

## The Impact Of Some Contributing Factors For Employee Retention In Indian IT Sector – A Study On Select IT Companies

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**ABSTRACT:** Employee Retention is always a key factor and the biggest challenge that has got multi facet way of dealing within the organisations based on strategies that are followed by the organisations. There are certain factors identified to study how well they do contribute in the IT organisations to retain the employees. This study is a comparative study in between two top IT organisations viz., TCS and CTS that have got global presence in serving customers by establishing global offices across the world. TCS focus more on employee monetary benefits to protect their employees but CTS being an American based company focus more on other fringe benefits to retain their potential employees. But still both organisations pose annually around 13% to 14% attrition of their IT professionals. This study focuses on contributing factors like., Size of the Organisation, Career Progression, Promotion Opportunism, Employee Career Related Reasons etc. This study aims to test the relationship between Contributing Factors and Employee Retention. The study was conducted in Bangalore, India with 442 IT professionals in both TCS and CTS. To test the hypothesis Chi – Square, Two way ANOVA and for internal consistency, reliability of the factors is conducted by using Multi collinearity. The results of this study indicates that the relationship between contributing factors and employee retention for formulating strategies in IT organisations. This study contributes the understanding of the contributing factors as an important factor to knit the strategies in IT organisations.

**KEYWORDS:** Employee Retention, Contributing factors, Employee Career related reasons, Formulating Strategies.

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### I. INTRODUCTION AND LITERATURE REVIEW:

India is being widely recognized as one of the most exciting emerging economics in the world. Besides becoming a global hub of outsourcing, Indian firms are spreading their wings globally through mergers and acquisitions. By the year 2020, India is expected to add about 250 million to its labour pool at the rate of about 18 million a year, which is more than the entire labour force of Germany. This so called as ‘demographic dividend’ has drawn a new interest in the human resource concepts and practices in India.

Employee Retention is a concern for many organizations. It is costly to replace personnel and often the individuals who take leave proprietary knowledge are impossible to replace. Why do employees leave? Employee Retention concept is not just retaining a single or few employees but it’s the future of retaining competitive sustainability of most effective manpower who are the key asset of the organization. Further, it is an effort to maintain conducive working environment to support employees to be with organisation. The current retention policies is followed by IT organisations is to motivate encourage to be with the organisation with the significant time until the task is completed. Employee Retention Strategies helps to the organizations to improve commitment and to achieve corporate objectives over the period of time.

Employee Retention concept is not just retaining a single or few employees but it’s the future of retaining competitive sustainability of most effective manpower who are the key asset of the organization. G L McKeon defined employee retention as its "a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in a place that address their diverse needs. The costs associated with turnover may include lost customers, business and damaged morale.

In addition, there are the hard costs of time spent in screening, verifying credentials, references, interviewing, hiring and training the new employee just to get back to where you started.” Andrew Carnegie, 19<sup>th</sup> century Industrialist, who is known for having built most powerful corporations in US commented as “Take away my factories, plants, ships, transportation and my money but leave me with my key people within two or three years, I will have them all again”. This comment shows that the importance of retaining the key employees. Therefore, any company that invests on the employees towards training, recruiting would become vain by losing

experienced employees. Employee turnover causes huge damages and losses to any type of organisations. Particularly, for the IT organisations, replacement costs of employees cost 2.5 times more than the salary of the individual. Therefore, suitable retention strategies help to the organisations to make the employee to stay with significant time in their job roles.

## **II. REVIEW OF LITERATURE:**

There are relevant studies on employee retention strategies how different organisations focus on to retain their current employees. Some excerpts from the review of literature are as follows: (IDS, 2000) concluded that understanding internal or external factors of the organization is a step towards retention. While the role of labor market conditions is causing turnover may preclude the use of targeted Human Resource Strategies, this information may be useful in analyzing to what extent turnover is due to outside factors.

However tight labour markets affect an employer's ability to attract and retain staff looking outwards at the local labour market can't be a substitute for understanding what is going on within the organization. (CIPD, 2004) In software industry, a great deal of IT professionals turnover consists of people resigning or being retrenched in the first few months of employment. The costs of recruitment and turnover per individual become much greater when new staff leave after only a short period of time.

Where new employees leave after a short period in the job, poor recruitment and selection decisions both on the part of the employer and employee are usually the cause along with poorly designed or non-existent induction programs. Samuel and Chipunza (2009), concluded that retention strategies is to prevent the loss of competent employees from leaving the organisation as this could have adverse effect on productivity and profitability. Lockwood and Anari (1997) concluded that the following factors for IT professionals in the USA and U.K. In order of their importance, the study revealed money (base salary plus bonus and stock options); the chance to learn new skills (i.e. those that the market values); the reputation of the organization in technology; and working conditions (e.g. physical, colleagues & boss, casual dress); an increase in salary as some of the important factors to keep low turnover. Mobley et al (1979) pointed out, at an aggregate level the relationship between economic factors such as employment levels or job vacancies has been well established.

At an individual level, the labour market approach emphasizes expected utility and rational economic choice among employees and the perceived availability of alternative job opportunities. Kirschenbaum & Ma-Negrin (1999) in their study indicated that the employee exit is affected by organizational size, with size being the key mediator of an organization's internal labour market. They suggest that organizational size impacts on turnover primarily through wage rates but also through career progression paths. Developed internal organizational labour markets produce lower departure rates since promotion opportunities have a strong negative influence on departures for career-related reasons. Concerning the size of organisation as a factor the hypothesis test conducted. Boxall, Macky and Rasmussen (2003) have conducted a study of retention variables for employees in which they state that the variables are multidimensional. These include interesting work, which was rated as the strongest factor in attracting and retaining employees in both public and private sector organisations.

The research outcome showed that employees expect management to make personnel decisions based on merit and also demonstrated that extrinsic rewards (such as pay, promotion & job security) play a role in both employee retention and turnover management. The research further suggested that management lent support to the idea of good relationships with co-employees and supervisors. William and Werther (1996) identified that reward as what employees receive in exchange for their contributions to the organisation. This reward could come in the form of salary, promotion, bonuses and other incentives.

When the reward system is effectively managed, it helps in achieving organizations corporate objectives and maintains to retain a productive work force. If employees perceive that they are inadequately rewarded, it is often likely that they will leave and replacement can be costly and in most cases not readily available. A number of factors have been articulated in order to explain the reason employees leave one organisation for another, or in some cases, leave the country. Mobley et al.(1979) and Mosadeghrad et al.(2008) concluded that a number of studies offered support for a negative relationship between satisfaction with supervision and turnover. Wotruba & Tyagi, 1991. A number of researchers have also identified work related factors, personal characteristics and external factors as determinants of employee turnover tendency. Taylor(1997) pointed out that in order to retain employees, organizations must offer career advancement opportunities, failing which they may find it difficult to retain qualified employees.

Kinnear and Sutherland, (2001) and Maertz and Griffeth( 2004) studied on extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment and job security were considered by employees as key motivational variables that influenced their retention in the organisations. The implication is that management should not rely only on intrinsic variables to influence employee retention; rather, a combination of both intrinsic and extrinsic variables should be considered as an effective retention strategy.

Kirschenbaum & Ma-Negrin (1999) in their study indicated that the employee exit is affected by organizational size, with size being the key mediator of an organization's internal labour market. They suggest that organizational size impacts on turnover primarily through wage rates but also through career progression paths. Developed internal organizational labour markets produce lower departure rates since promotion opportunities have a strong negative influence on departures for career-related reasons. Therefore, concerning the importance of 'career progression' it is checked the relationship between career progression of the employee and employee retention.

Morgan and Hunt (1994) studied that organizations often look beyond the concept of satisfaction to develop trust and ensure long term relationships with their employees. Further, this suggestion is based on the principle that once trust is built into a relationship, the probability of either party ending the relationship decreases because of high termination costs. Boxall, Macky and Rasmussen (2003) have studied on retention variables and found that the variables are multidimensional that include interesting work, which was rated as the strongest factor in attracting and retaining employees in both public and private sector organisations.

Chang (1999) examined in his study that the relationship between career commitment, organizational commitment and leaving intention among Korean researchers and found that the role of career commitment was stronger in predicting turnover intentions. When individuals are committed to the organization they are less willing to leave the company. This was found to be stronger for those highly committed to their careers. Individuals with high career commitment and low organizational commitment also tend to leave because they do not believe that the organization can satisfy their career needs or goals. This is consistent with previous research that high career committers consider leaving the company if development opportunities are not provided by the organization. However, this group is not apt to leave and is likely to contribute to the company if their organizational commitment is increased. Therefore, career of an employee is important to stay in the organisation. Hence, it is considered that the factor employee career is associated with employee retention in the research and their association checked in the analysis. West and Slater (1995) suggested that the quality of group decision making generally equals but does not exceed the quality of decision-making of the most able members is generally matched. One of the explanations for this is the so-called 'social loafing' effect. This suggests that when people work in team settings they exert less effort than they would do individually. Hence, it is considered that being member of high performance groups would make any individual to stay in the organisations. The association between High performance groups and Employee Retention has been checked under the analysis.

## **2.1.Objectives**

The objective of this study is to examine some contributing factors to employee retention that are adopted by IT organisations. The objectives of the study are as follows:

- To examine the contributing factors for employee retention in select IT organisations.
- To analyze the current retention strategies in select IT companies.
- To suggest some strategies to improve employee retention in select IT companies.

## **2.2.Null Hypothesis:**

- Contributing factors do not influence employee retention in the select organisations.

## **2.3.Scope**

The study revolves around the analyses of employee retention practices of select organizations and how it impacts the development of these organizations. Further, analysis is done in the view of responses by the IT professionals of select organisations by using statistical analysis.

## **2.4.Sample Method**

Convenience sampling method is adopted to collect data from the selected IT organizations. TCS and CTS are selected for the purpose of the study and from each of these two companies 442 employees are selected at random from the entry level to middle level IT professionals. Top level management employees remain outside the purview of the study because retention applies more specifically to the employees from middle level to Entry level IT professionals.

## **2.5.Sources of data**

Primary data has been collected by administering questionnaires to the employees of the selected companies and secondary data has been collected from books, journals, articles and websites.

## **2.6.Data Collection Instrument**

Data is collected by administering questionnaire that contains 23 questions of which based on Likert scale that are open ended.

**2.7.Data analysis and tools**

Analysis of the data has been done by using the frequencies and ratios and Chi-Square and Anova test are used to test the hypothesis. 442 employees are selected from each two top Indian IT organisations, 30% below 3 years experience ,28.9% 4 to 6 Years experience 40.3% and 7-10 years of experience. Respondent’s opinion was sought on the employee retention based on the various factors.

**Table.1. Illustrates Consolidated Statement of Chi-Square Values of Analysis on Contribution Factors Vs Employee Retention Strategies**

S.No	Contribution Factors Vs Employee Retention	DF	LOS (□)	Critical Value	Calculated value (□ <sup>2</sup> )		H <sub>0</sub> /H <sub>1</sub>	H <sub>0</sub> /H <sub>1</sub>
					TCS	CTS	TCS	CTS
1.	Size of the Organization (OS)	1	5%	3.841	16.1	3.7	H <sub>1</sub>	H <sub>0</sub>
2.	Career Progression of the Employee (CP)	1	5%	3.841	21.4	7.3	H <sub>1</sub>	H <sub>1</sub>
3.	Promotion Opportunism (PO)	1	5%	3.841	1.9	0.99	H <sub>0</sub>	H <sub>0</sub>
4.	Employee Career Related Reasons (EC)	1	5%	3.841	5.0	4.38	H <sub>1</sub>	H <sub>1</sub>
5.	Ability of Peer Groups (AG)	1	5%	3.841	2.92	0.29	H <sub>0</sub>	H <sub>0</sub>
6.	High Performance Groups (HP)	1	5%	3.841	0.16	2.6	H <sub>0</sub>	H <sub>0</sub>
7.	Co-Workers Negative Attitude (NA)	1	5%	3.841	8.4	9.0	H <sub>1</sub>	H <sub>1</sub>
8.	Negative Social Pressure (NP)	1	5%	3.841	0.98	50.6	H <sub>0</sub>	H <sub>1</sub>
9.	Negative Relationship With Boss (NB)	1	5%	3.841	20.8	0.21	H <sub>1</sub>	H <sub>0</sub>
10.	Working Conditions (WC)	1	5%	3.841	14.1	53	H <sub>0</sub>	H <sub>0</sub>
11.	Discrimination and Harassment (DH)	1	5%	3.841	31.3	19	H <sub>1</sub>	H <sub>1</sub>

(Source: Compiled from collected data)

The above table states about the relationship between On-the-Job training and development which are independent factors and Employee Retention which is dependent factor. The degree of freedom taken as ‘1’ and Level of significance as 5% and critical value as 3.841.

In the research, some contributing factors are identified of its kind to related to IT organisations and checked the association with Employee Retention. They are Size of the organization, Career progression of the employee, Promotion opportunism, Employee career related reasons, Ability of peer groups, High performance groups, Co-workers negative attitude, Negative social pressure, Negative relationship with boss, Boss negative attitude, Employee hesitation towards boss, Working conditions, Working hours, Flexibility in working hours, Good relations with top managers, Interactions amongst employees, Highest level of responsibility and Discrimination and Harassment.

Further, Multivariate analysis has been conducted for the independent variable and dependent variable. In this study an attempt is made to use of Cronbach α test, ANOVA Two tailed, regression analysis for more accuracy of the research outcomes.

**Table 2:Normality test – Statistics for Tata Consultancy Services:**

Normality test – Statistics for TCS													
		OS	CP	PO	EC	AG	HP	NA	NP	NB	WC	DH	ER
N	Valid	442	442	442	442	442	442	442	442	442	442	442	442
	Missing	0	0	0	0	0	0	0	0	0	0	0	0
Mean		3.4683	3.8039	3.7408	3.4876	3.7158	3.5199	3.7095	3.4627	3.6188	3.491	3.6614	3.6878
Std. Deviation		0.5665	0.7011	0.5951	0.6848	0.6889	0.7457	0.8136	0.6176	0.5938	0.6424	0.7819	0.6785
Skewness		-1.253	-1.261	-1.262	-0.893	-0.956	-0.615	-0.937	-0.842	-0.879	-0.541	-0.743	-0.865
Std. Error Skewness		0.116	0.116	0.116	0.116	0.116	0.116	0.116	0.116	0.116	0.116	0.116	0.116
Kurtosis		0.853	0.82	0.677	0.237	-0.104	-0.199	-0.496	0.427	-0.045	-0.373	-0.409	-0.005
Std. Error Kurtosis		0.232	0.232	0.232	0.232	0.232	0.232	0.232	0.232	0.232	0.232	0.232	0.232
Minimum		1.86	1.67	1.57	1.5	1.5	1.4	1.6	1.5	1.75	1.67	1.33	1.75
Maximum		4.57	5	4.71	4.75	4.75	5	5	5	4.5	4.67	5	5

(Source: Compiled from collected data)

**Table 3:Normality test – Statistics for Cognizant Technology Solutions:**

Normality test – Statistics for CTS													
		OS	CP	PO	EC	AG	HP	NA	NP	NB	WC	DH	ER
N	Valid	442	442	442	442	442	442	442	442	442	442	442	442
	Missing	0	0	0	0	0	0	0	0	0	0	0	0
Mean		3.3204	3.8407	3.5624	3.2932	3.8075	3.5384	3.9325	3.3925	3.5952	3.182	3.7562	3.4330
Std. Deviation		0.5432	0.7823	0.4523	0.9263	0.5844	0.8423	0.8226	0.6234	0.4563	0.2345	0.6234	0.6354
Skewness		-1.153	-1.121	-1.221	-0.654	-0.854	-0.415	-0.832	-0.834	-0.889	-0.451	-0.842	-0.852
Std. Error Skewness		0.116	0.116	0.116	0.116	0.116	0.116	0.116	0.116	0.116	0.116	0.116	0.116
Kurtosis		0.812	0.781	0.711	0.321	-0.112	-0.169	-0.389	0.484	-0.0256	-0.573	-0.309	-0.110
Std. Error Kurtosis		0.232	0.232	0.232	0.232	0.232	0.232	0.232	0.232	0.232	0.232	0.232	0.232
Minimum		1.67	1.59	1.37	1.2	1.3	1.2	1.8	1.3	1.65	1.62	1.32	1.82
Maximum		3.67	6	5.32	3.95	5.35	6	4	5	5.5	3.89	4	5

(Source: Compiled from collected data)

### 2.8.Normality Test

Normality tests help us understand the chance that any data may have come from a normal or Gaussian distribution. At the outset, that seems simple enough. However, when we look closer at a Gaussian distribution, we can observe how it has certain specific properties. In the analysis, around 18 parameters have been taken as Independent factors and Employee retention as dependent factor. For instance, there are two main parameters – a location parameter, the mean, and the scale parameter, the standard deviation. Different combinations of this can mean different shapes of distributions. You can therefore have thin and tall normal distributions, or have fat and wide normal distributions. The independent variables are denoted as follows;

OS – Organisational Size, CP – Career Progression, PO-Promotional Opportunitism, EC- Employee Career AG –Ability of peer groups, HP – High Performance groups, NA – Negative attitude, NP- Negative social pressure NB – Negative relationship with boss, WC – Working Conditions, DH – Discrimination and Harassment ER- Employee Retention. The Normality test denotes that from the above table, it is identified that the skewness of the factors most of them are moderate negatively skewed. Most of the factors are less than ‘0’ not equal to zero therefore many variables negatively skewed. This reveals that the independent factors that are taken are normal and there is no abnormal independent variable exists in this study.

### 2.9.The Pearson-Coefficient Test

The most familiar measure of dependence between two quantities is the Pearson product-moment correlation coefficient, or "Pearson's correlation coefficient", commonly called simply "the correlation coefficient". It is obtained by dividing the covariance of the two variables by the standard deviations. The entire research on ‘Employee Retention strategies are unable to provide an excellent retention model that prevail high performing employees to stay-back in IT industry. The multivariate analysis of the study provides more validity through the techniques that are used to get more accuracy to find out the the relevance and relationship between the factors of primary data that have been collected to analyze and to provide more relevant and effective of the current retention model of Tata consultancy services (TCS) and Cognizant Technology Solutions Corporation (CTS) in the current corporate scenario.

The Co-efficients of TCS has been analyzed through Pearson Co-efficient method. The highest impact factors are identified as the Organisational Size with Career Progression with given value 0.833, That refers 83% of the respondents are opined that about the organisational size is bigger than Career Progression will be there. Secondly, Career of the Employee (EC) with Ability of Peer Group (AG) with given 0.635 that refers 63.5% respondents opined that there is a relationship between Career of the Employee and Ability of the Peer Group. Thirdly, Ability of the Peer Group (AG) with High Performance Groups (HP) noted with given value 0.754 that refers 75.4% respondents opined that there is a relationship between these factors. Fourthly, Negative Attitude of Boss (NB) with Working Conditions has given the value 0.676 that refers with 67.6% respondents opined that there is a relationship between the factors. Further, Negative Attitude of Boss and Working Conditions with Discrimination and Harassment (0.718) (0.675) respectively that refers 71.8%, 67.5% respondents opined that there is a relationship between the factors.

Table 4: Pearson Co-efficients for TCS

Correlations		OS	CP	PO	EC	AG	HP	NA	NP	NB	WC	DH	ER
OS	Pearson Correlation	1											
	Sig. (2-tailed)												
CP	N	442											
	Pearson Correlation	.833**											
PO	Pearson Correlation	.563**	.550**										
	Pearson Correlation	.369**	.344**	.474**									
EC	Pearson Correlation	.528**	.510**	.594**	.635**								
	Pearson Correlation	.476**	.444**	.451**	.403**	.754**							
AG	Pearson Correlation	.454**	.443**	.441**	.231**	.455**	.428**						
	Pearson Correlation	.460**	.485**	.499**	.314**	.481**	.410**	.423**					
HP	Pearson Correlation	.577**	.554**	.546**	.347**	.571**	.497**	.449**	.497**				
	Pearson Correlation	.430**	.429**	.454**	.278**	.421**	.317**	.343**	.334**	.676**			
WC	Pearson Correlation	.485**	.519**	.456**	.256**	.470**	.412**	.365**	.340**	.718**	.675**		
	Pearson Correlation	.509**	.518**	.563**	.356**	.567**	.480**	.433**	.436**	.622**	.594**	.638**	

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

Table 5: Pearson co-efficients for TCS

Correlations		OS	CP	PO	EC	AG	HP	NA	NP	NB	WC	DH	ER
OS	Pearson Correlation	1											
	Sig. (2-tailed)												
CP	N	442											
	Pearson Correlation	.789**											
PO	Pearson Correlation	.582**	.652**										
	Pearson Correlation	.414**	.382**	.562**									
EC	Pearson Correlation	.512**	.882**	.522**	.846**								
	Pearson Correlation	.546**	.572**	.515**	.503**	.854**							
AG	Pearson Correlation	.454**	.548**	.578**	.532**	.550**	.526**						
	Pearson Correlation	.517**	.585**	.462**	.413**	.496**	.442**	.492**					
HP	Pearson Correlation	.572**	.545**	.646**	.677**	.578**	.417**	.489**	.519**				
	Pearson Correlation	.237**	.329**	.654**	.392**	.592**	.387**	.347**	.454**	.876**			
WC	Pearson Correlation	.585**	.531**	.442**	.351**	.582**	.521**	.462**	.409**	.782**	.645**		
	Pearson Correlation	.522**	.577**	.513**	.372**	.612**	.422**	.443**	.479**	.662**	.518**	.668**	

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

Therefore, at TCS, the Co-efficients denotes that organisational size with career progression, career of the employee with ability of the peer group, Ability of the peer group with High performance Group, negative attitude of Boss, discrimination and harassment with Working Conditions are correlated. Hence, either of these factors are maintained good retention of IT professionals would be positively improved.

Further, at Cognizant (CTS), Organizational Size with career Progression (0.789) (78.9%), Promotional Opportunity with Career Progression (0.652) (65.2%), Employee Career with Ability of the Peer Group (0.846) (84.6%), Ability of the peer group with High Performance Group (0.854) (85%), Negative Attitude of Boss with

Working Conditions (0.876) (87.6%), Working Conditions with Discrimination and Harassment (0.645) (64.5%), Career Progression with Ability of the Peer Group (0.882) (88.2%), Negative Attitude of Boss with Promotion Opportunism (0.646) (64.6%), Employee Career (0.677) (67.7%), and Discrimination and Harassment (0.782) (78.2%) have got the values. These values could be interpreted like that, if that factors are good retention of IT professionals would be good. Remain other factors of study is also moderately got values. But for the interpretation highest values are taken in this paper.

The co-efficients of both organisations are denoting that Organisational Size, Career Progression, Employee Career, ability of the group, Negative attitude of Boss, High performance groups, Discrimination and Harassment are most important factors in the select IT organisations. If these factors are failure in its existence that would have impact on IT professional retention. To funnelie further, Multivariate analysis conducted for the above variables to draw the most important factors are identified based on tolerance and VIF factor under multi collinearity.

**Table 6. Illustrates Coefficients<sup>a</sup> of TCS.**

Model	Unstandardized Coefficients		Std. Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
	1 (Constant)	-.125	.112				-1.110	.268	-.345
<b>OS</b>	.056	.048	.047	1.184	.237	-.037	.150	.277	3.615
<b>CP</b>	.019	.039	.020	.497	.619	-.057	.095	.274	3.650
<b>PO</b>	.067	.033	.059	2.042	.042	.003	.132	.525	1.903
<b>EC</b>	.029	.029	.046	1.001	.317	-.028	.087	.206	4.849
<b>AG</b>	.181	.082	.182	2.222	.027	.021	.342	.065	<b>15.302</b>
<b>HP</b>	.536	.022	.598	24.35	.000	.492	.579	.724	1.380
<b>NA</b>	-.035	.041	-.042	-.858	.391	-.116	.046	.180	5.569
<b>NP</b>	.038	.029	.035	1.304	.193	-.019	.095	.622	1.608
<b>NB</b>	-.028	.045	-.025	-.635	.526	-.116	.059	.288	3.474
<b>WC</b>	.062	.046	.059	1.353	.177	-.028	.153	.231	4.335
<b>DH</b>	.146	.047	.168	3.068	.002	.052	.239	.146	6.834

(Source: Compiled from collected data)

**Table 5.15.1. Illustrates Coefficients<sup>a</sup> CTS**

Model	Un std Coefficients		Std Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
	1 (Constant)	-.121	.112				-1.120	.254	-.245
<b>OS</b>	.048	.052	.041	1.231	.198	-.018	.150	.182	3.255
<b>CP</b>	.017	.032	.023	.376	.623	-.025	.094	.214	3.752
<b>PO</b>	.057	.030	.049	2.235	.035	.006	.141	.524	2.825
<b>EC</b>	.022	.028	.048	1.003	.294	-.018	.067	.219	<b>14.849</b>
<b>AG</b>	.192	.089	.176	2.286	.032	.051	.242	.075	<b>17.123</b>
<b>HP</b>	.438	.021	.512	23.352	.001	.532	.429	.822	3.482
<b>NA</b>	-.032	.042	-.046	-.658	.256	-.121	.043	.182	6.482
<b>NP</b>	.032	.027	.038	1.320	.182	-.082	.085	.592	2.592
<b>NB</b>	-.027	.042	-.022	-.539	.692	-.124	.047	.188	4.527
<b>WC</b>	.072	.053	.049	1.253	.194	-.022	.123	.233	4.265
<b>DH</b>	.156	.048	.152	3.235	.005	.054	.192	.124	5.932

(Source: Compiled from collected data)

From the Multi-collinearity test based on using Unstandardized and standardized coefficients collinearity statistics conducted and identified that “Ability of the Peer groups” is drawn an important factor for IT professionals retention at TCS. And Further at CTS, Employee career and Ability of the Group are considered most important factors for retention.

## **2.10. Findings And Suggestions:**

The co-efficients of both organisations are denoting that Organisational Size that influence the IT professional self esteem to work and to have continuity of the employment in both select organisations. Further, IT professionals believe that Career Progression is possible with a economically stable organisation. Secondly, the Ability of the Groups are important to exchange the knowledge on ongoing technologies and projects, Thirdly, Negative Attitude of Boss would spoil the professional environment. Therefore, to have good working conditions Boss Attitude is important. If Boss attitude is not appreciable the IT professional believe that it is Discrimination and Harassment towards IT professionals. Hence, If these factors are failure in IT organisations that would have negative impact on IT professional retention.

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