

“Dimensional Analysis of Attrition”-A Critical Study on select Indian IT Companies”

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Abstract

Globally competitive organizations will depend on the uniqueness of their human resources and the systems for managing human resources effectively to become successful. Retention is a management process in the globalized business context that has been well understood, tried and tested by successful organizations across the world. The issue of employee attrition/ turnover has been found to be making huge economic impact on the successful running and profitability of organizations located in India. The present study aimed at addressing high employee attrition level in the above sector by identifying the critical factors which causes high attrition. The data has been collected through a structured questionnaire survey. Through this study the researcher identified five factors and analyzed those with various demographic dimensions by using the statistical tools. It is observed that the factors are strongly correlated with each other and have significance impact on attrition on the lower level of employees in It Industry.

Key words: Dimensions of attrition, Employee turnover, Job Satisfaction, Retention

1. INTRODUCTION

Companies in India as well as in other countries face a alarming challenge of recruiting and retaining talents while at the same time having to manage talent loss through attrition be that due to industry downturns or through voluntary individual turnover. Losing talents and employees result in performance losses which can have long term negative effect on companies especially if the departing talent leaves gaps in its execution capability and human resource functioning which not only includes lost productivity but also possibly loss of work team harmony and social goodwill. With attrition rates being a bane of every industry, companies are devising innovative business models for effective retention of talent. There are a lot of factors responsible for attrition and employers are getting increasingly conscious of the factors that can keep an employee committed.

CAUSES OF EMPLOYEE TURNOVER

There are a number of factors that contribute to employee turnover. We explore some of these factors in more detail below.

- i) THE ORGANIZATIONAL CULTURE - much has been written about organizational culture. It is sufficient to note here that the reward system, the strength of leadership, the ability of the organizations to elicit a sense of commitment on the part of workers, and its development of a sense of shared goals, among other factors, will influence such indices of job satisfaction as turnover intentions and turnover rate.
- ii) THE CHARACTERISTICS OF THE JOB - some jobs are intrinsically more attractive than others. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenge, danger, perceived importance, and capacity to elicit a sense of accomplishment. A job's status is also important, as are many other factors.
- iii) DEMOGRAPHICS - empirical studies have demonstrated that turnover is associated in particular situations with demographic and biographical characteristics of workers. But to use lifestyle factors (e.g.

smoking) or past employment history (e.g. many job changes) as an explicit basis for screening applicants, it is important for legality and fairness to job applicants to verify such bio-data empirically.

iv) **THE PERSON** - These include both personal and trait-based factors. Personal factors include things such as changes in family situation, a desire to learn a new skill or trade, or an unsolicited job offer. These traits are some of the same characteristics that predict job performance and counterproductive behaviors such as loafing, absenteeism, theft, substance abuse on the job, and sabotage of employer's equipment or production. These traits can be measured and used in employee screening to identify individuals showing lower probability of turnover.

1.2 Significance of the study

This study is a compilation of resources and ideas pertaining to employee turnover. The purpose of this study is to get an idea about the different factors that cause employee turnover in different software Industries.

1.3 Literature Review: The dynamic nature of Human Resource Management in IT sector has inspired many researchers to study the various issues related to the high employee attrition in IT industry. Anand et al. states that employee attrition reveals a company's internal power and weaknesses 7. Vijay and Sekar found that the research studies focusing on capturing the perception of IT employees' knowledge about the ideal computer workstation arrangements and the optimal posture while working on computer is much limited in the literature 8. Mohamed et. al. observed that, from an organizational perspective, the higher the intra organizational trust, the more satisfied and productive the employees tend to be 9. New employee need to be constantly added, further costs in training them, getting them aligned to the company environment. Gupta reports that 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 10. Mike observed that Staff attrition (or turnover) represents significant costs to technology and business process outsourcing companies. High attrition rates drive up training costs, and increase human resources, recruiting, and productivity costs 11. Khanna gives an overview of the IT industry and analyzes as to how attrition is the predominant challenge facing the industry 12. Agarwal feels that the challenge in the IT industry is lack of discipline. IT employees belong to a generation that does not like rules – they have had multiple choices from the time they were born, and the minute you hurt the dignity and self-respect of the people of this generation, they are bound to leave, which is probably the reason the attrition rate is so high, says Agarwal 13

1.4 OBJECTIVES OF THE STUDY

This research was undertaken to understand the various strategic initiatives adopted by different IT companies towards the retention of their employees; with an ultimate objective of analyzing the dimensions of employee attrition and in IT Companies. So the objectives of the study are:

- To explore & analyze the various demographic factors contributing to attrition in software companies.
- To study the impact of demographic factors in attrition of employee in software companies

1.5 Hypothesis

H0: Demographic variable do not have significant impact on attrition in software industry

H1: Demographic variable have significant impact on attrition in software industry

1.6 LIMITATIONS OF THE STUDY

- Since the project is of qualitative nature there was the participant's bias in some cases.
- Some information cannot be accessed due to its confidential nature.
- The findings of the study are solely based on the information provided by the respondents
- Findings of the research may change due to area, demography, age, experience, etc

1.7 Research Methodology

The objective was to explore the dimensions of attrition in IT'S based on primary data collected from field survey. Keeping in mind this objective of the study, a dedicated questionnaire was developed and was used as an instrument to gauge the dimensions of attrition. The questionnaire was sent to 500 respondents, of which 412 responded, thus making the response rate to be 82.4%. Of these 347 completely filled questionnaires were verified and checked manually. Researcher has used purposive sampling method and collected quantitative data,

the data collected from primary source were analyzed by using simple statistical tools viz. tabulation, Annova test & paired t- test etc

Response rate analysis

Table-1

	NUMBER	PERCENTAGE
Total questionnaire sent	500	100%
Total questionnaire received	412	82.4%.
Questionnaire used	347	

1.8 DATA ANALYSIS BASED ON OBJECTIVES

This section includes the testing of the hypotheses that were framed based on the set objectives and the results obtained. The analysis of the primary data obtained from questionnaire is conducted based on the set objectives and framed hypotheses and the results are summarized as follows. The following hypotheses were framed to study the impact of demographic variable on different aspects of attrition and proposed factors are: lack of integration and goal setting, dispirited perceptual factors, family and occupational health issues, substandard nature of job, hostile Organization culture and corporate Governance Policy. In each combination of demographic area and attrition and factor, suitable hypotheses were framed and testing of the hypotheses were done through the statistical tools like Annova and paired t-test and the results are discussed as given below:

Hypothesis: Age vs different aspects of attrition

H0: Age do not have significant impact on attrition in software industry,

H1: Age have significant impact on attrition in software industry

Table-2: Analysis of Variance on Different Aspects of Attrition due to Age.

		Sum of Squares	df	Mean Square	F-value
Lack of Integration and Goal Setting	Between Age Groups	0.387	2	0.193	1.243 ^{NS}
	Within Age Groups	53.521	344	0.156	
	Total	53.907	346		
Dispirited Perceptual Factor	Between Age Groups	4.985	2	2.493	17.632*
	Within Age Groups	48.63	344	0.141	
	Total	53.615	346		
Family and Occupational Health	Between Age Groups	1.577	2	0.788	5.153*
	Within Age Groups	52.639	344	0.153	
	Total	54.216	346		
Substandard Nature of Job	Between Age Groups	2.454	2	1.227	6.534*
	Within Age Groups	64.593	344	0.188	
	Total	67.047	346		
Hostile Organisation Culture and Corporate Governance Policy	Between Age Groups	7.468	2	3.734	25.282*
	Within Age Groups	50.809	344	0.148	
	Total	58.277	346		

N.B:- * - Significant at level (P<0.05), NS – Not Significant at 5% level (P>0.05)

(Source: Computed & complied)

Table-2: Above presents the results obtained on application of one-way ANOVA in respect of age groups over the aspects of attrition. The F-value shown against lack of integration and goal setting (1.243) has been non-significant at 5% level ($P>0.05$) indicating no variation within it in respect of age groups.

Result: This reject the alternate hypothesis (H1) and accept the null hypothesis (H0), as there is no association between age and lack of integration and goal setting. So it may be presumed that age has no significant impact on lack of integration and goal setting.

Further, the F-value shown against dispirited perceptual factor (17.632) has been found to be significant at 5%level ($P<0.05$). This reveals the fact that the variation within work atmosphere because of age groups may be acceptable. The F-value shown against family and occupational health related issues (5.153) has been found to be significant at 5%level ($P<0.05$). This reveals the fact that the variation with in family and occupational health issues because of age groups may be acceptable. Moreover the F-value shown against substandard nature of job (6.534) has been found to be significant at 5%level ($P<0.05$). This reveals the fact that the variation has been found between different age group of respondent. The F-value shown against hostile Organization Culture and Corporate Governance Policy (25.282) has been found to be significant at 5%level ($P<0.05$). This reveals the fact that the variation within Organization culture and policy because of age groups may be acceptable.

Result: There is significant association between age and dispirited perceptual factor , family and occupational health related issues , hostile Organization Culture and Corporate Governance Policy as f value calculated significant at 5% level, this accept the alternate hypothesis (H1) that demographic variables have significant impact on various aspects of attrition.

Hypothesis: Experience vs different aspects of attrition

H0: Experience do not have significant impact on attrition in software industry

H1: Experience have significant impact on attrition in software industry

Table-3 Analysis of Variance on Different Aspects of Attrition due to Experience.

		Sum of Squares	df	Mean Square	F
Lack of Integration and Goal Setting	Between Experiences	1.851	3	0.617	4.064*
	Within Experiences	52.057	343	0.152	
	Total	53.907	346		
Dispirited Perceptual Factor	Between Experiences	1.673	3	.558	3.683*
	Within Experiences	51.942	343	.151	
	Total	53.615	346		
Work, Family and Occupational Health	Between Experiences	1.565	3	0.522	3.399*
	Within Experiences	52.650	343	0.153	
	Total	54.216	346		
Substandard Nature of Job	Between Experiences	5.707	3	1.902	10.637*
	Within Experiences	61.340	343	.179	
	Total	67.047	346		
Hostile Organisation Culture and Corporate Governance Policy	Between Experiences	6.089	3	2.030	13.341*
	Within Experiences	52.188	343	0.152	
	Total	58.277	346		

N.B:- * - Significant at 5% level ($P<0.05$)

(Source: Computed & complied)

Above table represents obtained an application of one way Annova in respect of work experience over the

aspect of attrition. The F-value shows against lack of integration and goal setting(4.064) has been significant at 5% level($P>0.05$) indicating variation among different groups of respondent according to their experience. Further the F-value shown against dispirited perceptual factor (3.683) has been found to be significant at 5% level ($P<0.05$) indicating variation within it in respect of experience.. This reveals the fact that the variation within work atmosphere because of different experienced respondent may be acceptable. Moreover the F-value shown against Work, Family and Occupational Health (3.399) has been found to be significant at 5% level ($P<0.05$) indicating variation within it in respect of experience. F-value shown against substandard nature of job (10.637) has been found to be significant at 5% level ($P<0.05$) demonstrating variation within it in respect of experience. Similarly F-value shown against Hostile Organization Culture and Corporate Governance Policy (13.341) has been found to be significant at 5% level ($P<0.05$) demonstrating variation within it in respect of experience. This reveals the fact that the variation within various aspect of attrition because of different experienced respondent may be acceptable.

Result: There is significant association between experience and lack of integration and goal setting dispirited perceptual factor, family and occupational health related issues, hostile Organization Culture and Corporate Governance Policy as f value calculated significant at 5% level, this accept the alternate hypothesis (H1) that demographic variables have significant impact on various aspects of attrition.

Hypothesis: Gender vs different aspects of attrition

H0: Gender do not have significant impact on attrition in software industry

H1: Gender have significant impact on attrition in software industry

Table-4: Average, SD, SE and Paired t-values of Male and Female Respondents Towards Different Aspects of Attrition.

	Gender	N	Mean	Std. Deviation	Std. Error Mean	t-value
Lack of Integration and Goal Setting	Male	192	4.014	0.372	0.027	3.427*
	Female	155	3.870	0.408	0.033	
Dispirited Perceptual Factor	Male	192	3.682	0.347	0.025	2.135*
	Female	155	3.773	0.441	0.035	
Family and Occupational Health	Male	192	3.559	0.408	0.029	0.920 ^{NS}
	Female	155	3.599	0.380	0.031	
Substandard Nature of Job	Male	192	3.633	0.457	0.033	0.384 ^{NS}
	Female	155	3.615	0.420	0.034	
Hostile Organisation Culture and Corporate Governance Policy	Male	192	3.659	0.401	0.029	1.195 ^{NS}
	Female	155	3.607	0.422	0.034	
	Female	155	3.615	0.420	0.034	

*N.B. - * Significant at 5% level ($P<0.05$), NS- Not Significant at 5% level ($P>0.05$), $DF=345$*

(Source: Computed & complied)

Graph-1: Gender-wise mean value in attrition

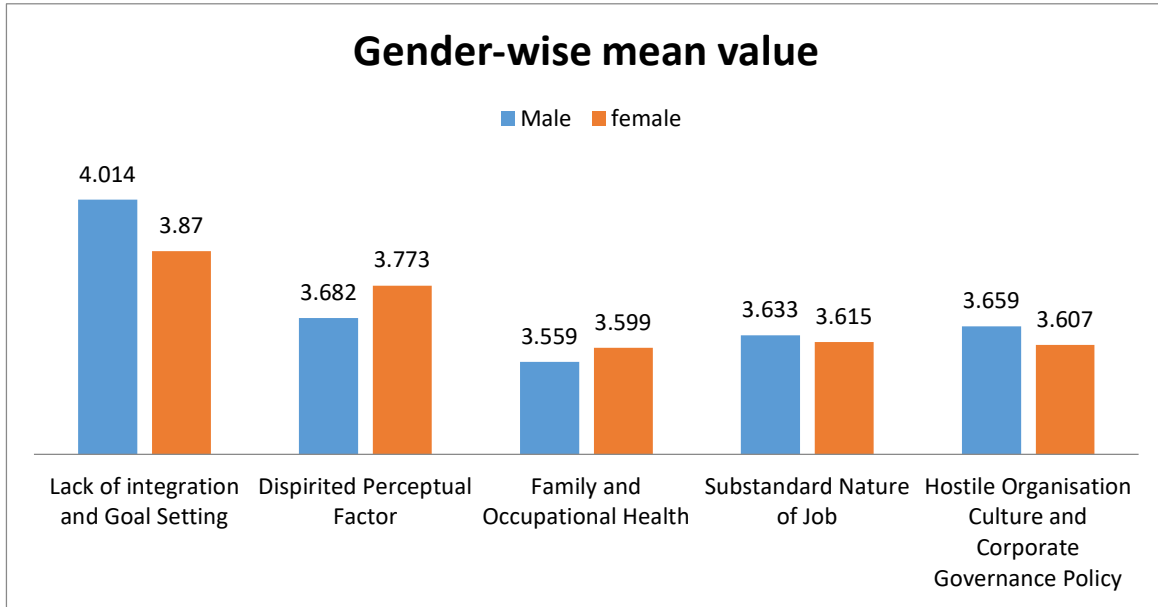


Table-4 and Graph-1: above presents the average responses of male and female respondents towards different aspects of attrition. The average response of males and females are 4.014 and 3.870 towards lack of integration and goal setting. On application of paired t-test, it may be seen that the computed t-value (3.427) has been found to be significant at 5% level ($P < 0.05$) for $DF=345$. This shows that the male and female opine significantly different towards lack of integration and goal setting. Males are more positive towards this than females as the mean for former (4.014) is more than the later (3.870). Similarly The average response of males and females are 3.682 and 3.773 towards dispirited Perceptual factor. On application of paired t-test, it may be seen that the computed t-value (2.135) has been found to be significant at 5% level ($P < 0.05$) for $DF=345$. This shows that the male and female opine significantly different towards dispirited Perceptual Factor.

Result: There is significant association between gender with lack of integration and goal setting dispirited perceptual factor, as t value calculated significant at 5% level, this accept the alternate hypothesis (H1) that demographic variables have significant impact on various aspects of attrition.

But in contrast, the t-value shown against family and occupational health (0.920) has been found to be non-significant at 5% level ($P > 0.05$). This indicates that male and female share almost similar opinion towards work, family and occupational health. In the same way the t-value shown against substandard Nature of Job (0.384) has been found to be non-significant at 5% level ($P > 0.05$). This indicates that male and female share almost similar opinion towards substandard nature of job.

In the same fashion, the t-value shown against hostile organization culture and corporate governance policy (1.195) has been found to be non-significant at 5% level ($P > 0.05$). This also specifies that male and female share almost similar opinion towards hostile organization culture and corporate governance policy.

Result: Hence there is no association between gender with the various aspects of attrition like family and occupational health, substandard nature of job, hostile organization culture and corporate governance policy as t-value calculated non-significant at 5% level, this rejects the alternate hypothesis (H1) and accept the null hypothesis (H0) that demographic variables does not have significant impact on various aspects of attrition.

Hypothesis: Marital status vs different aspects of attrition

H0: Marital status do not have significant impact on attrition in software industry

H1: Marital status have significant impact on attrition in software industry

Table-5: Average, SD, SE and Paired t-values of Married and Unmarried Respondents Towards Different Aspects of Attrition.

	Marital Status	N	Mean	Std. Deviation	Std. Error Mean	t-value
Lack of Integration and Goal Setting	Married	210	3.882	0.402	0.028	4.022*
	Unmarried	137	4.053	0.361	0.031	
Dispirited Perceptual Factor	Married	210	3.788	0.355	0.024	3.915*
	Unmarried	137	3.622	0.429	0.037	
Family and Occupational Health	Married	210	3.572	0.393	0.027	0.266 ^{NS}
	Unmarried	137	3.584	0.402	0.034	
Substandard Nature of Job	Married	210	3.689	0.428	0.030	3.440*
	Unmarried	137	3.526	0.442	0.038	
Hostile Organisation Culture and Corporate Governance Policy	Married	210	3.587	0.445	0.031	2.784*
	Unmarried	137	3.711	0.339	0.029	

N.B.- * Significant at 5% level ($P < 0.05$), NS- Not Significant at 5% level ($P > 0.05$), $DF = 345$

(Source: Computed & compiled)

Graph-2: Marital status-wise mean value in attrition

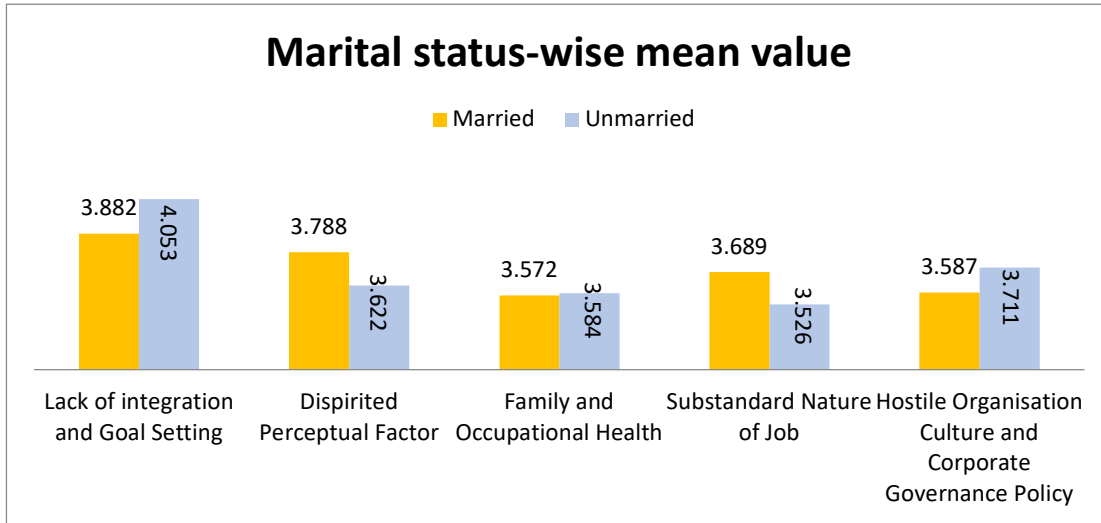


Table-5 and Graph-2 : Above presents the average responses of Married and Unmarried respondents towards different aspects of attrition. The mean value of average response of Married and Unmarried are 3.882 and 4.053 towards lack of integration and goal setting. On application of paired t-test, it may be seen that the computed t-value (4.022) has been found to be significant at 5% level ($P < 0.05$). This shows that the Married and Unmarried persons opine significantly different towards lack of integration and goal setting. Married are more positive towards this than Unmarried. Similarly the average response of Married and Unmarried are 3.788 and 3.622 towards dispirited Perceptual Factor. On application of paired t-test, it may be seen that the computed t-value (3.915) has been found to be significant at 5% level ($P < 0.05$). This reveals that the male and female opine significantly different because of different perception.

Result: Hence, there is significant association between marital status with lack of integration and goal setting, dispirited perceptual factor, as t value calculated significant at 5% level, this accept the alternate hypothesis

(H1) that demographic variables have significant impact on these aspects of attrition.

But in contrast, the t-value shown against family and occupational health (0.266) has been found to be non-significant at 5% level ($P>0.05$). This indicates that male and female share almost similar opinion towards family and occupational health.

Result: Here there is no significant association between marital status and family and occupational health, as t – value calculated non-significant at 5%level this accept the null hypothesis (H0) that demographic variables does not have significant impact on attrition.

Moreover the average response of Married and Unmarried are 3.689 and 3.526 towards substandard Nature of Job. On application of paired t-test, it may be seen that the computed t-value (3.440) has been found to be significant at 5% level ($P<0.05$) . This reveals that the male and female opine significantly different towards substandard Nature of Job.

Correspondingly the average response of Married and Unmarried are 3.587 and 3.711 towards hostile organizations culture and corporate governance policy. On application of paired t-test, it may be seen that the computed t-value (2.784) has been found to be significant at 5% level ($P<0.05$) . This also reveals that the male and female opine significantly different towards culture and governance policy of the organization. In comparison to married employees unmarried employees are more dissatisfied due unfriendly culture and policy.

Result: Hence, there is significant association between marital status with substandard Nature of Job, hostile organizations culture and corporate governance policy as t value calculated significant at 5% level, this accept the alternate hypothesis (H1) that demographic variables have significant impact on these aspects of attrition.

Hypothesis: Managerial level vs different aspects of attrition

H0: Managerial level do not have significant impact on attrition in software industry

H1: Managerial level have significant impact on attrition in software industry

Table-6: Average, SD, SE and Paired t-values of Low and Middle Managerial Level

Respondents Towards Different Aspects of Attrition.

	Managerial Level	N	Mean	Std. Deviation	Std. Error Mean	t-value
Lack of Integration and Goal Setting	Low	282	4.008	0.385	0.023	6.040*
	Middle	65	3.695	0.334	0.041	
Dispirited Perceptual Factor	Low	282	3.757	0.407	0.024	3.451*
	Middle	65	3.573	0.285	0.035	
Family and Occupational Health	Low	282	3.565	0.379	0.023	1.217 ^{NS}
	Middle	65	3.631	0.463	0.057	
Substandard Nature of Job	Low	282	3.612	0.458	0.027	1.141 ^{NS}
	Middle	65	3.681	0.352	0.044	
Hostile Organisation Culture and Corporate Governance Policy	Low	282	3.671	0.429	0.026	3.376*
	Middle	65	3.483	0.269	0.033	

N.B.- * Significant at 5% level ($P<0.05$), NS- Not Significant at 5% level ($P>0.05$), $DF=345$

(Source: Computed & compiled)

Graph-3: Managerial level wise mean value in attrition

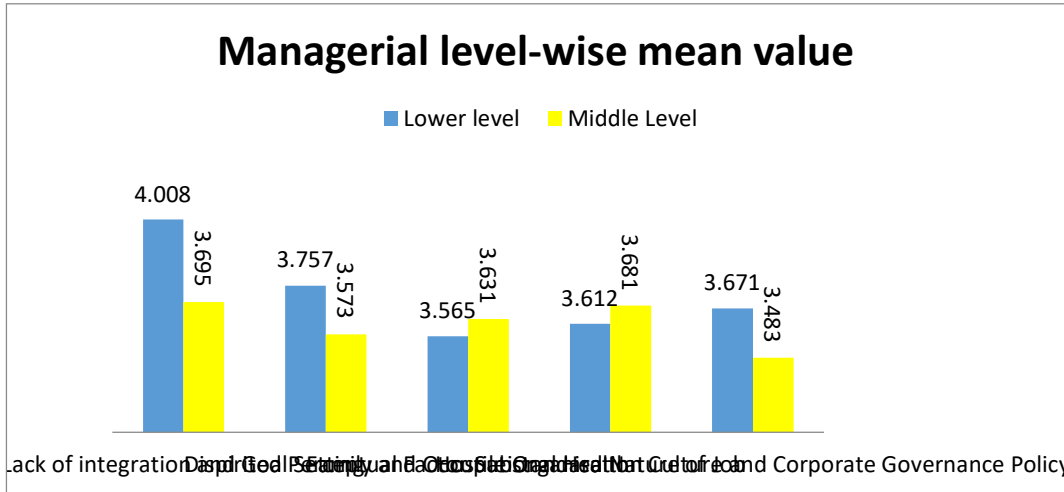


Table-6 and Graph-3: above presents the average responses different managerial level of respondents towards different aspects of attrition. The mean value of average response of lower and middle level of management are 4.008 and 3.695 towards lack of integration and goal setting. On application of paired t-test, it may be seen that the computed t-value (6.040) has been found to be significant at 5% level ($P < 0.05$). This shows that the lower and middle management level of employees opine significantly different towards lack of integration and goal setting. Lower level managerial employee are more incline towards this than middle management level of employees. So attrition is high in lower management level. Similarly the mean value of average response of lower and middle level of management are 3.757 and 3.573 towards dispirited perceptual factor. On application of paired t-test, it may be seen that the computed t-value (3.451) has been found to be significant at 5% level ($P < 0.05$). This shows that the lower and middle management level of employees opine significantly different towards perceptual factor.

Result: Hence, there is significant association between managerial level with lack of integration and goal setting, dispirited perceptual factor, as t value calculated significant at 5% level, this accept the alternate hypothesis (H1) that demographic variables have significant impact on these aspects of attrition.

Respectively the average response of the lower and middle management level of employees are 3.565 and 3.631 towards family and occupational related issue. On application of paired t-test, it may be seen that the computed t-value (1.217) has been found to be non-significant at 5% level ($P > 0.05$). This reveals that they opine similar views towards family and occupational related issue irrespective of their level. Respectively the average response of the lower and middle management level of employees are 3.612 and 3.681 towards substandard nature of job. On application of paired t-test, it may be seen that the computed t-value (1.141) has been found to be non-significant at 5% level ($P > 0.05$). This reveals that they opine similar views that substandard nature of job may cause for employee attrition.

Result: Hence there is no association between gender with the various aspects of attrition like family and occupational health, substandard nature of job, as t-value calculated non-significant at 5% level, this rejects the alternate hypothesis (H1) and accept the null hypothesis (H0) that demographic variables does not have significant impact on various aspects of attrition.

Moreover the mean value of average response of lower and middle level of management are 3.671 and 3.483 towards hostile organizations culture and corporate governance policy. On application of paired t-test, it may be seen that the computed t-value (2.332) has been found to be significant at 5% level ($P < 0.05$). This mean values shows that the lower level managerial employees are more dissatisfied about poor culture and policy of the organization than middle management level. So attrition is high in lower managerial level.

Result: Hence, there is significant association between managerial level with hostile organization culture and corporate governance policy, as t value calculated significant at 5% level, this accept the alternate hypothesis (H1) that demographic variables have significant impact on these aspects of attrition.

1.9 FINDINGS

- i) The demographic factors in the study reveals that the major respondents are male i.e 192, the maximum respondents married i.e 210, and the majority of respondents belongs to junior executive level i.e 282 out of 347 respondent.
- ii) The comparison between age and lack of integration and goal setting reveals that the result of f test is not significant. So it may be presumed that age has no significant impact on lack of integration and goal setting.
- iii) The comparison between gender with family, occupational health issue and substandard nature of job reveals that the result of t test is not significant. So it may be presumed that gender has no significant impact on these factors.
- iv) The comparison between marital status with substandard nature of job reveals that the result of t test is significant. So it may be presumed that marital status has significant impact on this factor.

1.10 CONCLUSION

Attrition is an issue that can be found in many companies today, but escaping this issue is not a concept that is unattainable. From research, and as reflected in this paper, Attrition can be drastically reduced by simply gaining the commitment and dedication from employees. All other factors deterring employees from organizational commitment such as non-interest or little or no satisfaction stem from them possessing true loyalty and commitment for their organization. In order for companies to stray away from the horrible effects of turnover, it is best that they develop prevention methods such as in dept hiring/selection process or exit interviews, that allow them to sustain employees. When Attrition is suspected within an organization, an accurate measure of past and existing Attrition must occur and the cost associated with turnover must be analyzed. Once both of these issues have been studied, companies can decide on the proper solutions according to their analyses, the ultimate one being the attainment of employee loyalty and commitment..

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