CHAPTER – V

FINDINGS, SUGGESTIONS AND CONCLUSION

FINDINGS

a. **Perceived Organization Support**

Perceived Organizational Support (POS) refers to employees’ perception concerning the extent to which the organization values their contribution and cares about their well-being. (POS) is the degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills employees' socio emotional needs. POS has been found to have important consequences for employee performance and well-being.

POS is generally thought to be the organization’s contribution to a positive reciprocity dynamic with employees, as employees tend to perform better to reciprocate received rewards and favorable treatment. According to the perceived organizational support research on perceived organizational support began with the observation that if managers are concerned with their employees’ commitment to the organization, employees are focused on the organization’s commitment to them. For employees, the organization serves as an important source of socio emotional resources, such as respect and caring, and tangible benefits, such as wages and medical benefits. Being regarded highly by the organization helps to meet employees’ needs for approval, esteem, and affiliation. Positive valuation by the organization also provides an indication that increased effort will be noted and rewarded. Employees therefore take an active interest in the regard with which they are held by their employer.

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Organizational support theory holds that in order to meet socio emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Such perceived organizational support (POS) would increase employees’ felt obligation to help the organization reach its objectives, increase their identification with the organization, and contribute to their expectation that improved performance would be rewarded. Behavioral outcomes of POS would include increased in role and extra-role performance, increased organizational commitment, and decreased stress and withdrawal behaviors such as absenteeism and turnover.

Tabular inferences show that 31% of the respondents agreed the organization valued employees contribution for its wellbeing. 38% of the respondents agreed the organization cared about employees general satisfaction at work. 38% of the respondents agreed the organization strongly considered employees individual goals and values. 38% of the respondents agreed the organization took efforts to make employees job as interesting as possible. 34% of the respondents agreed the organization took pride in employees accomplishments at work. 36% of the respondents agreed the organization took care about individual opinions. 45% of the respondents agreed their organization wished to provide them with the best possible job for which they were qualified. 34% of the respondents agreed their team leaders were proud they were a part of the
organization. 31% majority of the respondents agreed the organization appreciated any extra effort from the employees. 36% of the respondents agreed incase of layoff the organization would prefer to hire someone new rather than reappoint. 29% each of the respondents agreed and strongly agreed that if their job were eliminated the organization would prefer to lay off rather than transfer the employee to a new job. 41% of the respondents agreed the organization feels that there is little to be gained by employing them for the rest of the career. 37% of the respondents agreed the Organization feels that anyone could perform my job as well as that employee. 29% of the respondents agreed the Organization could hire someone to replace at a lower salary. 33% of the respondents agreed if given the opportunity the organization would take advantage of the employee.

b.  **Organization Commitment**

Organizational commitment is one of those concepts that is used in a number of different ways. In most cases, we use the term to refer to a type of employee, that is, an employee with high organizational commitment. In this case, we generally refer to three observable patterns of behavior. When we see an employee exhibiting these patterns of behavior, we attribute these patterns to something we call commitment and we say that individual is committed. More recently, these behaviors have been termed organizational citizenship behaviors. The three components of commitment are:

- Identification with the organization's goals and/or mission manifested in pride in and defense of the organization.
- Long-term membership in the organization and intention to remain with the organization, often termed loyalty
- High levels of extra role behavior, that is, behavior beyond required performance- Often referred to as citizenship behavior or pro-social behavior.
It is important to note that each of these behaviors can be explained from a traditional motivational perspective. For example, many people might work hard to ensure that the organization's mission is realized, not because of any dedication to the organization itself, but because they have identified with that particular social mission. In this case, we must distinguish between commitment to organization (local orientation) and commitment to a profession (cosmopolitan orientation). Likewise, long-term membership can be explained in terms of a continued positive exchange with the organization. In other words, the individual remains satisfied with his or her job and the inducements/contributions balance. It is what happens when individuals become less than satisfied, or potentially better opportunities come along, but the individual continues to remain with the organization that is not easily explained by traditional motivational theories. Loyalty is more than maintaining a relationship. It is maintaining a relationship despite some degree of dissatisfaction with one's benefits from that relationship and/or the existence of better opportunities. High levels of extra role behavior can be explained simply by the desire to succeed (success been anything that individual values). As explained by the expectancy theory of motivation, expect extra role behavior to be exhibited when the individual perceives high expectancy (the belief that his or her efforts will lead to high performance), high instrumentality (the belief that his or her high performance believed to valued outcomes such as pay raises, promotions, or recognition, and a high valence or value for these outcomes. However, commitment exists when individual maintains high levels of next world behavior in spite of low expectancy, lowest mentality, and/or will valence.

An alternative explanation of behavioral stability lies in the concept of commitment. As a force directing behavior, it must be conceptually differentiated from current motivation models - specifically, expectancy and equity. For this reason,
commitment will be defined as a stabilizing force that acts to maintain behavioral direction when expectancy/equity conditions are not met and do not function. Scholl (1981) posits there are at least four possible commitment mechanisms: (1) investments, (2) reciprocity, (3) lack of alternatives, and (4) identification.

Percentage analysis for the dimension organization commitment shows that 32% of the respondents agreed the organization had a great deal of personal meaning. 33% of the respondents agreed they were very happy to spend the rest of their career with the organization. 36% of the respondents agreed they had a strong sense of belonging to the organization. 39% of the respondents agreed they felt emotionally attached to the organization. 35% of the respondents agreed they felt organization’s problems as their own. 43% of the respondents agreed they enjoyed discussing their organization with people outside. 36% of the respondents agreed employees felt like being part of the family in the organization. 44% of the respondents agreed they were extremely glad to choose the organization. 38% of the respondents agreed they took up employment in the organization as a great place to work. 31% of the respondents agreed they were proud to tell others they worked for the organization. 28% of the respondents strongly agreed that their values were in line with the organization values. 36% of the respondents agreed this was the best of all possible IT organizations to work. 31% of the respondents agreed they were happy to spend the rest of their career in this organization if there was simultaneous growth in career and monitory benefits. 36% of the respondents agreed that staying with the organization was a matter of necessity as much as desire. 34% of the respondents agreed the employee would consider working elsewhere if he had not put so much of himself for this organization.
c. **Turnover Intention**

In a human resources context, turnover or staff turnover or labour turnover is the rate at which an employer gains and loses employees. Simple ways to describe it are "how long employees tend to stay" or "the rate of traffic through the revolving door." Turnover is measured for individual companies and for their industry as a whole. If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. High turnover may be harmful to a company's productivity if skilled workers are often leaving and the worker population contains a high percentage of novice workers.

Internal turnover involves employees leaving their current positions and taking new positions within the same organization. Both positive (such as increased morale from the change of task and supervisor) and negative (such as project/relational disruption, or the Peter Principle) effects of internal turnover exist, and therefore, it may be equally important to monitor this form of turnover as it is to monitor its external counterpart. Internal turnover might be moderated and controlled by typical HR mechanisms, such as an internal recruitment policy or formal succession planning.

Unskilled positions often have high turnover, and employees can generally be replaced without the organization or business incurring any loss of performance. The ease of replacing these employees provides little incentive to employers to offer generous employment contracts; conversely, contracts may strongly favour the employer and lead to increased turnover as employees seek, and eventually find, more favorable employment.

High turnover rates of skilled professionals can pose as a risk to the business or organization, due to the human capital (such as skills, training, and knowledge) lost.
Notably, given the natural specialization of skilled professionals, these employees are likely to be re-employed within the same industry by a competitor. Therefore, turnover of these individuals incurs both replacement costs to the organization, as well as resulting in a competitive disadvantage to the business.

High turnover often means that employees are unhappy with the work or compensation, but it can also indicate unsafe or unhealthy conditions, or that too few employees give satisfactory performance (due to unrealistic expectations, inappropriate processes or tools, or poor candidate screening). The lack of career opportunities and challenges, dissatisfaction with the job-scope or conflict with the management have been cited as predictors of high turnover.

Low turnover indicates that none of the above is true: employees are satisfied, healthy and safe, and their performance is satisfactory to the employer. However, the predictors of low turnover may sometimes differ than those of high turnover. Aside from the fore-mentioned career opportunities, salary, corporate culture, management's recognition, and a comfortable workplace seem to impact employees' decision to stay with their employer.

Many psychological and management theories exist regarding the types of job content which is intrinsically satisfying to employees and which, in turn, should minimize external voluntary turnover.

Tabular inferences reveals that 30% each of the respondents responded moderate and disagreed that they could easily become attached to another organization as this one. 30% of the respondents disagreed they had fewer options to consider leaving the organization. 27% of the respondents strongly disagreed that staying in IT profession was a matter of necessity as much as desire. 29% of the respondents responded moderate that they will not be with the organization three years from now. 25% of the
respondents responded moderate that they would probably look for job in a different organization in next three years. 25% of the respondents responded moderate that they thought about quitting the job. 25% of the respondents agreed they had checked out job in another organization previously. 27% of the respondents agreed they would accept any attractive job offer from another organization if received. 32% of the respondents disagreed that Job stress is the main reason to think about quitting this organization. 64% of the respondents disagreed they actively searched for a new job for higher salary and designation level.

d. Personal Profiles

Personal profile gives fine points about employee information in the organization. Findings related to gender reveal that majority of the respondents working in the organization were male (79%). Age details of the employees shows that majority of the respondents belonged to the age group 21-25 years, Education qualification details show that majority of the respondents were under graduates, and monthly income details of the respondents shows that majority of the respondents lay in the income group Rs.15,001 – 20,000.

STATISTICAL FINDINGS

a. Chi-square Test

The Hypothetical testing for association between gender and turnover intention shows that there is no association between gender and turnover intention. Majority of the respondents were male and had moderate responses towards turnover intentions. Likewise majority of the female respondents also had moderate responses towards turnover intentions. Female respondents along with work commitment are also equally committed to towards their family also, which at times leads to turnover plans. Male
respondents aspiring for growth in career and higher prospects may also at times intend to switchover.

Similarly hypothetical testing for association between educational qualification and turnover intention shows that there was association between education qualification and turnover intention. Majority of the respondents were undergraduates and they responded moderate towards turnover intentions. Followed by, post graduates who had low intentions about turnover to another job. Majority of the diploma holders and employees educated in other fields also responded moderate towards turnover intentions.

b. ANOVA

The significant relationship between personal profiles (age and monthly income) with 3 dependent variables Perceived Organization Support, Organization Commitment and Turnover Intention.

The analyzing variable age is found to have significant relationship with Perceived Organization Support, Organization Commitment and Turnover Intention at (.05) level of significance.

The analyzing variable Income is found to have significant relationship with Perceived Organization Support, Organization Commitment and Turnover Intention at (.001) level of significance.

c. Correlation

There exists positive relationship between Perceived Organization Support and Organization Commitment. The strength of relationship between Perceived Organization Support and Organization commitment is high. The relationship between Perceived Organization Support and Organization commitment with turnover intention is negatively correlated.
d. Structural Equation Modeling (SEM)

(i) Perceived Organization Support:

The employee expects the organization to react in positive ways, so that the employees also reciprocate. Hence there will be a positive win – win situation. In this dimension all the variables measure the support that the employee received from the organization. In which when the organization decide to lay off specific jobs in the organization due to change in working methods, the employee must not laid off, rather they should be transferred to other related departments in the organization, contributes maximum towards perceived organization support.

Appreciation is the biggest motivating tool. When the employee put extra effort the organization should appreciate it. In this dimension appreciating extra effort contributes maximum towards perceived organization. The organization should believe the potential of their employees. Organization should feel that the employees will contribute maximum towards the future benefit and growth of the organization which contributes maximum towards perceived organization support.

The organization should identify the right person for the right job; this reduces many problems inside the organization. Best possible job for the employees in the organization is the next individual statement that contributes maximum towards perceived organization support.

The organization goals, Team goals and individual goal should travel in right and same direction. The organization should value the goals of the individuals. The organization should take pride in the accomplishments at work which contributes next maximum towards perceived organization support. The employees expect that organization should continuously monitor the employee general satisfaction at work and
job securities which are also the next important predictors of perceived organization support.

The weak predictors of perceived organization support in this dimensions are that the team leaders are not proud about their employees contribution and the level of contribution from the organization towards employee well being. All the statements in the dimension are statistically significant.

(ii) Organization Commitment

Organizational commitment is the stable attitude which gives general affective relationship with the organization. Organization commitment is more important than employee job satisfaction. This dimension organization commitment measures the close relationship between the employee and the organization.

Every organization should ensure to their employees that their organization is the best place to work down the planet. In this dimension the employees feel that they are proud to work for their particular organization and the wish to continue in the same organization if there is career growth and monetary growth periodically. These above two factors are the strongest predictors of organization commitment in this study.

There should be perfect match between the individual values and organization values which increases the organization commitment. When both values match it can be achieved easily. The organization should identify the committed employees in the organization and make them feel that they are the part of the family and feels that they will spend rest of their career in the same organization. The above factors are the next stronger predictors of organization commitment.

The employee feels that organization’s problems are their own problem, Enjoy discussing organization with people outside, this organization is the great place to work and sense of belonging to their organization are the next strong predictors of
organization commitment. All the statements in the dimension are statistically significant.

The weak predictors of organization commitment in this study are the employees do not feel that this best possible place to work among the IT sector. Next the employees working in the IT sector are not emotionally attached to their organization.

(iii) Turnover Intention

Employee turnover is both a decision to leave a current job and a decision to move to some alternative work situation. The poor perception of an organization leads to increase turnover rates. In this study employee feels their stay with the organization is a matter of necessity and they have only few options to leave the present organization. They are staying back in present organization until they get better option. The above individual statements in the dimension turnover intention are the strongest predictors of turnover intention in the present study.

Most of the employees continuously search for the attractive job and salary. Remaining all the individual statements in this dimension are strong predictors of Turnover intention in this study. All the statements in the dimension are statistically significant.

In the overall model there exists positive relationship between perceived organization support and organization commitment. When there is increase in perceived organization support it will positively impact towards organization commitment, and the level of employee organization commitment increases. There exists negative relationship between perceived organization support and organization commitment towards turnover intentions. Both perceived organization support and organization commitment are the strong predictors of turnover intentions in IT Sector.
e. Hypothesis result

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<tr>
<th>Hypothesis statement</th>
<th>Result</th>
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<tr>
<td>Perceived Organization support positively related to organization Commitment</td>
<td>Supported</td>
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<tr>
<td>Perceived Organization support negatively related to Turnover Intention</td>
<td>Supported</td>
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<tr>
<td>Organization Commitment negatively related to Turnover Intention</td>
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SUGGESTIONS AND IMPLICATIONS

1. Most employee turnover can actually be prevented. The key to a successful retention effort is to focus on top performers. It’s more than likely that best workers are being wooed aggressively by recruiters and competitors - or they’re savvy enough to stay aware of their value in today’s job market. Managers need to validate to workers that staying at their current job is the best decision for their career.

2. Yet even with the best retention efforts, resignations will happen. When they do, managers need to be prepared to respond quickly and fill the position with a high-quality candidate. That’s why managers must be as aggressive in attracting the best candidates as they are in retaining top talent. This strategy keeps turnover low and helps build reputation as an employer of choice.

3. A truth to be faced about retention is that some of employees will leave because of low morale from the recession or frustrations with how slow the recovery is progressing. Managers must accept that they don’t have control over some of the factors that lead to low morale. There also are employees who feel overworked, unheard, left out of the loop, or underappreciated. Some wounds can’t be healed, and a disengaged or hostile employee is better out of the department than in.

Discovering how employees feel isn’t easy.
4. The most effective way for a manager to uncover the truth about their employees’ level of engagement is to simply ask. Employee surveys can help give some insight, but an informal, genuine conversation is more effective.

5. Avoid asking employees if they are looking for another job or planning to leave. Instead, acknowledge that it has been a challenging time and express how much appreciate them. Explain that organization goal is to become an employer of choice and to make department an exciting place to work and that organization want their input on how to achieve this.

6. Meeting with each employee individually is time consuming and difficult to accomplish while everyone is still working on all cylinders, but managers must make the time right away-whether you take each direct report to lunch or dinner or have a sit-down one-on-one meeting at the office. When schedule the meeting, give employees some questions to consider ahead of time.

7. Always managers must have one-on-one sessions, beginning with top performers. At the meeting, open the conversation with acceptance. When employees are probably unhappy about the low morale, the stressful environment, extra work, etc, then let them know that organization value them and want them to be part of the exciting future of the team, department, or company.

8. Commit to regular department meetings. Department meetings let employees air their grievances and receive relevant department and organizational news from management.

9. Encourage leadership and career growth. Make sure top performers are mentoring other professionals in department and in the IT sector via internal leadership programs, online blogs, or association events. Not only will this
further develop top performers into IT sector leaders, but their connection with other professionals within IT sector will help brand organization as a desired place to work.

10. The organization must be always prepared to hire. People will leave organization no matter how effective organization makes retention efforts. The majority of turnover was involuntary, and everyone who did have a job bunkered down in the safety of employment.

11. Make sure Human Resources or Talent Acquisition department is fully staffed and prepared for necessary replacement activity. Many Talent Acquisition departments are tapping into their recruitment business partners and staffing firms to help with the shuffling of employees. It’s natural for people to find opportunities that will help them advance in their career. If an employee truly finds a great opportunity, congratulate them. Then immediately fill the open position with one of the many quality professionals within your network.

12. There is also a need to consider the implications of study findings for managers, and to determine how these new insights can contribute to increased organizational effectiveness. For example, managers need to be aware that employee perceptions of the supportiveness of the organization will impact on turnover intentions, and therefore adapt their decisions and actions accordingly.

13. As was highlighted in the literature review, turnover is an extremely important issue and a core focus of any organization which is striving to be competitive, and seeking to keep personnel costs to a minimum. Additional implications of these findings relate to how tasks are assigned to employees, team building and development, or for evaluating employee effectiveness.
14. This research also has potential implications relating to reporting and explaining how organizational events might impact and help the employees, with a view for facilitating employee’s perceive organization support via more effective organizational communication and information strategies.

15. Organizational commitment feeling can be induced by several means. At first, employees who accomplished their projects successfully may be appreciated with a small celebration. Second, companies may plan social activities among employees or even IT professionals may participate in such activities along with their families. By doing this, employees may perceive themselves to be of worth and also as an important part of their organization and thus develop a higher degree of commitment to their organizations.

CONCLUSION

This study identifies the significant relationship between perceive organization support and organization commitment towards turnover intentions. The hypothesis formulated based on review of literature was accepted. The result of the study further validates that there exists powerful relationship between perceived organization support and organization commitment which decreases the turnover intentions. Of the two factors (perceive organization support and organization commitment), organization commitment has the highest effect on turnover intentions among the IT professional. Perceived organization support has moderate impact comparatively with organization commitment on turnover intentions among the IT professional.