Impact of Factors affecting Employee Retention on Turnover Intentions: In Indian IT Sector

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ABSTRACT: Management of employee turnover is very essential condition of human resource management. Hiring the right people is the biggest challenge that HR department faces today. Sometimes candidates are not proficient enough for the job but they say yes to impress the interviewer to get the job, but after some times they realize that there is no match between them and job, so they start looking for another option. Employee Retention has contributed substantially to the economic power of the company, but they face the problem of employee turnover that affects the organization because if the turnover of employees increases in the organization than it will affect the productivity of the organization. So, to improve the productivity and performance of the organization current study is conducted. The current study is an attempt to identify the impact of factors (Organizational, HR, Personal and Job-related) on the turnover intentions amongst the employee's in Indian IT Sector. Data was collected from 660 employee's working in Indian IT Sector. Primary data is collected from five major IT companies i.e. Wipro, Infosys, HCL, Accenture and HCL. Various dimensions of both the constructs are available in the literature but selected dimensions of both the constructs are used for drawing inferences that help organizations in identifying factors that affect turnover intentions.

Keywords: IT Sector, turnover intentions, employee retention, Factors (Organizational, HR, Personal and Job related).

I. INTRODUCTION

Employees are the most important assets of a company. Every firm need its employees to be competitive, no organization can't survive without it's devoted and committed employees. If organizations involve its workers in decision making, then they have a positive feeling towards the organization. A well said quote by Mr. Narayan Murthy "Our assets walk out of the door each evening. We have to make sure that they come back the next morning,". Proficient employees leave the organization, but incompetent employees stay within the organization. Retaining employees is the major challenge that is faced by Indian IT companies today. Retaining employees is indispensable and is conceivable only when the companies have an inflexible employee retaining strategy. A research was conducted by Pettman (1975) [20] according to him if well-timed and appropriate measures were taken by the companies then we can avoid voluntary turnover. The employee turnover varies from company to company, in external environmental factors like economy that affect the business of the organization in turn have an effect on the employment levels to organizational variables like category of the occupation, size of the organization, payment method, type of supervisory level, location, working environment,

promotions etc.Turnover intentions are the assessment of workers in the organization to know their plans to leave the company or the company is planning to find a substitute of that employee. Turnover intentions are an aspect of employee turnover in an organization and it cannot be measured accurately by using any charts or conducting surveys until the actual turnover takes place. Turnover intentions are of two types one is voluntary and involuntary. In the voluntary turnover intentions employee himself leaves the organization either he is dissatisfied with the job or may be has some better options. Involuntary turnover is when a person is fired from the organization that can be due to his poor performance or wrongdoing. Turnover intentions are about measuring the thoughts of an employee about the organization. Employees are the key stakeholders of an organization. It is that performance of company circles around the employees. It is also evident that sense of belongingness towards organization is one of the key human resource aspects of employee performance. Sense of belongingness leads to accountability and responsibility, understanding accountability and responsibility are further key features of employee performance. The employees who spend more time with the organization tend to owe the responsibility and

accountability. An employee's longer stay in the organization somehow ensures the effective deliverable. Loner stay with the organization also results in higher loyalty and hence the employees try to live up to the expectation of management as they understand it better. Hence it is important for any organization to ensure employee retention. Earlier studies were conducted in employee retention, Suhasini and Babu (2013) [25] revealed that major reasons for employees to leave the organization are dissatisfaction with the organizational culture, compensation, motivation, development and challenging work-environment. Rungta and Rao (2018) [26] in his research suggested that career growth, compensation and organizational culture is very important factor for employee retention but despite several studies carried out in employee retention, the impact of factors affecting employee retention on turnover intentions is still under study. The decision of leaving the present organization is not a easy option for the employee because they have to search for new job, adjust to new situations, giving up known routine and interpersonal connection is so stressful. So, research was carried out in which I have studied the impact of factors affecting employee retention on turnover intention. As companies look forward to retaining the employees that are worth retaining, hence it is very important to know the turnover intentions of employees and impact of factors affecting employee retention on turnover intentions. There are several reasons that prompts an employee to switch the job and leave the current organization such as; monetary benefits, better environment, better brand, better HR polices, personal reasons or else. Information technology industry is acting as a backbone for Indian economy and it is projected to grow at very high rate in coming years. Due to its enormous contribution in GDP, growth of IT sector is very important for the growth of country's economy. Research by Akhtar (2017) [24] suggested that job satisfaction, organizational commitments and burnout are the important factors that affect employee turnover intentions but no research till now have included turnover intentions like better job content, conflicts, risk-oriented personality, employee attitude, affection towards organization, management policies, leadership etc. In my research impact of factors affecting employee retention on turnover intentions is studied, factors are further divide into four major parts, organizational factors, HR factors, personal factors and job-related factor, no study till now have identify the individual impact of these factors on the turnover intention. To analyse the impact of these factors affecting employee retention on turnover intentions, study include five major IT companies; Tata Consultancy Services (TCS), Accenture, Wipro, Hindustan Computers Limited (HCL) and Infosys. Earlies studies in employee retention does not include these major IT companies jointly.

II. LITERATURE REVIEW

The study of Turnover intentions is a very interesting topic for the Researchers and Academicians now a days. But the experts have the perceptions that staying in the same company for a longer period is a right decision. But in today's competitive environment scenario is different now a day's employee's switch their job for higher pay and better employment opportunities in India. Turnover intentions have been a serious issue for the managers and has become a critical problem for the organizations these days [16]. Turnover intentions are all about measuring employee thought about leaving that organization. A model was developed by March & Simon (1958) [15] in this turnover intention include two important thing one is desirability of leaving and the second is ease of movement from the organization. Some other factors (availability of alternate jobs) often affect person aptitude to convert turnover intentions into behaviour. Griffeth and Hom (2001) [21] in his study find out that employee's decision about leaving the organization started when an employee is dissatisfied with its job, that result into searching the new job, he will accept the job letter and finally he will leave the organization. The research also said that search methods are accurate predicators of the employee's turnover intentions. Job satisfaction has positive impact on the employee's turnover intentions Kanwar et al., (2012) [27] the study demonstrated that the job satisfied employees are much dedicated for their companies. The women workers are less satisfied as compare to male workers due to problems that women workers face like pressure of family responsibility, transfer and paradoxical roles and it is difficult for them to manage and it will lead to lower job satisfaction and have high intent to leave. Stauss et al., (2001) [12] in his research suggested reasons for women dissatisfaction because there is a difference in the job and experience of men and women worker's. The female employees have to work hard to maintain a balance between its working life and personal life. They cannot spend extra time at workplace. Due to this they are given unfriendly environment at workplace. The distributive justice plays very important role in turnover intentions Adams and Beehr (1998) [14] said that employees determine that their treatment by the seniors is good or not, they compare their salary and status with their co-workers. The Adam suggested that distributive justice determines the employee perception about the managerial decisions fairness in the form of pay, promotion and respect etc.

Another research on distributive justice and procedural justice on pay satisfaction was done by Folger & Konovsky (1989) [13]. It concluded that relative to distributive justice, procedural justice provides less contribution to employee satisfaction. The emphasis in distributive justice is on pay satisfaction, but procedural justice insists on manager trust and organizational engagement, But according to the research conducted by Dhiman & Mohanty (2010) [8] employee satisfaction depend more on work-life balance, pay satisfaction and motivation, learning and employee engagement in management decision and it is also helpful in reducing the turnover intentions of the employee. Eva Kyndt (2009) [10] in her study indicated that support from supervisors and style of leadership have a positive impact on the employee retention and reduce turnover intentions of employees. If we want measure the employee satisfaction and commitment of employee towards an organization then it depends on the organization's promotional opportunities, salary and

status [7]. Later on, Kashyap and Rangnekar (2014) [5] in his study found out if we want to minimize the turnover intentions of employees then we should include bundle of employee retention practices instead of one. In his research he suggested that training and career opportunities are insignificantly related to the turnover intentions of the workers. So, more focus should be given to the role of leaders/supervisors in communicating the policies of the company, efficient application of the employee retention strategies that results in improving workers trust in their seniors and helps the organization in reducing turnover intentions of the employees.

According to Cole (2002) [6] supervisors role cannot be ignored because turnover intention of employees are high when exchange of information is minimum between employees and supervisors. According to Bedeian *et al.,* (1988) [11] turnover and intentions are measured individually and found that intentions are recognized as final intellectual variables which has the casual effect on employee turnover. Turnover intentions are the behavioural aspect of the employee's hypothetical chances of quitting the present organization [1]. Turnover intentions are most instantaneous causation of the actual behaviour. Once the employee has realized to quit, it is likely possible to understand them and know their former situation. It is very important for the managers to identify the intentions of an employee so that the managers are competent enough to react to such behavioural intentions of an employee [30]. In India turnover rate in IT sector is very high. More multinational companies are coming to economies like India because the struggle for attracting and retaining workers has become more intensified. At one-point companies gain more profits by entering into emerging markets and at other part companies have to face hard competition by their employees because they are shifting to other companies. According to Biswas (2013) [18] survey was done by "Hay Group India" in this the employees working in Indian IT companies always look for better career options that are available in the market. Because they are very bothered about legitimacy and they lose assurance in the present organization for achieving their career goals. Turnover of employees is usually an expensive process and expenses occurs in the form of discontinuation, advertisement, recruiting and selecting employees, and appointing the new employees because human resources are the most essential resources for the organization and organizations spend huge amount of money in attracting and retaining its competent employees. As, it is widely accepted that the employee's decision to quit the organization, incurs huge loss for the organization. According to Wright and Mc William (1994) [9] the cost associated with personnel replacement and cost incurred from the loss of specified talent in the form of human assets, considering their learned abilities and experience is very high. Turnover intentions are "the subjective estimation of an individual regarding the probability of leaving an organization in the near future" [29]. Arthur (1994) [2] in his research suggested that human resource system is divide into two parts one is "commitment" and another is "control".

According to control HR system are accountable for enhancing the effectiveness of the organization by enforcing rules and procedures, the commitment HR system are responsible for fabricating the behaviour of employees and perception towards work front by forming an intellectual link between goal of the organization and its worker's. According to the study the executives of the organization should focus on the "commitment" HR system to reduce the turnover rate in the organization. In today's competitive working environment HR managers are facing the problem in reducing the turnover intentions of the employees. A study by Herzberg (1993) [23] suggested that different types of motivational techniques that was used earlier are of no use today as they are old practice and not up to the today's fast-moving environment. The turnover intentions have a high impact on attrition factors e.g. flexibility in working hours, work-life balance and location etc. So, the employee retention strategies that are being followed today are very important and planned properly. This will help the employees in understanding the policies of the organization in good way. HR can see the problems of the employees and take the proper measures to solve these problems. Employee retention problem is pivotal for the economic growth in India [4]. The reasons of attrition among IT employee is dynamic in nature, opinion about the attrition depends upon the age, qualification, gender, marital status and designation of the employee [26]. The main variable factors that are affecting turnover intentions are organizational climate, job satisfaction and burnout. Employee turnover have a negative impact on the morale of the employee and had a negative impact on the productivity of the organization [24]. Employee should be optimally utilised, if one person is excessively burdened with the job and other is free then this will create feeling of disagreement among employees and can be the reason of turnover intention [28]. The competition has shifted the focus of the Indian companies in attracting and retaining their employees to gain competitive advantage over its competitors. So, in this case organizations are trying to implement best HR practices for retention of its employees, Hence the focus of the study is "To identify turnover intentions of personnel's in Indian IT sector" and "Impact of factors affecting employee retention on Turnover intentions".

Objective of the Study: To identify turnover intentions of personnel's in Indian IT sector.
- Impact of factors affecting employee retention on turnover intentions.

III. RESEARCH METHODOLOGY

As discussed above the objective of the paper is to investigate turnover intentions of the personnel and impact of factors affecting employee retention on turnover intentions in Indian IT sector.

A questionnaire is developed based on Literature review, in total 15 statements were included in the questionnaire along with necessary demographics. These fifteen statements were designed to measure following variables;

C.1	Better job content elsewhere results in higher intention to leave.
C.2	More conflicts cause higher intentions to leave.
C.3	A greater stress and supervision on employees result in higher intention to leave.
C.4	More risk-oriented personality results in higher intention to leave.
C.5	Employees have positive attitude towards work, less intention to leave.
C.6	Higher aspiration for growth results in higher intention to leave.
C.7	Greater affection towards organization, leads to less intention to leave.
C.8	A greater perceived justice results in lesser intention to leave.
C.9	Favourable management policies results in reduced intentions to leave.
C.10	Idealized or favourable leadership results in lesser intention to leave.
C.11	More support from organization results in lesser intention to leave.
C.12	Favourable attitude behaviour results in lesser intention to leave.
C13	Work-life balance results in lesser intention to leave.
C.14	Better rewards and pay results in lesser intention to leave.
C.15	Relocation affects turnover intentions

The statements are measured through a well-defined five-point Likert scale of agreement.

In total 660 responses are collected. The frequency distribution of sample with respect to companies is as following:

Table 1: Distribution of Companies.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TCS	232	35.2	35.2	35.2
	Wipro	134	20.3	20.3	55.5
	Infosys	121	18.3	18.3	73.8
	Accenture	114	17.3	17.3	91.1
	HCL	59	8.9	8.9	100.0
	Total	660	100.0	100.0	100.0

The sample distribution is aligned with the employee strength of the Company. As mentioned, the questionnaire is filled by 660 employees. The testing has shown a good reliability of the instrument i.e. 0.890 and a good internal validity as the inter-item correlation remained high amongst the statements. Following tables present the result.

Table 2: Overall Reliability Statistics of Turnover Intentions.

Variables	Description	Number of items	Cronbach's α
C	Turnover Intentions of personnel's	15	0.890

Table 3: Reliability Statistics for Variables.

Variable	Description	Number Of items	Cronbach's Alpha if Item Deleted
C.1	Better job content elsewhere results in higher intention to leave	1	0.871
C.2	More conflicts cause higher intentions to leave	1	0.886
C.3	A greater stress and supervision on employees result in higher intention to leave	1	0.883
C.4	More risk-oriented personality results in higher intention to leave	1	0.885
C.5	Employees have positive attitude towards work, less intention to leave	1	0.884
C.6	Higher aspiration for growth results in higher intention to leave	1	0.884
C.7	Greater affection towards organization, leads to less intention to leave.	1	0.884
C.8	A greater perceived justice results in lesser intention to	1	0.885

	leave		
C.9	Favourable management policies results in reduced intentions to leave	1	0.884
C.10	Idealized or favourable leadership results in lesser intention to leave	1	0.884
C.11	More support from organization results in lesser intention to leave	1	0.885
C.12	Favourable attitude behaviour results in lesser intention to leave	1	0.884
C.13	Work-life balance results in lesser intention to leave.	1	0.884
C.14	Better rewards and pay results in lesser intention to leave	1	0.883
C.15	Relocation affects turnover intentions	1	0.885

Table 4: Inter-Item Correlation Matrix for Turn over Intension of Personnel.

	C.1	C.2	C.3	C.4	C.5	C.6	C.7	C.8	C.9	C.10	C.11	C.12	C.13	C.14	C.15
C.1	1.000														
C.2	0.347	1.000													
C.3	0.352	0.150	1.000												
C.4	0.310	0.217	0.178	1.000											
C.5	0.418	0.177	0.212	0.172	1.000										
C.6	0.439	0.193	0.168	0.165	0.254	1.000									
C.7	0.335	0.186	0.177	0.184	0.237	0.187	1.000								
C.8	0.367	0.258	0.226	0.188	0.197	0.170	0.185	1.000							
C.9	0.279	0.134	0.195	0.208	0.207	0.151	0.165	0.183	1.000						
C.10	0.360	0.164	0.211	0.173	0.225	0.161	0.137	0.202	0.182	1.000					
C.11	0.333	0.123	0.194	0.199	0.179	0.157	0.125	0.202	0.112	0.159	1.000				
C.12	0.447	0.215	0.137	0.285	0.215	0.243	0.244	0.242	0.180	0.180	0.159	1.000			
C.13	0.298	0.162	0.195	0.150	0.242	0.104	0.158	0.229	0.208	0.163	0.185	0.203	1.000		
C.14	0.384	0.158	0.207	0.159	0.194	0.236	0.179	0.165	0.173	0.186	0.234	0.264	0.210	1.000	
C.15	0.344	0.148	0.182	0.171	0.230	0.162	0.161	0.189	0.231	0.218	0.222	0.266	0.128	0.152	1.000

The positive correlations among the items clearly indicate the inter-item reliability and we can be assured that the items are measuring the related construct. After testing the reliability and validity of the data, the data is coded in SPSS 20.0 for analysis. Following alternate hypotheses related to objective is constructed and tested in the paper;

H_a Turnover Intentions are sensitive with respect to companies.

IV. RESULT AND DISCUSSION

In this section the data analysis is presented. Two important statistical measures are used for analysis here. First the comparison of mean scores is analysed with respect to each statement so that level of agreement for each statement can be compared. Later the statistical significance of the different levels of agreement is analysed using analysis of variance. First the means are compared for overall turnover intentions and the analysis is presented.

There are five companies under study TCS, Accenture, Infosys, Wipro and HCL. The average of turnover intentions of employees working with these companies (Table 5). In TCS and Accenture the employees shows highest agreement on the statement, "Employees have positive attitude towards work, less intention to leave", whereas in Accenture the same level of agreement appears on the statement, "Greater affection towards organization, leads to less intention to leave", while in Wipro the highest agreement appears on the statement, "Work-life balance results in lesser intention to leave". In Infosys employees have highest agreement on, "Relocation affects turnover intentions" and in HCL the highest agreement appears on the statement, "More support from organization results in lesser intention to leave". These differences of opinions are since different companies have different culture; hence people observe different needs in different set ups. This is noticeable that in TCS and Accenture the employees have a common highest agreement on the statement that the employees with positive attitude have fewer intentions to turnover.

Table 5: Statistical distribution of turnover intentions.

	Company	C.1	C.2	C.3	C.4	C.5	C.6	C.7	C.8	C.9	C.10	C.11	C.12	C.13	C.14	C.15
TCS	Mean	3.00	3.00	2.91	2.90	**3.04**	2.92	2.92	2.97	3.02	3.02	3.00	2.97	3.03	3.03	2.98
	N	232	232	232	232	232	232	232	232	232	232	232	232	232	232	232
	Std. Deviation	1.418	1.024	1.077	1.048	1.019	1.090	1.029	1.017	1.114	1.126	1.065	1.038	1.040	1.073	1.048
Wipro	Mean	2.99	3.04	2.85	2.84	2.94	3.00	2.93	2.86	2.97	2.87	3.00	2.97	**3.15**	2.99	2.93
	N	134	134	134	134	134	134	134	134	134	134	134	134	134	134	134
	Std. Deviation	1.415	1.071	1.083	0.961	1.021	1.140	1.017	1.052	1.007	.953	1.037	1.065	1.019	1.037	1.005
Infosys	Mean	2.88	2.87	2.83	2.88	2.88	2.98	2.93	2.82	2.79	2.87	2.90	2.90	2.84	2.93	**2.99**
	N	121	121	121	121	121	121	121	121	121	121	121	121	121	121	121
	Std. Deviation	1.412	0.987	.974	1.073	1.118	1.037	1.059	0.945	1.014	1.076	1.008	1.124	0.980	1.066	0.958
Accenture	Mean	2.97	2.76	2.91	2.98	**3.03**	2.88	**3.03**	2.84	2.80	2.80	2.88	3.01	2.81	2.75	2.87
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
	Std. Deviation	1.496	1.003	1.048	1.085	1.056	1.078	1.143	0.997	1.019	1.002	.984	1.105	0.991	1.031	1.167
HCL	Mean	2.73	2.98	2.97	2.88	3.02	2.78	2.85	2.93	2.85	2.88	**3.03**	3.02	2.90	2.93	3.14
	N	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59
	Std. Deviation	1.352	1.018	1.208	1.044	1.113	1.027	1.039	1.040	1.133	1.060	1.090	1.001	1.054	1.134	0.983

Table 6: Analysis of variance for turnover intentions.

		Sum of Squares	df	Mean Square	F	Sig.
C.1	Between Groups	43.436	4	10.859	5.354	0.000
	Within Groups	13376.927	655	2.028		
	Total	13420.364	659			
C.2	Between Groups	67.261	4	16.815	16.067	0.000
	Within Groups	6901.996	655	1.047		
	Total	6969.258	659			
C.3	Between Groups	10.625	4	2.656	2.330	0.054
	Within Groups	7518.633	655	1.140		
	Total	7529.258	659			
C.4	Between Groups	12.903	4	3.226	2.972	0.018
	Within Groups	7157.037	655	1.085		
	Total	7169.939	659			
C.5	Between Groups	26.306	4	6.577	5.932	0.000
	Within Groups	7312.178	655	1.109		
	Total	7338.485	659			
C.6	Between Groups	26.819	4	6.705	5.714	0.000
	Within Groups	7738.272	655	1.173		
	Total	7765.091	659			
C.7	Between Groups	14.685	4	3.671	3.308	0.010
	Within Groups	7318.587	655	1.110		
	Total	7333.273	659			
C.8	Between Groups	24.453	4	6.113	5.991	0.000
	Within Groups	6729.168	655	1.020		
	Total	6753.621	659			
C.9	Between Groups	66.914	4	16.729	14.864	.000
	Within Groups	7422.116	655	1.125		
	Total	7489.030	659			
C.10	Between Groups	46.189	4	11.547	10.348	0.000
	Within Groups	7359.266	655	1.116		
	Total	7405.455	659			
C.11	Between Groups	21.800	4	5.450	5.062	0.000
	Within Groups	7100.185	655	1.077		
	Total	7121.985	659			
C.12	Between Groups	8.777	4	2.194	1.923	0.104
	Within Groups	7523.889	655	1.141		
	Total	7532.667	659			
C.13	Between Groups	104.295	4	26.074	25.178	0.000
	Within Groups	6829.645	655	1.036		
	Total	6933.939	659			
C.14	Between Groups	60.623	4	15.156	13.415	0.000
	Within Groups	7450.816	655	1.130		
	Total	7511.439	659			
C.15	Between Groups	31.192	4	7.798	7.212	0.000
	Within Groups	7130.793	655	1.081		
	Total	7161.985	659			

Ha : The turnover intentions are sensitive with respect to companies

Following alternate hypothesis is developed and tested. It can be observed that the statements "A greater stress and supervision on employees result in higher intention to leave" and "More risk-oriented personality results in higher intention to leave", and "Favourable attitude behaviour results in lesser intention to leave" have their p-values above significance level that is 0.05 for C.3 (A greater stress and supervision on employee results in more intentions to leave) is 0.054, for C.4 (More risk oriented personality results in higher intentions to leave) is 0.018 and C.12 (Favourable attitude behaviour results in lesser intentions to leave) is 0.104, hence the null hypothesis is not rejected for these cases and it can be concluded that level of agreement on these three cases does not vary with respect to companies significantly, while for all other statement the variation in level of agreement varies significantly. This simply leads to the conclusion that apart from C.3 (A greater stress and supervision on employee results in more intentions to leave), C.4(More risk oriented personality results in higher intentions to leave) and C.12 (Favourable attitude behaviour results in lesser intentions to leave) rest of the turnover intentions depend on company and its environment (Table 6). Hence alternate hypothesis: The turnover intentions are sensitive with respect to companies is rejected.

Further the turnover intentions depend on factors affecting employee retention. Hence turnover intentions (C) are treated as dependent variable and factors (B) are taken as independent variable.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.386[a]	0.149	0.148	0.37168
a. Predictors: (Constant), B.1(Organizational factors)				
b. Dependent Variable: average C (Turnover Intentions)				

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.941	1	15.941	115.388	0.000[b]
	Residual	90.902	658	0.138		
	Total	106.843	659			
a. Dependent Variable: average C (Turnover Intentions)						
b. Predictors: (Constant), B.1 (Organizational factors)						

Table represents a linear regression calculated to predicts the dependents variable (turnover intentions) from independent variable (organizational factors).

The independent variable of study predicts a variance of 14.9% and significant at 0.000 level (F=115.388).

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.847	0.047		39.199	0.000
	B.1	0.175	0.016	0.386	10.742	0.000
a. Dependent Variable: average C (Turnover Intentions)						

The standard regression coefficient is about measurement to know how the predicator variable have an influence on the criterion variable. If the value of beta is high, then it has a   greater impact on the predicator variable on the criterion variable. The result of regression coefficient shows that which variable affect positively or negatively dependent variable. The organizational factors have 38.6% impact on the turnover intentions.

Turnover Intentions (C) = 1.847 × 0.175 Organization Factors.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.563[a]	0.317	0.316	0.33306
a. Predictors: (Constant), B.2 (HR factors)				
b. Dependent Variable: average C (Turnover Intentions)				

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.706	0.038		44.980	0.000
	B_2	0.221	0.013	0.563	17.469	0.000
a. Dependent Variable: average C (Turnover Intentions)						

Table represents a linear regression calculated to predicts the dependents variable (turnover intentions) from dependent variable (HR factors). The independent variable of study predicts a variance of 31.7% and significant at 0.000 level. The HR factors have 56.3% impact on turnover intentions.

Turnover Intentions (C) = 1.706 × 2.21 HR Factors

			Model Summary	
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	0.451[a]	0.203	0.202	0.35965
a. Predictors: (Constant), B.3(Job related factors)				
b. Dependent Variable: average C (Turnover Intentions)				

			ANOVA			
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Regression	21.732	1	21.732	168.009	0.000[b]
1	Residual	85.111	658	0.129		
	Total	106.843	659			
a. Dependent Variable: average C (Turnover Intentions)						
b. Predictors: (Constant), B.3						

		Coefficients				
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	Std. Error	Beta		
1	(Constant)	1.815	0.042		43.179	0.000
	B_3	0.182	0.014	0.451	12.962	0.000
a. Dependent Variable: average C						

Table represents linear regression calculated to predict the dependent variable (Turnover Intentions) from independent variable (Job related factors). The independent variable of the study predicts a variance of 20.3% significant at 0.000 level (F= 168.009)

Turnover Intentions (C) = 1.726 × 0.182 Job related factors.

			Model Summary	
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	0.535[a]	0.286	0.285	0.34043
a. Predictors: (Constant), B.4 (Personal factors)				
b. Dependent Variable: average C (Turnover Intentions)				

			ANOVA			
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Regression	30.584	1	30.584	263.899	0.000[b]
1	Residual	76.258	658	0.116		
	Total	106.843	659			
a. Dependent Variable: average C (Turnover Intentions)						
b. Predictors: (Constant), B.4(Personal factors)						

		Coefficients				
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	Std. Error	Beta		
1	(Constant)	1.726	0.039		43.825	0.000
	B_4	0.213	0.013	0.535	16.245	0.000
Dependent Variable: average C (Turnover Intentions)						

Table represents linear regression calculated to predict the dependent variable (Turnover Intentions) from independent variable (Personal factors). The independent variable of the study predicts a variance of 28.6% significant at 0.000 level (F= 263.899).

Turnover Intentions (C) = 1.815 × 0.203 Personal Factors.
Now the overall impact of all factors (Organizational factors, HR factors, Job related factors and Personal factors) is calculated on turnover intentions.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.984[a]	0.968	0.968	0.07237

a. Predictors: (Constant), B.1, B.2, B.3, B.4 (B.1-Organizational factors, B.2-HR factors, B.3-Job related factors, B.4-Personal factors)

b. Dependent Variable: average C (Turnover Intentions)

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.413	4	25.853	4936.590	0.000[b]
	Residual	3.430	655	0.005		
	Total	106.843	659			

a. Dependent Variable: average C (Turnover Intentions)

b. Predictors: (Constant), B.1, B.2, B.3, B.4 (B.1-Organizational factors, B.2-HR factors, B.3- Job related factors, B.4-Personal factors)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.081	0.017		4.884	0.000
	B.2 HR Factors	0.215	0.003	0.549	78.313	0.000
	B.3 Personal Factors	0.201	0.003	0.499	71.030	0.000
	B.4 Job Related Factors	0.218	0.003	0.546	77.691	0.000
	B.1 Organizational Factors	0.166	0.003	0.366	52.041	0.000

a. Dependent Variable: average C (Turnover Intentions)

Table represents linear regression calculated to predict the dependent variable (Turnover Intentions) from independent variable (Organizational factors, HR factors, Job related factors and Personal factors). The independent variable of the study predicts a variance of 96.8% significant at 0.000 level (F= 4936.590).

It can be observed that all the variables have a significant impact on turnover intentions. With highest standardized beta score of 0.549 HR factors have the highest impact. The regression equation can be given by

Turnover Intentions (C) = 4.884 + 0.215 × HR Factors + 0.201 × Personal Factors + 0.218 × Job Related Factors + 0.166 × Organizational Factors.

V. CONCLUSION

In TCS and Accenture the highest agreement appears on the statement, "Employees have positive attitude towards work, less intention to leave", whereas in Accenture the same level of agreement also appears on the statement, "Greater affection towards organization, leads to less intention to leave", while in WIPRO the highest agreement appears on the statement, "Work-life balance results in lesser intention to leave". In Infosys employees have highest agreement on, "Relocation affects turnover intentions". In HCL the highest agreement appears on the statement, "More support from organization results in lesser intention to leave". These differences of opinions are because different companies have different culture, hence people observe different needs in different set ups. This is noticeable that in TCS and Accenture the employees have a common highest agreement on the statement that the employees with positive attitude have fewer intentions to turnover. It can be observed that the statements "A greater stress and supervision on employees result in higher intention to leave", "More risk-oriented personality results in higher intention to leave", and "Favorable attitude behavior results in lesser intention to leave" have their p-values

above the significance level that is 0.05 so in this case the null hypothesis is not rejected and hence it can be concluded that level of agreement on these three cases does not vary with respect to companies significantly, while for all other statement the variation in level of agreement varies significantly. This simply leads to the conclusion that apart from "A greater stress and supervision on employees result in higher intentions to stay", "More risk-oriented personality results in higher intentions to leave", Favorable attitude behavior results in lesser intentions to leave" rest of the turnover intentions depend on company and its environment. When we calculated the overall impact of all factors on turnover intentions, it was observed that all the factors have significant impact on turnover intention, Human Resource factors have highest impact on the turnover intentions.

VI. FUTURE SCOPE

The future scope of research can be that study can be conducted in different countries and in different industries other than IT sector. The current study includes turnover intentions and impact of factors affecting employee retention on turnover intentions, in future we can study impact of retention strategies on turnover intentions. In future research new constructs related to employee retention can be developed in Indian IT sector.

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