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AN EMPIRICAL ANALYSIS OF BEHAVIOURAL SHIFT AMONG INDIAN IT EMPLOYEES, DRIVING TO THE GREAT RESIGNATION

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Abstract

Great resignation is one of the top concerns for employees across the globe. The phenomenon “The Great Resignation” refers to the unprecedented number of workers quitting their positions after the COVID-19 outbreak ends. These trends emphasize the significance of understanding why people leave and what can be done to avoid the Great Resignation.

Objective: The present study aims to establish a predictive model of employee behavior. Specifically, it attempts to study the factors that are likely to drive employees in the IT sector toward leaving their current job.

Methodology: A descriptive research method using survey forms was used to collect data. Responses were collected using the convenient technique from 253 employees in the IT sector, which was analyzed using SPSS.

Findings and implications: Using factor analysis, it was found that there are mainly four factors that drive employees toward resignation intention. Though there is always a sense of dissatisfaction with some of the occupational situations there are specifically few of them that push an employee to take the final leap and tender resignation. The major components can be divided into internal and external. The internal factors are the inner sense of being unfulfilled and non-gratified. The external factors may be due to the immediate superior’s attitude, the organizational policies and procedures, and the physical work environment. Amongst the internal and external factors, the sense of personal nonfulfillment is the foremost factor that drives employees to take the final step for exiting an organization. It implies that there is a behavioral shift in the attitude of the employees to value self-realization and introspection more than just the monetary returns.

Keywords: *great resignation, IT sector, organization environment, behavioral shift, self-fulfillment.*

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INTRODUCTION

Resignation is a voluntary action taken by a worker who chooses to part ways with their employer. It entails the official disclosure of the employee's intention to leave the company to the employer, typically in writing. Resignation may be started for a number of reasons, such as career advancement, unhappiness with the position or working conditions, relocation, retirement, or exploring other chances. These reasons can be personal, professional, or organizational. Compliance with the terms and conditions of the employment contract, such as the notice period, the handover of duties, and the payment of dues, is necessary for resignation to be a legal and ethical process. The current phenomenon of "The Great Resignation" has captivated the world. An unprecedented number of people have abandoned their jobs in the last year, with many claiming a desire for greater work-life balance, more job satisfaction, and higher income as reasons for departing. This is especially obvious in businesses such as healthcare, hospitality, and technology.

The COVID-19 epidemic and the subsequent move towards remote work have played a big part in fueling this trend, with many employees re-evaluating their priorities and demanding greater flexibility in their work arrangements. Furthermore, the continued economic instability has increased employees' willingness to take risks and pursue new possibilities, propelling the Great Resignation. As this trend continues, it is becoming increasingly critical for organizations to identify the issues causing employee resignations and take action to retain their unique people. This study aims to add to that understanding by investigating the causes of the Great Resignation phenomenon and its influence on numerous businesses. This study seeks to give useful information for companies and governments navigating this unprecedented labor market upheaval. The

Great Resignation has been a term in recent years, and the Indian IT sector is no exception. Employees are resigning at an all-time high, and this trend is projected to continue for the foreseeable future. An empirical understanding of the variables driving this tendency becomes increasingly crucial in this setting.

The purpose of this study is to look at the variables that are causing the Great Resignation in India's IT sector. The research tries to discover the important variables that induce individuals to quit their employment by doing a complete literature analysis and analyzing empirical data. The study will not only throw light on the present state of the Indian IT sector, but it will also give vital information for organizations looking to retain their staff. The study will also assist policymakers in understanding the variables that are leading to the shifting labor dynamics. Overall, this study is projected to add greatly to our knowledge of the Great Resignation phenomenon and its influence on India's IT sector.

REVIEW OF LITERATURE

Excellent resignation, clearly showing how COVID-19 has affected workplaces. The authors looked into a gap in the literature. According to their research, many quit their employment for moral, cultural, interpersonal, and personal reasons rather than for materialistic ones. (A. Kuzior, K. Kettler, and Rb., (2022). COVID-19 sparked the "Great Resignation" movement, which saw people worldwide abandon their employment. According to studies, it is caused by unfriendly environments and uninspired labour. Organisations are given advice on how to reduce staff turnover. (kundu, M. S. (2022). The "Great Resignation" is when employees leave an organization, which raises attrition rates in IT organizations. Tata Consultancy Services has a low turnover rate because of the company's good salary, environment, employee

engagement, and work-life balance. These strategies are among the attrition reduction recommendations. (Ng, E., & Stanton, P. (2023). COVID-19 altered the workplace culture in the US. Undervalued labor kept the country operating as commutes were shortened. In "The Great Resignation" of 2021, employees will prioritize their well-being, making the nine-to-five drudgery obsolete. Adapt or perish. (Wake, D. (2022).

Pay, job stability, opportunity, communication, relationships, and work-life balance were all aspects examined in the study's analysis of job satisfaction and retention. Salary, work-life balance, relationships, and communication substantially impacted job satisfaction and resignation across 73 samples. (David Williams BS, M. B. A., & Williams, M. (2022). Using surveys and statistical analysis, this paper investigates the variables influencing employee resignation in connection to the interaction between an employee and their supervisor. The findings indicate that advancement professionally and monetary remuneration are the main reasons, although disagreements with top management primarily affect supervisors rather than subordinates. (Pazcoguin, D. J. M. (2013). This study on Lithuanian IT companies identifies the elements affecting staff retention. Key characteristics include the base wage and nature of the task, and managers who receive low pay and participate little in strategy are more likely to depart. The study offers theoretical explanations and managerial advice. (Korsakienė, R., Stankevičienė, A., Šimelytė, A., & Talačkienė, M. (2015). This study of the literature compares factors affecting hospital consultants' and midwives' turnover and retention. The main problems are workload, timetables, and feeling unappreciated. Maintaining employees requires career growth and a welcoming workplace environment. Taking care of these issues could aid in keeping

medical professionals. (Shen, J., Cox, A., & McBride, A. (2004).

Braje, I. N. (2022) discusses the "Great Resignation" trend that emerged after the COVID-19 pandemic, emphasizing toxic organizational culture as a potential root cause. To completely understand the mechanisms causing this tendency, more study is necessary. This essay uses a BPO company as a case study to examine the variables that affect staff retention in entrepreneurial organizations. Action research has found interventions that can alter an employee's intention to leave. The relevance of organizational structure and processes in supporting entrepreneurship was emphasized, along with strategies for identifying, developing, and utilizing people with an entrepreneurial mindset. (Cruz, A. A. (2011).

Fairudeen, M., Tajuddin, D., & Monil, M. (2021) look at how organizational commitment, work engagement, job satisfaction, and workplace stress affect employees' willingness to leave the municipal council. The findings indicate a strong correlation between job stress, job satisfaction, organizational commitment, and employees' propensity to leave. Employees' willingness to leave their jobs is directly impacted by a lack of commitment. COVID-19 revealed supply chain flaws that caused shortages and showed insufficient resilience to deal with rising economic activity. To address this, more money must be spent on manufacturing and technical labor as well as on specialized training for high-tech workers. (Schmid, S. R., & Melkote, S. N. (2022). In September 2021, the "Great Resignation" in the US resulted in a record-breaking 4.4 million workers quitting their employment. HR managers need to be aware of the changes and create a new plan to keep staff. This study looks into the reasons why people resign, provides retention tips, and makes the case that pre-pandemic HR practices aren't necessarily relevant. (Tessema, M. T., Tesfagiorgis,

M., Tesfom, G., Faircloth, M. A., & Teckle, P. (2022).

The pandemic's high resignation rates are referred to as the "Great Resignation" trend. Two studies look at the connection between voluntary turnover, individual differences, and burnout. According to research, extraversion lessens burnout and the damaging consequences it has on turnover. Future pandemics and the phenomenon of social retreat call for more research. (Moon, Y. K., O'Brien, K. E., & Mann, K. J. (2023). Trust and independence are discovered to be significant indicators of turnover intention in the study's investigation of "The Great Resignation" during the COVID-19 outbreak. The study makes use of survey responses, univariate statistical analysis, and sentiment evaluation to provide recommendations for retaining talented employees. Schuster, B., Radpour, S., Conway, E., and Ghilarducci (2022). The academic and economic worlds have seen tremendous change as a result of the pandemic. The "great resignation" and "quiet quitting," two current trends, have an impact on the hotel business. Managers should re-evaluate their HR plans. A framework containing experiential practices is suggested to adapt to the post-pandemic workforce. (Formica, S., & Sfodera, F. (2022).

SIGNIFICANCE OF THE PROBLEM

The study's importance stems from its capacity to shed light on the contemporary phenomena of profound resignation, which has been observed all across the world in the aftermath of the COVID-19 pandemic. Specifically, the study aims to investigate the factors that are driving the great resignation in the IT sector in India. By identifying these factors, the study can help

employers in the IT industry to understand the reasons why their employees are leaving and develop strategies to retain their talent. It may also help policymakers and scholars better understand the impact of the Great Resignation on the Indian economy and labor market.

LIMITATIONS OF STUDY

The study on the great resignation may have a limited sample size, which can limit the generalizability of the findings to a larger population. The study may rely on self-report measures, which can be subject to bias. The study may only capture a specific period of time during the great resignation phenomenon.

OBJECTIVES

1. To identify the factors causing resignation attitudes among IT employees.
2. To establish a predictive model of employee behavior.
3. To identify the primary driver of employees' negative attitude to the current job.

HYPOTHESIS

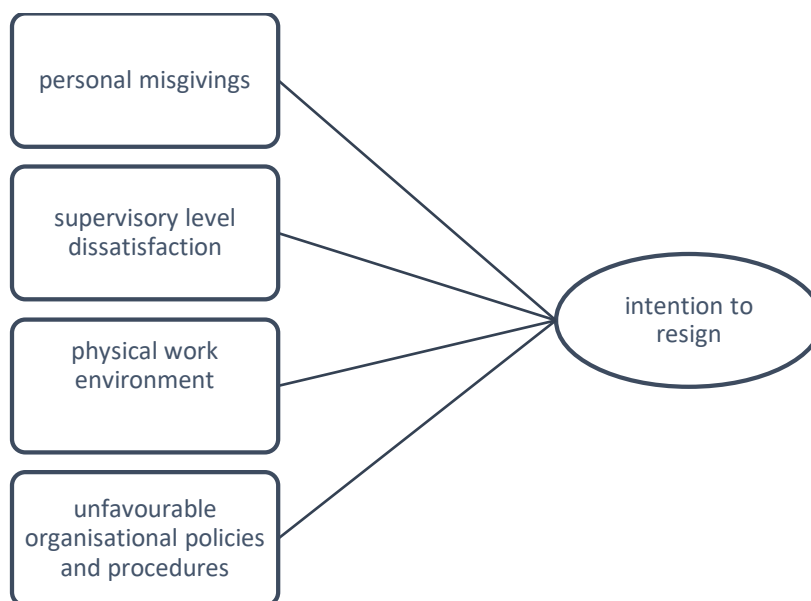
H1: There is a significant correlation between resignation intention and dissatisfaction with supervisory-level management

H2: There is a significant correlation between resignation intention and dissatisfaction with the organization's policies and procedures

H3: There is a significant correlation between resignation intention and dissatisfaction with the physical work environment

H4: There is a significant correlation between resignation intention and dissatisfaction with personal issues

RESEARCH MODEL



RESEARCH DESIGN AND METHODOLOGY

An experimental research design was used for this investigation. When conducting research, independent variables are applied to and subjected to manipulation with the goal of observing the influence of the latter on the former. By tracking and analyzing how independent and dependent variables change over time, researchers may be able to plausibly infer a relationship between them. Primary sources of data using convenience sampling techniques were used to collect data from the employees of the IT sector in India, through structured questionnaires and discussions. In addition to source data, secondary data were gathered from websites, journals, magazines, publications, and articles from a survey of the literature. were also used for data collection for a variety of reasons. Data from the survey were analyzed using SPSS software

DATA ANALYSIS AND MAJOR FINDINGS

Table showing the demographic profile of the respondent

Particulars	Group	Frequency
Age	20-25	77
	26-35	64
	36-45	42
	46-55	37
	above 55	33
	total	253
Marital Status	married	125
	unmarried	128
	total	253
Gender	male	124
	female	107
	prefer not to say	22
	total	253
	Highest Qualification	diploma
engineering		87
under graduate		64

	post graduate total	51 253
Total Years Of Experience	0-2 years	63
	2-4 years	70
	4-6 years	43
	6-8 years	43
	more than 8 years	34
	total	253
Experience In Current Organization	0-6 months	47
	6-12 months	59
	1-2 years	55
	2-3 years	52
	more than 3 years	40
	total	253
Level Of Employment	entry	117
	senior	103
	manager	32
	senior executive	1
	total	253
work timing	day shift	139

	night shift total	114 253
family size	0-2 members	64
	2-4 members	81
	4-6 members	59
	more than 6 members	49
	total	253
number of companies have you worked	0-2	107
	2-4	78
	more than 4 companies	68
	total	253

The sample consists of the majority of men in the age group of 20-25 with a family size of 2-4 members. Most of the respondents have worked in less than two companies

H1: There is a significant correlation between resignation intention and dissatisfaction with supervisory-level management

Table showing the Correlation between resignation intention and dissatisfaction with supervisory-level management

Particulars	Dissatisfaction with supervisory-level management
Are you thinking of quitting your job or exploring other job opportunities	Pearson Correlation Sig. (2-tailed)
	.672** .000

From the above table, it can be inferred that there is a significant ($p < .05$) positive correlation between resignation intention and dissatisfaction with supervisory-level management.

H2: There is a significant correlation between resignation intention and dissatisfaction with the organization's policies and procedures

Correlation between resignation intention and dissatisfaction with organization policies and procedures

Particulars	Dissatisfaction With Organization Policies And Procedures
Are you thinking of Pearson quitting your job or Correlation exploring other job opportunities Sig. (2-tailed)	.584** .000

From the above table, it can be inferred that there is a significant ($p < .05$) positive correlation between resignation intention and dissatisfaction with organization policies and procedures.

H3: There is a significant correlation between resignation intention and dissatisfaction with the work environment

CORRELATION BETWEEN RESIGNATION INTENTION AND DISSATISFACTION WITH PHYSICAL WORK ENVIRONMENT

Particulars	Dissatisfaction With Physical Work Environment
Are you thinking of Pearson quitting your job or Correlation exploring other job opportunities Sig. (2-tailed)	.578** .000

From the above table, it can be inferred that there is a significant ($p < .05$) positive correlation between resignation intention and dissatisfaction with the physical work environment.

H4: There is a significant correlation between resignation intention and dissatisfaction With personal issues

CORRELATION BETWEEN RESIGNATION INTENTION AND DISSATISFACTION WITH PERSONAL ISSUES

Particulars	Dissatisfaction With Personal Issues
Are you thinking of Pearson quitting your job or Correlation exploring other job opportunities Sig. (2-tailed)	.587** .000

From the above table, it can be inferred that there is a significant ($p < .05$) positive

correlation between resignation intention and dissatisfaction with personal issues.

Table showing Regression analysis of factors determining resignation intention

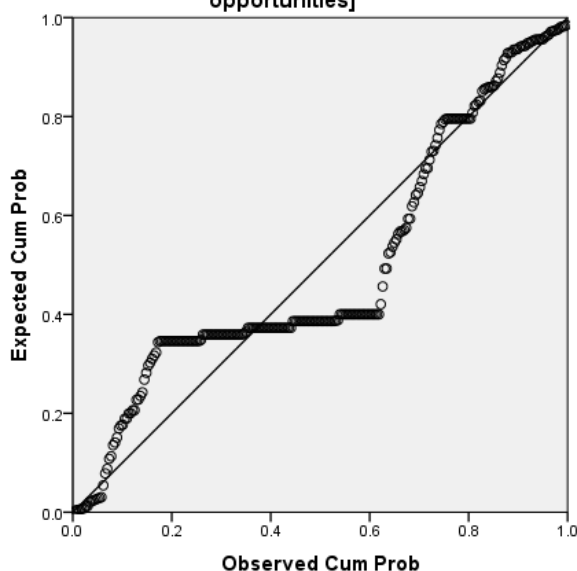
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.451	.208		2.166	.031
Supervisory level	.199	.032	.472	6.163	.000
organization	.062	.036	.141	1.740	.043
Work environment	.059	.038	.134	1.569	.018
personal	.000	.034	.001	.009	.993

R	R Square	Adjusted R Square	Std.Error of the Estimate
.691 ^a	.477	.469	1.045

There is a significant relation between the supervisory level management dissatisfaction, and organization policies and procedures, at a confidence level of 95 % ($p < .05$). the factors contribute towards 69% of the dependent variable (R square value .477)

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: [Are you thinking of quitting your job or exploring other job opportunities]



FACTOR ANALYSIS

Factor	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.036	54.121	54.121	2.312	17.782	17.782
2	.828	6.369	60.490	2.139	16.457	34.239
3	.818	6.295	66.784	2.078	15.983	50.223
4	.706	5.427	72.212	1.521	11.703	61.926
5	.554	4.265	76.476			
6	.542	4.172	80.648			
7	.507	3.903	84.552			
8	.466	3.588	88.140			
9	.366	2.814	90.954			
10	.322	2.475	93.429			
11	.309	2.373	95.803			
12	.287	2.204	98.006			
13	.259	1.994	100.000			

Extraction Method: Maximum Likelihood.

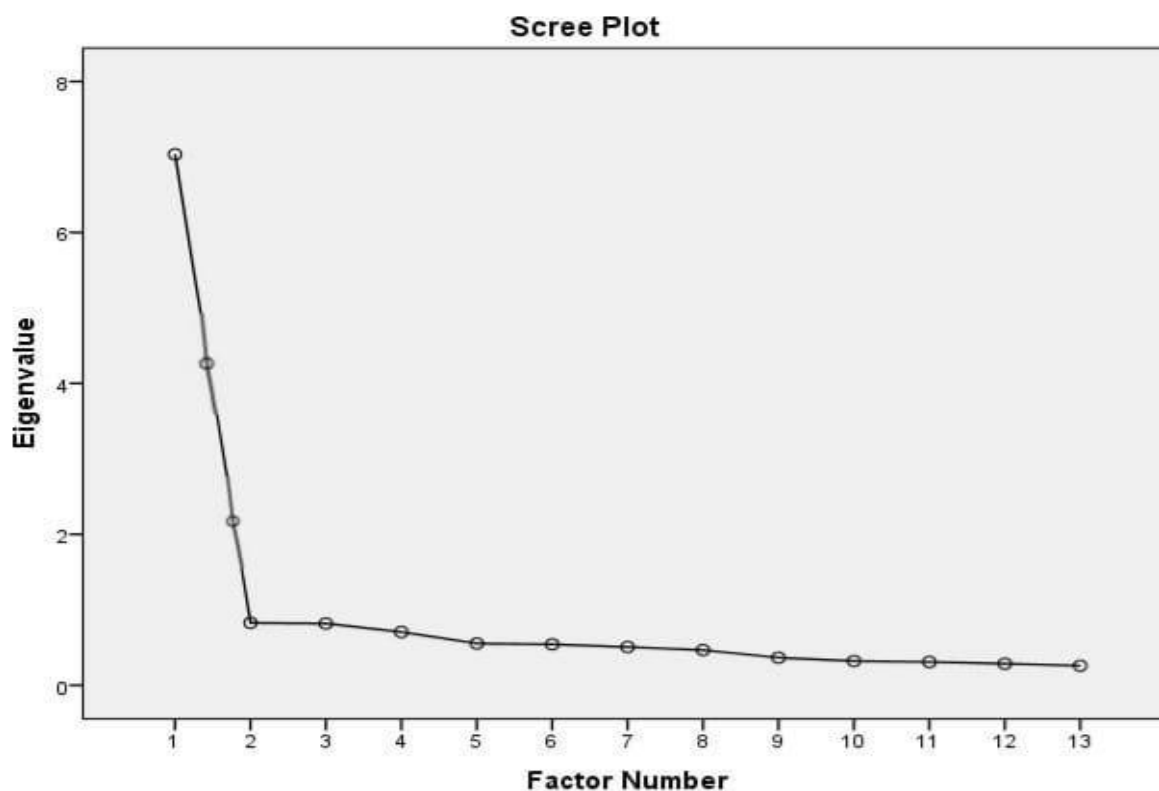
Factor Matrix^a

Dimensions	Factor			
	1	2	3	4
Were you compatible with your supervisor's management style	.669	.048	-.192	-.272
Are you satisfied with your company policies	.684	-.324	.069	.142
Did you face difficulty in working hours flexibility in your organization	.716	.608	-.048	.095
were you Given enough salary based on work you do	-0.38	.636	.203	.256
Are you pleased with the changes the company has implemented since your date of hire	.131	.658	.258	-.038
Are you facing over work pressure from your 2s	-.046	.700	.017	.175
Are you feeling stressed or overworked in your current role	-.052	.062	.709	-.003

[you able to manage work/ life balance]	.110	-.134	.739	-.313
[were you affected by any toxic work environment]	.291	.018	.728	-.050
[Do you feel your supervisor recognized your performance/skills]	.025	-.056	-.146	.780
[Did your supervisor support the development of your performance/skills]	.144	-.078	-.361	.754
[The company culture and management practices contributes employee satisfaction and retention]	.158	.002	-.021	-.762
[Do you feel you were adequately compensated for your performance/skill level]	.025	-.176	-.067	.748

Extraction Method: Principal Axis Factoring.

a. Attempted to extract 4 factors. More than 25 iterations required. (Convergence=.004). Extraction was terminated.



The scree plot shows that four factors have been derived after which there is a linearity in the curve

Goodness-of-fit Test

Chi-Square	df	Sig.
55.393	32	.006

The factor analysis table shows that there are four factors that have been extracted through dimension reduction. They are significant at ($p < .05$). they contribute towards 61.926 % of the dependent variable. The factors derived are named dissatisfaction with the supervisory level of management, organizational policies and procedures, dissatisfaction with the work environment, and personal issues.

CONCLUSION

In conclusion, the IT industry has not been exempted from the phenomena of the Great Resignation. There are also other elements at work, even if the epidemic undoubtedly contributed to the industry's record-breaking number of resignations. Because of the increased demand for qualified IT personnel, people now feel more secure in their jobs and are more willing to pursue greater career prospects. The acceptance of remote work has also given IT specialists more freedom and a better work-life balance. Additionally, employers who prioritize diversity, equity, and inclusion, as well as those who offer chances for professional advancement, are more and more in demand from employees. Employers must adjust to these shifting needs as the IT sector continues to change if they want to recruit and keep the best personnel. Employers must adjust to these shifting needs as the IT sector continues to change if they want to recruit and keep the best personnel. At the same time, the organization must also be able to understand that the pandemic has caused a shift in employee behavior, attitude, and intentions. Their perspective on life and career has changed and they feel that long-term self-fulfilment gains priority. Thus, they have moved up the ladder of Maslow's

hierarchy and any factors that are likely to dethrone them from it is likely to force them to tender their resignation. Failure of the organization to understand this shift in employee perspective is likely to cause a large loss of important employees and impede the growth of the organization.

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