

Motivating and Hygiene Factors with Respect to Retention and Attrition in Indian IT Companies

Mihir Dash*
Anubha Singh*
Vivekanand*
Shongita Roy*

Abstract

Hertzberg's (1959) two-factor model of motivation suggested that satisfaction was related to intrinsic work ("motivating") factors, while dissatisfaction was associated with extrinsic ("hygiene") factors. This independence of the determinants of satisfaction and dissatisfaction would be expected to extend from perceptions to actions. In particular, retention/attrition should mirror the motivating/hygiene dichotomy. The present study proposes to examine the motivating/hygiene dichotomy with respect to attrition in Indian information technology (IT) companies. The study would help Indian IT companies formulate strategies to control attrition and to enhance retention.

Keywords: *Hertzberg's two-factor theory, motivating/hygiene dichotomy, attrition/retention.*

Introduction

Employee motivation, as an area of research and practice, has an important role in the field of management. At the practical level, it is integral to employee performance, and, at the theoretical level, it provides a foundation for theories of effective management practices (Steers, et al., 2004). For managers, the concept of employee motivation plays a role in catalyzing employees' ability and attitude in optimizing employee performance (Moorhead and Griffin, 1998). This is of particular concern in today's changing work environment, characterized by increased competition and globalization. In such a competitive business environment, a motivated workforce is a powerful source of competitive advantage.

The two-factor model, proposed by Herzberg et al (1959), was a theoretical departure from the traditional continuum concept of motivation by suggesting that job satisfaction and job

dissatisfaction operated on different continua and were independent of each other. The model asserts that satisfaction is related to intrinsic work ("motivating") factors, whereas dissatisfaction to extrinsic ("hygiene") factors. Since then, the two-factor model has received both widespread support and criticism (Blum and Naylor, 1984).

Several studies have attempted to test the validity of Herzberg's model. The empirical evidence is contradictory in nature, but it provides partial confirmation of the theory. Many studies show a mixing of intrinsic and extrinsic factors (Ewen, 1964; Blum and Naylor, 1984; Dash et al, 2008). In fact, Dash et al (2008) reported overall conformance with Hertzberg's theory, though with increased emphasis on work relationships, performance, and recognition as motivating factors. This independence of the determinants of satisfaction and dissatisfaction would be expected to extend from perceptions to actions. In particular, retention/attrition should mirror the motivating/hygiene

*Professor, School of Business, Alliance University, Anekal, Bangalore-562106. Email: mihirda@rediffmail.com

dichotomy. Attrition has several serious direct and indirect impacts on organizations. Hence it is important for organizations to understand and manage attrition. Managing attrition does not only mean reducing attrition; it also means mitigating the negative effects of attrition and enhancing the positive effects of attrition, using appropriate retention and talent utilization strategies.

There are several factors that affect an individual's decision to leave a job, and these can be classified into individual-related factors, role or job-related factors, organization-related factors, family-related factors, and society-related factors (Porter and Steers, 1973; Adhikari, 2009; Kasmi, 2011). The individual-related factors affecting retention/attrition are rooted fundamentally with career growth, and are related to economic aspirations, professional aspirations, family aspirations and all kinds of aspirations and ambitions. This includes aspirations in relation to salary and perks, housing, quality of living, need for savings, and so on. Often, either organizations don't grow at the pace at which the individual career aspirations grow or other organizations grow at a pace that matches the individual, causing individuals to move. Thus, organizations need to appreciate the growth and mobility and understand attrition as a natural phenomenon, rather than be agitated about it. On the other hand, if the organization can do something to create new opportunities that meet the growing aspirations of competent people, it should certainly be attempted.

Some individual-related factors stem from personality. Some people have a high need for variety. They are highly achievement-driven and want to achieve new heights in the shortest time. They need to change their job or what they are doing at periodic intervals. Some may have a different motivation or value profile which may not be matched by the current job or the company and hence the decision to leave.

The job-related factors influencing attrition include the inability to use ones' competencies, lack of challenge, boss and his styles, lack of scope for growth in terms of position and salary, status and other factors, role clarity, job stress or role stress or role stagnation, lack of independence or freedom and autonomy, lack of learning opportunities, and lack of excitement and innovation/novelty in the job. These factors may be intrinsic and job-related or extrinsic and job chemistry-related. Intrinsic factors are the factors related to the characteristic of the job. Extrinsic factors are factors like role clarity, independence and autonomy, bad boss, wrong chemistry of the team, work conditions that can be changed easily, lack of respect shown to the individuals, and so on. An important consideration in job-related factors is that of equity. Employees often make comparisons with peers, batch, age

group, organization, first job, city, and so on. There are many dimensions on which comparisons can be made. Any perceived difference, intrinsic or extrinsic, can be a potential cause of attrition. Family-related factors also have an influence on attrition. Sometimes the desire to be with the close ones also pushes the person to move. This includes factors such as mobility of partner, fatigue, family reasons like having to look after old parents, closeness to kith and kin, and many others.

Data and Methodology

The methodology for the study follows that of Dash et al (2008), extended to the context of retention/attrition. The data for the study was collected from a sample of eighty-eight employees in information technology (IT) organizations situated in Bangalore, India. The data was collected from the respondents using a structured questionnaire.

The respondents were asked to determine, in their opinion, which of the factors were 'motivating factors' in the sense that the presence of the factor would lead the respondent to feel satisfied with the organization and would result in their continuing with the organization, and which of the factors were 'hygiene factors' in the sense that the absence of the factor would lead the respondent to feel dissatisfaction with the organization and would result in their quitting the organization.

In terms of gender, 79.5% of the respondents were male, and 20.5% were female. In terms of age, 26.1% of the respondents were less than 25 years of age, 69.1% were between 25 and 30 years of age, and 4.5% were more than 30 years of age. In terms of income, 5.7% of the respondents earned less than Rs. 3 lakh p.a., 52.9% earned between Rs. 3 lakh and Rs. 5 lakh p.a., and 41.4% earned more than Rs. 5 lakh p.a. In terms of marital status, 70.5% of the respondents were single/unmarried, and 29.5% were married. In terms of managerial level, 34.9% of the respondents were entry-level, 46.5% were junior-level management, and 18.6% were middle-level management.

Analysis and Interpretation

The findings from the survey are presented in the table 1.

Table 1: Motivating and Hygiene Factors

FACTORS	MOTIVATION	HYGIENE
Team Incentives	90.6%	9.4%
Job Variety & Rotation	81.6%	18.4%
Training	80.2%	19.8%
Empowerment/Autonomy	79.3%	20.7%
Team Productivity	78.8%	21.2%
Cafeteria	78.4%	21.6%
Challenging Jobs/Tasks	77.3%	22.7%
Performance Rating	76.5%	23.5%
ESOPs	76.3%	23.7%
Promotion	75.9%	24.1%
Relations With Superiors	75.9%	24.1%
Flexi-time	72.4%	27.6%
Career Growth & Opportunities	67.0%	33.0%
Company Location	64.7%	35.3%
Organization Culture	64.4%	35.6%
Travel Allowance	62.1%	37.9%
Sabbaticals	60.5%	39.5%
Recognition & Awards	55.7%	44.3%
Peer Support	54.7%	45.3%
Fixed Salary	53.5%	46.5%
Working Conditions	43.7%	56.3%
Role Clarity	43.0%	57.0%

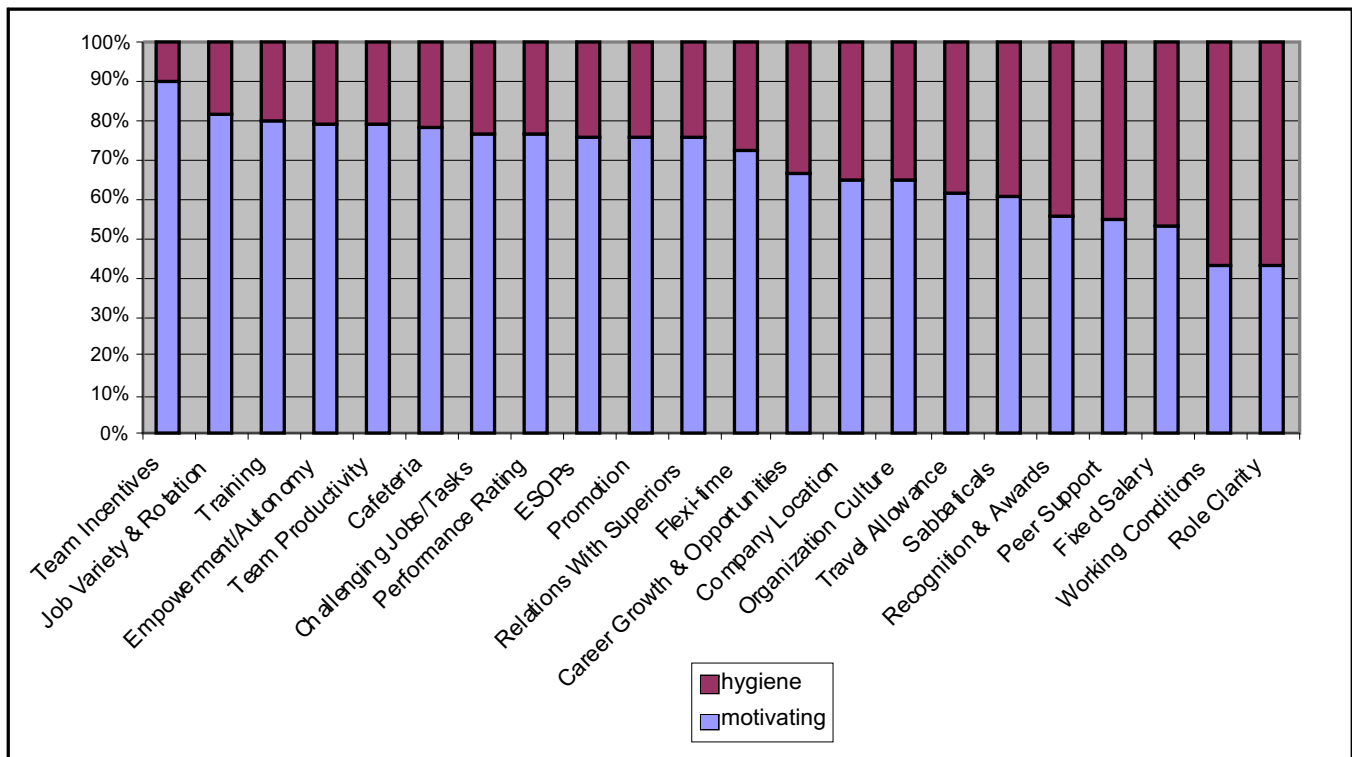


Figure 1: motivating and hygiene factors

It was found that 90.6% of the respondents perceived team incentives to be a motivating factor. Moreover, there was no significant difference in the perception of team incentives as a motivating/hygiene factor across gender, age, and income groups. However, there were significant differences in the perception of team incentives as a motivating/hygiene factor between marital status groups ($\chi^2 = 10.284$, $p = 0.001$) and at different levels of management ($\chi^2 = 6.290$, $p = 0.043$): 96.8% of the respondents who were single perceived team incentives to be a motivating factor, while only 73.9% of the respondents who were married perceived team incentives to be a motivating factor (in fact, only 66.67% of the married men respondents perceived team incentives to be a motivating factor); 100% of the respondents at entry level perceived team incentives to be a motivating factor, 93.8% of the respondents at middle-level management perceived team incentives to be a motivating factor, while only 82.1% of the respondents at junior-management level perceived team incentives to be a motivating factor.

It was found that 81.6% of the respondents perceived job variety/rotation to be a motivating factor. Moreover, there was no significant difference in the perception of job variety/rotation as a motivating/hygiene factor across age, income, marital status, and management level groups. However, there was a difference in the perception of job variety/rotation as a motivating/hygiene factor between gender groups ($\chi^2 = 3.376$, $p = 0.066$): 85.5% of the men respondents perceived job variety/rotation to be a motivating factor, while only 66.7% of the women respondents perceived job variety/rotation to be a motivating factor.

It was found that 80.2% of the respondents perceived training to be a motivating factor. Moreover, there was no significant difference in the perception of training as a motivating/hygiene factor across gender, age, and income groups. However, there were significant differences in the perception of training as a motivating/hygiene factor between marital status groups ($\chi^2 = 13.152$, $p = 0.000$) and the between different levels of management ($\chi^2 = 5.170$, $p = 0.075$): 88.7% of the respondents who were single perceived training to be a motivating factor, while only 53.8% of the respondents who were married perceived training to be a motivating factor (in fact, only 42.9% of the married men respondents perceived training to be a motivating factor); 90.0% of the respondents at entry level perceived training to be a motivating factor, 81.3% of the respondents at middle-level management perceived training to be a motivating factor, while only 67.5% of the respondents at junior-management level perceived training to be a motivating factor.

It was found that 79.3% of the respondents perceived empowerment/autonomy to be a motivating factor. Moreover, there was no significant difference in the perception of empowerment/autonomy as a motivating/hygiene factor across any of the demographic groupings (viz. gender, age, income, marital status, management level): in all demographic groups, more than 78% of the respondents perceived empowerment/autonomy to be a motivating factor.

It was found that 78.8% of the respondents perceived team productivity to be a motivating factor. Moreover, there was no significant difference in the perception of team productivity as a motivating/hygiene factor across gender, income, marital status, and management level groups. However, there was significant difference in the perception of team productivity as a motivating/hygiene factor across different age groups ($\chi^2 = 6.629$, $p = 0.036$): 85.5% of the respondents who were more than 25 years of age perceived team productivity to be a motivating factor, while only 60.9% of the respondents who were less than 25 years of age perceived team productivity to be a motivating factor.

It was found that 78.4% of the respondents perceived cafeteria to be a motivating factor. Moreover, there was no significant difference in the perception of cafeteria as a motivating/hygiene factor across gender, income, marital status, and management level groups. However, there was significant difference in the perception of cafeteria as a motivating/hygiene factor across different age groups ($\chi^2 = 9.162$, $p = 0.010$): 100% of the respondents who were more than 25 years of age perceived cafeteria to be a motivating factor, while only 73.4% of the respondents who were more than 25 years of age perceived cafeteria to be a motivating factor.

It was found that 77.3% of the respondents perceived challenging jobs/tasks to be a motivating factor. Moreover, there was no significant difference in the perception of challenging jobs/tasks as a motivating/hygiene factor across gender, age, and marital status groups. However, there were significant differences in the perception of challenging jobs/tasks as a motivating/hygiene factor between income groups ($\chi^2 = 6.857$, $p = 0.032$) and at different levels of management ($\chi^2 = 7.464$, $p = 0.024$): 85.4% of the respondents with income less than Rs. 5 lakh p.a. perceived challenging jobs/tasks to be a motivating factor, while only 58.6% of the respondents with income more than Rs. 5 lakh p.a. perceived challenging jobs/tasks to be a motivating factor; 93.3% of the respondents at entry level perceived challenging jobs/tasks to be a motivating factor, while only 70.0% of the respondents at junior-level management perceived challenging jobs/tasks to be a motivating factor, and 62.5% of the respondents at middle-

level management perceived challenging jobs/tasks to be a motivating factor.

It was found that 76.5% of the respondents perceived performance rating to be a motivating factor. Moreover, there was no significant difference in the perception of performance rating as a motivating/hygiene factor across income groups. However, there were significant differences in the perception of performance rating as a motivating/hygiene factor between gender groups ($\chi^2 = 7.026$, $p = 0.008$), age groups ($\chi^2 = 4.901$, $p = 0.086$), marital status groups ($\chi^2 = 4.265$, $p = 0.039$) and at different levels of management ($\chi^2 = 4.139$, $p = 0.126$): 100% of the women respondents perceived performance rating to be a motivating factor, while only 70.1% of the men respondents perceived performance rating to be a motivating factor; 91.3% of the respondents who were less than 25 years of age perceived performance rating to be a motivating factor, while 71.0% of the respondents who were more than 25 years of age perceived performance rating to be a motivating factor; 82.3% of the respondents who were single perceived performance rating to be a motivating factor, while only 60.9% of the respondents who were married perceived performance rating to be a motivating factor; 89.3% of the respondents at entry level perceived performance rating to be a motivating factor, while only 69.2% of the respondents at junior-level management perceived performance rating to be a motivating factor, and 68.8% of the respondents at middle-level management perceived performance rating to be a motivating factor.

It was found that 76.3% of the respondents perceived ESOPs to be a motivating factor. Moreover, there was no significant difference in the perception of ESOPs as a motivating/hygiene factor across gender, age, income, and management level groups. However, there were significant differences in the perception of ESOPs as a motivating/hygiene factor between marital status groups ($\chi^2 = 12.889$, $p = 0.000$): 86.4% of the respondents who were single perceived ESOPs to be a motivating factor, while 52.4% of the respondents who were married perceived ESOPs to be a hygiene factor (in fact, 62.5% of the married men respondents perceived ESOPs to be a hygiene factor).

It was found that 75.9% of the respondents perceived promotion to be a motivating factor. Moreover, there was no significant difference in the perception of promotion as a motivating/hygiene factor across gender, age, income, and marital status groups. However, there was significant difference in the perception of promotion as a motivating/hygiene factor at different levels of management ($\chi^2 = 9.526$, $p = 0.009$): 89.7% of the respondents at entry level perceived promotion to be a

motivating factor, 87.5% of the respondents at middle-level management perceived promotion to be a motivating factor, while only 60.0% of the respondents at junior-management level perceived promotion to be a motivating factor.

It was found that 75.9% of the respondents perceived relations with superiors to be a motivating factor. Moreover, there was no significant difference in the perception of relations with superiors as a motivating/hygiene factor across marital status groups. However, there were significant differences in the perception of relations with superiors as a motivating/hygiene factor between gender groups ($\chi^2 = 2.103$, $p = 0.147$), between age groups ($\chi^2 = 6.125$, $p = 0.047$), income groups ($\chi^2 = 22.548$, $p = 0.000$) and at different levels of management ($\chi^2 = 12.836$, $p = 0.002$): 88.9% of the women respondents perceived relations with superiors to be a motivating factor, while only 72.5% of the men respondents perceived relations with superiors to be a motivating factor; 91.3% of the respondents who were less than 25 years of age perceived relations with superiors to be a motivating factor, while 70.3% of the respondents who were more than 25 years of age perceived relations with superiors to be a motivating factor; 95.1% of the respondents with income less than Rs. 5 lakh p.a. perceived relations with superiors to be a motivating factor, while 55.2% of the respondents with income more than Rs. 5 lakh p.a. perceived relations with superiors to be a motivating factor; 100% of the respondents at entry level perceived relations with superiors to be a motivating factor, while only 67.5% of the respondents at junior-level management perceived relations with superiors to be a motivating factor, and 62.5% of the respondents at middle-level management perceived relations with superiors to be a motivating factor.

It was found that 72.4% of the respondents perceived flexi-time to be a motivating factor. Moreover, there was no significant difference in the perception of flexi-time as a motivating/hygiene factor across age and management level groups. However, there were significant differences in the perception of flexi-time as a motivating/hygiene factor between gender groups ($\chi^2 = 1.451$, $p = 0.228$), income groups ($\chi^2 = 4.135$, $p = 0.126$) and marital status groups ($\chi^2 = 4.731$, $p = 0.030$): 75.4% of the men respondents perceived flexi-time to be a motivating factor, while only 61.1% of the women respondents perceived flexi-time to be a motivating factor; 79.3% of the respondents with income more than Rs. 5 lakh p.a. perceived flexi-time to be a motivating factor, while only 53.7% of the respondents with income less than Rs. 5 lakh p.a. perceived flexi-time to be a motivating factor; 79.0% of the respondents who were single perceived flexi-time to be a motivating factor, while only 56.0% of the respondents who were married perceived flexi-time to be a motivating factor.

It was found that 67.0% of the respondents perceived career growth & opportunities to be a motivating factor. Moreover, there was no significant difference in the perception of career growth & opportunities as a motivating/hygiene factor across gender and income groups. However, there were significant differences in the perception of career growth & opportunities as a motivating/hygiene factor between age groups ($\chi^2 = 15.565$, $p = 0.000$), marital status groups ($\chi^2 = 7.661$, $p = 0.006$) and between the different levels of management ($\chi^2 = 3.487$, $p = 0.175$): 78.5% of the respondents who were more than 25 years of age perceived career growth & opportunities to be a motivating factor, while 62.5% of the respondents who were less than 25 years of age perceived career growth & opportunities to be a hygiene factor; 88.5% of the respondents who were married perceived career growth & opportunities to be a motivating factor, while only 58.1% of the respondents who were single perceived career growth & opportunities to be a motivating factor; only 53.3% of the respondents at entry level perceived career growth & opportunities to be a motivating factor, while 72.5% of the respondents at junior-level management perceived career growth & opportunities to be a motivating factor, and 75.0% of the respondents at middle-level management perceived career growth & opportunities to be a motivating factor.

It was found that 64.7% of the respondents perceived company location to be a motivating factor. Moreover, there was no significant difference in the perception of company location as a motivating/hygiene factor across age and management level groups. However, there were significant differences in the perception of company location as a motivating/hygiene factor between gender groups ($\chi^2 = 4.105$, $p = 0.043$), income groups ($\chi^2 = 3.936$, $p = 0.140$) and marital status groups ($\chi^2 = 3.934$, $p = 0.047$): 70.1% of the men respondents perceived company location to be a motivating factor, while 55.6% of the women respondents perceived company location to be a hygiene factor; 75.9% of the respondents with income more than Rs. 5 lakh p.a. perceived company location to be a motivating factor, while only 55.0% of the respondents with income less than Rs. 5 lakh p.a. perceived company location to be a motivating factor; 71.0% of the respondents who were single perceived company location to be a motivating factor, while 52.2% of the respondents who were married perceived company location to be a hygiene factor.

It was found that 64.4% of the respondents perceived organizational culture to be a motivating factor. Moreover, there was no significant difference in the perception of organizational culture as a motivating/hygiene factor across age, income, marital status, and management level groups. However, there was difference in the perception of

organizational culture as a motivating/hygiene factor between gender groups ($\chi^2 = 3.559$, $p = 0.059$): 83.3% of the women respondents perceived organizational culture to be a motivating factor, while only 59.4% of the men respondents perceived organizational culture to be a motivating factor.

It was found that 62.1% of the respondents perceived travel allowance to be a motivating factor. Moreover, there was no significant difference in the perception of travel allowance as a motivating/hygiene factor across income, marital status, and management level groups. However, there were significant differences in the perception of travel allowance as a motivating/hygiene factor between gender groups ($\chi^2 = 2.379$, $p = 0.123$) and between age groups ($\chi^2 = 7.735$, $p = 0.021$): 77.8% of the women respondents perceived travel allowance to be a motivating factor, while only 58.0% of the men respondents perceived travel allowance to be a motivating factor; 70.3% of the respondents who were more than 25 years of age perceived travel allowance to be a motivating factor, while 60.9% of the respondents who were less than 25 years of age perceived travel allowance to be a hygiene factor.

It was found that 60.5% of the respondents perceived sabbaticals to be a motivating factor. Moreover, there was no significant difference in the perception of sabbaticals as a motivating/hygiene factor across gender and income groups. However, there were significant differences in the perception of sabbaticals as a motivating/hygiene factor between age groups ($\chi^2 = 16.689$, $p = 0.000$), marital status groups ($\chi^2 = 2.923$, $p = 0.087$) and at different levels of management ($\chi^2 = 9.672$, $p = 0.008$): 72.4% of the respondents who were more than 25 years of age perceived sabbaticals to be a motivating factor, while 69.6% of the respondents who were less than 25 years of age perceived sabbaticals to be a hygiene factor; 76.2% of the respondents who were married perceived sabbaticals to be a motivating factor, while only 55.0% of the respondents who were single perceived sabbaticals to be a motivating factor; 75.7% of the respondents at junior-level management perceived sabbaticals to be a motivating factor, and 60.0% of the respondents at middle-level management perceived sabbaticals to be a motivating factor, while 63.0% of the respondents at entry level perceived sabbaticals to be a hygiene factor.

It was found that 55.7% of the respondents perceived recognition & awards to be a motivating factor. Moreover, there was no significant difference in the perception of recognition & awards as a motivating/hygiene factor across income and marital status groups. However, there were significant differences in the perception of recognition & awards as a motivating/hygiene factor between gender groups ($\chi^2 = 4.580$, $p = 0.032$), between age groups ($\chi^2 = 5.076$, $p = 0.079$), and

between the different levels of management ($\chi^2 = 11.741$, $p = 0.003$): 61.4% of the men respondents perceived recognition & awards to be a motivating factor, while 66.7% of the women respondents perceived recognition & awards to be a hygiene factor; 65.2% of the respondents who were less than 25 years of age perceived recognition & awards to be a motivating factor, while only 52.3% of the respondents who were more than 25 years of age perceived recognition & awards to be a motivating factor; 73.3% of the respondents at entry level perceived recognition & awards to be a motivating factor, and 68.8% of the respondents at middle-level management perceived recognition & awards to be a motivating factor, while 65.0% of the respondents at junior-level management perceived recognition & awards to be a hygiene factor.

It was found that 54.7% of the respondents perceived peer support to be a motivating factor. Moreover, there was no significant difference in the perception of peer support as a motivating/hygiene factor across age, income, marital status, and management level groups. However, there was a significant difference in the perception of peer support as a motivating/hygiene factor between gender groups ($\chi^2 = 4.913$, $p = 0.027$): 77.8% of the women respondents perceived peer support to be a motivating factor, while 51.5% of the men respondents perceived peer support to be a hygiene factor.

It was found that 53.5% of the respondents perceived fixed salary to be a motivating factor. Moreover, there was no significant difference in the perception of fixed salary as a motivating/hygiene factor across gender, income, marital status, and management level groups. However, there was a difference in the perception of fixed salary as a motivating/hygiene factor between age groups ($\chi^2 = 5.145$, $p = 0.076$): 69.6% of the respondents who were less than 25 years of age perceived fixed salary to be a motivating factor, while only 52.4% of the respondents who were more than 25 years of age perceived fixed salary to be a hygiene factor.

It was found that 56.3% of the respondents perceived working conditions to be a hygiene factor. Moreover, there was no significant difference in the perception of working conditions as a motivating/hygiene factor across income, marital status, and management level groups. However, there were significant differences in the perception of working conditions as a motivating/hygiene factor between gender groups ($\chi^2 = 7.517$, $p = 0.006$) and between age groups ($\chi^2 = 4.817$, $p = 0.090$): 63.8% of the men respondents perceived working conditions to be a hygiene factor, while 72.2% of the women respondents perceived working conditions to be a motivating factor; 65.2% of the respondents who were less than 25 years of age perceived working conditions to be a hygiene factor, while

53.1% of the respondents who were more than 25 years of age perceived working conditions to be a hygiene factor.

It was found that 57.0% of the respondents perceived role clarity to be a hygiene factor. Moreover, there was no significant difference in the perception of role clarity as a motivating/hygiene factor across gender, income, marital status, and management level groups. However, there was a significant difference in the perception of role clarity as a motivating/hygiene factor between age groups ($\chi^2 = 9.118$, $p = 0.010$): 78.3% of the respondents who were less than 25 years of age perceived role clarity to be a hygiene factor, while 50.8% of the respondents who were more than 25 years of age perceived role clarity to be a motivating factor.

Result and Discussion

The results of the study indicate that, for the IT industry, most of the factors, even many which would have been considered as extrinsic, are perceived to be motivating, that is, their presence would induce employees to remain with the organization, and very few of the factors are considered to be hygienic, that is, their absence would induce employees to leave the organization. Thus, retention/attrition does not seem to exhibit the motivation/hygiene dichotomy as sharply as satisfaction/dissatisfaction. Also, very few of the factors are hygienic, reflecting to some extent generally better working conditions in the IT industry.

In fact, it is the hygiene factors that require particular attention. The results of the study indicate that the hygiene factors are those of role clarity, working conditions, fixed salary, peer support, and recognition & awards. These by and large are consistent with Herzberg's (1959) original findings, except for recognition & awards. The results of the study indicate a shift from the original Herzberg theory, in that recognition & awards have become hygienic factors in the IT industry. On the other hand, relationship with superiors, which should have been a hygiene factor, was found to be strongly motivating. Another interesting insight that is identified is the importance of teams and team performance in the IT industry, both of which feature as strong motivators.

The present study suffers from some limitations. The sample size is relatively small, comprising only eighty-eight IT employees. Also, there was very high variation in the responses. To some extent the sample is homogeneous since most of the respondents were male, in the age group 25-30 years, and at the junior management level, so further research would be required to extend the results. Also, there is scope for more detailed research, considering more factors, and perhaps modeling the probability of leaving the organization.

References

1. Adhikari, A. (2009), "Factors Affecting Employee Attrition: A Multiple Regression Approach," *IUP Journal of Management Research*, May 2009.
2. Blum, M. L. and Naylor, J. C. (1984), *Industrial Psychology: Its theoretical and social foundations*. New Delhi: CBS publishers.
3. Dash, M, Singh, A., and Vivekanand (2008), "Motivation in the ITeS Industry: Dimensionality with respect to Hertzberg's theory," *ICFAI Journal of Organizational Behavior* 7(2).
4. Herzberg, F., Mausner, B., and Synderman, B. B. (1959), *The Motivation to Work*. New York: Wiley.
5. Kasmi, Z. (2011), "Employee Retention: Challenges for HR Practitioners," *CLEAR International Journal of Commerce and Management* 1(2).
6. Moorhead, G., and Griffin, R. W. (1998), *Organizational Behavior: Managing people and organizations* (5th ed.). Boston, MA: Houghton Mifflin.
7. Porter, L.W. and Steers, R.M. (1973), "Organizational, work, and personal factors in employee turnover and absenteeism," *Psychological Bulletin* 80(2).