IMPACT OF SUPERIOR SUPPORTIVENESS ON EMPLOYEE TURNOVER INTENTION IN IT INDUSTRY

Hene Kapuralalage Kasuni Uththara Gunasekera

(179110A)

Degree of Master of Business Administration in Information Technology

Department of Computer Science and Engineering

University of Moratuwa

Sri Lanka

May 2020

IMPACT OF SUPERIOR SUPPORTIVENESS ON EMPLOYEE TURNOVER INTENTION IN IT INDUSTRY

Hene Kapuralalage Kasuni Uththara Gunasekera

(179110A)

The dissertation was submitted to the Department of Computer Science and Engineering of the University of Moratuwa in partial fulfilment of the requirement for the Degree of Master of Business Administration in Information Technology.

Department of Computer Science and Engineering

University of Moratuwa

Sri Lanka

May 2020

DECLARATION

I declare that this is my own work and this thesis does not incorporate without acknowledgement any material previously submitted for a Degree or Diploma in any other University or institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text.

Also, I hereby grant to University of Moratuwa the non-exclusive right to reproduce and distribute my thesis/dissertation, in whole or in part in print, electronic or other medium. I retain the right to use this content in whole or part in future works (such as articles or books).

…………………………….   31/05/2020

H.K.Kasuni U. Gunasekera   Date

The above candidate has carried out research for the Masters thesis under my supervision.

....

Prof. Sanath Jayasena   Date

COPYRIGHT STATEMENT

I hereby grant the University of Moratuwa the right to archive and to make available my thesis or dissertation in whole or part in the University Libraries in all forms of media, subject to the provisions of the current copyright act of Sri Lanka. I retain all proprietary rights, such as patent rights. I also retain the right to use in future works (such as articles or books) all or part of this thesis or dissertation.

ABSTRACT

Information Technology (IT) has been a fast-growing industry in Sri Lanka. According to the 2013 ICT workforce survey by the Information and Communication Technology Agency (ICTA) of Sri Lanka, the ICT workforce has grown since 2003. According to them, this growth is expected to be resumed hereafter. ICT companies take the second-largest share of the ICT workforce (40.8%). Nevertheless, in spite of the significance of the industry and the occupation, it encounters numerous challenges when it comes to turnover intention. As per previous sources, 67% of employees left jobs and have the intention to leave their jobs because of the problems with their superior. According to them, superior support is a crucial factor for employees. Superiors need to take required measures to control those measures to thrive in the competitive business market. This research intends to assist the retention of IT professionals by recognizing the impact of superior support. This study will help the superiors of IT organizations to understand the impact and take necessary actions to minimize employee turnover.

The research uses a qualitative research methodology. The preliminary survey and online survey are used to identify the impact of superior support. All the main factors and sub-factors of superior support identified through the literature review were finalized from the preliminary survey. The results of the online survey helped to determine the impact of each main factor. Three hundred eighty (380) responses were received from different IT professionals. Superior's Emotional, Practical, Instrumental, and Companionship support are the main factors identified from the literature review. Also, several sub-factors were identified for each main factor and used for the questions in the online survey. Emotional support of superior is the main factor having a higher impact on employee turnover intention, as identified during the online survey. Employees with different genders, job roles, years of industry experience have different kinds of opinions on superior support factors. Based on the online survey results, several interviews were carried out with a number of superiors to get feedback for the survey findings. Most of the superiors are interested in providing Emotional and Practical support to their employees. Nevertheless, some superiors did not agree with a few sub-factors and had a different opinion. The agreeableness of superiors who participated in interviews was positive and aligned with results and analysis of the online survey.

This research conveys some valuable outcome that can be applied into the organizational operation by the superiors. By applying this, we anticipate better retention rates of IT professionals inside the organization together with the industry. The refined profession will therefore strengthen the accuracy of the product or project, resulting in higher client and customer fulfilment in addition to the pleasure and incentive of IT professionals.

ACKNOWLEDGMENT

I want to express my sincere appreciation to everyone who reinforced me in completing my successful research on "The Impact of Superior Supportiveness on Employee Turnover Intention in the IT Industry."

I want to convey my profound appreciation to my supervisor Prof. Sanath Jayasena for the continuous support given of my research for his motivation, patience, and vast comprehension. His advice helped me throughout the research and writing of this thesis.

Besides, I would like to thank my external supervisor, Mr. Damitha Jayasinghe, VP Operations, Codegen International (Pvt) Ltd. Also, my sincere thanks go to Dr. Dilum Bandara, former course coordinator of MBA in IT, for the insightful comments and encouragement given throughout the years. Also, I would like to thank Dr. Kutila Gunasekera, course coordinator of MBA in IT and Dr. Shehan Perera, head of the CSE department and all the faculty members in the CSE department at the University of Moratuwa.

I would also like to thank the IT professionals who were involved in filling out the preliminary and online surveys for this research project. Participating interviews and discussions of superiors, even with their tight schedules, is much appreciated. Without their passionate participation and input, the survey could not have been successfully conducted.

I thank my fellow batchmates for the encouraging conversations, and for all the fun we have had in the last two years. Moreover, I am grateful to 'Hashantha' for enlightening me on the first glance of research and who was always open-minded and supportive.

I must express my sincere respect to my parents 'Ajantha' and 'Amarasiri' and my sister 'Anuththara' for continuously supporting and encouraging over the years of study and for the process of researching and writing the thesis. This attempt would not have been achievable without them.

Finally, I would like to thank all the people who have helped me in numerous ways. Although their names are not introduced but played an essential role in bringing this research to success.

Thanks for all your encouragement!

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF ABBREVIATIONS

Abbreviation	Description
BPO	Business Process Outsourcing
GPTW	Great Place To Work
HR	Human Resource
ICT	Information and Communications Technology
IT	Information Technology
IOM	Institute Of Medicine
MBA	Master of Business Administration
QA	Quality Assurance
US	United States
UI or UX	User Interface or User Experience

1. INTRODUCTION

1.1. Background

Various factors of employee satisfaction have been discussed over the past years. However, how the superior supportiveness affects employee turnover intention and the impact of it has not been discussed yet in Information Technology (IT) organization context.

The superior-subordinate relationship has a significant impact on employee work life. The majority of employees rated respectful care of all employees at all levels as extremely important (Human Resource Management, 2015). Great Place to Work model has discussed creating a culture of respect as one of the critical areas in their survey. Respect is a characteristic of trust, whereas support is one of the ways of showing respect (greatplacetowork.lk, 2012). Therefore, the support an employee receives from any of his superiors will affect his work life in various ways. Superior supportiveness eases the association between employees' recognized guidance in the organization and their extents of creativity. When superiors recognized as being supportive of employee innovation, employees feel encouraged to use their guidance to follow up innovative business at work; meanwhile, superiors recognized as not being supportive impede them from executing the same (Janssen, 2005).

The organizational culture brings up to the reliance that have been lived in the organization for a long time, and the trust of the staff and anticipated value of work that will impact attitudes and behavior. Superiors usually alter their leadership behavior to achieve the mission of the organization, and this could effect the employees' job satisfaction (Yafang Tsai, 2011). It is, therefore, necessary to understand the impact of superior supportiveness on employees.

Identifying the impact of supportiveness from employers will help organizations to empower and make satisfaction among employees and reduce turnover. Therefore, the research will identify the impact of superior supportiveness for the turnover intention of IT professionals.

1.2. Motivation

As an IT professional who has worked in vigorous environments for few years, I have observed that employees in the IT industry deal with difficulties in their day-to-day work environment, and some of them have an intention to leave. Some already left because of the issues having with their superiors. The lack of superior support received for their work is one of the main reasons behind this. These problems have resulted in deficient products or projects, incompetence to meet deadlines, the disagreement between superiors and employees, low motivation among the workforce, and, most importantly, high employee turnover. Accordingly, if the superiors in an organization cannot reach the foreseen demand and projections of the customers, it may return on the business and the honor of the organization. Therefore, these problems need to be distributed deliberately by the superiors.

Also, The Great Place To Work (GPTW) survey conducted in our organization was one of the motivation factors for me to do this research. It is an employee experience manifesto built on research, demonstrated to help measure organizational culture, measure employee engagement, and handle relevant impact with business and people. Superior support is one of the critical areas they measure (Greatplacetowork.lk, 2012). Also, superior support has been considered as the number one factor in employee satisfaction surveys (EMPLOYEE JOB SATISFACTION AND ENGAGEMENT Revitalizing a Changing Workforce, 2015).

Furthermore, according to the past researches, there is no clear way of identifying the impact of superior supportiveness for employee turnover intention in the IT industry. Even though, they have shown the factors which affects superior supportiveness towards employee turnover, researches lack the finding of the impact of previously identified factors for superior supportiveness on employee turnover intention. The finding of most important superior support factor towards employee turnover intention is lacking from the past researches.

With the previous findings, I was motivated to find out the impact of superior supportiveness for the turnover intention of IT employees. It is believed that when the employee retention, employee happiness and the quality of work is increased; the value

additions to the products and services delivered will also expand. Therefore, I believe that such a research may aid superiors and IT organizations to recognize the main factors which employees expect and to take required obstructive and disciplinary actions to improve the retention of employees.

1.3. Problem Statement and Research Question

Even though various factors affecting employee turnover has been discussed, the impact of superior supportiveness for the employee turnover intention has not been discussed yet. There is no clear way of recognizing the most crucial factor of superior support, which affects employee turnover intention. While there are, many types of research have been done to identify the relationship between employee job satisfaction, turnover, and the reasons behind it; there is no proper mechanism to determine the employee's perspective of superior support in the organization.

My objective is to identify the impact of superior supportiveness on the turnover intention of IT software professionals. Therefore, I aim to address the following research question:

What is the impact of superior supportiveness, on the turnover intention of software professionals in the IT industry?

1.3.1. Research Objectives

- To identify the factors affecting superior supportiveness on employee turnover intention.
- To identify the impact on employee turnover intention, based on the factors identified.

1.3.2. Research Contribution

A survey needs to be carried out, targeting IT organization software professionals in order to achieve the objectives. Employees at different levels should be used as the participants of the survey to have accurate results. For example, software engineers, software quality assurances engineers, business analysts, technical writers, and team leads. Besides, it is necessary to target different generations.

Based on the data gathered, we can analyze, evaluate, and identify the main factors they face when having problems with turnover or turnover intention. The evaluation will help to measure the impact of superior supportiveness to IT employees. The resulting factors were analyzed and used as the data for a semi-structured interview questionnaire for superiors in the IT industry. The finalized factors can be used to resolve one of the biggest problems, which is employee turnover, which happens due to superior support at any IT organization in SriLanka.

The qualitative research method is used to implement the study by selecting a sample of IT professionals in the IT industry. Semi-structured questionnaires and interviews were used to collect the relevant information for this study. The preliminary survey, as well as an online survey, was conducted to identify the superior support factors and their impact on employee turnover intention. Interviews with the superiors were used to confirm the impact of identified factors as the concluding phase of this study.

The study has recognized the impact of the main superior factors for the turnover intention of IT employees. The key finding is as follows:

The main superior support factor which has the highest impact on the turnover intention of employees: Emotional Support

The associated Sub Factors are:

1. Encouragement

2. Admire and Recognition

3. Understanding

4. Caring

5. Concern

6. Confidence

As per the 2013 ICT Workforce Survey, 40.8% of the ICT workforce affiliated to the ICT organizations (SLICTA, 2013). Retention of IT employees and their happiness is crucial to achieving the organization's goals, product quality, as well as customer satisfaction. Therefore, I believe the successful application of the findings will be advantageous for IT organizations to reach the upcoming level in the IT industry.

1.3.3. Organization of Thesis

Chapter 2 introduces related work. Chapter 3 describes the research methodology for achieving research objectives. Chapter 4 discusses how data analysis is performed. Finally, chapter 5 presents conclusions, recommendations, and future work.

2. LITERATURE REVIEW

The main intention of this literature review is to find out the factors of superior supportiveness, which affects employee turnover intention in the IT industry.

Therefore, the literature review is divided into several subsections based on the sources I have encountered while referring to the previous thesis, articles, web pages, and blogs.

2.1. Superior supportiveness in the IT industry

Support occurs by helping people use their emotional and cognitive sources, engage in activities, and procure the necessary material resources to manage various situations (Koller & Dutra-Thomé, 2018).

According to a survey conducted in the US, employees rated respectful treatment of all employees at all levels very important in 2015 (Human Resource Management, 2015). After analyzing, they found it was around 67%. Also, they found that management support enables opportunities for employees to demonstrate talents and improve effective communication between them. What they identified was that less management support leads to a less productive workforce. Therefore, creating a workforce environment that balances these factors is a top priority.

The evaluation did by Spence and Heather supports the findings of the previous survey. They had an issue in shortages of nurses at a hospital (Spence and Heather, 2005). A study has been carried out to find a solution to the problem. The main problem was after a period of downsizing, and restructuring nurses felt a lack of respect from management staff. The management also had failed to communicate and address the concerns of their employees. Lack of respect in the workplace has caused many problems in organizations.

The research of Wee Chan Au and Pervaiz Ahmed collected data from Malaysian work adults. With a sample of 1051, they found that there is a significance impact from superior support for their employees' work-life enrichment. Findings also show that direction and strength of superiors has a clear effect on employees' work-life

experience. According to them, although superior support enhances work and life, its impact on the conflict between work and life is limited (Au & Ahmed, 2016).

Jeanne Sahadi states that respect as the number one job satisfaction for employees (Sahadi, 2015). According to the recent report by the Institute Of Medicine (IOM), Canada, creating and sustaining trust and respect through the organization has identified as a critically important activity (Spence and Heather, 2005). It also says that the perceived lack of trust and respect in the work environment negatively affects both the organization and the employees. After evaluating the root causes, they realized, creating, and sustaining trust throughout the organization is a critically important leader activity. Therefore, they conclude that creating a respectful work environment is an essential strategy for increasing employee retention.

2.2. Employee turnover intention in the IT industry

IT staff is critical for IT companies as their knowledge and experience is a very fast-changing technology nature (SharifHeravi et al., 2010). Turnover can be difficult for any industry, but especially for the IT industry because it loses empoyees who can cause both financial and non-financial problems.

Preservation of information technology (IT) professionals important for organizations given the problems in the search for IT talent (Ang & Slaughter, 2004). Fast innovation in information technology (IT), growing internet and web businesses, expansion of the information economy put problems for organizations to hire and retain qualified IT professionals (Standbridge & Autrey, 2001). Although growth in high technology has slowed, industry demand for qualified IT professionals remains secure and is projected to increase the future (ITAA, 2002).

Even though employees are satisfied with their salary, benefits, job security, and competency levels, they may not happy with the way their superiors are treating. It will be a significant problem for them to think about leaving their job or changing the workplace.

The main objective of this research is to contribute to this growing stream of turnover intention, which will help to minimize the risk of losing skilled employees in an organization.

2.3. The relationship between superior supportiveness and employee turnover intention

Yutaka Yonetani conducted a study on the effect of organizational family supportiveness on employee's turnover intention. However, based on their investigations, they could not find the effect of organizational family supportiveness on turnover and the effect of work-family conflict. In this case, they have not specified the relationship and the impact of superior supportiveness on their employee's turnover.

According to the employee retention and engagement statistics, 14% of HR leaders say lack of executive support is an additional obstacle to improving retention in 2017; 13% cite a lack of organizational vision (Kronos, 2017). Companies that support remote work have 25% lower employee turnover than companies that do not (Owl Labs, 2017). A supportive culture has employees that are more engaged and more likely to report feeling that their employer cares about them as a person, and their job is essential (Project: Time Off, 2017). 51% of employees who do not feel support from leaders plan to leave their job in the coming years; compared to those who have leadership support (American Psychological Association, 2016). More than half of the workers say their superiors do not give enough support (Mental Health America, 2017).

Ming Guo and some other researchers found that organizational support is a valuable psychosocial resource that can mitigate the negative behavior of individuals, but its buffering effect between job insecurity and safety indicators attracts little attention. The study was intended for high-speed rail drivers, which are vital for China's high-speed railway development (Guo et al., 2019). With the data collected from 470 high-speed railway drivers in China, organizational security support was defined as supervisory and peer security support.

According to the study conducted by Maertz, Griffeth, Campbell, and Allen, it confirms that low superior support leads to low organizational support as well as high employee turnover. In contrast, high superior support lowered turnover. Employees also develop general views concerning the degree to which superiors value their contributions and care about their well-being (Kottke & Sharafinski, 1988). Superior support has also been significantly related to important outcomes (Eisenberger et al., 2002; Van Yperen & Hagedoorn, 2003). Payne and Huffman (2005) found that, among army officers, mentoring support (68 percent from immediate superiors) had a significant effect on turnover. Moreover, they found that superior support has been negatively correlated with turnover behavior.

The study of Hussein and Asif is about the impact of organizational commitment and perceived organizational support on the turnover rate of Telecom employees in Pakistan (Hussein & Asif, 2012). The results showed that the intentions of employees in the field of telecommunications regarding staff turnover depended on organizational obligations and anticipated organizational support. Also, organizational commitment and perceived organizational support had a significant negative impact on staff turnover. It is specially made in the domain of Pakistan.

However, they have not investigated how employee turnover intentions impact each of the organizational support factors.

A study on the moderating effects of superior support on the relationship between work-family conflict and turnover intention was carried out by Lin Qiu. Their study examined superior support and turnover intention in a Chinese manufacturing company with a sample of 166 front-line employees. The results demonstrated that the intention of turnover had been negatively correlated with the support of the superior (Qiu, 2010).

The study of Meng Xiang-Ju focused on testing the various perceptual effects of organizational support and job satisfaction. The results show that job satisfaction and perceived organizational support significantly negatively associated with turnover intentions. Both works satisfaction and perceived organizational support significantly positively associated with staying (Xiang-ju, 2010). Through one survey of 206

employees from different geographical areas in China, this study investigated the relationship between perceived organizational support, job satisfaction, intention to leave, and intention to stay.

The exploratory analysis of Yue Sun and Weng indicated that perceived risk of employee turnover consists of 5 factors. One of them was the organizational support risk (Yue Sun & Weng, 2008).

Therefore, according to the literature, we can see that superior support plays a significant role when it comes to employee turnover.

2.4. Factors of superior supportiveness that affects employee turnover intention

Based on the literature sources, I found that four major factors will have to consider for finding the impact of superior supportiveness to employee turnover intention. I have described related literature under each factor. These factors are:

1. Emotional Support
2. Practical Support
3. Companionship Support
4. Instrumental Support

2.4.1. Emotional Support

Yafang Tsai has researched the relationship between organizational culture, leadership behavior, and job satisfaction. They also conclude the relationship between superior and subordinate matters for their employee job satisfaction and have a positive effect on employee retention. In communicating and promoting the organizational ethos to employees, their acknowledgment and acceptance of it can influence their work behavior and attitudes. When the interaction between the leadership and employees is good, the latter will make a more significant contribution to team communication and collaboration and will be encouraged to accomplish the mission and objectives assigned by the organization, thereby enhancing job satisfaction (Tsai, 2011).

Mazuin Rosman together with several other researches has discussed about the work-life imbalance of policewomen in Sarawak, Malaysia. As they have emphasized, policing is an extremely challengeable job for women thus it is needed to have work-life balance for them. According to the 110 women who responded to the survey questionnaire, emotion-based support from superior mediates the relationship between self-management and work-life balance (Rosman et al., 2020). Therefore, their suggestion is to provide the emotional support in order to assist policewomen to experience work life balance.

The study of Azharudeenand and Andrew focused on illustrating the relationship between emotional exhaustion and employee turnover intention in Perk Clothing Pvt Ltd, Sri Lanka. The study based on collected primary data through questionnaire from a sample of 50 employees. The main research results show that there is a significant positive relationship between emotional exhaustion and intention of turnover. The emotional exhaustion explains 92.5 the percentage variation in the intent of turnover. Besides, the intention of turnover was the most depends heavily on fatigue, frustration, work hard, stress, and the end of the rope while drained, used up, strain, and burned out were not identified as critical factors that make an effect on staff turnover intent much. Also, he concludes that disappointment is the most crucial factor in staff turnover intent (Azharudeen & Andrew, 2018).

Therefore, it is much clear that employees expect emotional support in their work life. Moreover, it should come from their superiors. The need for investigating emotional support has been revealed from their research.

From the research conducted by Jia and Shoham proves the relationship between superiors and employees can create a better workplace. They have used a sample of employees around 222 from a wide range of occupations for their research. The focused factors were the relationship between superiors' social support skills, employee communication motivators, and superior-subordinate relationship satisfaction. After analyzing the data and setting up several hypotheses, they conclude that superior's emotional, informative, and instrumental social support skills are

positively correlated with employee's communication motives of pleasure, affect, and relaxation.

The study of Michel et al. was about the impact of abusive co-worker treatment, as well as emotional and instrumental support on employee turnover in the hospitality industry for over six months. With a sample of 979 restaurant servers, they found that emotional support from employees was associated with lower turnover (Michel et al., 2018).

Sylvi Thun has discussed the impact of superiors' attitudes on organizational adjustment norms and attendance pressure norms with a few types of research. Through the superiors' views, it is possible to stimulate the desire to attend work despite ill health. Issues concerning perceived superiors' attitudes are of considerable interest to practitioners concerned with management issues (Thun et al., 2013).

According to the literature following sub-factors can be used to represent the emotional support of the superior. Those are; Confidence, Encouragement, Admire and Recognition, Understanding, Concern, and Caring.

2.4.2. Practical Support

As per Rahman and Zekeriya (2013), the employee development system affects the intent of turnover and assumes that each company must have a sound employee development system to reduce employee turnover. Another study by Eisenberger along with several other researchers (2001) and Foong-Ming (2008) showed that workers tend to have higher satisfaction, and the motivation is if the company has a system of employee development, and this reduces the intention of turnover. According to Al (2006), this system of employee development in the form of training or development opportunities will affect turnover intention. The absence of an employee development system hinders the growth of employees and creates staff turnover intention.

Great Place To Work (GPTW) is a survey that identifies best workplaces by distributing a survey among employees. According to their findings, respect falls under

the category of trust. They have discussed three dimensions; which respect can measure. Those are support, collaboration, and caring (greatplacetowork.lk, 2012). The identified characteristic is that one way of showing respect to employees is through practical support for their growth and development, appreciation, and recognition. For example, they have discussed how Google has set its workplace great by introducing new programs. They initiated a program to transfer and improve the knowledge of employees.

Moreover, that was a learning and development strategy called G2G (Googlers Teaching Googlers). Respect has considered a factor that requires organizations to be great. Nevertheless, the GPTW survey does not measure focusing on the relationship between superior and subordinate regarding respect.

The research of Chauhan and Patel is an exploratory study in nature. It is aimed at identifying the characteristics of the organization that IT sector employees consider when exiting their positions. The study shows that assessment, training, openness, and flexibility are essential characteristics that employees consider when leaving the organization (Chauhan & Patel, 2013).

Furthermore, according to the research of Sauer et al., based on expectations, psychological contracts, and employee turnover research, they predicted that subordinates were more likely to leave the organization if their manager was recognized for their work (Sauer et al., 2013).

For Practical support, several sub-factors can be used to represent. Those are; Advice, Suggestion and Information, Communication, Guidance and Support, Help

2.4.3. Companionship Support

Alfés together with several other researchers (2013) showed that the worker involved has a tendency intention of turnover. An employee with high engagement works as hard as possible and fills himself with the thought of work, so turnover intention becomes low. Another study by Vera, Rixardo J. (2001) showed that in many cases involving workers' effect on turnover intention. Similar studies have shown the same

result that employee involvement had a positive effect on staff turnover (Harter et al., 2002; Schaufeli & Bakker, 2004; De Lange et al., 2008).

Treating with courtesy is a desire among workers ("The Top 10", 2015). The relationship among superior's social support skills, employee's communication skills have examined by studies (Jia & Shoham, 2012).

However, the relationship of those factors to have respectful employee work-life has not pointed out clearly. Therefore, the benefit of conducting this research will be for superiors to identify the expectations of their subordinates.

The research from Janssen was about the impact of superior supportiveness on innovative employee behavior. He did a questionnaire among 170 employees of a Dutch company. One of the key findings was superior supportiveness moderates the relationship between employees' perceived influence in the workplace and their levels of innovative behavior. Supportive superiors lead employees to feel encouraged while non-supportive superiors discourage employees and do not support innovative activities (Janssen, 2005).

The study of Farid showed that the leaders who have transformational, empowered, and other positive characteristics have a positive effect on the effectiveness of employees' creativity. This study aims to confirm and clarify the influence of leadership on the creative potential of workers (Wajdi, 2018).

Motivate to participate in extra activities, Feel of proud, and Participation for social activities are essential factors that can be used to represent the main factor, Companionship support.

2.4.4. Instrumental Support

The research from Goparaju Sudhakar, Ayesha Farooq, and Sanghamitra Patnaik found top management support as one of the soft factors that influence software development team performance (Sudhakar et al., 2011).

The research of Türker observed a mediating effect of social support on the relationship between work life and turnover. The sample study includes retail,

logistics, service, education, and industries. An online survey is conducted among 261 employees through a random sampling method. They found out that there is a mediated effect of instrumental support on the relationship between work-life fulfillment and personal achievement. Also, to prevent employee turnover, organizations need to have a policy aimed at stabilizing the correspondence between work and personal life, with the support of managers and employees in the organization (Türker, 2017).

Turnover studies show that social support has both direct and mediating effects (Jenkins & Elliott, 2004; Schaufeli & Greenglass, 2001). As per Schaufeli and Greenglass (2001), employees who receive emotionally, informational, or instrumental social support feel less exhausted because they feel they have control.

Three sub-factors were identified to represent Instrumental support. Those are; Facilitate required resources, Assist financial and services, and Financial advice.

2.5. Impact of identified factors for employee turnover intention

When considering all the literary sources discussed, there is no proper way of identifying the impact of superior support on turnover intention. Almost all the previous research has identified whether there is a positive or negative correlation between superior support and employee turnover intention.

Therefore, there is an actual need for identifying the impact of the four main factors of superior support for employee turnover intention. The results can be used to improve the superior-subordinate relationship and reduce employee turnover intention caused by a lack of superior support.

Besides, the outcomes will be useful for any IT organization to identify the needs of employees and organization mistakes when managing employees.

2.6. Summary

Several studies have been carried out to determine the superior support factors affecting employee turnover. Researchers identified the significant factors of superior support.

However, none of them is considering the employees who have the intention to leave their jobs. This will act as a prevention action of any IT organization for employee turnover. We found four main superior support factors that affect the turnover intention of IT professionals through literature review. Those are;

1. Emotional support

2. Practical support

3. Companionship support

4. Instrumental support

Furthermore, 16 supporting sub-factors were identified, which represent the identified main factors. Those are;

- **Emotional support**
  - Encouragement
  - Admire and Recognition
  - Understanding
  - Caring
  - Concern
  - Confidence
- **Practical support**
  - Advice, Suggestion and Information
  - Communication
  - Guidance and Support
  - Help
- **Companionship support**

- o   Motivate to participate in extra activities

- o   Feel of proud

- o   Participation for social activities

- **Instrumental support**

    - o   Facilitate required resources

    - o   Assist financial and services

    - o   Financial advice

The definitions of each sub factor are as follows. Those were derived from the literature review and the inputs received from the preliminary survey. These definitions are used throughout the thesis.

Encouragement: The motivation received from superior to do or continue work of subordinate (Jia & Shoham, 2012).

Admire and Recognition: The appreciation received from superior for the work of subordinate (Tsai, 2011).

Understanding: Superior's awareness of feelings of the subordinate and tolerating them (Thun et al., 2013).

Caring: Kindness shown by superior towards their subordinate (Azharudeen & Andrew, 2018).

Concern: Superior taking the responsibility of their subordinates (Azharudeen & Andrew, 2018).

Confidence: Superior having the trustworthiness in the subordinate (Tsai, 2011).

Advice, Suggestion and Information: Superior providing ideas for the work of subordinate (Chauhan & Patel, 2013).

Communication: Superior presenting and reporting the required information to subordinates (Source: Preliminary Survey).

Guidance and Support: Superior providing the necessary direction for the work of subordinate (Eisenberger et al., 2001; Foong-Ming, 2008).

Help: Superior's assistance received during issues at work (greatplacetowork.lk, 2012).

Motivate to participate in extra activities: Influence of superior for their subordinate to take part in meetups, forums or trainings (Alfés et al., 2013).

Feel of proud: Superior makes their subordinate to feel satisfied about working under them (Jia & Shoham, 2012).

Participation for social activities: Superior motivates their subordinates to engage in activities which promotes team or organization reputation (Wajdi, 2018).

Facilitate required resources: Superior provide the required work materials for the subordinate to start or continue work (Sudhakar et al., 2011).

Assist financial and services: Superior accommodate the subordinate with company provided benefits. For example; Health Benefits, Insurance, Salary concerns (Türker, 2017).

Financial advice: Superior provides direction for the subordinate's economic matters (Jenkins & Elliott, 2004; Schaufeli & Greenglass, 2001).

Most of the research is focused mainly on identifying whether there is a positive or negative relationship between the four main factors with employee turnover. However, none of them is considering the impact of these factors on employee turnover intention and has not found the most crucial factor which employees expect from their superiors.

Therefore, we will be focusing on identifying the most crucial superior support factor for employees and focusing the employees who have the intention to leave their jobs as well as employees who already left.

3. RESEARCH METHODOLOGY

This chapter describes the procedure used for conducting surveys, interviews, and how the analysis carried out for the data collected during the survey. The research methodology is described in section 3.1. Section 3.2 describes the measurements and measures, and Section 3.3 describes the design of the sample. The methodology for data collection is explained in section 3.4.

3.1. Research Methodology

Figure 3.1 shows the research methodology used for the study. The research question was determined based on a literature review. Based on the literature review and the preliminary survey, a list of superior support factors that affect employee turnover was identified. 15 IT professionals were used to testing the clarity and validity of the preliminary questionnaire.

To confirm the identified factors and figure out new factors that were not seen from the literature review and analysis of the literature, a preliminary survey was conducted as a next step. The results of the preliminary survey were used to determine the list of factors and to finalize them. Based on these results, an online survey was created and distributed. Then the results of this survey were analyzed.

Semi-Structured interviews were conducted to find clarity and validity of the impact and ratings of factors based on the experience of the interviewed professionals. The results of the interviews were analyzed and then used to confirm the ratings of superior supportiveness for employee turnover intention as the result of this study.

The qualitative content analysis research methodology was used to analyze the results of the preliminary survey, online surveys, and interviews. The selected methodology helped identify essential aspects of the content and supporting arguments, as well as a clear and valid presentation of results.

```
┌─────────────────────┐
│  Research Problem   │
└─────────────────────┘
          │
          ▼
┌─────────────────────┐              ┌─────────────────────┐
│  Literature Review  │─────────────▶│ Identify Research Gap│
└─────────────────────┘              └─────────────────────┘
                                               │
                                               ▼
                              ┌──────────────────────────────┐
                              │ Build the survey questionnaire│
                              └──────────────────────────────┘
                                               │
                                               ▼
                              ┌──────────────────────┐
              ┌───────────────│  Preliminary Survey  │
              │               └──────────────────────┘
              ▼
┌─────────────────────────┐
│  Revised Questionnaire  │
└─────────────────────────┘
          │
          ▼
┌─────────────────────────┐
│  Conduct Online Survey  │
└─────────────────────────┘
          │
          ▼
┌─────────────────────────┐
│     Data Collection     │
└─────────────────────────┘
          │
          ▼
┌─────────────────────────┐
│      Data Analysis      │
└─────────────────────────┘
          │
          ▼
┌─────────────────────────┐
│       Conclusion        │
└─────────────────────────┘
```
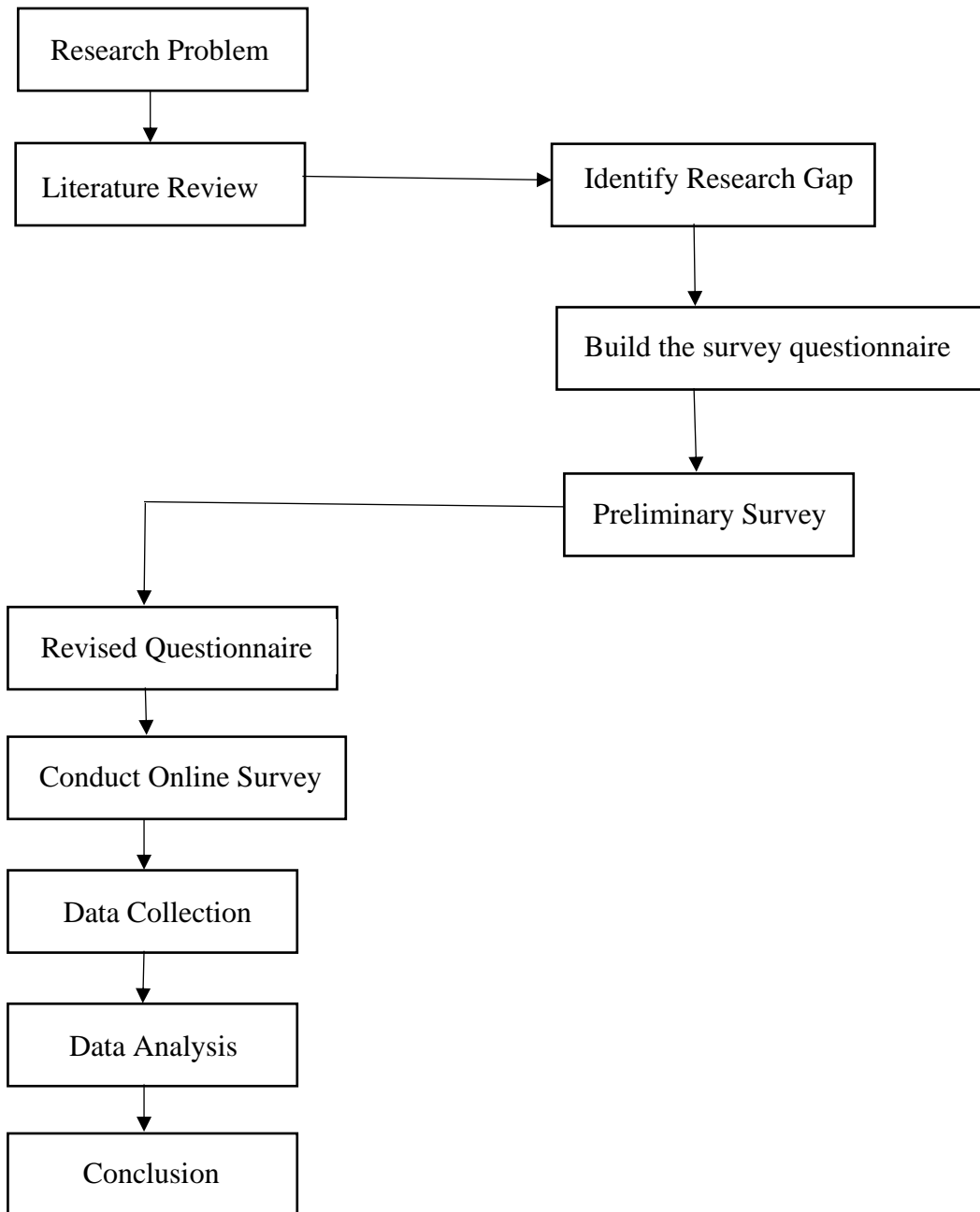
Figure 3. 1: The Research Methodology

3.2. Measurement and Measures

The preliminary survey was conducted with a limited audience to ensure the clarity and validity of questions that are used in the preliminary survey. It is used to identify significant factors that influence superior support for employee turnover intention.

The specific questions used in the survey are listed in Appendix A. As a result of the preliminary survey, 4 main factors and 16 subfactors were identified.

The identified factors were included in the online survey questionnaire (see Appendix B). The semi-structured questionnaire is used for both the preliminary and the final survey. Table 3.1 provides a comparison of significant factors. Each question in Tables 3.1 is designed to get a 5-point Likert scale from "Strongly agree" to "Strongly disagree".

Table 3. 1:Mapping of the questions to problems.

Factor	Scale	Measure	Question Number
Emotional Support			
Confidence	Likert	5-point scale	2.1
Concern	Likert	5-point scale	2.2
Encouragement	Likert	5-point scale	2.3
Caring	Likert	5-point scale	2.4
Understanding	Likert	5-point scale	2.5
Admire and Recognition	Likert	5-point scale	2.6
Practical Support			
Help	Likert	5-point scale	3.1
Advice, Suggestion and Information	Likert	5-point scale	3.2
Guidance and Support	Likert	5-point scale	3.3
Communication	Likert	5-point scale	3.4
Companionship Support			
Participation for social activities	Likert	5-point scale	4.1
Feel of proud	Likert	5-point scale	4.2
Motivate to participate in extra activities	Likert	5-point scale	4.3
Instrumental Support			
Financial advice	Likert	5-point scale	5.1
Facilitate required resources	Likert	5-point scale	5.2
Assist financial and services	Likert	5-point scale	5.3

The results of the final survey were then used to determine significant factors that influence the superior support for employee turnover intentions. These results were then further discussed with ten industry experts in the form of semi-structured interviews (see Appendix C). These interviews were useful for further clarifying and interpreting the results.

3.3. Sampling Design

3.3.1. Population

This study is conducted for IT professionals in Sri Lanka. According to the IT workforce survey conducted by the Information and Communication Technology Agency of Sri Lanka (SLICTA) in November 2013, the total number of IT staff projected for 2014 was 82,854 (SLICTA, 2013). Out of this, 40.8% of specialists were ICT companies, 47.1% were in the private sector, non-ICT, 7.8% were in government organizations, and 4.2% were in BPO companies.

Since we are interested in IT professionals, only ICT companies are included in the study. Consequently, the specific population for the study is 33,918 as shown under the ICT category for the year 2014 in the Figure 3.2.

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
ICT	7625	9648	11759	14268	15179	15871	17827	21914	24434	26615	30661	33918
Non-ICT	6449	8859	11564	13870	16305	19762	20912	23008	26068	31890	35405	37921
Govt.	1512	1772	1877	1982	2218	2242	2405	3019	3744	5576	5896	6990
BPO						1201	1677	1902	2280	2437	3145	4024
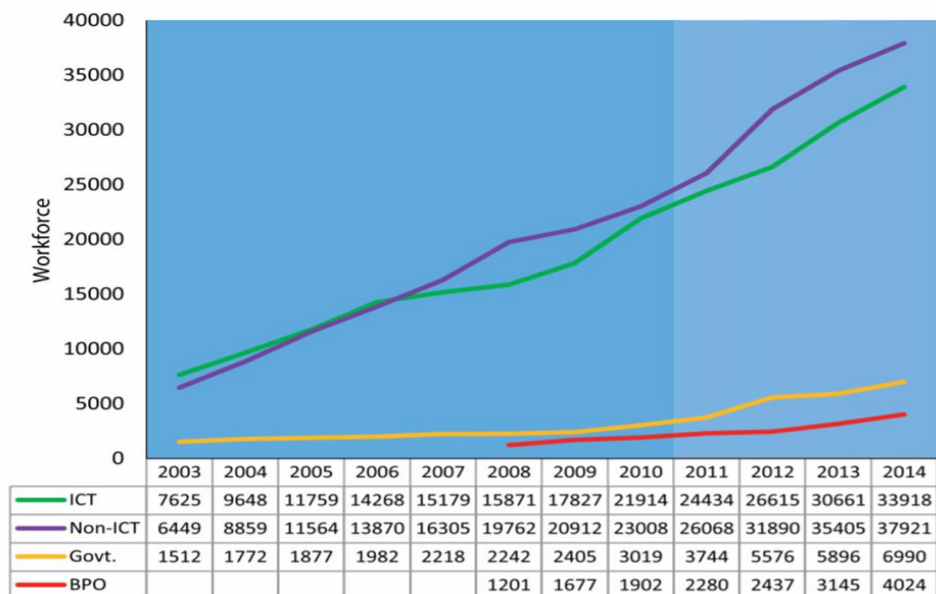
Figure 3. 2: Growth of ICT workforce by sub-sectors (SLICTA, 2013)

3.3.2. Sampling Method

Initially, 15 IT professionals were used to test the clarity and validity of the preliminary questionnaire associated with the final survey. After testing the questionnaire, the final online survey was provided to a random sample of IT professionals selected from different software development companies. Although invitations to take part in the survey were sent by e-mail to well-known IT professionals, these people were also invited to share the survey with their colleagues.

The sample size was chosen to achieve a confidence level of 95% and a 5% margin of error. Based on this value, a population of 33,918 people requires 380 samples. Hence the final online survey was distributed among IT professionals and 380 valid replies were received.

4. DATA ANALYSIS

This chapter analyzes data collected through the online survey questionnaire and interviews. Preliminary survey results were used to determine the list of superior support factors that affect employee turnover intention. The online survey questionnaire results were used to identify the impact of each superior support factor identified and finalized during the literature review and preliminary survey. At the same time, the online survey results were used to analyze the sequence of superior support factors that affects employee turnover intention according to the views of the survey participants. Semi-structured interviews were analyzed separately to identify any deviations of the identified sequence of factors.

Section 4.1 describes the distribution of data for preliminary and online surveys. Section 4.2 summarizes the results of the online survey on the identified superior support factors.

4.1. Reliability Analysis

This research uses the qualitative content analysis method. Hence the semi-structured preliminary survey is used to get an objective opinion on how to facilitate understanding of questions, avoid bias or suggestive questions, and avoid any ambiguity. This is more related to the overall "trustworthiness" of the study (Elo, et al., 2014).

The online survey is used as a method to approach the target audience easily. The online survey was a semi-structured questionnaire. The reliability of a qualitative content research depends on a proper data collection and strong analysis of the results (Golafshani, 2003). The results were analyzed in different perspectives (ex: gender wise, job role wise and industry experience wise) in order to get accurate outcome. After gathering the final online survey results, several interviews were conducted with superiors to validate the research outcome. Therefore, the results from interview validates the reliability of the study.

4.2. Data Distribution

4.2.1. Preliminary Survey Results

As mentioned previously, a preliminary survey was conducted to identify the list of superior support factors that affects employee turnover intention. Fifteen participants were selected for the preliminary survey. Participants in this survey was classified into four different departments in a typical organization. Table 4.1 shows the distribution of survey participants among selected departments. The participants in this survey were divided into various types of job roles. According to the responses received, it could be divided into nine job roles. Most of the survey participants were software engineers (see Table 4.2). As can be seen from table 4.3, participants were further divided into categories by gender. Most of the participants were females.

Table 4. 1: Department distribution - preliminary survey.

Department	Responses	Percentage
IT	11	73%
Human Resources	2	13%
Accounting	1	7%
Sales	1	7%
Total	**15**	**100%**

Table 4. 2: Job role distribution - preliminary survey.

Job role	Responses	Percentage
Senior test automation engineer	1	7%
Software Engineer	5	33%
Quality Assurance Engineer	3	20%
HR Admin	1	7%
Admin accounts	1	7%
Administrator	1	7%
Business Analyst	1	7%
Sales Assistant	1	7%
Intern	1	7%
Total	**15**	**100%**

Table 4. 3: Gender distribution - preliminary survey.

Gender	Responses	Percentage
Male	6	40%
Female	9	60%
Total	**15**	**100%**

The preliminary questionnaire included open-ended questions for validation and identification of the superior support factors that influence the intention of employee turnover. Based on participants' comments and a literature review, 4 key support factors and 16 sub-factors were identified. Table 4.4 summarizes those support factors. Table 4.5 illustrates the sub-factors identified. Also, the questionnaire had another open-ended question to find out if the participants had any other ideas regarding the factors. Some of the participants responded with their opinions. However, no additional factors were found in the answers to this question. The responses received are listed in table 4.6. These identified vital factors and sub-factors were used as input for the online survey questionnaire.

Table 4. 4: Superior support factors for employee turnover intention – Main factors

Main factors
Emotional support
Practical support
Companionship support
Instrumental support

Table 4. 5: Superior support factors for employee turnover intention – Sub-factors

Main factors	Sub-factors
Emotional support	Confidence
	Concern
	Encouragement
	Caring
	Understanding
	Admire and recognition
Practical support	Help
	Advice, Suggestion and Information
	Communication
	Guidance and Support
Companionship support	Participation for social activities
	Feel of proud
	Motivate to participate in extra activities
Instrumental support	Financial advice
	Facilitate required resources
	Assist financial and services

Table 4. 6: Superior support factors and responses received

Factor	Participants' responses
Emotional support	"Recognition and exposure"
Emotional support Practical support	"Superior should be a leader to subordinates"
Practical support	"Provide proper feedback and guidance"
Practical support	"Having a good communication between superior and subordinate"
Emotional support	"Understanding, attitude and support"
Emotional support	"Appreciation ideas and communication decisions"
Emotional support	"Having a good understanding about subordinate"
Emotional support	"Encouragement for subordinate's work"
Emotional support	"Guide, set achievable goals, understanding about the process"
Emotional support	"Having a good confidence about subordinate's work"
Emotional support	"Superior support should be received to a certain level"

4.2.2. Online Survey Results

The online survey was conducted to confirm the two main objectives of this study, which are discussed in section 1.3. We limit the analysis to determine the following:

• To identify the factors affecting superior supportiveness on employee turnover intention.

• To identify the impact on employee turnover intention, based on the factors identified.

A total of 380 responses were received. The analysis in the latter part shows the values for the survey.

Participants were categorized into three different levels according to their industry experience. Table 4.7 depicts the distribution of the survey participants based on their industry experience. More than 50% of the participants had 1-5 years of work experience in the industry. The participant's distribution according to the job role is depicted in Table 4.8. They were categorized into five different types of job roles. The roles are leads, managers and executives, software engineer, quality assurance engineer, intern and other.

The survey respondents were from various job roles. Hence, I have categorized them into one of the previously mentioned five categories based on their job role. The categorization is as follows.

Leads, Managers and Executives – Team Lead, Technical Lead, Project Manager, HR Executive, IT Executive, Executive Oracle Application, Administrator, Talent Acquisition, Lead UI or UX Engineer, Head of Delivery, Recruitment Manager, Channel Sales Manager, Senior Executive, Director, Head of HR, Sales Executive

Software Engineer - Software Engineer, DevOps Engineer, Systems Engineer, Network and System engineer, Web Developer, Escalations Engineer, Full Stack Developer, Engineer Network and Security, Senior Software Engineer, Technical Support Engineer, Integration Support Engineer, Support Engineer, Software Architect

Quality Assurance Engineer - Quality Assurance Engineer, Automation Engineer

Intern – Intern

All the job roles which does not fall either for the "Leads, Managers and Executives, Software Engineer, Quality Assurance Engineer and Intern" categories are considered for the category type "Other".

Other – Brand Marketing Sales Consultant, Auditor, Technical Consultant, Consultant, Teacher, National security, Telecommunication, Accountant, Sales assistant, Assistant operator, HR Assistant, Technical Writer, Business Analyst, Product designer

The majority of the respondents were Software Engineers, whereas the next most response count is from Leads, Managers and Executive levels. Participants were also categorized on a gender basis. Survey participants were determined by gender to ensure that both categories are equal opportunity to participate in the questionnaire. Table 4.9 depicts the distribution of the survey participants among the selected gender categories.

Table 4. 7: Distribution of the responses based on industry experience

Range of experience	Responses	Percentage
Less than 1 year	42	11%
1-5 years	236	62%
More than 5 years	102	27%
Total	**380**	**100%**

Table 4. 8: Distribution of the responses based on job role

Job Role	Responses	Percentage
Leads, Managers and Executives	105	28%
Software Engineer	144	38%
Quality Assurance Engineer	54	14%
Intern	28	7%
Other	49	13%
Total	**380**	**100%**

Table 4. 9: Distribution of the responses based on gender

Gender	Responses	Percentage
Male	218	57%
Female	162	43%
Total	**380**	**100%**

Next, we analyze the sub-factors of each main factor. Following two approaches were used to identify the impact of sub-factors which affects employee turnover intention:

• Percentage scale

• Weighted scale

In the percentage-based approach, both "Strongly Agreed" and "Agreed" were considered as "Agreed" similarly; "Strongly Disagree" and "Disagree" were considered as "Disagree". "Neutral" responses were considered as "Neutral" Figure 4.1 shows the results.

The figure 4.1 is used to identify the impact of subfactors on employee turnover intention. As per them, all the sub-factors related to Emotional support have been recorded more than 60% of agreeableness and less than 20% of disagree. Sub factors related to Practical support shows mixed agreeableness percentages. For the subfactor 'Help' it shows more than 35% of agreeableness with 25% of disagreeing whereas, for

other sub-factors, it shows more than 60% of agreeableness and less than 15% of disagree. Sub factors of Companionship support show more than 65% of agreeableness with less than 15% of disagree. More than 60% of agreeableness shows for the sub-factors of Instrumental support.
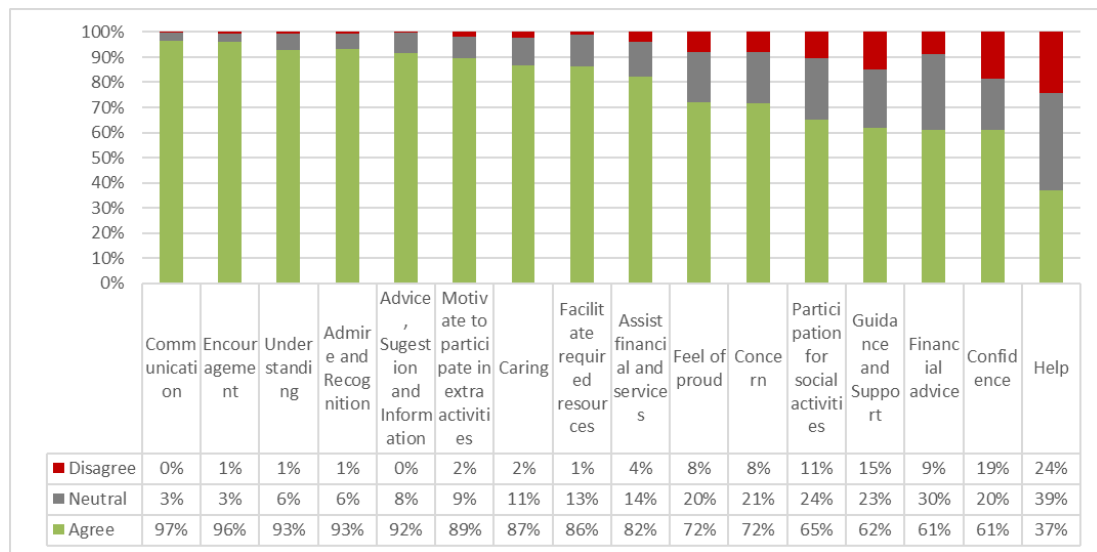
Figure 4. 1: Percentage-wise analysis of subfactors

In the weighted scoring approach, weights are assigned for each value of the Likert's scale as follows:

• Strongly Agreed – 5

• Agreed – 4

• Neutral– 3

• Disagree – 2

• Strongly Disagree – 1

Figure 4.2 shows the weighted results. This approach also shows results similar to the identified subfactor pattern using the percentage scale method. The latter part of the study 'Strongly Agreed' and 'Agree' was considered as 'Agree'. Also, 'Strongly Disagree' and 'Disagree' were considered as 'Disagree' for the convenience of analysis. The 'Neutral' rates were kept as it is. This applies from Figure 4.3 onwards.
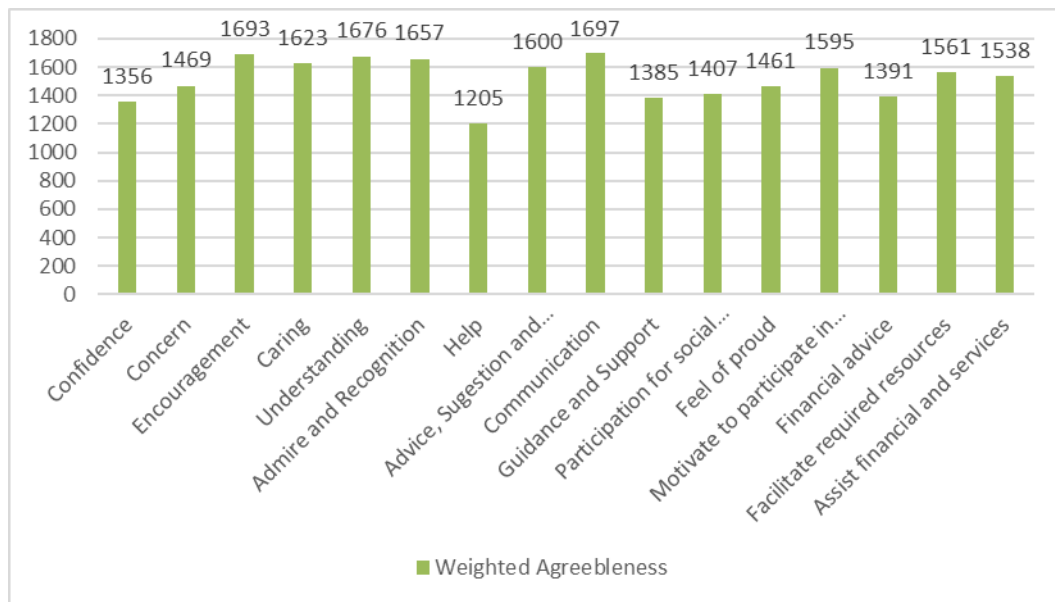
Figure 4. 2: Weighted score analysis on subfactors.

4.2.2.1 Analysis based on Gender

As seen in Figure 4.3, the impact of sub-factors identified by Males and the overall impact is similar to a few discrepancies. Even though the positions and agreeableness count towards the sub-factors are different, the impact order of the main factors remained the same in both analyses.

Table 4.10 shows the stack ranking of sub-factors for the Male category. The rankings were derived according to the agree counts received for each subfactor. The subfactor which has the highest agreeableness count is marked as the first in the ranking order, whereas the lowest agreeableness count is marked as the last in the ranking order. This raking mechanism is used in **Tables 4.10, 4.11, 4.12, 4.13, 4.14, 4.15, 4.16, 4.17, 4.18 and 4.19**.

Figure 4. 3: Subfactor distribution – Male category

Table 4. 10: Ranking of subfactors for Male category.

Sub factors	Rank
Confidence	15
Concern	11
Encouragement	2
Caring	5
Understanding	3
Admire and Recognition	4
Help	16
Advice, Sugestion and Information	7
Communication	1
Guidance and Support	14
Participation for social activities	13
Feel of proud	10
Motivate to participate in extra activities	6
Financial advice	12
Facilitate required resources	8
Assist financial and services	9

Female distribution has few inconsistencies compared to Male distribution and ranking. Even though the positions and agreeableness count towards the sub-factors are different, the ranking of main factors remained the same for overall and Female distributions. Figure 4.4 showing the distribution of subfactors for the Female category. Table 4.11 shows the stack ranking for Females.
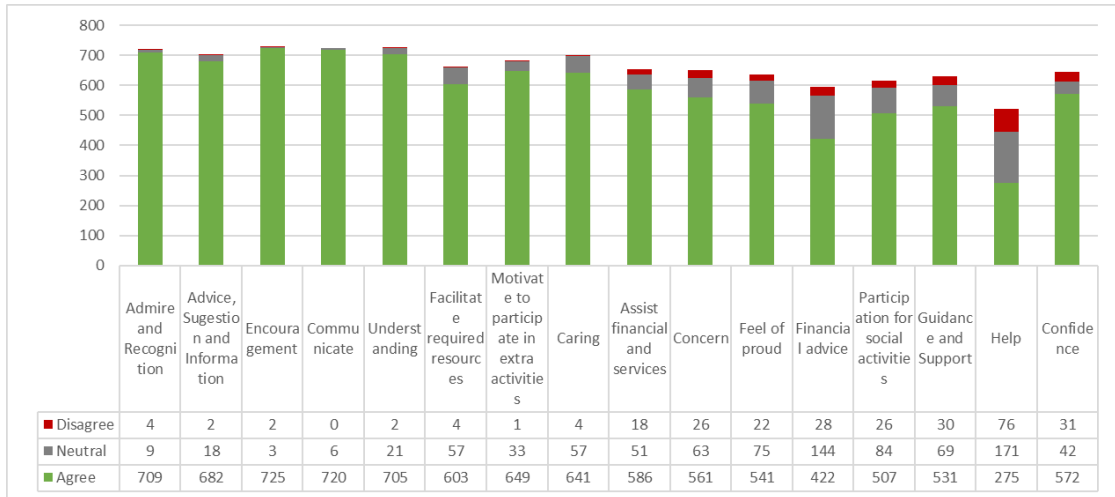
Figure 4. 4: Subfactor distribution - Female category.

Table 4. 11: Ranking of sub-factors for the Female category.

Sub factors	Rank
Confidence	10
Concern	11
Encouragement	1
Caring	7
Understanding	4
Admire and Recognition	3
Help	16
Advice, Sugestion and Information	5
Communication	2
Guidance and Support	13
Participation for social activities	14
Feel of proud	12
Motivate to participate in extra activities	6
Financial advice	15
Facilitate required resources	8
Assist financial and services	9

When analyzing both Table 4.10 and 4.11, the order of main factors remains the same, and only the order of subfactors goes changed. Hence, this study has proven that both Male and Female categories agreed to the identified order of main factors.

4.2.2.2 Analysis Based on Industry Experience

When analyzing the Less than 1-year industry experience distribution, main factor rankings are similar to the general distribution identified. Even the positions and agreeableness count towards the sub-factors are different; the main factor remained the same for Less than 1-year distribution. Figure 4.5 shows the distribution of subfactors for Less than 1-year category. Table 4.12 depicts the stack rankings for the Less than 1-year industry experience category.

	Admire and Recogni tion	Advice, Sugestio n and Informa tion	Encoura gement	Commu nication	Underst anding	Facilitat e require d resourc es	Motivat e to particip ate in extra activitie s	Caring	Assist financial and services	Concern	Feel of proud	Financia l advice	Particip ation for social activitie s	Guidanc e and Support	Help	Confide nce
■ Disagree	0	0	0	0	0	0	0	0	4	2	5	4	3	9	23	8
■ Neutral	12	9	3	12	9	24	9	6	24	9	3	30	21	36	36	27
■ Agree	178	171	190	175	179	148	176	184	139	172	171	131	146	111	80	130

Figure 4. 5: Subfactor distribution - Less than 1-year industry experience category.

Table 4. 12: Ranking of subfactors for Less than 1-year industry experience category.

Sub factors	Rank
Confidence	14
Concern	7
Encouragement	1
Caring	2
Understanding	3
Admire and Recognition	4
Help	16
Advice, Sugestion and Information	8
Communication	6
Guidance and Support	15
Participation for social activities	11
Feel of proud	9
Motivate to participate in extra activities	5
Financial advice	12
Facilitate required resources	10
Assist financial and services	13

When analyzing the 1-5 years of industry experience distribution, the main factors are similar to the general distribution identified. Even the positions and agreeableness count towards the sub-factors are different; the main factors remained the same for industry experience 1-5 years distribution. Figure 4.6 shows the distribution of subfactors for industry experience 1-5 years category. Table 4.13 depicts the stack rankings for the industry experience 1-5 years category.
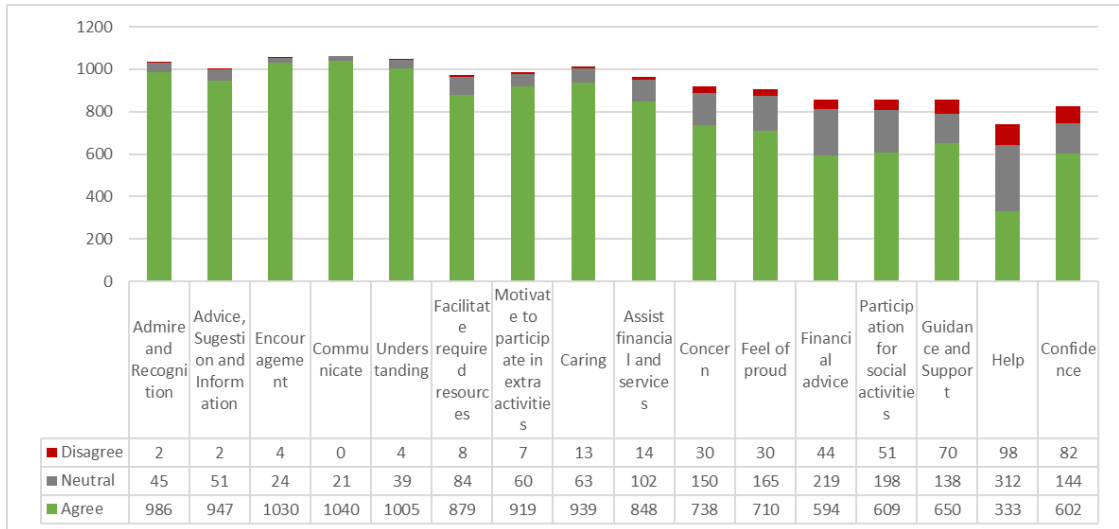
Figure 4. 6: Subfactor distribution - 1-5 years industry experience category.

Table 4. 13: Ranking of subfactors for less than 1-5 years industry experience category.

Sub factors	Rank
Confidence	14
Concern	10
Encouragement	2
Caring	6
Understanding	3
Admire and Recognition	4
Help	16
Advice, Sugestion and Information	5
Communication	1
Guidance and Support	12
Participation for social activities	13
Feel of proud	11
Motivate to participate in extra activities	7
Financial advice	15
Facilitate required resources	8
Assist financial and services	9

When analyzing More than 5 years of industry experience distribution, the main factors are similar to the general distribution identified. Even though the positions and agreeableness count towards the sub-factors are different, the main factor order remained the same for More than 5 years of industry experience distribution. Figure

4.7 shows the distribution of subfactors for More than 5 years of industry experience category. Table 4.13 depicts the stack rankings for More than 5 years of industry experience category.

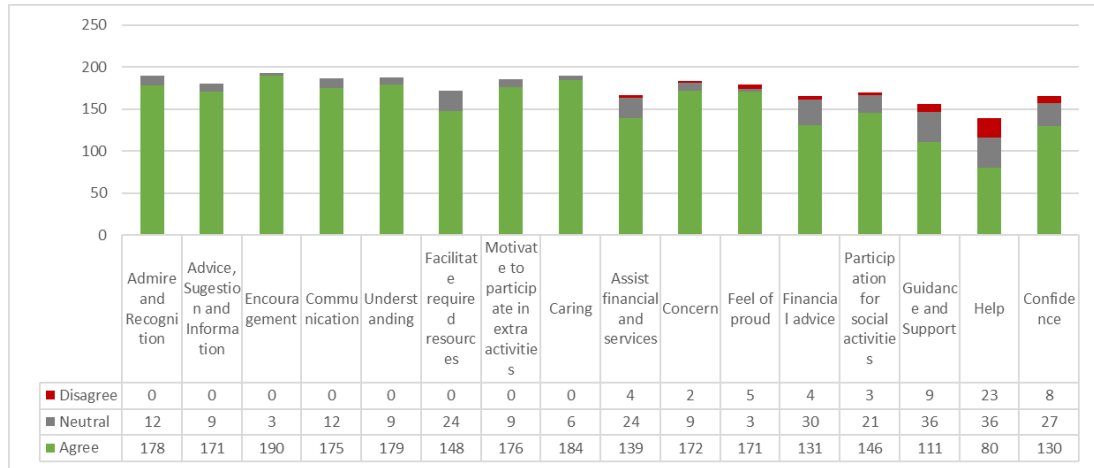|	Admire and Recognition	Advice, Sugestion and Information	Encouragement	Communication	Understanding	Facilitate required resources	Motivate to participate in extra activities	Caring	Assist financial and services	Concern	Feel of proud	Financial advice	Participation for social activities	Guidance and Support	Help	Confidence
Disagree	2	0	0	2	2	0	5	2	12	28	20	14	23	22	52	32
Neutral	12	33	12	3	24	36	30	57	30	75	63	96	57	93	96	60
Agree	420	387	430	444	414	382	389	359	365	265	294	259	299	256	175	271

Figure 4. 7: Subfactor distribution - More than 5 years of industry experience category.

Table 4. 14: Ranking of subfactors for More than 5 years of industry experience category

Sub factors	Rank
Confidence	12
Concern	13
Encouragement	2
Caring	9
Understanding	4
Admire and Recognition	3
Help	16
Advice, Sugestion and Information	6
Communication	1
Guidance and Support	15
Participation for social activities	10
Feel of proud	11
Motivate to participate in extra activities	5
Financial advice	14
Facilitate required resources	7
Assist financial and services	8

When analyzing Table 4.12, 4.13, and 4.14, the main factors remain the same, and only the subfactor order goes changed. Hence, this study has proven that all the employees with different industry experience levels agreed to the identified order of main factors.

4.2.2.3 Analysis Based on Job Role

When analyzing the Lead role distribution, the main factors are similar to the general distribution identified. All the job roles who are performing Lead roles are taken into this category. Considered job roles are; Team Lead, Technical Lead, Project Management, Executives (HR, IT), Administrator, Talent Acquisition, Lead UI/UX Engineer, Head of delivery, Recruitment Manager, Channel Sales Manager, Director, and Head of HR. Even though the positions and agreeableness count towards the challenges are different, the main factor order remained the same for Lead role distribution. Figure 4.8 shows the distribution of subfactors for the Lead role category. Table 4.15 depicts the stack rankings for the Lead role category.
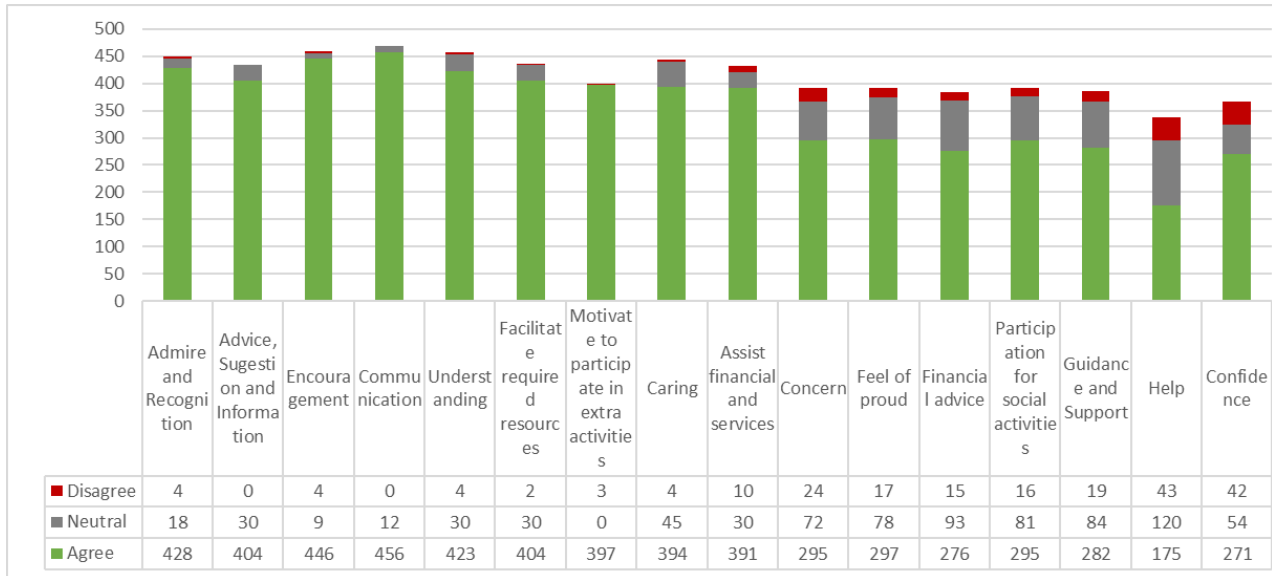
Figure 4. 8: Subfactor distribution - Lead category.

Table 4. 15: Ranking of subfactors for the Lead category.

Sub factors	Rank
Confidence	15
Concern	12
Encouragement	2
Caring	8
Understanding	4
Admire and Recognition	3
Help	16
Advice, Sugestion and Information	5
Communication	1
Guidance and Support	13
Participation for social activities	11
Feel of proud	10
Motivate to participate in extra activities	7
Financial advice	14
Facilitate required resources	6
Assist financial and services	9

When analyzing the Software Engineer distribution, the main factors are similar to the general distribution identified. The following job roles are considered under the Software Engineer category. Those are; Software Engineer, DevOps Engineer, Systems Engineer, Network Engineer, Web Engineer, Escalations Engineer, Full-stack Engineer, Technical support Engineer, Integration support Engineer, Support

Engineer, and Software Architect. Even though the positions and agreeableness count towards the sub-factors are different, the main factor order remained the same for the Software Engineer distribution. Figure 4.9 shows the distribution of subfactors for the Software Engineer category. Table 4.16 depicts the stack rankings for the Software Engineer category.

	Admire and Recognition	Advice, Sugestion and Information	Encouragement	Communication	Understanding	Facilitate required resources	Motivate to participate in extra activities	Caring	Assist financial and services	Concern	Feel of proud	Financial advice	Participation for social activities	Guidance and Support	Help	Confidence
Disagree	0	0	0	2	0	4	2	3	4	22	25	31	37	46	72	56
Neutral	33	42	27	12	27	57	39	42	78	99	96	123	123	135	180	132
Agree	591	561	609	626	607	531	571	572	507	427	423	372	360	325	188	282

Figure 4. 9: Subfactor distribution - Software Engineer category.

Table 4. 16: Ranking of subfactors for the Software Engineer category.

Sub factors	Rank
Confidence	15
Concern	10
Encouragement	2
Caring	5
Understanding	3
Admire and Recognition	4
Help	16
Advice, Sugestion and Information	7
Communication	1
Guidance and Support	14
Participation for social activities	13
Feel of proud	11
Motivate to participate in extra activities	6
Financial advice	12
Facilitate required resources	8
Assist financial and services	9

When analyzing the distribution of the Software Quality Assurance Engineer, the main factors are similar to the general distribution identified. The following job roles are considered under the Software Quality Assurance Engineer category. Quality Assurance Engineer and Automation Engineer. Even though the positions and agreeableness count towards the sub-factors are different, the main factor order remained the same for the Software Quality Assurance Engineer distribution. Figure 4.10 shows the distribution of subfactors for the Software Quality Assurance Engineer category. Table 4.17 depicts the stack rankings for the Software Quality Assurance Engineer category.

	Admire and Recognition	Advice, Sugestion and Information	Encouragement	Communication	Understanding	Facilitate required resources	Motivate to participate in extra activities	Caring	Assist financial and services	Concern	Feel of proud	Financial advice	Participation for social activities	Guidance and Support	Help	Confidence
Disagree	0	0	0	0	0	2	4	2	8	2	4	16	9	10	20	9
Neutral	9	9	0	0	9	24	9	21	15	33	36	45	27	15	51	15
Agree	224	221	248	241	230	187	212	209	186	183	169	126	165	183	112	192

Figure 4. 10: Subfactor distribution - Software Quality Assurance Engineer category.

Table 4. 17: Ranking of subfactors for the Software Quality Assurance Engineer category.

Sub factors	Rank
Confidence	8
Concern	11
Encouragement	1
Caring	7
Understanding	3
Admire and Recognition	4
Help	16
Advice, Sugestion and Information	5
Communication	2
Guidance and Support	12
Participation for social activities	14
Feel of proud	13
Motivate to participate in extra activities	6
Financial advice	15
Facilitate required resources	9
Assist financial and services	10

When analyzing the Intern distribution, the main factors are similar to the general distribution identified. Even though the positions and agreeableness count towards the sub-factors are different, the main factor order remained the same for the Intern distribution. Figure 4.11 shows the distribution of subfactors for the Intern category. Table 4.18 depicts the stack rankings for the Intern category.

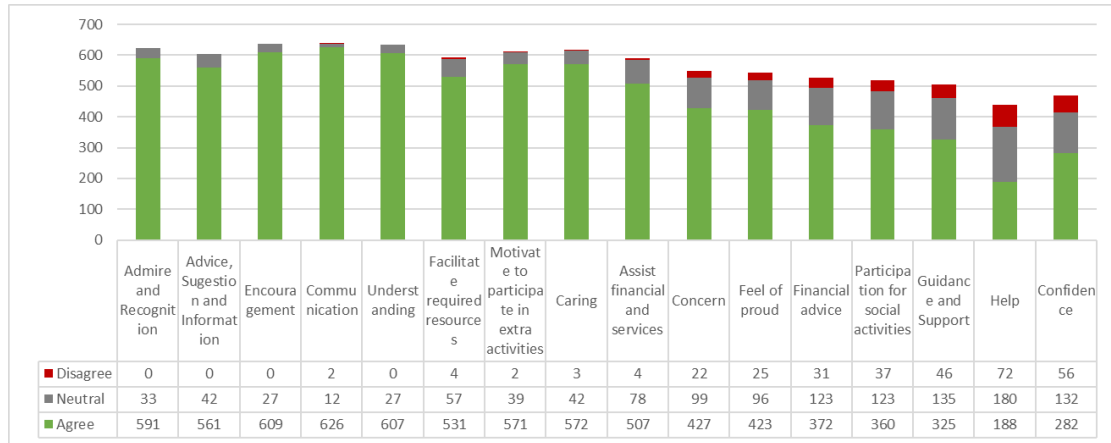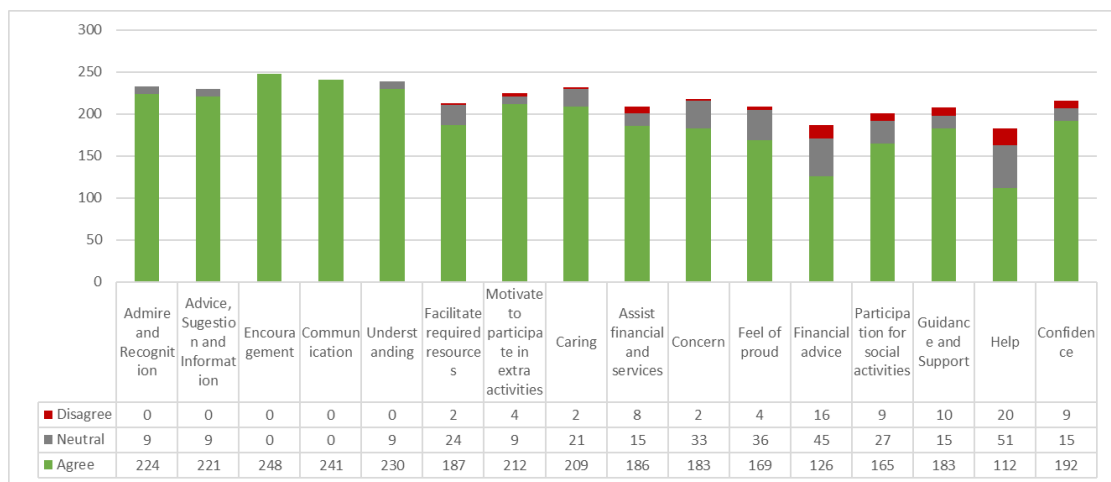|	Admire and Recognition	Advice, Sugestion and Information	Encouragement	Communication	Understanding	Facilitate required resources	Motivate to participate in extra activities	Caring	Assist financial and services	Concern	Feel of proud	Financial advice	Participation for social activities	Guidance and Support	Help	Confidence
Disagree	0	2	0	0	2	0	1	0	4	0	0	0	1	9	19	2
Neutral	6	3	0	6	0	12	6	6	15	6	3	27	12	15	33	15
Agree	122	114	128	121	123	103	110	119	91	117	119	81	98	79	32	99

Figure 4. 11: Subfactor distribution - Intern category.

Table 4. 18: Ranking of subfactors for the Intern category.

Sub factors	Rank
Confidence	11
Concern	7
Encouragement	1
Caring	6
Understanding	2
Admire and Recognition	3
Help	16
Advice, Sugestion and Information	8
Communication	4
Guidance and Support	14
Participation for social activities	12
Feel of proud	5
Motivate to participate in extra activities	9
Financial advice	15
Facilitate required resources	10
Assist financial and services	13

When analyzing the Other distribution, the main factors are similar to the general distribution identified. The following job roles are considered under the 'Other' category. Those are; Consultants, Auditors, National Security, Telecommunication, Accountant, Assistants, Technical Writer, Business Analyst, and Product Designer. Even though the positions and agreeableness count towards the sub-factors are different, the main factor order remained the same for Other distribution. Figure 4.12 shows the distribution of subfactors for the 'Other' category. Table 4.19 depicts the stack rankings for the Other category.
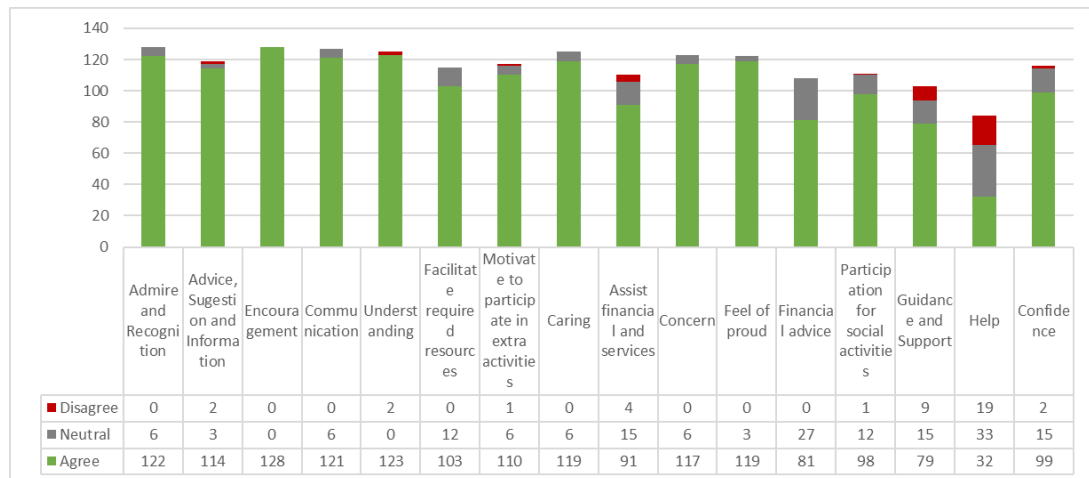
	Admire and Recognition	Advice, Sugestion and Information	Encouragement	Communication	Understanding	Facilitate required resources	Motivate to participate in extra activities	Caring	Assist financial and services	Concern	Feel of proud	Financial advice	Participation for social activities	Guidance and Support	Help	Confidence
■ Disagree	0	0	0	0	0	0	2	6	4	12	9	0	14	17	19	13
■ Neutral	3	9	3	6	6	21	12	12	18	24	18	57	33	18	60	15
■ Agree	219	205	219	215	215	184	194	188	177	153	167	129	136	148	81	159

Figure 4. 12: Subfactor distribution - 'Other' category

Table 4. 19: Ranking of subfactors for the 'Other' category.

Sub factors	Rank
Confidence	11
Concern	12
Encouragement	1
Caring	7
Understanding	4
Admire and Recognition	2
Help	16
Advice, Sugestion and Information	5
Communication	3
Guidance and Support	13
Participation for social activities	14
Feel of proud	10
Motivate to participate in extra activities	6
Financial advice	15
Facilitate required resources	8
Assist financial and services	9

When analyzing the tables 4.15, 4.16, 4.17, 4.18, and 4.19, the main factor order remains the same, and only the subfactor order go changed. Hence, this study has proven that all the job role categories agreed to the identified order of main factors.

4.2.2.4 Analysis of identified order of main factors

"Encouragement" is considered as the most critical subfactor. 96% of the respondents agreed that superior Encouragement is a subfactor that profoundly affects employee turnover intention. Only 1% disagree for the same. When considering the Encouragement subfactor, this is not limiting to the employees in the IT sector. Encouragement acts as the main impact factor because every employee seeks motivation to work from their superior. Based on the respondents' thoughts, this is a factor that almost all the employees have in every sector, and they expect from superiors for work Encouragement. Figure 4.13 shows the distribution of the agreeableness towards Encouragement as a subfactor.

Figure 4.14 shows the gender-wise distribution of the agreeableness towards Encouragement as a subfactor. Figure 4.15 shows the job role wise distribution of the

agreeableness towards Encouragement as a subfactor. Figure 4.16 shows the industry experience wise distribution of the agreeableness towards Encouragement as a subfactor.
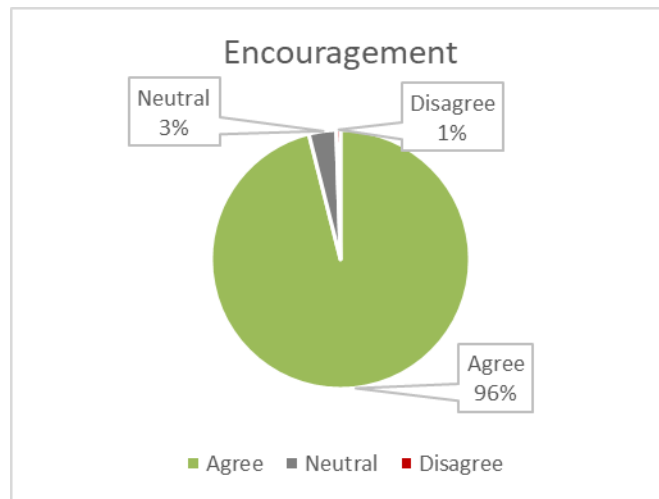

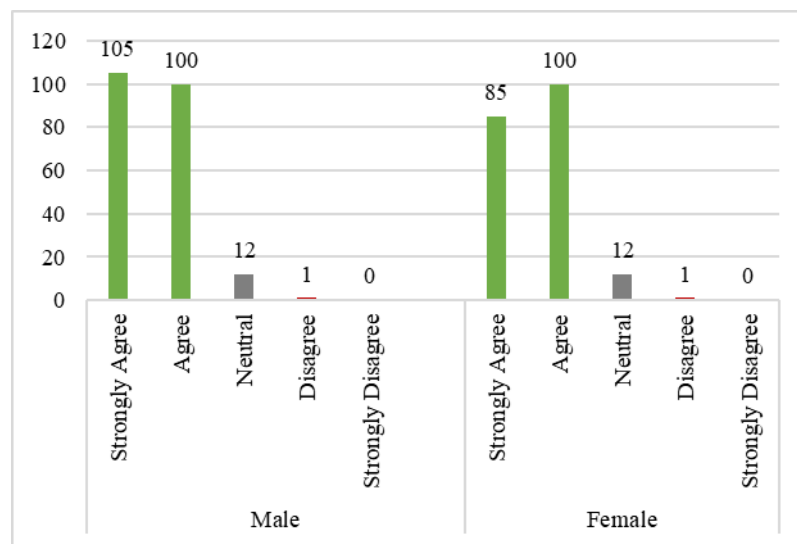Figure 4. 13: Agreeableness percentage of "Encouragement" as a subfactor.

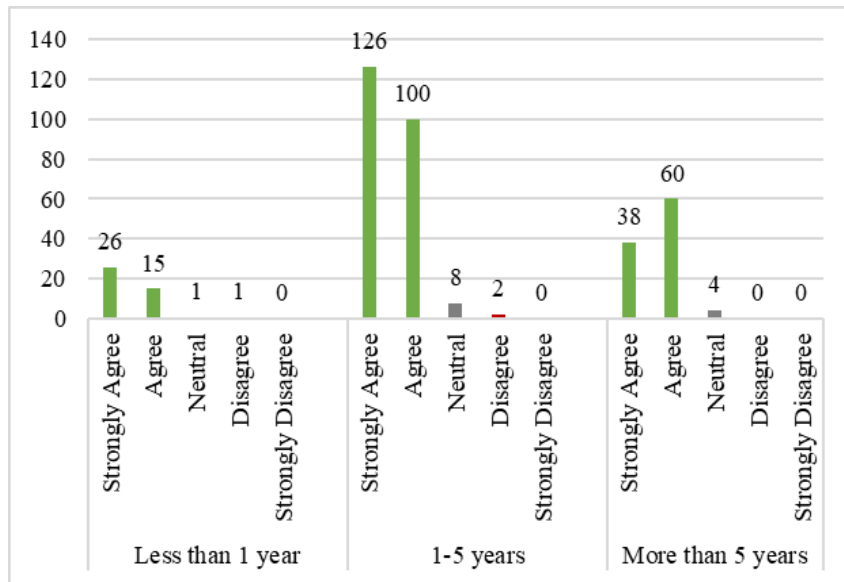Figure 4. 14: Gender-wise analysis of the subfactor "Encouragement".

Figure 4. 15: Industry experience-wise analysis of the subfactor "Encouragement".
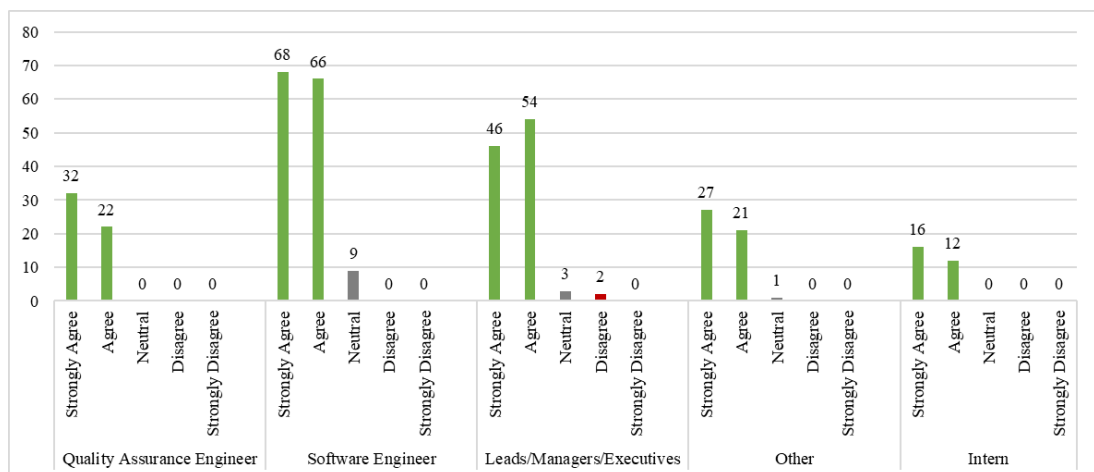

Figure 4. 16: Job role-wise analysis of the subfactor "Encouragement".

The average of all the rankings received for subfactor "Encouragement" is shown in Table 4.20. When considering the average with other subfactors, Encouragement got the lowest average, which has been then considered as the highest-ranked subfactor, among others.

Table 4. 20: Distribution of rankings and average of subfactor Encouragement.

Sub factor	Distribution of Rankings										Average Rank	Final Rank
Encouragement	2	1	1	2	2	2	2	1	1	1	1.5	1

"Communication" is standing at the second rank on the superior support sub-factors that affects the turnover intention of IT professionals. As per the respondent's comments, they seek proper communication between them and superior to have a proper idea of the work they do. In the present, employees are more focused on having better communication instead of being isolated. Especially the employees who have between one to five years of industry experience. Due to this matter, mostly the Software Engineers expect better communication from their superiors. Hence, 97% of respondents have selected 'Agreed.' Still, 3% of respondents are not sure whether the Communication of their superior is needed or not for their retention. Figure 4.17 shows the distribution of the agreeableness towards Communication as a subfactor. Figure 4.18 shows the gender-wise distribution of the agreeableness towards Communication as a subfactor. Figure 4.19 shows the industry experience wise distribution of the agreeableness towards Communication as a subfactor. Figure 4.20 shows the job role wise distribution of the agreeableness towards Communication as a subfactor.
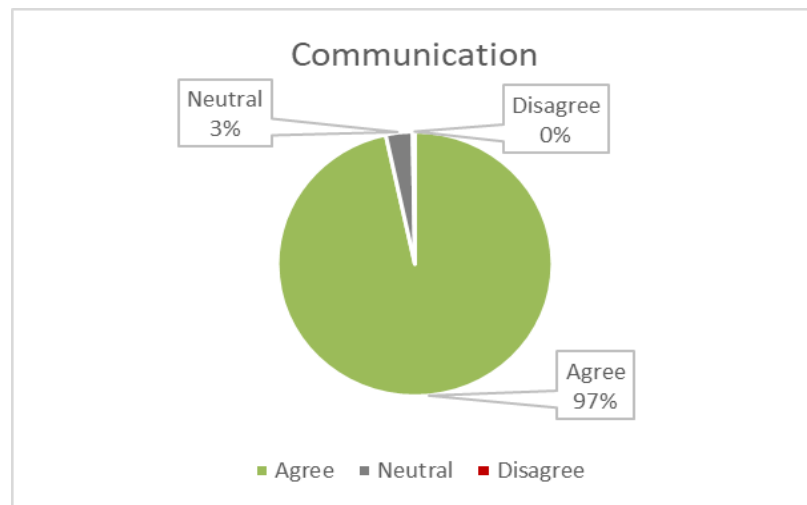

Figure 4. 17: Agreeableness percentage of "Communication" as a subfactor.
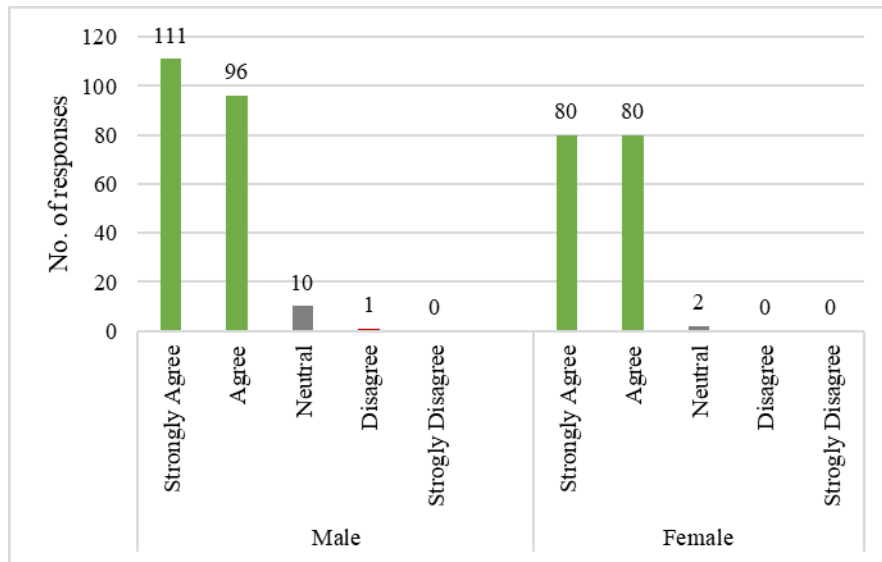
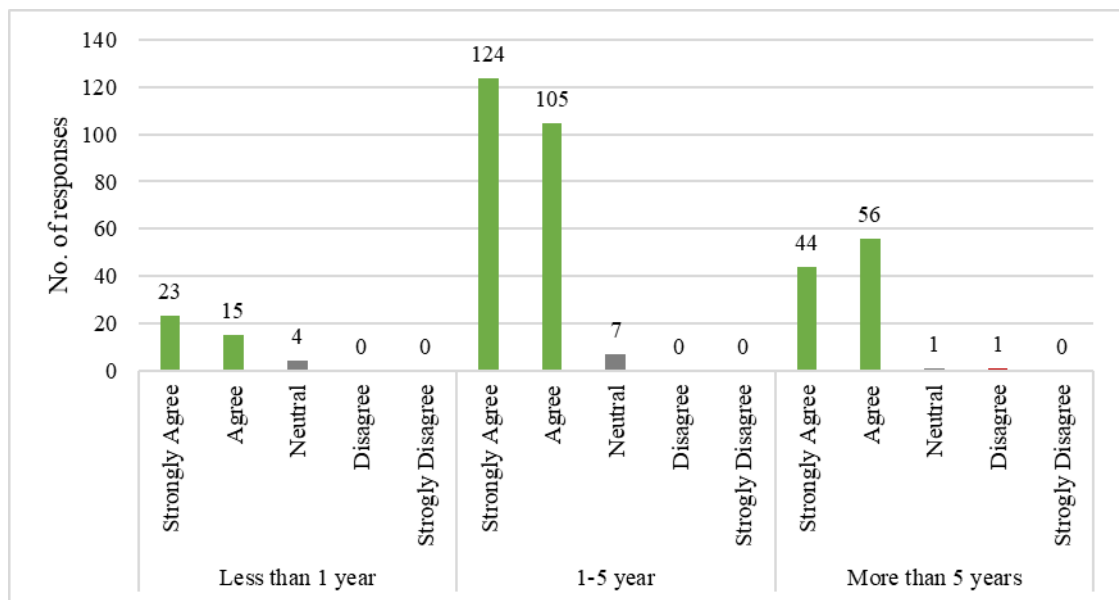Figure 4. 18: Gender wise analysis of the subfactor "Communication".

Figure 4. 19: Industry experience wise analysis of the subfactor "Communication".
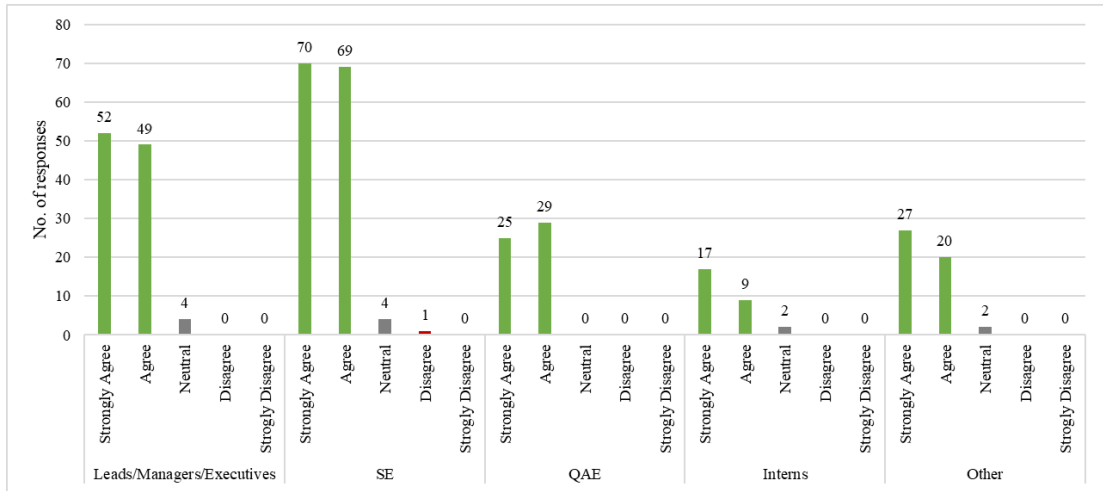
Figure 4. 20: Job role wise analysis of the subfactor "Communication".

Even though the agreeableness rate is high, there is a 3% of neutral rate recorded. Which has caused the Communication sub factor to be at second place. All the received rankings, and the average is shown in Table 4.21. When considering the average with other sub-factors, "Communication" got the second-lowest average, which has been considered as the second place of the ranking order.

Table 4. 21: Distribution of rankings and average of subfactor Communication.

Sub factor	Distribution of Rankings										Average Rank	Final Rank
Communication	1	2	6	1	1	1	1	2	4	3	2.2	2

The sub factor "Understanding" is standing at the third rank on the superior support subfactor order. According to the statistics, both Males and Females agree to the same extent that their superior having a good awareness, feelings and tolerance. Also, the respondents who are having one to five years of industry experience strongly expect a good understanding from their superiors. When it comes to job roles, Software

Engineers, as well as Leads and Executives, also firmly believe that superior's understanding is a crucial aspect of their turnover intention. Hence, 93% of respondents have selected 'Agreed.' Still, 1% of respondents think that Understanding of superior to them is not essential for their turnover intention.

In contrast, 6% of the respondents are not sure about how they feel Understanding of superiors. Figure 4.21 shows the distribution of the agreeableness towards Understanding as a subfactor. Figure 4.22 shows the gender-wise distribution of the agreeableness towards Understanding of superior support subfactor. Figure 4.23 shows the industry experience wise distribution of the agreeableness towards 'Understanding' as a subfactor. Figure 4.24 shows the job role wise distribution of the agreeableness towards Understanding as a subfactor.
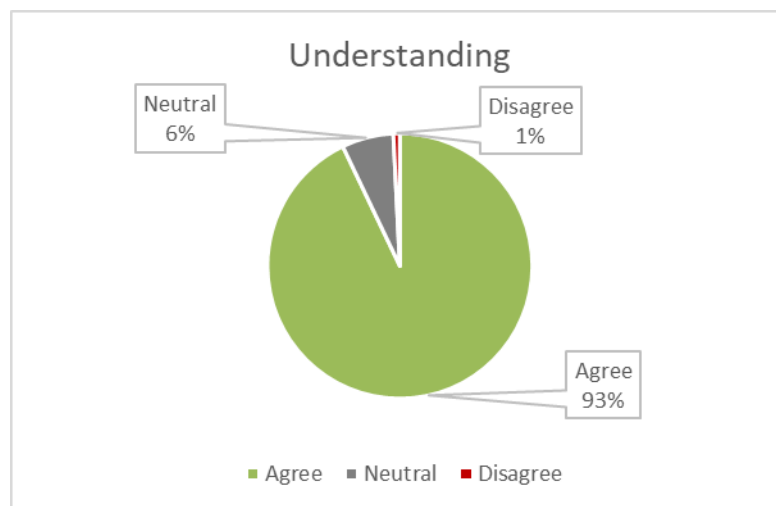

Figure 4. 21: Agreeableness percentage of 'Understanding' as a subfactor.
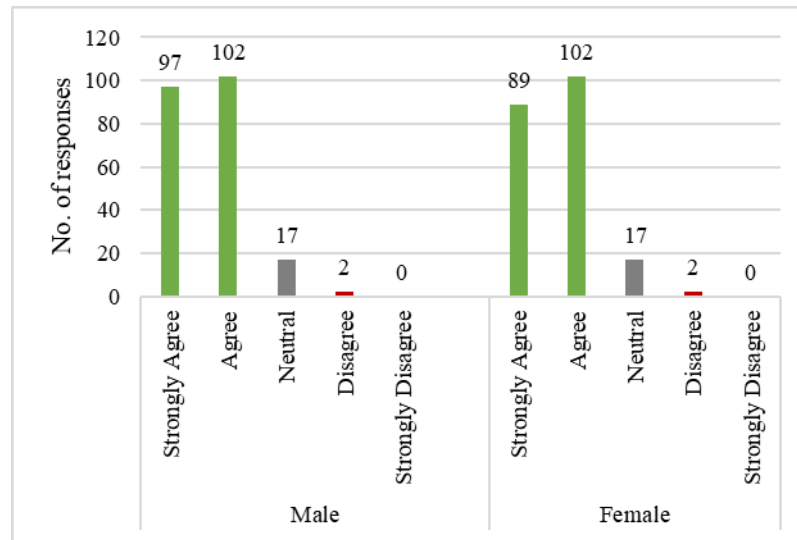
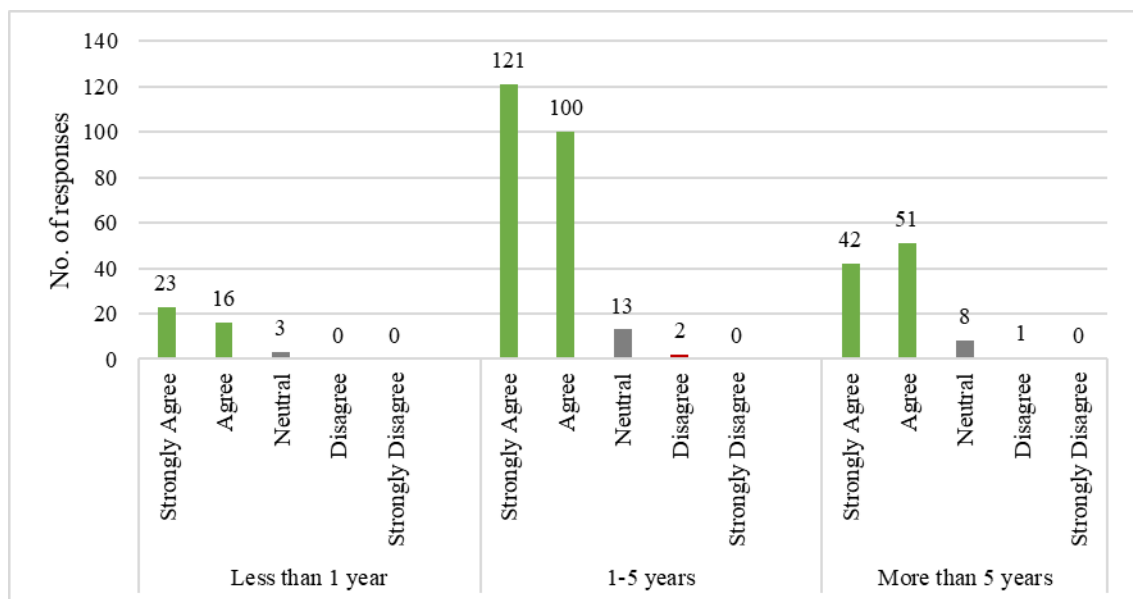Figure 4. 22: Gender wise analysis of the subfactor 'Understanding'.

Figure 4. 23: Industry experience wise analysis of the subfactor 'Understanding'.
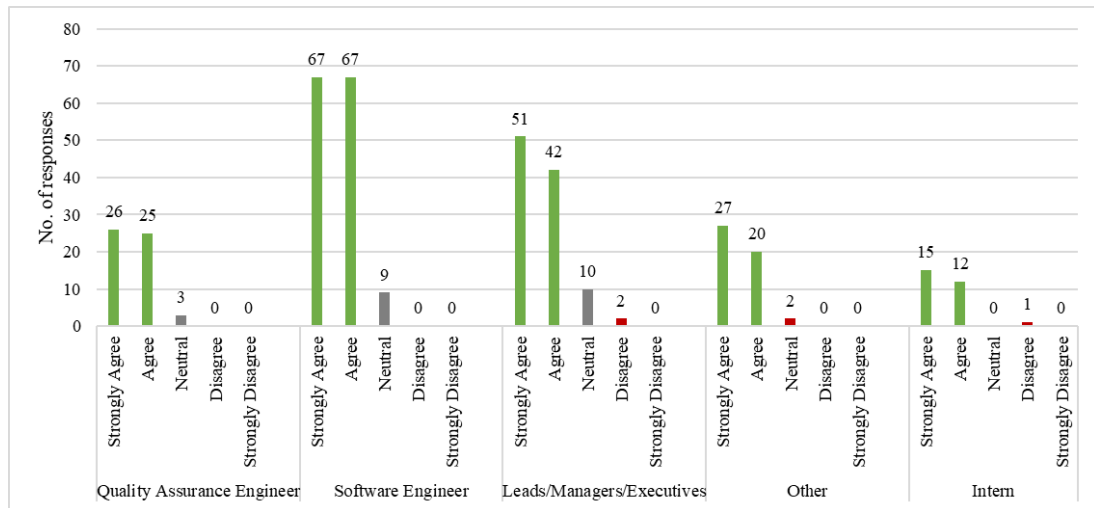
Figure 4. 24: Job role wise analysis of the subfactor 'Understanding'.

Even though the agreeableness rate is comparatively high, a considerable rate is recorded for neutral when compared to previous sub factors. All the received rankings, and the average is shown in Table 4.24. When considering the average with other sub-factors, "Understanding" got the fifth-lowest average, which has been considered as the fifth place of the ranking order.

Table 4. 22: Distribution of rankings and average of subfactor Understanding.

Sub factor	Distribution of Rankings										Average Rank	Final Rank
Understanding	3	4	3	3	4	4	3	3	2	4	3.3	3

The subfactor "Admire and Recognition" having almost similar but with slightly different standings and distribution. 93% of the respondents are agreed that Admire and Recognition is one of the essential superior support subfactors for employee turnover intention, and it is standing at fourth place in the subfactor ranking order. Only 1% of respondents disagree with this, while 6% had neither agree nor disagree

opinion. As per a respondent's comments, most of them seek recognition for their work.

Figure 4.25 shows the distribution of the agreeableness towards Admire and Recognition as a subfactor of superior support.

Figure 4.26 shows the gender-wise distribution of the agreeableness towards Admire and Recognition as a subfactor.

Figure 4.27 shows the industry experience wise distribution of the agreeableness towards Admire and Recognition as a subfactor.

Figure 4.28 shows the job role wise distribution of the agreeableness towards Admire and Recognition as a subfactor.

Figure 4. 25: Agreeableness percentage of "Admire and Recognition" as a subfactor.
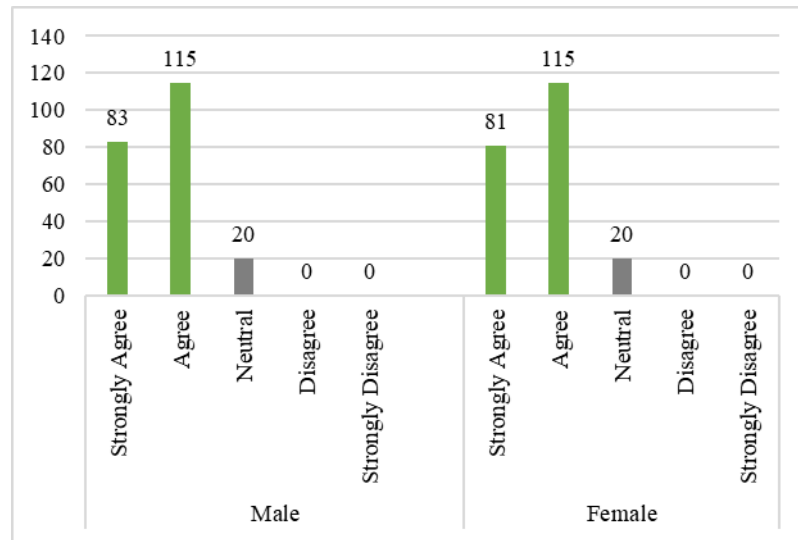
Figure 4. 26: Gender wise analysis of the subfactor "Admire and Recognition".

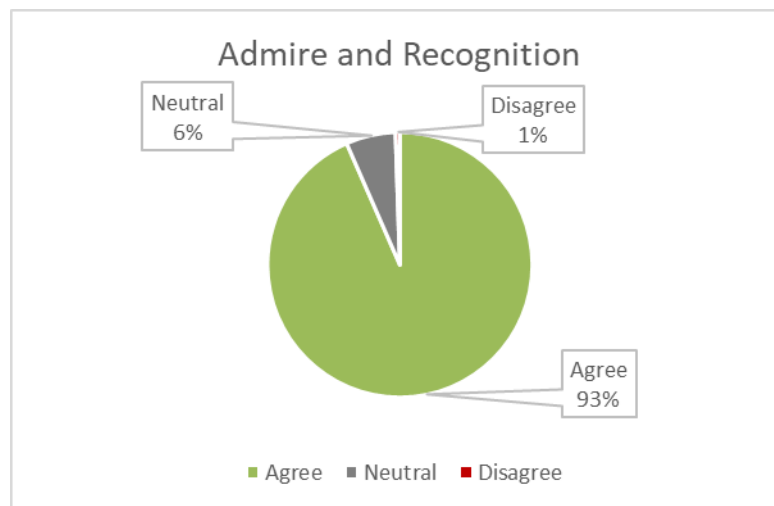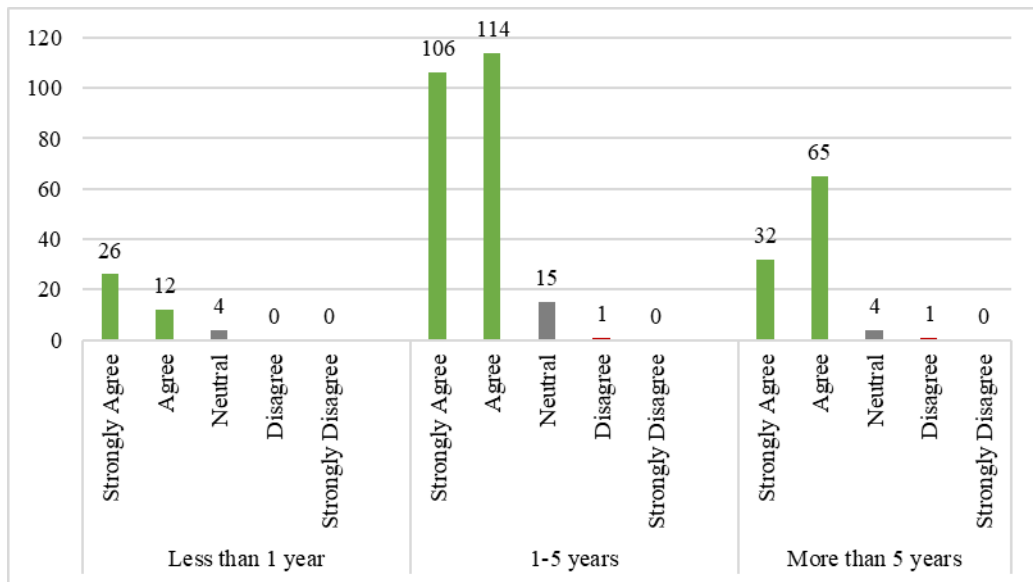Figure 4. 27: Industry experience wise analysis of the subfactor "Admire and Recognition".
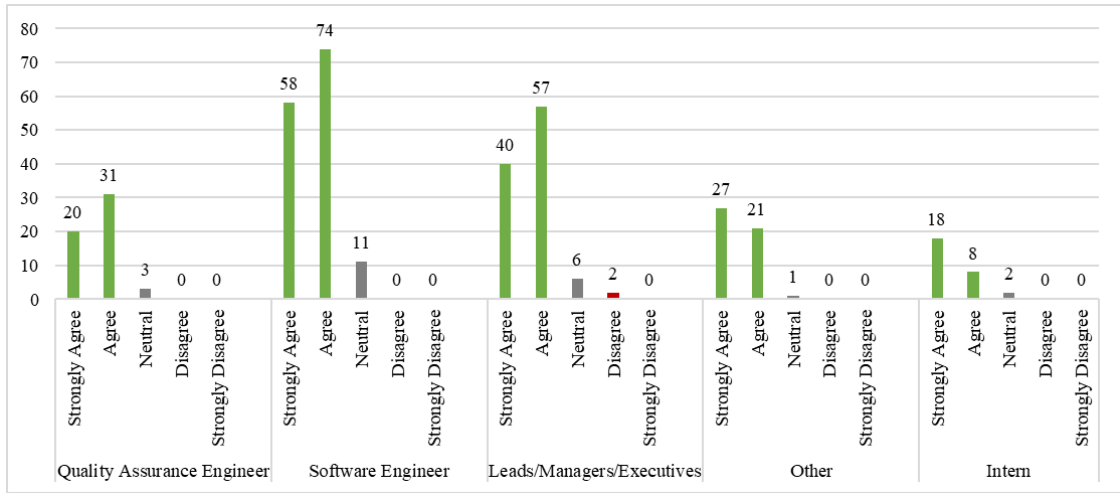
Figure 4. 28: Job role wise analysis of the subfactor "Admire and Recognition".

The average of all the rankings received for subfactor Admire and Recognition is shown in Table 4.23. When considering the average with other subfactors, "Admire and Recognition" got the fourth-lowest average, which has been then considered as the fourth place of the ranking order.

Table 4. 23: Distribution of rankings and average of subfactor Admire and Recognition.

Sub factor	Distribution of Rankings										Average Rank	Final Rank
Admire and recognition	4	3	4	4	3	3	4	4	3	2	3.4	4

The subfactor "Advice, Suggestion and Information" was standing fifth place while having 92% of agreed responses. However, 8% of respondents are not sure about how they feel about Advice, Suggestion and Information received from superior concerning turnover.

Figure 4.29 shows the distribution of the agreeableness towards Advice, Suggestion and Information as a superior support subfactor.

Figure 4.30 shows the gender-wise distribution of the agreeableness towards Advice, Suggestion and Information as a subfactor.

Figure 4.31 shows the industry experience wise distribution of the agreeableness towards Advice, Suggestion and Information as a subfactor.

Figure 4.32 shows the job role wise distribution of the agreeableness towards Advice, Suggestion and Information as a subfactor.

Figure 4. 29: Agreeableness percentage of "Advice, Suggestion and Information" as a subfactor.

Figure 4. 30: Gender wise analysis of the subfactor "Advice, Suggestion and Information".

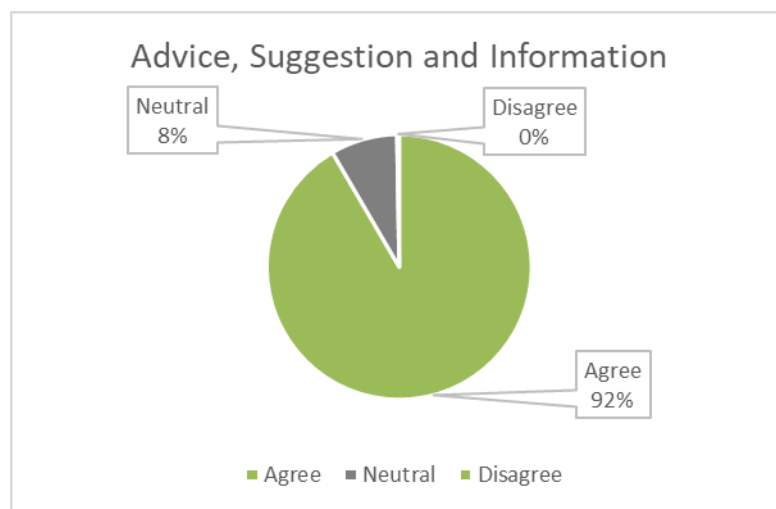Figure 4. 31: Industry experience wise analysis of the subfactor "Advice, Suggestion and Information".
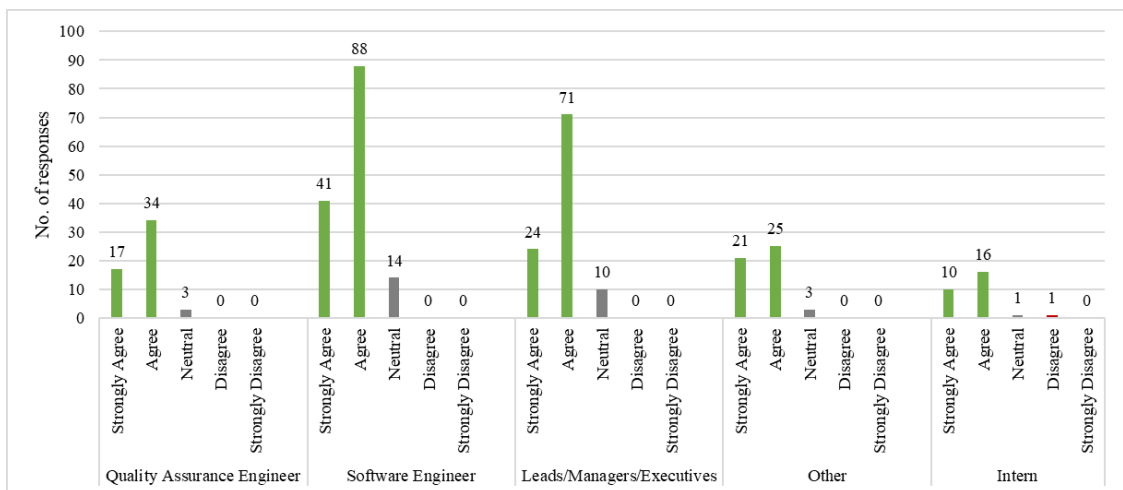
Figure 4. 32: Job role wise analysis of the subfactor "Advice, Suggestion and Information".

The average of all the rankings received for subfactor Advice, Suggestion and Information is shown in Table 4.24. When considering the average with other subfactors, "Advice, Suggestion and Information" got the fifth-lowest average, which has been then considered as the fifth place of the ranking order.

Table 4. 24: Distribution of rankings and average of subfactor Advice, Suggestion and Information.

Sub factor	Distribution of Rankings										Average Rank	Final Rank
Advice, Suggestion and Information	7	5	8	5	6	5	7	5	8	5	6.1	5

Another subfactor is "Caring." It is unique, and it has different distributions for different criteria. This challenge is ranked as sixth place. 87% of respondents have selected 'Agreed.' Still, 2% of respondents do not expect Caring from their superior, while 11% are unsure about whether they need Caring or not from superior.

Figure 4.33 shows the distribution of the agreeableness towards Caring as a subfactor.

Figure 4.34 shows the gender-wise distribution of the agreeableness towards Caring as a subfactor.

Figure 4.35 shows the industry experience wise distribution of the agreeableness towards Caring as a subfactor.

Figure 4.36 shows the job role wise distribution of the agreeableness towards Caring as a subfactor.
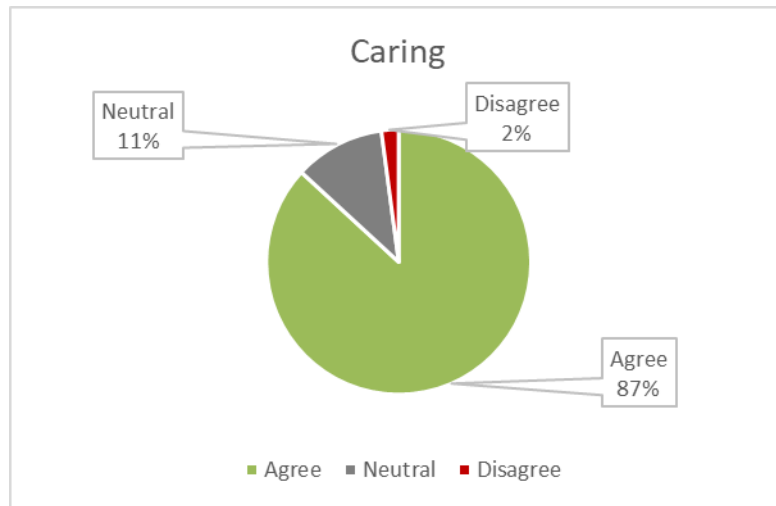
Figure 4. 33: Agreeableness percentage of "Caring" as a subfactor.
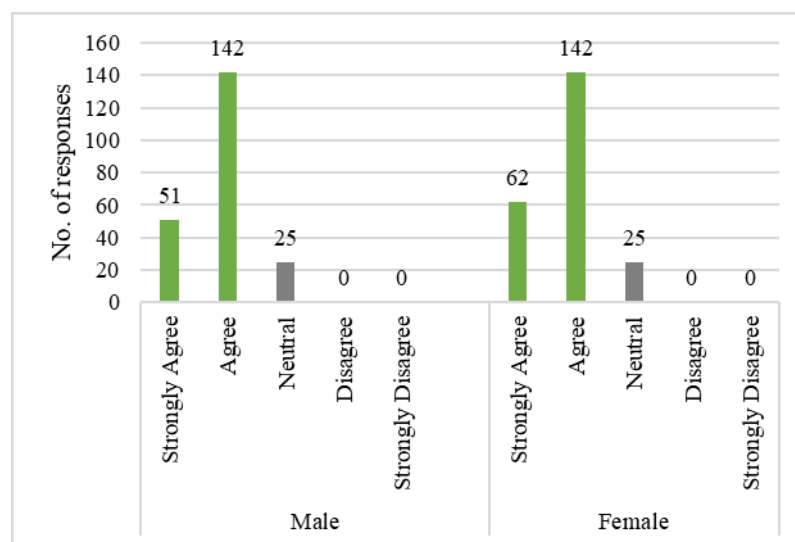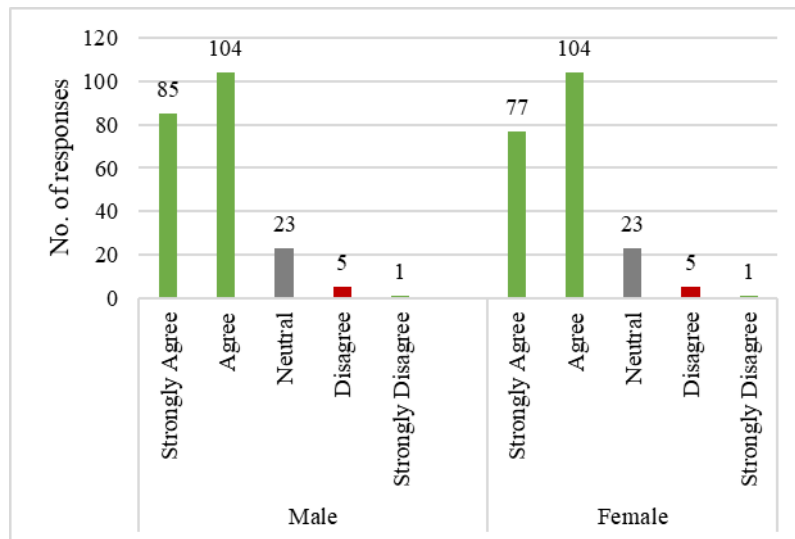

Figure 4. 34: Gender wise analysis of the subfactor "Caring".
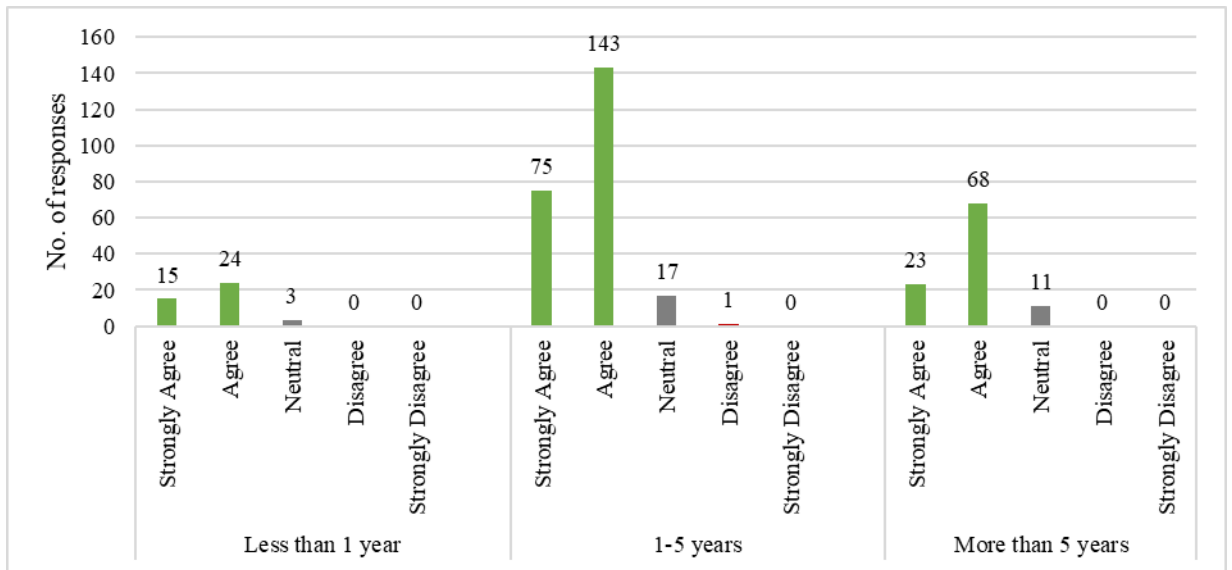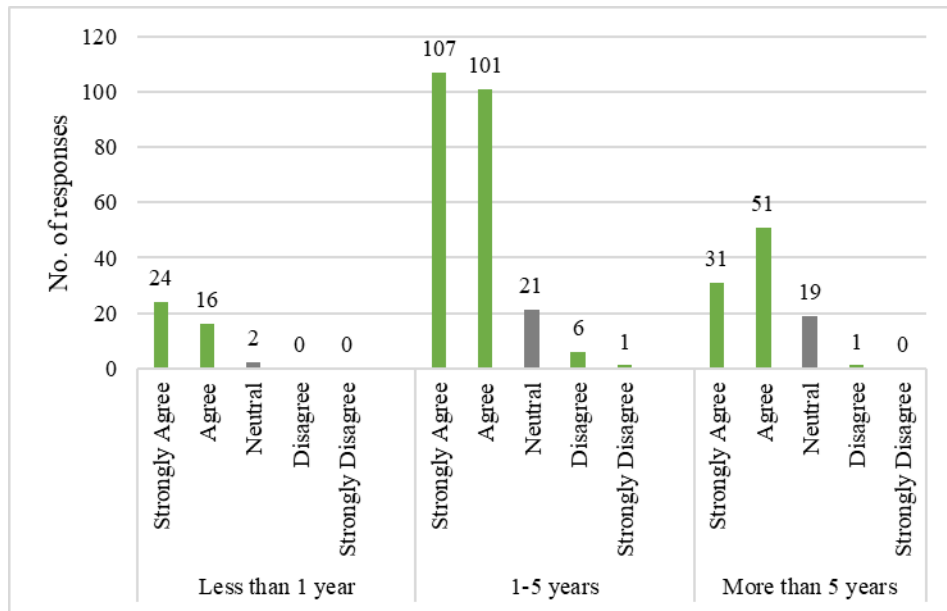
Figure 4. 35: Industry experience wise analysis of the subfactor "Caring".
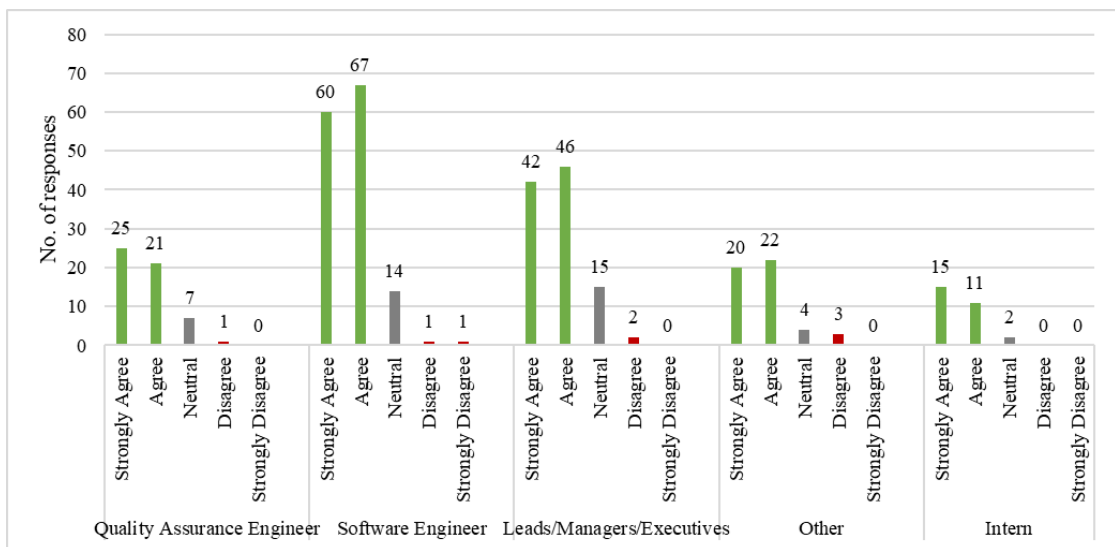
Figure 4. 36: Job role wise analysis of the subfactor "Caring".

There is a higher neutral rate for the subfactor Caring when compared to the previous subfactors. The average of all the rankings received for subfactor Caring takes a lower position. All the received rankings, and the average is shown in Table 4.25. When

considering the average with other sub-factors, "Caring" got the sixth-lowest average, which has been then considered as the sixth place of the ranking order.

Table 4. 25: Distribution of rankings and average of subfactor Caring.

Sub factor	Distribution of Rankings										Average Rank	Final Rank
Caring	5	7	2	6	9	8	5	7	6	7	6.2	6

Another subfactor is "Motivate to participate in extra activities." It has ranked in seventh place. 89% of respondents agreed with this as a superior support subfactor. Furthermore, 9% of respondents consider that Motivate to participate in extra activities is not a superior support subfactor for turnover intention. Also, there is a higher disagree rate of 2% when compared to other superior support sub factors ranked. Figure 4.37 shows the distribution of the agreeableness towards Motivate to participate in extra activities as a subfactor. Figure 4.38 shows the gender-wise distribution of the agreeableness towards Motivate to participate in extra activities as a subfactor. Figure 4.39 shows the industry experience wise distribution of the agreeableness towards Motivate to participate in extra activities as a subfactor. Figure 4.40 shows the job role wise distribution of the agreeableness towards Motivate to participate in extra activities as a subfactor.
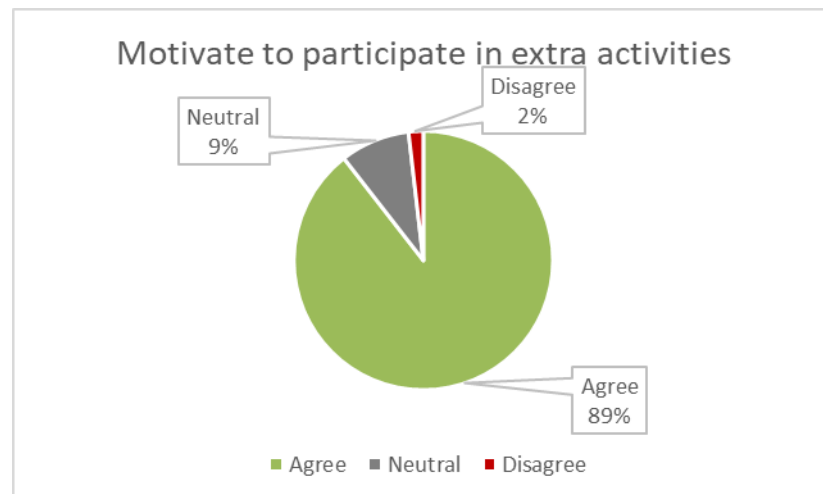
Figure 4. 37: Agreeableness percentage of "Motivate to participate in extra
activities" as a subfactor.

Figure 4. 38: Gender wise analysis of the subfactor "Motivate to participate in extra
activities".
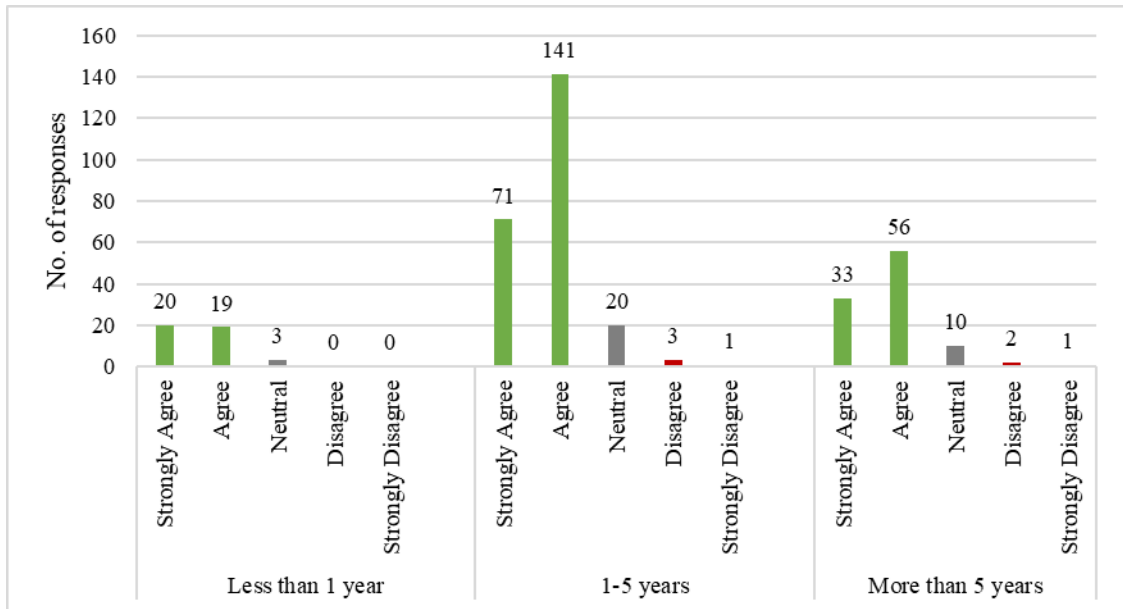
Figure 4. 39: Industry experience wise analysis of the subfactor "Motivate to
participate in extra activities".
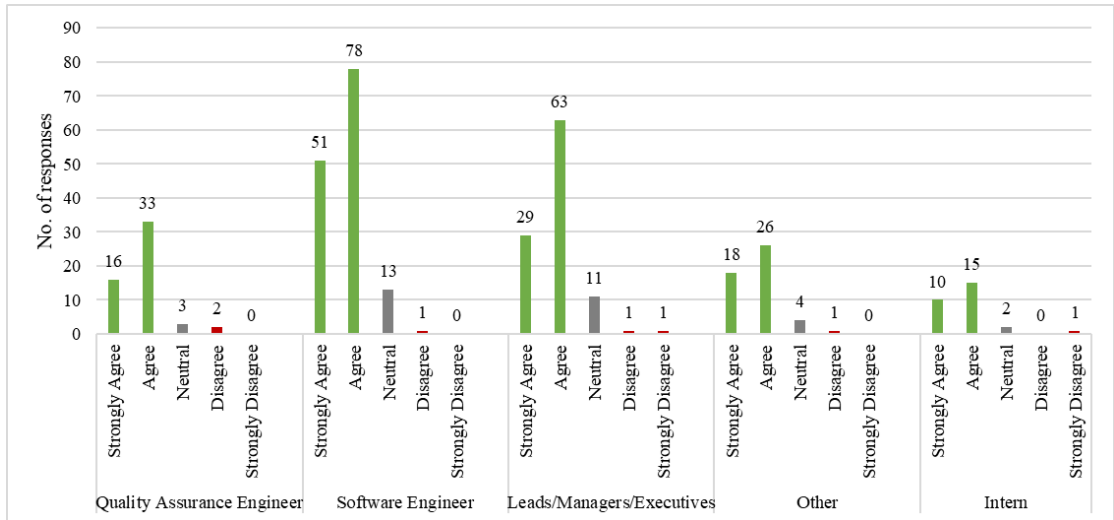
Figure 4. 40: Job role wise analysis of the subfactor "Motivate to participate in extra activities".

There is a higher disagree rate for the subfactor Motivate to participate in extra activities when compared to the previous subfactors. The average of all the rankings received for subfactor Motivate to participate in extra activities deviates for each category hence takes a lower position. All the received rankings, and the average is shown in Table 4.26. When considering the average with other sub-factors, "Motivate to participate in extra activities" got the seventh-lowest average, which has been then considered as the seventh place of the ranking order.

Table 4. 26: Distribution of rankings and average of Motivate to participate in extra activities subfactor.

Sub factor	Distribution of Rankings										Average Rank	Final Rank
Motivate to participate in extra activities	6	6	5	7	5	7	6	6	9	6	6.3	7

The next subfactor is "Facilitate required resources." It has ranked as the eighth subfactor. 86% of respondents agreed with this, while 1% of respondents believe that they do not need the support of facilitating resources from their superior. Furthermore, 13% still not sure whether they require any support from superior to facilitate resources. Both Male and Female categories almost equally agree about having superior support to facilitate the required resources. Software Engineers and respondents who are having 1-5 years of industry experience agree to receive support from superior regarding this.

Figure 4.41 shows the distribution of the agreeableness towards Facilitate required resources as a subfactor.

Figure 4.42 shows the gender-wise distribution of the agreeableness towards Facilitate required resources as a subfactor.

Figure 4.43 shows the industry experience wise distribution of the agreeableness towards Facilitate required resources as a subfactor.

Figure 4.44 shows the job role wise distribution of the agreeableness towards Facilitate required resources as a subfactor.
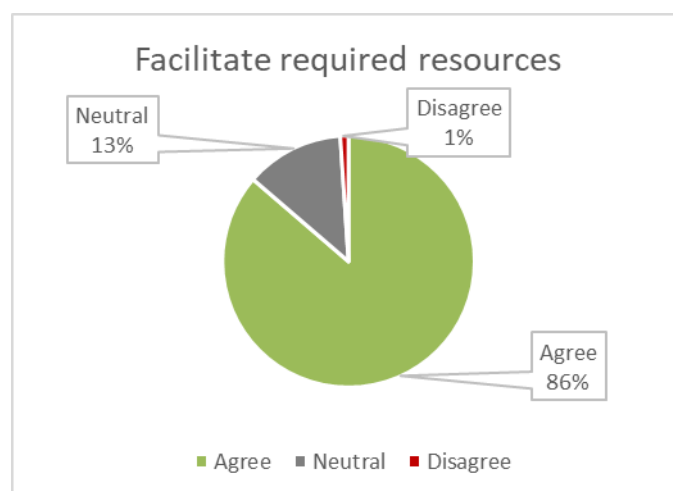
Figure 4. 41: Agreeableness percentage of "Facilitate required resources" as a subfactor.

Figure 4. 42: Gender wise analysis of the subfactor "Facilitate required resources".

Figure 4. 43: Industry experience wise analysis of the subfactor "Facilitate required resources".
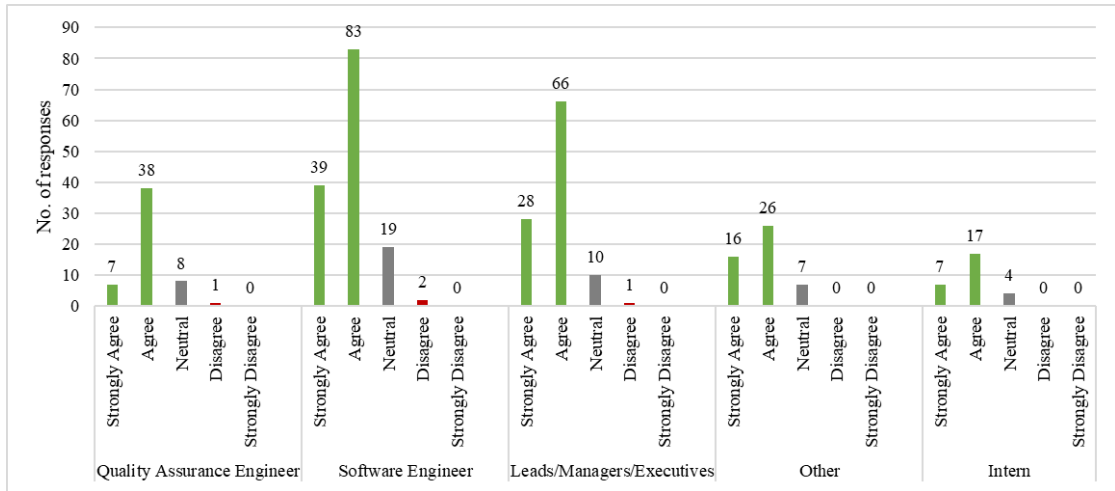
Figure 4. 44: Job role wise analysis of the subfactor "Facilitate required resources".

When considering all the rankings received for the subfactor Facilitate required resources, the almost similar average has taken in all the categories. All the received rankings, and the average is shown in Table 4.27. Even though a lower disagree rate is recorded, "Facilitate required resources" subfactor got the seventh-lowest average when considering the average with other sub-factors. It has been considered as the seventh place of the ranking order.

Table 4. 27: Distribution of rankings and average of Facilitate required resources subfactor.

Sub factor	Distribution of Rankings										Average Rank	Final Rank
Facilitate required resources	8	8	10	8	7	6	8	9	10	8	8.2	8

Another subfactor is "Assist financial and services." It has ranked in ninth place. 82% of respondents agreed with this as a superior support subfactor. Moreover, 4% of respondents consider that, Assist financial and services is not a superior support subfactor for turnover intention.

In contrast, 14% of the respondents are not sure about how they feel the support for Assist financial and services from superior.

Figure 4.45 shows the distribution of the agreeableness towards Assist financial and services as a subfactor.

Figure 4.46 shows the gender-wise distribution of the agreeableness towards Assist financial and services as a subfactor.

Figure 4.47 shows the industry experience wise distribution of the agreeableness towards Assist financial and services as a subfactor.

Figure 4.48 shows the job role wise distribution of the agreeableness towards Assist financial and services as a subfactor.
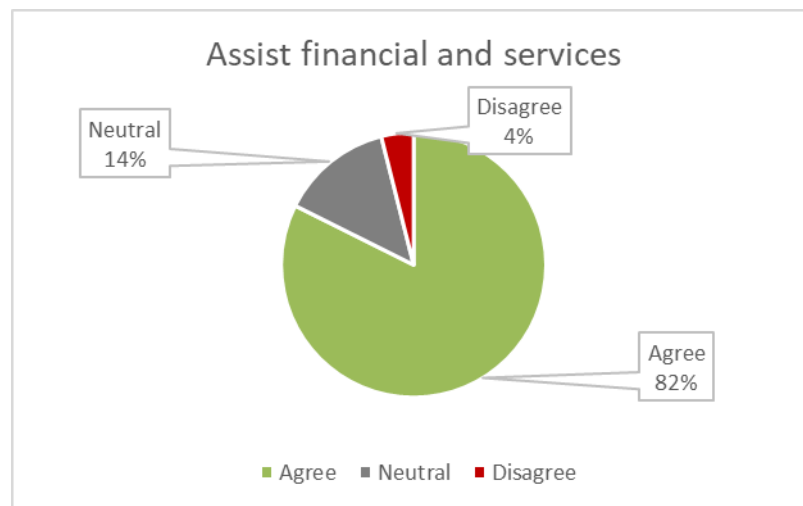
Figure 4. 45: Agreeableness percentage of "Assist financial and services" as a subfactor.
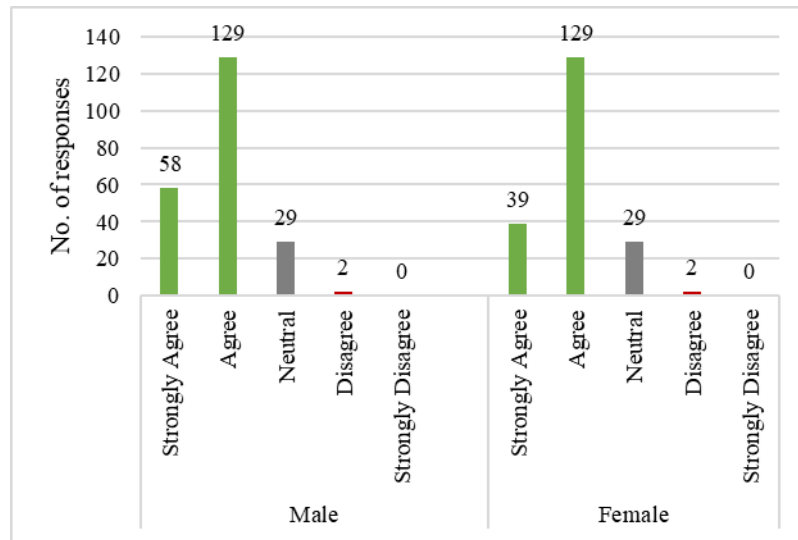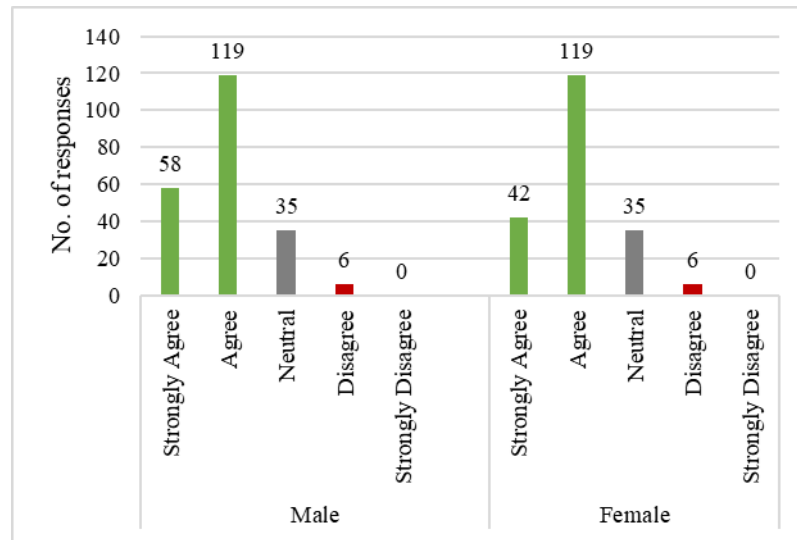
Figure 4. 46: Gender wise analysis of the subfactor "Assist financial and services".

Figure 4. 47: Industry experience wise analysis of the subfactor "Assist financial and services".
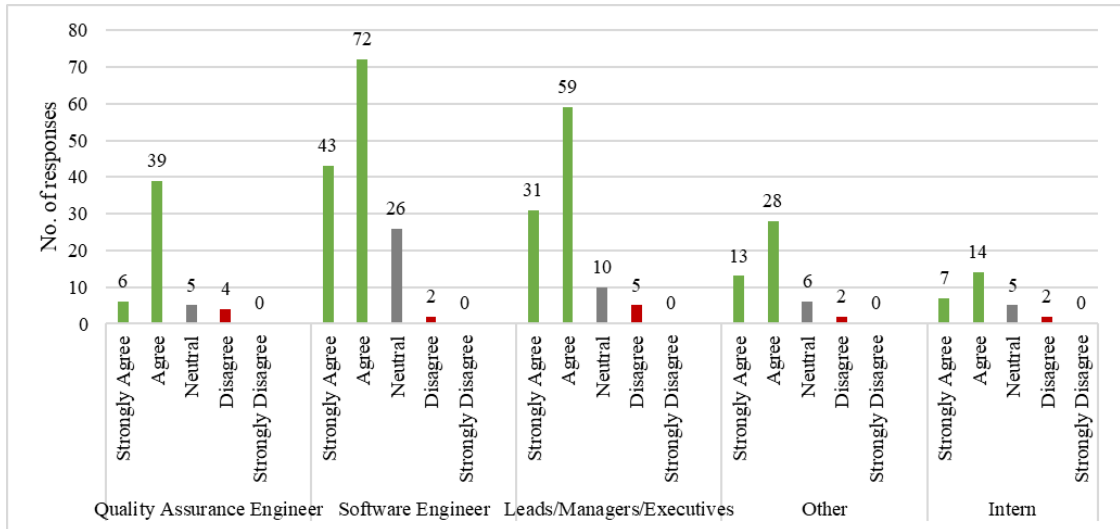
Figure 4. 48: Job role wise analysis of the subfactor "Assist financial and services".

There is a higher neutral rate for the subfactor Assist financial and services. The average of all the rankings received for subfactor Assist financial and services takes a lower position. All the received rankings, and the average is shown in Table 4.28. When considering the average with other sub-factors, "Assist financial and services" got the ninth lowest average, which has been then considered as the ninth place of the ranking order.

Table 4. 28: Distribution of rankings and average of Assist financial and services subfactor.

Sub factor	Distribution of Rankings										Average Rank	Final Rank
Assist financial and services	9	9	13	9	8	9	9	10	13	9	9.8	9

Another subfactor is "Feel of proud" It has ranked in tenth place. 72% of respondents agreed with this as a superior support subfactor. 8% of respondents do not agree that

Feel of proud is a superior support subfactor for turnover intention. In contrast, 20% of the respondents are not sure about how they feel the support for Feel of proud from the superior.

Figure 4.49 shows the distribution of the agreeableness towards Feel of proud as a subfactor.

Figure 4.50 shows the gender-wise distribution of the agreeableness towards Feel of proud as a subfactor.

Figure 4.51 shows the industry experience wise distribution of the agreeableness towards Feel of proud as a subfactor.

Figure 4.52 shows the job role wise distribution of the agreeableness towards Feel of proud as a subfactor.
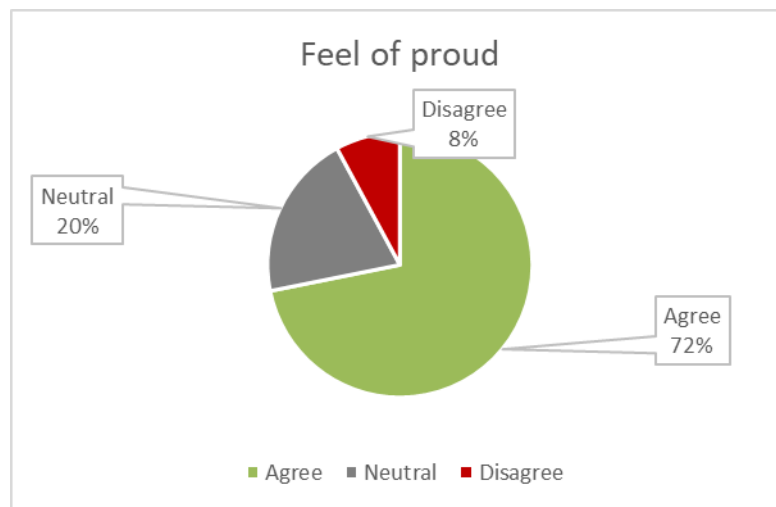
Figure 4. 49: Agreeableness percentage of "Feel of proud" as a subfactor.
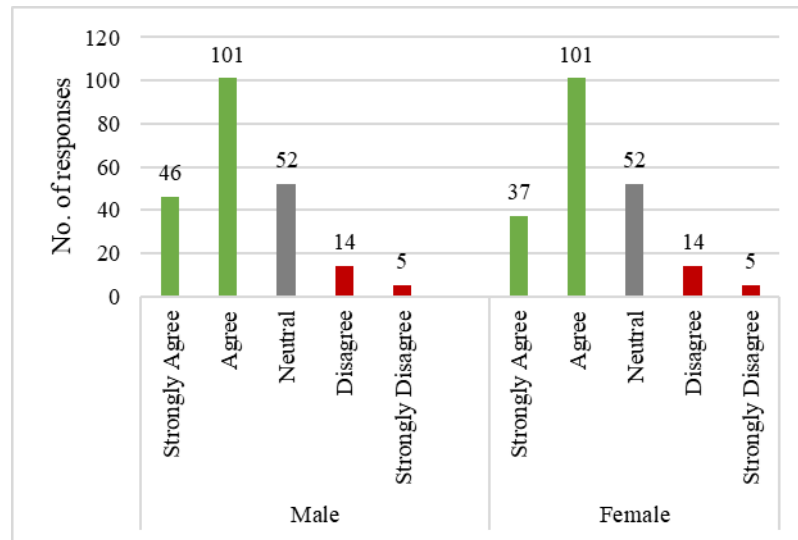
Figure 4. 50: Gender wise analysis of the subfactor "Feel of proud".
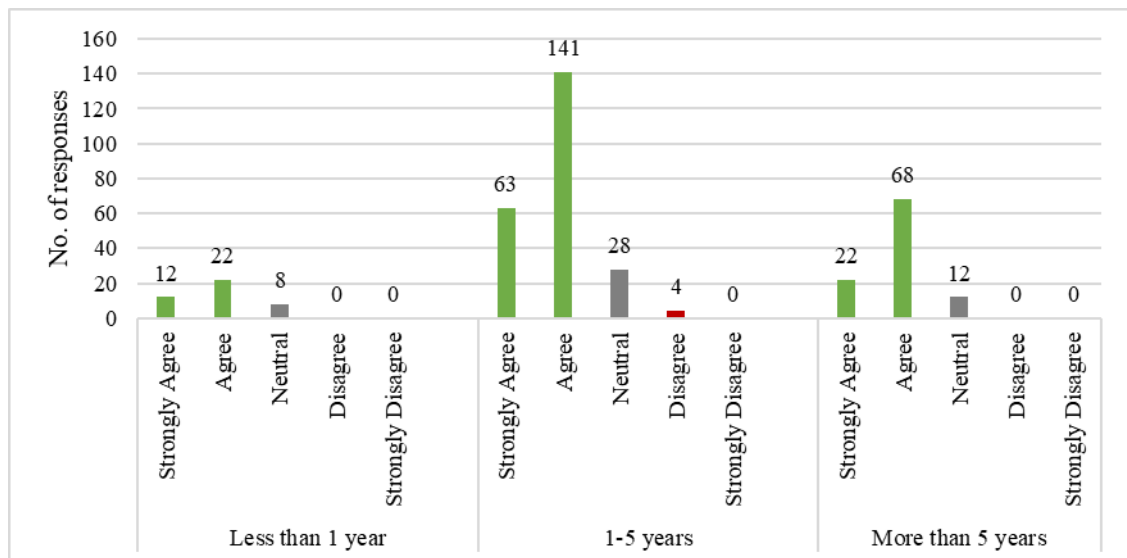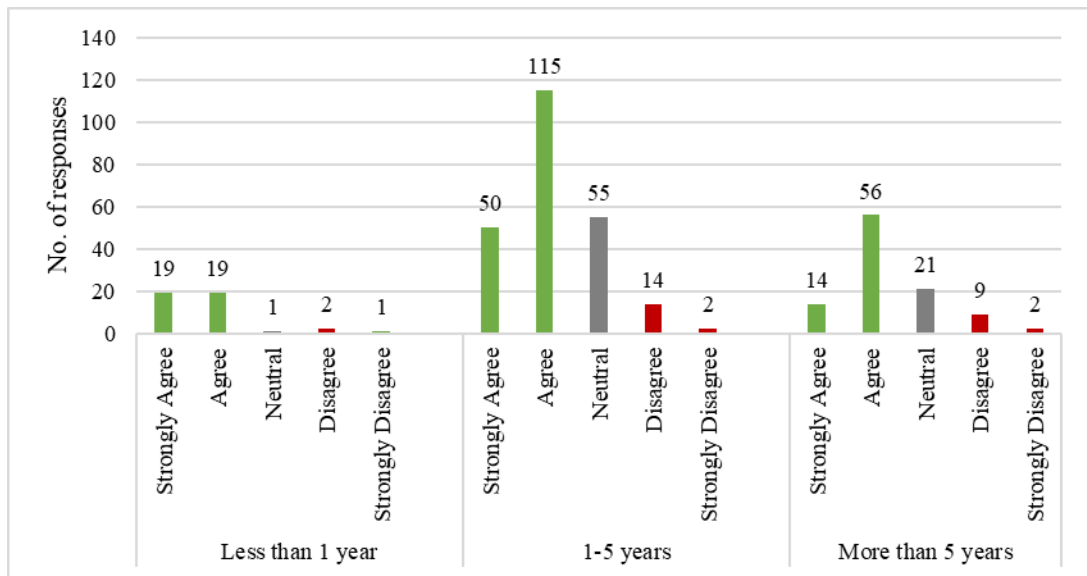

Figure 4. 51: Industry experience wise analysis of the subfactor "Feel of proud".

74
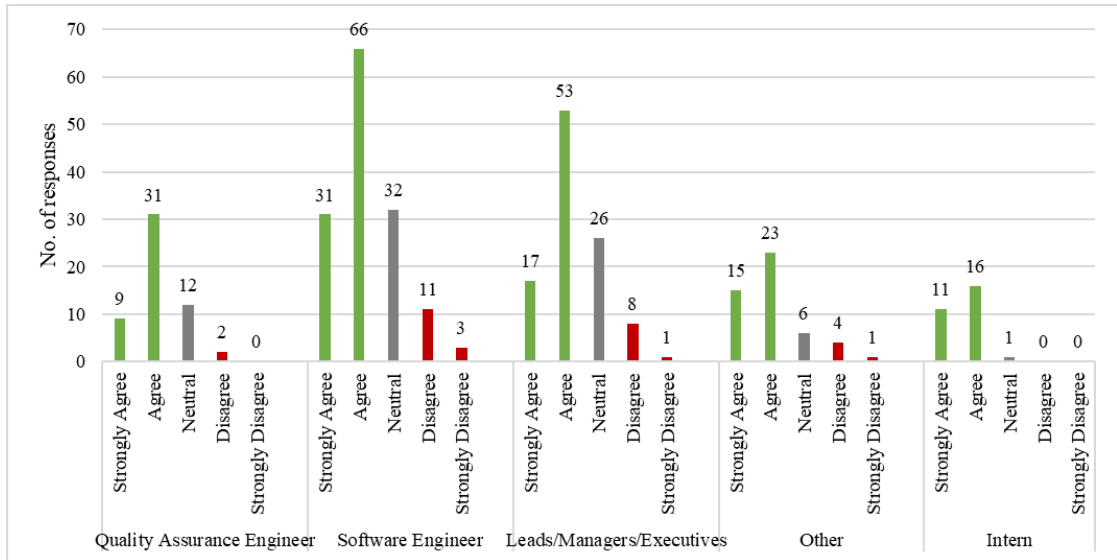
Figure 4. 52: Job role wise analysis of the subfactor "Feel of proud".

Higher neutral and disagree rates have been recorded for the subfactor Feel of proud. The average of all the rankings received for subfactor Feel of proud takes a lower position with small deviations. All the received rankings, and the average is shown in Table 4.29. When considering the average with other sub-factors, "Feel of proud" got the tenth lowest average, which has been then considered as the tenth place of the ranking order.

Table 4. 29: Distribution of rankings and average of Feel of proud subfactor.

Sub factor	Distribution of Rankings										Average Rank	Final Rank
Feel of proud	10	12	9	11	11	10	11	13	5	10	10.2	10

"Concern" is another superior support subfactor that affects employee turnover intention. As per the respondents. 72% of respondents have selected 'Agreed.' Still, 8% of respondents believe that Concern is not a subfactor that affects their turnover

intention, while 20% of the respondents are not sure whether their superiors should have a Concern about them or not. Hence, it is ranked eleventh in the subfactor order. Figure 4.53 shows the distribution of the agreeableness towards Concern.

Figure 4.54 shows the gender-wise distribution of the agreeableness towards Concern as a subfactor.

Figure 4.55 shows the industry experience wise distribution of the agreeableness towards Concern as a subfactor.

Figure 4.56 shows the job role wise distribution of the agreeableness towards Concern as a subfactor.
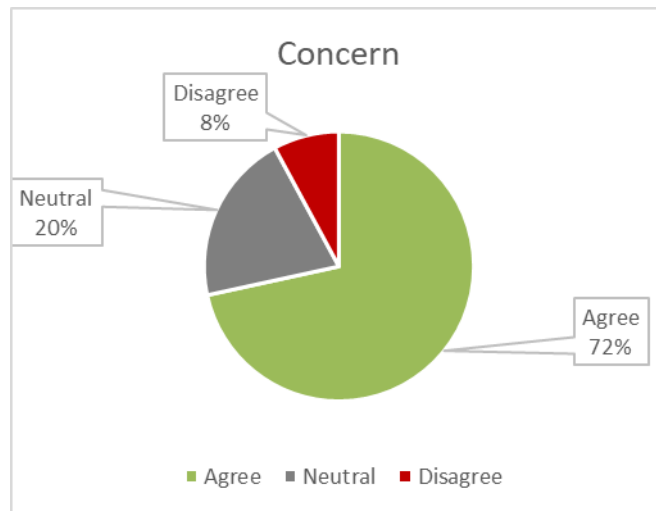

Figure 4. 53: Agreeableness percentage of "Concern" as a subfactor.
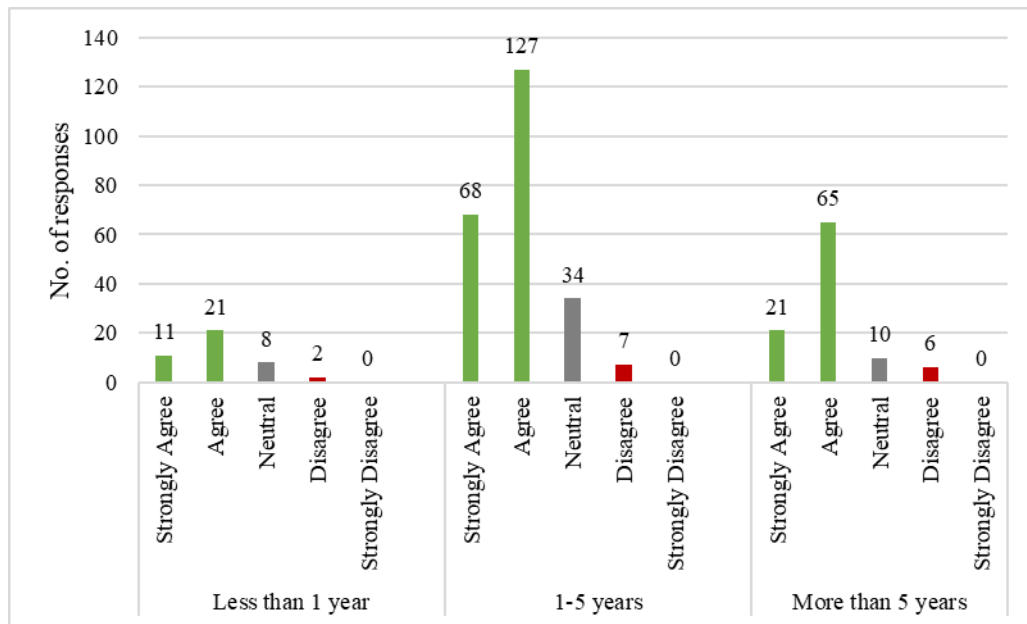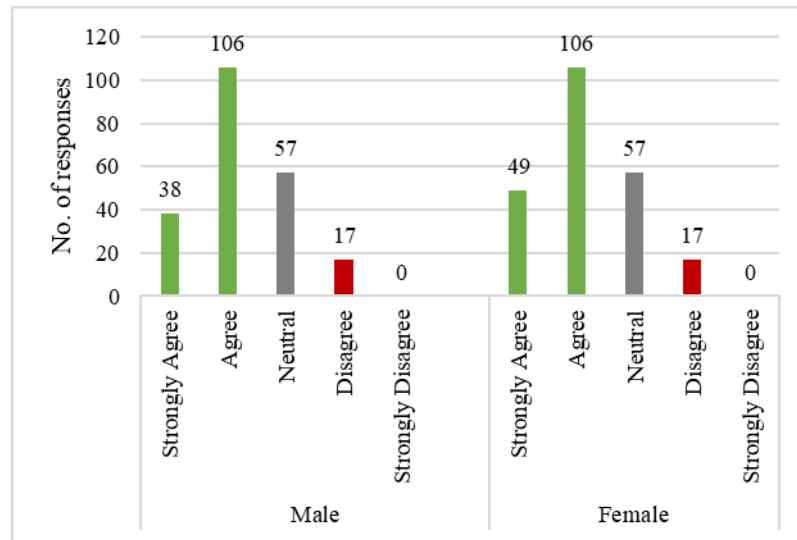
Figure 4. 54: Gender wise analysis of the subfactor "Concern".
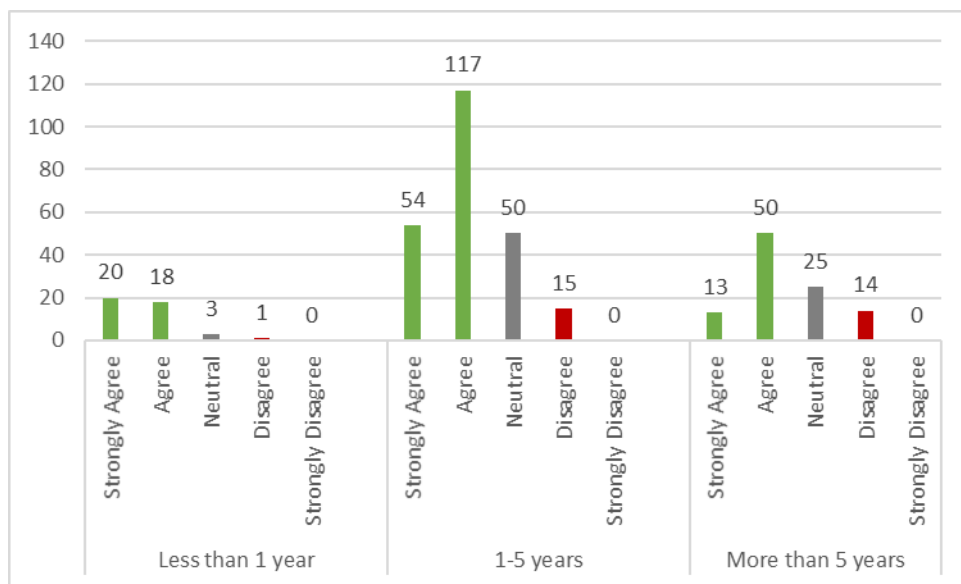
Figure 4. 55: Industry experience wise analysis of the subfactor "Concern".
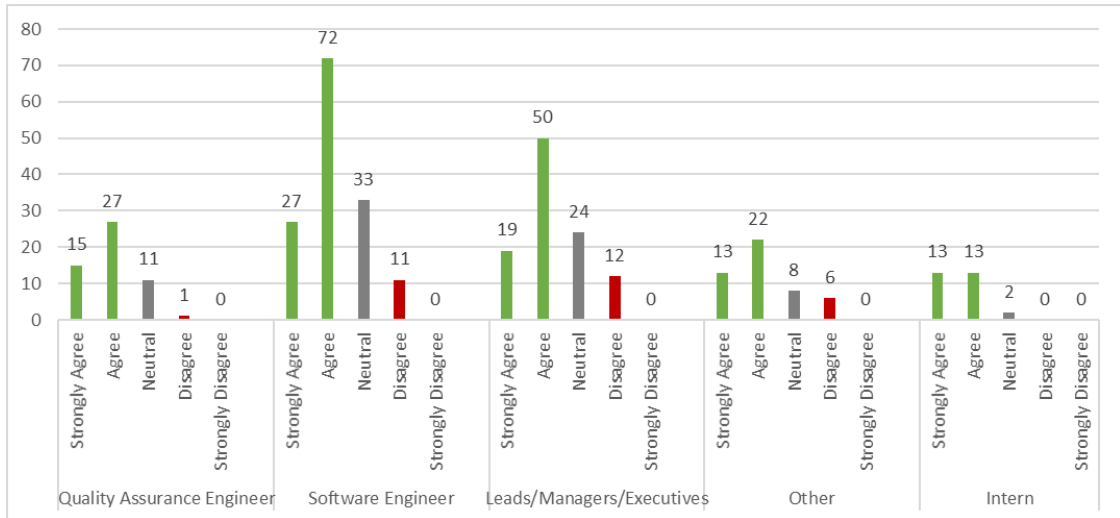
Figure 4. 56: Job role wise analysis of the subfactor "Concern".

There is a higher neutral rate for the subfactor Concern when compared to the previous subfactors. The average of all the rankings received for subfactor Concern has a high deviation in each category. Hence, it takes a lower position. All the received rankings, and the average is shown in Table 4.30. When considering the average with other sub-factors, "Concern" got the eleventh-lowest average, which has been then considered as the eleventh place of the ranking order.

Table 4. 30: Distribution of rankings and average of the Concern subfactor.

Sub factor	Distribution of Rankings										Average Rank	Final Rank
Concern	11	11	7	10	13	12	10	11	7	12	10.4	11

"Confidence" is the next superior support subfactor that affects employee turnover intention. As per the respondents. 61% of respondents have selected 'Agreed.' Still, 19% of respondents believe that Confidence of superior towards them is not a subfactor that affects their turnover intention. In contrast, 20% of the respondents are not sure whether they need Confidence of superior towards them or not. Hence, it is ranked twelfth in the subfactor order.

78

Figure 4.57 shows the distribution of the agreeableness towards the Confidence subfactor.

Figure 4.58 shows the gender-wise distribution of the agreeableness towards Confidence as a subfactor.

Figure 4.59 shows the industry experience wise distribution of the agreeableness towards Confidence as a subfactor.

Figure 4.60 shows the job role wise distribution of the agreeableness towards Confidence as a subfactor.
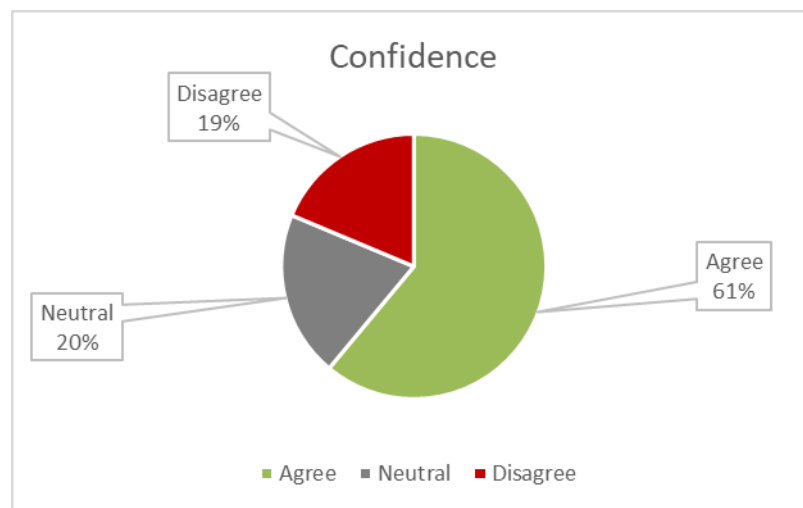
Figure 4. 57: Agreeableness percentage of "Confidence" as a subfactor.
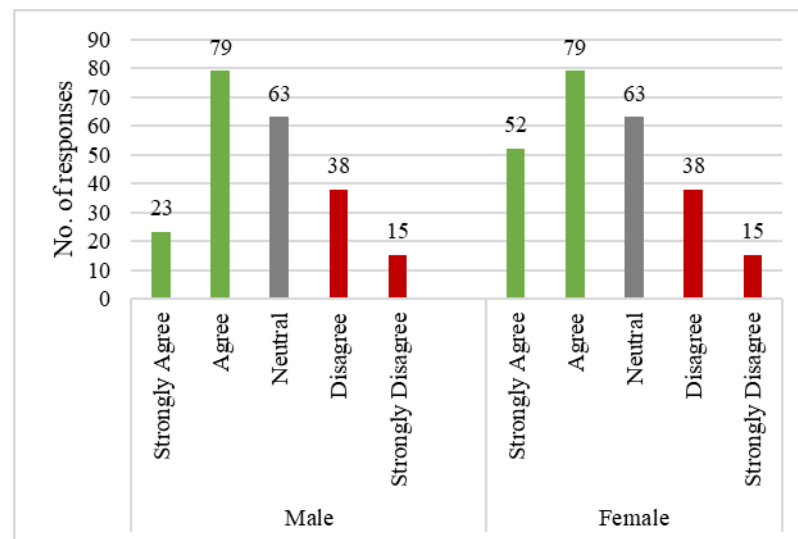
Figure 4. 58: Gender wise analysis of the subfactor "Confidence".

Figure 4. 59: Industry experience wise analysis of the subfactor "Confidence".
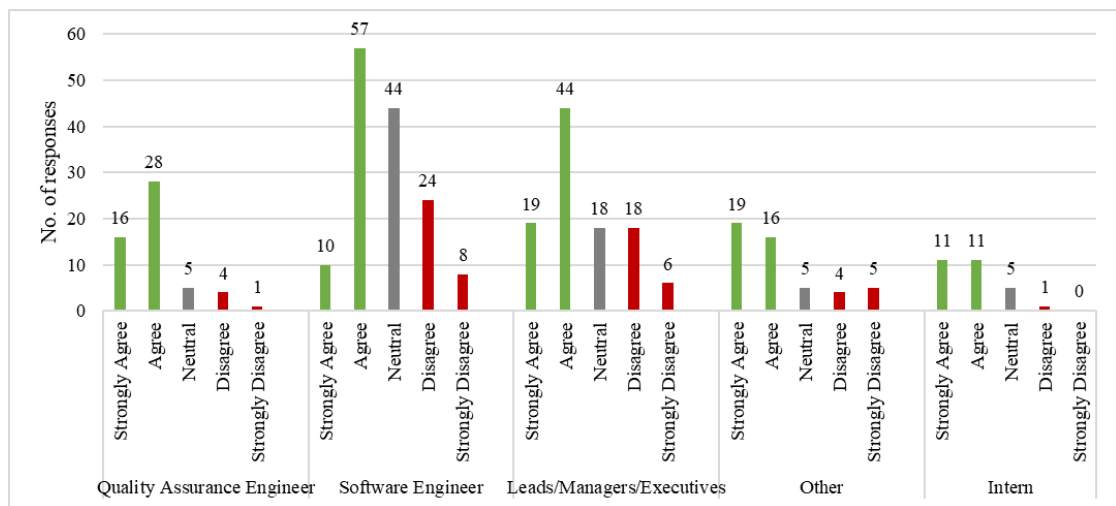
Figure 4. 60: Job role wise analysis of the subfactor "Confidence".

The average of all the rankings received for subfactor Confidence takes a lower position with few discrepancies. All the received rankings, and the average is shown in Table 4.31. When considering the average with other sub-factors, "Confidence" got the twelfth lowest average, which has been considered as the twelfth place of the ranking order.

Table 4. 31: Distribution of rankings and average of Confidence subfactor.

Sub factor	Distribution of Rankings										Average Rank	Final Rank
Confidence	15	10	14	14	12	15	15	8	11	11	12.5	12

"Participation for social activities" is the next superior support subfactor that affects employee turnover intention. As per the respondents. 65% of respondents have selected 'Agreed.' Still, 11% of respondents believe that support for the Participation for social activities from superior is not a subfactor that affects their turnover intention. In contrast, 24% of the respondents are not sure whether they need support for Participation for social activities from superiors or not. Hence, it is ranked thirteenth in the subfactor order. Figure 4.61 shows the distribution of the agreeableness towards Participation for social activities subfactor. Figure 4.62 shows the gender-wise distribution of the agreeableness towards Participation for social activities as a subfactor. Figure 4.63 shows the industry experience wise distribution of the agreeableness towards Participation for social activities as a subfactor. Figure 4.64 shows the job role wise distribution of the agreeableness towards Participation for social activities as a subfactor.
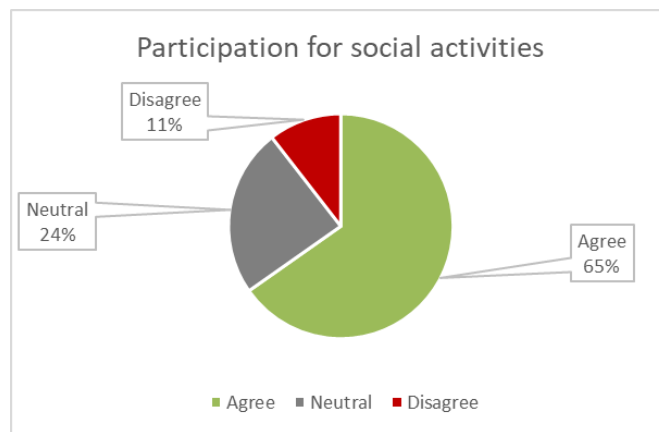
Figure 4. 61: Agreeableness percentage of "Participation for social activities" as a subfactor.
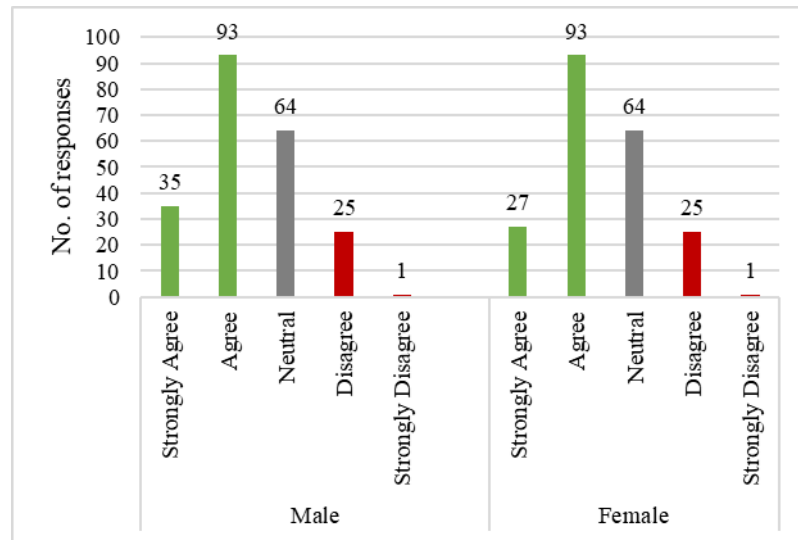
Figure 4. 62: Gender wise analysis of the subfactor "Participation for social activities".
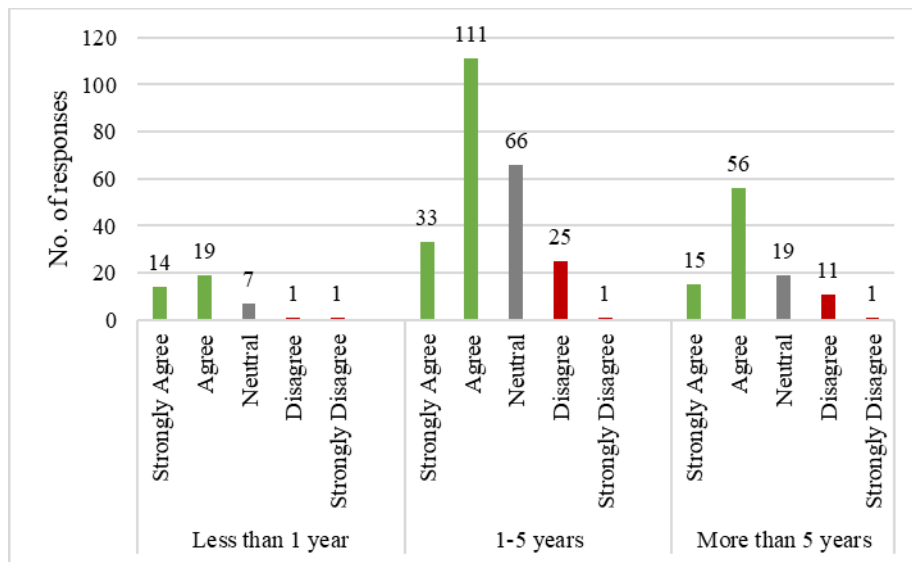
Figure 4. 63: Industry experience wise analysis of the subfactor "Participation for social activities".
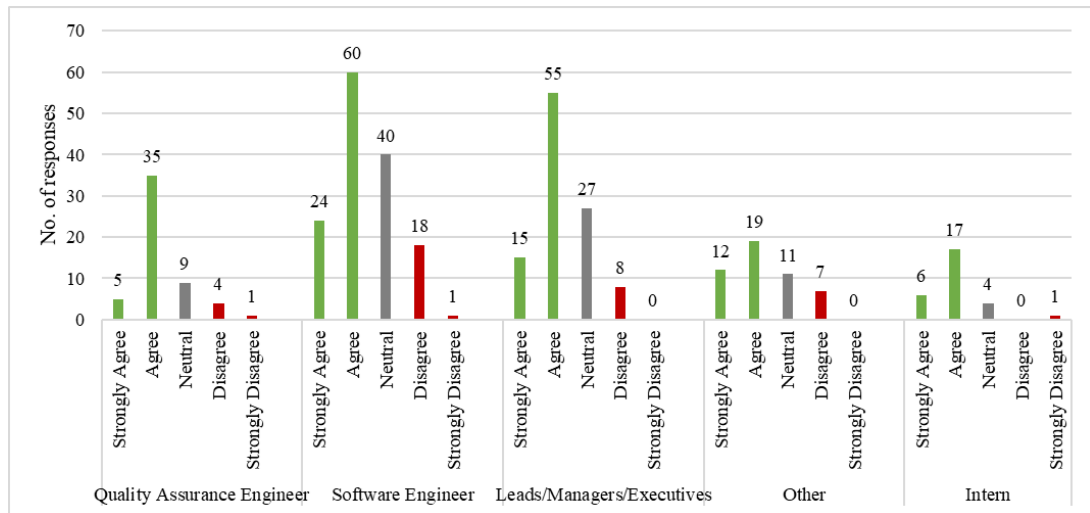
Figure 4. 64: Job role wise analysis of the subfactor "Participation for social activities".

Higher neutral and disagree rates have been recorded for the subfactor Participation for social activities subfactor when compared to the previous subfactors. The average of all the rankings received for subfactor Participation for social activities takes a lower position nearly with the same rankings. All the received rankings, and the average is shown in Table 4.32. When considering the average with other sub-factors, "Participation for social activities" got the thirteenth lowest average, which has been then considered as the thirteenth place of the ranking order.

Table 4. 32: Distribution of rankings and average of Participation for social activities subfactor.

Sub factor	Distribution of Rankings										Average Rank	Final Rank
Participation for social activities	13	14	11	13	10	11	13	14	12	14	12.5	13

"Guidance and Support" is the next superior support subfactor that affects employee turnover intention. As per the respondents. 62% of respondents have selected 'Agreed.' Still, 15% of respondents believe that Guidance and Support of superior is not a subfactor that affects their turnover intention. In contrast, 23% of the respondents are not sure whether they need Guidance and Support from superiors or not. Hence, it is ranked fourteenth in the subfactor order.

Figure 4.65 shows the distribution of the agreeableness towards the Guidance and Support subfactor.

Figure 4.66 shows the gender-wise distribution of the agreeableness towards the Guidance and Support as a subfactor.

Figure 4.67 shows the industry experience wise distribution of the agreeableness towards Guidance and Support as a subfactor.

Figure 4.68 shows the job role wise distribution of the agreeableness towards Guidance and Support as a subfactor.
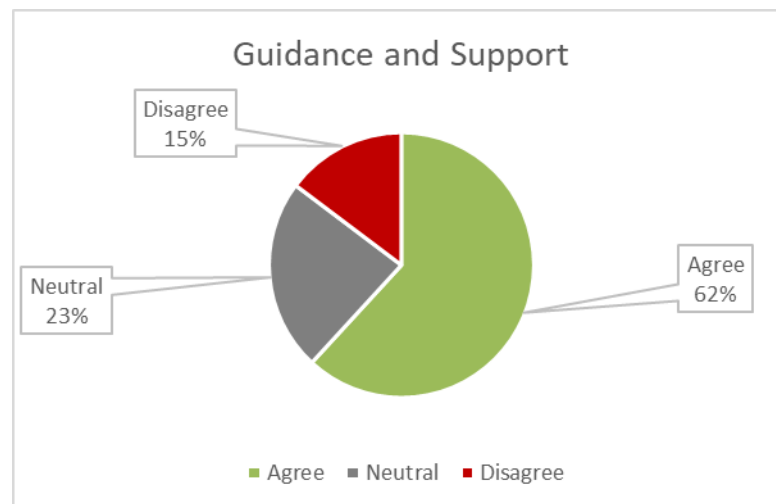
Figure 4. 65: Agreeableness percentage of "Guidance and Support" as a subfactor.
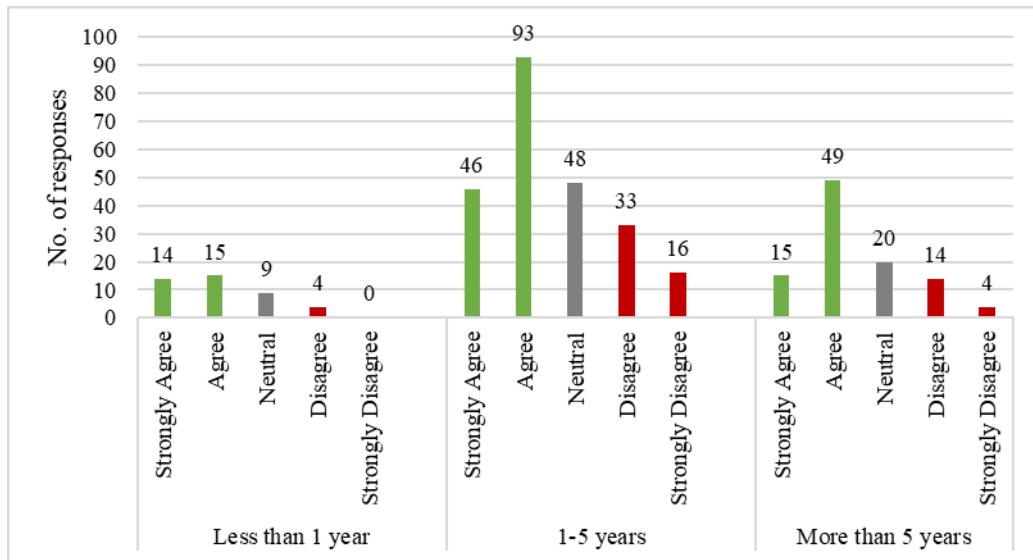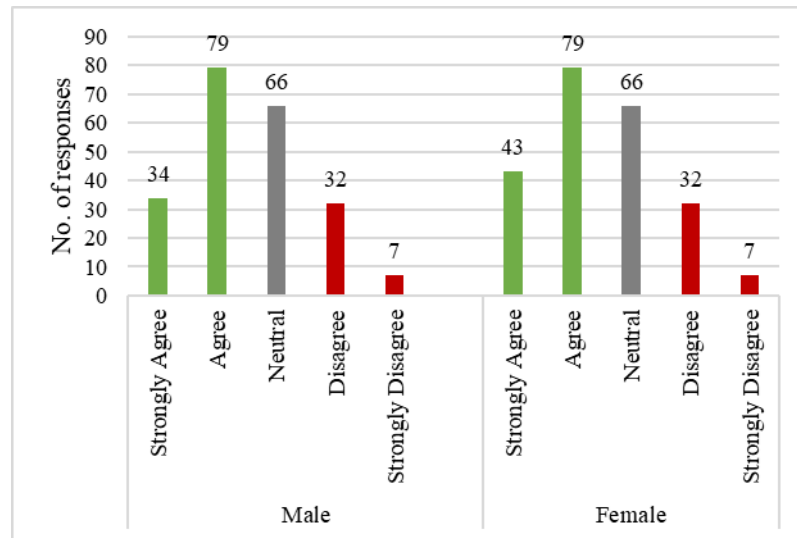
Figure 4. 66: Gender wise analysis of the subfactor "Guidance and Support".
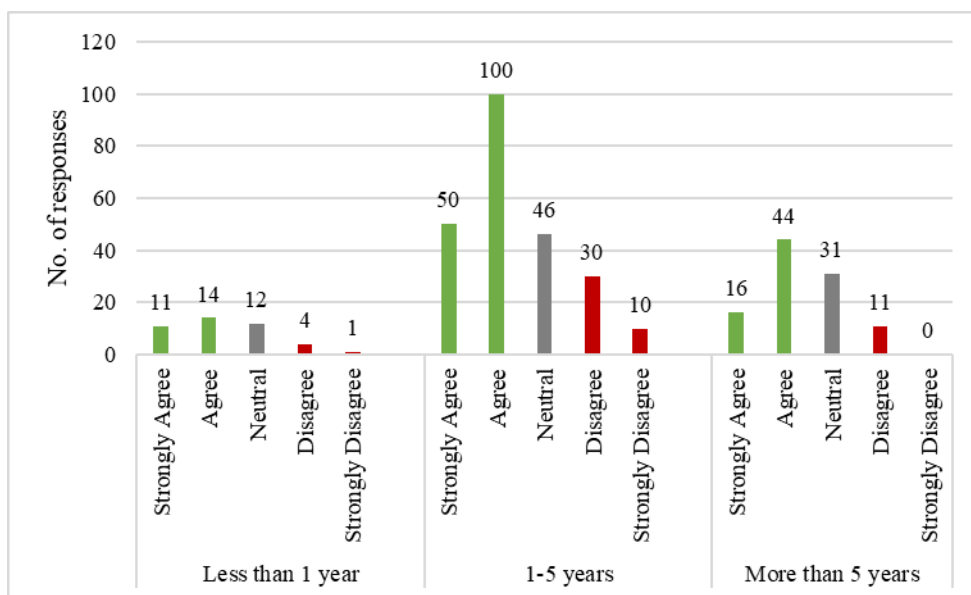
Figure 4. 67: Industry experience wise analysis of the subfactor "Guidance and Support".
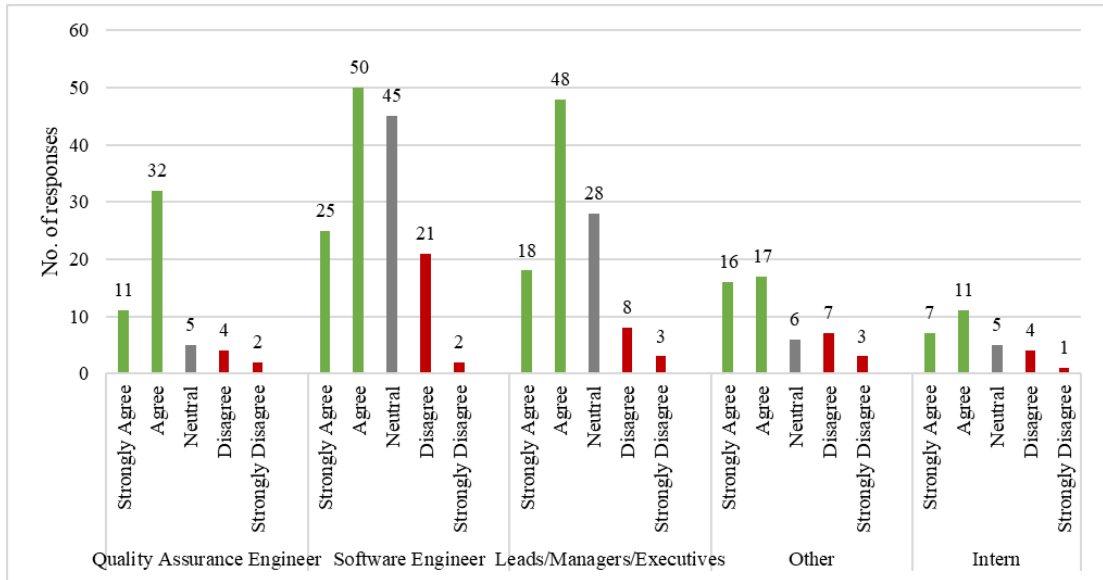
Figure 4. 68: Job role wise analysis of the subfactor "Guidance and Support".

The average of all the rankings received for subfactor Guidance and Support takes a lower position nearly with the same rankings. All the received rankings, and the average is shown in Table 4.33. When considering the average with other sub-factors, "Guidance and Support" got the fourteenth lowest average, which has been then considered as the fourteenth place of the ranking order.

Table 4. 33: Distribution of rankings and average of Guidance and Support subfactor.

Sub factor	Distribution of Rankings										Average Rank	Final Rank
Guidance and Support	14	13	15	12	15	13	14	12	14	13	13.5	14

"Financial advice" is another superior support subfactor that affects employee turnover intention. As per the respondents. 61% of respondents have selected 'Agreed.' Still, 9% of respondents believe that Financial advice from superior is not a subfactor that affects their turnover intention. In contrast, 30% of the respondents are not sure

whether they need Financial advice from superiors or not. Hence, it is ranked fifteenth in the subfactor order.

Figure 4.69 shows the distribution of the agreeableness towards Financial advice.

Figure 4.70 shows the gender-wise distribution of the agreeableness towards Financial advice as a subfactor.

Figure 4.71 shows the industry experience wise distribution of the agreeableness towards Financial advice as a subfactor.

Figure 4.72 shows the job role wise distribution of the agreeableness towards Financial advice as a subfactor.
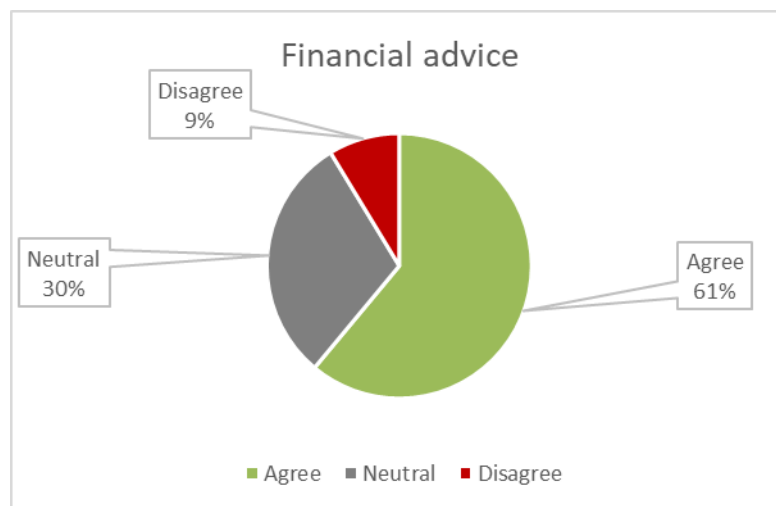
Figure 4. 69: Agreeableness percentage of "Financial advice" as a subfactor.
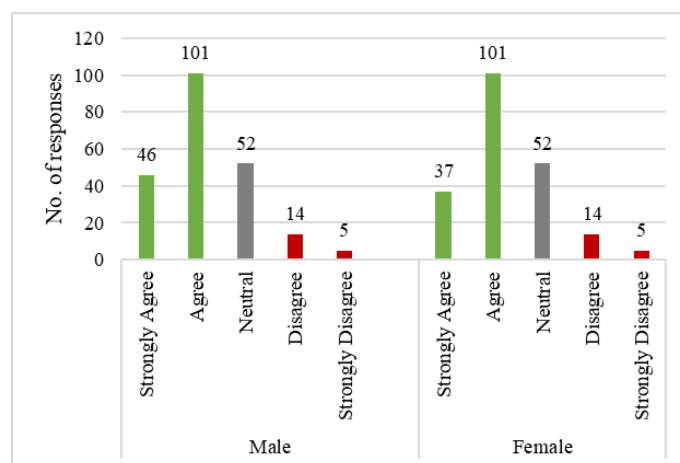
Figure 4. 70: Gender wise analysis of the subfactor "Financial advice".
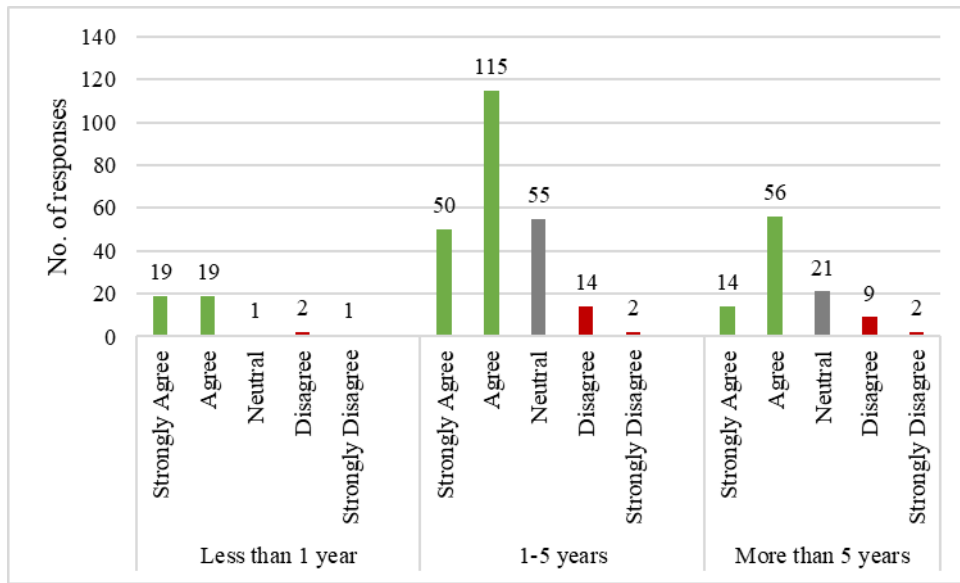
Figure 4. 71: Industry experience wise analysis of the subfactor "Financial advice".
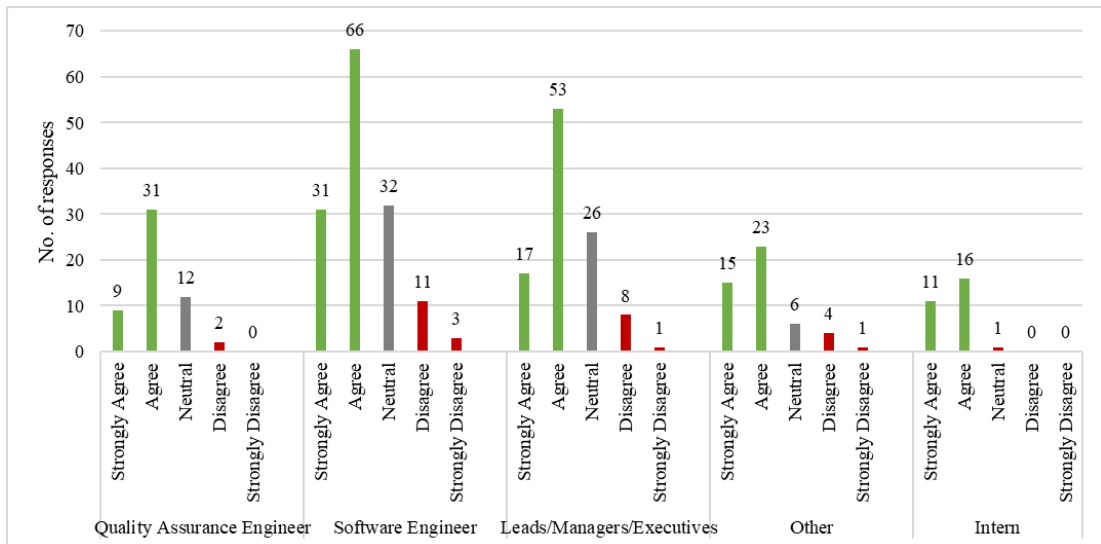
Figure 4. 72: Job role wise analysis of the subfactor "Financial advice".

Higher neutral and disagree rates have been recorded for the subfactor Financial advice. The average of all the rankings received for subfactor Financial advice takes a lower position with small deviations. All the received rankings, and the average is shown in Table 4.34. When considering the average with other sub-factors, "Financial

advice" got the fifteenth lowest average, which has been then considered as the fifteenth place of the ranking order.

Table 4. 34: Distribution of rankings and average of Financial advice subfactor.

Sub factor	Distribution of Rankings										Average Rank	Final Rank
Financial advice	12	15	12	15	14	14	12	15	15	15	13.9	15

"Help" is the next superior support subfactor that affects employee turnover intention. As per the respondents. 37% of respondents have selected 'Agreed.' 24% of respondents believe that Help of superior is not a subfactor that affects their turnover intention. In contrast, 39% of the respondents are not sure whether they need Help from their superior or not. Hence, it is ranked as the last sub factor in the order. Figure 4.73 shows the distribution of the agreeableness towards Help as a subfactor. Figure 4.74 shows the gender-wise distribution of the agreeableness towards Help as a subfactor. Figure 4.75 shows the industry experience wise distribution of the agreeableness towards Help as a subfactor. Figure 4.76 shows the job role wise distribution of the agreeableness towards Help as a subfactor.
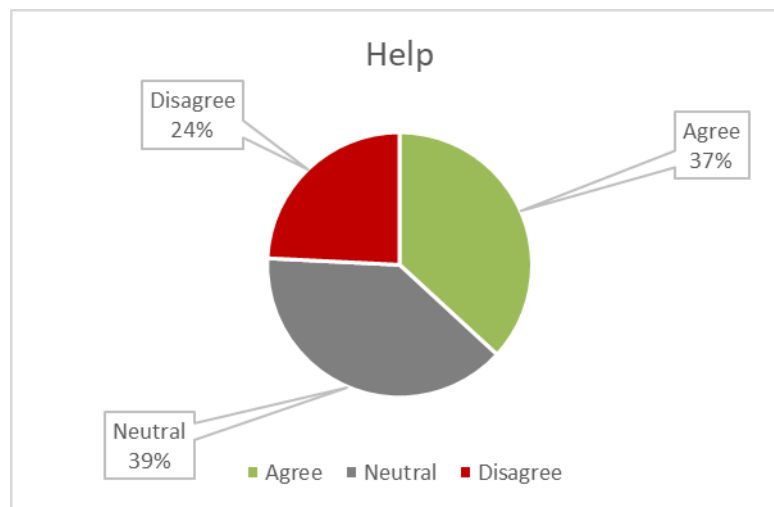
Figure 4. 73: Agreeableness percentage of "Help" as a subfactor.
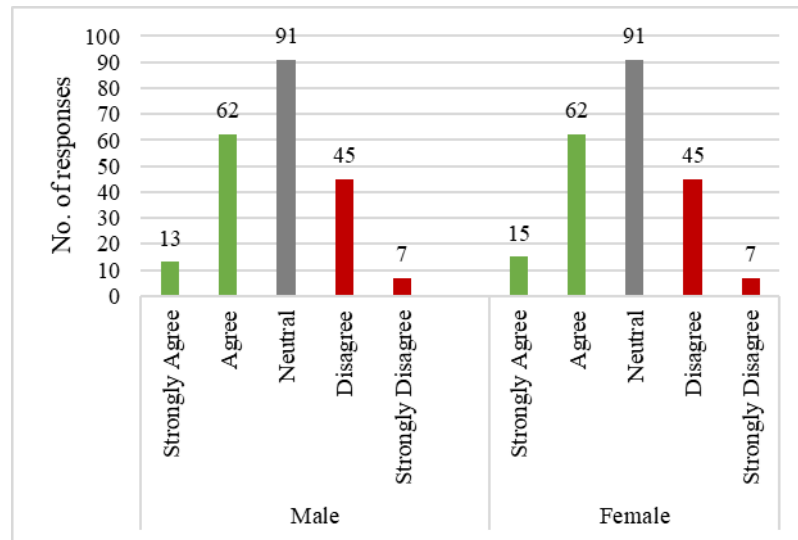
Figure 4. 74: Gender wise analysis of the subfactor "Help".
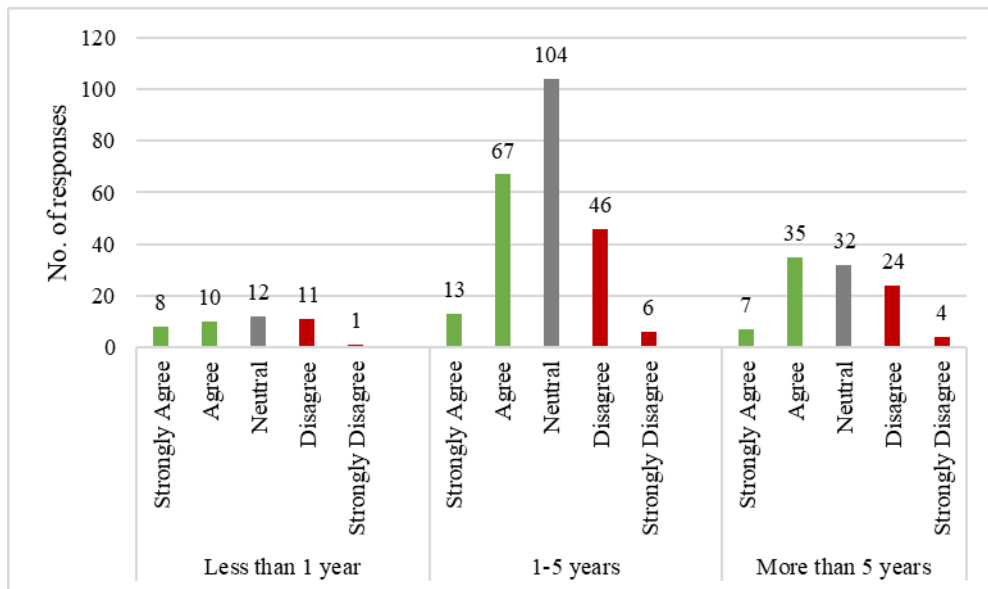
Figure 4. 75: Industry experience wise analysis of the subfactor "Help".
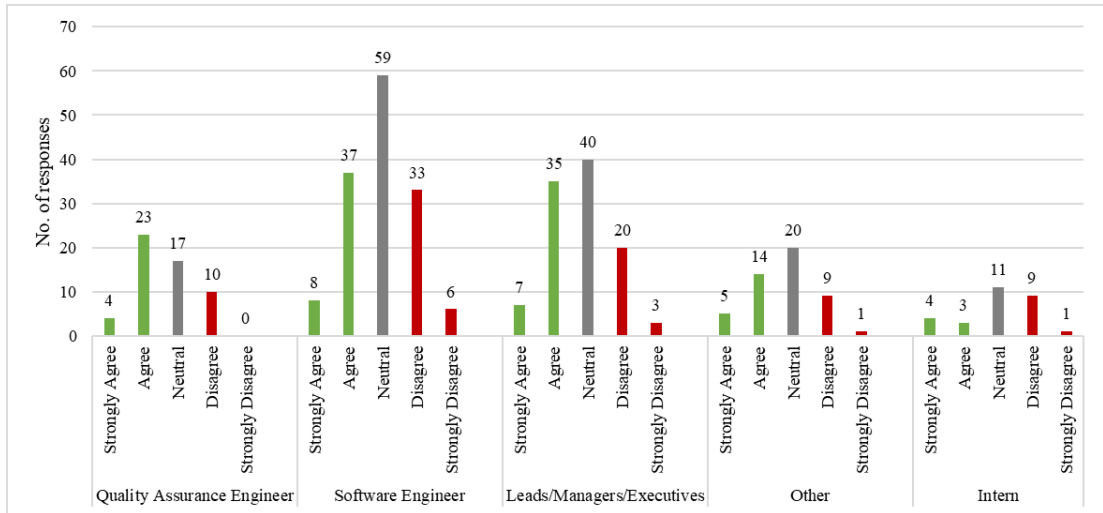
Figure 4. 76: Job role wise analysis of the subfactor "Help".

The average of all the rankings received for subfactor Help takes a lower position with almost the same ranking order. All the received rankings, and the average is shown in Table 4.35. When considering the average with other sub-factors, "Help" got the sixteenth place in the ranking order, which is the lowest average.

When comparing the agreeableness rate of subfactor "Help" most of the respondents are not seeking much help from their superior. Therefore, they are looking different ways of help for their work more other than from superior. However still some of the respondents expect help from their superiors for work. Specially the Software engineers who has 1-5 years of industry experience.

Table 4.35: Distribution of rankings and average of the Help subfactor.

Sub factor	Distribution of Rankings										Average Rank	Final Rank
Help	16	16	16	16	16	16	16	16	16	16	16	16

4.2.3. Interview Results

To find the idea of superiors about previously identified impact of the factors, a set of interviews were conducted with the superiors. It was essential to find out how the superiors see the impact of identified factors because most of the respondents were from the Engineer level. Also, the superior's view is critical, because this study is related to the support received from superiors for employees. Therefore, only superiors can consider those subfactors and act to improve the retention of employees. The following section describes the agreeableness of the superiors towards each subfactor, which affects employee turnover intention.

4.2.3.1 Encouragement

All superiors faced for the interview agreed that their 'Encouragement' is a critical subfactor that can affect the turnover intention of software professionals in the Sri Lankan IT industry. The following are some key points that they mentioned (Please refer 'APPENDIX D' for more details).

• Encouragement is one of the most important things that any employee expects.
• Managers should focus on encouraging them and give due recognition targeting the employee's growth opportunities.
• Proper encouragement leads an employee to better performance.

4.2.3.2 Admire and Recognition

Most of the superiors faced for the interview agreed that 'Admire and Recognition' is a crucial subfactor software professional expects from their superiors in the Sri Lankan IT industry. According to them, every person seeks recognition for the work they do. The following are some key points that they mentioned (Please refer 'APPENDIX D' for more details).

- Recognizing the employees give a higher return on investment and improves productivity.
- Admiring and Recognizing enhances activity in areas of the brain associated with rewards, positive emotions, and decision making.
- Timely praise is essential. Public praise gives a high weight.

4.2.3.3 Advice, Suggestion and Information

Superiors faced for the interview had mixed feelings about this subfactor. Some were neutral, and some were disagreeing with this. The following are some key points that they mentioned (Please refer 'APPENDIX D' for more details).

- Reviews and praise can be positive, but reviews are always designed to increase productivity.
- It is essential to give feedback, advice, suggestion, and information for the future development of employees as early as possible.

4.2.3.4 Communication

Again, most of the superiors faced for the interview agreed it is a crucial subfactor for professionals in the IT industry. The following are some key points that they mentioned (Please refer 'APPENDIX D' for more details).

- Workplace communication is essential for companies to work efficiently and be productive.
- Employees who interact effectively with their colleagues, managers, and customers remain a valuable asset to the organization.
- Poor communication in the workplace will lead to unmotivated personnel who may begin to doubt their confidence in their skills and organizations.

4.2.3.5 Understanding

Superiors faced for the interview had mixed feelings about this challenge. Some were agreed, and some were neutral with this. The following are some key points that they mentioned (Please refer 'APPENDIX D' for more details).

- Knowing the employee is essential as much as knowing the target customers.
- Employees who feel ignored in the workplace have a low contribution to the organization's success.

4.2.3.6 Caring

Superiors faced for the interview had mixed feelings about this subfactor. Some were agreed, and some were neutral with this. The following are some key points that they mentioned (Please refer 'APPENDIX D' for more details).

- "Take care of your employees, and they will take care of your customers" (Martins, 2014).

- Employees also should be able to communicate their problems promptly.

- Maintaining a clean and professional work environment for employees to conduct business will make employees more productive.

4.2.3.7 Facilitate required resources

Most of the superiors faced for the interview agreed that it is an essential subfactor for professionals in the IT industry. The following are some key points that they mentioned (Please refer 'APPENDIX D' for more details).

- An employee is an investment that the organization makes and from which it expects to return.

- Employers should be offered formal training and development in the company.

4.2.3.8 Motivate to participate in extra activities

Most of the superiors faced for the interview agreed that it is an essential subfactor for professionals in the IT industry. The following are some key points that they mentioned (Please refer 'APPENDIX D' for more details).

- Well-trained employees who are competent are more likely to stay close and add value to the company.

- A training needs analysis, which is a valuable tool that management can offer before we begin to develop it.

4.2.3.9 Concern

Superiors faced for the interview had mixed feelings about this subfactor. Some were neutral, and some were agreeing with this. The following are some key points that they mentioned (Please refer 'APPENDIX D' for more details).

- Even simple things do matter. A quick email to the team after winning or rewarding during a big sale can make a big difference, primarily if they work for a limited time. A letter of thanks is of great importance to every member of the team.

- Pay attention and note when an employee is interested in various aspects of the business.

4.2.3.10 Assist financial and services

Superiors faced for the interview had mixed feelings about this subfactor. Some were neutral, and some were disagreeing with this. The following are some key points that they mentioned (Please refer 'APPENDIX D' for more details).

- Financial worries and stress over money management have a significant impact on productivity.

- There is an essential advantage in recruiting employees for the millennium and generation Z who face ever-increasing student loan debt.

4.2.3.11 Feel of proud

Most of the superiors faced for the interview agreed that it is a vital subfactor for professionals in the IT industry. The following are some key points that they mentioned (Please refer 'APPENDIX D' for more details).

- Workers who are proud of their organizations are three times more likely to be happy at work than those who do not.

- Employee motivation and pride are critical components of a productive workplace.

4.2.3.12 Financial advice

Most of the superiors faced for the interview were neutral about this subfactor for professionals in the IT industry. The following are some key points that they mentioned (Please refer 'APPENDIX D' for more details).

- Providing financial advice as part of educational programs benefits employers in the form of increased productivity, reduced staff turnover, and lower risks.
- Financial stress can negatively affect our workforce.

4.2.3.13 Participation for social activities

Most of the superiors faced for the interview agreed that it is an essential subfactor for professionals in the IT industry. The following are some key points that they mentioned (Please refer 'APPENDIX D' for more details).

- There is convincing evidence that increasing employee engagement can significantly increase the effectiveness of the company in several key areas, such as; profitability, productivity, customer satisfaction, innovation, health and safety, illness and absence, staff turnover, and well-being.

4.2.3.14 Guidance and Support

Most of the superiors faced for the interview agreed that it is an essential subfactor for professionals in the IT industry. The following are some key points that they mentioned (Please refer 'APPENDIX D' for more details).

- Employees love their work when they have a good relationship with the employer.
- Employee support begins with the position of the employer and the belief that employees are an essential asset that contributes to the success of the company.

4.2.3.15 Confidence

Most of the superiors faced for the interview agreed that it is an essential subfactor for professionals in the IT industry. The following are some key points that they mentioned (Please refer 'APPENDIX D' for more details).

- Building confidence requires real conversation, not rewards which should start with understanding.

- Create a framework around them that provides support and registration along the way. When an employee lacks confidence, even the smallest mistake will confirm his sense of inadequacy. Help employees understand that failure is indeed a step towards success.

4.2.3.16 Help

Superiors faced for the interview had mixed feelings about this challenge. Some disagreed, and some were neutral with this. The following are some key points that they mentioned (Please refer 'APPENDIX D' for more details).

- Need to find new ways for employees to learn the business in the organization.

- Moving to different functions can help expand the organization's knowledge to help people develop leadership skills.

4.2.4. Summary of Interview Results

According to the comments from superiors, it is was clear that they are most interested in providing both Emotional and Practical support. Their view on Companionship and Instrumental support towards employees varied from person to person. Therefore, it is confirmed that Emotional support has the highest impact on the superior's point of view as well.

4.3. Overall Summary of Results

4.3.1. Summary of gender-based analysis

As discussed in the 'Analysis based on Gender' topic in section 4.2, the distributions for sub factors varies in male and female categories.

According to the analysis majority of the male participants has responded 'Communication' as their number one sub factor whereas the female participants has responded 'Encouragement' as the most important sub factor for them.

Both male and female participants believe that 'Help' is the least important sub factor to expect from their superiors.

4.3.2. Summary of industry experience-based analysis

According to the distributions shown under 'Analysis based on Industry Experience' topic in section 4.2, participants who have less than 1 year industry experience have rated 'Encouragement' as their number one sub factor to seek from superiors whereas the participants who have 1 to 5 years of industry experience as well as the participants who have more than 5 years of industry experience expects 'Communication' as their main factor.

All the three categories have rated 'Help' as their least expected factor from superiors.

4.3.3. Summary of job role-based analysis

In the distributions shown under 'Analysis based on Job Role' topic in section 4.2, the Lead role expect 'Communication' from their superiors as the number one sub factor. Software engineers also have the same expectation whereas the Quality assurance engineers consider 'Encouragement' as the number one sub factor. Interns who are new to the industry also expect 'Encouragement' from their superiors while the job categories which doesn't fall under the mentioned categories have also rated 'Encouragement' as their number one sub factor.

The main similarity which can be seen in all five-job role category if that the least expected sub factor from superior is 'Help' for all the job roles.

4.3.4. Conclusion

Results of the preliminary and online surveys were beneficial to identify the impact of superior sub-factors, which affects employee turnover intention in the IT industry.

An overall percentage of sub factor distribution is shown in the table 4.36. This shows a high-level view on how agree, neutral and disagree percentage rates were received overall for each sub factor.

Even though the agreeableness rate is high, some factors were ranked low because they received a lower ranking when compared to other sub-factors in several demographic categories. The average rankings received for each subfactor based on different demographic categories are shown in table 4.37.

Table 4. 36: Summary of online survey subfactors.

Sub factor	Distribution		
	Agree	Neutral	Disagree
Encouragement	96%	3%	1%
Admire and Recognition	93%	6%	1%
Advice, Suggestion and Information	92%	8%	0%
Communication	97%	3%	0%
Understanding	93%	6%	1%
Caring	87%	11%	2%
Facilitate required resources	86%	13%	1%
Motivate to participate in extra activities	89%	9%	2%
Concern	72%	21%	8%
Assist financial and services	82%	14%	4%
Feel of proud	72%	20%	8%
Financial advice	61%	30%	9%
Participation of social activities	65%	24%	11%
Guidance and support	62%	23%	15%
Confidence	61%	20%	19%
Help	37%	39%	24%

Table 4. 37: Average rankings received for the sub-factors based on different demographic categories.

Sub factors	Sub Rankings										Average rank	Final Rank
	Male category	Female category	Less than 1-year category	1-5 years category	More than 5 years category	Lead category	Software Engineer category	Quality Assurance Engineer category	Intern category	Other category		
Confidence	15	10	14	14	12	15	15	8	11	11	12.5	12
Concern	11	11	7	10	13	12	10	11	7	12	10.4	11
Encouragement	2	1	1	2	2	2	2	1	1	1	1.5	1
Caring	5	7	2	6	9	8	5	7	6	7	6.2	6
Understanding	3	4	3	3	4	4	3	3	2	4	3.3	3
Admire and Recognition	4	3	4	4	3	3	4	4	3	2	3.4	4
Help	16	16	16	16	16	16	16	16	16	16	16	16
Advice, Suggestion and Information	7	5	8	5	6	5	7	5	8	5	6.1	5
Communication	1	2	6	1	1	1	1	2	4	3	2.2	2
Guidance and Support	14	13	15	12	15	13	14	12	14	13	13.5	14
Participation for social activities	13	14	11	13	10	11	13	14	12	14	12.5	13
Feel of proud	10	12	9	11	11	10	11	13	5	10	10.2	10
Motivate to participate in extra activities	6	6	5	7	5	7	6	6	9	6	6.3	7
Financial advice	12	15	12	15	14	14	12	15	15	15	13.9	15
Facilitate required resources	8	8	10	8	7	6	8	9	10	8	8.2	8
Assist financial and services	9	9	13	9	8	9	9	10	13	9	9.8	9

The agreeableness rates of the online survey participants towards the sub-factors are shown from Figure 4.77. According to that, the highest agreeableness rate is shown

for the sub-factor "Communication" whereas the least agreeableness rate is taken by the sub-factor, "Help".
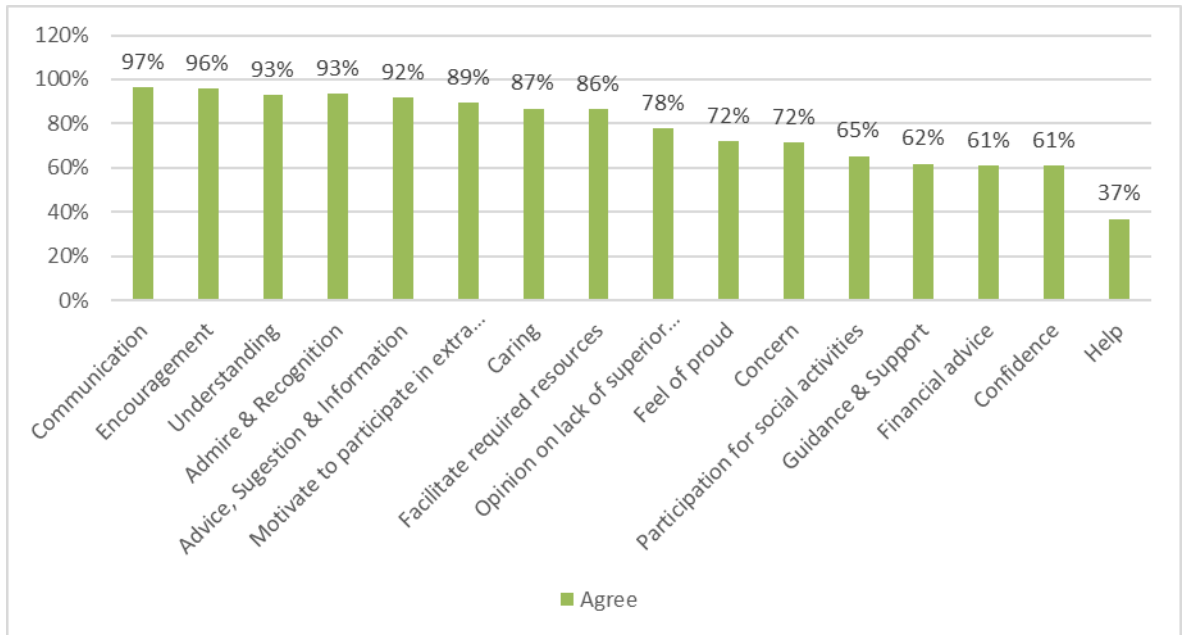
Figure 4.77: Analysis of agreeableness towards the sub-factors.

Summary of the impact of main factors, according to the distribution of subfactors in the online survey, is shown in Table 4.38.

Table 4. 38: Summary of the impact of main factors based on the distribution of subfactors in the online survey.

Final Ranking of Main Factor	Average	Final Rank	Sub Factor	Main Factor
1	6.167	12	Confidence	Emotional support
		11	Concern	
		1	Encouragement	
		6	Caring	
		3	Understanding	
		4	Admire and Recognition	
2	9.25	16	Help	Practical support
		5	Advice, Suggestion and Information	
		2	Communication	
		14	Guidance and Support	
3	10	13	Participation for social activities	Companionship support
		11	Feel of proud	
		8	Motivate to participate in extra activities	
4	10.67	15	Financial advice	Instrumental support
		8	Facilitate required resources	
		9	Assist financial and services	

Based on the Table 4.38, we can see how the distribution of main factors happened based on the final rankings of them. Since the subfactor count of each main factor is not equal. The average of each subfactor is used. The lowest average was taken by the factor – "Emotional support" with an average of 6.1. The next main factor is "Practical support," which contained an average of 9.2. The third place was taken by the main

factor – "Companionship support," with an average of 10. Which is also closer to the average of "Practical Support." Then the last factor was "Instrumental support," which got an average of 10.6.

5. RECOMMENDATIONS AND CONCLUSION

This chapter discusses the conclusion and recommendations based on the research findings.

Section 5.1 describes the Evaluation of the research objectives.

Section 5.2 gives a summary of the research findings and analysis.

Sections 5.3 to 5.4 describe the limitations, recommendations, and future directions, respectively.

5.1. Evaluating the Objectives

This section describes how the researcher used the preliminary survey, online survey, and interviews to achieve the research objectives.

5.1.1. Objective 1: To identify the factors affecting superior supportiveness on employee turnover intention.

To achieve this objective online survey was used to filter out the superior sub-factors, which affects employee turnover intention. From the literature review phase, four main superior support factors and 16 sub-factors were identified, which affects employee turnover intention. Preliminary survey findings were useful to confirm the factors identified from the literature review phase. The online survey was used to evaluate the identified factors using percentage, and weighted scale approaches. For objective evaluation, survey responses were analyzed in different approaches and viewpoints. Most of the sub-factors identified during the survey were related to the main factor - Emotional support. That is because IT employees expect the support of Encouragement, Understanding, Admire and Recognition, Caring, Concern, and Confidence from their superiors. According to the analysis, employees expect excellent emotional engagement with their superiors to remain in their current jobs.

Practical support is the second main factor that requires the attention of superiors. Employees tend to seek the support of Guidance and support, Communication, Advice,

suggestions and information, and Help from their superiors. When it comes to the main factor - Practical support, employees also expect support for their day to day tasks, especially the interns and employees with less than five years of industry experience. It is because they are new to the industry, and they always need another person to depend also because they lack work experience. The next main factor is Companionship support. Feel of proud, Motivate to participate in extra activities, and Participation for social activities are the things that employees expect from their superiors under Companionship support. The last factor is Instrumental support. Financial advice, Facilitate required resources, and Assist financial and services are the least expected sub-factors of employees under Instrumental support. Unlike for Emotional and Practical support factors, employees seem not very much interested in the last two support factors based on the responses received.

The research findings are listed in Section 4.3 and Table 4.36 and 4.37.

5.1.2. Objective 2: To identify the impact on employee turnover intention, based on the factors identified.

To achieve this objective online survey and interview sessions were used to find the impact of the four main superior support factors which affect employee turnover intention identified through the literature review phase and preliminary survey findings. Interviews were conducted with superiors who are the immediate bosses or the management of the employees who responded to the online survey. According to the interview responses, the superiors also accept, and most of the superiors are willing to provide the support employees expect. Some of the superiors had the opinion that, the employees should seek someone else for the Instrumental support. Some argued that superiors should not spoon-feed their employees. However, most of the superiors had the opinion of providing the necessary support when needed. Moreover, the majority has commented that the most critical factor is the Emotional support.

The research findings are listed in Section 4.3 and Table 4.38.

5.2. Summary of Contributions

IT profession is a broad job category as well as an industry where many new opportunities are foreseen in the future. According to the ICT workforce survey, 40.8% of the IT professionals are from ICT companies. It is the second-highest percentage of the total number of IT professionals. Employees are considered as the main asset in any organization. IT professionals are increasing in the IT organizations yearly because, as a mentioned earlier lot of people tend to move into the IT sector as they feel it as a secured job in the coming years.

According to the research findings, the turnover intention of the IT professionals in the Sri Lankan IT industry has an impact on the support received from their superiors. Hence, it is necessary to implement the required management strategies to avoid and overcome the problems with employee turnover intention. The organization's superiors or management should always focus on the happiness of their employees. Some superiors are focused on increasing the revenue of the organization as quickly as possible. If they compromise the employees for the short-term advantages, soon they are going to lose the employees and customer credibility in the long run because the employees will no longer treat their customers as the way they should be.

IT professionals highlighted that the Emotional support of superiors has a high impact on their turnover intention. Hence, the superiors should always focus on the Emotional support towards their employees. More specifically, the superiors should focus on Encouragement, Admire and recognition, Understanding, Caring, Concern, and Confidence towards the employees who work under them. Considering the mentioned factors will have an impact on reducing the employees who leave their organizations due to the lack of Emotional support.

The next thing the IT professionals expected was the Practical support of superiors. It has the second-highest impact on their turnover intention. According to them, the superiors should focus on Practical support towards their employees based on four subfactors. Those are; Advice, suggestion and information, Communication, Guidance and support, and Help. Considering the mentioned factors will have an impact on

reducing the employees who leave their organizations due to the lack of Practical support.

As the next factor, the IT professionals chose superior Companionship support as their next factor of consideration when it comes to turnover intention. They specified that Motivate to participate in extra activities, Feel of proud, and support the Participation for social activities are the factors that they seek. Hence, superiors should consider the mentioned sub factors to avoid any employee turnover occur due to the lack of Companionship support.

The least expected support factor is the Instrumental support of superiors, according to the IT professionals. Under this, they expect Facilitate required resources, Assist financial and services, and Financial advice from their superiors.

When considering the analysis, we conclude that superiors should focus more on providing Emotional support to the IT Professionals. As a result, it can lead to a lower employee turnover rate in their organizations.

5.3. Limitations

The major limitation of this study is the representativeness of the sample (with 95% of confidence level and 5% of margin of error) as all the ICT workforce in Sri Lanka were not included in the sample.

The honesty of the respondent towards their superiors will have a significant effect on the findings of the study. That will limit the observing 100% accurate results.

The respondent percentages were not equal for all the categories in the demographic perspectives. For example, in the gender based demographic analysis, the male respondent percentage was 57% whereas the female respondent percentage was 43%. Therefore, the overall summary of each demographic analysis may vary based on the respondent percentages.

5.4. Recommendations

As stated in the research objective, it is essential to present the identified impact of the main factor to the superiors in IT organizations. By using content analysis, the following key points of recommendations were identified to improve employee retention in IT organizations:

- Continuous feedback and encouragement.
- Admire and provide due recognition to whom it deserves.
- Understand the situation and expectations of employees.
- Showing the necessary care to the employees.
- Address the concerns of an employee.
- Build confidence in employees.

5.5. Future Work

The turnover intention of IT professionals in the IT industry is a broad area. It is worthwhile to study IT professionals as it is a growing industry for the coming years in Sri Lanka. The following aspects are some suggestions for future research that are related to the turnover intention of IT professionals in connection with superior support.

- Focusing only one group of employees such as;
    - Software Engineers
    - Software QA engineers
    - Gender-based: Female and Male IT professionals
    - Industry experience-based (For example IT professionals with more than 5 years of industry experience)
- Identify the most important subfactor among other sub-factors identified from this research – From this way, superiors can identify the most needed subfactor and work on it.
- Distribute the survey to non-IT organizations and expand the target audience to analyze the results.
- Distribute the survey across another country and expand the target audience to compare the results with our country.
- Conduct focus group interviews to discuss factors in an open forum. - It will help identify more effective factors as an industry.

REFERENCES

1. Carter, B. (2017, August 28). Employee Engagement & Loyalty Statistics: The Ultimate Collection. Retrieved November 04, 2017, from https://blog.accessperks.com/employee-engagement-loyalty-statistics-the-ultimate-collection

2. Edmonds, J. K., Paul, M., & Sibley, L. M. (2011). Type, Content, and Source of Social Support Perceived by Women during Pregnancy: Evidence from Matlab, Bangladesh. Journal of Health, Population and Nutrition, 29(2). DOI:10.3329/jhpn.v29i2.7859

3. Employee Distrust is Pervasive in U.S. Workforce. (2014, April 23). Retrieved from https://www.apa.org/news/press/releases/2014/04/employee-distrus

4. EMPLOYEE JOB SATISFACTION AND ENGAGEMENT Revitalizing a Changing Workforce. (2015). [ebook] USA, China: Human Resource Management, pp.3-20. Available at: https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2016-Employee-Job-Satisfaction-and-Engagement-Report.pdf [Accessed 1 Nov. 2017].

5. Greatplacetowork.lk. (n.d.). Creating a Culture of Respect - Great Place to Work® Sri Lanka. [online] Available at: http://www.greatplacetowork.lk/publications-and-events/publications/676-creating-a-culture-of-respect [Accessed 2 Nov. 2017].

6. Janssen, O. (2005). The joint impact of perceived influence and supervisor supportiveness on employee innovative behavior. Journal of Occupational and Organizational Psychology, 78(4), 573-579. DOI:10.1348/096317905x25823

7. Jia, M. O. Y. I., & Shoham, M. I. R. I. T. (2012). Communication Motives, Satisfaction, and Social Support in the Workplace: Are Supervisors Effective Support Sources in Employee Networks? (2012 45th Hawaii International Conference on System Sciences). Retrieved from https://www.computer.org/csdl/proceedings/hicss/2012/4525/00/4525e407.pdf

8. Ko, H. C., Wang, L., & Xu, Y. (2013, March 16). Understanding the Different Types of Social Support Offered by Audience to A-List Diary-Like and Informative Bloggers. 194-199. DOI:10.1089/cyber.2012.0297

9. Labs, O. (2018). Global State of Remote Work 2018. Retrieved from https://www.owllabs.com/state-of-remote-work

10. Martins, F. M. F. (2014, January 15). Take Care of Your Employees and They'll Take Care of Customers. Retrieved November 18, 2018, from https://www.business2community.com/customer-experience/take-care-employees-theyll-take-care-customers-0736670#D67qvLR6iMjFImxt.97.

11. O'Neill, J. W., Harrison, M. M., Cleveland, J., Almeida, D., Stawski, R., & Crouter, A. C. (2009). Work-family climate, organizational commitment, and turnover: Multilevel contagion effects of leaders (Unpublished master's thesis). doi:https://doi.org/10.1016/j.jvb.2008.10.004

12. Sahadi, J. (2015). What do employees want most? R-E-S-P-E-C-T. [online] CNNMoney. Available at: http://money.cnn.com/2015/04/28/pf/employee-job-satisfaction/index.html [Accessed 2 Oct. 2017].

13. Social support. (2019, March 04). Retrieved from https://en.wikipedia.org/wiki/Social_support

14. Spence, L., Heather, K., F., & J. (Jan/Feb 2005). Using Empowerment to Build Trust and Respect in the Workplace: A Strategy for Addressing the Nursing Shortage, 23.1, 6-13, 3. DOI:10.3897/bdj.4.e7720.figure2f

15. Sudhakar, G. P. (2011). Soft factors affecting the performance of software development teams. Retrieved from https://www.emeraldinsight.com/doi/pdfplus/10.1108/13527591111143718

16. Tews, M. J., Michel, J. W., & Ellingson, J. E. (2013). The Impact of Coworker Support on Employee Turnover in the Hospitality Industry. Group & Organization Management, 38(5), 630-653. DOI:10.1177/1059601113503039

17. The Employee Burnout Crisis: Study Reveals Big Workplace Challenge in 2017. (2017, January 09). Retrieved from https://www.kronos.com/about-us/newsroom/employee-burnout-crisis-study-reveals-big-workplace-challenge-2017

18. The Tethered Vacation. (2018, September 18). Retrieved from https://projecttimeoff.com/reports/the-tethered-vacation/

19. Thun, S., Saksvik, P. Ø, Ose, S. O., Mehmetoglu, M., & Christensen, M. (2013). The impact of supervisors' attitudes on organizational adjustment norms and attendance pressure norms (Unpublished master's thesis, 2013). University of Science and Technology.

20. Tsai, Y. (2011). Figure 2f from Irimia R, Gottschling M (2016) Taxonomic revision of Rochefortia Sw. (Ehretiaceae, Boraginales). Biodiversity Data Journal 4: E7720. https://doi.org/10.3897/BDJ.4.e7720. Relationship between Organizational Culture, Leadership Behavior and Job Satisfaction. DOI:10.3897/bdj.4.e7720.figure2f

21. 15fivecom. (2015, 23 July 2015). The Top 10 Proven Ways To Boost Employee Job Satisfaction. [Weblog]. Retrieved 1 October 2017, from https://www.15five.com/blog/top-10-proven-ways-to-boost-employee-job-satisfaction/

22. Workplace Wellness. (2019, February 13). Retrieved from http://www.mentalhealthamerica.net/workplace-wellness

23. Elo, S., Kääriäinen, M., Kanste, O., Pölkki, T., Utriainen, K., & Kyngäs, H. (2014). Qualitative Content Analysis. *SAGE Open*, *4*(1), 215824401452263. doi: 10.1177/2158244014522633

24. Golafshani, N. (2003). Understanding reliability and validity in qualitative research. Qualitative Report, 8, 597-606. Retrieved July 2, 2009 from http://www.nova.edu/ssss/QR/QR8-4/golafshani.pdf

25. Au, Wee & Ahmed, Pervaiz. (2016). Relationships between superior support, work role stressors and work-life experience. Personnel Review. 45. 782-803. 10.1108/PR-08-2014-0175.

26. Rosman, Mazuin & Sabil, Surena & Hassan, Zaiton & Kasa, Mark. (2020). Organizational Factors and Work-Life Balance among Policewomen in Sarawak: Emotion Based Coping Strategy as Mediator. International Journal of Academic Research in Business and Social Sciences. 10. 171-179. 10.6007/IJARBSS/v10-i1/6832.

27. Guo, Ming & Liu, Shuzhen & Chu, Fulei & Ye, Long & Zhang, Qichao. (2019). Supervisory and coworker support for safety: Buffers between job insecurity and safety performance of high-speed railway drivers in China. Safety Science. 117. 290-298. 10.1016/j.ssci.2019.04.017.

APPENDIX A: PRELIMINARY SURVEY QUESTIONNAIRE

Hi, I am Kasuni Gunasekera, currently following MBA as a student of Department of Computer Science and Engineering, University of Moratuwa. I am conducting a survey among selected group of people from IT industry for my research. The purpose of this survey is to confirm the factors that I have found from my literature review and to identify whether there are any other additional factors.

Your individual responses and identity are confidential, and the questionnaire will only take about 5 minutes to complete.

Appreciate your valuable inputs. Thanks in advance.

1.   What department/ team do you work in? *
   - Accounting
   - Administration
   - Marketing
   - Operations
   - Human resources
   - Sales
   - Finance
   - IT
   - Maintenance
   - Other…

2.   What is your job role? *
   - Team lead
   - Technical lead
   - Intern
   - Software engineer
   - Quality assurance engineer

- Administrator

- Business analyst

- Technical writer

- Architect

- Other…

3.   What is your gender? *

- Male

- Female

4.   How important is it for you to have good superior support at work? *

- Highly important

- Important

- Neutral

- Un-important

- Highly Un-important

5.   A superior should be able to provide guidance, suggestions and give practical support for your work. *

- Strongly agree

- Agree

- Neutral

- Disagree

- Strongly disagree

6.   A superior should trust, accept and care your ideas and think from your perspective. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

7.   I like when my superior encourages me to participate in extra activities which can help to build both personal and career life and share with others.

(example: participate in tech meetups, training, organize team-building activities, charity activity, share with social media) *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

8.   I like to take assistance from my superior for financial and services matters (example: problems regarding salary, medical services, claims, purchasing materials) rather than contacting HR or Administration department. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

9.   Have you ever felt that you need to leave the current company because of the lack of your superior (i.e. immediate manager or superior) support? *

- Yes
- No
- Maybe

10.   If Yes, what were the things you expect from your superior at that moment?

```



```

11.   Anything else likes to share?

```



```

APPENDIX B: ONLINE SURVEY QUESTIONNAIRE

Dear Sir/ Madam,

I am Kasuni Gunasekera, currently following the MBA as a student of Department of Computer Science and Engineering, University of Moratuwa. As partial fulfilment of MBA, I am currently conducting research on "Impact of Superior Supportiveness on Employee Turnover Intention in IT Industry".

*Note: Definition of Superior support in this questionnaire is the support you receive from your immediate superior/ lead or manager in your workplace.

I am planning to distribute this survey among a selected group of people from the IT industry. All your individual responses and identity are confidential. Through this survey, your answers will be helpful in enhancing and achieving my research objectives. This questionnaire will approximately consume 10 minutes from your valuable time.

Your corporation is very much valued with this regard. Appreciate your valuable inputs.

Thank you in advance.

1. **General Information**

1.1   What department/ team do you work in? *
- Accounting
- Administration
- Marketing
- Operations
- Human resources
- Sales
- Finance
- IT

- Maintenance
- Other

1.2   What is your job role? *
- Team Lead
- Technical lead
- Intern
- Software Engineer
- QA Engineer
- Administrator
- Business Analyst
- Technical Writer
- Software Architect
- Other

1.3   What is your gender? *
- Male
- Female

1.4   What is your age? *
- Under 25 years
- 25 - 29 years
- 30 – 34 years
- 35 – 49 years
- 50 years and above

1.5   Total industry experience? *
- Less than 1 year
- 1 year – 5 years

- 6 years – 10 years
- More than 10 years

1.6   How important is it for you to have good superior support at work? *

- Highly important
- Important
- Neutral
- Un-important
- Highly Un-important

2. Impact of Superior Emotional Support for Employee Turnover Intention

This section attempts to identify whether the emotional factors such as trust, acceptance, encouragement, understanding, concern, admire and caring affects the employee turnover intention.

2.1   Sometimes I feel like not coming to work because my superior does not have much confidence in me. *

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

2.2   I like it when my superior is concerned about my individual work status more often *

- Strongly Agree
- Agree
- Neutral

- Disagree
- Strongly Disagree

2.3   I value when my superior is willing to consider and encourage my ideas *

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

2.4   It is important for me when my superior shows caring during my hard times *

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

2.5   I appreciate when my superior understand my inability to come to work when I am sick. *

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

2.6   I highly regard when my superior admires when needed and gives due recognition to me *

- Strongly Agree
- Agree
- Neutral

- Disagree
- Strongly Disagree

3. Impact of Superior Practical Support for Employee Turnover Intention

This section attempts to identify whether the practical factors such as advice, guidance, suggestions, communication, helping to solve problems and providing useful information affects the employee turnover intention.

3.1 I prefer to get help from my superior instead of from a colleague for work-related matters. *
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

3.2 I like if I could turn for any advice, suggestion or get useful information about improving my official work from my superior. *
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

3.3   At some points, I feel like leaving the company due to a lack of guidance and support received for my work from my superior. *
- Strongly Agree
- Agree

- Neutral
- Disagree
- Strongly Disagree

3.4   A superior should be able to communicate important details and fill the communication gap within the team. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

4. Impact of Superior Companionship Support for Employee Turnover Intention

This section attempts to identify whether the companionship factors such as a sense of social belonging and presence in engaging social media activities affect the employee turnover intention.

4.1   I like when my superior encourages me to participate in various social activities to promote company name*

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

4.2   I need to feel proud when I say I work under my superior *

- Strongly Agree

- Agree

- Neutral

- Disagree

- Strongly Disagree

4.3   I value when my superior motivates me to participate in extra activities (ex: tech meetups, training, team building activities, charity events) *

- Strongly Agree

- Agree

- Neutral

- Disagree

- Strongly Disagree

5. Impact of Superior Instrumental Support for Employee Turnover Intention

This section attempts to identify whether the instrumental factors such as financial assistance, material goods and services affect the employee turnover intention.

5.1   It is good if my superior can give me good financial advice and share personal contacts outside of the work (ex: contacts for housing loans, purchasing vehicles) *

- Strongly Agree

- Agree

- Neutral

- Disagree

- Strongly Disagree

5.2   I like when my superior takes the responsibility for providing and facilitating required resources (ex: logistic support) on time for me to complete assigned tasks. *

- Strongly Agree

- Agree

- Neutral

- Disagree

- Strongly Disagree

5.3   I value when my superior mediate and assist when having a difficulty to reach the HR department for financial and services matters (for example problems regarding salary, medical services, claims, purchasing materials)

- Strongly Agree

- Agree

- Neutral

- Disagree

- Strongly Disagree

6   Do you believe that employees leave the company due to lack of superior support? *

- Strongly Agree

- Agree

- Neutral

- Disagree

- Strongly Disagree

7   Do you have any experience with employee turnover due to lack of superior support? Please explain briefly. *

8   Please write anything else or your thoughts about employee turnover and superior support. *

APPENDIX C: INTERVIEW QUESTIONNAIRE

Dear Sir/ Madam,

I'm Kasuni Gunasekara - A student at the University of Moratuwa, MBA in IT 2017 batch. And

I'm currently working as a Senior Software Quality Assurance Engineer at Cambio Software Engineering (PVT) LTD.

I have conducted a survey for my MBA research on "Impact of Superior Supportiveness on Employee Turnover Intention in the IT industry". Through the survey, I have identified the factors of superior supportiveness that affects employee turnover and I'm in progress of identifying the impact of the factors identified in order to minimize the employee turnover in IT industry. Appreciate if you can provide me with your valuable inputs to complete this study by providing an appointment to have an interview with you. Please let me know the possibility.

Many thanks in advance.

Kasuni Gunasekara

+94771684723/ +94713986366

1.   Details of the contacted person

Designation:
Company Name:
Total industry experience:

2.   What is your opinion on the following statements to improve employee retention in the IT industry?

- An employee should be encouraged on their effort and/or improvement at appropriate times.

- Giving honest admiration and recognition is always key to the success of an employee.

- Knowing and understanding your employees well is important as much as knowing your target customers.

- A key for a happy customer is treating and caring for your employees right.

- It is important to address the problems and concerns of your employees.

- As a manager, you can build confidence in employees by making sure they are trained well to do their job.

- Providing constructive feedback, advice, suggestion and information that supports your employee's learning and development are essential.

- Good employee communication is essential to business success.

- Providing directions and giving the right tools to get the job done to improve employee motivation. (guidance and support)

- It is important to put employees' professional development in the first place of company policy. (help)

- Training is one of the best ways to make employees better at their current job and even to move them up to a higher position. (motivate to participate in extra activities)

- Making employees proud about working under you or the company affects both their behavior and performance.

- Keeping your employees engaged in social activities is a challenge and a huge opportunity to gain long-term commitment and effort from your team.

- It is important to help facilitate the process and resources by providing clarity and opportunity for employees.

- When considering employee wellness, it is important to care about employee financial wellbeing as it affects overall productivity. (assist financial services)

- Workplace financial advice saves the company money by improving employee productivity.

3.   Any other suggestions to improve this study?

APPENDIX D: INTERVIEW RESULTS

Sub factor	Interviewer's profile	Comments
Encouragement	Superior 01	I think this is one of the most important things that any employee expects. They expect us to give continues feedback to know what are the areas that need to be improved. Especially during their performance evaluations. So yes, we, as managers, should focus on encouraging them and give due recognition when needed. I think it is a very important area that we should focus on.
	Superior 02	Of course, this is one of the most important factors contributing to employee motivation. It is how often their hard work is recognized and encouraged to keep up the good work. I have heard and seen such cases where employees drop their performance because of the lack of recognition and encouragement for their hard work.
	Superior 03	There will be a significant impact on how we are going to encourage them. Employee recognition should not be an annual increment or the bonus given at the end of the year. It should be meaningful and frequent.
	Superior 04	Proper encouragement indeed leads an employee to better performance. But I don't think lack of proper encouragement alone makes an employee feel leave their job. It might be one factor that leads to that outcome. I think any superior would encourage their highly

		skilled best performers. And say others to take as an example and act accordingly. Anyway, a superior should indeed encourage their employees at the appropriate time.
	Superior 05	The encouragement should be done targeting the employee's growth opportunities. I think that is the most effective way to encourage employees to perform well. Superiors should always give space and support for employees to grow professionally. So yes, I think employee encouragement is an important factor in any organization industry. That is one of the main things that employees would expect from their superiors.
Admire and Recognition	Superior 01	I agree with this. I see this is an important thing that could be done for an employee. Recognizing the employees give a greater return on investment. Even if you don't have a budget for an official recognition program, a random act of praise can greatly enhance the happiness of your employees. In my personal experience, praise enhances activity in areas of the brain associated with rewards, positive emotions, and decision making.
	Superior 02	When you put people first and then surround them with processes and disciplines that recognize their efforts, productivity increases. How we admire our employees is how they will relate to our customers, also people succeed when they are praised. People will rarely work

		with maximum potential under criticism, but an honest assessment reveals their best.
	Superior 03	The hard-working committee and organized employee should admire and recognized for their work. They could continue the good work they have been doing and be an example to others too. As I see, this is one of the hardest things to gain during an employee's work environment. However, the problem arises for the employees who do not perform well or as expected. Therefore, they also need to understand where they stand. Hence get inspiration from the employees who work hard and try to improve more. This factor is one of the most important factors when it comes to employee turnover. A lot of people misunderstands their weaknesses and the expectation of the company. So, there should be a good understanding between the superior and employee, when it comes to the underperforming employees.
	Superior 04	Gaining more personal recognition is one of the most important factors for driving your employees to deliver better performance. I have seen some company's appreciation completely lose their significance because they follow the calendar or a specific schedule for the recognition. Each person in the team should be recognized at some point, but only at the right time, when they deserve it.

	Superior 05	Thanking someone for good work or hard work is not enough. The superior should be able to justify the praise with a concrete explanation of why this is important to the employee and the company. And why does the action bring him/her one step closer to the goal that has been set? Timely praise is important. Public praise gives more weight, thereby encouraging the employee to do the same. It also allows us to confirm the values of the company for the team.
Understanding	Superior 01	Management should know their employees well. We need to understand employees and what they expect from the organization. How can you ignore someone who spends his maximum part of the day at the workplace? In some organizations, managers do not even know the names of their subordinates. Organizations of this kind always face problems such as employee dissatisfaction, high levels of dismissal and frequent conflicts between team members, and ultimately, they cannot succeed in the long run.
	Superior 02	This will be a bit challenging when it comes to larger organizations. The higher management would not know about their every employee in person. However, in such organizations, there is always a hierarchy of managers below the upper-level management. the lower management should always interact with the employees and understand their situation and needs. Hence the lower management can send updates and reports to the upper management.

		Knowing and understanding your employee is important. But if we are dealing with a larger scale company we must come up with a proper plan for the same.
	Superior 03	As a manager; we need to know some basic details of the employees. Managers need to remember the names of all persons who directly / indirectly report to you, their experience, capabilities, etc. Knowing the employee is important as much as knowing the target customers. Therefore, I think having a better understanding of our employees will lead the company in a better direction.
	Superior 04	Employees who feel ignored in the workplace rarely contributes to the success of the organization. Superiors should take some time to sit with team members to understand their expectations, levels of interest, resentment, or any other problems they encounter in their daily activities and so on. Managers need to contact their team members. The knowledge of our employee not only strengthens relationships with team members but also makes us a source of inspiration for them.
	Superior 05	Knowing employees not only helps us to get the most out of employees but also motivates them to work exceptionally well every time. Helping them in their daily activities and helping to achieve their goals and objectives is important. The manager should know the main areas of job responsibilities of all team

		members. Knowing the employee also allows us to control the subordinate.
Caring	Superior 01	This reminds me of the usual term, "take care of your employees and they will take care of your customers". Employees are our biggest asset. They are the ones who provide services and communicate directly with customers. Taking care of employees can be done in many ways. For example, training employees to help them work at full strength and mentoring so that they can overcome their barriers. Continuing education and professional development are necessary to enable them to always move forward and work better than ever before. So, I think caring is also a very important factor that needs to be addressed when it comes to employee turnover.
	Superior 02	We should always be real with the employees. Always try to get maximum input from them to make necessary changes either to the team or organization. A superior should always take timely feedback from their employees to check whether the current processes are on track and whether the company is heading in the right direction. If an employee us unsatisfied, then the superior should able to take necessary actions to provide the full support for the employee and mitigate the risk of poor-quality products or service to customers.
	Superior 03	When employees are disconnected from their organization and are dissatisfied with their

		work, as a result, employees interact poorly with customers. Unhappy employees can only pretend for a long time, which provides positive customer service. Over time, employees will burn out and the company will begin to realize the negative impact of poor customer service. We should mitigate this by taking care of employees. None of them should leave behind. Encourage employees to solve their problems, shows that we care about their well-being and that we are ready to discuss and find a solution.
	Superior 04	This depends. I mean, if it is a large-scale organization, the management will not able to care about each employee. Let's say you have more than 1000 employees in an organization. In this case, paying attention to each employee will be difficult. And it is unrealistic. In such situations, the caring part should be done from team or department levels. Each department head or team head should be able to care about the employees under them. Therefore, it is true that the superior should care about their subordinates. It is just a matter of who is responsible for those when it comes to large-scale organizations. This scenario should be carefully handled in such organizations. The communication between the department or the team level and upper management is crucial in this situation. If something is missed in the middle, the employee concerns will be dropped. Therefore, the necessary actions to prevent employee concerns will be delayed or will not happen at any time. The employee also has a

		part to play in this case. They should be able to communicate their problems on time. For this, trust between the two parties is important.
	Superior 05	Employees who feel that their managers appreciate, as a rule, go beyond without problems. The workplace will also be filled with happy employees creating a positive and relaxing atmosphere. Who would not want to work in such an environment? Developing our employees and ensuring their happiness requires a little work and can be a daunting task. However, all this will be worth it, and in the end, the staff will ultimately thank us. Maintaining a clean and professional work environment for employees to conduct business will make them more productive.
Concern	Superior 01	Well, I think the most important thing that we can provide as managers is to pay our fullest attention to employees. As I see, that will be the best approach to reach and address their concerns. We must always remember that solving problems and concerns of employees is not an interruption of our work. As a manager, this is our job. If you receive phone calls or continue to work on your computer, it is clear that the employee's messages are not so important. I have seen some practical situations like these.
	Superior 02	Having a clear understanding of what we are going to do and what will happen next will diminish some of the issues that can be raised by employees. Ending a conversation about an

		employee problem should be a clear agreement on what will happen next. You might want the employee to do something, for example, provide additional information or speak directly with a colleague. For your part, you must indicate whether you can do anything in this situation, and if so, what will be your next steps.
	Superior 03	Typically, a manager is there to solve the problems that an employee face during his/her work life. I think it is not good to leave employees wondering whether their problem is resolved or what will happen to it. If you cannot do anything with the situation, explain why. Most people realize that managers have limited power. If it takes some time to improve the situation (for example, the problem of interpersonal relationships with a colleague), determine when you will communicate with the employee to find out how things are going.
	Superior 04	Solving real problems is important, but some people constantly complain about everything. After some time, these employees will simply suck out all the energy, so we do not want to randomly encourage them. Attention can be a powerful reward, therefore, if you have a chronic complainer, we must be sure that we will not reinforce this behavior by sympathetically listening to long stories of complaints.
	Superior 05	Even simple things do matter. A quick email to the team after winning or rewarding during a

		big sale can make a big difference, especially if you work for a limited time. A letter of thanks is of great importance to every member of the team. Pay attention and note when an employee is interested in various aspects of the business. this creates opportunities for new experiences for them.
Confidence	Superior 01	Building confidence requires real conversation, not rewards. It starts with understanding what is going on. To understand what scares them, you need to get into the mud and work several levels below the obvious insecurity. No matter how smart and experienced your employees are, if they are not sure that they can change anything or that their voice will be heard, they will act below their potential. Building trust and competence. Confident employees are more likely to try new behaviors and approaches that generate creativity and greater success. So yes, it is important to trust and build confidence in your employees.
	Superior 02	It is important to communicate with them in person and listen to what is happening. Listen to their verbal cues of lack of self-confidence, and then treat them as performers that you know they can become. Pay attention to their best skills and gifts and let them share with others in the team. If they know that they are good at something specific, they will have more confidence to talk about it with their peers. If they resist, start with the fact

		that they will help someone one on one, and then go deep.
	Superior 03	Put an employee into the deep end and make him understand this can build confidence, but only if they do not drown in the process. It is much better to create a framework around them that provides support and registration along the way. When an employee lacks confidence, even the smallest mistake will confirm his sense of inadequacy. Help employees understand that failure is indeed a step towards success.
	Superior 04	Yes, building confidence takes time and energy. It's worth it. This creates long-term consequences for the employee, team, and company. Converting Confidence will greatly value your rewards for leadership achievement. Nobody will say that, but you will know, and so will they.
	Superior 05	The number one personality trait of people who cope effectively with change is confidence. Confident people are motivated, have high self-esteem and are willing to take risks. But even the most confident worker can survive a crisis of self-doubt during a radical change. That is when leadership becomes a critical factor. Timing is everything when it comes to building trust. Get used to commenting on outstanding employee behavior as soon as you notice it.
Advice, Suggestion and Information	Superior 01	Usually, managers are constantly told that they need to praise their employees and that they

		should give them feedback. I think praise expresses approval or admiration for something or someone. Feedback, on the other hand, is information about a person's performance of a task used as the basis for improvement. In other words, reviews and praise can be positive, but reviews are always designed to increase productivity. So yes, it is important to give feedback, advice, suggestion, and information for the future development of employees.
	Superior 02	As managers or superiors, we are aware of each employee's targets for each year. With that, it is important to give the focus for their personal career goals as well. For example, for a software developer, learning new technologies is important. Therefore, setting the path for those opportunities will add great value to that person. It will help them to focus on their feedbacks given mostly in performance evaluations.
	Superior 03	When an achievable task is given to an employee, it is easy to measure their performance and provide feedback on the progress or praise after completion. As managers, I think it is the best way to stay focus on the targets of each employee. Another important thing is that we should always make sure about the wordings used when praising. It should always focus on the targets and be specific. If it is vague, the employee can't pick the right idea that we may want to give.

	Superior 04	I usually schedule a weekly one-to-one meeting with each employee under my team. If you want to give positive feedback to your employees, you need time for this. A weekly meeting is practical for some groups and not practical for others. But no matter what schedule you choose, you need to meet with the employee often enough to benefit. If you store all the information until the end of the year, it will not be of great importance for the employee and will not help the employee to the same extent as more frequent feedback.
	Superior 05	Early feedback makes it clear to the employee that he or she is on the right track and that she should apply the same strategies in other areas. And frankly, we will forget (as well as the employee) a lot of actions that deserve a call if we give feedback once or twice a year. Management also relates to the development, motivation, and training of employees. The right feedback can do this, make the department a great place to work and improve overall performance. Everyone can benefit from specific feedback.
Communication	Superior 01	Workplace communication is essential for companies to work efficiently and be productive. Employees may experience increased morale, productivity, and commitment if they can communicate up and down the company's communication chain. Employers who spend time and energy

		creating open lines of communication will quickly build trust among employees, which will lead to productivity, productivity, and overall morale. At the same time, employees who communicate effectively with their colleagues, managers, and customers remain a valuable asset to the company.
	Superior 02	Poor communication in the workplace will lead to unmotivated personnel who may begin to doubt their confidence in their skills and organizations. The importance of lasting communication lies deep in the workplace. When employees have the opportunity to openly express their ideas, they are more likely to present their ideas without fear of ridicule or revenge. Innovation is heavily dependent on this, and an organization that promotes communication is more prone to innovation.
	Superior 03	Communication can be seen both inside and out. By connecting yourself inside and establishing strong communication lines, you guarantee the consistency of the message delivered from the outside. Each developing project is based on strong communication and on the fact that all internal or external stakeholders are on the same page.
	Superior 04	When leaders are strong communicators, they can better manage their teams. When you are a strong communicator, it is much easier to delegate actions, manage conflicts, motivate and build relationships (all-important duties of

		an administrator). Effective communication not only communicates with people but also allows them to communicate with each other. Strong communication channels are needed.
	Superior 05	Creating effective teams requires communication and cooperation. You will be effective in creating effective teams by implementing effective strategies, such as those listed below, to improve communication. This will increase employee morale and satisfaction.
Guidance and Support	Superior 01	I think that employees love their work when they have a good relationship with the employer. A leader cannot lead without direction. To build stronger relationships with workers, employers must provide them with the necessary guidance and support to achieve their work goals. Employers should be aware of what these goals are for this.
	Superior 02	Providing employees with the help they need and regular meetings with them to discuss their goals for the quarter and determine priorities will better align them with the goals of the company. Ideally, both parties bring something into the relationship and extract something from it. For employers, the benefits of a good employee-employer relationship include a workforce that is very active, productive, and satisfied with its role in the organization. An efficient workforce is good for business.

	Superior 03	One of the manager's tasks is to assess whether the task is new or complex and whether it deserves training. If team members have never completed a specific task before, you can do some preparation. I think it's good to give instructions and then allow the person to practice the task with useful observation. As soon as a person has confidence in solving this problem, we must allow him to perform the work without our supervision. Then check back later to confirm completion, timeliness, and quality.
	Superior 04	I think that supporting employees means giving people who work in your business the right tools to do the job. When employees have everything they need to perform, their level of job satisfaction increases dramatically. All employee support strategies should consider employee motivation for them to work and succeed in the workplace, using adequate resources in their tools and equipment for disposal.
	Superior 05	Employee support begins with the position of the employer and the belief that employees are a valuable asset that contributes to the success of the company. As managers, we need to keep employees informed. The more information you share about the company, its mission and the actions that need to be performed, the more valuable the contribution of staff will be. Providing the right tools and equipment for

			the job removes the barriers and barriers that hinder the work.
Help	Superior 01		I think this is very similar to what I said under the guidance and support. We must help employees build a career path within the company so that they can better imagine their future in the company. Identify specific milestones to achieve, and support staff may have to use them along the way. Clear and consistent communication of career opportunities can help employees feel more concerned and empowered.
	Superior 02		As I mentioned earlier, we need to take time to meet face-to-face with team members to learn about their aspirations, expectations, and disappointments. This reach can help employees feel valued and lead to increased productivity and loyalty.
	Superior 03		Reminding employees of their unique contribution to the mission of the company gives meaning to their role and can increase their motivation to expand their responsibilities and advance in the company. However, we cannot assume that they already know how their work adds value. in some situations, I heard that professionals want them to better understand how their day-to-day responsibilities affect the organization.
	Superior 04		Many employees find it easier to leave their current organization to gain new experience

		and create their portfolio of skills than to take on a new role in another function in the current organization. It is common for managers to spend good talents on their own needs than to look at what is best for the individual and the organization. Senior management can help change this behavior by encouraging and facilitating internal translations. Some organizations even help employees interact with people from other functions/departments to help them explore new opportunities in the organization.
	Superior 05	If employees value growth and training, we must find new ways for them to learn the business in the organization. Moving to different functions can help expand your organization's knowledge to help people develop leadership skills. Managers should better navigate their reports outside their group.
Motivate to participate in extra activities	Superior 01	Well-trained employees who are competent and capable are more likely to stay close and add value to your company. You cannot afford to constantly replace and train new employees. Quality employee training programs increase employee engagement. The employees involved are happier in all aspects of their lives. They are more productive and efficient. The dedicated staff provides the best customer service. Simply put, interested employees feel valued at work and are happy to be there.

	Superior 02	One of the best ways to increase employee engagement is to provide excellent training that they can get carried away. There are several major barriers to motivating employees to learn. For example, lack of time, the perception that the information is not relevant or not applicable, the company's culture does not support training. Knowing how to attract employees to training means allocating time for training, which will be useful and valuable for both the company and employees.
	Superior 03	If we offer additional training options for employees that are valuable but not well attended, there should be a gap that we have missed. Many employers make the mistake of introducing company-wide training, ignoring the people who make up the company. You need to ask employees what they need to do their job better, and what can make their working life easier and more enjoyable. Sometimes it's amazing to hear what they say.
	Superior 04	I think we should make it easier for employees to complete their training programs by offering piece-sized micro-learning lessons delivered on time. Short and pleasant options offered locally can give employees what they need to work. We should not force employees to try to get training, instead, let training come to them.
	Superior 05	One of the main reasons employees refuse a training program is because they are asked to learn what they already know. This is how to

		get a spider to attend a seminar on how to create a simple web. Find out what your employees already know before conducting over-training. A training needs analysis, which is a valuable tool that management can offer before we begin to develop it.
Proud	Superior 01	I think that pride in your organization is the most powerful engine of happiness for workers. Workers who are proud of their organizations are three times more likely to be happy at work than those who do not. Many factors make employees happy at work. All of these elements are important. But the most important element may be how your employees relate to the company itself. Are they proud of the company? Do they know what these principles are? Do they show off to their friends and family the work the company does?
	Superior 02	They are the values that define our company, and they are integrated into key programs and communication efforts. New employees will learn about them from day one. The knowledge that my work helps to change people's lives, and that my company has a set of values that every employee adheres to, is very pleasing. Some say pride leads to happiness. For me, this is a form of happiness. We must give our team members every opportunity to be proud of the organization in which they work. Help them become a proud family.

	Superior 03	Although various factors make employees love and be proud of their company based on my experience, I feel that a culture of transparency, respect, and continuous development is higher than everyone else. When employees feel they are being heard, they become part of the big picture, it motivates them. When senior management takes action based on employee feedback, it shows how important their feedback is. Companies must promote a culture of continuous development, and senior executives provide examples.
	Superior 04	Instead of guessing what will motivate or instill pride in employees, just ask them. Often what the management team feels, motivates and inspires its employees, is very different from what, in their opinion, the employees will motivate them. Allow employees to freely talk about what motivates them, or to submit proposals anonymously so that all voices are heard and considered. This is a more efficient way to understand the needs of employees and creates an environment in which employees feel able to provide feedback to create a better workplace.
	Superior 05	Employee motivation and pride are key components of a productive workplace, and we can act every day to develop this type of environment. We need to think about what is needed to motivate and inspire employees, break the approach into actionable steps, and it

		will be easier to achieve morale, productivity, and profit.
Engage in social activities	Superior 01	We must understand that employee engagement is a way of thinking. Another thing is that we must begin by considering the team as real people with ideas, aspirations, achievements, and problems, both in the workplace and beyond. These people are not a means to achieve business results; they are a huge resource that needs to be understood and developed to fulfill what is expected of them as employees.
	Superior 02	As a manager, retaining your employees is arguably the biggest challenge you face. It is also a huge opportunity to get long-term commitment and discretionary efforts from your team. These efforts will ultimately lead to increased sales and fewer errors.
	Superior 03	There is more and more convincing evidence that increasing employee engagement can significantly increase the effectiveness of the company in several key areas, such as; profitability, productivity and customer satisfaction, innovation, health and safety, illness and absence, staff turnover and well-being. But for this, our collaboration efforts must be consistent with our overall business strategy. The implementation of unplanned ideas and actions that, in our opinion, can help without monitoring or measuring their impact is a waste of time and resources.

	Superior 04	What I experienced was that teams are often isolated within their project and their workspace, that they have no idea what the rest of the company is doing. I think that creating an open space for exchanging information every 2 months or so, where each team can present updates to their project and key points of training, will be useful at this stage. Teams will develop much faster, using the acquired knowledge and varied experience in each project.
	Superior 05	We need to ensure that we regularly report on new opportunities and inspire employees and strive for what will happen next. This can be done in the internal mailing list, face-to-face, or during a general update. Another thing is that we must remember that career processes should be determined by both individual potential and current capabilities.
Facilitate required resources	Superior 01	From the very first day, an employee is an investment that the organization makes and from which it expects to return. To get the most out of the employees, we need to make further investments along the way. Although many of the tactics on this list do not necessarily require dollars to implement, resources are still used in the form of time and focus. Other employee development activities, including training, online training programs, and coaching, are well worth the investment. Whatever the resource, these additional investments are necessary and valuable if they are carefully

		coordinated with the organization's strategic goals and individual development plans based on key personnel.
	Superior 02	Employers should offer formal training and development in the company. This training should be directly related to work, career growth and the direction in which the company is moving. This may include vocational training, a general business climate, and cultural development. For example, you can send HR managers to a conference to help them learn about the best HR practices. You can invite a presenter to talk with staff and HR managers about how the new legislation will affect the company.
	Superior 03	Formal vocational training is not the only opportunity that the employer can or must provide. Many training opportunities are available that can help employees become better people who are not exclusively focused on their current job.
	Superior 04	Online courses, Webinars, Conferences are some ways to help employees learn throughout life. All those ideas imply that our employees are sitting idle and studying, but we can also think about encouraging employees to more actively pursue lifelong learning by conducting a webinar or organizing lunch and training. This will benefit not only other employees but the employee who will train him will study and understand his topic even better.

	Superior 05	Many forward-thinking companies that value lifelong employee training provides reimbursement programs that allow employees to earn a degree or certificate. They are popular among employees and can help employees gain knowledge and skills. This is the most expensive option, so if you want to help pay for it, we need to make sure that we associate the refund with good grades and withholding.
Assist financial services	Superior 01	The financial well-being of our workforce or its absence is an important factor for any human resources department. Financial worries and stress over money management have a significant impact on productivity. As leaders who are closest to the welfare of employees in our organizations, human resources specialists can play an important role in improving the financial condition of employees.
	Superior 02	Employers should also evaluate the various life stages of their employees and offer appropriate benefits. Student loan repayment benefits are becoming more common, and they are an important advantage in recruiting employees for the millennium and generation Z who face ever-increasing student loan debt. These benefits may be a comparison of contributions or assistance with refinancing.
	Superior 03	Benefits are an important part of general compensation, but employees often do not understand what benefits they have. We must

		provide our employees with the payment advice tools they need to fully understand their benefits and the impact of these benefits on their overall financial picture.
	Superior 04	I think that HR managers should know that employees are turning to their jobs more than just salaries. They rely on their employers for benefits. To meet these needs, employers must take financial well-being seriously, and the human resources department is ideally suited for these changes. The introduction of tools and methods that allow employees to understand and control their finances helps both enterprises and employees. Employees with low levels of financial stress are more productive.
	Superior 05	As leaders, we must ensure that our company's compensation packages are better than industry standards, keep up with inflation and provide ample opportunity to increase mobility. But for employees at all pay levels, free financial training can be an HR advantage that provides tangible added value. If we do not solve the financial problems of employees, this directly affects the productivity and money of our business, as it reduces morale in the office and significantly distracts attention. Each company must set its employees to success in all aspects of their lives, and finances are fundamental to this.
Financial advice	Superior 01	An employee with money problems becomes a busy, distracted employee. Lean staff and workplace safety require workers to stay

		focused. Providing financial advice as part of educational programs benefits employers in the form of increased productivity, reduced staff turnover, and lower risks.
	Superior 02	Taking control of personal finances reduces the health problems caused by debt stress. Employees who acquire good money management skills through professional financial advice sponsored by an employer feel better. A financial advisory program aimed at increasing participation in benefits should be aimed at employees following their standard of living and interests.
	Superior 03	Financial stress can negatively affect our workforce. In my experience, I think that most employees are stressed about their overall finances, while many reports that their financial problems are distracting from work.
	Superior 04	Ensuring the financial literacy of employees does not require a ton of money or time. Even informal sessions can make an impact. Companies that provide benefits to the organization can be an excellent resource for financial recovery programs. For smaller organizations, you can hire a local certified financial planner to ensure financial literacy. The advantage of an independent financial adviser is that they are less likely to try to sell you something. Regardless of whether you choose an experienced financial advisor or a reputable program, providing financial literacy

		to employees has clear advantages for both organizations and employees.
	Superior 05	In some cases, work practices have changed beyond measure. Irregular work patterns and an increase in the number of freelancers have increased flexibility for both the employer and the employee. But this flexibility has an unpleasant side effect: lack of stability. For the employer, this instability is manifested in high staff turnover, low productivity, and unreliable employees. For the employee, this means unsustainable income, which leads to budget worries, which leads to a decrease in financial well-being.