

Employee Motivation And Their Intention To Leave: Are They Related? An Empirical Study In IT Sector In And Around Kolkata

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Abstract: Acquiring and retaining talent has posed a major challenge in recent time, particularly in the IT sector. Professional employees are found to be always on the move today and loyalty and commitment have taken a backseat, not appreciated much either at the individual or the organizational level. In the present paper, an attempt has been made to find out the reasons behind an employee's intention to leave and also to explore ways to minimize the same. Thus, more specifically, the purpose of the present research effort has been to identify whether there exists any relationship between the level of employee motivation and their intention to leave the job. Employee motivation is determined in line with the expectancy theory of motivation. Employees ($n = 155$) working in the Information Technology Sector in and around Kolkata were the sample of the present study. The available data seem to indicate that there exists a significant relationship ($p < 0.034$) between employees' level of motivation and turnover intention. These may be considered while making a strategy for retaining employees in an organization.

Key-Terms: Employee Motivation, Expectancy theory, Motivational force, Turnover Intention, Employee Retention, Employee Loyalty, Organizational Commitment

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I. Introduction

Under the impacts of globalization and open market scenario in India today, good human resources are becoming increasingly scarce. With the fierce market competition, it is difficult not only to find good people but also to retain and protect them from poachers and head hunters. With the relatively robust market economy there is no dearth of job opportunities today and people hardly stay in any job for too long. Unlike the employees of the past generation, they are always on the move. We now rarely get to hear of a person who started his career with an organization many years back, dedicated his entire career growing with the organization and finally retired from the same organization. In the past few years job-hopping has become so widespread across the industries that even a four-year stretch in the same organization is considered to be a stable job. Three jobs in less than a year no longer raise eyebrows and gaps mouths. The consequences of frequent job change are many, but the most affected area is loyalty with the organization. Loyalty, which once has been considered a fundamental value in any Indian organization, seems to be losing its relevance almost completely and is hardly believed to be a success mantra any more.

In today's highly competitive business scenario, the most critical resource that an organization may ever need to procure is the human resource. A firm can have a sustainable competitive advantage only when it possesses a unique human capital. Even when all the other resources owned by any organization, such as financial, technological or physical resources all are in place, everything might go haywire if the firm does not possess an excellent group of people who will be handling these resources. In addition, unlike other resources, which will be either eroded over time or would be eventually imitated by other firms and thereby losing the competitive advantage, the human resource will become only richer with passing time and experience. This, of course, does not happen automatically and the organization will have to invest a lot in its human resources in order to transform them into *true resource* that will add value to the organization. This also means that one has not only to find the best talent available and invest in them, but also to retain the talent in the firm and nurture them to their fullest potential. Retaining the talent has become an even more challenging task for the firms

today. Once a group of employees are developed painstakingly over a period of time by an organization, the competitors are always stalking around to ‘snatch’ or ‘poach’ them away. Quite understandably, the better the employee, the higher is the chance of his being ‘poached’ by the competitors.

The Service Industry in India:

The service sector industry today has emerged as the most important sector particularly in the fast developing countries like India. It covers a wide range of activities, such as trading, transportation and communication, financial, real estate and business services, as well as community, social and personal services, including the exponentially growing field of information technology. The service sector is primarily responsible for the general social and economic development of a region and has emerged as the largest and fastest-growing sector in the world economy, making increasingly higher contributions to the global output and employment compared to the agriculture and manufacturing sectors. In India, service sector as a whole contributed as much as 68.6 per cent of the overall average growth in gross domestic product (GDP) during 2006-07. It is a large and most dynamic part of the Indian economy both in terms of employment potential and contribution to national income.

India and IT Industry:

The IT and software industry or the so called ‘sunrise’ sector has firmly put India in the world scenario. The worth of Indian talents in these areas is now widely acknowledged across the world. Along with the talent, and a strong drive for higher education, the English speaking capability in the subcontinent and relatively young working population have put India high in the list of desirability throughout the world. All these have made Indian population better equipped for jobs in which there is an acute manpower shortage in the West. These have enabled India to gain many U.S. service sector jobs through off shoring in recent years. Off shoring the US jobs to India has become highly cost effective proposition for a large number of US companies as the skilled Indian employees cost far too less than similarly skilled American employees. Thus, in spite of fierce opposition and resistance in US against exporting the jobs off shore, India is enjoying a steady flow of off shore projects over the last decade or so.

The incident of employee attrition, however, has also become most pronounced in the IT and ITES sector, both in the US and in India. Attracting and retaining top talent is a major concern of most information technology (IT) companies. One out of ten IT jobs in the United States remains vacant because of an insufficient number of skilled workers (American Conference Institute, 1998). In the United States, employee tenure at companies has decreased to 3.6 years in the year 2000 from 5.2 years only 18 months ago (U.S. Dept. of Labor, 2000). The situation is not very different in India either. Even today, when there is a massive job cut, the quest to find and retain talent, particularly in the knowledge intensive industry like IT and ITES sector, is a great drive for business sustenance. It is therefore not surprising that the senior managers of today’s most productive and profitable companies need to take an active role in developing strategies to retain their top talent because they cannot create sustainable value and wealth for their respective companies without these people.

Moreover, in India, availability of good human resource has become increasingly scarce. This is the fallout of globalization and open market scenario. Even in the era of job shrinkage today, there is no dearth of job opportunities for those who are really good in their own field. The result - people hardly stay in any job for too long. Though the trend of hopping jobs is most prevalent in IT-related sector, other sectors like retail, banking and Insurance and hospitality are also witnessing more or less the same trend. It is not only the fresher who are changing jobs frequently, but senior professionals also are increasingly falling in the trap of job-hopping. Senior professionals with good credentials are willingly changing jobs more frequently than ever before. But, as pointed out earlier, the success of any firm lies in creating and retaining a workforce that is rare and difficult to imitate and also organization-specific in nature. And, if after investing so much in the human resource and making them the asset of the organization, all the value created will be wasted if they cannot be retained in the organization.

Employee Turnover Costs and the Benefits of Retention

The cost involved in employee turnover includes more than what is visible. If an organization loses an employee whose knowledge and skill is critical for its core competency, it not only would miss the deadline of completing the project in time and thus lose the contract, it will also lose its reputation, good will as well as the stock price too. The costs of unplanned attrition can be truly catastrophic for a company’s well being. Most managers are aware of the disruptive nature of the loss of a valued employee. However, there are several factors that represent additional costs of attrition that often go overlooked. These include the lost productivity of a vacant position and subsequent recruiting and training costs for a new employee, as well as the costs of lost opportunities with the company’s clients and the lag time in getting innovative new products and services to market (Ware, 2001).

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

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

Worker turnover has been of interest for both managers and researchers across a wide array of disciplines for obvious reasons. In response to employee turnover, particularly voluntary turnover, Mobley and colleagues (Mobley, Griffeth, Hand & Meglino, 1979) proposed four core antecedent factors as predictors of employee turnover. First are demographic characteristics that influence a person's decision whether to remain with or leave a job. Secondly, lack of job satisfaction which leads to a cognitive withdrawal process stressing turnover intention. Thirdly, the work environment factors which are found to have significant relation with employee job satisfaction, and that in turn shapes turnover intention. Finally, it is the turnover intent which influences voluntary turnover.

These four core areas are still critical in today's research to examine voluntary employee turnover. In a study conducted by Lambert, et al. (2001), some of the past limitations have been overcome by using a national sample of adult workers. In the analysis, the core areas of demographic characteristics, work environment factors, job satisfaction, alternative employment opportunities, and turnover intent are incorporated. In desperate efforts to retain their talents, organizations are continuously using several ways to engage the employees in their jobs for a longer period of time - from deferred payment, to offer bonus related to their tenure in the job to even tying them with bond or other types of financial contracts. But used indiscriminately, these may never be very effective. Houkes et al (2001) pointed it out in their study that it is the lack of motivation that might eventually leads to the decision of leaving the organization. In a longitudinal study conducted by them, they found that the turnover intention is primarily predicted by unmet career expectations of the employees. Benson (2008) has established the significant role of motivation in determining their job behaviour including intention to leave, particularly in knowledge-based industries of today.

Employee Motivation And Turnover Intention

Now, what is motivation? Researchers and practicing managers alike have tried to find answer to the question '*Why people behave the way they behave?*' '*Why does an individual choose a particular course of action over other available alternatives?*' To obtain an answer to these questions we must try to understand the level of motivation of the person concerned. Motivation may be cogently defined as *the process of arousing and sustaining goal directed behaviour*. It provides direction and intention to one's behavior (Mukherjee, 2007). Motivation is traditionally explained in terms of driving force acting within an individual, which compels him to achieve some goal in order to fulfill some need or expectation. The basic motivational model can be depicted in Figure 1.

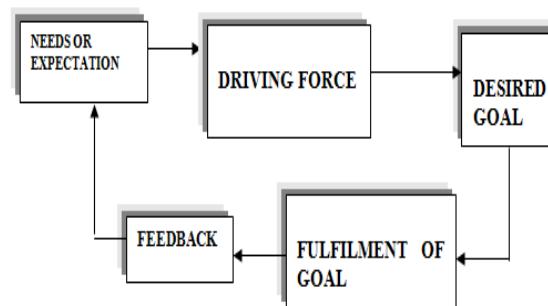


Figure 1: Basic Motivational Model

As we see from the figure above, an unsatisfied need creates tension, which stimulates drives within the individual. These drives generate a search-behaviour and the individual tries hard to locate goals or objectives,

which, when attained, will satisfy the need and relieve the tension in the individual. So it is evident that if the manager wants to improve the overall functioning of the organization, he will have to convince them that staying with the organization for a longer period of time, will be good for them. In order to attain this, the manager will have to try to improve the level of motivation of the organizational members. In order to attempt this, the first step is to understand the concept of needs. Motivation remains a challenge for organizations today. With the changing environment, the solution to motivation problems is becoming even more complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991). Managers need to understand what motivates employees within the context of the roles they perform and understand the process, theories, and fundamental components of motivation. Regardless of which theory is followed, interesting work and employee pay are found to be important links to higher motivation. Options such as job enlargement, job enrichment, promotions, monetary and non-monetary compensation should also be considered. Research done by Higgins (2004) has come out with ten most motivating factors for the working people, which are: interesting work, good wages, full appreciation of work done, job security, good working conditions, promotions and growth in the organization, feeling of being in on things, personal loyalty to employees, tactful discipline, and sympathetic help with personal problems. The key to motivating employees is to know what motivates them and designing a motivation program based on those needs.

Understanding Needs: The Content Theories Of Motivation

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

In today's world, maximum emphasis that is now been given in organizations is on fulfillment of external needs of the employees in order to motivate them. This is by large the legacy of Western worldview. In contrast, the oriental view of life may be said to be more inner-directed and puts more emphasis on fulfillment of one's internal needs. Several studies in the last decade seem to confirm the importance of intrinsic needs when they found that though fulfillment of external needs may deliver only short-term results in the organization which would often 'damage' relationships by creating and encouraging internal competition for reward, and thus destroying intrinsic motivation by reducing work to an 'economic transaction' only (Stickler, 2006). A substantial amount of research effort has been devoted to find out what motivate people and subsequently a number of theories have been put forward, which may be put under the 'content theories' of motivation. The *Need Hierarchy* theory is one of the best-known theories of motivation proposed by Abraham Maslow (1954). According to him, an individual would always experience the need of something or the other through his entire life span, starting right after birth till the last journey. Now what he would want at a given point of time will depend on what he already has. Maslow suggests that human needs may be categorized in five broad areas, arranged in a definite order according to their level of importance for the person, or what is called a *hierarchy*. Thus, the foremost level of needs for an individual is the *physiological needs* which include hunger, thirst, need for oxygen, temperature regulation and so on, which are essential for the survival of the organism. Need for sleep and rest, sensory pleasures, activity, maternal behaviour and arguably sexual desire also fall under this category. The next level of needs is denoted by the *safety needs* that include need for safety and security, freedom from pain or threat of physical attack, protection from danger or deprivation. These also include need for predictability and orderliness and a sense of security that comes from a known routine. *Need for belongingness*, the next higher level, includes need for affection, a sense of belonging, and urge for both giving and receiving love, acceptance and friendship. The level next to this is known as the *esteem needs*, which include both self-esteem and esteem from others. Self-esteem involves desire for confidence, strength, autonomy and achievement. Esteem of others involves reputation or prestige, status, recognition and appreciation. *Self-actualization needs*, the highest level of needs in the hierarchy, refer to the drive to become what one is capable of becoming. These may take many forms, which vary widely from one individual to another – from actualizing one's potential talent to the spiritual quest.

According to Maslow, once a lower level need gets reasonably satisfied, it ceases to act as a strong motivator any more. Now the needs in the next higher level of the hierarchy demand satisfaction and start to exert dominant influence on the individual. Thus, only unsatisfied needs motivate a person and satisfied need is no longer a motivator. Maslow argued that most people would have these basic needs in the same order; he

nevertheless pointed out that the order is by no means a fixed one. For example, for some creative people, the need for self-actualization may be more urgent than other lower order needs.

Alderfer (1969) too, in the line of Maslow, proposes that human needs are arranged in a hierarchical order and an individual progresses from the lower level needs to the higher order needs. He, however, condensed the five levels of needs as identified by Maslow into three basic categories. Thus, the *Existence needs* in Alderfer's ERG model are concerned with the basic survival and sustenance needs and cover both physiological and physical safety needs in the Maslow model. The next higher level is known as *Relatedness needs* and are concerned with relationships to the social environment. These are equivalent to the needs for belongingness in Maslow's model. *Growth needs*, the last level of needs in the echelon, are concerned with the urge to develop one's potentials or talents and correspond to self-esteem and self-actualization needs in the need hierarchy model. Alderfer also differs from Maslow in suggesting that more than one need may be operative at any given point of time. There is also a possibility of a frustration-regression process. That is, if one need is thwarted for a considerable period of time, instead of progressing towards a higher level needs, an individual can feel frustrated and can go back to a previous level of need.

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

After analyzing the way managers behave with their employees, Douglas McGregor (1960) concluded that managers might be categorized on the basis of their assumptions about the human nature into two distinct groups. One set of assumptions, called *Theory X* by McGregor, represents the lower order needs whereas *Theory Y* depicts the higher order needs of Maslow's need hierarchy model. Managers will differ in terms of their ways to motivate people on the basis of their own personal beliefs regarding human nature. Thus while Theory X managers will try to motivate by offering monetary rewards, the Theory Y managers will tend to allow them more control over their job and offer more challenging jobs instead. David McClelland (1988) identified three important needs or motives in the social context that are found to control the behaviour of individuals in a considerable degree. Thus, *the need for Achievement (nAch)* represents one's drive to excel, and to achieve a high level of standard compared to others. *The need for Affiliation (nAff)*, in contrast, reflects one's desire for friendly and close interpersonal relationship. The third category of needs was identified by McClelland as *the need for Power (nPow)* and depicts one's need to have control over others, making them to behave in a way they would not have behaved otherwise. These needs can be measured through a projective test named Thematic Apperception Test (TAT). The relative intensity of these motives varies from one individual to the other as well as among different occupations. Managers and entrepreneurs appear to be higher in achievement motivation than in affiliation needs while managers in large organizations are found to do better with a relatively high nPow score.

Need theories or the content theories are quite straightforward and offer a useful practical approach. However, they fail to capture the human motivation in its all complexities. Human behaviour can hardly be explained fully by the relatively simplistic approach. The *process theories*, in contrast, attempt to find the answer to the question of *how* motivation takes place within an individual. Thus the approach of process theories is to identify the relationships among the dynamic variables, which make up motivation and the actions needed to influence behaviour.

Vroom's Expectancy Theory or VIE Theory of Work Motivation

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

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

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

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

Employee Motivation and Willingness to Stay on the Job

Available research evidence seems to suggest that an individual's willingness to stay on his job depends on his level of motivation. It is logical to presume that demotivated employees will tend to take the recourse of leaving the job. Now, employee turnover is a hugely costly affair for any company and most managers are acutely aware of the disruptive nature of the loss of a valued employee. The costs of unplanned attrition can be truly catastrophic for a company's well being. However, the cost involved in employee turnover includes more than what is visible. If an organization loses an employee whose knowledge and skill is critical for its core competency, it not only would miss the deadline of completing the project in time and thus lose the contract, it will also lose its reputation, good will and even the stock price of the company. In addition to this, factors such as the lost productivity of a vacant position and subsequent recruiting and training costs for a new employee, the costs of lost opportunities with the company's clients and the lag time in getting innovative new products and services to market (Ware, 2001) are very critical for the company. This problem is even more acute in the IT/ITES and Sector. One of the most common issues leading to failure or unexpected expenses in this highly competitive sector is the fact that almost every foreign company fails to retain qualified personnel in India. According to a recent study conducted by the Chambers of Commerce of India, attrition in the booming IT/ITES sector averages 25 - 30 percent. This ratio is even higher in the Business Process Outsourcing (BPO) sector where the average personnel turnover rate hits as high as 30 - 35 percent or in the call centers where the attrition rate is as high as 30 - 40 percent. In extreme cases this is up to 80 percent. Global economic slowdown reduced the average figure to 24 -30 percent, but with the recovery in the market, the attrition rate again shot up quite high.

In order to find and retain the right people for the job, it is time to probe deeper in to the problem. Thus, the need of the hour is to find out the true causes behind employees' intention to leave. However, there is no universal attrition management solution for every company. Each organization has to build its own motivation system based on compatibility between organizational and individual goals. A relatively recent study indicates that the internal motivation factors such as challenging work, family benefits, learning opportunities, the chance to go abroad, and prospects for career advancements were found to be much more significant than monetary compensation (Groznaya, 2009). The researchers have also pointed out that high absenteeism can often be a precursor of turnover (Griffeth, Hom & Gaertner, 2000; Mitra, Jenkins & Gupta, 1992). Campion and Mitchell (1986) indicated that some of the job characteristics factors associated with satisfaction, motivation, job involvement, and absenteeism, are also related to voluntary turnover. Campion (1991) found that dissatisfaction with the outcomes of the several aspects of work, e.g. lack of promotion, supervision, work schedule were also found to be highly correlated with employee turnover.

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

Objective of the present study

The objective of the present study is to identify the levels of motivational force of the individual employees in the IT industries in and around Kolkata, following the model of Vroom's expectancy theory and to identify if there is any significant relationship between Employee Motivation and their Turnover Intention. Accordingly the following Hypothesis will be tested

Hypothesis

Employee Motivation has not any significant relationship with Turnover Intention.

II. Methodology

Sample

The subjects of the present study were people employed in different IT Industries (n = 155). In the following section a brief description of the sample of the present study is given.

Gender

The Exhibit 1 will be printed here which will show the Percentage of Male and Female in the Sample

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

Percentage of Respondents		
Male	Female	Total
74.84	25.16	100

Exhibit 1: Percentage of Male and Female in the Sample

Qualifications

Educational qualification is considered in terms of the years spent in completing the study. Two groups of Educational Level have been created: Group 1 who have 16 years of education and referring to the technical graduates (BE/BTech) and Group 2 having 18 years of education, referring to professional and post graduates. As shown in Exhibit 2, it is apparent that the majority of the respondents (about 97.41 %) are having sixteen years of education, with only 2.58% respondents having eighteen years of education.

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

Exhibit 2: Educational Qualification of the Sample

Age

The Age of the respondents is grouped into two categories. The First group is the *Young Age* group with the age between 23-30 Years. The *Middle Age* group is the second group with age between 31-40 Years. In the Information Technology Sector, clearly the concentration is in the Young Category that comprises 73.54% of the sample while the Middle aged group represents only 26.46% of the respondents.

Percentage of Sample Having	
Young	Middle Aged
73.54	26.46

Exhibit 3: Age of the Sample

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

Exhibit 4: Average Age of the Sample

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

Experience

The Years of Service or Experience of the respondents are categorized in to four groups: Group 1: 6 months-2 Years, Group 2: 2.5-5 Years, Group 3: 6-10 Years and Group 4 represents people with more than 10 Years of Experience. As is see in the Exhibit 5, the highest number of respondents (37.41%) falls under Group 2

followed by Group 3 (30.32%). Group 1 has only 22.58% of the respondents while only 9.67% people are left in Group 4 with more than ten years of experience.

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

Exhibit 5: Experience of the Sample

Thus, as seen in the Exhibit 5, the majority of the present sample are found to have less than five years experience, while people having experience beyond ten odd years and more are found to be very less.

Tenure in the present job

The tenure of the respondents in the present study has been grouped into three categories. These are: 6 months -2 Years, 2.5-5 Years and 5+ Years of tenure in their present job. In the present study the highest number of people (49.03%) is found to have a maximum of two years of experience. 38.06% of the respondents are found to have up to five years of tenure in the present job and the size is while people being in the present job for more than five years are found to very few (12.91%).

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

Exhibit 6: Average Tenure in the Present Job

Percentage of Sample Having Tenure in the Present Job of		
0.6-2 Years	2.5-5 Years	5+ Years
49.03%	38.06%	12.91%

Exhibit 7: Tenure of the Sample

On an average, the participants of the present study are found to be in their present job for around three years.

I. Tool

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

After thus identifying the priority of the different organizational outcomes for the employees, they were then asked to answer the following two questions to determine the other two components of the Expectancy theory model, viz. instrumentality and expectancy:

- What, according to you, is the relationship between your present level of performance and the attainment of these outcomes?
- What, according to you, is your chance of putting in your 100% effort in your job?

II. Method Of Data Collection

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

Statistical Techniques

Data Analysis

The Statistical Package for the Social Sciences (SPSS) version 19 was utilised to analyse and present the data in this research, with frequency tables. The upper level of statistical significance for null hypothesis testing was set at 5%. All statistical test results were calculated at the 2-tailed level of significance in accordance with the non-directional hypotheses presented (Sekaran, 2000).

Findings of the Present Study

The fourteen items of the questionnaire were found to assume different levels of importance as is evident from the response of the sample of the present study. The mean and standard deviation of the participants' responses to each of the fourteen items of the scale 'What Motivate the Employee?' is presented in the following table.

Table 1 presents these items arranged in order of priority on the basis of the mean score of each of these items. A lower score indicates more importance being given to an item compared to the ones having a greater score.

Table 1: What Motivates People?

Order of Priority	Item Number	Items	Mean Value
1	2	Adequate Salary	4.20
2	1	Job Security	4.63
3	6	Interesting work	5.16
4	4	Opportunities for Promotion	5.90
5	5	Comfortable working Conditions	6.56
6	9	Responsibilities and Independence	7.03
7	10	Doing Something Worthwhile	7.77
8	14	Pay according to ability and Competence	8.13
9	3	Fringe Benefits (Perks etc)	8.63
10	11	Considerate and Sympathetic Superior	8.70
11	7	Sound Company Policies and Practices	8.93
12	8	Respect and Recognition	9.03
13	13	Restricted hours of Work	10.06
14	12	Technically Competent Superior	10.26

Table 1: What Motivates People

Motivational force for each of the employees was calculated on the basis of the multiplicative function of valence, instrumentality and expectancy, following Equation 1, as given earlier. The Figure below (Figure 7) depicts the motivational force of the present sample (with the mean and standard deviation).

Table 2: Mean and Standard Deviation of Motivational Force of the Sample

Motivational Force of The Sample (n = 155)	
Mean	61.43
Standard Deviation	21.248

Table 3: Pearson Correlation of Tenure on the present Job of the Sample

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

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

As seen in Table 3, there exists a statistically significant positive relationship between Employee Motivational Force and their Tenure (in years) in the present job ($r = .371$, $p < 0.01$)

Table 4: Anova for Equality of Mean Motivational Force of Employees of different Levels of Tenure in their present Job

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

Table 4 shows that, F-value is 1.714 and the corresponding p-value is <0.034 . Therefore we can safely reject the null hypothesis and conclude that an individual's tenure in present job and motivational force has a significant relationship.

III. Discussion

The findings of the present study seem to lend support for one of the most significant process theories of human motivation, viz. Vroom's expectancy theory. The study has been conducted on the employees of IT and IT enabled services in Kolkata, who are predominantly young (the average age being less than thirty) professionals (with the majority having a technical qualification and quite a few of them are also exposed to management education). The present sample is predominantly male (with around eighty percent). Please refer

to Exhibits 1 to 7 for the description of the sample. The aim of the present study was to identify what people usually look for from their jobs. The present findings seem to indicate a distinct preference of these employees for some of the possible outcomes from their jobs over some others. Table 1 shows the outcomes people would normally expect from their jobs, presented in order of priority on the basis of the responses of the participants of the study.

Thus, employees seem to put maximum emphasis on the salary to be expected from their job. This comes hardly as a surprise to anybody. As we find here, no one seems to ignore the importance of salary as a powerful factor in determining one's level of motivational force, irrespective of their background or level in the organizational hierarchy. One point probably needs to be noted here. The salary per se may not be as important but this at least indirectly reflects the relative position and status of an individual in an organization vis-à-vis his other colleagues. The importance put on salary and earning might seem to apparently contradict the presence of so-called higher order needs, as noted by Maslow (1954) and Alderfer (1969). In contrast, this seems to highlight the importance of a sense of perceived equity in determining one's willingness to spend effort in his or her job, in line with Adam's (1969) equity theory.

The item second highest in terms of the relative importance for the employees is found to be job security. Given to the high level of uncertainty, accentuated even more by the recent spate of recession all over the world, the fear of losing one's job seems to be palpable. Possibly, this strong concern for security, one of a lower order needs in Maslow's famous hierarchy of needs, might be a reason for the relative less emphasis on other higher order needs in play, as we know the higher order needs are manifested only when the lower needs are at least reasonably well satiated.

The third in the hierarchy is found to be the 'interesting work'. We traditionally know that the job-content factors are typically the critical factors determining the employee motivation (Herzberg, et al, 1959), and the finding of the present study is not any exception. After perhaps the very basic survival needs of employees are being taken care of, the next most urgent need, especially for these highly educated professional groups of people, becomes the nature of the job. In contrast to the first two factors, i.e. 'adequate salary' and 'job security', which are universally recognized basic needs for the employees, the expectation of the nature of the job to be interesting enough become most urgent. This therefore seems to offer a clue to retaining employees in their job. If the employers can craft the job in such a way as to make it challenging and interesting enough, the hope to retain their employees for a higher period of time might be possible. It may not be a too costly proposition, but it certainly requires a reorientation of the thought processes and some amount of innovation and ingenuity on the part of the authority. And it surely worth it to invest as this would ensure the continuation of the human capital in the organization for a longer period.

What this young generation dread in their job is stagnation. If the scope for growth and development is limited in any job, it is only expected that people will leave their job for better growth prospect at somewhere else. This is being evident from the present study as well with the 'opportunities for promotion' being rated as the fourth most important thing that people would look for in their jobs. The workplace is where people spend more of their waking time than at home and if that place is not comfortable enough, they eventually would start feeling the pressure. A change then would certainly look better. This is one of the job-context factors that take care of ensuring to keep the dissatisfaction in the job at a minimum level (Herzberg, et al, 1959). Today, with all the new age high tech multinational companies from across the globe has changed the office structure considerably, and people have been used to a minimum level of comfort at their job. This is perhaps the least the company can offer to retain their employee and a simple cost-benefit analysis would certainly support the view. The cost of making the office comfortable is far out-weighed by the attrition cost of the valued employees of an organization.

The next two in the table, viz. 'responsibilities and independence' and 'doing something worthwhile' reflect the higher order needs in the Maslow's need hierarchy model, corresponding roughly to the need for self esteem and self-actualization needs respectfully. These also refer to job-content needs responsible for ensuring employee motivation, and when fulfilled, at least to a reasonable level, would ensure employees' commitment and willingness to continue in the job. These, along with an effort to make the job interesting enough, should be looked rather carefully, as this certainly seems to hold some clue to minimize employee turnover. The rest of the items, from the ranking order eight to fourteen (Refer to Table 1), all refer to the job-context factors, which may not enhance the motivation of the employees to actively contribute to their job, may nevertheless prove dangerous if overlooked for long, as these would ultimately may lead them to leave their jobs.

Thus we find the *Adequate Salary* topping the list of outcomes sought for the IT professionals, being closely followed by *Job Security*. *Nature of Job* and *Career Advancements* are considered quite seriously with *Responsibility and Independence* and *Doing Something Worthwhile*, following closely in the list. However, contrary to popular belief, they do not seem to mind too much about the long hours that they usually put in their job. To have *Pay according to One's Ability and Competence* is of moderate importance while other job-context

factors such as quality of supervision, perks and fringe benefits and company policies seem to have lesser importance for the IT professional.

Determination of the relative preference for different possible outcomes in the job would identify the valence score in Vroom's motivational force, which is one of the components of the multiplicative model. This, when multiplied with other two components of motivational force, viz. expectancy and instrumentality would determine employee motivational force or the willingness to expend effort (Equation 1). The findings of the present study shows a significant positive relationship between employee motivation and their tenure in present job ($p<0.034$) of the employees which is significant at 5% level (Table 3 and 4, Pearson and ANOVA Table). Thus, we may say that an employee with a low motivational force would have an intention to leave the job, while with a high level of motivational force an employee would have a lower turnover intention and better organizational commitment.

Thus, the findings of the present study seem to suggest that, taken as a whole, the employees in the IT sector in and around Kolkata have a rather moderate level of motivation, and consequently, a higher level of dissatisfaction. This probably explains the phenomenon of the high level of employee turnover prevalent in this sector as reflected in the low average job tenure in of these people (average tenure being only 3 years; refer to Exhibit 6). This seems to confirm the popular belief that employees in this sector are more of 'rolling stones' with a minimum possibility of 'gathering moss on them'. There seems to be a continuous shift all the time in this particular sector. The greater job opportunities in the IT sector, the so called 'sunrise' sector of Indian economy, compared to other job sector could well be a reason for this. The lack of job security in this sector, which is often triggered by factors beyond the direct control of the people in this country alone, is also a serious concern for the employees for rather obvious reasons. Not being assigned to any project or being sidelined, known as 'benched' in their parlour, is one of the worst nightmares for the people. If someone is as unfortunate as being 'benched' for some period of time, s/he seems to be negatively marked and would certainly have a blotch on his/her CV. To avoid such a contingency, people seem to be always on the move and prefer changing the job rather than becoming redundant.

Thus, it is no wonder that people are perennially on the move and changing their job quite frequently. It has almost become the norm of the day, and if someone is found to be in the same job for a relatively longer period of time, others feel rather surprised! However, this is hardly a welcome scenario. This indicates that they hardly tend to stay with their job for more than three years on an average. In order to find and retain the right people for the job, international businesses in India need to redesign their reward and recognition packages according to the local culture. There is no universal attrition management solution for every company. Each organization has to build its own motivation system based on compatibility between organizational and individual goals. Attracting and retaining top talent is a major concern of most information technology (IT) companies. The pressure to perform and produce at a cheaper rate to beat the competitors and gain a wider market share is prompting the organizations to take a somewhat ruthless approach. This, in turn, is taking its toll and is manifested in lower employee loyalty and commitment towards the organization. Thus, we find people are changing their jobs fast. The incident of employee attrition is most pronounced in the IT sector. Job hopping is by means restricted to only young generation. Older people are also changing their jobs almost as frequently as the younger ones.

The consequences of frequent job changes are many, but the most affected area is loyalty towards the organization. The word loyalty has become rather old fashioned today and seems no more to be considered a success mantra. Loyalty, which once has been considered a fundamental value in an Indian organization, seems to be losing its relevance almost completely. It is admittedly difficult to ascertain the true cause-and-effect relationship in this context, that is to say, whether the absence of feeling of loyalty on the part of the employees is actually triggered by the lukewarm attitude of the organization towards their employees in the first place. Nevertheless, the outcome is evidently not a positive one. Evidently, the erosion in employee loyalty and commitment is due to an acute feeling of apprehension and insecurity in them that is progressively reinforced by the complete ruthless attitude on the part of the people in charge of the organizations.

IV. Conclusion

In the conclusion I would like to state that the findings of the present study seem to identify some of the possible factors that may help to restrain the employee downturn in the organization. It is also to note that employee motivation can never be seen as a monolithic structure and the organization can hardly adopt ways that would be applicable equally well to all the employees. Though changing the preference for various organizational outcomes (the valence) of the adult matured employees would not be normally possible, what the organization could aim for is to strengthen the perception of instrumentality through revising the organizational policies and bringing in more transparency in the system. Secondly, it should also attempt to enhance the feeling of self-efficacy of the employees through proper exposure, experience to handle even difficult projects and providing adequate training to enhance their skill level and expertise.

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