A Study on Issues, Trends and Factors of Employee Attrition in Information Technology Sector: An Interpretive Structural Model Approach

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Abstract: The main aim of study is to develop a plan or a model for the Information Technology Sector to lower down the rate of attrition in the industry by working on certain independent variables. The broad objectives of study are to identify the Issues, Trends and Factors of Employee Attrition in Information Technology Sector, to analyze various dimension of Attrition in the Information Technology Sector, to present the complex relationship among these factors in the form of an Interpretive Structural Model. The study is explorative in nature. A systemized and organized study was done to reach the desired objectives of the study. The responses obtained from the respondents working in Information Technology Sector in Delhi and NCR are analyzed using various statistical techniques. Interpretative Structural Modeling is a process in which a set of interlinked elements are given a form of a comprehensive and a systematic model. This technique helps in formulating the inter-relationship among the identified variables. The model formulated with the help of ISM depicts the structure or a system of a complex issue in graphical and a flowchart form. As far as the significance of the study is concerned, the significance of the study lies in the fact that in the last few years the information technology sector has been deteriorated and is known as the symbol of attrition of employees. As far as the growth is concerned, this industry is the most growing industry in India in few years but also alarmed us about the employee turnover.

INTRODUCTION

Building core competence is important for any organization to gain competitive advantage. One of the biggest assets for an organization is its human capital and one of the key challenges for an organization is to ensure that the employees are satisfied so that they remain committed to the organization. The meaning of satisfaction could vary different for different individuals. According to Nancy C. Morse "Satisfaction refers to the

level of fulfillment of one's needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world and what he gets." According to Moyes *et al*.[1] "the employee satisfaction may be described as how pleased an employee is with his or her position of employment". Maslow's need hierarchy theory is one of the important theories that talk about satisfaction of lower level needs before an individual moves to the next level of needs. Hawthorne study (1924-1933) is one of the remarkable series of four experiments that support the study of job satisfaction. The study was conducted by Elton Mayo who found the effects of different conditions on the workers' productivity. Cranny *et al*.[2] defined ES as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with he/she actually receives. According to Moyes *et al*.[1] the employee satisfaction may be described as how pleased an employee is with his or her position of employment.

Motivation-hygiene theory of the American psychologist Frederick Herzberg (1923-2000) has contributed to the understanding job satisfaction. The theory was based on the interviews conducted in the late 1950s with accountants and engineers where they were asked to explain the times when they felt good or bad about their jobs. Two dimensions to job satisfaction: motivation and hygiene were identified. Recognition, achievement, the work itself, responsibility, advancement and growth were identified as the motivation factors. Company policies, supervision, salary, interpersonal relations and working environment, were considered as the conditions to be met in order to prevent dissatisfaction.

Herzberg's theory did not considered individual needs and differences which further led the researchers Hackman and Oldham[3], from Harvard University and Greg Oldham, from the University of Illinois, to create a job characteristics model in 1976. The Model is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction.

This study focuses on understanding the employee satisfaction pertaining to IT Sector. NASSCOM, projected that by 2020 the IT sector would provide direct employment to about 10 million individuals indirectly to about 20 million individuals. IT sector is one of the largest wealth creation sectors in the country. Owing to India's increased IT spending in the last few years it has become one of the fastest growing IT markets in Asia Pacific. Considering this it becomes important for the employers to understand their employees so that they generate value to the organization, which in turn would only happen when employees are satisfied with the organization in which they are working.

India's cost competitiveness in providing IT services continues to be its USP in the global sourcing market. The IT sector contributes approximately 9% of the national GDP. Also the IT industry accounts for 25% of the total national exports (Sources; Moneycontrol.com, Listdose.co).

Thus, in order to continuously grow IT sector need to develop creative ways to minimize stress, satisfy employee needs and match corporate needs to employee goals. IT industry has been facing certain Dealing with the rising diversity in the work force – gender, orientation, race etc. overlaid with the complexity of generation diversity are some of the challenges faced by the IT industry which needs to be catered to for their continuous development (Source: nspl.co.in).

There are many factors that can lead to employee job satisfaction. Satisfied employees contribute to the organization and also remain loyal and committed towards it, thereby ruling out the problem of attrition.

Identification of variables: Prasad[4] studied the personality and the relative elements of Job satisfaction. In his study he highlighted that the age of professionals had no effect on job satisfaction, while job satisfaction increase with the frequencies of experience.

Lodahl and Kejner[5] found in a study identified meaningfulness of work and adequacy of supervision as the factors affecting Job satisfaction.

Shore *et al*.[6] noted that job satisfaction is directly related to employee turnover/retention rates and absenteeism and indirectly to job performance and productivity.

Yankelovich[7] in their study surveyed 10,339 workers across 10 European countries, Russia, Japan and the United States. Researchers consistently identified the same top five key attributes in a job: ability to balance work and personal life, work that is truly enjoyable, security for the future, good pay or salary and enjoyable co-workers. Across the four major geographic regions studied, importance of potential advancement and the opportunity to build skills as a way to maintain employability and job security was emphasized by the workers.

Ali and Akhtar (1999) studied and explored that those who scored high on work culture also differed significantly on satisfaction scale. Jyotsna[8] in her study on "Talent management strategy of employee engagement in Indian ITES employees: Key to Retention" highlighted that a good level of engagement may lead to high retention but only for a limited time in the ITES sector. The study indicates the need for a more rigorous employee engagement construct.

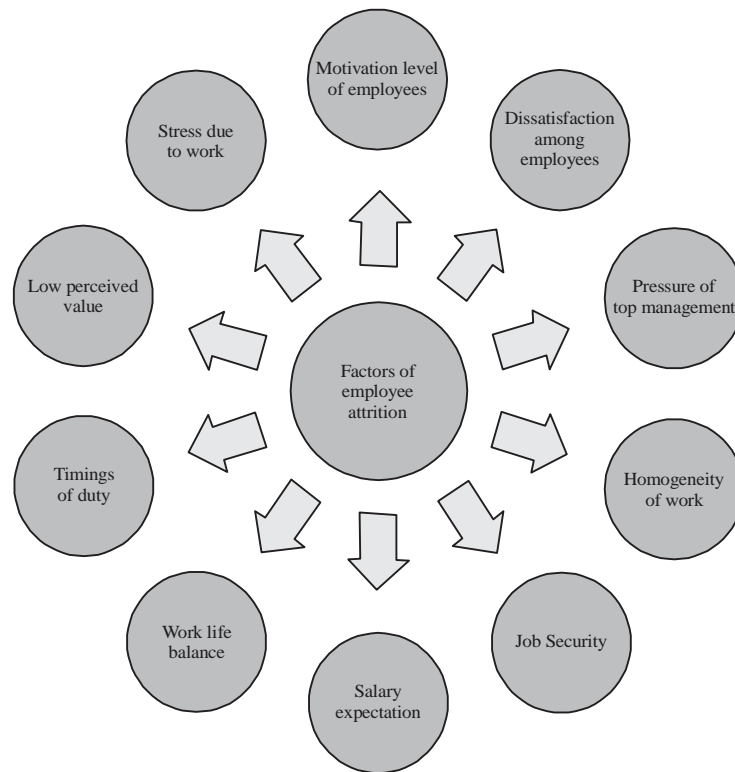Punia and Sharma[9] in their research on "employees perspective on human resource Procurement practices as

Fig. 1: Study model

a retention tool in Indian IT Sector" found employee retention to be the biggest challenge faced by human resource management. Dash *et al*.[10] highlighted the factors like the chances of promotion and the opportunities for professional growth which are perceived as motivating by the ITES-BPO employees, among others.

Krishnan and Singh[11] in their research explored performance orientation, organizational deviance and organizational citizenship behavior as outcomes of intention to quit o Indian IT professionals. These factors become critical as the employees who wanted to quit inturn became less productive for the organization. Further, exploration using structural equation modeling showed that performance orientation mediates the relationships between intention to quit and organizational citizenship behavior as well as between intention to quit and organizational deviance. The findings highlighted the need for the organizations to understand that employees with a high intention to quit can prove costly from multiple dimensions.

Sengupta[12] in his study on job and demographic attributes affecting employee satisfaction in the Indian BPO industry found difference towards the job-related variables on the basis of gender, marital status, education, age and tenure. Interpersonal relationships, career progression, salary, company policies, working conditions

and authority were found to have positive relationship with employee satisfaction. Accountability was the only factor which was found to have negative relationship with employee satisfaction. The significant determinants of employee satisfaction revealed by regressions were interpersonal relationships, career progression, salary, gender, accountability and authority.

Monis *et al*.[13] in their study on five Indian and Foreign MNC BPOs operating in India found that respondents of both Indian and foreign MNC BPO were ranked as satisfied on the scale. Clearly established career path, BPO as a long term career, dynamic career path significantly influence the satisfaction of respondents of Indian MNC whereas Clearly established career path and Clearly established career path influence the satisfaction of respondents of foreign MNCs towards the career development practices.

Thiagarajan and Renugadevi[14], conducted research on "An empirical investigation on Employee Engagement Practices in Indian BPO Industries" and the purpose of this research article is to introduce employee engagement and key research on engagement related factors in BPO Industries in India. The study highlighted the relevance of leaders to be educated on engagement and career development opportunities (Fig. 1).

Jyothi and Ravindran[15] in his study on Employee Job Satisfaction in Software and ITeS units in Bangalore

revealed that the employees of both the sub-sectors demonstrated only a moderate level of job satisfaction. The findings of the study also confirmed the relationship between job satisfaction and organizational commitment of the employees. The study concluded that in order to reduce employee turnover companies need to address the needs of their employees to strengthen their motivation, satisfaction and commitment.

Thakur[16] in her research on officer and clerical staff of IT sector identified that work motivation could be improved through increasing job authority and accountability. It was observed that rewards and sanctions are associated with job involvement at clerical level. Lal *et al*.[17] in their study of job satisfaction in software industry found that employees in software industry requires lot of mental exercise and hence need mental peace and satisfaction on the job.

Study model
Broad objectives of study
The broad objectives of study are as follows: To identify the issues, trends and factors of employee attrition in information technology sector. To analyze various dimension of attrition in the information technology sector. To present the complex relationship among these factors in the form of an interpretive structural model.

MATERIALS AND METHODS

Interpretative Structural Modeling is a process in which a set of interlinked elements are given a form of a comprehensive and a systematic model. This technique helps in formulating the inter-relationship among the identified variables. The model formulated with the help of ISM depicts the structure or a system of a complex issue in graphical and a flowchart form. The technique is basically based on the interpretations of experts and the group who are the decision makers of how and why the variables are inter-related. An integrated and overall structure is extracted out of these inter-relationships. In this research, ISM is applied to present a framework for modeling the factors affecting the attrition of employees working in information technology sector. To obtain correlation matrix for variables involved in the study, questionnaires were sent to 582 respondents of which 423 were considered for study as others were summarily rejected due to some unfilled parts. Self-constructed structured questionnaire was used to interview the middle level employees working in information technology sector in Delhi and NCR.

Data analysis and interpretation
Reliability analysis: Cronbach's coefficient (α) for the questions related to job satisfaction variables and attrition was calculated to test the reliability and internal

Table 1: Reliability analysis

Reliability statistics

Model cronbach's Alpha	Cronbach's alpha based on standardized items	No. of items
0.852	0.834	38

Table 2: KMO and barlett's test of sphericity

Models	KMO measure of sampling adequacy	Approx. χ^2	df	Sig.
Bartlett's test of sphericity	0.747	8463.273	210	0.000

consistency of the responses. The value of a for this is found to be 0.852. According to Nunnaly (1978) Cronbach's alpha should be 0.700 or above. But, some of studies 0.600 also considered acceptable (Table 1).

Validity analysis: Kaiser-Meyer-Olkin test was done to measure the homogeneity of variables and Bartlett's test of sphericity was done to test for the correlation among the variables used. From Table 2, it is found that the value for Kaiser-Meyer-Olkin measure of sampling adequacy was >0.6 as it is 0.747. Also Bartlett's Test of Sphericity has significant value <0.05 at 5% level of significance in both the parts of questionnaire. Thus it is concluded that instrument is accepted for the study.

Factor analysis (attrition)-38 variables are condensed to eleven factors viz
Factor 1: This factor explains the First component and is designated as "Motivation of Employees" (ME).

Factor 2: This factor explains the Second component and is designated as "Dissatisfaction among Employees" (DE).

Factor 3: This factor explains the Third component and is designated as "Pressure of Top Management" (PM).

Factor 4: This factor explains the Fourth component and is designated as "Homogeneity of Work" (HW).

Factor 5: This factor explains the Fifth component and is designated as "Job Security" (JS).

Factor 6: This factor explains the Sixth component and is designated as "Salary Expectation" (SE).

Factor 7: This factor explains the Seventh component and is designated as "Work Life Balance" (WB).

Factor 8: This factor explains the Eighth component and is designated as "Timings of Duty" (TD).

Factor 9: This factor explains the Ninth comp onent and is designated as "Low Perceived Value" (PV).
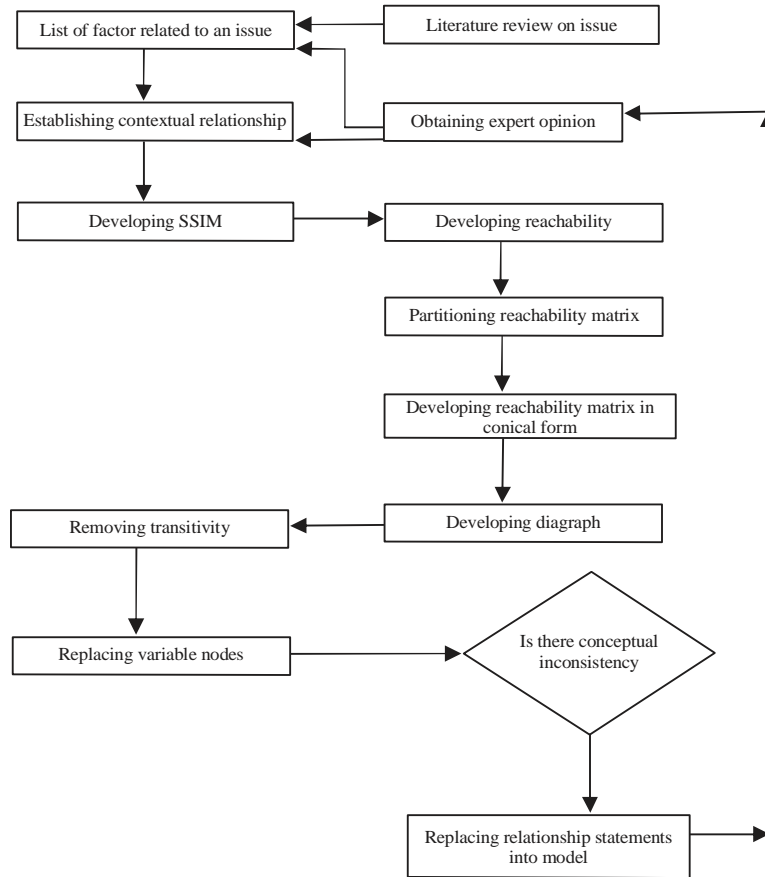
Fig. 2: Flow diagram to prepare ISM Model

Table 3: Ranks of factors for attrition

Factors	Score (out of 100)	Rank
Motivation of employees in current organization	50	4
Dissatisfaction among employees	60	3
pressure of top management to achieve desirable objectives of top management	50	4
Homogeneity of work	80	1
Job security	30	5
Salary expectation	70	2
Work life balance	30	5
Timings of duty	70	2
Low perceived value	80	1
Stress due to work	50	4

Factor 10: This factor explains the Tenth component and is designated as "Stress due to Work" (SW).

Factor 11: This factor explains the Eleventh component and is designated as "Employee Attrition" (EA) (Table 3).

Ranks of factors of attrition in information technology sector
Coefficient of correlations: The correlation matrix for the variables is used together with the expert's opinion in defining the mutual relationships of the considered variables. Karl Pearson Coefficient of correlation was calculated to find the significant relationships between dimensions (Table 4 and Fig. 2).

Flow diagram to prepare ISM Model
Structural Self-Interaction Matrix (SSIM): The factors for modeling the issues, trends and factors of employee attrition in information technology sector are coded as motivation level of employees, dissatisfaction among employees, pressure of top management, homogeneity of work, job security, salary expectation, work life balance, timings of duty, low perceived value, stress due to work, employee attrition. For the analysis of these variables, the contextual relationship of affect is chosen which means that one variable affects the other in one way or the other. Further, since there is a contextual relationship existing between two variables (i and j), the direction of their association is determined. Four symbols are used to determine the type of relation that exists between two variables that are considered:

- V-variable i affects variable j
- A-variable j affects variable i

Table 4: Coefficient of correlation of dimensions of attrition in IT sector

IT sector	Co-relation	SW	PV	TD	WB	SE	JS	HW	PM	DE	ME	EA
R	EA	0.821	0.725	0.662	0.781	0.882	0.725	0.664	0.851	0.882	0.724	1
Sig.		0.000*	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*	--
R	ME	0.731	0.775	0.682	0.816	0.021	0.692	0.592	0.882	0.728	1	0.724
Sig.		0.000*	0.000*	0.000*	0.000*	0.080	0.000*	0.000*	0.000*	0.000*	--	0.000*
R	DE	0.871	0.682	0.528	0.618	0.772	0.619	0.884	0.591	1	0.728	0.882
Sig.		0.000*	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*	--	0.000*	0.000*
R	PM	0.736	0.661	0.015	0.772	0.002	0.882	0.031	1	0.591	0.882	0.851
Sig.		0.000*	0.000*	0.092	0.000*	0.528	0.000*	0.071	--	0.000*	0.000*	0.000*
R	HW	0.661	0.002	0.018	0.001	0.218	0.003	1	0.031	0.884	0.592	0.664
Sig.		0.000*	0.772	0.081	0.091	0.418	0.472	--	0.071	0.000*	0.000*	0.000*
R	JS	0.885	0.648	0.061	0.824	0.221	1	0.003	0.882	0.619	0.692	0.725
Sig.		0.000*	0.000*	0.091	0.000*	0.085	--	0.472	0.000*	0.000*	0.000*	0.000*
R	SE	0.031	0.737	0.881	0.001	1	0.221	0.218	0.002	0.772	0.021	0.882
Sig.		0.063	0.000*	0.000*	0.721	--	0.085	0.418	0.528	0.000*	0.080	0.000*
R	WB	0.886	0.004	0.581	1	0.001	0.824	0.001	0.772	0.618	0.816	0.781
Sig.		0.000*	0.081	0.000*	--	0.721	0.000*	0.091	0.000*	0.000*	0.000*	0.000*
R	TD	0.661	0.271	1	0.581	0.881	0.061	0.018	0.015	0.528	0.682	0.662
Sig.		0.000*	0.088	--	0.000*	0.000*	0.091	0.081	0.092	0.000*	0.000*	0.000*
R	PV	0.003	1	0.271	0.004	0.737	0.648	0.002	0.661	0.682	0.775	0.725
Sig.		0.071	--	0.088	0.081	0.000*	0.000*	0.772	0.000*	0.000*	0.000*	0.000*
R	SW	1	0.003	0.661	0.886	0.031	0.885	0.661	0.736	0.871	0.731	0.821
Sig.		--	0.071	0.000*	0.000*	0.063	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*

Table 5: Structural self-interaction matrix

Elements	11	10	9	8	7	6	5	4	3	2
1	V	A	A	O	A	A	A	A	A	X
2	V	A	A	A	A	A	A	A	A	
3	V	V	V	O	V	O	V	O		
4	V	V	O	O	O	O	O			
5	V	V	A	O	V	O				
6	V	O	A	A	O					
7	V	V	O	A						
8	V	V	O							
9	V	O								
10	V									

- X-variables i and j affect each other
- O-variables j and i are unrelated

Based on these, an SSIM is prepared which is shown in Table 5 and 6:

Reachability matrix: The SSIM table is now transformed into a reachability matrix by converting the value in each cell in '0's and 1's based on the following situations:

- If (i, j) entry is V, then (i, j) in reachability matrix becomes 1 and (j, i) entries is 0
- If (i, j) entry is A, then (i, j) in reachability matrix becomes 0 and (j, i) entries is 1
- If (i, j) entry is X, then (i, j) in reachability matrix becomes 1 and (j, i) entries is 1
- If (i, j) entry is O, then (i, j) in reachability matrix becomes 0 and (j, i) entries is 0

Further, '1*' is incorporated depicting transitivity which aims to fill in any gap in the opinion that is collected during the brainstorming sessions. Table 7 shows the final reachability matrix.

Partitioning the reachability matrix: The reachability matrix is partitioned with the help of identification of antecedent and reachability sets for every variable. The reachability set consists of element which directly affects whereas antecedent set consists of elements which may be affected. Then theintersection set is derived from these sets for all the elements (Table 8-13).

The elements for which the reachability set and intersection set are same act as the top level elements in ISM Model. Once these are found, they are separated. This process is repeated until all the iterations are complete and all intersections are obtained. All the iterations for this procedure are shown below. In the above process, the following are the levels found at various iterations:

- In the first iteration, element 11 is found at level 1
- In the second iteration, elements 1, 2 and 10 are found at level 2
- In the third iteration, elements 1-9 are found at level 3
- In the fourth iteration, element 7 is found at level 4

Table 6: Initial reachability matrix

Elements	1	2	3	4	5	6	7	8	9	10	11
1	1	1	0	0	0	0	0	0	0	0	1
2	1	1	0	0	0	0	0	0	0	0	1
3	1	1	1	0	1	0	1	0	1	1	1
4	1	1	0	1	0	0	0	0	0	1	1
5	1	1	0	0	1	0	1	0	0	1	1
6	1	1	0	0	0	1	0	0	0	0	1
7	1	1	0	0	0	0	1	0	0	1	1
8	0	1	0	0	0	1	1	1	0	1	1
9	1	1	0	0	1	1	0	0	1	0	1
10	1	1	0	0	0	0	0	0	0	1	1
11	0	0	0	0	0	0	0	0	0	0	1

Table 8: Iteration 1

Elements	Reachability set (Pi)	Antecedent set (Pj)	Intersection	Level
1	1, 2, 3, 4, 5, 6, 7, 9, 10, 11	1, 2, 3, 4, 5, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 9, 10	
2	1, 2, 3, 4, 5, 6, 7, 9, 10, 11	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 3, 4, 5, 6, 7, 9, 10	
3	1, 2, 3, 4, 5, 6, 7, 9, 10, 11	1, 2, 3	1, 2, 3	
4	1, 2, 4, 5, 6, 7, 9, 10, 11	1, 2, 3, 4	1, 2, 4	
5	1, 2, 5, 6, 7, 9, 10, 11	1, 2, 3, 4, 5, 6, 7, 9	1, 2, 5, 6, 7, 9	
6	1, 2, 5, 6, 7, 9, 10, 11	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2, 5, 6, 7, 9	
7	1,2,5,6,7,9,10,11	1,2,3,4,5,6,7,8	1,2,5,6,7	
8	2, 6, 7, 8, 10, 11	8	8	
9	1, 2, 5, 6, 9, 10, 11	1, 2, 3, 4, 5, 6, 7, 9	1, 2, 5, 6, 9	
10	1, 2, 10, 11	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 10	
11	11	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11	11	I

Table 9: Iteration 2

Elements	Reachability set (Pi)	Antecedent set (Pj)	Intersection	Level
1	1, 2, 3, 4, 5, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 9, 10	
2	1, 2, 3, 4, 5, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 3, 4, 5, 6, 7, 9, 10	
3	1, 2, 3, 4, 5, 6, 7, 9, 10	1, 2, 3	1, 2, 3	
4	1, 2, 4, 5, 6, 7, 9, 10	1, 2, 3, 4	1, 2, 4	
5	1, 2, 5, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 9	1, 2, 5, 6, 7, 9	
6	1, 2, 5, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2, 5, 6, 7, 9	
7	1, 2, 5, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 8	1, 2, 5, 6, 7	
8	2, 6, 7, 8, 10	8	8	
9	1, 2, 5, 6, 9, 10	1, 2, 3, 4, 5, 6, 7, 9	1, 2, 5, 6, 9	
10	1, 2, 10	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 10	II

Table 10: Iteration 3

Elements	Reachability set (Pi)	Antecedent set (Pj)	Intersection	Level
1	1, 2, 3, 4, 5, 6, 7, 9	1, 2, 3, 4, 5, 6, 7, 9	1, 2, 3, 4, 5, 6, 7, 9	III
2	1, 2, 3, 4, 5, 6, 7, 9	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2, 3, 4, 5, 6, 7, 9	III
3	1, 2, 3, 4, 5, 6, 7, 9	1, 2, 3	1, 2, 3	
4	1, 2, 4, 5, 6, 7, 9	1, 2, 3, 4	1, 2, 4	
5	1, 2, 5, 6, 7, 9	1, 2, 3, 4, 5, 6, 7, 9	1, 2, 5, 6, 7, 9	III
6	1, 2, 5, 6, 7, 9	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2, 5, 6, 7, 9	III
7	1, 2, 5, 6, 7, 9	1, 2, 3, 4, 5, 6, 7, 8	1, 2, 5, 6, 7	
8	2, 6, 7, 8	8	8	
9	1, 2, 5, 6, 9	1, 2, 3, 4, 5, 6, 7, 9	1, 2, 5, 6, 9	III

Table 11: Iteration 4

Elements	Reachability set (Pi)	Antecedent set (Pj)	Intersection	Level
3	3, 4, 7	3	3	
4	4, 7	3, 4	4	
7	7	3, 4, 7, 8	7	IV
8	7, 8	8	8	

Table 12: Iteration 5

Elements	Reachability set (Pi)	Antecedent set (Pj)	Intersection	Level
3	3, 4	3	3	
4	4	3, 4	4	V
8	8	8	8	V

Table 13: Iteration 6

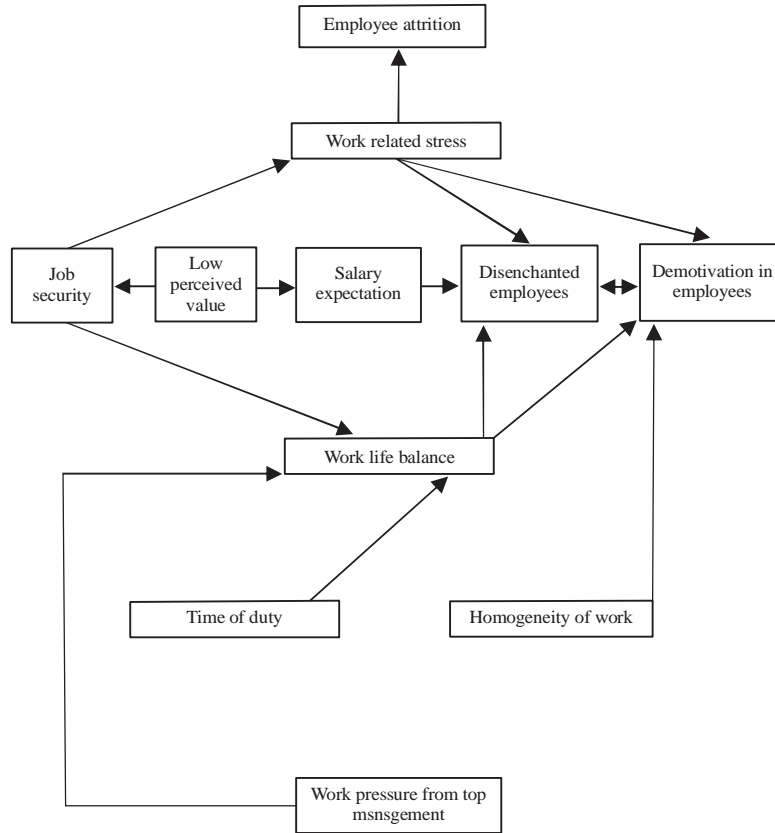| Elements	Reachability set (Pi)	Antecedent set (Pj)	Intersection	Level
3	3	3	3	VI

Fig. 3: Diagraph on factors for modeling the employee attrition in information technology sector

- In the fifth iteration, elements 4 and 8 are found at level 5
- In the sixth iteration, element 3 is found at level 6

Developing the diagraph: Based upon the iteration levels, the final diagraph is developed that includes the transitive links. After the removal of indirect links in the obtained figure, the final diagraph is obtained that is shown in Fig. 3.

RESULTS AND DISCUSSION

It is clear from the study that work pressure from top management affects the work life balance which demotivates employees. Demotivation in employees is also caused due to the work related stress and this work related stress caused the attrition of employees in the information technology sector. Time of duty in the information technology sector affects the work life balance which demotivates employees. Demotivation in employees is also caused due to the work related stress

and this research related stress caused the attrition of employees in the information technology sector. Work life balance is affected by time of duty and job security which in turn affected by low perceived value. This job security develops work related stress among the employees and that leads to the attrition among the employees. Homogeneity of work demotivates employees which is caused due to the work related stress and this work related stress caused the attrition of employees in the information technology sector. Work life balance develops dissatisfaction among the employees which is affected by work related stress and that leads to the employee attrition. Low perceived value increase the expectation of salary among the employees which develops dissatisfaction among the employees which is affected by work related stress and that leads to the employee attrition. The top-level variables have weak driving power and strong dependence on other variables. Bottom level variables that according to the presented model are considered as strong drivers of employee attrition in information technology sector.

CONCLUSION

In the present work only fifteen variables are identified for modeling behavioral intention. More number of variables can be identified to develop ISM. The expert's help have been sought to analyze driving and dependence power of the variables. Here the framework developed depends upon the opinion of few experts and has some element of bias. Through ISM, a relationship model among behavioral intent variables has been developed. This model has not been statistically validated. Structural Equation Modeling (SEM) has the capability of testing the validity of the model. Therefore, it may be applied in the future research to test the validity of this model.

RECOMMENDATIONS

It is known that employees are investors for the organizations as they are investing their time to work for the organizations and in return they expect similar kind of return of their investment, which either can be in the form of monetary benefits, authority, power, recognition etc. It should be mandatory for the organization to adopt retention of employee as their one of the objectives. It is seen organizations of great success keep retention of employees at very low rate. It is the duty of the organizations to develop the sense of loyalty among the employees as loyalty is earned rather given. Organizations must be seen as employers of choice. One has to compete on compensation and benefits but win on culture, learning and development.

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