

**DOES JOB SATISFACTION PROVIDE BETTER EMPLOYEE
TURNOVER INTENTIONS?
A STUDY ON IT SECTOR**

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ABSTRACT

Many organizations are facing a serious problem of their skilled employee's turnover irrespective of IT sector, across the nation. This study is an attempt to identify the factors which influence job satisfaction and its relation to the skilled employee turnover intention from IT sector in India. The researcher considered a sample of 102 skilled employees across various companies of IT sector to find out the varied opinions about the levels of satisfaction experienced by them. The researcher adopted non probability convenience sampling for choosing the respondents from central region of India. Exploratory correlation, reliability analysis, factor analysis, K-Means cluster analysis, t-test and regression were adopted for analysis of the collected data. As a result, three clusters of people influenced by three major factors of job satisfaction were identified. A negative relationship between turnover and job satisfaction was found, which is consistent with many of previous studies conducted in this area.

Keyword: Employee satisfaction, Employee Turnover Intentions, pay & promotion,work life policy, supervisory support

INTRODUCTION

Job Satisfaction: Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements).

The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where skilled employees report their reactions to their jobs. Questions relate to relate of pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers. Some questioners ask yes or no questions while others ask to rate satisfaction on 1 – 5 scale (where 1 represents "not all satisfied" and 5 represents "extremely satisfied"). Hoppack introduced the term „Job satisfaction" in 1953 in his book on job-satisfaction. Hoppack defined job satisfaction as any combination of psychological, physiological and environmental circumstances that make a person say I am satisfied with the job." the definition is vague in so far as there are many parameters used by Hoppack. According to Weiss and Cropanzano (1996), job satisfaction represents a person's evaluation of one's job and work context. This definition is still being debated. It captures the most popular view that job satisfaction is an evaluation and represents both belief and feelings. It is an appraisal of the perceived job characteristics and emotional experience at work. Satisfied employees have a favourable evaluation of their job, based on their observations and emotional experiences. Saleh

(1981) states that job satisfaction is a feeling which is a function of the perceived relationship between all that one wants from his job/life and all that one perceives as offering or entailing. The emphasis here is on all that one wants, whether it is important for self-definition or not. Luthans (1989) stated that job satisfaction is a pleasurable, or positive emotional state resulting from the appraisal of one's job, or job experience, and is the result of the skilled employee's perception of how well the job provides those things which are viewed as important.

Locke (1976) stated that job satisfaction is a collection of attitudes about specific facets of the job. Skilled employees can be satisfied with some elements of the job while being simultaneously dissatisfied with others. Different types of satisfaction will lead to different intentions and behavior. A skilled employee might complain to the supervisor when dissatisfied with low pay but not with coworker dissatisfaction. Overall job satisfaction is a combination of the person's feeling towards the different facets of job satisfaction.

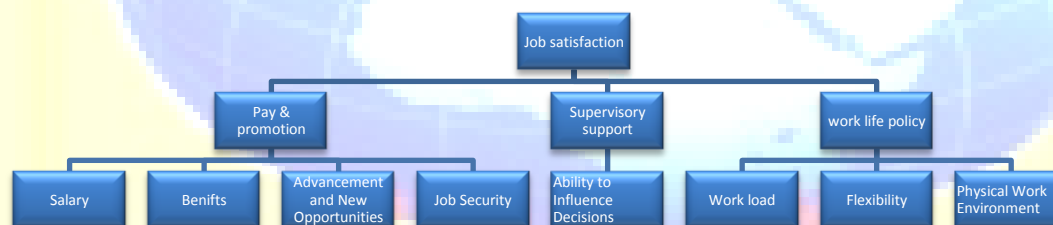


Fig 1: Factors Affecting Job Satisfaction

Contributing Factors of Job Satisfaction: You may want to circle the factors that mean the most to you. Many people think that a job is that thing they do for cash. But is a good job just about the cash? There are a lot of factors besides money that contribute to job satisfaction.

- **Salary:** Only 50.7% of people say that they're satisfied with their current jobs and those most UNSATISFIED are making Rs.5.00,000 or less a year.

- **Benefits:** A good salary may not look so great once you factor in the cost of insurance, health care and retirement savings. A good benefits package can more than make up for a lower salary.
- **Ability to Influence Decisions:** Having a real say in the decision-making process can be personally satisfying and contribute to your sense of involvement and identification with the company. When you contribute, people notice. When you contribute, opportunities open up.
- **Job Security:** Job security is rapidly becoming a thing of the past. Most people will have many jobs over the course of their working lives. What job security means today is that you have strong transferable skills and knowledge that you can bring with you to each new job. Plan to build solid reading, math, technical and thinking skills.
- **Workload:** A heavy workload can lead to stress and burnout. A light workload can be totally boring and unsatisfying. Of course there will be more and less intense periods with every job but over the long haul you want balance! A good job will give you enough work to keep you productive and challenged and yet not so much that you feel you're being taken advantage of.
- **Flexibility:** The office environment is expanding beyond the building walls. Workers belonging to the same work team may be in different states. The standard 9-5 work day isn't suited to everyone or to every situation. Sometime, timing may be extended as per the project workload.
- **Physical Work Environment:** Few work places are exactly as we want them to be but a poor work environment can make us hate getting up in the morning. Is the workplace comfortable? How is the ventilation? Lighting? Temperature? Is there adequate privacy? Is it attractive and welcoming? Is it conducive to work? Are you OK with the dress code?
- **Advancement and New Opportunities:** Does management reward achievements with increased responsibility? Are there opportunities for growth or promotion? Can you work towards different responsibilities? Lack of opportunity can be frustrating and demoralizing.

Employee Turnover Intentions: Employee Turnover is the ratio of the number of workers that had to be replaced in a given time period to the average number of workers (Agnes,

1999). In simpler terms, skilled employee turnover is the series of actions that it takes from the employee leaving to his or her being replaced. It is often utilized as an indicator of company performance and can easily be observed negatively towards the organization's efficiency and effectiveness (Glebbeck & Bax, 2004). It is defined (Price, 1977) as: the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. Frequently, managers refer to turnover as the entire process associated with filling a vacancy: each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is known as turnover (Woods, 1995).

However, for the purpose of this study, the term, 'leaving' and 'separating' are used to imply termination of an employment contract with a particular organization. It is the rate at which an employer gains and losses skilled employees. Thus, skilled employee turnover is not a relatively new concept in management but a typical issue in human resources management that is presently attracting the attention of public administration and industrial relations management practitioners across the globe. Aside the cost of investment in skilled employees, with globalization, which is heightening competition, organizations must continue to develop tangible products and provide services, which are based on strategies created by skilled employees (Ongori, 2007). This term is also often utilized in efforts to measure relationships of skilled employees in an organization as they leave, regardless of reason. "Unfolding model" of voluntary turnover represents a divergence from traditional thinking (Hom and Griffeth, 1995) by focusing more on the decisional aspect of employee turnover, in other words, showing instances of voluntary turnover as decisions to quit. Indeed, the model is based on a theory of decision making, image theory (Beach, 1990). The image theory describes the process of how individuals process information during decision making. The underlying premise of the model is that people leave organizations after they have analyzed the reasons for quitting. Beach (1990) argues that individuals seldom have the cognitive resources to systematically evaluate all incoming information. They rather compare incoming information to more heuristic-type decision making alternatives. There is research support that job stress influences intention to leave although the linkage appears to be indirect. As stress increases, job satisfaction and organizational commitment decrease. Low job satisfaction and low organizational commitment increase the propensity to leave (Sager, Griffeth and Hom). Griffeth, Hom and Gaertner (2000)

in their study found that work satisfaction might display the highest relationship to turnover among all kinds of satisfaction facets. In term of correlation coefficient square, 20% variance of turnover intention was explained by lower job satisfaction, followed by lower organizational commitment (13%), and higher job stress (0.9%).

Review of various research studies indicated that skilled employees resign for a variety of reasons; these can be classified into the following:

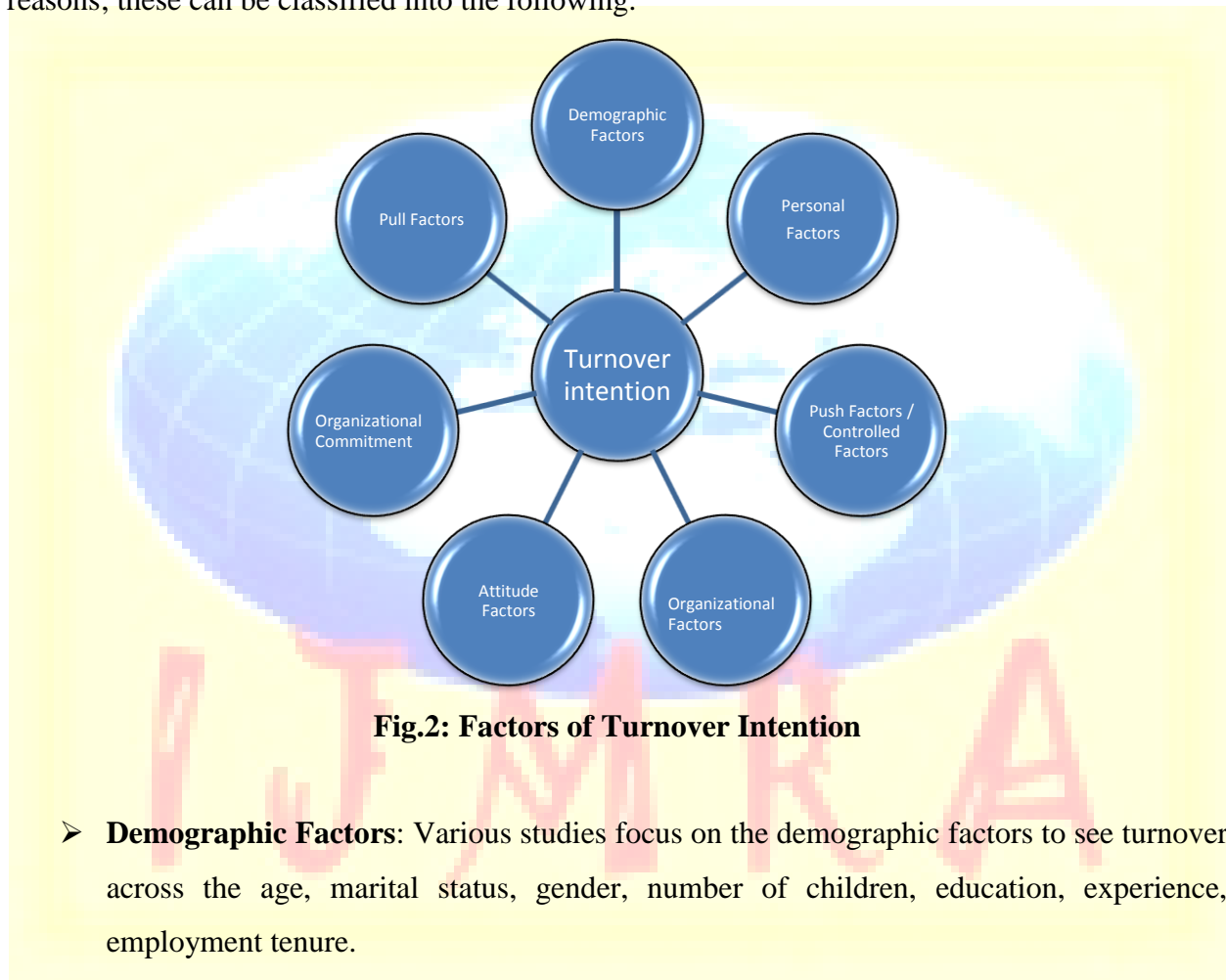


Fig.2: Factors of Turnover Intention

- **Demographic Factors:** Various studies focus on the demographic factors to see turnover across the age, marital status, gender, number of children, education, experience, employment tenure.
- **Personal Factors:** Personal factors such as health problem, family related issues, children education and social status contributes in turnover intentions. However, very little amount of empirical research work is available on personal related factors. There is another important variable “Job-Hoping” also contributes in turnover intentions. When there is a labor shortage, employees have plenty of jobs available. Consequently, they

can afford to switch jobs for a few extra dollars. Many skilled employees are believed to job-hop for no reason or even for fun.

For example, a skilled employee changes his or her job because some of his or her friends or relatives have done so. Skilled employees may job-hop over trivial things such as a dislike for the hairstyle of the boss. Or, if a skilled employee faces a minor problem (e.g., minor disagreement with the boss or other colleagues), he or she may simply resign (Debrah, 1993:1994). Unrealistic expectation of skilled employee is also an important personal factor which contributes in turnover. Many people keep unrealistic expectations from organization when they join. When these unrealistic expectations are not realized, the worker becomes disappointed and they quit. One of the personal factors which have been missed in many research studies is the inability of skilled employee to follow organizations timings, rules, regulations, and requirement, as a result they resign. Masahudu (2008) has identified another important variables “employers’ geographic location” that may determine turnover. The closeness of employees to their families and significant others may be a reason to look elsewhere for opportunities or stay with their current employers. For instance, two families living and working across two time zones may decide to look for opportunities closer to each other.

➤ **Push Factors / Controlled Factors:** Push factors are aspects that push the skilled employee towards the exit door. In the literature it is also called controlled factors because these factors are internal and can be controlled by organizations. According to Loquercio (2006) it is relatively rare for people to leave jobs in which they are happy, even when offered higher pay elsewhere. Most staff has a preference for stability. However, some time skilled employees are 'pushed' due to dissatisfaction in their present jobs to seek alternative employment. On the basis of available literature, push factor can be classified into:

➤ **Organizational Factors:** There are many factors which are attached with an organization and work as push factors for skilled employees to quit. Among them which are derived from various studies are: salary, benefits and facilities; size of organization (the number of staff in the organization); location of the organization (small or big city); nature and kind of organization; stability of organization; communication system in organization; management practice and polices; employees’ empowerment. There is

another push variable called organizational justice. According to Folger & Greenberg (1985), organizational justice means fairness in the workplace. There are two forms of organizational justice: distributive justice, which describes the fairness of the outcomes a skilled employee receives; and procedural justice, which describes the fairness of the procedures used to determine those outcomes.

- **Attitude Factors:** In the literature, attitude is another kind of push factor which is mostly attach with skilled employee behavior. Attitude factors are further classified into job satisfaction and job stress. Job satisfaction is a collection of positive and/or negative feelings that an individual holds towards his or her job. Satisfied skilled employees are less likely to quit. Job satisfaction is further divided into extrinsic factors and intrinsic factors. Extrinsic factors include variables such as job security, physical conditions/working environment, fringe benefits, and pay. Intrinsic factors include variables such as recognition, freedom, position advancement, learning opportunities, nature, and kind of job and social status (workers with a high hierarchical position who link their social position with their job want to retain it). Job stress includes variables such as role ambiguity (e.g. my job responsibilities are not clear to me), role conflict (e.g. to satisfy some people at my job, I have to upset others), work-overload (e.g. it seems to me that I have more work at my job than I can handle) and work-family conflicts (e.g. my work makes me too tired to enjoy family life).
- **Organizational Commitment:** There are many factors which are attached with skilled employee and organization and work as push factors for skilled employee to quit. Organizations are interested in not only finding high performing skilled employees, but those who will be committed to the organization. Similarly skilled employees are also interested to work in an organization which is committed to pursue their carriers and benefits. Organizational commitment is recognized as a key factor in the employment relationship and it is widely accepted that strengthening employment commitment, reduce turnover (Mohammad, 2006). Johns (1996) defines organizational commitment as “an attitude that reflects the strength of the linkage between a skilled employee and an organization.” Ugboro (2006) identified three types of organizational commitment: affective, continuance and normative, detail of which is given below:

- Affective commitment is skilled employee emotional attachment to the organization. It results from and is induced by an individual and organizational value congruency. It is almost natural for the individual to become emotionally attached to and enjoy continuing membership in the organization.
- Continuance commitment is willingness of skilled employee to remain in an organization because of personal investment in the form of nontransferable investments such as close working relationships with coworkers, retirement investments and career investments, acquired job skills which are unique to a particular organization, years of employment in a particular organization, involvement in the community in which the employer is located, and other benefits that make it too costly for one to leave and seek employment elsewhere.
- Normative commitment is induced by a feeling of obligation to remain with an organization. According to Ongori (2007), organizational commitment is an affective response to the whole organization and the degree of attachment or loyalty of skilled employees feel towards the organization.
- **Pull Factors (Uncontrolled Factors):** Pull factors are those reasons that attract the skilled employee to a new place of work. In some papers pull factors are named as uncontrolled factors because it is out of the control of organizations. Various pull factors derived from literature are: high salary, career advancement, new challenge and interesting work, job security, good location of company, better culture, life-work balance, more freedom/autonomy, well reputation of organization, vales, more benefits, good boss.

OBJECTIVES OF THE STUDY

- a) To study the factors affecting the job satisfaction of skilled employees in IT Companies.
- b) To classify the skilled employees based on the employees perception of job satisfaction in IT companies.
- c) To study the impact of job satisfaction on skilled employee turnover intention.

- d) To find out the significant contribution of different factors on Job Satisfaction and Turnover Intention.

RATIONALE

It can be said that job satisfaction is largely a matter of an individual comparing his/her job and life expectations with those being offered. In shaping such job expectations, there are economic considerations (e.g. compensation and retirement benefits) and occupational and family considerations (professional satisfaction, job satisfaction, advancement opportunities, relocation, etc.). Organizations that can successfully retain their human resources have an advantage over organizations that cannot. Regardless of individual industry, the turnover of skilled employees makes it difficult to secure a work force and costs companies enormous expenses to recruit, hire and train new personnel.

The present study focuses on the effects of job satisfaction on turnover intentions targeting skilled employees of IT companies. The main objectives of this study are to find out the important factors which determine employees' job satisfaction of IT Companies in central region of India and to show the relationship between job satisfaction and skilled employees' turnover. The study also reveals that there is a significant negative relationship between skilled employees' job satisfaction and skilled employees' turnover at IT companies of central region of India.

RESEARCH METHODOLOGY

The study is exploratory in nature with survey method been used to collect the data. The study mainly depends on primary data collected through a well- framed and structured questionnaire to elicit the opinions of the respondents. The questions were on the likert scale. The secondary data were obtained from scholarly articles published in journals, websites, etc. the study was conducted among skilled employees across sectors from central region of India in order to have varied opinion about job satisfaction in IT sector during the period from 2013-2014. Non- probability convenience sampling technique is adopted to select the sample for the study. As per this method, each member of the population does not have a known chance of being included. A total of 200 questionnaires were distributed, out of which 102 usable

questionnaires were used for the present study. The remaining questionnaires were either unreturned or contained incomplete responses. In the scrutinizing process, it was found that the 102 respondents were from IT sector only. The sample element was the managerial level skilled employees of IT Companies.

Tools for Data Analysis: Following tools were applied for analyzing the data.

- a) **Item to total correlation:** It was applied to find out the internal consistency of the all the items in the questionnaire of Job Satisfaction and Turnover Intention.
- b) **Reliability Analysis:** It was applied to find out the reliability of the questionnaires
- c) **Factor Analysis:** It was applied to find out the significant factors affecting job satisfaction
- d) **Cluster Analysis:** It was applied to classify the skilled employees of IT sector based on the factors influencing job satisfaction.
- e) **Regression:** It was applied to analyze the significant impact of Job Satisfaction on Employee Turnover.

The Following hypothesis was formed for the analysis:

Ho1: There is no significant impact of Job Satisfaction on skilled Employee Turnover Intention

- f) **T test:** It was applied to find out the significant contribution of different factors on Job Satisfaction and Turnover Intention.

The Following hypothesis was formed for the analysis:

Ho2: There is no significant contribution of Pay and Promotion towards Job Satisfaction.

Ho3: There is no significant contribution of Supervisory Support towards Job Satisfaction.

Ho4: There is no significant contribution of Work Life Policy towards Job Satisfaction.

RESULTS & DISCUSSIONS

Demographic Profile: The study was conducted among skilled employees from IT sector from central region of India only, thereby forming a heterogeneous population in terms of various demographic factors. The respondents were specific to IT sector only and it is essential to classify the respondents based on the various demographic factors, the details of which are presented in the Table 1:

Table 1: Frequency Distribution of Socio- demographic Variables (n=102)

Variables	Sub – Variables	Frequency	Percentage
Gender	Male	72	70.59%
	Female	30	29.41%
	Total	102	100%
Age	21-30 years	90	88.23%
	31-40 years	9	8.82%
	41-50 years	1	.99%
	>50 years	2	1.96%
	Total	102	100%
Marital Status	Single	68	66.67%
	Married	34	33.33%
	Total	102	100%
Annual Income (Rs.)	<5 lakhs p.a.	58	56.87%
	5-10 lakhs p.a.	35	34.31%
	>10 lakhs p.a.	9	8.82%
	Total	102	100%
Designation	Upper Level	11	10.79%
	Middle Level	75	73.52%
	Lower Level	16	15.69%
	Total	102	100%
Total Experience	<5years	80	78.43%
	5-10 years	20	19.61%
	>10-20 years	-----	-----
	>20 years	2	1.96%
	Total	102	100%

6.2 Item to Total Correlation Analysis: Firstly consistency of all the factors in the questionnaire of Job Satisfaction was computed by applying item to total correlation analysis. Under this correlation of every item with total is measured and computed value is compared with the standard value (i.e. 0.192) if the computed value is found less than the standard value then the statement is dropped & will be termed as inconsistent and if the computed value is more than standard value the statement will termed as consistent.

Table 2: Item to total Correlation Analysis for Job Satisfaction

Items	Coefficient of Correlation Value	Consistency	Accepted / Dropped
1.I am satisfied with the appreciation or reward system provided by my management	0.733438889	Consistent	Accepted
2. I am satisfied with the bonus and incentive given.	0.694901026	Consistent	Accepted
3. I am satisfied with the overall compensation package.	0.720896185	Consistent	Accepted
4. My pay is enough for fulfilling the necessary requirement of my life.	0.730806646	Consistent	Accepted
5. The pay scale of my organization is adequate considering the industry trends and employee experience.	0.597901245	Consistent	Accepted
6. I have been getting promotion as per my qualification and experience.	0.741214997	Consistent	Accepted
7. I have full confidence in the management of the organization.	0.856532373	Consistent	Accepted
8. Promotion is made on the basis of merit in this organization.	0.713250539	Consistent	Accepted
9. My manager/supervisor provides me with continuous feedback to help me achieve.	0.778357908	Consistent	Accepted
10. My manager/ supervisor behave properly with me.	0.787599825	Consistent	Accepted
11. I am satisfied with the general supervision in my department.	0.797165675	Consistent	Accepted

12. My Supervisor (s) keeps me informed about all the policies/ happenings of organization.	0.72328683	Consistent	Accepted
13. There is high team spirit in the work group.	0.742217663	Consistent	Accepted
14. The communication and information flow in the organization is free and open.	0.705452136	Consistent	Accepted
15. I am satisfied with the welfare schemes of my organization.	0.690414806	Consistent	Accepted
16. I feel good about the working environment.	0.746542218	Consistent	Accepted
17. I feel secured in my job.	0.672598449	Consistent	Accepted
18. I feel proud working in this organization.	0.772463745	Consistent	Accepted
19. I feel I have good prospects for advancing in my job.	0.795142144	Consistent	Accepted
20. Working condition in this organization is satisfactory.	0.734990356	Consistent	Accepted
21. My job has helped me to acquire more skills.	0.790451343	Consistent	Accepted
22. I feel that my job is reasonably secure as long as I do good work.	0.753132174	Consistent	Accepted
23. I usually feel fresh at the end of a day's work.	0.676586321	Consistent	Accepted

The item to total Correlation was above standard value for all the factors affecting the Job Satisfaction, so all factors are found consistent in the correlation.

Table 3: Item to total Correlation Analysis for Turnover Intention

Items	Coefficient of Correlation Value	Consistency	Accepted / Dropped
1. Continuation with my present employer will Fulfill my life expectation.	0.592344	Consistent	Accepted
2. As soon as I can find a better job, I will quit this organization.	0.851249	Consistent	Accepted

3. I often think about quitting this job.	0.823798	Consistent	Accepted
4. It is very unlikely that I would ever consider leaving this organization.	0.353647	Consistent	Accepted
5. I will likely actively look for a new job in the next year.	0.821543	Consistent	Accepted

The item to total Correlation was above standard value for all the factors affecting the Turnover Intention, so all factors are found consistent in the correlation.

6.3 Reliability Measures

Reliability test for was carried out using SPSS software and the reliability test measures are given below, the reliability test has been applied on Job Satisfaction and Turnover intention.

6.3.1 Job Satisfaction: A new scale was developed containing 34 statements were used for this study to measure the job satisfaction of skilled employees in IT sector. It was measured on a 5-point Likert scale ranging from strongly agree, agree, neutral, disagree, and strongly disagree with a Cronbach's alpha coefficient reliability score of 0.963. The various Reliability measures applied for the questionnaire are depicted in table 4.

Table 4: Reliability Statistics of Job Satisfaction

Cronbach's Alpha	.963
Split half	.881
Guttman	.982
Parallel Estimated	.963
Unbiased	.963
Strict Parallel Estimated	.957
Unbiased	.958

6.3.2 Turnover Intention: A five item self developed scale was used for this study was found to be reliable and valid. It was measured on Likert's 5- point scales ranging from strongly agree, agree, neutral, disagree, and strongly disagree. Its Cronbach's alpha coefficient reliability score was found to be 0.743. The various Reliability measures applied for the questionnaire are depicted in table 5.

Table 5: Reliability Statistics of Turnover Intention

Cronbach's Alpha	.743
Split half	.615
Guttman	.763
Parallel Estimated (Unbiased)	.743 .748
Strict Parallel Estimated (Unbiased)	.687 .697

Validity: - The face validity of questionnaires was tested and it was found to be very high for both the questionnaires.

6.4 Factor Analysis

Factor Analysis was carried out using SPSS Software and 2 factors were found. The factors for the Customer Perception are given below

Table 6: Factors with various items analyzed for customer perception

Factors	Eigen Value		Convergence of Variance	Loading
	Total	% of Variance		
Pay and Promotion			1. I am satisfied with the appreciation or reward system provided by my management.	.772
			2. I am satisfied with the bonus and incentive given.	.757
			3. I am satisfied with the overall compensation package.	.751
			4. My pay is enough for fulfilling the necessary requirement of my life.	.747
			5. The pay scale of my organization is adequate considering the industry trends and employee experience.	.723
			6. I have been getting promotion as per my qualification and experience.	.720
			7. I have full confidence in the management of the organization.	.684
			8. Promotion is made on the basis of merit in this organization.	.651
Supervisory Support			1. My manager/supervisor provides me with continuous feedback to help me achieve.	.647
			2. My manager/ supervisor behave	.521

			properly with me. 3. I am satisfied with the general supervision in my department. 4. My Supervisor (s) keeps me informed about all the policies/ happenings of organization. 5. There is high team spirit in the work group.	.512 .861 .748
Work –Life Policy			1. There is high team spirit in the work group. 2. The communication and information flow in the organization is free and open. 3. I am satisfied with the welfare schemes of my organization. 4. I feel good about the working environment. 5. I feel secured in my job. 6. I feel proud working in this organization. 7. I feel I have good prospects for advancing in my job. 8. Working condition in this organization is satisfactory. 9. I feel that my job is reasonably secure as long as I do good work. 10. I usually feel fresh at the end of a day's work.	.669 .662 .617 .609 .755 .729 .705 .682 .626 .512

6.5 Cluster Analysis: K-Means cluster analysis was exploited to classify the skilled employees of IT sector based on the factors influencing job satisfaction. The skilled employees were classified into three clusters based on high, medium, and low level of satisfaction experienced by them in their work environment. As depicted in the Table,

Table7: Skilled employees’ Classification on the basis of Perception of Job Satisfaction in the Work Environment

S. No.	Classification of Employees	Cluster wise contribution
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Cluster 1	Annoyed Employees	50.000
Cluster 2	Fulfilled Employees	7.000
Cluster 3	Impulsive Employees	41.000
	Missing	4.000
Source: Primary Data	Total	102.000

Skilled Employees were classified into three cluster based on their satisfaction in their workplace. The study identified that 51 percent of the skilled employees were moderately dissatisfied with the work environment, and were named as “Annoyed Employees” and hence, this group needs to be concentrated upon with respect to each leading to their satisfaction. Only 7 percent of the skilled employees were fully satisfied with work environment, and were named as “Fulfilled employees”. Rest 41 percent of the employees, who were satisfied with the prevailing work environment, were named as “Impulsive Employees”.

6.6 T TEST: JOB SATISFACTION

Table 8: Examining the mean wise contribution of the factors that led to satisfaction among the skilled employees

S. No.	Items	Mean	SD	T-Test	SIG (2- tailed)
1.	Pay and Promotion	3.06	1.119	77.863	.000
2.	Supervisory support	3.55	1.111	71.914	.000
3.	Work life policy	3.54	1.153	97.760	.000

We saw the need to conduct an item wise satisfaction study of the skilled employees so that it would enable us to concentrate on the moderate and the least satisfied skilled employees. For this purpose, we conducted the T-test and obtained the results as discussed in the Table 8. Major studies have already demonstrated a negative relationship between job satisfaction and turnover intention in the workplace.

From the table 8, it can be ascertained that supervisory support contributed the most towards the satisfaction levels of the employees in an organization. The skilled employees from IT sector felt that the behaviors of their superiors as well as that of their co-workers is the most important factor whereas the factors under the work life policy comes as the next important factors influencing the employees’ satisfaction at the workplace. Although pay and promotion are very significant aspects for any person.

As the skilled employees felt that the supervisory support aspects were the most important factors determining their satisfaction, the supervisors’ treatment of the skilled employees, a healthy working relationship among the workers increased the team spirit and

hence, contributed to an increase in job satisfaction of the skilled employees of IT sector. Fair pay and merit based promotions, right designation as per qualification and experience increased the job security of the skilled employees and, therefore, increased the belongingness and loyalty felt by them towards their respective IT company.

6.7 T TEST: TURNOVER INTENTION

Table 9: Examining the Turnover Intention of Employees from IT sector

S. No.	Items	Mean	SD	T-Test	SIG (2-tailed)
Q.1	Continuation with my present employer will Fulfill my life expectation.	3.46	1.208	28.938	.000
Q.2	As soon as I can find a better job, I will quit this organization.	3.48	1.249	28.152	.000
Q.3	I often think about quitting this job.	2.92	1.264	23.343	.000
Q.4	It is very unlikely that I would ever consider leaving this organization.	2.36	1.064	22.261	.000
Q.5	I will likely actively look for a new job in the next year.	3.09	1.342	23.127	.000

Turnover intention was studied in the IT sector skilled employees using the five item scale (t-test), the details of which are presented in the table 9. The main item highlighting the turnover intent could be primarily ascertained by the quitting intention of the skilled employees. It was observed that these skilled employees appeared to be working with their organizations in a half-hearted manner, with an intention to quit anytime. Some people were also searching for jobs with other organizations. Some skilled employees did not put the required effort and hard work, and were always procrastination their work.

From the table 9, it can be inferred that the mean values ranged from 3.46 to 2.92, and the respective standard deviations also show consistency in the values of the opinion. The t-values are statistically significant at the 5% and 1% level of significance. The significant t-test values and the respective mean values between 2 and 4 (Q1-3.46, Q2-3.48, Q3-2.92, Q4-2.36, and Q5-3.09) indicate the skilled employees' intention for quitting or not staying with the organization

for a long time. They also put in less effort than was required, and procrastinated their duties for an unlimited period of time. The significant t-test values and the respective mean values (Q3-2.92, Q4-2.36) indicates that the skilled employees sometimes showed a rare interest in job offers and, therefore, did not put in the required effort to be successful in their job.

The table.9 shows that a high level of quitting intention does not imply that dissatisfied skilled employees would give up their jobs in reality, even when they have an intention to quit their present job, even when job satisfaction did not exist in the organizations.

6.8 REGRESSION

Table 10: Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Total Job satisfaction		. Enter

a. All requested variables entered.

b. Dependent Variable: Total Turnover Intention

The results are given in the following tables 11, 12, and 13. The model summary is explained in table 11. The F-Ratio (ANOVA) is explained in table 12 and the coefficients and their significance are explained in table 13.

Table11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.338 ^a	.115	.106	5.903	1.670

a. Predictors: (Constant), Total Job Satisfaction

b. Dependent Variable: Total Turnover Intention

From the table 11 it is found that the R square is .115. This indicates that the determination power of the regression equation is about 11.5 percent. Hence 11.5 percent variation in the Turnover Intention is explained by the independent variable (Job Satisfaction). The rest of 88.5 percent of skilled employees' Turnover Intention is Unexplained in the model. The standard error of the estimates is 5.903.

Table12: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	450.637	1	450.637	12.931	.001 ^a

Residual	3484.941	100	34.849		
Total	3935.578	101			

- a. Predictors: (Constant), Total Job Satisfaction
b. Dependent Variable: Total Turnover Intention

From the table12, it is found that the F ratio (ANOVA) is 12.931, which is statistically significant at 5 percent level of significance. Therefore, the model is acceptable. The regression model is estimated by enter method.

Table13: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.161	2.441		10.306	.000
	Total Job Satisfaction	-.110	.031	-.338	-3.596	.001

- a. Dependent Variable: Total Turnover Intention

It can be inferred from the table 13 that job satisfaction (-.338) is correlated negatively with turnover intention of the skilled employees from IT sectors in central region of India. Major studies have already demonstrated a negative relationship between skilled employee job satisfaction and turnover intention in the workplace. The study done by Cotton and Tuttle (1986) tested the relationship between job satisfaction and turnover, and found a negative relationship between the two variables. Similarly, studies carried out by Arnold and Feldman (1982), Bluedorn ((1982), Mobley (1982), and Price (1977) consistently found a negative relationship between job satisfaction and turnover intention in the work setup. Studies conducted by researchers exclusively from Singapore like Lam, Foong and Moo (1995), Koh and Goh (1995), and Aryee (1991) also showed a negative relationship between job satisfaction and turnover intention. However, most of the studies primarily focused on the main aspects like pay and promotion, co-worker behavior, supervisor behavior. Certain studies also concentrated on only three factors such as pay, supervision, and the nature of work.

CONCLUSION

To conclude, the present study found a significant negative relationship between skilled employee job satisfaction and turnover intentions suggesting thereby that higher the job satisfaction, lower is the individual's intention to quit the job. This shows that job satisfaction or dissatisfaction plays a significant role in influencing the turnover intentions of skilled employees. People satisfied from their jobs, do their work with full interest and loyalty and have low intent to quit the organization and vice versa. In today's changing contours of work and employment where one organization career is becoming rarer, employers should keep their skilled employees satisfied so that they rarely think to leave.

Job Satisfaction and its relationship with turnover intention is a topic of prime importance in human resource management literature. Several studies have been conducted on job satisfaction and its influence on turnover intention, and studies have found that there is no positive relationship the two. The present study is, however, an Indian contribution testing three variables namely co-worker behavior, supervisor behavior, pay and promotion and work environment. In the present study, we have made an effort to identify the factors influencing job satisfaction of skilled employees from IT sector in central region of India, and then clustered the skilled employees based on their perceived job satisfaction. There were certain groups of people who perceived very less and moderate job satisfaction in their organization respectively. We also made a valid attempt to test the relationship between job satisfaction and turnover intention, and found that there was a negative relationship between these two variables. Although several studies have found that job satisfaction and turnover have a negative relationship, still, their significance is not less and hence, we made an attempt to study the relationship between these two variables.

LIMITATIONS AND MANAGERIAL IMPLICATIONS

Limitations: The study, however, has some limitations like it is confined to central region of India only from IT sector. The present study has identified the factors influencing job satisfaction, but job satisfaction's influence on turnover can be studied more extensively in the future. Although several studies have been done on turnover and job satisfaction, no universal solution could be arrived at in this context because a negative relationship was found between

the two variables. On the whole, it can be concluded that all major studies undertaken in this area have showed that several similar factors influence the turnover intent and because of less satisfaction, skilled employees do not leave the organizations where they are currently employed.

Managerial Implications: The present study has shown that job satisfaction is a consistent worry for organization, irrespective of IT sector based on demographic aspects, and other influencing factors like pay and promotion, work life policy, supervisory support etc. the factors are perceived differently by different individuals. Hence, whatever steps the organization takes in order to improve with respect to these aspects. It rests with the skilled employees to perceive it rightly and get satisfied. Therefore, it is clear that the skilled employees' intent to leave their present organizations need not occur only if the skilled employees are not satisfied. The skilled employee may intend to leave an organization even if he/she is satisfied. The organizations, therefore, need to be on the same level with the skilled employees with respect to the factors that deal with their satisfaction, and if turnover intent is visible, such issues need to be addressed independently.

All measures reported were self-reports and social desirability desired by the respondents. Due to time constraints and difficulty in the availability of respondents, a sample of 102, has been used. However, the study could be replicated with a larger sample to study if the results differ. Undertaking research at one period in time can only reflect that period in time. A greater focus on longitudinal research designs may give a better understanding of turnover intentions and may highlight stronger associations. The set of independent variables, although derived from extensive literature review may not have been comprehensive.

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