ABSTRACT

Human intellectual capabilities bring about spectacular changes in lifestyles and livelihood of the people throughout the world. Following globalisation, both domestic and global markets are dynamic and hypercompetitive where organisations are trying to optimise their goals through innovation, speed and adaptability. These are often derived from an organisation’s own human resources. Hence, one of the major objectives of organisations is to employ and retain skilled and talented employees. On the other hand, these employees are in search of optimum price for their talent or skill. The departure of talented employees is considered as costs to organisations and this cost becomes higher when valued employees leave the organisation.

Voluntary employee turnover, the focus of this study, is the outcome of the interactions among multidimensional causal variables and attributes of different disciplines. Most of the existing studies on employee turnover have dealt with unidimensional causal aspect of the employee turnover phenomenon. The present study is a multidimensional approach to the study on employee turnover with the major objective to bridge this existing research gap. For the sake of simplicity, we classified the plausible causal factors of employee turnover into ‘Pull’ and ‘Push’ factors.
Based on primary survey, this study tries to explore the reasons behind Information Technology employees’ leaving one organisation for another. Present study dealt with six plausible employee turnover causal factors: ‘Higher-Salary’, ‘Higher-Portfolio’, ‘Higher Company-Brand-Name’, ‘Breach of Commitment’, ‘Scope of Foreign Assignment’ and ‘Others’. We have developed a theoretical framework and an employee turnover model.

The study revealed that ‘Higher-Salary’, ‘Higher-Portfolio’ and ‘Higher Company-Brand-Name’ are chronologically the three most important pull factors of employee turnover across age and gender. Employee’s attitude combined with decent financial package and the opportunity to optimally use one’s skill in the organisation are found to be strongly related to job involvement and organisational commitment and that actually reduces employee’s propensity to leave organisations. Young employees are found to have higher propensity to change organisations. The financial packages and employees’ attitude, the critical driving factors for IT professionals’ frequent change of organisations, may lead to lower organisational loyalty and that could be the future research agenda.