



ANALYTICAL STUDY ON QUALITY OF WORK LIFE AND JOB MOBILITY IN IT INDUSTRIES -WITH SPECIAL REFERENCE TO KANYAKUMARI DISTRICT

Dr. L. Leo Franklin* S. Ambika**

*Assistant Professor of Commerce, J.J College of Arts and Science, Pudukkottai.

**Full-time PhD Scholar, Department of Commerce, J.J College of Arts and Science, Pudukkottai.

Introduction

Technological revolutions have paved the way for great economic development and growth of some countries over others. This has been the history from industrial revolution to information technology evolution. India has gained a lot of interest as a source of software despite the fact that its software revenue was a tiny fraction of the world software market. India has emerged as a leader in the software industry. India has 19.5% of global market in customized software and Indian firms now develop software for more than three fourth of the Fortune 500 companies and at least half of the Global 2000 corporations. Many of these firms have entered the industry during or just before the economic liberalization in 1991. With the huge success of software exports, a large number of firms have entered the industry. The first entrants of the Indian software industry were diversified units of the existing firms in other businesses. TCS was the first company to agree to export software in return for being able to import hardware in 1974. Computer hardware firms such as HCL and Wipro, as well as firms with large in house data processing and system integration capabilities such as Larsen and Tubro followed this. Then the new start-ups such as Patni Computer Services, Datamatics, Infosys and Silverline made their presence in Indian software industry. Current managers at a large number of software firms worked in these companies early in their career (Arora et al, 2001). Bangalore, Mumbai, Kanyakumari District, Hyderabad and Delhi are important locations for firms in the software industry. Entry barriers were low because firms could start with a fairly small initial investment, little more than office space and communication facilities. With the growing need for maintenance services, many firms began to provide these services, often by sending software programmers to clients on a temporary basis.

Human Resources in IT Industries

Direct employment in the IT services sector in India during the year 2012-12 were 19,73,000 (NASSCOM, 2012). The most important success factor for quality software development is having talented and smart people. Being manpower intensive industry, availability, cost, turnover and productivity of manpower are critical to the functioning of the organization. The key to success of Indian software industry is the supply of trained, low cost software professionals. The estimated wage costs in India were about 20% to 30% of the corresponding US levels for comparable work. The size of the talent pool complements the cost advantage. In 2005, the total number of software professionals in India was estimated to be about 4,10,000 with a median age of 28.4 years. Software industry is driven by technology and hence tends to be skill intensive. The level of talent on software project is the strongest predictor of its results. Personnel shortfalls are one of the most severe project risks. Most functions require thorough technical skills coupled with some business knowledge required to interact with business counterparts. While at lower levels the blend required is more of technical skills, at higher level, it is more of business skills. Software development is large-scale integrated, intellectual work. The skill of developing software is the skill of managing intellectual complexity. Software engineers differ markedly in the level of complexity they can handle. Most of the leading firms recruit either engineers or students with degrees in mathematics or science. Though the Indian software industry tends to recruit engineering graduates primarily, the bulk of the work is relatively non-technical and requires mostly logical and methodical work and a familiarity with software development tools and languages. Much of the works that are being performed do not require engineering expertise and knowledge. 90% of the software work is simple programming. Only 10% of the professionals come up with intelligent and creative work. The fear that the customers will brand the firm as one that recruits low skilled people motivates the Indian firms to recruit mainly engineers. An engineering education instills a set of problem solving skills, methods of thinking logically and learning tools.

Job Mobility in IT Industries

Most research in the IT sector has addressed only specific problems related to its environmental analysis like challenges, growth and opportunities, the problem of attrition, the HRM systems, and issues of job stress, job satisfaction, individual performance etc. Literature review has also shown how various researchers have identified a plethora of reasons behind the escalating problem of attrition and how many of them have even suggested recommendations to combat it. Many researchers have also worked on various domains like the HRM systems and practices, job satisfaction, and burnout prevention. Most of the research on Indian IT industries is based upon qualitative approaches involving small numbers of workers. Broader based survey research has been restricted to managerial surveys. Presumably due to the difficulties in gaining research access to IT, employee voice on a larger scale has been absent from much of the existent literature, although recent work is beginning to address this deficit. The few studies that have canvassed employee perceptions of their work



have either relied upon very small samples or upon small numbers of workers spread across a larger number of organizations. Research done in the area of employee motivation and satisfaction has discussed domains like education, private public employment financial institutes, ITES industry, to name a few but not much inclusive and structured work has been done in the domain of IT sector. Thus, no systematic and comprehensive work has been found that collaborates both the facets viz. attrition and retention, and how employee motivation, employee satisfaction, employee involvement can be used to combat the most smoldering problem of the present times i.e. attrition. Thus the need for this study can be clearly defined in two points. First, attrition is a burning problem for the promising industry of IT, especially because it fails to tap the full utilization of the human resources and wastes much of its time, money and resources due to this. Second, employee retention must be managed in such a robust manner that it ensures long term sustenance of employees in IT organization. At the outset the present study would propel to address the issues pertains to job quit intention of the employees and the procedure followed by the employers during the attrition of employees in IT industries located in Kanyakumari District.

Objectives

- To examine the reasons for job quit intention among IT professionals in selected IT industries in Kanyakumari district
- To map out the intensity of job stress and work environment on job mobility

Data and Methodology

The study area is confined to Kanyakumari District as majority of the IT industries located in Kanyakumari district. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. In practice, the sample size used in a study is determined based on the expense of data collection. Sample sizes are judged based on the quality of the resulting estimates; the respondents were selected on the basis of Stratified random sampling. 100 respondents were selected for the study.

Analysis

Simple Regression Results of QWL on Subscales and Composite Score

Independent variable	Dependent variable	Coefficient	Std error	T-value	Sig.	Model Ad R ²
Coordination	QWL	0.091	0.033	2.736	.007*	0.021
	Constant N=100	2.988				
Decision-making	QWL	0.087	0.027	3.201	.002*	0.03
	Constant N=100	3.242				
Top management	QWL	0.138	0.033	4.174	<.001*	0.052
	Constant N=100	2.997				
Interpersonal	QWL	0.064	0.025	2.512	.013*	0.017
	Constant N=100	3.529				
Adaptability	QWL	0.106	0.028	3.751	<.001*	0.042
	Constant N=100	3.117				
Communication chain	QWL	0.083	0.026	3.189	.002*	0.03
	Constant N=100	3.237				
Subordinate pressure	QWL	0.094	0.023	4.17	<.001*	0.052
	Constant N=100	3.187				

*Significant at the 0.05 level

Results

The collected data were analyzed using the SPSS 20.0 package. Significant portion of employees are (53.2%) were male however, the representation of women also higher. About 18 percent of the employees stated that their annual household income was 8 lakhs or above per annum, and 47.4 percent reported an annual household income between 5 to 6 lakhs. Most of the employees (58%) are between the ages of 25 and 40. Most of the employees (90.3%) indicated a willingness to participate to enhance the job involvement of the employees. Only 10.2 percent of the employees reported that there was no innovative plan rather than routine procedure. In more detail, 48.7 percent of the employees stated that incentives and intensive training had more influence. Majority of the respondents stated that long working hour (68%), less incentive (75%) and less scope for career development (72%) accentuated the employees to quit the earlier job. The most frequently identified



substitutable involvement activities for employees were salary hike (40.1%), interpersonal care of managers (32.6%), Training (20.3%), and clear surveillance (11.0%).

Discussion

The analysis proposed to evaluate that what the IT employees perceive about Quality working-life experiences employed through organizations in context-free occasions. To be able to estimate the dimensions of those effects, an easy linear regression used to be estimated on each of the soft skill subscales and the composite rating. An evaluation of the manner and the normal deviations of each of the six survey subscales rankings and the total scores by means of three area businesses for each and every subscale and the total scale used to be provided, across all based variables, management cordial relationship with employees enormous. Particularly, for the quite a lot of subscales, the coefficient for stage of management ranged from a low of .064 on the interpersonal subscale to a excessive of .138 for the leadership subscale. The adjusted R² for these items tiers from a low of .017 for interpersonal skill to a high of .052 for management, indicating that in most of the cases the level of management is explaining roughly two to five percent of the found variance within the dependent variables. The findings of this research proved that the add-ons recognized and the structural members of the family provided as regards the component, “nice of working lifestyles experiences” have been suitable. The motives rising from “fine of working existence experiences” additionally indicate that how they’re employed another way to satisfy the quite a lot of needs of the staff by way of more than a few corporations, which in turn elicit favorable job-related responses. Based upon a working out of staff’ various needs and their QWL experiences, management can identify the strategic gap (if any) in the group and might take additional crucial actions to fortify the QWL of staff. This can be precious for an group to be triumphant and to acquire organizational pursuits because employees’ QWL experiences are directly associated with a form of desirable organizational effects, equivalent to lowered rate of absenteeism, turnover, tardiness frequency and wellbeing care utilization (thus, reduced wellbeing care charges), and elevated job performance. For that reason signifying that staff’ QWL experiences are constrained no longer best to them however is a subject of challenge for the employers as well the only thing to be able to keep in these days’ source of aggressive capabilities is high nice personnel instead of in simple terms capital, science or long-lived merchandise. In fact, workers are the tender assets and are the hidden worth of a manufacturer. For that reason, if organizations are worried about establishing their human resources and gaining a competitive talents on the market, it appears crucial that they attend to one in every of their most helpful belongings, particularly, their human resources by employing high-pleasant working-existence experiences in consonance their various wishes eliciting favorable job-associated responses in return.

Conclusion

QWL is the shared accountability no longer only of the workers alone however from the administration facet as well mainly the IT employees had been encountering the stress from top management as well as the subordinate workforce, so their perceptions on the satisfactory of labour life slightly differ from the common parameters, right here the coordination with the subordinate and the conversation chain had been considered the principal determinants of QWL of the IT employees , To improve first-class of labour existence is first to identify and then attempt to satisfy core stage manger’s fundamental needs by way of their expertise of their working atmosphere. Relying upon the situational standards, administration could decide upon the critical desires of the tuition lecturers’ to fortify them with a brief term plan. There is a massive association between exceptional of labour existence complete and best of lifestyles in work atmosphere total. It suggests QWL of IT employees is in low degree which accentuate the job mobility. A planned trade within the working environment is the necessity of the hour to give a boost to QWL in India. Expanded flexible working atmosphere can also be an answer to the multifarious roles of the Indian staff. This research is to enhance the QWL of the center level managers by way of integrating the undertaking function and social role, such that the synergies are with no trouble received.

Bibliography

1. Alakh N. Sharma “Flexibility, Employment and Labour Market Reforms in India “Economic and Political Weekly, Vol. 41, No. 21 (May 27 - Jun. 2, 2006), pp. 2078-2085.
2. Anamika Sahu and Meenakshi Gupta “ An Empirical Analysis of Employee Turnover “ in a Software Organization” Indian Journal of Industrial Relations, Vol. 35, No. 1 (Jul., 1999), pp. 55-73.
3. Chauhan Daisy (1995), Challenges for HRD in the changing environment personnel Today Vol. XV, No4, January-March 1995.
4. Cho, S., Johanson, M.M. & Guchait, P. (2009). Employee intent to leave: A comparison of determinants of intent to leave versus intent to stay. *International Journal of Hospitality Management*, 28(3), 374-381.
5. Ivancevich, J., Napier, H., & Wetherbe, J. (1983). Occupational stress, attitudes and health problems in the information systems professional. *Communications of the ACM*, October.



6. Kanika T Bhal and Namrata Gulati “Pay Satisfaction of Software Professionals in India” *Vikalpa*, Volume 32, No 3, July - September 2007.
7. Konda, S. L., Stewman, S. 1980. An opportunity labor demand model and Markovian labor supply models: Comparative tests in an organization. *Am. Sociol. Rev.* 45:276- 301.
8. Kleemann and Matuschek (2002) Role strains, tension, and job satisfaction influences on employees’ propensity to leave: A multi-sample replication and extension. *Human Relations*, 43(8), pp. 791-807.
9. Mowday, RT, Steers, RM & Porter, LW 1979, ‘The measurement of organizational commitment’, *Journal of Vocational Behavior*, vol. 14, no. 2, pp. 224-247.
10. Muhammad Masroor Alam, Jamilha Fakir Mohammad “Level of Job Satisfaction and Intent to Leave among Malaysian Nurses”, *Business Intelligence Journal* January, 2009.
11. Stephen Frenkel & Karin Sanders & Tim Bednall, “Employee perceptions of management relations as influences on job satisfaction and quit intentions” *Asia Pac J Manag* (2013) 30:7–29.
12. Sumi Jha “Analysis of Factors affecting Employee Engagement and Job Satisfaction: a Case of Indian IT Organization” *International Conference on Technology and Business Management* March 18-20, 2013.
13. Trevor, C. O., Gerhart, B., & Boudreau, J. W. (1997). Voluntary turnover and job performance: curvilinearity and the moderating influences of salary growth and promotions. *Journal of Applied Psychology*, 82, 44-61.