CHAPTER-5

Discussion
5.A Introduction

This chapter presents discussion on the results obtained by this research. The discussion is arranged based on the different hypotheses postulated and as per the categorization—for the entire sample, for the group women and the group men.

The research hypotheses can be listed as below:

H1: Perceived Manager support has significant negative influence on turnover intention.

H1a: Perceived Manager Status has a moderating effect on the relationship between perceived manager support and turnover intention.

H1b: Emotional intelligence has a moderating effect on the relationship between perceived manager support and turnover intention.

H2: Perceived colleague support has significant negative influence on turnover intention.

H2a: Emotional intelligence has a moderating effect on the relationship between perceived colleague support and turnover intention.

H3: Social support has significant negative influence on turnover intention.

H3a: Emotional intelligence has a moderating effect on the relationship between social support and turnover intention.

H4: Interdependence has significant positive influence on turnover intention.

H4a: Emotional intelligence has a moderating effect on the relationship between interdependence and turnover intention.

H5: Feedback from Others has significant negative influence on turnover intention.
H5a: Emotional intelligence has a moderating effect on the relationship between Feedback from others and turnover intention.

H6: Interaction outside organization has significant negative influence on turnover intention.
H6a: Emotional intelligence has a moderating effect on the relationship between interaction outside organization and turnover intention.

H7: Work to Family Conflict has significant positive influence on turnover intention.
H7a: Emotional intelligence has a moderating effect on the relationship between work to family conflict and turnover intention.
5.B Turnover Model for Indian IT Employee

5.B.I Confirmatory Factor Analysis (Entire Sample)

Turnover Intention:

Turnover intention consists of actions reflecting turnover intention and thoughts of turnover. Turnover intention explains 80.5 and 85% for these factors respectively. The ideal value of $R^2$ should be greater than 49% as the ideal value of factor loading is 0.7 or higher. $R^2$ is the square of factor loading. Also, the values greater than 0.5 for factor loading is acceptable. (Hair et al., 2010). All the scores here are more than 49% which signifies their unidimensionality. Thoughts and actions on turnover almost equally represent turnover intention. This is due to the fact that actions reflecting turnover intention can easily be done – like that of preparing resume, job search.

Perceived Manager Status:

Perceived manager status consists of how the manager is valued by the organization, how well the manager can influence the organizational decisions and what degree of authority the manager holds in the organization. As per confirmatory factor analysis, perceived manager status explains 59.3%, 59% and 62.9% for these factors respectively. There is no much difference between the three variables, all the scores are more than 49%, which signifies their unidimensionality, and all the factors are equally important as these can affect the employee career or benefits equally.
Emotional Intelligence:

Emotional intelligence consists of use of emotion, regulation of emotion, self-emotions appraisal and others emotions appraisal. As per the confirmatory factor analysis, emotional intelligence explains 65.9%, 63.2%, 61% and 57.5% for these factors respectively. Others emotional appraisal scores a little less than the other three and use of emotion scores little higher among the four, which indicates that use of emotion is perceived closer to emotional intelligence. The higher individuality based thinking pattern of IT employees and utility-based thought process could explain this even though the variation seen is slight. Nevertheless, as all the four score more than 49% it proves the unidimensionality of the four variables.

Perceived Manager Support:

Perceived manager support consists of manager appreciation and manager care. As per the confirmatory factor analysis, perceived manager support explains 66.9% and 70.9% for these factors respectively. There is no much difference between these percentages which indicates that co-existence of manager appreciation care and appreciation as perceived by employees

Perceived Colleague Support:

Perceived colleague support consists of help, appreciation and care from colleagues. According to the results from confirmatory factor analysis, perceived colleague support explains 67.7%, 74.1% and 59.9% for these factors respectively. All the scores are more than 49%, which signifies their unidimensionality. However, the indicator that specifies the colleague support best is colleague appreciation followed by help from colleagues. Thus being recognized in the colleague circle is more important than the help from colleagues as far as the variable perceived colleague support is concerned. This is true in the IT industry since each individual will be experts in certain specific sub sections of the technology that
they are working in and providing help on issues related to those sub modules are expected. This is so true with SAP consulting and Oracle consulting where consultants specializes in specific modules of these technologies where mutual appreciation of work each other does and providing help wherever required is mandatory.

Social Support:

Social support consists of:

i) socializing opportunity

ii) HR & Other Employee Support

According to the results from confirmatory factor analysis, social support explains 75.5% and 61.6% of these factors respectively. All the scores are more than 49%, which signifies unidimensionality. Employees identify with socializing opportunity as the main building block of social support. In the busy schedule of IT work life, employees expect a bit of relaxation as well at work place, which explains the prominence of socializing opportunity even though HR support may appear more of appropriate to be factor that is better aligned with social support. The high score of socializing factor is in line with theory as it this factor was given much importance in theorizing the concept of social support.

Interdependence:

Interdependence consists of initiated interdependence and received interdependence. As per the confirmatory factor analysis, interdependence explains 56% and 57.9% of these factors respectively. There is no much difference between these percentages, which suggests that both these factors initiated interdependence, and received interdependence indicate interdependence in an equal fashion. The scores are greater than 49%, which makes them reliable indicators.
Feedback:

The variable feedback consists of feedback on job performance, feedback on job performance effectiveness and feedback on overall performance. According to the results from confirmatory factor analysis, feedback explains 54.3%, 61.6% and 69.1% of these factors respectively. All the scores are more than 49%, which signifies their unidimensionality. The factor, feedback on overall performance has the greatest score and it shows feedback on overall performance matters more than specific feedback on job performance and job performance effectiveness. This may be due to the fact the overall performance has more weight in determining the appraisal of the employee.

Interaction outside Organization:

The variable interaction outside organization consists of time spent outside organization, involvement with entities outside the organization and communication outside organization. According to the results from confirmatory factor analysis, interaction outside organization explains 57.9%, 54.5% and 54.8% of these factors respectively. All of the scores more than 49% which signifies their unidimensionality and there is no much difference in the scores of the three sub factors which signifies that these factors uniformly indicates the variable interaction outside organization.

Work to Family Conflict:

The variable work to family conflict consists of time-based conflict and stress based conflict. As per the confirmatory factor analysis, work to family conflict explains 72.1% and 63.5% of these factors respectively. Hence time based conflict is a better indicator for work to family conflict. As both the factor score more than 49%, both are taken as indicators for work to family conflict.
5.B.II Effect of Perceived Manager Support on Turnover Intention

H1: Perceived Manager support has significant negative influence on turnover intention.

*Hypothesis is accepted*

When the perceived manager support increases, the turnover intention tends to subside. Support from manager is important since she is the single point of contact for the day-to-day activities- judging the progress or for giving new tasks. When there is a feeling that person is not approachable it hinders the motivation to go to work itself. A cloud of negativity will affect the job altogether. It may all begin from the slight doubt that the manager is not providing enough support. This will be reflected in the execution of further tasks, which potentially vitiates manage support. Once human relations are aggravated, the reparation cannot happen unless at least one of the parties takes special interest to circumvent the situation. In a busy work schedule environment, spoilt relations can never be left for time to be healed because frequent interactions are required for the progress of the project work.

The whole situation could very well be minor misunderstandings as well. An employee may feel that the manager is not appreciating her enough. However, when she receives an appreciation from manager this opinion may change. Hence, all these are temporal and cyclical. At any time, what determines the perception is the frequency of such events.

In addition, the relative nature of support that colours perception cannot be ignored. The perception on how well a manager appreciates or care for an employee may be dependent on the employee’s perception on how well the other employees are supported by the manager. So just because a manager is generous in providing appreciation and care does not guarantee that the employee perceives high manager support. It will be of relative nature.
The z test value of the relation between manager support and turnover intention is -3.188 whose mode value is quite greater than the cut off value 1.96 at 95% confidence interval, which implies a strong relationship between these variables. This is quite understandable in IT industry as the manager has to recognize the work one do, else it can go unnoticed. This is because quality of the work is not immediately judged in a transparent manner. Moreover, manager holds the key in determining what type of work one gets. Therefore, the manager can easily frustrate an employee by providing her continuously with work of low job content.

5.B.II.(a) Moderation Effect of Perceived Manager Status

H1a: Perceived Manager Status has a moderating effect on the relationship between perceived manager support and turnover intention.

Hypothesis is accepted

The power distance in India is high. (Hofstede et al., 2010) i.e. the respect for managers will be more in India. If the status of the manager is high then the respect will also increase and the support from managers will mean a lot.

Support from a manager who is highly valued by the organization is like getting full support from the organization. A highly valued manager’s team will also get high valuation from the organization. So being with a winning manager is like being part of the winning team. The team will also get high recognition. Appreciation from that manager will be highly valued within the organization. When there is no support from a manager who is highly valued, the employee will feel left alone despite being part of a winning team. Hence, the disappointment will be worse.

In the case of support from a manager who is not valued by the organization, employee will be identified with the manager and then employee will not feel aligned to the organization. However, on a human relation front, the support from the manager will be soothing but the
employee will soon be aware of the uselessness of that support at an organizational level. When a manager who is not valued by the organization is against an employee, then it could well be blessing in disguise for the employee. The rest of the organization may see that employee as a messiah fighting against the misdeeds of the manager. However, this can be mentally very challenging, a situation similar to that of a whistle blower.

Everybody will like to be close to manager who has high authority. There are many cases in IT industry that a promotion is turned down despite heavy support from manager. With a manager with high authority, this will be a rarity. High authority means that his decisions will be final and overriding her decision will be difficult. People will love to be in the good books of such power centre. However if one were to rub that manager, who has high authority, on the wrong side, then the going can get very difficult for the employee. Hence, the employee will be forced to take actions indicating turnover rather quickly. The timing of thoughts of turnover and actions indicating turnover intention will be temporally close.

The z score (-3.788) of this interactive term is quite high. When the interaction effect is significant, it means that the interaction path is significant than the direct paths:

i) direct relation between perceived manager support and turnover intention

ii) direct relation between perceived manager status and turnover intention.

This implies that trying to understand the turnover intention only through manager support will be futile unless it is considered along with the variable perceived manage support. As can be seen from the graph (Figure 38: Moderator Effect of PMSt on rel b/w PMS and TI (Entire Sample) ), for the same negative manager support, the difference in turnover intention is big when the perceived manager status is low and high. A high turnover intention is seen when the perceived manager status is high when the manager support is negative. Moreover, when the manager support is positive, there is difference in turnover intention when the perceived manager status is low and high even though the magnitude of difference is not high as in the case of negative manager support. A low turnover intention is seen when the perceived
manager status is high when the manager support is positive. In addition, an interesting point is that when the perceived manager status is low, the difference in turnover intention is very less when the manager support is high and low. This means that the variable perceived manager status almost makes the effect of perceived manager support on turnover intention nullified. Hence, this moderation effect has an overriding and superseding effect on the direct relation.

5.B.II.(b) Moderation Effect of EI on PMS and TI relation

H1b: Emotional intelligence has a moderating effect on the relationship between perceived manager support and turnover intention.

Hypothesis is accepted

Emotional intelligence acts as a cushion against developing turnover intention in the cases of aggrieved relation with manager. An emotionally intelligent employee can be expected not to develop thoughts of quitting at slight negative incidents with manager. The employee would be able to better regulate her emotions and that can help to keep the outlook positive. In cases where the emotionally intelligent employee has the feeling that she is being side lined, she would be able to use her emotion to adequately express herself to the manager and hence mend the relations. Also in cases where the employee feel dejected, an objective analysis of self-emotions will help to avoid disproportionate emphasis on the lack of manager support for the employee’s current emotional state. Emotionally intelligent employee would be able to understand the manager’s emotion and pardon her better in sporadic events of outbursts if it happens from the side of manager.

However, a distinction has to be made when the manager is support is lacking or less when compared to negative manager support. In the case of negative manager support, the manager constantly tries to pull down the employee purposefully. In most of the IT companies, a
negative support from manager can be seen in the case of low performing employees who the organization wants to quit. Instead of giving layoff notice, the organization will aim to eliminate such employees through such negative support. An employee with high emotional intelligence when faced with such negative support will be able to identify that much quickly and would want to quit the organization as soon as possible. Given the circumstance, such an intention is better for the employee and for the organization as well.

A further advantage of having an emotionally intelligent employee is that she would be able to develop a positive outlook towards the job when she gets adequate care and appreciation from the manager. Relying on the happy state of mind, the employee would also then be able to perform better. The employee would be able to identify the source of her happy state of mind and would make a rational choice to keep intact the conditions that aid the happy state of mind. Hence, there would be a conscious effort to keep the relation with manager smooth. In addition, an emotionally intelligent employee would able to discern when the manger is happy about her contribution without explicit mention. Even in the cases when manager explicitly appreciates her work she would be able to capture the right depth intended. If the employee attributes more positivity to the managers appreciation, that balloon of myth will soon burst resulting in much negative consequences. If the depth of the words of appreciation provided by manager is underestimated, it will prevent from deriving the fruitfulness, which was possible if the depth of appreciation was rightly judged.

The z score (-2.465) is significant at the .05 level, but is not significant at .01 level. Thus, the effect is not that big. Still since the value is significant at .05 level, this interactive effect can be said to be greater than the direct effects of both perceived manager support and emotional intelligence on turnover intention. As can be seen from the graph (Figure 39: Moderator Effect of EI on rel b/w PMS and TI (Entire Sample)), for the same negative manager support, there is a difference in turnover intention, though it is not big, when emotional intelligence is low and high. A high turnover intention is seen when emotional intelligence is high when the manager support is negative. In addition, when the manager support is positive, there is difference in turnover intention when emotional intelligence is low and high and the magnitude of difference remains same as in the case of negative manager support. A low
turnover intention is seen when emotional intelligence is high and when the manager support is positive. It can be seen that for low emotional intelligence, the turnover intention reduced very slightly only. This is like nullifying the effect of manager support. As mentioned earlier, when the interaction effect is significant, it means that the interaction effect is more prominent than the corresponding direct effects.

5.B.III Effect of Perceived Colleague Support on Turnover Intention

H2: Perceived colleague support has significant negative influence on turnover intention.

Hypothesis is accepted

This means that turnover intention can develop in the absence of colleague support. Colleague support provides for a good working climate. It can act as a stress buster. Even when the going is tough when all the colleague are united and if they mutually support and are able take the pressure lightly, all of the employees will love the work they are doing despite the problems they are facing. Finding colleagues whom we can trust can do wonders—the coffee time in the IT industry is a time where employees decide to share their worries. When there is genuine support from colleagues, people who are struggling would be able to come to pace with others.

One possible negative implication for the organization in the event of too much of colleague camaraderie is that the group may attain a better bargaining power. However, in the set up that Indian IT industry function, it does not allow for such collective bargaining. Strict policies exist so that the secrecy on the remuneration of the employee and the career path are maintained. The blue-collar workers in the earlier years could unite better because most of them were treated equally and they were aware of the treatment each others were meted out. However, in the IT industry, even for equally qualified professionals, having the same
experience and doing the same work can have huge differences in their remuneration. For this reason, no employee will reveal their salary fearing they are getting more than others and they will think that the other employee will create problem for them as well. In addition, the contract the employees get into with the company legally mandates them to keep this information confidentially. So there can be no fight for parity collectively – each one has to fight for themselves if required. This factor in one way ensures that the unity among colleagues does not turn against the organization.

The z score (-4.352) is quite high and is significant at the .05 level. It is also significant at .01 level. The high score underlines the high influence perceived colleague support has on turnover intention. After all, having a great time at work can be ensured only by the presence of supporting colleagues. Colleagues can act as agents who absorb negativity and spread positive energy in the work place. The chance for the reverse is also equally possible.

5.B.III.(a) Moderation Effect of EI on PCS and TI relation

H2a: Emotional intelligence has a moderating effect on the relationship between perceived colleague support and turnover intention.

Hypothesis is accepted

Emotional intelligence is a great asset every employee must have to tide off the negative vibes and assimilate the positive ones. This result indicates that emotional intelligence acts as an impactful moderating factor to turnover intention resulting from the presence or absence of colleague support.

Emotional intelligence acts against developing turnover intention in the cases of distressed relation with colleagues. An emotionally intelligent employee can be expected not to think of quitting just because she has stand offs with few colleagues. The employee would be able to better regulate his emotions, which can help to look at the brighter side of things. In cases
where the emotionally intelligent employee has the feeling that she is not being included in the group, she would be able to use her emotion to convey her standpoint to the colleagues and hence clear the misunderstandings. Also in cases where the employee feels dejected to incidents like having a fight with manager or other colleague, she would be able to get solace from supportive colleagues. Emotionally intelligent employee would be able to understand her colleagues’ emotions and handle with equanimity during situations that potentially create tensions among colleagues.

An emotionally intelligent employee would be able to give a sparkling performance at her job when she gets adequate care and appreciation from her colleagues as she applies thus obtained support to aid a better frame of mind to work. The employee would realize her association with her colleagues as a positive factor that nurtures her performance and hence would make all efforts possible to retain those relationships. In addition, an emotionally intelligent employee would able to understand when her colleagues are happy about how she interacts with the rest of the team. The right understanding would aid in timely modification of behaviour and would improve the ties with colleagues.

The z-score (-4.260) is significant at 0.05 level and is significant at 0.01 level as well. Thus, interactive effect can be said to be greater than the direct effects of both perceived colleague support and emotional intelligence on turnover intention. As can be seen from the graph (Figure 40: Moderator Effect of EI on rel b/w PCS and TI (Entire Sample)), for the same negative colleague support, there is a sizeable difference in turnover intention when emotional intelligence is low and high. A high turnover intention is seen when emotional intelligence is high when the colleague support is negative.

Moreover when the colleague support is positive, there is difference in turnover intention when emotional intelligence is low and high with magnitude of difference remaining almost same as in the case of negative colleague support. It shows that emotional intelligence holds an equal control over colleague support both when colleague support is positive and negative. A low turnover intention is seen when emotional intelligence is high and when the colleague support is positive. It can be seen that for low emotional intelligence, the turnover intention reduced very slightly only. This indicates that the effect of colleague support is neutralized by
low emotional intelligence. Thus, emotional intelligence is required to appreciate the positive side of colleague support.

5.B.IV Effect of Social Support on Turnover Intention

H3: Social support has significant negative influence on turnover intention.

_Hypothesis is accepted_

When the employee is provided adequate social support the turnover intention can be reduced. Socializing opportunity like inter group activities helps to involve bond between the employees. In addition, it is common practise in IT industry to go for one day outing to some resorts nearby. In these outings, certain business meetings as well will be conducted like that of lesson learnt from previous projects. This will help the employees to freely open their mind and rebuild the lost relation whether it is with manager or with colleagues. The inter group activities generally help to connect between various employees in the organization and to get to know of the improvisations that be done in their current work. This socializing opportunity is not limited within the company. There are certain events like SAP Teched, which is conducted for all SAP consultants. The companies will generally nominate some employees to these events every year. Such event helps to widen the social circle and to improve the skill set. Lack of socializing opportunity will push the employee into boredom with the routine work. This can incite to seek change that could potentially culminate in resignation from the organization. As most of the time is spent at work for most of the employees, the organization will have to cater to the social needs as well of the employees to an extent.

Support from HR managers as well is a crucial factor since they act as ombudsman for the conflicts that occur between manager and employees or even between colleagues. The support from other managers can also aid to develop a feeling to stick to the organization
moving to the teams of those managers if such a possibility exists. HR managers can help to meet the training and other support system required for the employees like giving special consideration for employees who are pregnant e.g.: dropping them at their doorsteps through the company shuttle service instead of dropping them at predefined stops. Such considerations can really boost the morale of the employees and in a way, it helps to create commitment towards the organization which the employee will feel obliged to pay back once she is through with the situation that requires special consideration. In addition, proactive HR professionals can help the employees to improve their awareness on company policy so that maximum benefits can be availed by the employees. Such positive acts will resonate in employee’s thought process thereby reducing the withdrawal behaviours.

z-value (-3.662) obtained for this relation is significant at 0.05 level. It is also significant at 0.01 level. This implies that employees lay great important for socializing opportunity and for the support obtained from HR and other managers. An active social ecosystem will encourage employees to stay longer with the organization since it will help them to meet their social needs in a career in which they spent most of the time staring at laptop monitors. Computer professionals can easily be glued to the computer screen and get socially isolated. Thus, socializing opportunity assumes extra prominence in the field of information technology since it aims at all round development and sustenance of a person.

5.B.IV.(a) Moderation Effect of EI on SS and TI relation

H3a: Emotional intelligence has a moderating effect on the relationship between social support and turnover intention.

Hypothesis is accepted

Emotional intelligence acts to contain turnover intention in the cases of poor social support within the organization. An emotionally intelligent employee would be able to sustain better even in the absence of socializing opportunity. The employee would be able to better regulate
his emotions even in the absence of socializing opportunity or support from HR & other managers, which can help to keep away negative thoughts. In cases where the emotionally intelligent employee has the feeling that she is not given equal treatment as others by HR managers, she would be able to clearly communicate to the HR manager without losing control and hence attain her requirement. Also in cases where the employee feels depressed, a scrutiny of self-emotions will help to overcome the wrongly held notions against HR manager support or socializing opportunity for the employee’s current emotional state. Emotionally intelligent employee would be able to understand the position taken by HR manager and understand their limitations, which would help to foster a better relation.

When a preferential treatment is given for an emotionally intelligent employee, she will be obliged to give it back to the organization and would stick to the organization longer. In addition, a better socializing opportunity will make an emotionally intelligent employee emotionally fulfilled and hence she would like to extend her state of fulfilment, which will be a driving force to continue with the organization.

The z-score (-3.514) is significant at the .05 level and is as well significant at .01 level. Thus, the interactive effect can be said to be much greater than the direct effects of both perceived manager support and emotional intelligence on turnover intention. As can be seen from the graph (Figure 41: Moderator Effect of EI on rel b/w SS and TI (Entire Sample)), for the same negative social support, there is a considerable difference in turnover intention when emotional intelligence is low and high. A high turnover intention is seen when emotional intelligence is high and when the social support is negative.

Moreover, when the social support is positive, there is a difference in turnover intention when emotional intelligence is low and high with magnitude of difference remaining almost same as in the case of negative social support. It shows that emotional intelligence holds an equal control over social support both when social support is positive and negative. A low turnover intention is seen when emotional intelligence is high and when the social support is positive. It can be seen that for low emotional intelligence, the turnover intention reduced very slightly only. This indicates that the effect of social support is neutralized by low emotional
intelligence. Thus emotional intelligence is even required to appreciate the positive side of social support.

5.B.V Effect of Interdependence on Turnover Intention

H4: Interdependence has significant positive influence on turnover intention.

Hypothesis is accepted

When an employee knows that others are waiting for her to finish her task, it will bring lot of pressure on her to finish her task as early as possible. When an employee is subjected to such work situation for a long time, she will develop withdrawal cognitions as proved by this study. As the number of tasks and employees waiting for the completion of an employee’s assigned task increases, the pressure increases and the haste as well increases, which will amount to mistakes being committed. Mistakes committed will have an effect on the dependent works. Sometimes, others may come to know of this error only when they have done a lot of work on their processes and this error may cause their entire work to be abandoned. In such cases, employees doing the dependent task will always complain against the initial work, which will further increase the pressure. This will also affect the motivation to work further. The employee may feel guilty of wasting others time and would want to escape from such work situations. For these reasons, the results obtained are in the expected lines.

When an employee has to wait for others to finish their task, that waiting can be frustrating. Moreover, when the work comes to them, there will be pressure all of a sudden to complete the task, so that the overall process is completed quickly. Also due to the errors in preceding tasks, the employee may end up redoing the tasks all over again. When such instances are
repeated, an employee will wish to be out of such a predicament. She may also have to face criticism from the performers of preceding tasks that quality could not be maintained as the preceding tasks. Such a situation will not aid for a positive outlook for the job in general.

The z-score of 2.469 is significant at 0.05 level though it is not significant at 0.01 level. This positive value of z-score implies that as the level of interdependence increases, turnover intention increases. Thus, efforts should be made to reduce the level of interdependence to retain the employees, which is quite challenging to management due to the nature of tasks that are to be performed for project completion.

5.B.V.(a) Moderation Effect of EI on ID and TI relation

H4a: Emotional intelligence has a moderating effect on the relationship between interdependence and turnover intention.

**Hypothesis is rejected**

Emotional intelligence is shown to have no moderation effect in the relationship between interdependence and turnover intention. Therefore, employees who have high intelligence as well are not able to cope up to a significant level when there is high task interdependence. Thus, emotional intelligence does not offer a buffer against interdependence. It was hypothesized that emotional intelligence will have a moderating effect on the relationship between interdependence and turnover intention but it was proved wrong. The emotional intelligence tools like use of emotion, regulation of emotion, self-emotions appraisal and others emotions appraisal may not be able subsidize the negative impact of task interdependence. This means that an employee with high emotional intelligence and an employee with low emotional intelligence would react in the same manner for the same situations of job interdependence. In the situation of task interdependence, when the employee has to take complaints from preceding or succeeding task owners, an emotionally
intelligent employee would be able to understand that it is not her fault or the succeeding task owners fault. She will realize that the situation is caused by the inherent nature of initiated interdependence the work involves. Therefore, she would still prefer to change the job to reduce such unpleasant incidents. In the same situation, for an employee with low emotional intelligence may not be able to understand this group dynamics, but still as she is subjected to unpleasant situations she would want a change from that situation.

The z-value of 1.912 is not significant at 0.05 level. The value is quite close of being significant but is not significant. Thus, the direct effect of interdependence turnover intention is much stronger than the interactive term.

5.B.VI  Effect of Feedback on Turnover Intention

H5: Feedback from Others has significant negative influence on turnover intention.

Hypothesis is accepted

Getting to know the right feedback from the right people at the right time helps employees to modify their task, aligning it with the expectation. An employee would like to hear how effective her work was, apart from performance feedback. Feedback on performance effectiveness is tricky as how the effectiveness can be improved is not explicit but has to be provided along with the feedback so that the feedback is constructive. Feedback on performance, as if to put more effort helps the employee to identify where the expectations are not met (or met) and she can act accordingly. Overall feedback provides constructive feedback not just on the tasks but also on the overall conduct. All these feedbacks act as an impetus for correcting mistakes thereby improving the work environment. A system that promotes constructive feedback will ensure incessant progress for the employee and the organization. This mutual growth environment will make the employee want to stick to the organization.
The z-score of -4.112 is significant at 0.05 level and even significant at 0.01 level. This negative value of z-score implies that as the level of feedback increases, turnover intention decreases. The magnitude of the z-score is quite high indicating the need to timely feedback in reducing the turnover intention.

5.B.VI.(a) Moderation Effect of EI on FD and TI relation

H5a: Emotional intelligence has a moderating effect on the relationship between Feedback from others and turnover intention.

Hypothesis is accepted

Emotional intelligence moderates the relationship between feedback and turnover intention. So when there is lack of timely feedback, emotionally intelligent employees tend to show a comparatively lesser turnover intention than emotionally less intelligent employees show. This means that emotionally intelligent employees are able to adapt their behaviour to an extent without explicit feedback as they are able to appraise others emotions better.

In addition, when there is timely constructive feedback, emotionally intelligent employees are able to reduce the turnover largely when compared to emotionally less intelligent employees. This is because the emotionally intelligent people are able to digest the feedback more positively than their emotionally less intelligent counterparts are. This is true when the feedback asks for areas of improvement. When the feedback just highlights the positive side, emotionally intelligent people would still have the equanimity to think on areas of improvement as they can regulate their emotion better. This would help them to sustain better.

The z-value of -2.218 is significant at 0.05 level but is not significant at 0.01 level. Thus, emotional intelligence can be said to moderate the relationship between feedback and...
turnover intention. As can be seen from the graph (Figure 42: Moderator Effect of EI on rel
b/w Feedback and TI (Entire Sample)), when there is less feedback, there is a difference in
turnover intention when emotional intelligence is low and high, though this difference is not
so huge.

In addition, when the feedback is positive, there is difference in turnover intention when
emotional intelligence is low and high with the magnitude of difference remaining almost
same as in the case of negative feedback. It shows that emotional intelligence holds an equal
control over feedback both when there is feedback and when there is no feedback. It can be
seen that for low emotional intelligence, the turnover intention reduced slightly only. This
indicates that the effect of feedback tends to be neutralized by low emotional intelligence.

5.B.VII Effect of Interaction outside Organization on
Turnover Intention

H6: Interaction outside organization has significant negative influence on turnover intention.

Hypothesis is accepted

When interaction outside organization increases, turnover intention reduces. When one gets
chance to interact outside organization it is an enriching experience. It provides for all round
fulfilment. For the case of consultants, most of them get to interact with people outside their
organization. This increases their learning experience and gets to travel outside specific work
location, which benefits them financially as well. Moreover, they get to see many places at
the expense of the organization. This also helps to understand different languages and culture.
These add spice to life and hence these interactions help to reduce turnover intention.
Besides, these trips and interactions provide them a break from the regular flow of work. If
employee turnover intention was budding in them, these types of engagements will help to get over that feeling. When the interaction outside organization is less, the employees will get tired of the routine work and they will feel that they are not getting enough exposure. Interaction outside organization is a great socializing opportunity. Thus, there can be tendency to change in order to boost such exposure.

z value of -3.948 is significant at 0.05 level and is also significant at 0.01 level. The magnitude is huge which implies strong negative relationship between interaction outside organization and turnover intention.

5.B.VII.(a) Moderation Effect of EI on IOO and TI relation

H6a: Emotional intelligence has a moderating effect on the relationship between interaction outside organization and turnover intention.

Hypothesis is rejected

Emotional intelligence does not have impact on the relationship between interaction outside organization and turnover intention. It is interesting to note that emotional intelligence had a moderating effect on the relationship between turnover intention and social support socializing opportunity, with turnover intention. Therefore, emotional intelligence could moderate the after effect of socializing opportunity within the organization but not that of the socializing opportunity outside the organization. It is critical to understand the difference here. Even if there are no many opportunities for an employee to socialize within the organization, using his social intelligence she can work her way to meet people. However when an employee is denied the opportunity to interact with entities outside the organization it is quite difficult for her to make this up. For instance if a consultant does not get to interact with customer much (for instance her work is delivered to the customer through another employee), she would not be able to get around the situation despite having good emotional
intelligence, the process flow is genuine and is one that not happened out of low manager support.

When the interaction outside organization is low, even an emotionally intelligent employee would want to have that opportunity. Interaction outside organization is a prestigious recognition IT employees will get as part of their work life and it is highly valued. For SAP and Oracle consultants it is so more important to directly interact with the customers, since providing solution to customer is their primary responsibility at a career level. If they do not that opportunity, they become like a boat that never get into the water. When the interaction outside organization is high, even an emotionally less intelligent employee would enjoy it as dealing with customers brings her new knowledge and awareness. She will want to continue since she will get more opportunities.

The z-score (-0.477) is not significant at the .05 level. The magnitude of the z-value is very small indicating that the moderation effect on emotional intelligence on the relationship between interaction outside organization and turnover intention is quite low. This underlines the zero tolerance to lack of interaction outside organization and thereby shows the importance of interaction outside organization for IT employees and specifically for SAP and Oracle consultants.

5.B.VIII Effect of Work to Family Conflict on Turnover Intention

H7: Work to Family Conflict has significant positive influence on turnover intention.

*Hypothesis is accepted*

When an employee is not able to meet her responsibility at home, then the turnover intention develops. When most of the time is spent at office and if the employee is not able to perform
her role and do her duties at home, there will be friction in the relationship with family. Being a collectivist society, India is a country where family relations are valued high. Hence, elements that create tension in family relation will be shunned. When there is a time base conflict, employee will have to take support from family members for some of her activities. In addition, she will not have the time to spend leisurely with family members, which will affect the unity of the family in long run. Furthermore, when there is stress based conflict, the employee will be always moody, bothered about the stress at work. This leads to absent minded behaviour adding to the frustration of family members.

The z score of 4.782 is quite high and this value is highest among all variables. The positive value denotes that when work to family conflict increases turnover intention increases as well. The high value indicates the importance of work to family conflict in determining turnover intention. This makes work to family conflict intolerable for employees.

5.B.VIII.(a)    

Moderation Effect of EI on WFC and TI relation

H7a: Emotional intelligence has a moderating effect on the relationship between work to family conflict and turnover intention.

Hypothesis is rejected

Emotional intelligence is not proved to have a moderating effect in the relationship between work to family conflict and turnover intention contrary to the hypothesis made. The high importance of family life keeps it beyond the influencing level of emotional intelligence. When an emotionally intelligent employee faces conflicts at home, she understands the emotions of the family members and she seeks a change. When an emotionally low intelligent employee faces conflicts at home, even though she may not fully understand level of emotional turbulence her family members undergo, she will be able to judge the situation as bad and she seeks a change. When an emotionally intelligent employee takes no work
conflicts to home, she understands the happiness of the family members and she seeks to keep the status quo. When an emotionally low intelligent employee takes no work conflicts to home, even though she may not fully understand depth of happiness she contributes to her family members, she will be able to judge the situation as good and would want to continue in the same state.

5.B.IX Overall model for Turnover Intention for Indian IT Employees

The overall model tells us that perceived manager support, perceived colleague support, social support, interdependence, feedback, interaction outside organization and work to family conflict are important factors in determining employee turnover intention. Perceived manager status was shown to moderate the relationship between perceived manager support and turnover intention. Emotional intelligence acts as a great asset that can minimize the negative effects of all the independent variables apart from interdependence, interaction outside organization and work to family conflict. Thus, these are the most important factors. Assuming the employees is of good emotional intelligence and other factors are provided to a bare minimum, companies should focus to improve interaction outside organization, reduce task interdependence and reduce work to family conflict.
5.C Turnover Model for Indian IT Women Employees

5.C.I Confirmatory Factor Analysis (Women)

Turnover Intention:

Turnover intention consists of actions reflecting turnover intention and thoughts of turnover. As per the confirmatory factor analysis, turnover intention explains 90.3% and 75.3% of these factors respectively. Actions of intention indicate turnover intention more whereas thoughts of intention indicate turnover intention more. This may be due to a possible tendency in women to act quickly on turnover thoughts. All scores are greater than 49%, which denotes their unidimensionality.

Perceived Manager Status:

Perceived manager status consists of how the manager is valued by the organization, how well the manager can influence the organizational decisions and what degree of authority the manager holds in the organization. As per the confirmatory factor analysis, perceived manager status explains 61%, 58.8%, 55.4% of these factors respectively. There is no much difference between the three variables and all the scores more than 49%, which signifies their unidimensionality.

Emotional Intelligence:

Emotional intelligence consists of use of emotion, regulation of emotion, self-emotions appraisal and others emotions appraisal. As per the confirmatory factor analysis, emotional intelligence explains 62.4%, 57.5%, 69.1% and 52.2% of these factors respectively. Others
emotional appraisal scores less than the other three and use of emotion scores high among the four which indicates that use of emotion is perceived more closer to emotional intelligence but as all the four score more than 49%, it proves the unidimensionality of the four variables.

Perceived Manager Support:

Perceived manager support consists of manager appreciation and manager care. As per the confirmatory factor analysis, perceived manager support explains 57% and 81.7% of these factors respectively. Though both scores more than 49% proving their unidimensionality, the difference between these two scores is quite noticeable. It is evident that among women, the variable manager care is synonymous with manager support than the variable manager appreciation. Thus, women care for more support than appreciation it may mean more to hem in balancing work life. Importantly the factor manager appreciation scores quite less when compared to the entire sample.

Perceived Colleague Support:

Perceived colleague support consists of help, appreciation and care from colleagues. According to the results from confirmatory factor analysis, perceived colleague support explains 66.6%, 73.2% and 48% of these factors respectively. The factor variation from colleague scores less than 49% but still it is closer to 49%. Also a factor score (square root of R²) greater than 0.5 is acceptable.(Hair et al., 2010). For this variable, the factor score is 0.69, which is very close to the ideal value of 0.7. Hence, all the factors indicate perceived colleague support. However, the difference in colleague appreciation and colleague care is noteworthy. The results suggest that colleague appreciation represents colleague support far better than colleague care. It may also be due to the fact that the questions on colleague care did not strike well with the women in particular (For men the corresponding score for colleague care is 68.6%)
Social Support:

Social support consists of:

i) socializing opportunity

ii) HR & Other Employee Support

According to the results from confirmatory factor analysis, social support explains 82.5% and 60.1% of these factors respectively. There is no much difference between these two variables and all the scores are more than 49%, which signifies unidimensionality. The significance of socializing opportunity is more profound among women as compared to men (74.3%). This may be because men may be able to find avenues for social interaction in addition to the opportunities provided at work.

Interdependence:

Interdependence consists of initiated interdependence and received interdependence. As per the confirmatory factor analysis, interdependence explains 47.5% and 53.3% of these factors respectively. There is no much difference between these percentages, which suggests that both these factors initiated interdependence and received interdependence indicate interdependence in an equal fashion. One score is slightly less than 49%, which is still in the acceptable range. There could also be slight issues with the framing of questions particularly for women for the variable initiated interdependence (corresponding score for men is 66%).

Feedback:

The variable feedback consists of feedback on job performance, feedback on job performance effectiveness and feedback on overall performance. According to the results from confirmatory factor analysis, feedback explains 60.9%, 65.8%, 64.9% of these factors respectively. All of the scores are more than 49%, which signifies their unidimensionality.
Interestingly, among women, feedback on job effectiveness is found to be a better indicator for feedback (in contrast to overall feedback among men). This may be due to fact the women by nature are more interested in the quality of work since they appreciate quality better. (Hofstede et al., 2010)

Interaction outside Organization:

The variable interaction outside organization consists of time spent outside organization, involvement with entities outside the organization and communication outside organization. According to the results from confirmatory factor analysis, interaction outside organization explains 54.6%, 49% and 53.9% of these factors respectively. All of the scores more than or equal to 49% which signifies their unidimensionality and there is no much difference in the scores of the three sub factors which tell us that these factors uniformly indicates the variable interaction outside organization.

Work to Family Conflict:

The variable work to family conflict consists of time-based conflict and stress based conflict. As per the confirmatory factor analysis, work to family conflict explains 60.2% and 72.7% of these factors respectively. Hence stress based conflict is a better indicator for work to family conflict among women. This may be because women may be able to handle time better. As both the factor score more than 49%, both are taken as indicators for work to family conflict.
5.C.II Effect of Perceived Manager Support on Turnover Intention

H1: Perceived Manager support has significant negative influence on turnover intention.

**Hypothesis is accepted – Same as the result for entire sample**

The z-score -2.801 is significant at 0.05 level and also at 0.01 level. The standardized value for the factor loading of perceived manager support among women (-0.273) is greater than that of the corresponding score of men (-0.159). Thus, the degree of influence of perceived manager support on turnover intention will be greater in women when compared to men. This means that when the manager support is negative, the turnover intention will be more in women and when manager support is positive, the turnover over intention will be more in men comparatively. It is an accepted fact that women care more about manager support than men do (Hoonakkera et al., 2004). Hence providing manager support to women will have a better result than providing it to men.

5.C.II.(a) Moderation Effect of Perceived Manager Status

H1a: Perceived Manager Status has a moderating effect on the relationship between perceived manager support and turnover intention.

**Hypothesis is accepted – Same as the result for entire sample**

The z-score for this relation is -2.695 which is significant at 0.05 level and also at 0.01 level. By comparing the graphs between men and women it can be see that the influence of perceived manager status is less in women as compared to women. This means that the
women care little less about the actual power of the manager and they are more inclined to take the position of the manager on its face value. Men tend to consider the power equation as well for the manager. May be the power distance is more in women as compared to men because of which women are more inclined to value manager more.

5.C.II.(b) Moderation Effect of EI on PMS and TI relation

H1b: Emotional intelligence has a moderating effect on the relationship between perceived manager support and turnover intention.

**Hypothesis is rejected**

Unlike for the entire data, for women, emotional intelligence is not shown to have a moderating effect on the relationship between perceived manager support and turnover intention. This means that manager support is equally important for emotionally intelligent and emotionally not so intelligent employees.

From the graph, *(Figure 45: Moderator Effect of EI on rel b/w PMS and TI (Women Vs Men)*) , it can be seen that women at all levels of emotional intelligence behaves almost same as that of the high intelligence group of the entire sample. Thus for all women, the turnover intention can be considerably reduced by providing ample manager support whereas this is true among men for only those who are medium to high intelligent. In addition, the negative effect of antagonistic manager support will be more for women just like emotionally high intelligent men.
5.C.III   Effect of Perceived Colleague Support on Turnover Intention

H2: Perceived colleague support has significant negative influence on turnover intention.

**Hypothesis is accepted—Same as the result for entire sample**

The z-score is -3.046 which is significant at both 0.05 level and 0.01 level. The standardized value for the factor loading of perceived colleague support among women (-0.2862) is lesser than that of the corresponding score of men (-0.315). When there is negative support from colleagues, women show lesser turnover intention as compared to men possibly due to the fortitude of women. When there is positive colleague support, men show lesser turnover intention as compared to women. May be men like to cling to the group when it has become cohesive, more than women have. This may indicate more depth in the colleague relationship among men.

5.C.III.(a)   Moderation Effect of EI on PCS and TI relation

H2a: Emotional intelligence has a moderating effect on the relationship between perceived colleague support and turnover intention.

**Hypothesis is accepted—Same as the result for entire sample**

The z-score is -3.968 which is significant at both 0.05 level and 0.01 level. This proves that emotional intelligence has a moderating effect on the relationship between colleague support and turnover intention. From the graph (Figure 46: Moderator Effect of EI on rel b/w PCS and TI (Women)), it can be seen that the moderating effect of emotional intelligence is very high in the case of women. A drastic reduction of turnover intention is seen for emotionally
intelligent employees when the colleague support increases. Besides, worth notable is the fact that, for emotionally low intelligent employees, turnover intention, though lightly, increases as colleague support increases. For the extreme value of negative colleague support, it is seen that turnover intention is negative for emotionally low intelligent employees whereas at extreme positive values of colleague support, the turnover intention is positive. Thus, low emotional intelligence is even able to reverse the type of influence perceived colleague support has on turnover intention. This may mean that women with low emotional intelligence may enjoy and find pleasure having an environment of team fighting, which makes them stay in that situation longer and they may view high colleague support with suspicion and may want to get out of the system.

5.C.IV  Effect of Social Support on Turnover Intention

H3: Social support has significant negative influence on turnover intention.

Hypothesis is accepted—Same as the result for entire sample

The z-score -3.695 is significant at 0.05 level and 0.01 level. The standardized value for the factor loading of social support among women (-0.3776) is greater than that of the corresponding score of men (-0.253). Women care little more than men do for socializing opportunity. This may be because women like socializing opportunity provided rather than creating such opportunity for themselves.
H3a: Emotional intelligence has a moderating effect on the relationship between social support and turnover intention.

**Hypothesis is rejected**

Even though an emotionally intelligent employee would be able to sustain better even in the absence of socializing opportunity, there may be a general notion among women to go out and seek for socializing opportunity. Thus, lack of socializing opportunity may be perceived as an impediment to the overall fulfilment of career. In that sense, even emotionally intelligent women will have almost same effect as that of an emotionally not so intelligent women employee. This factor of socializing opportunity may be the deciding factor that gives the overall result of non-influence of emotional intelligence.

When a preferential treatment is given for an emotionally intelligent employee, she will be obliged to give it back to the organization and would stick to the organization longer. In addition, a better socializing opportunity will make an emotionally intelligent employee emotionally fulfilled and hence she would like to extend her state of fulfilment, which will be a driving force to continue with the organization. As emotional intelligence has no moderating influence, the same can be witnessed for an emotionally low intelligent women employee as well. This is quite positive and the reason could be the general notion that feminine instincts are to look for quality of life.(Hofstede et al., 2010)

The z-score -1.279 is not significant at 0.05 level which clearly low which underlies the fact that among women, emotional intelligence does not play a moderating role in the relationship between social support and turnover intention.
H4: Interdependence has significant positive influence on turnover intention.

**Hypothesis is rejected**

Interdependent tasks do not scare women. By the nature of the projects an organization executes, it is difficult to avoid interdependent tasks. Overall results had indicated that interdependence results in turnover intention. However, among women interdependence does not lead to turnover intention. This indicates that the women can be better off in handling interdependent scenarios and work collaboratively. Possibly the aspect of collectivism is more among women which can explain this result.

**5.C.V.(a) Moderation Effect of EI on ID and TI relation**

H4a: Emotional intelligence has a moderating effect on the relationship between interdependence and turnover intention

**Hypothesis is rejected—Same as the result for entire sample**

The z-score is 1.463 and is not significant at 0.05 level. It may be noted that even when the direct effect not significant, the moderation effect can be significant. However, here the moderating effect as well is not significant. Thus, emotionally low intelligent women would be able to handle interdependence just like their emotionally high intelligent counterparts.
5.C.VI Effect of Feedback on Turnover Intention

H5: Feedback from Others has significant negative influence on turnover intention.

**Hypothesis is accepted—Same as the result for entire sample**

The z-score of -4.172 is significant at 0.01 level and also at 0.05 level. The standardized value for the factor loading of social support among women (-0.3882) is greater than that of the corresponding score of men (-0.220). Thus, the degree of influence of feedback on turnover intention will be greater in women when compared to men. This means that when feedback is not provided, the turnover intention will be more in women. Possibly women may be little bit more practical than men are and they may want an explicit feedback rather than believing something which is not true. When enough feedback is provided, the turnover over intention will be more in men comparatively. Hence, feedback support to women will have a better result than providing it to men. This may be because women are more tolerant to the constructive feedback provided than men.

**5.C.VI.(a) Moderation Effect of EI on FD and TI relation**

H5a: Emotional intelligence has a moderating effect on the relationship between Feedback from others and turnover intention.

**Hypothesis is rejected**

Emotional intelligence does not moderate the relationship between feedback and turnover intention. Therefore, emotionally low intelligent women employees are able to cope in the same manner as emotionally intelligent women employees in the case of both absence and presence of feedback.
From the graph (Figure 48: Moderator Effect of EI on rel b/w Feedback and TI (Women Vs Men)), it may be noted that the entire women group behaves the same as high intelligence men employees. This is because feedback is very important to women and emotional intelligence would not be able to override the effect.

5.C.VII Effect of Interaction outside Organization on Turnover Intention

H6: Interaction outside organization has significant negative influence on turnover intention.

Hypothesis is accepted—Same as the result for entire sample

The z-score -2.507 is significant at 0.05 level and but is not significant at 0.01 level. The standardized value for the factor loading of perceived manager support among women (-0.201) is lesser than that of the corresponding score of men (-0.235). When there is no interaction outside organization, women show lesser turnover intention as compared to men possibly because women may be content with their networking within organization or they may not appreciate the benefit of networking outside organization. When there is enough interaction outside organization, men show lesser turnover intention as compared to women. May be the positive effect of interaction outside organization is more stronger in men compared to woman as men may have more urge to connect outside organization.
5.C.VII.(a)  Moderation Effect of EI on IOO and TI relation

H6a: Emotional intelligence has a moderating effect on the relationship between interaction outside organization and turnover intention.

\textbf{Hypothesis is rejected -- Same as the result for entire sample}

The z-score is 0.272 and is not significant at 0.05 level. This underlines the importance of interaction outside organization for women as well as the variable is not moderated by emotional intelligence.

5.C.VIII  Effect of Work to Family Conflict on Turnover Intention

H7: Work to Family Conflict has significant positive influence on turnover intention.

\textbf{Hypothesis is accepted -- Same as the result for entire sample}

The z-score -2.801 is significant at 0.05 level and also at 0.01 level. The standardized value for the factor loading of perceived manager support among women (0.285) is greater than that of the corresponding score of men (0.283). Thus the degree of influence of perceived manager support on turnover intention will be almost same in women as in men. This means that men and women value family life equally. When family life is affected through work or when family is nourished by job atmosphere, men and women react in the same pattern.
5.C.VIII.(a)  Moderation Effect of EI on WFC and TI relation

H7a: Emotional intelligence has a moderating effect on the relationship between work to family conflict and turnover intention.

*Hypothesis is rejected -- Same as the result for entire sample*

The z-score is 0.013 and is not significant at 0.05 level. This underlines the importance of work to family conflict for women as well as the variable is not moderated by emotional intelligence.

5.C.IX  Overall model for Turnover Intention for Indian IT Women Employees

The overall model for women tell us that perceived manager support, perceived colleague support, social support, feedback, interaction outside organization and work to family conflict are important factors in determining employee turnover intention. Perceived manager status was shown to moderate the relationship between perceived manager support and turnover intention among women as well. Emotional intelligence was shown to minimize the negative effects of perceived colleague support only among women. The factors not moderated by emotional intelligence are quiet important. Thus, assuming the employees is of good emotional intelligence and other factors are provided to a bare minimum, companies should focus to improve perceived manager support, feedback, interaction outside organization and try to reduce work to family conflict.
5.D Turnover Model for Indian IT Men Employees

5.D.I Confirmatory Factor Analysis (Men)

Turnover Intention:

Turnover intention consists of actions reflecting turnover intention and thoughts of turnover. As per the confirmatory factor analysis, turnover intention explains 74.5% and 92.2% of these factors respectively. Thoughts of intention indicate turnover intention more. All scores are greater than 49%, which denotes their unidimensionality.

Perceived Manager Status:

Perceived manager status consists of how the manager is valued by the organization, how well the manager can influence the organizational decisions and what degree of authority the manager holds in the organization. As per the confirmatory factor analysis, perceived manager status explains 58.2%, 59.5% and 68.6% of these factors respectively. Authority of manager stands out among the lot, which means that this is the most important factor for perceived manager status among men. All the scores are more than 49%, which signifies their unidimensionality.

Emotional Intelligence:

Emotional intelligence consists of use of emotion, regulation of emotion, self-emotions appraisal and others emotions appraisal. As per the confirmatory factor analysis, emotional intelligence explains 68.2%, 67.7%, 55.7% and 62.4% of these factors respectively. Self-
emotions appraisal score the least for men whereas others emotional appraisal scored less for women. However, as all the four score more than 49%, it proves the unidimensionality of the four variables.

Perceived Manager Support:

Perceived manager support consists of manager appreciation and manager care. As per the confirmatory factor analysis, perceived manager support explains 73.1% and 66.9% of these factors respectively. Though both scores more than 49% proving their unidimensionality, the difference between these two scores is quite noticeable. It is evident that among men, the variable manager appreciation is synonymous with manager support than the variable manager care. Importantly the factor manager care scores quite less. In fact, for women, this was quite the opposite.

Perceived Colleague Support:

Perceived colleague support consists of help, appreciation and care from colleagues. According to the results from confirmatory factor analysis, perceived colleague support explains 67.9%, 75.7% and 68.6% of these factors respectively. All the factors indicate perceived colleague support since their scores are greater than 49%. However the difference in colleague appreciation and colleague care is noteworthy. The results suggest that colleague appreciation represents colleague support far better than colleague care and this is same with the case of women as well.

Social Support:

Social support consists of:

i) socializing opportunity
ii) HR & Other Employee Support

According to the results from confirmatory factor analysis, social support explains 74.3% and 59.8% of these factors respectively. There is no much difference between these two variables and all the scores more than 49%, which signifies unidimensionality. The significance of socializing opportunity is little less among men as compared to women. Men may be more extroverted which helps to the overcome the restricted socializing opportunity to an extent.

Interdependence:

Interdependence consists of initiated interdependence and received interdependence. As per the confirmatory factor analysis, interdependence explains 66% and 56.7% of these factors respectively. Initiated interdependence is the more prominent indicator for men whereas in women this factor scored quite less. Women may feel confident that they will be able to finish their task in the prescribed time hence may not consider initiated interdependence as a contributing much to interdependence. Men may feel the opposite, which could possibly the reason assuming the questions in the questionnaire played out evenly for men and women.

Feedback:

The variable feedback consists of feedback on job performance, feedback on job performance effectiveness and feedback on overall performance. According to the results from confirmatory factor analysis, feedback explains 48.5%, 58.1% and 73.3% of these factors respectively. All of the scores are equal to or more than 49%, which signifies their unidimensionality. Interestingly, among men, overall feedback is found to be a better indicator for feedback (in contrast to feedback on job effectiveness among women). Men like to hear more feedback on an overall perspective rather than performance specific feedbacks.
Interaction outside Organization:

The variable interaction outside organization consists of time spent outside organization, involvement with entities outside the organization and communication outside organization. According to the results from confirmatory factor analysis, interaction outside organization explains 58.3%, 59.6% and 56.7% of these factors respectively. All of the scores are more than or equal to 49% which signifies their unidimensionality and there is no much difference in the scores of the three sub factors which signifies that these factors uniformly indicates the variable interaction outside organization.

Work to Family Conflict:

The variable work to family conflict consists of time based conflict and stress based conflict. As per the confirmatory factor analysis, work to family conflict explains 83.3% and 56.9% of these factors respectively. For women, it was stress based conflict. Possible women are able to manage time better and possibly men are able to handle stress better. As both the factor score more than 49%, both are taken as indicators for work to family conflict.

5.D.II Effect of Perceived Manager Support on Turnover Intention

H1: Perceived Manager support has significant negative influence on turnover intention.

Hypothesis is accepted – Same as the result for entire sample

The z-score -1.965 is significant at 0.05 level but is significant at 0.01 level. For women this was significant at 0.01 level as well.
5.D.II.(a) Moderation Effect of Perceived Manager Status

H1a: Perceived Manager Status has a moderating effect on the relationship between perceived manager support and turnover intention.

Hypothesis is accepted — Same as the result for entire sample

The z-score -2.773 is significant at 0.05 level and also at 0.01 level. The proportion of variance contributed by this factor is 5.34% negatively to the variation of turnover intention. The pattern of variation is similar to that of the overall sample and can be seen from the graph. (Figure 50: Moderator Effect of PMSt on rel b/w PMS and TI (Men))

5.D.II.(b) Moderation Effect of EI on PMS and TI relation

H1b: Emotional intelligence has a moderating effect on the relationship between perceived manager support and turnover intention.

Hypothesis is accepted — Same as the result for entire sample

The z-score -2.208 is significant at 0.05 level but is not significant at 0.01 level. The proportion of variance contributed by this factor is 3.61% negatively to the variation of turnover intention. Graph (Figure 51: Moderator Effect of EI on rel b/w PMS and TI (Men)), provides the pattern of influence of emotional intelligence on the relation between perceived manager support and turnover intention and the pattern is similar to that of the overall sample
5.D.III Effect of Perceived Colleague Support on Turnover Intention

H2: Perceived colleague support has significant negative influence on turnover intention.

Hypothesis is accepted — Same as the result for entire sample

The z-score -3.72 is significant at 0.05 level and also at 0.01 level. The direct influence of colleague support is more pronounced in men than in women.

5.D.III.(a) Moderation Effect of EI on PCS and TI relation

H2a: Emotional intelligence has a moderating effect on the relationship between perceived colleague support and turnover intention.

Hypothesis is accepted — Same as the result for entire sample

The z-score -2.363 is significant at 0.05 level and but is not significant at 0.01 level. The proportion of variance contributed by this factor is 3.28% negatively to the variation of turnover intention. Graph (Figure 52: Moderator Effect of EI on rel b/w PCS and TI (Men)) provides the pattern of influence of emotional intelligence on the relation between perceived colleague support and turnover intention and the pattern is similar to that of the overall sample.
5.D.IV   Effect of Social Support on Turnover Intention

H3: Social support has significant negative influence on turnover intention.  

**Hypothesis is accepted – Same as the result for entire sample**

The z-score -2.576 is significant at 0.05 level but is not significant at 0.01 level as the value is slightly less than the cut off value of 2.58. The direct influence of social support is more evident in women than in men based on the standardized factor loadings.

5.D.IV.(a)   Moderation Effect of EI on SS and TI relation

H3a: Emotional intelligence has a moderating effect on the relationship between social support and turnover intention.  

**Hypothesis is accepted – Same as the result for entire sample**

The z-score -3.24 is significant at 0.05 level and is also significant at 0.01 level. The proportion of variance contributed by this factor is 7.54% negatively to the variation of turnover intention. Graph (Figure 53: Moderator Effect of EI on rel b/w SS and TI (Men)), provides the pattern of influence of emotional intelligence on the relation between social support and turnover intention and the pattern is similar to that of the overall sample
5.D.V Effect of Interdependence on Turnover Intention

H4: Interdependence has significant positive influence on turnover intention.

**Hypothesis is accepted – Same as the result for entire sample**

The z-score 2.785 is significant at 0.05 level and is also significant at 0.01 level. In contrast, this factor is not significant at 0.05 level for women. Interdependence is a factor affecting turnover for men but it is not so for women.

5.D.V.(a) Moderation Effect of EI on ID and TI relation

H4a: Emotional intelligence has a moderating effect on the relationship between interdependence and turnover intention.

**Hypothesis is rejected – Same as the result for entire sample**

The z-score of 1.372 is not significant at 0.05 level. Thus, emotional intelligence does not moderate the relationship between interdependence and turnover intention.
5.D.VI  Effect of Feedback on Turnover Intention

H5: Feedback from Others has significant negative influence on turnover intention.

Hypothesis is accepted – Same as the result for entire sample

The z-score - 2.634 is significant at 0.05 level and is also significant at 0.01 level. Based on the standardized value it can be said that the direct effect of feedback is more prominent among women than in men.

5.D.VI.(a)  Moderation Effect of EI on FD and TI relation

H5a: Emotional intelligence has a moderating effect on the relationship between Feedback from others and turnover intention.

Hypothesis is accepted - Same as the result for entire sample

The z-score -2.162 is significant at 0.05 level but is not significant at 0.01 level. The proportion of variance contributed by this factor is 3.33% negatively to the variation of turnover intention. Graph (Figure 54: Moderator Effect of EI on rel b/w Feedback and TI (Men)), provides the pattern of influence of emotional intelligence on the relation between feedback and turnover intention and the pattern is similar to that of the overall sample.
5.D.VII Effect of Interaction outside Organization on Turnover Intention

H6: Interaction outside organization has significant negative influence on turnover intention.

**Hypothesis is accepted – Same as the result for entire sample**

The z-score -3.452 is significant at 0.05 level and is also significant at 0.01 level. Based on the standardized value it can be said that the effect direct of feedback is more prominent among men than in women.

5.D.VII.(a) Moderation Effect of EI on IOO and TI relation

H6a: Emotional intelligence has a moderating effect on the relationship between interaction outside organization and turnover intention.

**Hypothesis is rejected – Same as the result for entire sample**

The z-score of 1.343 is not significant at 0.05 level. Thus, emotional intelligence does not moderate the relationship between interaction outside organization and turnover intention.
5.D.VIII  Effect of Work to Family Conflict on Turnover Intention

H7: Work to Family Conflict has significant positive influence on turnover intention.

Hypothesis is accepted – Same as the result for entire sample

The z-score 3.318 is significant at 0.05 level and is also significant at 0.01 level. Based on the standardized value it can be said that the influence of work to family conflict on turnover intention among men and women are almost equal.

5.D.VIII.(a)  Moderation Effect of EI on WFC and TI relation

H7a: Emotional intelligence has a moderating effect on the relationship between work to family conflict and turnover intention.

Hypothesis is rejected - Same as the result for entire sample

The z-score of 0.013 is not significant at 0.05 level. Thus, emotional intelligence does not moderate the relationship between work to family conflict and turnover intention. The moderation effect is almost zero.

5.D.IX  Overall model for Turnover Intention for Indian IT Men Employees

The overall model for men tell us that perceived manager support, perceived colleague support, social support, interdependence, feedback, interaction outside organization and work
to family conflict are important factors in determining employee turnover intention. Among men, perceived manager status was shown to moderate the relationship between perceived manager support and turnover intention. Emotional intelligence acts as a great asset that can minimize the negative effects of all the independent variables apart from interdependence, interaction outside organization and work to family conflict among men. Thus, these are the most important factors. Assuming the employees is of good emotional intelligence and other factors are provided to a bare minimum, companies should focus to improve interaction outside organization, reduce task interdependence and reduce work to family conflict for men.

5.E Summary

Interaction outside organization and work to family conflict were not moderated by emotional intelligence in their relationship with turnover intention. This was applicable for all groups and these variables are the most important ones. The lack of role of emotional intelligence among women shows that most of the variables hold more direct effect weight among women. Inherent differences in the nature of mean women explain for these differences.