

**Proceedings of the  
Two days - Virtual National Conference on  
RECENT TRENDS IN BUSINESS  
(RBT-1.0)**

**22<sup>nd</sup> & 23<sup>rd</sup> Sep - 2021**

**Chief Editors  
Dr.C.S.Edhayavarman  
Dr.A.Vanitha**



**Organised by  
Research Department of Business Administration  
ARUMUGAM PILLAI SEETHAI AMMAL COLLEGE  
Thirupattur – 630 211, Sivagangai Dt., Tamil Nadu.**

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## **Proceedings of the Two days - Virtual National Conference on RECENT TRENDS IN BUSINESS (RBT-1.0)**

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## **A STUDY ON FACTORS INFLUENCING EMPLOYEE RETENTION IN SOFTWARE INDUSTRY, TAMIL NADU**

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### **Abstract:**

*People who entered the job market remained with one employer for a very long time, sometimes for the duration of their working life. The main Objective of the study is to examine the factors influencing the retention of Software professionals in Tamilnadu as it forms the basis for designing employee retention strategies meant for controlling attrition rate. For realizing the above objective, personal and professional details of Software professionals of Tamilnadu whether significant differences existed in background of employees among these two groups. A multilevel analysis of factors that led the employees of Software and to leave their previous Organization; the factors that were responsible for them to stay back in the current Organization; their attitude towards work and work relationship and also their basic expectations from the Organization they were associated with on priority basis were carried out to identify the difference in response if any between these two groups, as it helps us to view retention factors from an holistic perspective. The questionnaire comprised of survey items framed on the basis of the previous related studies relevant for the study. The items given were measured using Likert 4 point scale and 5-point scale. Attitude of the employees towards work and work relationships; Expectation of Software professionals from the Organization based on their preference. It is understood that there is no significant differences in responses between Software professionals of Indian Companies in India, with respect to most of the demographic variables like age, gender, educational qualification, income from various sources, certifications, financial commitments, family status, working hours, distance from the place of work, conveyance facility, total experience in previous organization and number of jobs changed. There was significant difference in responses between the two groups with respect to experience in the current Organization, current position in the Organization and training programs undergone.*

**Keyword:** Employee, Retention, Software

### **INTRODUCTION:**

Prior to the Congressional Government's (1991) economic liberalization policy in India, the scenario in organizations was completely different from what currently exists in terms of workforce stability as there were very few opportunities at that time. comparatively. In the early 1950s and 1960s there were more government organizations / semi-government organizations and very few private actors. People preferred to work in government or semi-government organizations because it provided job security and quality of life at work.

People who enter the labor market stay with one employer for a very long time, sometimes for their entire working life. If they change jobs it was usually a major career and life decision and someone who changed jobs often and frequently was seen as an incompetent person unable to survive anywhere, struggling to make ends meet. . In the 1970s and later, external mobility increased dramatically, posing a great threat to organizations. Organizational Personnel / HR Managers found themselves with a new phenomenon to consider, staff turnover.

Employee retention is an increasingly important concept for many organizations. Organizations and managers believe that the long-term success, survival and productivity of an organization depends on the ability to retain the best and most valuable employees. Employee retention refers to the time an employee spends in an organization. They said that employee



retention not only reflects the stability of employment within an organization, but also shows an employee's propensity to work in an organization for a long period of time. This job stability depends on the satisfaction and opportunities that an employee feels and receives within any organization. Employee satisfaction depends on several factors such as favorable compensation, benefits, flexible working hours, empowerment, training and career development, growth and learning opportunities, a system fair and impartial assessment, a friendly working environment, etc.

### **BACKGROUND OF SOFTWARE INDUSTRY IN INDIA:**

The software industry in India has undergone a drastic change since its inception. Although some software companies like TCS were established in the late 60s in India, India did not experience development in the computer industry in the mid 70s and this period was not as efficient due to the restriction of imports of computer peripherals, high import taxes, strict exchange rates and regulatory law limiting its allocation. A notable turning point in the Indian political environment of the software and computer industries was when Shri Rajiv Gandhi became Prime Minister in 1984. The main political reforms have been to recognize software as an industry to invest and to make it eligible for incentives like other domestic industries, by reducing import tariffs. and the announcement of the CSDT's policy that liberalizes exposure to the latest technologies to compete globally and capture a share of global software exports. The liberalization policy of the Indian government in 1991 gave a boost to the software industry in India. Over the past decades, India's software industry has gained visibility on a global scale as it has attracted considerable attention from international media and business interests for its high potential, high quality human resources and profitable, its proactive policy framework, specialized organizations and facilities; state-of-the-art infrastructure and quality of service. Indian software professionals are the most sought after by software companies around the world. In India, software professionals are also well paid and enjoy world class benefits. Hence, working in IT industry is a dream come true for many young educated professionals in India and they are striving to achieve this goal. They also have the opportunity to live and work abroad in addition to attractive pay and benefits. The rise of the software industry in India has brought about drastic changes in the lifestyle, sociality, family structure, personal identity and attitude of the urban middle class in India. Software professionals were regarded with respect as they enjoyed higher social status and were much envied.

### **REVIEW OF LITERATURE:**

Numerous studies have been conducted on employee retention so far. The exponential growth of Software sector in India in the last few decades have prompted the Organization to focus on employee centered employment relationship to hold back the employees. A considerable amount of literature has been published on retention so far. Review of literature of the related studies gave an insight about the subject matter and also helped in analyzing the existing gap that could be taken up for further research.

- **Get Les Mckeown** stated that employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs.
- Collins and Clark, 2003; Hatch and Dyer, 2004 mostly related to voluntary turnover as a critical component (Shaw, Gupta and Delery, 2005) as employee retention plays a vital role in bridging the gap between the macro strategies and micro behaviour in Organizations. This is because it ensures stability and connects the experiences of individuals in Organizations on a continuous basis to the critical measures of success factors in the Organization.

- The decision of leaving the Organization is not easy for an individual employee as well as significant energy is spent on finding new jobs, adjusting to new situations, giving up known routines and interpersonal connection and is so stressful (Boswell, Boudreau and Tichy, 2005). Therefore if timely and proper measures are taken by the Organizations, some of the voluntary turnover in the Organization can be prevented.
- The reasons for employee turnover may vary from external environmental factors such as economy that influence the business that in turn affects the employment levels (Pettman 1975; Mobley, 1982, Schervish, 1983; Terborg and Lee, 1984) to Organizational variables such as type of industry, occupational category, Organization size, payment, supervisory level, location, selection process, work environment, work assignments, benefits, promotions and (Mobley, 1982; Arthur, 2001). The other factors that influence employee turnover in Organizations include the individual work variables like demographic variables, integrative variables like job satisfaction, pay, promotion and working condition.
- High rates of voluntary turnover of such employees are often found to be harmful or disruptive to firm's performance (Glebbeck & Bax, 2004). When poor performers, choose to leave the Organization, it is good for the Organization (Abelson & Baysinger, 1984), thus it is important to differentiate between functional and dysfunctional turnover and accordingly encourage or discourage employee turnover. Further voluntary turnover of critical work force is to be differentiated into avoidable and unavoidable turnover (Barrick & Zimmerman, 2005).
- Estimates of the loses for each employee vary from a few thousand dollars to more than two times the person's salary depending on the industry, the content of the job, the availability of replacements and other factors (Hinkin & Tracey, 2000). In some industries chronic shortage of qualified employees has driven up the costs of turnover. Therefore the acquisition, development and retention of talent form the basis for developing competitive advantage in many industries and countries (Pfeffer, 1994, 2005).
- Later studies on employee retention focused on the broad array of factors that influence a person's staying in a job termed as job-embeddedness construct by Mitchell et al in 2001. The dimensions considered show linked the employee has to other people, how she or he fits in the Organization and what the employee would sacrifice on leaving the Organization. He reported that job embeddedness was negatively correlated with intention to leave and predicted subsequent voluntary turnover.

#### **STATEMENT OF THE PROBLEM:**

The Indian software industry is characterized by an acute shortage of qualified software professionals. In addition, the liberalization policy and the encouragement of entrepreneurs by the Indian government has paved the way for a large number of national and multinational companies to set up their development centers in India, thus creating a large number of business opportunities. Indian software professionals are most sought after around the world. In this context, poaching and job switching have become the order of the day, resulting in a high level of attrition among organizations. Retaining essential workforce in the organization is therefore a challenge posed by human resource managers in software organizations. The study aims to provide the relevant information required by human resource managers to design retention strategies specific to the type of organization.

**OBJECTIVES OF THE STUDY:****Primary Objective**

**To study the factors that influence employee retention in Software Industry in Tamil Nadu**

**Secondary Objective**

- To study the level of employee retention in Software Industry.
- To identify the relation between HRM practices followed and employee retention.
- To study the negotiation effect of job satisfaction in the relationship of HRM practices followed in employee retention.
- To analyze the demographic factors on the study variables to know the root cause of employee retention.
- To suggest the techniques to improve the retention of employees in software Industry.

**SCOPE OF THE STUDY**

This study will also help to identify the significant factors that influence on the retention of employees in software Industry. The researcher analyzes the relation between various factors such as work environment, organization culture, work life balance, motivation, compensation and rewards, on job satisfaction and employee retention. This research also covers in its horizon, the areas of dissatisfaction among the employees working in Software Industry where it should be improved.

**METHODOLOGY:**

A study on Employee Retention factors influencing Software Professionals of Indian Software Companies and Multinational Companies in India is empirical in nature. The purposive sampling technique was adopted to conduct the study. Structured Questionnaire was used to elicit the data required for the study.

The questionnaire comprised of survey items framed on the basis of the previous related studies relevant for the study. The items given were measured using Likert 4 point scale and 5-point scale. The questionnaire was segregated into various parts-Company reasons influencing decision to leave previous Organization Personal reasons for leaving an Organization; Organizational factors that influenced the employee to stay back in the current Organization; Personal factors that influenced the employee to stay back in the current Organization; Attitude of the employees towards work and work relationships; Expectation of Software professionals from the Organization based on their preference. The data collected were organized and subjected to descriptive (number, percentage, mean & standard deviation) and inferential statistical analysis (Chi-square test for homogeneity).

**TABLE-1**

***Personal & Professional Profile of Software Professionals influencing Employee Retention:***

VARIABLES	CATEGORY	Classification of respondents						$\chi^2$ Value
		Indian (n=12)		MNC (n=18)		Combined (n=30)		
		N	%	N	%	N	%	
<b>PERSONAL BACKGROUND:</b>								
Age	20-30 years	4	33.3	8	44.4	12	40	0.34 NS
	30-40 years	8	66.7	10	55.6	18	60	
Gender	Male	7	58.3	16	88.9	23	76.7	3.76 NS
	Female	5	41.7	2	11.1	7	23.3	
Educational Qualification	Non Engineering Grads	0	0.0	3	16.7	3	10	2.5 NS
	Engineering Graduates	6	50	9	50	15	50	

	Post Grads(MBA&MCA)	6	50	6	33.3	12	40	
Self-Income per annum	Up to 5 Lakhs	5	41.6	2	11.1	7	23.3	4.16 NS
	5-12 Lakhs	5	41.6	9	50	14	46.6	
	12-17 Lakhs	2	16.6	7	38.9	9	30	
Other Source of Income	Yes	1	8.3	1	5.6	2	6.7	0.09 NS
	No	11	91.7	17	94.4	28	93.3	
Financial Commitment	Yes	11	91.7	15	83.3	26	86.6	0.43 NS
	No	1	8.3	3	16.7	4	13.3	
Type of Commitment	Loan	8	66.6	11	61.1	19	63.3	1.67NS
	More Dependents	2	16.7	6	22.2	8	26.7	
	More Responsibility	2	16.7	1	5.5	3	10	
Residential Status	Own House	6	50	5	27.8	11	36.7	1.53 NS
	Rented	6	50	13	72.2	19	63.3	
Type of family	Nuclear	11	91.7	15	83.3	26	86.7	0.43 NS
	Joint	1	8.3	3	16.7	4	13.3	
Total members in the family	2-3	3	25	6	33.3	9	30	0.34 NS
	4-5	7	58.3	10	55.6	17	56.7	
	6 and above	2	16.7	2	11.1	4	13.3	
Number of earning members	One	3	25	6	33.3	9	30	0.39 NS
	Two	6	50	7	38.9	13	43.3	
	Three	3	25	5	27.8	8	26.7	
	Two	7	58.3	5	27.7	12	40	

TABLE-2

### Mean Response on Factors influencing decision to leave previous Organization:

#### i) Company reasons:

Company	Sample (n)	Statements	Max . Score	Response on Factors influencing decision to leave previous Organization				' t ' Value
				Mean	SD	Mean(%)	SD(%)	
Indian	12	39	195	99.00	29.9	50.8	15.3	1.22 NS
MNC's	18	39	195	85.70	29.5	43.9	15.1	
Combined	30	39	195	91.00	29.9	46.7	15.3	

NS : Non-Significant,  $t(0.05, 28df) = 2.048$

The overall average response of software professionals to business factors influencing the decision to leave the previous organization is 46.7%. The average response of software professionals in Indian companies was found to be slightly higher (50.8%) than that of MNCs (43.9%). However, the result of the test ( $t = 1.22$  NS) showed that the average response on the business factors influencing the departure of the organizations did not show a significant difference in response between the two groups.

#### FINDINGS:

From the above analysis, it is understood that there are no significant differences in the responses between software professionals of Indian companies in India, with respect to most of the demographic variables such as age, gender, degree, income from various sources, certifications, financial commitments, family situation, working hours, distance from the workplace, means of transport, total experience in the previous organization and number of modified jobs. However, there was a significant difference in

the responses between the two groups regarding experience in the current Organization, current position in the Organization, and training programs followed. With reference to the reasons for the departure of the previous organizations; factors of stay; attitude towards work and labor relations and employee expectations based on their preferences, it was found that there was no significant difference in response among Indian software professionals

### **RECOMMENDATIONS/SUGGESTIONS:**

Management needs to view attrition as a serious problem and take steps to control it by involving HR managers and business leaders.

- An online system or forum should be created in which software professionals can express their comments openly and fearlessly on various issues such as their expectations of the Organization, gaps in the Organization that hamper their performance and influence organizational performance. This would help lay the groundwork for developing retention strategies.
- Organizations should periodically conduct exit, engagement and culture surveys to understand the changing expectations of the critical workforce from time to time and take all of this data to gain a holistic understanding of the factors influencing employee retention. employees. It helps develop employee specific retention strategies to control attrition.
- One of the retention strategies could be to offer flexible benefits where employees have the flexibility to choose benefits that are more beneficial to them. It should therefore be entrusted to the HR department which should be solely responsible for the implementation of a robust retention process, from research to the implementation of specific strategies favorable to employees.
- The demographic details of software professionals should also be taken into account when designing retention strategies, as some of these variables have been shown to influence retention. Also depending on the changing economic scenario and the supply and demand of human resources, organizations should adopt new initiatives and review existing retention strategies.
- Continuously monitor and compare the retention strategies of competitors and take proactive action to implement new and attractive strategies better than them to a large extent prevents employee debauchery. Taking part in employer surveys and maintaining a higher ranking also increases employee engagement with the Organization and would be most sought after by prospects

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