CHAPTER V

5 MAIN FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Introduction

The Major findings related to the objectives of the study are presented in this chapter. The study was conducted on employee’s perception of HR Drivers as antecedents to Employee Engagement and its mediating role on Turnover Intention among IT Product employees in Chennai. The data was collected using a questionnaire to measure the HR Drivers followed by measurement of Employee Engagement using the UWES Scale (2003) and the TIS-6 Turnover Intention Scale (2013). Various statistical tests were used to analyse the data using Statistical Package for Social Sciences 20.0. The summary and major findings is presented in this chapter along with the implications for management practice and the scope for further research.

5.2 Findings of Descriptive Statistics

- Majority of respondents, forty four percent were born in Urban areas. Thirty three percent respondents were born in Semi-Urban areas and remaining twenty three percent were born in rural areas.
- Majority of respondents, fifty one percent were born between the years 1980-1989. Very less respondents, eleven percent belong to the Birth Decade 1959-1969.
- Majority of respondents, sixty eight percent were male while the remaining thirty two percent were female.
- Majority of the respondents, sixty three percent were Undergraduates while thirty seven percent were Postgraduates with regard to the level of education.
- Majority of the respondents, seventy three percent of employees have completed their engineering while remaining twenty seven percent of employees possess a non-engineering qualification.
 Majority of respondents, forty percent were classified as Uni-member when it comes to their family status. Thirty percent living in Nuclear families form the minority.

 Majority of respondents, forty one percent are designated as Senior Software Engineers, twenty eight percent of employees are Software Engineers while fifteen percent are Team Leads/Architects while the remaining sixteen percent are Managers and above cadres.

 Majority of respondents, fifty four percent have worked between 3-5 years in the same organisation. Twelve percent of the respondents have worked in the organization for more than 5 years. Thirty five percent have worked less than 3 years while fifty one percent of the respondents, which is the majority have IT experience between 8 to 15 years. Employees with less than 8 years is at twenty two percent while the remaining twenty seven percent of respondents have more than fifteen years’ work experience in IT.

 Item wise mean score and standard deviation of Leadership Connect shows that, “Translating the organizational goals into Manager Goals by Leadership” (3.34) is the most important item on Leadership Connect.

 Item wise mean score and standard deviation of Work-life Balance shows that, “Have job flexibility to do what is necessary to provide good service to customers” (3.50) is the most important item on Work-life Balance.

 Item wise mean score and standard deviation of Job Enablement shows that “The vision and mission of organization makes everyone feel job is important” (3.39) is the most important item on Job Enablement.

 Item wise mean score and standard deviation of Managerial Credibility shows that “Manager demonstrates supervisory care at work.” (3.27) is the most important item on Managerial Credibility.

 Item wise mean score and standard deviation of Career Development shows that “Opportunities to learn while earning are encouraged.” (3.27) is the most important item on Career Development.

 Item wise mean score and standard deviation of Organization Brand shows that “Organisation is highly regarded by the general public as a popular brand.” (3.31) is the most important item on Organization Brand.
Item wise mean score and standard deviation of Recognition and Benefits shows that “The benefit policies are relevant and are motivating to me.” (3.34) is the most important item on Recognition and Benefits.

Item wise mean score and standard deviation of Employee Engagement-Absorption shows that “Employees are immersed in work” (3.27) is the most important item on Absorption followed by “Feeling happy while working intensely” has the second highest mean score. Among other attributes “Carried away while working” received the lowest mean score. All other statements had a mean score above 3.01.

Item wise mean score and standard deviation of Employee Engagement-Dedication shows that “Feeling pride for the work done” (3.84) is the most important item on Dedication followed by “Job is inspiring” has the second highest mean score. Among other attributes “Feeling enthusiastic about job” received the lowest mean score. All other statements had a mean score above 3.06.

Item wise mean score and standard deviation of Employee Engagement-Vigor shows that “Persevere, even when things do not go well” (3.34) is the most important item on Vigor followed by “Feel like going to work on waking up.” Among other attributes “Feeling strong and vigorous” received the lowest mean score. All other statements had a mean score above 3.10.

Item wise mean score and standard deviation of Turnover Intention shows that “Often considered leaving job” (3.07) is the most important item while measuring Turnover Intention. “Will accept another job at the same compensation level” is the second most important item while measuring Turnover Intention. “Current job satisfies personal needs” received the lowest mean score. All other statements had a mean score above 2.71.

Forty eight percent respondents perceive moderate level of HR Drivers, forty five percent perceive moderate level of Employee Engagement and forty seven percent perceive moderate level of Turnover Intention.

5.3 Findings of Inferential analysis

There is a significant difference between male and female with respect to factors of overall Employee Engagement, including Vigor, Dedication and Absorption at
1% level. Based on mean score, males score higher with regard to perception of all the above factors than females.

- There is a significant difference between Graduates and Postgraduates with regard to Work-life Balance, Managerial Credibility, Career Development, Organisation Brand, Overall HR Drivers, Vigor and Turnover Intention at 1% level. Based on mean score, Postgraduates score higher with regard to perception of Turnover Intention only. There is also a significant difference between Graduates and Postgraduates with regard to Leadership Connect, Job Enablement, Dedication and Overall Employee Engagement at 5% level. Based on mean score, Postgraduates score higher with regard to perception of Job Enablement at 5% level.

- There is a significant difference between Engineering and Non Engineering respondents with regard to the Leadership Connect, Work-life Balance, Job Enablement, Managerial Credibility, Career Development and Recognition and Benefits, Overall HR Drivers, Absorption and Turnover Intention at 1% level. Based on the mean score, the Non Engineering employees have higher scores for perception on Leadership Connect, Work-life Balance, Job Enablement, Managerial Credibility, Career Development, Recognition and Benefits, Absorption and Overall HR Drivers. There is a significant difference between Engineering and Non Engineering respondents with regard to Dedication at 5% level. Based on the mean score, the Non Engineering employees have higher scores for perception on Dedication.

- There is a significant difference between employees born in Urban, Semi-Urban and Rural Birthplace with regard to Leadership Connect, Work-life Balance, Job Enablement, Managerial Credibility, Career Development, Organization Brand, Recognition and Benefits, Overall HR Drivers, Vigor, Dedication, Absorption Overall Employee Engagement and Turnover Intention at 1% level. Based on the Duncan Multiple Range Test, it is observed that there is significant difference between Urban, Semi-Urban and Rural for overall HR Drivers at 5% level. There is a significant difference between respondents born in Rural and respondents born in Semi-Urban and Urban areas at 5% level for Leadership Connect, Work-life Balance, Career Development, Vigor, Dedication, Absorption, Overall Employee Engagement and Turnover Intention.

• There is a significant difference between Type of Family across Nuclear, Joint Family and Uni-member for Work-life Balance, Job Enablement, Managerial Credibility, Career Development, Recognition and Benefits, Overall HR Drivers, Vigor, Dedication, Absorption, Overall Employee Engagement and Turnover Intention at 1% level. Based on the Duncan Multiple Range Test (DMRT) there is significant difference between respondents born in Nuclear, Joint and Uni-member families at 5% level for Managerial Credibility and Turnover Intention. There is significant difference between those born in Nuclear families and Joint, Uni-member families at 5% for Job Enablement, Vigor, Dedication, Absorption and Overall Employee Engagement.

• There is a significant difference between Designation across Software Engineer, Senior Software Engineer, Team Lead/Architect and Manager and above for Leadership Connect, Job Enablement, Managerial Credibility, Career Development, Organisational Brand, Recognition and Benefits, Overall HR Drivers, Vigor, Dedication, Absorption, Overall Employee Engagement and Turnover Intention at 1% level. There is a significant difference between Designation across Software Engineer, Senior Software Engineer, Team Lead/Architect and Manager and above for Work-life Balance at 5% level. While comparing the Duncan Multiple Range Test (DMRT) it is found that there is
significant difference between the designations Software Engineer and other designations Senior Software Engineer, Team Lead/Architect, Manager and Above for Job Enablement, Dedication, Absorption and Overall Employee Engagement. There is a significant difference between Managers and above and the rest of the Designation roles Software Engineer, Senior Software Engineer and Team Lead/Architect at 5% level with regard to Managerial Credibility. As per DMRT test Senior Software Engineers are significantly different with other designations Software Engineer, Senior Software Engineer and Team Lead/Architect with regard to perception of Overall HR Drivers at 5% level. Team Lead/Architect are significantly different compared to other designations such as Software Engineer, Senior Software Engineer and Manager and Above with regard to perception of Turnover Intention at 5% level.

- There is significant difference between Total Experience in same organization across Below 3 years, 3 to 5 years and 5 years and above with regard to Leadership Connect, Work-life Balance, Job Enablement, Managerial Credibility, Career Development, Organization Brand, Overall HR Drivers, Vigor, Dedication, Absorption, Overall Employee Engagement and Turnover Intention at 1% level. There is a significant difference with regard to Recognition and Benefits at 5% level. While comparing the Duncan Multiple Range Test it is found that there are significant differences between employees who completed 5 years, 3 to 5 years and 5 years and above at 5% level for Leadership Connect, Career Development, Organization Brand, Vigor, Dedication, Absorption, Overall Employee Engagement and Turnover Intention. Employees who have completed 5 years are significantly different from those who completed 3 to 5 years and 3 years and below at 5% level for the factors Work-life Balance, Managerial Credibility and Overall HR Drivers. Based on DMRT Test at 5% level it is found that those who completed 3 to 5 years have a significant difference with others with regard to Job Enablement and Recognition and Benefits.

- There is a significant difference between respondents who have completed IT experience below 8 years, 8 to 15 years and 15 years and above for Leadership Connect, Work-life, Job Enablement, Managerial Credibility, Career Development, Organization Brand, Recognition and Benefits, Overall HR Drivers, Vigor, Dedication and Absorption, Overall Employee Engagement and
Turnover Intention. The Duncan Multiple Range Test results signify there is a significant difference at 5% level for the factors Job Enablement, Organization Brand, Recognition and Benefits, Dedication, Absorption and Overall Employee Engagement. There is a significant difference between employees above 15 years of experience with below 8 years and 8 to 15 years for Leadership Connect, Work-life Balance, Managerial Credibility and Career Development.

- Based on the row percentage, sixty two percent which is the majority of the respondents perceiving low level of HR Drivers are perceiving low levels of Employee Engagement. Based on the row percentage, thirty four percent of the respondents who perceive high level of HR Drivers are perceiving high levels of Employee Engagement.

- Sixty one percent which is the majority of the respondents perceiving low level of HR Drivers are experiencing high levels of Turnover Intention. Based on the row percentage of high levels of HR Drivers, only eleven percent of respondents have perception of high levels of Turnover Intention.

- Forty eight percent which is the majority of the respondents perceiving low level of Employee Engagement are experiencing high levels of Turnover Intention. Based on the row percentage of high levels of Employee Engagement, only thirteen percent are experiencing high levels of turnover intention.

- The Friedman test proves that there is a significant difference among mean ranks towards perception of HR Drivers among IT product employees at 1% level. The Top 3 HR Drivers as perceived by the employees are Leadership Connect (5.60) followed by Recognition and Benefits (5.37) and Managerial Credibility (4.87).

- The correlation coefficient between Leadership Connect and
  (a) Work-life Balance indicates thirty five percent positive relationship at 1% level.
  (b) Job Enablement indicates twenty two percent positive relationship and is significant at 1% level.
  (c) Managerial Credibility indicates fifty five percent positive relationship at 1% level.
  (d) Career Development indicates forty eight percent positive relationship at 1% level.
  (e) Organization Brand indicates thirty nine percent positive relationship at 1% level.
(f) Recognition and Benefits at nineteen percent positive relationship at 1% level.
(g) Vigor at forty two percent positive relationship at 1% level
(h) Dedication at twenty nine percent positive relationship at 1% level
(i) Absorption at thirty six percent positive relationship at 1% level
(j) Overall Employee Engagement at forty percent positive relationship at 1% level
(k) Turnover Intention at fifty two percent negative relationship at 1% level

- The correlation coefficient between Work-life Balance and
  (a) Job Enablement indicates forty three percent positive relationship at 1% level.
  (b) Managerial Credibility indicates seventy one percent positive relationship at 1% level.
  (c) Career Development indicates seventy three percent positive relationship at 1% level.
  (d) Organization Brand indicates fifty three percent positive relationship at 1% level.
  (e) Recognition and Benefits indicates thirty four percent positive relationship at 1% level.
  (f) Vigor at fifty eight percent positive relationship at 1% level
  (g) Dedication at forty eight percent positive relationship at 1% level
  (h) Absorption at fifty one percent positive relationship at 1% level
  (i) Overall Employee Engagement at fifty seven percent at 1% level
  (j) Turnover Intention at fifty six percent negative relationship at 1% level

- The correlation coefficient between Job Enablement and
  (a) Managerial Credibility indicates forty six percent positive relationship at 1% level.
  (b) Career Development indicates fifty five percent positive relationship at 1% level.
  (c) Organization Brand indicates thirty two percent positive relationship at 1% level.
  (d) Recognition and Benefits indicates fifty seven percent positive relationship at 1% level.
  (e) Vigor at fifty eight percent positive relationship at 1% level
  (f) Dedication at thirty eight percent positive relationship at 1% level
  (g) Absorption at fifty four percent positive relationship at 1% level
(h) Overall Employee Engagement at fifty six percent positive relationship at 1% level
(i) Turnover Intention at forty three percent negative relationship at 1% level

- The correlation coefficient between Managerial Credibility and
  (a) Career Development indicates sixty nine percent positive relationship at 1% level.
  (b) Organization Brand indicates fifty one percent positive relationship at 1% level.
  (c) Recognition and Benefits indicates thirty six percent positive relationship at 1% level.
  (d) Vigor at fifty four percent positive relationship at 1% level
  (e) Dedication at thirty four percent positive relationship at 1% level
  (f) Absorption at forty nine percent positive relationship at 1% level
  (g) Overall Employee Engagement at fifty one percent positive relationship at 1% level
  (h) Turnover Intention at sixty three percent negative relationship at 1% level

- The correlation coefficient between Career Development and
  (a) Organization Brand indicates fifty percent positive relationship at 1% level.
  (b) Recognition and Benefits indicates fifty percent positive relationship at 1% level.
  (c) Vigor at sixty five percent positive relationship at 1% level
  (d) Dedication at forty nine percent positive relationship at 1% level
  (e) Absorption at fifty seven percent positive relationship at 1% level
  (f) Overall Employee Engagement at sixty three percent positive relationship at 1% level
  (g) Turnover Intention at sixty percent negative relationship at 1% level

- The correlation coefficient between Organization Brand and
  (a) Recognition and Benefits indicates fifty five percent positive relationship at 1% level.
  (b) Vigor at fifty six percent positive relationship at 1% level
  (c) Dedication at thirty five percent positive relationship at 1% level
  (d) Absorption at fifty percent positive relationship at 1% level
  (e) Overall Employee Engagement at fifty three percent positive relationship at 1% level
(f) Turnover Intention at sixty three percent negative relationship at 1% level
   ▪ The correlation between Recognition and Benefits and
(a) Vigor at forty one percent positive relationship at 1% level
(b) Dedication at twenty eight percent positive relationship at 1% level
(c) Absorption at forty percent positive relationship at 1% level
(d) Overall Employee Engagement at forty percent positive relationship at 1% level
(e) Turnover Intention at fifty four percent negative relationship at 1%
   ▪ The correlation coefficient between Vigor and
(a) Dedication indicates sixty nine percent positive relationship at 1% level.
(b) Absorption indicates eighty three percent positive relationships at 1% level
(c) Turnover Intention at sixty nine percent negative relationship at 1%
   ▪ The correlation coefficient between Dedication and
(a) Absorption indicates seventy four percent positive relationships at 1% level
(b) Turnover Intention at sixty one percent negative relationship at 1%
   ▪ The correlation coefficient between Absorption and
(a) Turnover Intention at seventy six percent negative relationship at 1%

5.4 Findings of Test of Mediating Relationship
   ▪ Multiple Regression Analysis where the dependent variable is Turnover Intention and the Independent Variable is Leadership Connect, Work-life Balance, Job Enablement, Managerial Credibility, Career Development, Organisation Brand and Recognition and Benefits, the coefficient value of 0.774 indicates a strong and positive relationship and the value R square 0.599 is significant at 1% level. Based on standardized coefficients Recognition and Benefits 0.232 is the most important factor for reducing Turnover Intention followed by Organisation Brand 0.230 and Leadership Connect 0.213.
   ▪ Multiple Regression Analysis where the dependent variable is Employee Engagement and the Independent Variable is Leadership Connect, Work-life Balance, Job Enablement, Managerial Credibility, Career Development, Organisation Brand and Recognition and Benefits, the coefficient value of 0.733 indicates a strong and positive relationship and the value R square 0.538 is significant at 1% level. Based on standardized coefficients Job Enablement 0.336
is the most important factor for improving Employee Engagement followed by Organisation Brand 0.268 and Career Development 0.266.

- Multiple Regression Analysis where the dependent variable is Turnover Intention and the Independent Variable is Vigor, Dedication, Absorption, the coefficient value of 0.768 indicates a strong and positive relationship and the value R square 0.589 is significant at 1% level. Based on the standardized coefficients Absorption -0.547 is the most important factor for reducing Turnover Intention followed by Vigor -0.188 and Dedication -0.074.

- Multiple Regression Analysis where the dependent variable is Turnover Intention and the Independent Variable is Leadership Connect, Work-life Balance, Job Enablement, Managerial Credibility, Career Development, Organisation Brand and Recognition and Benefits, Vigor, Dedication and Absorption, the coefficient value 0.871 indicates a positive and strong relationship and the R square value 0.754 is significant at 1% level. Based on the standardized coefficients Absorption -0.452 is the most important factor for reducing Turnover Intention followed by Recognition and Benefits -0.273 and Managerial Credibility -0.233.

### 5.5 Findings of SEM Analysis

- There is a significant partial mediation association between Employee Engagement and HR Drivers such as Leadership Connect, Work-life Balance, Job Enablement, Managerial Credibility, Career Development, Organization Brand Recognition and Benefits and Turnover Intention. The calculated P value is 0.067 which indicates perfect fit of the model at 1% level. Based on the standardized coefficients Organisation Brand 0.225 is the most important factor for reducing Turnover Intention followed by Leadership Connect 0.169 and Recognition and Benefits 0.117.

### 5.6 Suggestions

- Employee Engagement is a HR strategy that helps employees to be in a positive psychological state with regard to perception of the company role and this in turn drives positive outcomes. The research indicates that the HR Department must prioritize the HR initiatives by importance to help improve employee engagement scores based on gaps identified in the employee engagement survey.
A key HR metric that drives organization health from a HR perspective is attrition which can be proactively measured by analysing Turnover Intention rather than attrition which is more reactionary in nature. Convincing the person who has already found a job to stay, with one who is intending to look for a job is a relatively easier task for a Manager.

As HR organizations move to a Shared Services Model, the ratio of HR staff to employees is reduced and balanced by Managers who take up a higher role accountability and responsibility to reduce attrition. Managerial Credibility is a critical component that can predict Employee Turnover Intention.

Organization Brand is a powerful tool that helps employees reinforce their identity with the organization. Thus efforts must be taken to improve positive employee perception of the Organisation Brand.

Manager Score cards is a HR concept introduced by researchers Robert S Kaplan and David P Norton which increase Managerial Credibility values by providing opportunities to recognize and reward high performing managers who drive high Employee Engagement culture.

Engagement has to be top driven and the Leadership must make a strong case to connect and communicate with employees. The study clearly emphasises the importance of building Leadership Connect as a key HR strategy.

Training and Learning opportunities cannot be always driven by the organization but can only supplement a clear career plan by the employee. The employee who does not grow with the organization will be the one of the first to start looking for another organization to provide career growth.

Work-life Balance policies need to re-evaluated and analysed for its benefits with regard to HR strategy. There is a need to support woman employees during maternity and help them reintegrate back to their careers. Sabbaticals followed by training will help them retain this critical workforce.

Engagement can be driven as a business outcome if there is sufficient training for Leaders and Managers on the critical role they play in helping employees across various generations adapt to organizational life.

A successful retention strategy can only be effective when Leaders and Managers include the interplay of variables such as HR Drivers, Turnover Intention while including the mediatory role of Employee Engagement in their
people strategy. The study clearly recommends the use of this knowledge as part of Leadership Training programmes.

- Only an organization that measures the effectiveness of the HR initiatives can anticipate the antecedent role of HR Drivers and Employee Engagement. Employee Engagement Surveys should be made mandatory. An effort should be made to have career related discussion with focus on turnover intention with employees at least once a year. When surveys explore all the three dimension the organization initiatives can reduce attrition and boost retention.

5.7 HR Strategic Model for Intervention in Management Practice

In the IT industry, “people” are the most precious resource. It is the role of the HR Departmental to play a pivotal role while working with Senior Leadership of the organization to build an environment of high employee engagement. As a HR practitioner, with more than 15 years of experience, the researcher has developed a conceptual model that highlights the importance of HR Drivers in an organization. The conceptual model is broken down into three distinct stages with regard to implementation strategy.

Figure 5.7.1 HR Strategic Model for Intervention
5.7.1 Implementation of HR Driver Strategy

The first stage involves the identification and implementation of key HR Drivers as antecedents to Employee Engagement as they have a strong role to play to improve the Employee Engagement levels. In a climate of mergers and acquisitions, there is a need for the right leaders to drive change in the right direction. They are responsible to ensure that change is positive and enhances organizational business results. The role of the Leadership Team in communicating with employees regarding the future direction of the Business Strategy in the form of frequent connect sessions helps in building a high Employee Engagement organization. Thus LEADERSHIP CONNECT is one of the most important HR metrics that need to be measured by organizations. In a world driven by social media, the Leader can easily connect employees in Groups across time. Group sessions over Coffee or lunch can be a good opportunity to receive real time feedback and motivate employees to work in unity towards organizational objectives.

Working across global time zones makes demands like spending evening hours to connect with client which in turn eats into family time. It is very important to psychologically be prepared for these demands on family time. Making suitable adjustments and helping family understand the realities of the job helps to bring the required Work-life Balance. Job Security is a concept of the past and no longer is relevant in today’s times. Organizations fundamentally transform based on demands of the market and its ability to survive the competition while reaching its goals. Taking advantage of the gym membership or the doctor visit within company premises or the health food provided in the canteen are choices from HR policies that impact employee health in the long run. Six months Maternity Leave with least approvals is another example of HR friendly policies introduced by Infosys recently. Use of Technology and work from home options to facilitate work-life balance when required support the overall intention of the Organization to provide opportunities for WORK-LIFE BALANCE.

Using Competency Management tools to update and record skills periodically helps to align employee skills with the right role. Every employee is to be made aware of the Vision and Mission of the organization from the time he is a New Joiner.
Provision of the Laptops on the first day itself enables productivity at high levels. Ensuring training that helps employees realise that they are a part of the team and the relationship with the team is very important is critical. Employee business success percolate to team goals and achievement of team goals contribute to business goals. Thus JOB ENABLEMENT supports the employee in alignment to the organization and helps to achieve discretionary effort with high levels of dedication.

The Manager is the face of the organization for any employee. The Manager assigns the job to the employee. The role requires the Manager to review performance and encourage employee to do the job better. The quality of relationship between the two is very critical while working for any organization. It is very important for the employee to receive encouragement and experience transparency at the job. As a result, employee is made comfortable to share concerns with the Manager and reach out for any support as and when required. When the employee does a good job at the work, the Manager should be the first to notice as well as appreciate the employee on the same. Such an environment makes the job experience highly enriching and builds a positive work climate at an individual level. Thus MANAGERIAL CREDIBILITY is one of the most important drivers that influences Employee Engagement levels.

Career growth is the aspiration for every single individual. Developing oneself and experiencing career growth is essential as there are multiple opportunities for the same in IT organizations. Employees can join as Campus Joiners and are often informed about clear career paths of advancement based on skill upgradation for the first eight years in the career when most of them play individual career roles. The competencies can be upgraded periodically and employees can seek role changes whenever there is a job opportunity available. There is a lot of preference given to internal application from employees who have upgraded themselves by training across multiple skills. When there is opportunity for training or when employees are encouraged to pursue higher studies there is higher engagement with the organization. Career advancement opportunities like promotion helps employee experience career growth. When employees from within are provided opportunities for leadership roles, they reach the pinnacles of their career in the same organization. They become motivating role models to others. Thus CAREER DEVELOPMENT is a very important facet of HR intervention.
Brand is a powerful tool that helps to connect employee identity with that of the organization. Employees who are environmentally conscious identify with the environmental friendly policies of the organization. Women feel aligned to organizations who openly support gender diversity initiatives. The values propagated by the organization like respect for all employees positively contribute the image of the organization. For example, the TATA brand is associated with trust and there are many employees who work for the IT firm and continue their services across years because of the positive association with the brand. Today’s brand conscious young generation are attracted by the high value of the brand as it becomes an extension from career identity to personal identity. The general public opinion of the organization brand is considered a reason for dedication to the organization. Sometimes employees move from one organization to another in search of a higher value brand. Thus ORGANIZATION BRAND is critical for intention to quit.

Recognition is one of the most powerful positive reinforcement that the employee seeks from the organization. The salary and associate benefits like medical reimbursements or allowances for child tuition or provision of loans are highly attractive with regard to retention. They play an important role in meeting the personal needs of the employees. Organizational benefits like bonus stimulate positive energy as it recognizes the individual need of being appreciated for their hard work in meeting goals. The most important feeling that the highly engaged employee has will be the feeling of fair payment for the work assigned. Thus Organizational Benefits and Recognition are closely associated with the motivation levels of the employee. Its importance can never diminish rather the more rewards, higher the engagement with the organization.

5.7.2 Implementation of Employee Engagement Strategy

The second stage involves the measurement of Employee Engagement levels through surveys. The model recommends the need to measure Employee Engagement periodically.
One key indicator that helps measure employee engagement levels is the energy level of the employee. When the employee is raring to go and experiences meaning and purpose, the engagement levels will be definitely high. Positive feelings like enthusiasm, feeling inspired by the work, feelings of pride are often experienced at the workplace. When employees experience a challenging atmosphere they experience more positive emotions. Employees who are resilient and who persevere show high levels of mental strength at the job. In a positive climate, employees thrive reflecting high levels of dedication, absorption and energy levels at the job. This indicates high levels of work engagement which is the antithesis of burnout.

It is important to track low levels of engagement at individual Managerial level. Each manager then takes responsibility for bridging the gap by identifying organization issues that contributes to low levels of employee engagement. Improvement plans are to be recorded and monitored by HR Department until closure of issues.

5.7.3 Implementation of Turnover Intention Strategy

The third stage involves the measurement of Turnover Intention levels through career discussions between manager and employee on a periodic basis monitored by the HR department as part of Manager Appraisal.

The most critical aspect of the study is the measurement of Turnover Intention. The decision to exit from the organization is usually taken after a process of deliberation when the employee weighs the pros and cons of acting on the intention to quit. A credible Manager is one who regularly has career discussions with the employee and is therefore able to anticipate high turnover risk employees. Some of the questions that managers need to ask employee are discussed below. When issues are discussed, the underlying problem can be identified and steps for resolving work issues can be initiated. The Manager can always feel comfortable that only when the organization cannot meet an unrealistic expectation results in employee quitting the team.
It is the manager responsibility to understand when an employee is not able to meet personal needs with the existing compensation level. There can be a pre-check before the release of a bonus or salary hikes. Another area is discussing the career aspiration of the employee. Asking probing questions like if the employee is offered a job at the same compensation level by another company what would be the chances that they will take up the job? The answers will help the Manager understand the issues of concern that needs to be addressed by the organization. Finally it important to ask the employee if they look forward to another day at work? Many a time the frustrated employee exhibits burnout. It takes a credible manager to notice the early warning signs and take preventive action at the earliest.

5.7.4 Implementation of Workforce Diversity Profile

It is critical to implement a HR Scoreboard that uses demographic variables like Education levels, Gender, Birth Decade to evaluate the various dimensions of the workforce. Diversity no longer restricted to the concept of Gender. Understanding the impact of Birth Decade and planning HR and engagement strategies based on organizational need is critical for retention.

The conceptual model clearly predicts the interplay of employee engagement as a mediating factor that helps to enhance the organization experience for the employee. Unless action plans are drawn out with targets for actions to be completed, improvement in scores cannot be expected. As part of performance appraisal, manager action plans with regard to employee engagement should be measured. Good managers need to be rewarded and a culture where not so good managers are identified is critical. An organization having strong focus on retention is critical for successful implementation of HR best practices.

Thus HR, Employee Engagement and Turnover Intention are three dimensions of the employee lifecycle that are interdependent and mutually feed into each other at different stages of the employee career. Organizations that have a process of measurement and track the concerns periodically will have a competitive edge with regard to people practices.
5.8 Scope for further Research

IT industry has supported many women engineers to pursue a career based on their passion and skills. An area of great interest for further research is the role of Women leaders in the IT space.

Generation diversity and its impact on employee engagement would be a very meaning research study by itself. It is important to further study the engagement styles and expectations of the “Millennials”, those who are born post 1990 and track their turnover across a 10 year period to understand career development in detail.

Another area of interest is to study Managers and their role in Turnover Intention in depth to understand the dynamics resulting in employees wanting to quit the organization due to poor Manager Credibility.

5.9 Conclusion

“I live by a simple leadership philosophy: the business is ours to manage...the future is ours to create. The most important aspect of our business is not grades, processing plants and headgears. It is people: People are the Business.....Our Business is People.

Mark Cutifani, CEO: AngloGold - Ashanti

As a HR Practitioner, this study is highly valuable, as it is a contribution to the growing academic knowledge in the field of Employee Engagement. The HR Strategic model developed by the Researcher acts as a guide to HR professionals to focus on the BIG PICTURE of interrelationships between various HR metrics so as to provide a holistic and meaningful way to practice HR Strategy. It is a critical measure for driving organizational health in a positive direction. The interrelationships between antecedent HR Drivers and Employee Engagement can be a compass for HR Managers as they chart organizational strategy during change management initiatives.

Exit Interviews based on Turnover Intention rather than Attrition can be a key retention strategy for modern IT organization that struggle to maintain Employee costs at optimal levels. The mediating role of Employee Engagement further boosts
the need for Employee Engagement surveys as feedback tools that bridge the gap between Employee and Management expectations. When the gap is large and no action is taken, it leads to Turnover Intention and ultimately to attrition. Hence, it is the critical role of Leadership and HR to devise People strategy to periodically measure Turnover Intention while evaluating the role of HR Drivers and Employee Engagement to drive positive organizational outcomes.