CHAPTER 1

Introduction
Every separation is a painful loss. This study gives a reason to cheer about as it aims to study the causes for one such separation - separation of employees from organizations for which they toiled for years. Understanding the reasons can help to devise interventional strategies to reduce the instances of employee separation from organizations.

The Indian Information Technology (IT) industry after its formation around 60 years has seen tides of changes (Balasubramanian, 2013). Indian IT industry has seen an exponential growth to reach its current state of generating industry-aggregate revenue of over hundred billion dollars\(^1\). However, a unique characteristic issue the IT industry is facing now is that of employee turnover. In the past, Indian economy crippled by unemployment, never witnessed job-hopping as a worrisome factor. No wonder no much study happened in India while in the western world, a plethora of studies on employee turnover took place during the 1970s and 80s. Now the Indian IT industry is aware of the dangers of employee turnover and hence wants to study more on employee turnover. Studies need to match up to the size of the problem. Most of the time the Indian HR managers have to depend on theories formulated in the western world. Though the major concerns may remain the same, the gravity of influencing factors would vary. Hence, there is a dire need to study employee turnover in the Indian context. The current rate of voluntary turnover in Indian IT industry is a whopping 19%. (Sharma, 2011) i.e. 4.5 lakhs of Indian IT employees shift their jobs. (PTI, 2011) . As the IT industry contributes 7% of India’s GDP (Gross Domestic Product) and employs about 2.4 million software professionals (Balasubramanian, 2013), the impact a negative influence like turnover can be bring about is sizeable.

This chapter, in the first section introduces the context of the Indian IT industry. Later sections explain the concept of turnover, then details on consequences of turnover and introduces the concept of turnover intention. In addition, brief descriptions are given on various theories of turnover. The later sections details on each of the causes – direct or

\(^1\) NASSCOM - http://www.nasscom.in/indian-ithpo-industry
otherwise that are included in the study (Emotional Intelligence, Perceived Manager Status, Perceived Manager Support, Perceived Colleague Support and the Social Context of Work Design, which involves Social Support, Job Interdependence, Feedback, Interaction outside Organization, and Work to Family Conflict). In addition, the gender differences in the process of turnover are examined. In the penultimate section, the model of turnover this study intends to examine is proposed. The last section offers a brief summary of this chapter.

1.A The Indian IT Industry Context

The term context denotes the ‘environmental or situational surroundings associated with a particular phenomenon that help to illuminate it’. (Ang & Slaughter, 2000). The context, under which a study is done, needs to be monitored closely.

Ang and Slaughter (2000) recommends the study of context for IT industry by the below categorization:

- External environment determined by technological trends, IT labour market, legal conditions, globalization and the national culture of India
- Internal environment determined by strategy, organizational structure, life cycle and size of organization, human resource practise and the IT work process.

**External Environment**

- Technological Trends:

  The technology one works in determines largely the complexity involved. In addition, the changes one technology undergoes differ from another. However, continuous learning is part of all technologies. Unless a person keep up-to-date chances of getting
obsolete are high. Further, it is common in Indian scenario to shift from one technology to another. It may depend on the request from the employee or it may happen based on urgent project needs. Typically, if a person is not able to match up to the technology change, her manager will provide an opportunity to go back to the original technology.

○ IT Labour Market:

The supply of employees does not meet the demand posed by Indian IT industry. (Arora, Asundi, & Fernandes, 2000). This gives employees the independence they want, as they do not have to cling onto their current job if they feel that their genuine demands are not met. The implication of such a labour market is that most of the people with an intention to quit the job will end up quitting the job. In addition, it is difficult for the employer to keep its employees, as they have to be on constant vigil; else, other companies will poach their precious talents.

○ Legal conditions:

India has a host of labour laws that intend to protect the rights of employees. However, IT employees are mostly kept outside the ambit of such laws in favour of the industry to grow better. For e.g. IT sector in Karnataka is exempt from the Industrial Employment (Standing Orders) Act, 1946. Under this law, ‘companies were required to define conditions of employment and details such as working hours, wages, attendance, grounds of termination and so on. The companies also had to make these known to employees by displaying the terms on a display board near the main entrance. The terms also had to be approved by labour unions’. (Nandakumar, 2013). The lack of organizational commitment seen in Indian IT employees² may be better explained by these factors.

² About What’s Working™: Mercer Survey- Inside Employees’ Mind
Globalization:

IT industry epitomizes the aspect of globalization in work scenario. Employees will have to deal with colleagues and customers all over the world. The cultural differences and the food and climate differences during short visits have telling effects on the mind-set of Indian IT employees. Further they will have to adopt to the different time zones while they work from India depending on customer demand and when they travel abroad they have adapt to the alien time zone. In addition, Indian employees have to compete with global counterparts to win their place. In such a setup of globalization, how good one can handle English can also determine one’s success.

National Culture of India:

Hofstede, Hofstede, and Minkov (2010), studies cultural differences in the purview of organization using four factors – power distance, individualism, masculinity, uncertainty avoidance, pragmatism and indulgence.
Hofstede et al. (2010) defines power distance as ‘the extent to which the less powerful members of institutions and organisations within a country expect and accept that power is distributed unequally’. India scores very high (77) on this dimension indicating that the respect for managers and superiors will be more in India hence their support will mean more to the employees.

Individualism pertains to societies in which the ties between individuals are loose. (Hofstede et al., 2010). India with a score of 48 is a collectivist society and hence Indians can be expected to have lesser withdrawal cognition towards interdependent tasks.
Hofstede et al. (2010) mentions masculine characteristic as wanting material success and feminine characteristic as wanting quality of life. India is a masculine society as it scores 56 on this index and hence Indians may go after better opportunities even if they have gratifying job experience.

Hofstede et al. (2010) defines uncertainty avoidance index as the ‘extent to which the members of a culture feel threatened by ambiguous or unknown situations’. India scores 40 on this dimension, which implies that anxiety of Indians on unknown situations will be less. This effectively means that Indians will not fear to move into new realm, which is quite unfamiliar to them.

‘Long-term orientation stands for the fostering of pragmatic virtues oriented toward future rewards, in particular perseverance, thrift, and adapting to changing circumstances’ (Hofstede et al., 2010). India has an average score (51), but it has a culture that is long term and pragmatic. Therefore, the quit decisions made by Indian employees will be that of pragmatic nature.

Hofstede et al. (2010) defines indulgence as ‘a tendency to allow relatively free gratification of basic and natural human desires related to enjoying life and having fun.’ India scores 26 on this index, which is very low. This implies that India is a restrained society rather than an indulgent society. Restrained societies ‘reflect a conviction that such gratification needs to be curbed and regulated by strict social norms’. (Hofstede et al., 2010). From organizational standpoint, members of restrained society may derive more happiness from work as they have minimal activities outside of it and hence the response to unpleasant work experience can be drastic. However going by the changed life style of IT professionals in India, if this group is considered individually the score will be considerably more than 26. Hence, chances for immediate withdrawal responses are minimal.
Internal Environment

- Strategy:

Miles and Snow (1978) defines strategy as a ‘plan of action for investing resources to develop core competences to achieve long-term goals and objectives’. (Ang & Slaughter, 2000). They classified the IT organizations as below:

a. Defenders: These type of companies already have a huge market and they will be striving to retain that market. Examples from Indian IT industry: - Infosys, TCS
b. Prospectors: These types of companies try to improve their market. Examples from Indian IT industry from SAP technology point of view: Genpact, Gensor
c. Analysers: These types of companies try to innovate by building new type of products. These are the product development companies like SAP or Oracle and typically, service-oriented companies do not exhibit these characteristics.

It is important to understand the strategy each company or even the unit of the company has taken since these factors as well can play a role in the mind of the individuals in having turnover intention. Data from companies having the same strategy can be compared but great care has to be taken while comparing data from companies having different strategies.

- Organizational Structure: The organizational structure differs from company to company. Some companies will work on the concept of flat hierarchy especially the product development company and others may have a strict hierarchy reporting. For example, a team member reports to team leader, team leader reports to team manager and manager reports to program manager and program manager reports to delivery manager. In these strict structures, delivery manager may not be directly accessible for a team member. Again great caution should be applied in case comparison of data
is made between companies having different organizational structure while analysing the turnover intention as organisational structure can have an influence.

- **Life Cycle and Size of Organization**: Baird and Meshoulam (1988), based on life cycle and size of organization classified organizations as start-up, growth, maturity, and decline. With companies engaging in varied businesses, this categorization is meaningful more at an organizational unit level. Great attention to the details of life cycle and size of organization are required for case studies that span across organizations going through a different life cycle and having a considerable difference in its size.

- **Human Resource Practises**: A comparable human resource practises are mandatory while studying turnover intention across companies. Human resource practise determine whether an employee is given share option of the company, how the bonus amount is determined, how the performance is analysed, etc. While studying turnover intention, uniform human resource practises are to be ensured so that these factors do not cause undue influence on the turnover model that is studied.

- **IT Work Process**: IT work process in service oriented IT industry can be of the nature of support or consulting. Support deals in solving issues faced by customer in day-to-day activities. Consulting offers solution to companies at a tactical level— for example how SAP can implemented within the plant of a company. Service oriented companies typically do not engage in strategic consulting, for example—whether a company should implement SAP or Oracle to maximize its profit. Examples of companies doing strategic consulting are Deloitte, PWC, etc.
1.B  Concept of Turnover Intention

1.B.I  Turnover

‘Mobley (1982) defines employee turnover as the voluntary cessation of membership in an organization by an individual who received monetary compensation from the organization’ (Hom & Griffeth, 1995). The term voluntary refers to the fact that the employee has a choice to remain in the organization if he opts so when the employee resigns from the organization. Therefore, the termination by the employer and the resignation by the employee due to unavoidable circumstances do not account for employee turnover. This is because this study intends to study the causes of motivated behaviour as per generally accepted recommendation (Hom & Griffeth, 1995).

Avoidable Turnover:

Turnover that happens at the insistence of spouse is to be excluded from the study of voluntary turnover (Price, 1977). Based on this recommendation, the nature of turnover that happens as a result of family planning cannot be regarded as voluntary (Mirvis & Lawler, 1977). So pregnant workers are completely excluded from turnover studies (Waters, Roach, & Waters, 1976) as cited in (Hom & Griffeth, 1995).

1.B.II  Negative Consequences of Turnover

Though some positive consequences exist for employee turnover the negative consequences outweighs it all. The negative ramifications are not just for the organization but for the leaver as well. (Hom & Griffeth, 1995). The consequences at company level is considered at an
overall level and at a work group level (Mobley, 1977). However, the positive consequences may be striking in the case of functional turnover, for e.g., an underperforming employee is fired by an organization, which falls into the category of involuntary turnover. Alternatively, the organization may systematically isolate or lower the importance of the employee and provide him no support. The employee can be put in a performance improvement program, which can put pressure on employees to leave. This type of turnover is functional turnover in the categorization of turnover into functional and dysfunctional (Dalton, Todor, & Krackhardt, 1982). Turnover studies should try to avoid functional turnover to the extent possible.

Possible Negative Consequences for Leaver:

a) Loss of Familiarity Factor: More often than not, study on turnover consequences mention loss of seniority as a negative consequence (Mobley, 1977). However, while shifting job it is quite common that people get plum posts. Unless the employee is completely unaware of the hierarchy level of the organization into which she is going to join, she may not end up losing the seniority. With the modern era of LinkedIn\(^3\), and with IT workers as its most active participants, seldom does a careful job shifter fail to notice the hierarchy level in the new organization that she is going to join. However, the employee will lose out the familiarity factor in her previous job. There are often several processes associated with an organization like time booking, approvals that are required for leave, approvals that are required for onsite travel, etc. For e.g., for onsite travel, normally approvals from different sections would be required- the Vice President of the organization, visa team, environment, health and safety (EHS) team and finance team. After the approvals, the employee may have to collect the forex, flight tickets and hotel reservation. For all these activities, frequent follow-ups would be required and a familiar set up with awareness of the ‘right’ contacts will definitely help to expedite the process. A new employee may find it difficult to have a smooth sailing unless a senior member is assigned dedicatedly which does not happen most of the time.

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\(^3\) http://www.linkedin.com/
b) Loss of fringe benefits: Usually, an employee will get a variable pay and/or bonus at the end of the financial year of the company. The variable pay may range from 10% to 13% of the total pay package. If an employee leaves the organization at any point in time before this pay-out is made, she stands to lose the entire amount. Even if the employee is in the notice period, she will end up losing the entire amount. This is a golden handcuff by the employee and the timing of actual turnover is hugely dependent on this. Even a perfectly calculated job shift may result in loss of variable pay for at least two to three months considering that the notice period is generally 60 days to 90 days.

The studies in the western world cite loss of health care benefits as factor in turnover. Studies indicate job mobility get reduced by 25 per cent due to this factor (Hom & Griffeth, 1995). However, this is not a factor in Indian scenario as all employers in India provide health insurance for the employee and her family members.

c) Moving Cost: Unreimbursed moving cost is always a worrisome factor to the employee who is shifting job (Mobley, 1977). In Indian scenario, most of the companies support new hires on relocation. Cost incurred for relocation is reimbursed within 60 days when the employee shift from one city to another. However, this facility cannot be availed when the employee has to do shifting within the city. With the IT sector being concentrated on far corners of the city (e.g., Electronic city area and the Whitefield area in Bangalore); it is common for employees to make an intra-city shift—usually for employees living in rented apartments.

d) Disruption of family: This negative consequence is long acknowledged (Mobley, 1977). Whenever spouse is also working, the magnitude of disruption increases. Relocation may either demand the spouse to relinquish the job or put extra pressure to cope up with the new situation the job shift has created. Those who relinquish the job may not get comparable employment (Lublin, 1993) as cited in (Hom & Griffeth, 1995). Most of the Indian IT families are young and both of the partners will be

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4 NASSCOM, Knowledge Professionals – Factsheet, www.nasscom.org
working. The change in office timing can harm home schedule, which is fine-tuned to cater to the demands of the previous company.

e) Transition Stress: During the time of transition, the leaver has to cope with the anxiety of uncertainty. Also there will be multitude of things that needs to be done e.g., transfer of provident fund from one company to other, updating of credit card address, change of phone number if relocation is involved as in India roaming is not free and same number cannot be extended to a different region. Also getting adjusted to the new work environment paves way for stress.(Hom & Griffeth, 1995)

f) Loss of Friendship: Having migrated from different parts of the country the friend circle is majorly from one’s own company. With job shift the friendship circle, get affected. The leaver may have to get a complete new friend circle and the efforts to socialize cannot be neglected. Relocation can aggravate this situation.

Possible Negative Consequences for Stayer:

a) Increased workload and decreased performance: When an employee leaves the organization, the workloads for the employees who stay in the organization increases even if the employee who left is substituted by a new employee or by an existing employee from another team.(Mowday, Porter, & Steers, 1981). Considerable amount of time has to be spent to make the new comer understand the existing processes. In IT industry as the processes are highly specific, this transition period can be painful, in time and efforts- in ramping up the new joiner and as well the project delivery on time with quality. If the job is of highly interdependent nature the difficulty in coping with the situation increases exponentially. The extra amount of workload the stayer has to be bear can bring down his performance and can even affect the work that he was previously doing. In addition, the expectation from the management may also increase for the stayer and he may be expected to deliver in full throttle in the absence of the leaver, which can put additional pressure on the stayer.
b) Stress and Uncertainty: Stress can be viewed as direct consequent of the increased work load and decreased performance (Mowday et al., 1981). This can affect the work to family conflict and the employee will be going through a period of uncertainty when she is not sure when this temporary phenomenon of stress will go away or whether it’s of a permanent nature.

c) Decrease in positive job attitude: When a team member leaves the organization, it puts the stayer into a continuous thinking cycle. The stayer may start to reanalyse her position with the organization due to ‘ripple effects’ (Barsade, 2002). This can affect his perception on the utility of available alternatives (Greenberg, 1997). She may develop a feeling then that that her association with the organization is not good (Ehrhart & Naumann, 2004) This will in turn affect her attitudes job and the organization and she can exhibit withdrawal tendencies during this period. (Eder & Eisenberger, 2008)

Possible Negative Consequences for Work Groups:

a) Disruption of work and group processes: Disruption of work is a known attribute in the work group when a well-established member leaves the group (Mowday et al., 1981). The leaver might be a leader and the employee who replaced him may be more oriented to be a follower. This kind of scenario can dramatically damage the team dynamics and the team can fall apart in no time. The time when a new member joins the team is a testing time for the group as well as the new joiner. How the group accepts the employee may be according to the norms that the group have informally set in an implicit manner. Understanding the subtle dynamics is quite a task and the new employee will take some time to settle down.
b) Efforts for socializing new member: Considerable efforts may be required to get new joiner to get to know the members of the team. Bonding may take further time as it is a gradual process. Deliberate efforts are required during those times

Possible Negative Consequences for Organization:

a) Costs of Turnover

Costs of turnover are the cost incurred by an organization directly or indirectly as its employees leave the organization. Costs of turnover are classified as of three main types (Mowday et al., 1981).

i. Selection and recruitment cost: Cost involved in the selection process for finding and recruiting an alternate talent in place of the employee who left the organization.

ii. Training and development cost: Cost involved in training the employee hired in place of the existing employee. The newly hired employee may have to be trained for certain specific skills that are required for the job.

iii. Administrative Costs: When an employee leaves, there are multitudes of exit formalities that are to be done and some may even be legally binding. This process would require additional administrative costs.

b) Loss of Business and loss of good will: Decrease in quality of service and increase in time for service can lead to decreased customer satisfaction. Customers may prefer to have the existing good employees stay since they might have already built a good rapport and frequent changes in the resource alignment can frustrate the customer.
1.B.III Turnover Intention

‘From a psychological point of view, termination occurs long before it actually happens’. (Roseman, 1981). This is in line with Fishbein and Ajzen’s theory of reasoned action. It states that people use information rationally to make behavioural decisions. (Horn & Griffeth, 1995) This theory and its evolution into Ajzen’s theory of planned behaviour suggest that intentions to perform behaviour are the immediate precursors to actual behaviour. This has been empirically verified as well. (Mobley, Horner, & Hollingworth, 1987). Many other studies have as well supported this empirical model5 (Allen, 2004). Hence whenever an employee quits, she will have the intention to quit as an antecedent (Tett & Meyer, 1993). The study of turnover intention is of greater importance than the study of turnover itself for the below mentioned reasons:

a) The actual turnover does not happen without turnover intention unless in the case of a sudden awareness on better alternatives and an impulsive action.

b) Market forces will influence the actual turnover dramatically. Trying to derive psychological conclusions out of it will be error prone.

c) It is beneficial for the organization to know when the employee develops turnover intention so that immediate remedial steps could be taken.

d) The period when employee sports the turnover intention breeds negative consequences for the employee as well for the organization. The employee may exhibit milder withdrawal symptoms like absenteeism and lateness and potentially do harmfully things to the organization.

Even after the turnover intention is developed in the individual, lack of opportunities or emotional moderation may block her from having the actual behaviour.

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5 Kim and Hunter (1993) provides a meta analytic review
Turnover intention is different from decision to quit. Intention is more emotion driven and it is a desire to quit. When there is a desire to quit, it is not mandatory to have made up a decision to quit. In addition, turnover intention is different from thought of quitting. Thought of quitting may happen due to a “shock” in a single day (Lee & Mitchell, 1994). That thought originates when a person is overwhelmed in emotion caused by the exigencies of the circumstance. Such a non-frequent thought of quitting may fade away after certain period after the “shock” event. However, when such thoughts of quitting become frequent turnover intention arises.

**Relation between turnover intention and turnover:**

Turnover intention does not guarantee actual turnover. Even when the alternative possibilities are perceived to be better still the relation between turnover intention and turnover can be moderated by certain personality factors.

![Figure 2: Turnover Intention to Actual Turnover](image.png)
Allen (2004) identified the moderating factors on the relationship between turnover intention and turnover. The moderating factors identified are as below:

- **Self-monitoring**: High self-monitors are sensitive to situational and interpersonal cues and they regulate their behaviour—so there can be contradiction between their attitude and behaviour (Allen, 2004). Low monitors are the other way round and their attitude will be predictors of their behaviour and thus low self-monitors are more likely to quit when they have turnover intention. (Gangestad & Snyder, 2000)

- **Locus of Control**: People can have internal locus of control or external locus of control. People with internal locus of control believe that they can control the events that take place in their lives and the case of people with external locus of control is the opposite. People with internal locus of control are more likely to act on the turnover intention and exhibit turnover. (Allen, 2004). People with external locus of control are more likely to remain in their job despite turnover intention. (Spector, 1982)

- **Proactive personality**: More proactive individuals are likely to act on turnover intention to result in turnover (Bateman & Crant, 1993) as cited in (Allen, 2004)

- **Risk aversion**: The alternative in hand may not be the best match as desired even if it is perceived better to be compared to the current job. Even if there is a ‘perfect match’ due to the rosy labour market in Indian IT industry, turnover decisions are inherently risky—a known devil may be better than an unknown angel. Hence the risk aversion nature of individuals plays a role in determining the actual turnover despite having turnover intention (Allen, 2004).
1.B.IV Theories on Turnover

There are number of classic theories that exist for turnover. The major theories on turnover can be enlisted as below:

1.B.IV.(a) March and Simon Motivation Theory

March and Simon (1958) states that the employee turnover is determined by two factors:

i. Perceived Desirability of Movement

ii. Perceived Ease of Movement
Perceived desirability of movement originates from job satisfaction and possibility of intra-organizational transfer. Perceived ease of movement is determined by the number of job offers that an employee have and by the personal traits of the individual.
1.B.IV.(b) Porter and Steers Met Expectation Model

Porter and Steers (1973) states that turnover results from a process of balancing the perceived rewards that are both actual and potential with the desired expectations.

![Figure 4: Met Expectation Model](image)

1.B.IV.(c) Mobley’s Turnover Process Model

Mobley (1977) describes the linkage of the process of decision making that result in turnover is depicted by Mobley’s Intermediate Linkages Model of Turnover. This model explains how the process by which the turnover intention becomes actual turnover.

The negative evaluation of present job results in reduced job satisfaction. Thoughts of quitting or the intention of turnover will occur frequently due to reduced job satisfaction. Evaluation of expected utility of job seeking and cost of quitting follows. If this is positive, it develops intention to seek alternatives. Then the search of alternatives begins. Once alternatives are identified, they are evaluated on its merits and that alternatives are compared with present job. Upon a favourable outcome, quit decisions are made and then finally the actual turnover happens.
In the context of Indian IT scenario, searching of job is not so difficult in Indian IT scenario. It is as easy as uploading a resume in a job portal and the job opportunities starts chasing the job seeker. Most of the interview process happens telephonically at a convenient time or through video call. Face to face, interview is necessitated only at the final phase when
everything else is finalized. Therefore, the intention to seek alternatives can be an immediate consequent of turnover intention. In addition, the possibility of a plum opening can induce turnover intention and sometime employees can take an impulsive step to resign from the current job on availability of a better alternative. It is also common in Indian IT scenario to resign without any alternatives in mind when the intention to turnover exists. The high numbers of opportunities give employees high confidence that they can find a job while serving the notice period, which may typically vary from one month to three month.

1.B.IV.(d) Price and Mueller Causal Model

Price and Mueller (1981) provides a theory of turnover based on causal factors. For this reason, this is a milestone theory in the history of turnover theories. This theory states that a group of antecedents of turnover is mediated through job satisfaction. Price and Mueller (1986) later revised this theory to include commitment as a factor that mediates intention to leave as cited in (Hom & Griffeth, 1995). This revised model is shown as below:
Job Satisfaction:

H. M. Weiss (2002) explains that there are two facets of job satisfaction one defined as “pleasurable or positive emotional state resulting from an appraisal of one’s job or job experiences” (Locke, 1976) and another defined as “an attitude towards one’s job”. (Brief, 1998). Job satisfaction can be seen as an overall satisfaction or facet satisfaction – which considers the satisfaction in all facets of job. (Wanous, Reichers, & Hudy, 1997). This overall satisfaction is contributed by a variety of factors and job satisfaction mediates the relationships of these variables with turnover. This study does not consider job satisfaction as it is a mediational variable and the intent of the study is to identify direct causal variables.
The antecedents of turnover that are mediated through job satisfaction are: Role Overload, Routinization, Centralization, Instrumental Communication, Integration, Pay, Distributive Justice, and Promotional Opportunity. Comparing these causal factors to the IT scenario and to the Indian scenario, we can see that the effect of role overload will be seen in work to family conflict, which makes role overload a rather relative term. Routinization of work is not found to exist in the context of Indian IT industry. (Ilavarasan & Sharma, 2003). Centralization is the concept of participation. (Hom & Griffeth, 1995). Participation of employee is nurtured by manager support. Instrumental communication is the clear feedback that a manager offers to her employee. Integration within the organization and among the work group shows the level of interdependence among employees. Distributive justice and promotional opportunity are seen directly influenced by manager support. Promotions do not take place in a fixed, time-bound manner in Indian IT industry. (Upadhya & Vasavi, 2006) Also it is not limited in numbers and there are strong trends which indicates that the employees are promoted when their promotion is due even when a perfect position for the new role is non-existent. Even the companies will be willing to promote their in-house talents since recruiting external talent to the post will be costlier compared to the promotion. In addition, the need for having decent bench strength with an eye on preparation for future is quite common.

Commitment:

Meyer and Allen (1991) defines organizational commitment to consist of a desire to stay in an organization (affective commitment), a need to stay in an organization (continuance commitment) and an obligation to stay in an organization. A desire to stay in an organization can be viewed as a resultant of the future benefits an employee hopes to get on merit of the current support he receives in the organization. The need to stay in the organization can be viewed as a resultant of the analysis of the perceived utility of available opportunities. Obligation to stay can arise because of the good things the organization has done for an employee in the past. This study does not
consider organizational commitment as it is a mediational variable and the intent of the study is to identify direct causal variables.

Professionalism, General Training, Kinship Responsibility, Company and Work Unit size are mediated through commitment in their relation with turnover. The level of professionalism and the extent of training opportunities will be there at least to a minimum expected level. In its relation with turnover, kinship responsibility is better represented by work to family conflict rather than as an isolated factor.

The effective size of the company matters more i.e. the number of employees in SAP practice of a company rather than total size since opportunities for the specialized task depend on the effective size. Quantifying the effect of organizational effective size is difficult rational choice hence the variable is better verified to be notionally similar. Work unit size is dynamic since its changes from project and project in IT industry and hence temporary state will have a minimum influence on a long-term decision for a sound mind.

1.B.IV.(e) Steers and Mowday Multi-route model

Steers and Mowday (1981) proposed the multi-route model of turnover. The proposed model is shown below.
This framework can be compartmentalized into four as below:

- **Formation of job expectation**

  The formation of job expectation is based on the market conditions and available opportunities, how the individual perceive this (individual attributes) to form job expectation also based on information on job and organization. Thus, in effect, this can be seen as the perceived utility of available opportunities and the factors that lead to perceived utility of available opportunities.
Formation of job affect:

The unmet expectation, as in met-unmet expectation model, leads to job satisfaction and organizational commitment and another factor called job involvement, which together forms the job affect.

- Job Involvement: Blau (1985) defines job involvement as the extent to which the individual identifies psychologically with her job. Job involvement happens with the type of work an employee is doing. IT workers are highly specialized workers. For e.g., if we consider SAP consulting, each consultant will handle only her particular area like that of material management or sales and distribution. Even if the employee joins another organization, she will be dealing in the same module only. It can also be argued that even within the same module the nature of work can differ like support project, roll out project or implementation project. Manager does this work assignment and if the interest of the employee is not catered then it shows lack of manager support. Manager can be helpless if the organization does not have many opportunities. Hence, care should be taken to ensure that organization has enough assignments. If this factor is taken care of, then job involvement can be deemed non-influencing factor for turnover. And if the employee hates her chosen field of career then the intention that arises out of it has to be seen as job turnover as against employee turnover.

The job affect leads to job performance and job performance in turn leads to job affect.

- Job Performance: ‘Job performance is defined as the total expected value to the organization of the discrete behavioural episodes that an individual carries out over a standard period of time’ (Motowidlo, 2003). If an employee feels that her performance is not good and if that will lead to turnover intention then it should be caused by factors external to her. If she holds herself responsible for lack of performance then she will be motivated to put efforts to change the
situation. (Frese & Fay, 2001). Therefore, the factors worth pondering while studying turnover intention are the external factors that cause dissatisfaction and hence reduce performance. For this reason, performance is not considered in this study. However, this study excludes the employees who are in performance improvement programs to avoid measuring functional turnover.

- Formation of intent to leave:

  Reduced job affect can lead to turnover intention and this will be influenced by the non-work factors like the friendship opportunities and social support.

- The actual turnover: Turnover intention leads to turnover. In addition, availability of actual turnover can lead to turnover directly depending on available opportunity. This model also argue that availability of opportunities, in the absence of turnover intention can lead to alternate modes of accommodation like part time job instead of turnover. This depends on the risk taking nature of the individual as in Indian IT industry, while being a full time employee it is strictly prohibited to take up job of the same nature elsewhere.

### 1.B.IV.(f) Agarwal and Ferratt IT Specific Factors

Agarwal and Ferratt (2000) categorizes the antecedents of turnover in Information Technology industry into three groups. (Iyer, 2011). They are as below:

- Organizational Centric: The attributes of the organization demonstrated through deliberate managerial actions determine turnover. (Agarwal & Ferratt, 2000).
Individual Centric: The individual attributes play a role in shaping attitude toward turnover. (Agarwal & Ferratt, 2000). The individual centric attributes relevant for the organization can be viewed as a reflection of emotional intelligence. Some of these dispositional traits apart from the emotional intelligence play a more role in determining the conversion rate of turnover intention into turnover.

Preferred Employment Duration: Preferred employment duration (tenure), which is determined by career level, life stage and competencies as a major antecedent to turnover in IT industry is empirically verified as well. (Agarwal & Ferratt, 2002) as cited in (Iyer, 2011). This factor can play a role in the conversion of turnover intention into turnover due to self-monitoring. However, this factor cannot play a direct role in turnover intention. Of course tenure is an influencing factor as discerned by theory of honeymoon and hangover effect. (Boswell, Boudreau, & Tichy, 2005). This states that for a particular period after the employees join a company they will be in a ‘honeymoon’ mood and after certain period, they will be in a ‘hangover’ mode. The employees with the tenure falling into these categories are better avoided in studies as it can unduly influence results.

1.B.IV.(g) Other Major Factors Considered in Other TI Models

Job Stress:

McGrath (1970) defines perceived job stress as ‘a substantial imbalance between demand and response capability, under conditions where failure to meet the demand has important, perceived consequences’. However, a certain level of job stress can have a positive effect as
well (Schuler, 1980). The negative influences start after the ‘tipping point’6. Job stress is construed as a mediating factor of turnover intention.(Koslowsky & Marom, 2004)

Organization Status:

Organizational status can play a role when one joins the company. It can also have an effect in drastic situations like in the collapse of Satyam computers7. In other cases, this factor influences in the perceived utility of availability unless the employee is apprehensive about job security like in the case mentioned.

1.C Concept of Emotional Intelligence

Goleman (1995) states that emotional intelligence can be represented by one old fashioned word: character. This gives a general definition on emotional intelligence. Also, emotional intelligence is seen as an aspect of “social intelligence” relevant for work place (Wong & Law, 2002).

More formally, theories on emotional intelligence fall under two classes: the ability model and the trait model. Emotional Intelligence measured through these models are different constructs (Petrides & Furnham, 2000). The difference between these models lies in the way assessment is done. (Jensen, Kohn, Rilea, Hannon, & Howells, 2007).

Pérez, Petrides, and Furnham (2005) states that the trait emotional intelligence is measured through self-report questionnaires, whereas the ability model of emotional intelligence is measured through tests of maximal performance. i.e. a pure measure that measures the maximum value (Fiske & Butler, 1963) as cited in (Ackerman & Heggestad, 1997)

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7 Timmons and Wassener (2009)
The discriminant validity of emotional intelligence is well established and it’s distinguished from ‘personality’ providing merit as a distinct variable (Caruso, Mayer, & Salovey, 2002)

Definition of Emotional Intelligence:

Salovey and Mayer (1990) defines Emotional Intelligence (EI) as ‘one’s ability to recognize one’s own feeling and others’ feelings, to discriminate among them, and to use the information to guide one’s thinking and action’ (Salovey, Woolery, & Mayer, 2002)

In line with the definition provided above emotional intelligence is viewed as consisting of regulation of emotion, use of emotion, self-emotions appraisal and others emotion appraisal (Law, Wong, & Song, 2004).

Emotional Intelligence and Turnover Intention

The construct and criterion validity of employee emotional intelligence and its potential utility for management studies is well established (Law et al., 2004). The developing concept of emotional intelligence was also applied in the realm of turnover study by many researches. Maximum number of researches concerning emotional intelligence (~ 35%) has happened in the area related to workplace.(Stough, Saklofske, & Parke, 2009).

Demir (2011) has found a negative relationship between turnover and emotional intelligence. There are enough evidences that emotional intelligence has as influence on turnover intention (Carmeli, 2003). Latest researchers continue to show evidence of the same (Jordan & Troth, 2011). Though emotion was earlier believed to cause behaviour directly now it’s shaping tendency is accepted better.(Baumeister, Vohs, DeWall, & Zhang, 2007). Recent theory on emotional intelligence in organizational behaviour context posits the moderating effect of emotional intelligence on aggressive work attitudes.(Quebbeman & Rozell, 2002). The aggressive work attitude also includes turnover intention (Fox & Spector, 1999) as cited in (Quebbeman & Rozell, 2002). Hence, emotional intelligence is taken as a moderating variable in this study.
As mentioned, employee emotional intelligence relates with turnover intention (Trivellas, Gerogiannis, & Svarna, 2011). However, the emotional intelligence of manager as perceived by the employee is found to have no significant role in determining the employee turnover intention (Miller, 2011). This is also verified specifically for the case of IT industry (Stephens, 2011).

One aspect that makes emotional intelligence holistically important in this study is the fact that all variables are ‘perceived’ from the viewpoint of employees. Emotional intelligence in a way can make these perceptions underrated or overrated. Empirical evidence clearly underlies this argument. Collins (2001) stated that ‘those with lower levels of this ability overrated their own leadership’, whereas ‘those with higher levels underrated their own leadership’ (Daus & Ashkanasy, 2005).

### 1.D Concept of Perceived Manager Status

Eisenberger, Stinglhamber, Vandenbergh, Sucharski, and Rhoades (2002) defines perceived manager status as the degree to which employees identify the manager with the organization. Recently a new term is introduced for this as ‘manager organizational embodiment’ (Eisenberger et al., 2010). This new term is used in further studies as well. (Shoss, Eisenberger, Restubog, & Zagenczyk, 2013). However, considering the Indian scenario and the special connotation the word ‘status’ signifies, this study uses the term perceived manager status. It may also be noted that the entire literature uses the word ‘supervisor’ wherever the word ‘manager’ is mentioned in this study. Again, the term manager is chosen as it is the term in vogue with the Indian IT industry.
While dealing with the manager for job related purposes, employee view manager as an organizational agent.(Eisenberger et al., 2010). The strength of this dealing will be determined by the degree to which the employee identifies the manager with the organization.

Eisenberger et al. (2002) states that perceived manager status is comprised of three factors as perceived by the employee:

- Organization’s high valuation and positive regard for manager
- Manager’s influence in important organizational decisions.
- Manager’s authority and autonomy in carrying out job responsibilities.

**Perceived Manager Status and Turnover Intention**

Moderating effect of manager’s perceived organizational status on the relationship between perceived manager support and perceived organization support is well established. (Eisenberger et al., 2002) . Also perceived organizational support is proved to mediate perceived manager support and voluntary turnover (Eisenberger et al., 2002). Perceived manager status is reported to have relation with commitment to change (Rashid & Zhao, 2010). Managers act as representatives of organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986). This is empirically proved in studies analysing perceived manager status (Aselage & Eisenberger, 2003). For these reasons, it can be said that the perceived manager status has an influencing effect on turnover intention
1.E Concept of Perceived Manager Support

Perceived manager support is how the employee feels her manager supports her. People with good managers are four times less likely to leave the organization (Zipkin, 2000) as cited in (Cherniss, 2001).

Eisenberger et al. (2002) defines perceived manager support as the perception of employees on degree to which supervisors value their contributions and ‘care about their well-being’.(Kottke & Sharafinski, 1988).

Perceived manager support is considered instead of LMX (Leader Member Exchange Theory) or transformational leadership style. This is because individual aspects play a better role as a determinant. For instance, some employees may prefer transactional leadership to transformational leadership. Hence, it is important to understand the preference of the employees themselves. Therefore, a variable like perceived manager support is taken. Also LMX is often considered similar to perceived organizational support (Wayne, Shore, & Liden, 1997). From a subordinate’s perspective LMX and mentoring are one (Scandura & Schriesheim, 1994). Manager support is not just about mentoring it should include factors like appreciation provided by manager. Perceived manager support includes the way the manager influence the subordinate i.e. LMX.

Also, this study does not consider a related term ‘perceived organizational support’ (POS) (Eisenberger et al., 1986). Perceived organizational support is defined as global beliefs of the employees concerning the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 2002). Fairness, manager support, organizational rewards and job conditions are the antecedents of perceived organizational support (Rhoades & Eisenberger, 2002). Further researches have supported positive relation of perceived manager support and perceived organizational support (Shanock & Eisenberger,
This study measures the manager support directly. Job conditions for IT employees in India are same across companies largely. Fairness and rewards provided by the manager in the Indian IT industry. If the manager does not offer fairness, then a situation arise that the higher management has to offer support to the employee by opposing the manager. This would depend on the status of the manager. Perceived colleague support is also seen a predictor for organizational support (Hayton, Carnabuci, & Eisenberger, 2012). Perceived colleague support is discussed in detail in the ensuing section 1.F.

Perceived Manager Support and Turnover Intention:

A strong direct relationship is found between perceived manager support and turnover intention (Maertz, Griffeth, Campbell, & Allen, 2007). Previous researches had also found that perceived organizational support mediates the relationship between perceived supervisor support and turnover intention (Eisenberger et al., 2002). From this, we can posit a relationship between perceived manager support and turnover intention. Even though support from managers of both gender does not show much variation, gender congruence is seen as a factor in manager support (Grissom, Crotty, & Keiser, 2012).
This study does not focus on mediational factors (in this case perceived organizational support) as it only intends to find the direct causal factors. Also a mediational factors can be studied only in a longitudinal set up (Little, 2013).

Further, studies have found that the manager support helps to reduce turnover in Indian scenario (Tymon, Stumpf, & Smith, 2011).
Influence of Perceived Manager Status on the relationship between Perceived Manager Support and Turnover Intention:

A manager with high organizational status is seen to have high organizational embodiment i.e. the manager is a reflection of the organization (Shoss et al., 2013). Manager’s organizational embodiment (or perceived manager status) is proved to have moderation effect on the relationship between perceived manager support and perceived organizational support (Shoss et al., 2013). Moderation effect of manager organizational embodiment is also established for the relation between perceived organizational support and leader member exchange (LMX) which can be viewed as component of perceived manager support (Eisenberger et al., 2013). It can therefore be said that the perceived manager status (as viewed in the light of manager’s organizational embodiment) has a moderating effect on the relationship between perceived manager support and turnover intention (seen as a reflection of perceived organizational support).

Influence of Emotional Intelligence on the relationship between Perceived Manager Support and Turnover Intention:

Lubit (2004) states that emotional intelligence helps in dealing toxic managers (Jordan, Ashkanasy, & Ascough, 2007). This underpins the moderating capability of emotional intelligence on how the manager support is perceived.

The moderating effect of emotional intelligence in the relation between leadership and organizational commitment has been verified empirically (Farahani, Taghadosi, & Behboudi, 2011). Also the direct effect of organizational commitment and turnover intention is known (Price, 1977). Based on this we can posit that there is a moderating effect of emotional intelligence on the relationship between perceived manager support and turnover intention.
1.F Concept of Perceived Colleague Support

Zhou and George (2001) defines perceived colleague support as the perception of the employees on the degree to which colleagues assist ‘an employee with his or her tasks when needed by sharing knowledge and expertise’ or provide ‘encouragement or support’. Thus perceived colleague support can be said to consist of the help, appreciation and care provided by colleagues (Ladd & Henry, 2000).

It may also be noted that the entire literature uses the word ‘coworker’ wherever the word ‘colleague’ is mentioned in this study. The term colleague is chosen as it is the term in vogue with the Indian IT industry.

Perceived Colleague Support and Turnover Intention:

Hayton et al. (2012) had found that perceived colleague support determines perceived organizational support which mediates turnover intention. In addition, there is ample evidence that peer support plays a huge role in work place. Perceived colleague support is found to influence turnover intent significantly (Chiaburu & Harrison, 2008). The way the colleagues support each other is a major determinant for turnover intention (Nissly, Barak, & Levin, 2005). The more hostile the environment is, more tendency will be shown to exit from the setup as a direct inverse effect is found between perceived colleague support and turnover intention (Ducharme, Knudsenb, & Romanc, 2007).

Influence of Emotional Intelligence on the relationship between Perceived Colleague Support and Turnover Intention:

Lubit (2004) propounded that emotional intelligence can be used as tool in moderating the effects of toxic coworkers. Kong (2011), in similar vein, acknowledges the moderating role
of emotional intelligence in dealing ‘toxic’ colleagues. It can be said, higher emotional intelligence can endear a person to their colleagues who in turn will provide them better support (Elfenbein, Barsade, & Eisenkraft, 2008).

1.G Concept of Social Context of Work Design

Work Design:

Morgeson and Humphrey (2008) defines work design as a factor that is concerned with ‘who is doing the work, what is done at work, the interrelationship of different work elements, and the interplay of job and role enactment with the broader task, social, physical, and organizational context’ and ‘this definition encompasses both job and team design’. The idea of work design is seen as an integrative expansion of job characteristic model (JCM) (Nelson, Armstrong, Condie, & Quick, 2011). Job characteristic model comprises of skill variety, task significance, task identity, autonomy and feedback from job (Hackman & Oldham, 1980). The work design factor keeps these factors and adds several other factors to it.

Morgeson and Humphrey (2006) states that work design comprises of three main factors:

1. **Motivational factors:**
   - Task characteristics
     - Autonomy
       - Work Scheduling Autonomy,
       - Decision-Making Autonomy,
       - Work Methods Autonomy
     - Task Variety
     - Task Significance
     - Task Identity
• Feedback from Job
  ➢ Knowledge characteristics
    • Job Complexity
    • Information Processing
    • Problem Solving
    • Skill Variety
    • Specialization.

2. Social context factors
  ➢ Social Support,
    • Interdependence Initiated Interdependence
    • Received Interdependence
  ➢ Interaction outside Organization
  ➢ Feedback from others

3. Work Context factors:
  ➢ Ergonomics
  ➢ Physical Demands
  ➢ Work Conditions
  ➢ Equipment Use.

Humphrey, Nahrgang, and Morgeson (2007) based on their meta-analytic study has concluded that the motivational factors of work design have no influence in employee turnover intention. The work condition like the ergonomics are not considered as the study focuses in the Indian IT industry-- as a good standard is provided throughout in IT industry and in the Indian IT industry a uniform standard can be seen in the Indian IT services sector. The factor that significantly contributes to turnover intention in the work design is the social context of work design. Work family conflict is not originally part of the social context of work design but is included with these factors at a conceptual level.
Socializing opportunity, HR & other employee support make social support. Interdependence as mentioned earlier has two factors – initiated interdependence and received interdependence. Feedback happens on job performance, job performance effectiveness and overall performance. Interaction outside organization is measured on the time spent outside organization, interaction and communication that happens outside organization. Work family conflict is seen as time-based conflict and stress based conflict. The social context of work design is an important factor and studies continue to emphasize its importance in turnover intention and other work attitudes (Bülbül, 2014). The following section details on these factors.

### 1.G.1 Concept of Social Support

Morgeson and Humphrey (2006) defines social support as ‘the degree to which a job provides opportunities for advice and assistance from others.’ This is in line with the ‘notion of supervisor and coworker social support’ put forth by Karasek (Karasek et al., 1998) as cited in (Morgeson & Humphrey, 2006). This factor also includes an additional dimension of ‘friendship opportunity’ (Sims, Szilagyi, & Keller, 1976) as referenced in (Morgeson & Humphrey, 2006). In the context of Indian IT scenario and this study, we analyse this as the support an employee receives from human resource (HR) manager and as well the manager’s manager or that hierarchy or whoever is deemed to play an ombudsman role on the relation between employee and her manager. In addition, it includes the social support from colleagues in the same company who are not part of your same team. Moreover, the factor of friendship opportunity makes more sense from members outside the team as there is always opportunity of friendship within the teammates.
Social Support and Turnover Intention:

Social support is verified to have an effect on turnover intention (Lobburi, 2012). Further, social support from managers and social support from colleagues are established to have relation with burnout (Proost, Witte, Witte, & Evers, 2004). And stress has a mediational effect on turnover intention (Koslowsky & Marom, 2004). It may be noted that stress is not used in this study, as it is a mediational factor and not a direct casual factor. The effect of HR support of turnover is as well recognized and proved (Allen, Shore, & Griffeth, 2003). The effect of HR support on turnover in the context of IT workers is also verified (S. Kim, 2012).

Riordan and Griffeth (1995) proposed friendship in workplace as an important determinant of work related outcomes. Further, workplace friendship is determined to have an effect on turnover intention (Lee & Ok, 2011). Empirically as well, informal relation in the workplace is proved to have an effect on turnover intention (Morrison, 2004).

Influence of Emotional Intelligence on the relationship between Social Support and Turnover Intention:

The role of emotional intelligence in social interaction in the realm of organizational behaviour is well established (Lopes et al., 2004). Thus, people with better emotional intelligence would be able to make the most of the available friendship opportunities.

Farahani et al. (2011) established there is a moderation effect of emotional intelligence on the relationship between leadership and organizational commitment. The ‘leadership’ can be extrapolated to include the HR managers and other senior managers. The mediating effect of commitment on turnover is well branded (Price & Mueller, 1986). Hence, considering this moderating effect and the role of emotional intelligence of friendship opportunity we can posit a moderating effect of emotional intelligence on the relationship between social support and turnover intention.
1.G.II Concept of Task Interdependence

Kiggundu (1981) defines task interdependence as ‘degree to which the job depends on others and others depend on it to complete the work’ (Morgeson & Humphrey, 2006).

Interdependence is classified into two:

i. Initiated task interdependence which denotes the ‘degree to which work flows from a particular job to one or more jobs’ and’ high initiated task interdependence affects the jobs of others’. (Kiggundu, 1981)

ii. Received task interdependence which denotes the degree to which ‘a person in a particular job is affected by the workflow from one or more other jobs’ (Kiggundu, 1981)

Task Interdependence and Turnover Intention:

Task interdependence determine job satisfaction (Glew, 2012). Thus we can posit a relationship between task interdependence and turnover intention as the mediational effect of job satisfaction and employee turnover is established (Price & Mueller, 1986). Certain studies provides result for negative relationship between task interdependence and turnover intention (Humphrey et al., 2007). However, in the IT industry task interdependence is often ambiguous and unorganized. Also, the highly competitive IT world deals in a type of interdependence where each employee tries to increase their success and decrease others’ success (Johnson & Johnson, 1995). Under such circumstances a positive relationship between task interdependence and turnover intention is clearly established (Salancik, Staw, &
Pondy, 1980). Task interdependence is seen as a cause of conflict (Aamodt, 2013). Also conflict is said to increase with increasing levels of task interdependence (McShane & Glinow, 2007).

**Influence of Emotional Intelligence on the relationship between Task Interdependence and Turnover Intention:**

When high task interdependence exists, employees are supposed to work with a group mind set. The effect of emotional intelligence of group setting can make the group effective (Druskat & Wolff, 2001). Thus emotional intelligence can determine performance in interdependent circumstances (Koman & Wolff, 2008). Job performance is said to contribute to job satisfaction and component (Steers & Mowday, 1981). As this particular performance is not part of individual ability, this come under the purview of met-unmet expectation (Porter & Steers, 1973). As job satisfaction and commitment are mediating factors for turnover, we can posit a moderating effect of emotional intelligence on the relation between task interdependence and turnover intention.

### 1.G.III Concept of Feedback

Morgeson and Humphrey (2006) defines feedback as ‘the degree to which others in the organization provide information about performance’. Feedback from both managers and colleagues are accounted. Formal feedback is mandated by organizational policy and is bound to happen. However the social characteristics determine the informal feedback and that
is that factor analysed in feedback environment (Steelman & Rutkowski, 2004) as cited in (Pittman, 2007).

Feedback and Turnover Intention:

Campion, Medsker, and Higgs (1993) found that feedback is related to job satisfaction. Further studies have substantiated this result (Anseel & Lievens, 2007). As already mentioned, job satisfaction mediates turnover intention (Price & Mueller, 1986). Thus, relation between feedback and turnover intention can be posited. Also, open communication is said to have positive effects on employee attitudes towards organization. (Neves & Eisenberger, 2012)

Influence of Emotional Intelligence on the relationship between Feedback and Turnover Intention:

Receptivity to feedback was found to be improved by emotional intelligence training (McEnrue, Groves, & Shen, 2009). This suggests that behavioural outcome of receiving a feedback will be moderated by emotional intelligence. In general emotional intelligence is said to positively aid the feedback environment (Pittman, 2007). The concepts of feedback from non-credible sources, feedback lacking quality and the way in which feedback is delivered (Steelman & Rutkowski, 2004), is better studied through emotional intelligence. Emotional intelligent people can be deemed to have the quality to dismiss feedback from sources that are not credible and on feedback that have no quality and it will have a minimum effect on them. Also emotionally intelligent people would be able cope better to the manner in which feedback is delivered.
1.G.IV Concept of Interaction outside Organization

‘Interaction outside the organization reflects the extent to which the job requires employees to interact and communicate with individuals external to the organization. This interaction could take place with suppliers, customers, or any other external entity’ (Morgeson & Humphrey, 2006). This is similar to the concept of ‘dealing with others’ (Sims et al., 1976). as specified in (Morgeson & Humphrey, 2006)

Interaction outside Organization and Turnover Intention:

As a part of job characteristics, dealing with others was found to have an impact on job satisfaction (Michaels & Spector, 1982). Further studies had again established that interaction with others affect job satisfaction positively. (Ryan & Deci, 2001). Also studies have shown that dealing with others contribute to organizational commitment. (Pearson & Chong, 1997). Based on this we can posit that interaction outside organization and turnover intention are related as organizational commitment and job satisfaction mediate turnover intention (Price & Mueller, 1986)

Influence of Emotional Intelligence on the relationship between Interaction outside Organization and Turnover Intention:

Emotionally intelligent people will not hold organization responsible for their every feeling of frustration which becomes particularly true while interacting with groups outside organization (Carmeli, 2003). Thus, emotional intelligence can be seen as moderator for job dissatisfaction whereby its moderated effect on turnover intention can be posited. This is due
to the fact that job satisfaction is a known mediator of turnover intention (Price & Mueller, 1986)

**1.G.V Concept of Work to Family Conflict**

Kahn (1964) states that ‘work–family conflict, also called work–family interference, is a type of inter-role conflict that occurs when the demands of work and family roles conflict’ (Byron, 2005).

Netemeyer (1996) clarifies the nature of inter-role conflict with work to family conflict (WFC) defined as ‘inter-role conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-related responsibilities’. Thus, two types of conflicts are identified here—stress based and time based conflicts.

Carlson, Kacmar, and Williams (2000) considers a third form as well apart from the time based and strain based interference—‘ behaviour based interference’ (Greenhaus & Beutell, 1985). The behaviour-based interference from work to family is measured by the degree with which the behaviour that is effective at job is not effective at home. The roles and rules by which an individual should behave in any sphere of life are determined by her experiences or any preconceived notions. The adaptive behaviour in different circumstances cannot be seen as a conflict. One may howl at a party and receive a thunderous applause but the same cannot be expected during a service at church – nevertheless this difference does not induce conflict between partying and attending service at church. Hence, in this study only strain based and time based interferences are considered.
Another category of such interference, family to work conflict (FWC) happens with the demands of family creating work conflict. Family to work conflict is also referred as family interference with work and is found to have a relation with job satisfaction (Michel & Clark, 2009). Whether it is a family to work conflict or work to family conflict depends upon the perception of the employee and her idea of what her duties are in family and at work and the perception of what takes away most of her time. The basic thought is that when the employee thinks family duties as a burden to her job responsibilities intervention is required at the family level, which at the outset may not be possible for an employer. So, if the employee satisfaction is affected or even if the employee quits at this behest, it has to considered as an involuntary or unavoidable outcome and thus can be avoided from the study of voluntary turnover. Also studies have found that there is no relation between family to work conflict and turnover intention (Anderson, Coffey, & Byerly, 2002)

A further supporting fact is that a recent study has found that family to work conflict does not contribute to job satisfaction after studying the effect of work to family conflict and family to work conflict on job satisfaction (Anafarta, 2011). Also this study was done in a collectivist society and India also is a collectivist society (Hofstede et al., 2010). Thus this study restricts itself to the concept of work to family conflict.

Work to Family Conflict and Turnover Intention:

There many recent studies that establish the relationship between work to family conflict and job satisfaction (Carlson & Kacmar, 2000). Job satisfaction has a mediational effect on turnover intention (Price & Mueller, 1986). Therefore, it can be posited that work to family conflict has an effect on turnover intention.

Blomme, Rheed, and M.Tromp (2010) has found direct result of work to family conflict with turnover intention. Many more studies have shown direct influence of work to family conflict with turnover (Anderson et al., 2002)
Influence of Emotional Intelligence on the relationship between Work to Family Conflict and Turnover Intention:

Emotional intelligence is established to have a moderating effect on the stress caused by work to family conflict (Suliman & Al-Shaikh, 2007). Stress is a mediating factor for turnover intention (Koslowsky & Marom, 2004). Hence, we can posit the moderating effect of emotional intelligence of the relationship between work to family conflict and turnover intention.

Emotional Intelligence is proved to be moderating factor in the relationship between work to family conflict and job satisfaction (Gao, Shi, Niu, & Wang, 2013). The direct effect of job satisfaction on turnover intention is well accepted (Price & Mueller, 1986). This adds more support for moderating effect of emotional intelligence on the relationship between work to family conflict and turnover intention.

1.H Gender Differences

Hoonakkera, Carayona, Schoepkea, and Mariana (2004) found that the pathways to turnover are different for men and women. The role of supervisor was considered to be central for women (Hoonakkera et al., 2004). It is also validated that the perceived ease of movement is lesser for women and women experience more work to family conflict (Ahuja, 2002). Some studies has shown that ‘men IT professionals appear more inclined to leave the organization, in part due to lower job satisfaction, compared to their women counterparts’ (Joseph, Ng, Koh, & Ang, 2007). Also there exists a stereotype that IT industry is dominated by men (Baroudi & Igbaria, 1995). For these reasons, we can posit there is difference in the pathway to turnover for men and women though the literature does not provide ample evidence to highlight the exact area of difference.
1.1 The Proposed Conceptual Turnover Model

Figure 9: Proposed model for employer turnover in Indian IT industry
Based on the discussions in previous section, a model is proposed for turnover in Indian IT industry as above.

Perceived manager support, perceived colleague support and the social context of job designed is proposed as the major factors that cause turnover in Indian IT industry. The social context of job design is seen as comprising of factors as social support, interdependence, interaction outside organization, feedback and work to family conflict. Also all these variables are proposed to be moderated by emotional intelligence in their relation with turnover intention. In addition, perceived manager support is proposed to be moderated by perceived mangers status as well in its relation with turnover intention. Finally, the perceived utility of available opportunities influence the turnover intention and also it leads directly to turnover as moderated by individual traits like self-monitoring, locus of control, proactive personality and risk aversion. The turnover intention also is moderated by these factors in its conversion to turnover. Given the lack of substantiability of gender differences at different stages of the turnover, gender is not shown as a moderating variable for any particular relation even while acknowledging gender difference at an overall level, which needs to be examined.

The research does not intend to examine the actual turnover and is concerned only with turnover intention. The relevant part of the proposed model corresponding to this is given as follows:
1.J **Summary**

This chapter laid a basis for the context of Indian information technology industry and examined various factors that influence turnover and turnover intention as propounded by various theorists and empiricists. Considering the context of Indian IT industry, through valid reasoning, some variables are omitted. Some variables are transformed into a better-represented variable/s. Aided by this critical analysis, finally a conceptual model of turnover for Indian IT industry is proposed.