regressed on demographic factors and motivational force. The results are summarized in Table B.2. The results indicate that demographic factors (experience and age) and motivational force significantly predicted tenure. As can be seen from the Table B.2, for experience the F value of 88.449 is highly significant (p < .000), R = 0.607, R square=0.368. This means that experience plays significant role in influencing tenure of the employees in IT industries and it explains 36.8% of the total variance in tenure. The coefficient part shows that the t value (5.247) of experience is highly significant with a beta weight of 0.880. Recalling the findings of correlation test presented in Table B.1 experience has a significant and positive relationship (r = .609, p<.000) with tenure. And when we define age, the F value of 4.564 is moderately significant (p < .034), R = 0.662, R square=0.438. This means that age also plays significant role in influencing tenure and it explains 43.8% of the total variance in tenure. The coefficient part shows that the t value (-2.136) of age is negatively significant with a beta weight of -0.354. So we can say that in the IT industry age has a negative correlation with tenure of the employees. And the other most important factor which has a significant role in prediction of tenure of the employees in their present job in IT sector is motivational force. In the case of motivational force the F value of 13.854 is highly significant (p < .000), R = 0.649, R square=0.421. This means that motivational force

plays significant role in influencing tenure and it explains 42.1% of the total variance in tenure. The coefficient part shows that the t value (3.548) of motivational force is highly significant with a beta weight of 0.225. Recalling the findings of correlation test presented in Table B.1 motivational force has a significant and positive relationship (r = .371, p<.000) with tenure of the employees in IT industry.

X. DISCUSSIONS

The findings of the present study seem to lend some support for one of the most significant process theories of human motivation, viz. Vroom's expectancy theory.

In the Information Technology Sector as seen in Exhibit 3, clearly the concentration is in the young category that comprises 73.54% of the sample while the middle aged group represents only 26.46% of the respondents. The average age as seen in the Exhibit 4 of the employees in this particular sector is twenty eight (28.57). So we can conclude that most of the employees in IT sector belong to young age group.

In IT industries, as seen in the Exhibit 2 the majority of the respondents (about 97.41 %) are having sixteen years of education, with only 2.58% respondents having eighteen years of education. The average educational level in this sector is sixteen years (16.05) which comprises that most of the employees in this particular sector are having a graduate (Technical) level degree.

As we can see in the Exhibit 5 the highest number of respondents (37.41%) people are with more than two to less than five years of experience followed by (30.32%) respondents with more than five but less than ten years of work experience.. Only 22.58% of the respondents with six

months to two years experience while only 9.67% people are left with more than ten years of experience. Here the average experience of the employees is five (5.26) years.

In the Exhibit 6 we can see in the IT Industry the highest number of people (49.03%) is found to have a maximum of two years of tenure in the present job. 38.06% of the respondents are found to have up to five years of tenure in the present job and the size is while people being in the present job for more than five years are found to very few (12.91%). Here the average tenure (Exhibit 7) in the present level of job is also low but more than three (3.03) years.

As seen in Table A.1 (The Correlation Table) and Table A.2, there exists a significant positive correlation between the tenure of the employees in their present job and their motivational force ($r = 0.371$, $p < 0.000$; $F = 1.714$, $p < 0.034$). Thus, the employees in the IT sector who have a higher level of motivational force are found to stay significantly longer period of time in their job. The possible reasons for the greater levels of tenure in the present job might be in the first place the company policies, which are more carefully crafted here to ensure the employees' willingness to stay in their jobs for a longer period of time as these knowledge workers are considered the true strength of the organizations. That is why the scope for personal development as well as the entitlement of a number of lucrative fringe benefits ranging from car allowance, medical insurance and benefits for the entire family members, Leave Travel Allowances to owning Company Stock Options are also offered to the employees in this sector with an aim of retaining them for a longer period of time with the organization.

The second possible reason for the prevalent relationship between level of employee motivational force and their tenure in the present job could well be the typical nature of the work in this sector. In IT industry the hands-on-experience and the technical knowledge in specific task related projects are considered more important than the formal educational qualifications of the individuals. Further, IT industries are more projects based where the ability to work in line with the specific customer requirement on using specific technical expertise. These are very uniquely industry specific and project specific in nature. Thus an individual employees' prospect for further growth become rather organization specific. This seems to lesson the urge to change the industry too often as this may prevent their level of expertise. This may be a reason for relatively longer tenure of employees in the IT sector compare to their counterpart in the academic field. The teaching jobs are based on individual's personal expertise and are not too much organization specific in nature. Results emanating from this research indicate that a statistically significant and direct correlation exists between motivational force and tenure in job in IT industry.

As noted earlier, employers in the IT sector have a strong urge to keep the employees from leaving and joining other organizations as the turnover costs are extremely high, and often remains largely underestimated. The best way of trying to keep employees within the organization is not to always escalate the financial rewards only but to provide them with job satisfaction and opportunities to enhance their careers growths (Eskildesen, Hammer, 2004) as employees

may stay longer with organizations if they are not only well paid but also well motivated (Dalton & Todor, 1982).

The reasons for employee turnover in the organizations are often linked with the hiring practices, managerial style, lack of recognition, absence of competitive compensation system and toxic workplace environments (Abassi and Hollman, 2000; Hewitts & Associates, 2006; Sherman et al. 2006). Other factors related to employee attrition rate include lack of interesting work, lack of job security, lack of promotion and inadequate training and development opportunities. Thus, the job content as well as job context factors as identified by Herzberg (1959), both seem to influence the employees' decisions to leave.

A high level of correlation between employee motivation and willingness to continue with the present organization, as is indicated from the data of the present study seems to be in line with a number of available research studies in this area (Brown and Shepherd, 1997; Tang and LiPing, 1999), that found the existence of positive relationship among perceived work motivation, job satisfaction and staying length of employees in the organization.

Thus, the findings of the present study seem to reject our Null Hypothesis 3, viz. there is no relationship whatsoever between the level of employee motivation and tenure in present job of the employees. Accordingly, we find the support for the alternative hypothesis, i.e. the higher the level of employee motivation, the lower is their intention to leave the organization and higher is the level of organizational commitment the higher the tenure in the present job.

The regression equation to predict employee tenure from employee motivational force and other demographic variables is given below:

$$\text{Tenure} = 4.063 + 0.023 (\text{Motivational Force}) + 0.528 (\text{Experience}) - 0.182 (\text{Age})$$

Thus we can see in IT industries employee motivational force seems to explain 42 percent of the variance (refer Table B.2), along with other demographic factors as age and experience. While experience is found to explain 37 percent of the variance, age is found to have a negative impact on employee tenure, explaining almost 44 percent of variance. The findings of the present study therefore seem to indicate that higher the age of the employees in the IT sector, lesser the chance of their continuing in the same organization. Relatively older employees tend to seek change, as the chance for further career promotion seems to be restricted for them.

XI. CONCLUSION

In our research we have found a significant role of employee motivational force on their tenure in their present level of job. Thus the findings of the present study seem to identify some of the possible factors that may help to restrain the employee downturn in the organization.

XII. LIMITATIONS

In this study some more biographical data like Family/Marital status, Designation/Position, Salary, Work Culture and Brand Equity of the organization could be incorporated. We could have seen if these things are also having any effect on the

motivational force of the employees as well as their tenure in job or not.

XIII. IMPLICATIONS

Innovative staff attraction and retention strategies, using private sector's best practice models, could be designed and implemented to attract the right people to the organisation. Once they are hired, the organisation's aim should be to retain their talents and uses its rewards and recognition programmes, to strategically channel their efforts in a way that drives individual performance in alignment with organisational objectives. Management should keep in mind that there should be a balance between the amount of effort required and the size or significance of what is being offered as a reward to the employees to motivate them.

XIV. FUTURE SCOPE

The another one thing in future on the same study we can try to find out if the work-life balance of the female employees have any effect on their motivational force as well as their tenure in job or not.

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