

“A CRAM ON THE DYNAMICS OF EMPLOYEE ALLEGIANCE TOWARDS IT PROFESSIONALS”

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ABSTRACT: This study has been conducted to investigate the dynamics / factors contributing towards the Employee Allegiance of IT Professionals. Also this study focuses on to examine the relationship between various factors which have been contributing towards the success of the organization through employee loyalty. The factors considered were Nature of Work (NW), Recognition & Career Development (RCD), Employee Benefits (EB), Superior-Subordinate & Fellowship Relationship (SSFR) and Working Environment (WE) which contributes towards the Allegiance of the Employees to stick onto the job.

Index Terms – Employee Allegiance, Responsibility, Compensation, Guidance, etc.

INTRODUCTION:

Employee Allegiance popularly known as Employee Loyalty which means the feeling of the employees that the organisation gives the best for them in all terms not only by way of compensating them in all means fairly but also to assist them in their career development, as a result they will continue to render their best services to the organisation and not have an idea of looking for another job elsewhere. It is almost determined by the way the organisation has arranged the returns to them and the way they have been communicated to their employees.

ABBREVIATIONS & ACRONYMS:

NW - Nature of Work; RCD - Recognition & Career Development; EB - Employee Benefits; SSFR - Superior-Subordinate & Fellowship Relationship and WE - Working Environment.

OBJECTIVES OF THE STUDY:

The primary objective of this study is to investigate the contribution of various factors towards the employee allegiance and secondary being to analyse the areas being the IT professionals are least bothered which indicates that even though there is a lesser contribution of the same by their employer of that factor, they tend to be loyal towards the organization.

RESEARCH METHODOLOGY:

Research Design : Empirical Study
Sampling : Convenience Sampling
Sample Size : 200
Area of Study : Chennai, TamilNadu

STATISTICAL PACKAGE & TOOLS USED: SPSS 20.0; Chi-Square, Anova, & Regression

REVEIEW OF LITERATURES:

1. Roehling,et al (2001) The Relationship between Work-Life Policies and Practices and Employee Loyalty: a Life Course Perspective. Journal of Family and Economic Issues, Vol. 22, 141-170
2. Kerr, S and Von Glinow, M.A. (1997) The Future of HR: Plus ca Change, Plus c'est la Mêmes Chose. Human Resource Management, Vol. 36, 115-119

3. Schalk, R. and Freese, C. (1997) New Facets of Commitment in Response to Organizational Change: Research Trends and the Dutch Experience. *Journal of Organizational Behavior*, Vol. 4, 107-123
4. Roehling et al (2001) The Relationship between Work-Life Policies and Practices and Employee Loyalty: a Life Course Perspective. *Journal of Family and Economic Issues*, Vol. 22, 141-170

CONCEPTUAL FRAMEWORK:

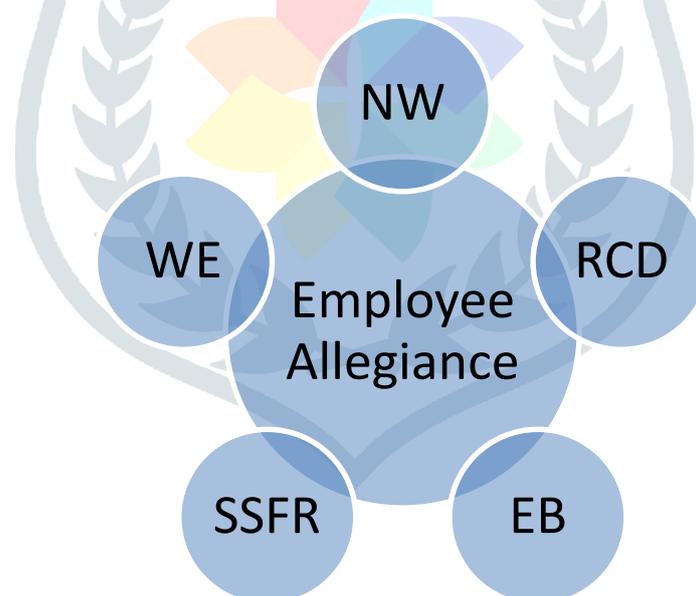
IMPORTANCE OF EMPLOYEE ALLEGIANCE:

As far as everybody knows and thinks, customer satisfaction and their loyalty of not moving on to another brand or company is the important one. Probably they may ignore the concept of enhancement of the employee loyalty, as the employees play vital role in bringing everything together for the customers benefit and their satisfaction. Customers get satisfied about the product / service and talk about is largely as a result of the value they derive from the business. But remember, the employees were being the backbone of it to make them sure and realise the values of the product / service. Hence, employee loyalty is very much important for the employer to give concentration on it.

PRINCIPLES OF ALLEGIANCE:

- Feeling of the employees that they have been treated fairly;
- Equal Pay for Equal Work;
- Building of Trust over the employees that the organization is looking for the best out of them;
- Commitment towards the work with self-interest;
- Encouragement of the employees on Work-Life Balance.

DYNAMICS OF EMPLOYEE ALLEGIANCE



3 P's OF EMPLOYEE ALLEGIANCE:

- ✚ Allegiance towards Profession
- ✚ Allegiance towards Peers
- ✚ Allegiance towards Person (Employer)

CONTEXT OF ALLEGIANCE:

Employees are said to be loyal to the organization in the following circumstances –

- ✓ Maintaining the confidentiality of the Organisation;
- ✓ Commitments towards the completion of projects on time by late sittings;
- ✓ Maintaining a strong relationship with peers and helping them during their struggle periods;
- ✓ Obeying the orders of their employers;
- ✓ Not abusing the Assets / Organizational Properties.

ANALYSIS PART OF THE STUDY:

DEMOGRAPHIC PROFILE OF THE RESPONDENTS

Particulars		No. of Respondents	%
Gender:	Male	107	53.5
	Female	93	46.5
Age	< 25 Years	32	16.0
	26-30 Years	19	9.5
	31-35 Years	16	8.0
	36-40 Years	33	16.5
	41-45 Years	33	16.5
	46-50 Years	34	17.0
	>50 Years	33	16.5
Qualification	Graduate	68	34.0
	Post Graduate	132	66.0
Experience	< 3 Years	33	16.5
	3-8 Years	67	33.5
	9 + Years	100	50.0
Position	Fresher	42	21.0
	Associate	40	20.0
	Senior Associate	32	16.0
	SME	19	9.5
	Team Leader	21	10.5
	Assistant Manager	28	14.0
	Manager	18	9.0

STATISTICAL ANALYSIS OF THE STUDY:

Factor / Variable	Questions	Mean	SD	Factor / Variable	Questions	Mean	SD
Nature of Work	NW1	2.16	.690	Recognition & Career Development	RCD1	2.50	.601
	NW2	2.34	.953		RCD2	2.16	.593
	NW3	2.84	.877		RCD3	3.49	1.762
	NW4	1.00	.821		RCD4	3.98	1.719
	NW5	1.17	1.072		RCD5	3.67	1.445
Employee Benefits	EB1	2.66	1.245	Superior – Subordinate & Fellowship Relationship	SSFR1	3.32	1.245
	EB2	2.01	1.002		SSFR 2	2.33	.945
	EB3	2.35	1.496		SSFR 3	3.84	1.215
	EB4	2.51	1.121		SSFR 4	3.49	1.116
	EB5	2.52	1.613		SSFR 5	2.99	1.414
Working Environment	WE1	2.34	.873				
	WE2	3.01	1.160				

	WE3	3.50	.956
	WE4	2.68	1.107
	WE5	2.67	1.501

Interpretation: From the above Mean & Standard Deviation table, it is evident that RCD4 (You are invited to give suggestions for your team when a problem arises) to be the foremost important aspect to be considered to have a good allegiance in the organisation which is followed by SSFR3 (Appropriate Counselling for Problems on Work & personal problems, if needed) and RCD5 (Appropriate Performance Appraisal Process & Its Effectiveness) which seems to be very important in maintaining a good Superior-Subordinate & Fellowship Relationship.

Chi-Square Test has been performed to study is there any significant difference between the contributions of various factors to overall employee loyalty.

Null Hypothesis (H₀): There is no Significant Difference between the respective factors to the employee loyalty contributions.

Alternative Hypothesis (H₁): There is Significant Difference between the respective factors to the employee loyalty contributions.

The results were as under:

Factors	Chi-Square Value	Level of Significance	Significant Difference
NW	23.12	<.001	No
RCD	0.04	1.00	Yes
EB	22.8	<.001	No
SSFR	.04	1.00	Yes
WE	.04	1.00	Yes

Interpretation: The Factors - Nature of Work and the Employee Benefits don't have any significant difference towards the employee loyalty contributions, but the factors like Recognition & Career Development; Superior-Subordinate & Fellowship Relationship and Working Environment have significant difference with respect to positive employee loyalty contributions.

Anova Test has been performed to study is there any significant difference between the Demographic Profile of the Respondents towards their levels of contributions to the overall employee loyalty.

Null Hypothesis (H₀): There is no Significant Difference between the Demographic Profile of the Respondents towards their employee loyalty contributions.

Alternative Hypothesis (H₁): There is no Significant Difference between the Demographic Profile of the Respondents towards their employee loyalty contributions.

The results were as under:

Demographics	ANOVA-Value	Significance Value	Significant Difference
Age	8.903	<.001	No
Gender	1.966	.162	Yes
Qualification	32.093	<.001	No
Experience	43.094	<.001	No
Position	4.914	.001	No

Interpretation: From the Anova test applied with the demographics with respect to their significant relationship with the overall employee loyalty differences, except there exist a relationship between the gender and all the other demographics do not make any differences with their perception on loyalty.

Ranking of the factors based on their mean:

Factors	Rank Value
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NW	V
RCD	I
EB	IV
SSFR	II
WE	III

Regression Equation: $29.252Y = 1.321X_1 - 7.477X_2 - 6.438X_3$ Where:

Y = Overall Employee Loyalty Contribution;

X₁=Working Environment;

X₂=Recognition & Career Development; and

X₃=Superior – Subordinate & Fellowship Relationship

Interpretation: From the Regression Analysis carried out on various factors with respect to the overall employee loyalty contributions, There is a direct relationship with respect to the Working Environment; an inverse relationship with respect to the Recognition & Career Development and Superior-Subordinate & Fellowship Relationship which means to say that if RCD & SSFR variables are not present in an organisation, the employee loyalty would be in inverse situation. Hence, RCD stands first and foremost important variable which is followed by SSFR to have a good employee loyalty.

Analytical Findings: All the five factors (namely NW, RCD, EB, SSFR & WE) were taken into consideration for various tests through which to investigate which factor has got more significant effect on the employee loyalty contribution. The factor RCD stood first as it has got an inverse relationship with the employee loyalty which means to understand that in the absence of being Recognised and the opportunity of Career Development, the employee loyalty is questionable. It is followed by the SSFR also with an inverse relationship, hence it is as much important to maintain a good relationship between the Superior – Subordinate and within the Fellowship (Peers). Of course, the Working Environment has got a direct relationship with Employee Loyalty. Next importance has been given to the Employee Benefits of the IT Professionals and least importance being the Nature of Work. Hence it is proved that even at any Work Nature, the employees are ready to occupy themselves with good Work Environment provided if there exist a good Recognition of them and with a superior opportunity for Career Development and a cordial relationship with their superiors and peers.

Conclusion: At the present scenario of economic progress, competitive environment, shortage on the labour market, the importance of employee loyalty becomes absolutely mandatory and even more than that in the organisations to retain good and talented employees to attain the competitive advantage. Also organizations are more and more need to invest in the human capital in order to reach out a good market share in the industry to keep them well equipped with labour investment; at times the turnover becomes more expensive. At times of economic downturn also, the employee loyalty seems to be much more important to make the employer more sustainable in their business instead of shutdown. Moreover during recession, the organisations need to retain the loyal employees with themselves at any cost which in turn will benefit them in the long run. Thus, the loyalty of the employees is more vital for the success of the business, a loyal employee will try to support even the customers, which will help the management to prove them in the industry in future.

References:

1. Journal of Family and Economic Issues, Vol. 22, 141-170
2. Human Resource Management, Vol. 36, 115-119
3. Journal of Organizational Behavior, Vol. 4, 107-123

Appendix:**QUESTIONNAIRE**

I, Dr.A.V.Radha, Assistant Professor, doing a research on the topic “A Cram On The Dynamics Of Employee Allegiance Towards It Professionals”. I request you to kindly fill the following questionnaire and I assure you that the responses you provide will be used only for the research purpose and high confidentiality will be maintained. Your co-operation in answering this questionnaire will be highly appreciated.

PART – A**DEMOGRAPHIC PROFILE**

1. **Gender** : Male () Female ()
2. **Age (in years)**: < 25 () 26-30 () 31-35 () 36-40 ()
41-45 () 46-50 () >50 ()
3. **Qualification** : Graduate () Post Graduate ()
4. **Experience** : <3 years () 3-8 years () 9+ years ()
5. **Position** : Fresher () Associate () Senior Associate () SME ()
Team Leader () Assistant Manager () Manager ()

PART – B**FACTORS OF EMPLOYEE LOYALTY**

Please indicate your response with a mark in the appropriate level of your agreement.

SA-Strongly Agree; A-Agree; M-Moderate; D-Disagree; SD-Strongly Disagree

Factors that affect your Loyalty to the Organisation		Level of Agreement				
		SA	A	M	D	SD
	Nature of Work					
6	Work Assignment based on your Knowledge & Ability					
7	Provision of challenging assignments to prove yourself					
8	Proper communication at all levels about the assignments					
9	Your responsibility towards a quantity of work					
10	Assignment of variety of jobs and not to be bored					
	Recognition & Career Development					
11	Appropriate Promotional Prospects					
12	Provision of Training & Development Programmes					
13	Approval by your superiors and management to attend training programmes as & when necessary					
14	You are invited to give suggestions for your team when a problem arises					
15	Appropriate Performance Appraisal Process & Its Effectiveness					
	Employee Benefits					
16	Provision of Pick-up & Drop as necessary					
17	Adequate Food Coupons & Its flexible usage					

18	Appropriate Compensation for Overtime Work & Work on Government Holidays					
19	Proper Reimbursement of Medical Bills					
20	Provision of Leave Travel Allowance					
	Superior – Subordinate & Fellowships Relationship					
21	Provision of extra-curricular activities to maintain a friendly relationship with others					
22	Proper guidance from the superiors in work-related issues					
23	Appropriate Counselling for problems on work and personal problems, if needed					
24	Proper Command & Control by the superiors, whenever & wherever necessary					
25	Adequate measures to bridge the cordial relationship gap					
	Working Environment					
26	Feel Safe at Workplace					
27	Workplace is free from sexual harassment					
28	Feel proud to work in the present environment					
29	Genuine acceptance of organisational culture & belief					
30	Pleased with the policies of the Management					

*** THANK YOU FOR YOUR CO-OPERATION ***