CHAPTER 5
FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 INTRODUCTION

This chapter summarizes the findings by the testing the hypotheses towards the direction of objectives with scientific approach for recommending best HR practices for retaining highly knowledgeable ICT professionals in India and Canada.

5.2 FINDINGS OF THE STUDY

5.2.1 Various relationships between socio-demographic factors and study variable

a. Impact of Geographic Environment on Various Dimensions of the study

The study statistically proved significant differences between the geographical environment and organizational commitment (and its dimensions), OCB, overall job satisfaction, turnover intentions and the HR practices of the ICT organization. It is evident that there is a
significant difference between Indian and Canadian professionals with regard to organizational commitment in the dimensions of affective commitment, continuance commitment and normative commitment, OCB, overall job satisfaction, turnover intentions and also there is a significance difference in the HR practices dimensions of Resourcing and integration, Communication and participation, Career Development, Employability, Compensation and Rewards, Team work and the overall HR practices. Also, it is evident that there is no significant difference between Indian and Canadian professionals with regard to the HR practices dimensions of Job Design, Training, Performance Management, and Job Security.

With regard to the OCB, the calculated value is $z = 14.149$ is more than the table value, hence, the null hypothesis is rejected. It is proved that there is a significant relationship between geographical environment and OCB among the ICT professionals.

With regard to organizational commitment and its dimensions, the calculated value $z = 3.43$ is more than the table value, the null hypothesis is rejected. It is proved that there is a significant relationship between geographical environment and organizational commitment among the ICT professionals.
With regard to the overall job satisfaction, the calculated value \( z = 7.648 \) is more than the table value, the null hypothesis is rejected. It is proved that there is a significant relationship between geographical environment and overall job satisfaction among the ICT professionals.

With regard to the turnover intentions, the calculated value \( z = 4.481 \) is more than the table value, the null hypothesis is rejected. It is proved that there is a significant relationship between geographical environment and turnover intentions among the ICT professionals.

Regarding HR practices, the calculated value \( z = 6.607 \) is more than the table value, the null hypothesis is rejected. It is proved that there is a significant relationship between geographical environment and HR practices among the ICT professionals.

**b. Impact of Age on Various Dimensions of the study**

The study reveals the significant relationship between age and organizational commitment and its dimensions, OCB, overall job satisfaction, turnover intentions and the HR practices of the ICT organization. It is evident that there is a significant relationship between the age with regard to organizational commitment in the dimensions of affective commitment and continuance commitment, OCB, and also
there is a significance difference in the HR practices dimensions of Communication and participation, Job Design, Career Development, Performance Management, Compensation and Rewards, Team work, and the overall HR practices. However there is no significant relation between the age with regard to normative commitment, turnover intention, overall job satisfaction and the HR practices dimensions of Resourcing and integration, Training, Job Security, and Employability.

c. Impact of Tenure with current employer on the Various Dimensions of the Study

The study reveals the significant relationship between tenure with the current employer and organizational commitment and its dimensions, OCB, overall job satisfaction, turnover intentions and the HR practices of the ICT organization. It is evident that there is a significant relationship between the tenure with regard to organizational commitment in the dimensions of affective commitment and continuance commitment, OCB, and also there is a significance difference in the HR practices dimensions of Communication and participation, Job Design, Career Development, Performance Management, Compensation and Rewards, and the overall HR practices.
However there is no significant relation between the tenure with regard to normative commitment, turnover intention, overall job satisfaction and the HR practices dimensions of Resourcing and integration, Training, Job Security, Employability and Team work. The tenure and continuance commitment factors are most positively correlated, followed by overall organizations commitment, OCB, overall HR practices, and the dimensions of Compensation and Rewards, Job Design, Communication and Participation and positively correlated.

d. Impact of Total Experience on Various Dimensions of the Study

The study reveals the significant relationship between total experience and organizational commitment (and its dimensions), OCB, overall job satisfaction, turnover intentions and the HR practices of the ICT organization. Also, it is evident that there is a significant relationship between the total experience with regard to organizational commitment in the dimensions of affective commitment and continuance commitment, OCB, and also there is a significance difference in the HR practices dimensions of Communication and participation, Job Design, Career Development, Performance Management, Compensation and Rewards, and the overall HR practices.
However there is no significant relation between the total experience with regard to normative commitment, turnover intention, overall job satisfaction and the HR practices dimensions of Resourcing and integration, Training, Job Security, Employability and Team work. The total experience and continuance commitment factors are mostly positively correlated, followed by overall organizations commitment, OCB, overall HR practices, and the dimensions of Compensation and Rewards, Job Design, Communication and Participation and positively correlated.

e. Impact of Annual Salary on Various Dimensions of the study

The study reveals that there is significant relationship between annual salary and the dimensions of organizational commitment, OCB, overall job satisfaction, turnover intentions and the dimensions of HR practices.

With regard to OCB, the calculated value Chi-square = 196.212 is more than the table value, the null hypothesis is rejected. There is a significant relationship between annual salary and OCB among the ICT professionals.
With regard to organizational commitment, the calculated value Chi-square = 229.256 is more than the table value, the null hypothesis is rejected. There is a significant relationship between annual salary and organizational commitment among the ICT professionals.

With regard to overall job satisfaction, the calculated value Chi-square = 87.608 is more than the table value, the null hypothesis is rejected. There is a significant relationship between annual salary and overall job satisfaction among the ICT professionals.

With regard to turnover intentions, the calculated value Chi-square = 78.896 is more than the table value, the null hypothesis is rejected. There is a significant relationship between annual salary and turnover intentions among the ICT professionals.

With regard to HR practices, the calculated value Chi-square = 185.485 is more than the table value, the null hypothesis is rejected. There is a significant relationship between annual salary and HR practices among the ICT professionals.
f. Impact of Academic qualification on Various Dimensions of study

The study reveals there is significant relationship between academic qualification of the ICT professionals and the dimensions of organizational commitment, OCB, overall job satisfaction, turnover intentions and the following dimensions of HR practices; Resourcing and integration, Training, Career Development, Compensation and Rewards, Team work and overall HR practices. However, there is no significant relationship between academic qualification and Communication and participation, Performance Management, Job Security and Employability.

With regard to OCB, calculated value Chi-square = 71.963 is more than the table value, the null hypothesis is rejected. There is a significant relationship between academic qualification and OCB among the ICT professionals.

With regard to organizational commitment, the calculated value Chi-square = 38.691 is more than the table value, the null hypothesis is rejected. There is a significant relationship between academic qualification and organizational commitment among the ICT professionals.
With regard to overall job satisfaction, the calculated value Chi-square = 35.49 is more than the table value, the null hypothesis is rejected. There is a significant relationship between academic qualification and overall job satisfaction among the ICT professionals.

With regard to turnover intentions, the calculated value is Chi-square = 32.835 is more than the table value, the null hypothesis is rejected. There is a significant relationship between academic qualification and turnover intentions among the ICT professionals.

With regard to HR practices, the calculated value is Chi-square = 49.706 is more than the table value, the null hypothesis is rejected. There is a significant relationship between academic qualification and HR practices among the ICT professionals.

g. Impact of Gender on Various Dimensions of the study

The study shows that the significant differences between the gender and organizational commitment and its dimensions, OCB, overall job satisfaction, turnover intentions and the HR practices of the ICT organization. Also, it is evident that there is a significant difference between male and female professionals with regard to affective commitment, overall job satisfaction, turnover intentions and also there
is a significance difference in the HR practices dimension of Resourcing and integration. However, the study reveals that there is no significant difference between male and female professionals with regard to the organizational commitment, OCB and HR practices dimensions of Communication, Job design, Training, Career Development, Performance management, Job security, Employability, Compensation and Rewards and Teamwork.

With regard to OCB, the calculated value is $z = 0.706$ is less than the table value, the null hypothesis is accepted. There is no significant relationship between gender and OCB among the ICT professionals.

With regard to organizational commitment, the calculated value is $z = 1.955$ is less than the table value, the null hypothesis is accepted. There is no significant relationship between gender and organizational commitment among the ICT professionals.

With regard to overall job satisfaction, the calculated value is $z = 3.404$ is more than the table value, the null hypothesis is rejected. There is a significant relationship between gender and overall job satisfaction among the ICT professionals.

With regard to turnover intentions, the calculated value is $z = 6.785$ is more than the table value, the null hypothesis is rejected. There
is a significant relationship between gender and turnover intentions among the ICT professionals.

With regard to HR practices, the calculated value is \( z = 0.143 \) is less than the table value, the null hypothesis is accepted. There is no significant relationship between gender and HR practices among the ICT professionals.

**h. Effects of Marital Status on Various Dimensions of the study**

The study shows that there is significant relationship between marital status of the ICT professionals and the organizational commitment and its dimensions of affective and continuance commitment, and Career Development and overall HR practices. However, there is no significant relationship between marital status of ICT professionals and normative commitment, OCB, turnover intentions, overall job satisfaction and HR practices dimensions of Resourcing and Integration, Communication, Job design, Training, Performance management, Job security, Employability, Compensation and Rewards, and Teamwork.

With regard to OCB, the calculated value is Chi-square = 0.520 is less than the table value, the null hypothesis is accepted. There is no
significant relationship between marital status and OCB among the ICT professionals.

With regard to organizational commitment, the calculated value is Chi-square = 6.139 is more than the table value, the null hypothesis is rejected. There is a significant relationship between marital status and organizational commitment among the ICT professionals.

With regard to overall job satisfaction, the calculated value is Chi-square = 0.423 is less than the table value, the null hypothesis is accepted. There is no significant relationship between marital status and overall job satisfaction among the ICT professionals.

With regard to turnover intentions, the calculated value is Chi-square = 0.692 is less than the table value, the null hypothesis is accepted. There is no significant relationship between marital status and turnover intentions among the ICT professionals.

With regard to HR practices, the calculated value is Chi-square = 8.137 is more than the table value, the null hypothesis is rejected. There is a significant relationship between marital status and HR practices among the ICT professionals.
5.2.2 Relationships among Organizational Commitment, OCB, Overall Job Satisfaction, Turnover Intentions, and HR Practices

a. Impact of OCB on various dimensions of the study

The study proved the existence of relation between OCB and turnover intentions. \( r = -0.476 \), which say that there is moderately negative linear relationship between OCB and turnover intentions. It shows that when OCB is high the turnover intentions will be low with regard to the ICT professionals.

The existence of relation between OCB and turnover intentions proved as the value of \( r = 0.685 \), which say that there is high positive linear relationship between OCB and overall job satisfaction. It shows that when OCB is high the overall job satisfaction will be high with regard to the ICT professionals.

The study proved the existence of relation between OCB and organizational commitments and its dimensions. For affective commitment \( r = 0.659 \), for continuance commitment \( r = 0.398 \), for normative commitment \( r = 0.621 \) and for overall organizational commitment \( r = 0.634 \) respectively. All of above stated factors have
high positive linear relationship with OCB, but continuance commitment is moderately linearly related to OCB.

The study proves the existence of relation between turnover intentions and organizational commitments and its dimensions. For affective commitment $r = -0.683$, for continuance commitment $r = -0.488$, for normative commitment $r = -0.573$ and for overall organizational commitment $r = -0.671$ respectively. The above stated factors have high negative linear relationship with the turnover intentions. But continuance commitment is moderately negatively linear related to turnover intentions.

The study proves the existence of relation between overall job satisfaction and organizational commitments and its dimensions. For affective commitment $r = 0.769$, for continuance commitment $r = 0.535$, for normative commitment $r = 0.601$ and for overall organizational commitment $r = 0.634$ respectively.

The study proves that the overall job satisfaction negatively correlates with turnover intentions and the $r$ value is $-0.587$. 
b. Impact of HR practices on Organizational Commitment

The study proves that organizational commitment is influenced by the following HR practices dimensions, Resourcing and Integration $r = 0.757$, Communication $r = 0.805$, Job design $r = 0.675$, Training $r = 0.714$, Career Development $r = 0.659$, Performance management $r = 0.639$, Job security $r = 0.679$, Employability $r = 0.574$, Compensation and Reward $r = 0.744$, and Teamwork practices $r = 0.743$. There is a highly positive linear trend with regard to HR practices bundle $r = 0.908$.

The study proves that affective commitment is influenced by the following HR practices dimensions, Resourcing and Integration $r = 0.712$, Communication $r = 0.634$, Job design $r = 0.628$, Training $r = 0.71$, Career Development $r = 0.647$, Performance management $r = 0.574$, Job security $r = 0.528$, Employability $r = 0.62$, Compensation and Reward $r = 0.722$, and Teamwork practices $r = 0.716$. There is a highly positive linear trend with regard to HR practices bundle $r = 0.851$.

The study proves that continuance commitment is influenced by the following HR practices dimensions, Resourcing and Integration $r = 0.464$, Communication $r = 0.688$, Job design $r = 0.624$, Training $r = 0.385$, Career Development $r = 0.616$, Performance management $r = 0.851$.
0.651, Job security \( r = 0.648 \), Employability \( r = 0.503 \), Compensation and Reward \( r = 0.673 \), and Teamwork practices \( r = 0.665 \). There is a highly positive linear trend with regard to HR practices bundle \( r = 0.782 \).

The study proves that normative commitment is influenced by the following HR practices dimensions, Resourcing and Integration \( r = 0.702 \), Communication \( r = 0.576 \), Job design \( r = 0.587 \), Training \( r = 0.585 \), Career Development \( r = 0.538 \), Performance management \( r = 0.513 \), Job security \( r = 0.641 \), Employability \( r = 0.392 \), Compensation and Reward \( r = 0.606 \), and Teamwork practices \( r = 0.621 \). There is a highly positive linear trend with regard to HR practices bundle \( r = 0.762 \).

The study proves that OCB commitment is influenced by the following HR practices dimensions, Resourcing and Integration \( r = 0.81 \), Communication \( r = 0.656 \), Job design \( r = 0.613 \), Training \( r = 0.791 \), Career Development \( r = 0.696 \), Performance management \( r = 0.565 \), Job security \( r = 0.379 \), Employability \( r = 0.569 \), Compensation and Reward \( r = 0.698 \), and Teamwork practices \( r = 0.494 \). There is a highly positive linear trend with regard to HR practices bundle \( r = 0.860 \).
The study proves that overall job satisfaction is influenced by the following HR practices dimensions, Resourcing and Integration $r = 0.803$, Communication $r = 0.616$, Job design $r = 0.609$, Training $r = 0.710$, Career Development $r = 0.658$, Performance management $r = 0.642$, Job security $r = 0.509$, Employability $r = 0.634$, Compensation and Reward $r = 0.705$, and Teamwork practices $r = 0.628$. There is a highly positive linear trend with regard to HR practices bundle $r = 0.749$.

The study proves that turnover intentions is influenced by the following HR practices dimensions, Resourcing and Integration $r = 0.447$, Communication $r = 0.501$, Job design $r = 0.526$, Training $r = 0.606$, Career Development $r = -0.353$, Performance management $r = 0.36$, Job security $r = 0.579$, Employability $r = 0.394$, Compensation and Reward $r = -0.493$, and Teamwork practices $r = 0.517$. There is a highly positive linear trend with regard to HR practices bundle $r = 0.686$. 
5.2.3 Regression equation derived for this model:

The regression equation model derived for this study:

\[ Y = -0.91 + 1.24 X_1 - 0.030 X_2 + 0.177 X_3 \]

Multiple R = 0.459; Adjusted \( R^2 \) = 0.207; \( R^2 \) = 0.210; Standard error = 0.445

The F value of 56.216 is significant at the 0.000 level, which indicate that overall regression equation is highly significant in moderating effect. To test whether each moderator separately accounts statistically significant variations in the HR practices and Turnover intentions, t test were carried out. The t values for the individual moderator variables were highly significant. \( R^2 \) value implies that the above mentioned moderators in the equation explain the moderating effect up to 21 percent with the HR practices and turnover intentions.

5.2.4 Moderating Role of Organizational Commitment, OCB, and Overall Job satisfaction

The Moderating Role of Organizational Commitment, OCB, and Overall Job satisfaction on the HR practices and Turnover intentions relationship is proved in this research (see tables 4.13, 4.14, 4.15)
5.3 LIMITATIONS AND SUGGESTIONS

The present study enlightens a new direction and interest with regard to turnover among highly skilled professionals, yet several limitations should be considered. For one, given the low response rate when considering the combined size of the Indian and Canadian ICT industry, the results may be influenced by non-response bias and volunteer bias. In addition, cross-sectional data cannot confirm the direction of causality implied in the research model. Longitudinal studies are thus needed in order to validate the predictive and moderating dimensions of the model through the integration of the construct “actual turnover.” Such a study can only examine strength of relationships between variables at a fixed point in time – causality cannot be determined. However, the cross-sectional design did allow an analysis of how several important variables related to one another in an organizational setting.
5.4 DIRECTIONS FOR FUTURE RESEARCH

There are several directions for future research. Researchers should view actual turnover as one extremity of a withdrawal continuum. Less extreme manifestations might include job search behaviors such as contacting employment agencies, sending out resumes and attending job interviews. Turnover is thus transformed from a binary to a continuous variable, while providing insights into what causes ICT personnel to leave.

Further research could examine a wider variety of antecedents of turnover intentions including previously studied variables such as role ambiguity, role conflict and career opportunities (Baroudi, 1985; Guimaraes & Igbaria, 1992; Igbaria & Greenhaus, 1992) as well as new variables such as supervisor-employee relationship (Griffeth et al. 2000). Future work in this area could also include other potential predictors of citizenship behaviors and organizational commitment such as trust in leader, leader support, personality traits (Podsakoff et al., 2000; Penner, Midili, & Kegelmeyer, 1997) and other HR practices like selective hiring, exit interviews (Pfeffer & Veiga, 1999; Caldwell, Chatman, & O’Reilly, 1991).
It has often been asserted that organizational effectiveness can be improved only when HR practices and policies are consistent or aligned with organizational and environmental contingencies (Jackson & Schuler, 1995). For instance, there is evidence that the effectiveness of various HR policies and practices is dictated by the proper alignment between a firm’s overall business strategy and the HR plan (Youndt et al. 1996; Wright & Boswell 2002; Wright, Dunford & Snell, 2001). Future research could examine the influence of such contingency variables in order to clarify the role of HR practices on individual and organizational outcomes.

Also it can further studied whether certain HR practices are related to turnover intentions only when used in conjunction with other practices. It is possible, for example, that information sharing is related to turnover intentions only when it is part of a broader program designed to enhance employees’ participation in the decision making process.

As reported by Meyer and Smith (2000), this issue has been raised by researchers interested in the impact of HR practices on productivity and organizational effectiveness (Becker & Gerhart, 1996;
Delery & Doty, 1996), and represents an important direction for future research.

Further research should investigate turnover in a variety of organizational and cultural contexts. It would be interesting, for instance, to identify the predictors of turnover for other professional groups in various geographical environments as most of the Indian ICT professionals seems to be more satisfied and committed if they have a chance to work in a foreign location more specifically US locations.

Furthermore, future research should clarify further the direction of relationship between turnover intentions and OCB behaviors and organizational commitment in ICT industry perspective. Indeed, one cannot rule out the possibility of an inverse relationship between OCB-helping behaviors and turnover. A high rate of turnover may increase the fragility of the social and knowledge capital within work groups and thus reduce the possibilities of reciprocal support and helping behaviors.

The findings from this study should be replicated. Although several important findings were identified here, and they were identified in an industry specific diverse sample, another study showing the same findings with different participants is important for generalizability. Replication also would be valuable because the scales used in this study
even though validated and extensively used in western industrial environments and had not been used in Indian ICT industry would broaden knowledge of the scales for cross national studies.

An important direction for future research should be to further explore the generalization of high performance/high commitment HR practices bundles which may retain the ICT professionals. Other factors like organizational culture, organizational effectiveness which is the expected outcomes of a perfect HR practices bundle can be studied in the ICT sector.

Many HR practices dimension were not included in the present study because of practical limitations. Future research should investigate the role that some of these individual difference factors, such as personality, motivations, morale and organizational support.

Direction for future research should be examining the complementing and contributive nature of HR practices which may lead an ICT organization to the highly desired result oriented and highly competitive ICT enterprise.

The present study (similar to most of the research in this area) relied on single methods. Future research should attempt to gather data from multiple sources including employee self-reports, co-workers,
supervisors and company records, as well as multiple methods such as structured interviews, questionnaires, and observation.

In conclusion, the primary goal of the current study was to provide empirical evidence that effective HR practices may reciprocally contribute to positive key attitudinal and behavioral outcomes often considered necessary conditions for the improvement of organizational performance. The results clearly reveal that HR practices play, directly or indirectly, a determining role in the development of increased organizational commitment, the adoption of extra-role behaviors, job satisfaction and the decision to stay with the organization. This study also proved the moderating effects of these employee outcomes on the HR practices and turnover intentions relationship.

A precise mechanisms and/or channels of investments in a comprehensive HR strategy that lead to positive outcomes have not been definitively identified, the results imply that highly skilled professionals should not be managed as disposable productive resources but rather, should be considered as humans beings with specific needs and interests. They should therefore be granted fair rewards, opportunities to learn and innovate, recognition of peers and managers, attainment of new levels of responsibility and empowerment. In short,
ICT industry need to bolster highly skilled professionals’ sense of self worth by treating them as intellectual assets, not as operating expenses, and by trusting them and supporting their career experiences. They can thus gain a competitive advantage by keeping the employees’ skills and experience within the organization rather than outside it. Also, the above said directions can be helpful in policy formulations for ICT industry to retain highly potential workforce and to identify the organizational specific best HR practices bundle which are both complementary and contributive towards achieving and exceed the desired organizational performance.