

Organization Ecosystem: An Optimistic Approach To Attrition

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ABSTRACT

Purpose: High employee turnover has always been a concern for all the organizations who either fail to understand the reasons behind this or ignore the facts which calls for the repair in their human resource policies. The aim is to evaluate the impact of ecosystem on the level of Job contentment.

Design/Methodology/Approach: Sample size of 440 respondents was interviewed among the chosen Information Technology companies. Descriptive statistics and stepwise multiple regression analysis have been performed to test the hypothesis. Ecosystem variables considered are work culture, management, appreciation, job security and job role to estimate the level of Job contentment among the employees. Quota sampling technique was adopted to collect the primary data from the respondents.

Findings: The impact of organization's ecosystem have a significant impact on the output due to high significant level ($p=0.00 < 0.01$). Value of "R" is 0.843 and the coefficient of determination

is 0.710. Work culture, Management, Appreciation, Job role & Job security are the significant predictors of the level of job contentment among the employees.

Originality/Value: Toxic Culture prevailing in the organizations can force their best and qualified employees to leave the work which can cause a greater damage in the long run. Often the organizations fail to create a sense of shared vision towards the goal concealing the facts and thus must be transparent.

Keywords: Toxic Culture, Information technology, Attrition & Organization ecosystem.

Paper type: Research paper

1. INTRODUCTION

Attrition refers to the reduction in the number of employees working in an organization either voluntarily or involuntarily due various reasons like rude managerial behavior, work-life imbalance, mismatch between job and skills of employees, lack of recognition, termination, retirement, death, transfers etc. It plays a significant role to reduce the rate of employee turnover in any organization in the long run for better sustainability (Jimmy L. Smith, 2019). Toxic Culture prevailing in the organizations can force their best and qualified employees to leave the work which can cause a greater damage in the long run. Often the organizations fail to create a sense of shared vision towards the goal concealing the facts and thus must be transparent. Increasing workload with unrealistic deadlines without any recognition leads to ill health, depression, absenteeism, and decreasing morale among the employees which can be curbed by monitoring the work allocation and discouraging working late. Insensible and bad managers also influence the employees to leave the organization who could be ineffective and incompetent in valuing and respecting their subordinates.

2. CONCEPTUAL FRAMEWORK

(Subramony & Holtom, 2012) Business tends to perform successfully only when their employees are dedicated and contribute towards the betterment. The authors examined the employee turnover directly influencing the financial outcomes hampering the relationship between customers and employees in a negative pattern which focuses on the overall human resource planning of the bank. (Karumuri & Singareddi, (2014) Organizations are facing challenges in retaining the talented and effective employees in the current scenario which calls for amicable human resource policies that considers the various strategies and policies in retention of capable employees balancing the customer satisfaction & organization's attrition levels. (Ako, & Adeyemo, 2013) The authors adopted decision tree models to predict the employee attrition

rate in organizations reflecting the prospective employees with the help of software tools defining the rule-sets facilitating the model's effective decisions that helped the employers to take preventive measures and strengthen their personnel policies.(Mehdi et.al, 2012) The managerial behavior and their skills in managing the human resource plays a pivotal role in employee retention and increases the contentment. The authors conducted the study primarily based on the path model focused on the abusive supervisors influencing the attrition rate drastically in the organization.

3. RESEARCH METHODOLOGY

Statement of the Problem:

High employee turnover has always been a concern for all the organizations who either fail to understand the reasons behind this or ignore the facts which calls for the repair in their human resource policies. It has immense impact on the entire organization in terms of cost of resignation, cost of recruitment, temporary staffing, on boarding, levels of productivity with loss of employees. Hence, the researcher has attempted to evaluate the impact of ecosystem on the level of Job contentment among the Information Technology companies in the urban Bangalore.

Objectives:

- ✓ To analyse the impact of job contentment among the IT company employees in urban Bangalore.

Hypothesis:

H₀: There is no significant effect of organization ecosystem on the level of job contentment.

Sampling:

Quota sampling method was adopted to arrive at a sample size of 442 respondents as it ensures the researcher to divide the groups into a sub-group of great interest for the study where the focus is on to inspect the features of the selected group of respondents.

Data Collection & Source:

The data used for the study is based on the primary data collected from the employees working across the leading Information Technology (IT) companies in urban Bangalore. The information obtained from the respondents was on the basis of a structured questionnaire.

Variables:

The independent variables considered comprises of work culture, management, appreciation, Job role & Job security and demographic variables consists of age, gender, qualification, experience

& designation were used to estimate the dependent variable Job Contentment its level among the employees.

Statistical Tests & tools:

Statistical Package for Social Science (SPSS) was the statistical tool used to perform the tests of Stepwise Linear Multiple Regression Analysis & Descriptive statistics.

4. RESULTS

Stepwise Multiple Regression Analysis was performed to predict the level of Job Contentment considering the independent variables Working Culture, Management, Job role & Job Security.

Table 1.1 shows the level of Job contentment among the employees working in IT companies rendering services to the international clients. It has resulted that level of contentment is highly significant on the basis of independent variables consisting of working culture (WC), Management (MG), Job role (JR), & Job security (JS).

Table 1.1: Multiple Linear Stepwise Regression Analysis

Model	VARIABLES	WC	MG	JR	JS	R	R2	F Change	Sig.
1	B	0.770							
	SE B	0.030				0.776	0.602	664.428	(0.000)**
	B	0.776**							
2	B	0.784	0.280						
	SE B	0.027	0.028			0.822	0.676	101.156	(0.000)**
	B	0.789**	0.273**						
3	B	0.572	0.273	0.264					
	SE B	0.044	0.027	0.044		0.837	0.701	36.079	(0.000)**
	B	0.576**	0.267**	0.265**					
4	B	0.500	0.271	0.205	0.161				
	SE B	0.047	0.026	0.046	0.043	0.843	0.710	13.692	(0.000)**
	B	0.504**	0.264**	0.205**	0.157**				

** Sig @ 0.01 per cent level. Source: Computed based on primary data.

Stepwise multiple linear regression was computed to estimate the level of job contentment of the employees based on the equation $Y = -2.153 + 0.500 X_1 + 0.271 X_2 + 0.205 X_3 + 0.161 X_4$. Where, X_1 = Working Culture, X_2 = Management, X_3 = Job role, X_4 = Job Security. The

analysis resulted that these independent variables are highly significant in determining the level of job contentment at 0.01 per cent level.

Table 1.2: Level of Employee Job Contentment

Level of Job Contentment	No of Employees	Percent
Low	123	27.8
Moderate	79	17.9
High	240	54.3
Total	442	100
Source: Computed based on primary data.		

Table 1.2 reflects the percentage of employees among the respondents being contented with their jobs. 27.8 per cent of employees (123) are satisfied and happy with respect to their jobs at lower level, 17.9 per cent employees (79) are moderately satisfied and 54.3 per cent of the employees (240) are highly satisfied with their job roles.

5. FINDINGS & DISCUSSION

The internal consistency of the data sets collected from the respondents was validated applying Cronbach's alpha test resulting with alpha value being 0.728. The null hypothesis is rejected as the result of the regression analysis is highly significant at 0.01 per cent level. The level of job contentment increases when there is optimistic work culture, epithetical management, job role has been clearly defined and job security assures safety in their jobs.

6. CONCLUSION

The organizations must ensure to perform regular culture audit to identify the common concerns, tracking the root cause, being empathically towards the employees originating from the leadership skills. Positive and empathically balanced organization encourages better environment to succeed as a collaborator.

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