

Appendixes



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Appendix I - Questionnaire for MBA Research

The purpose of the project is to study on IT Staff turnover in large-scale software companies in Sri Lanka. The information contained in this questionnaire will remain completely confidential and be used purely for academic purposes.

Section A - Working Conditions

Please indicate your response to the statements provided below in a scale of 1 to 5. i.e

- 1 - Strongly disagree with the statement.
- 2 - Disagree with the statement.
- 3 - Neither agree no disagree with the statement.
- 4 - Agree with the statement.
- 5 - Strongly agree with the statement.

1. Your physical working conditions are very good.
(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐
2. You have a cordial and friendly work environment.
(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐
3. Your work is challenging.
(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐
4. You have opportunities for Career advancements.
(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐
5. You have an effective and supportive management.
(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐
6. You can work on flexible working hours.
(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐
7. You are provided with a reasonable salary.
(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐
8. You are satisfied with the company benefit schemes.
(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐
9. You are provided with adequate training.
(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐
10. Company supports your higher studies.
(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

11. Based on the above factors, please state overall how far you are satisfied with your current job in the present company.

- ☐ Very Unsatisfied
- ☐ Unsatisfied
- ☐ Neither satisfied nor unsatisfied
- ☐ Satisfied
- ☐ Very Satisfied

12. Do you ever feel stagnated or loss of interest with respect to your current job?

- ☐ No, never
- ☐ Yes, sometimes
- ☐ Yes, most of the times
- ☐ Not sure

13. What would you be doing in 5 years time in terms of your carrier?

- ☐ Continue the same job in my organization
- ☐ Hopefully will change/shift my role or area in the organization
- ☐ Leave the company to change my field.
- ☐ Hope to migrate/work in a foreign country
- ☐ None of the above (Please specify)

14. Do you think you are doing the right job according to your level of expectations?

- ☐ Yes, exactly
- ☐ Yes, up to a certain extent
- ☐ No, I am still searching for the right job
- ☐ Not sure

15. If you leave your current job, what would be the most applicable reason?

- ☐ Find another suitable job
- ☐ Get a chance to go to a foreign country
- ☐ Personal & family commitments
- ☐ Higher studies
- ☐ Never want to quit this job
- ☐ None of the above (Please specify)

16. If you are offered a job from another company, what factors will you be looking into before accepting the job. (Salary, benefits,

Career advancements, training, stress free, etc.) Please list according to priority.

- | | |
|----|-----|
| 1. | 6. |
| 2. | 7. |
| 3. | 8. |
| 4. | 9. |
| 5. | 10. |

Section B - Personal Details

- 1) Age: ☐ less than 20
☐ more than 20 - less than 25
☐ more than 25 - less than 30
☐ more than 30 - less than 35
☐ more than 35
- 2) Sex: ☐ Male ☐ Female
- 3) Marital Status: ☐ Single ☐ Married
☐ Divorced ☐ Widowed
- 4) Highest Education qualification:
☐ A-Levels ☐ Diploma
☐ Undergraduate ☐ Graduate
☐ Post graduate
- 5) Field of Specialization in higher studies:
☐ Science
☐ Engineering
☐ Management
☐ IT
☐ Others (Specify)
- 6) Your position in the above Organization:
☐ Managerial
☐ Programming
☐ Technical
☐ Consultancy
☐ Other (Specify)

7) Years of service at the above Organization:

- ☐ Less than 2
☐ more than 2 - less than 4
☐ more than 4 - less than 6
☐ more than 6 - less than 8
☐ more than 8

8) Is this your first job: ☐ Yes ☐ No

9) If 'No' for the above question please specify the details of Career history

<i>Name of the Employer</i>	<i>Years of Service</i>	<i>Reasons for Leaving</i>
1.		
2		
3		

----- Thank you -----



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Appendix II - ANOVA Test Results for Job Satisfaction

Descriptives Job Satisfaction								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
A	70	3.84	.528	.063	3.72	3.97	2	5
B	47	3.47	.881	.129	3.21	3.73	2	5
C	24	4.00	.780	.159	3.67	4.33	2	5
D	17	2.76	1.033	.250	2.23	3.30	1	4
Total	158	3.64	.823	.066	3.51	3.77	1	5

Post Hoc Tests

Multiple Comparisons Dependent Variable: Job Satisfaction LSD						
		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
(I) Company	(J) Company				Lower Bound	Upper Bound
A	B	.37(*)	.141	.009	.10	.65
	C	-.16	.177	.375	-.51	.19
	D	1.08(*)	.202	.000	.68	1.48
B	A	-.37(*)	.141	.009	-.65	-.10
	C	-.53(*)	.188	.005	-.90	-.16
	D	.70(*)	.212	.001	.29	1.12
C	A	.16	.177	.375	-.19	.51
	B	.53(*)	.188	.005	.16	.90
	D	1.24(*)	.237	.000	.77	1.70
D	A	-1.08(*)	.202	.000	-1.48	-.68
	B	-.70(*)	.212	.001	-1.12	-.29
	C	-1.24(*)	.237	.000	-1.70	-.77

* The mean difference is significant at the .05 level.

Appendix III - Chi-Square test result for career intentions

Intentions * Company Crosstabulation

		Company				Total
		A	B	C	D	
Continue the Same Job	Expected Count	9.7	6.5	3.3	2.4	22.0
	% within Company	17.1%	14.9%	4.2%	11.8%	13.9%
Change the Role	Expected Count	29.7	19.9	10.2	7.2	67.0
	% within Company	50.0%	36.2%	45.8%	23.5%	42.4%
Leave to change my Firm	Expected Count	10.2	6.8	3.5	2.5	23.0
	% within Company	8.6%	19.1%	12.5%	29.4%	14.6%
Leave the country	Expected Count	10.6	7.1	3.6	2.6	24.0
	% within Company	14.3%	14.9%	25.0%	5.9%	15.2%
Other	Expected Count	9.7	6.5	3.3	2.4	22.0
	% within Company	10.0%	14.9%	12.5%	29.4%	13.9%
Total	Expected Count	70.0	47.0	24.0	17.0	158.0
	% within Company	100.0%	100.0%	100.0%	100.0%	100.0%



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Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.479 ^a	12	.170
Likelihood Ratio	16.386	12	.174
Linear-by-Linear Association	5.151	1	.023
N of Valid Cases	158		

a. 8 cells (40.0%) have expected count less than 5. The minimum expected count is 2.37.

Appendix IV - Chi-Square test result for Job-fit

Job-Fit * Company Crosstabulation

		Company				Total
		A	B	C	D	
EXACT	Expected Count	15.9	10.7	5.5	3.9	36.0
	% within Company	21.4%	21.3%	33.3%	17.6%	22.8%
CERTAIN EXTENT	Expected Count	42.5	28.6	14.6	10.3	96.0
	% within Company	70.0%	55.3%	50.0%	52.9%	60.8%
NO	Expected Count	6.6	4.5	2.3	1.6	15.0
	% within Company	4.3%	12.8%	8.3%	23.5%	9.5%
NOT SURE	Expected Count	4.9	3.3	1.7	1.2	11.0
	% within Company	4.3%	10.6%	8.3%	5.9%	7.0%
Total	Expected Count	70.0	47.0	24.0	17.0	158.0
	% within Company	100.0%	100.0%	100.0%	100.0%	100.0%


Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.131 ^a	9	.267
Likelihood Ratio	10.415	9	.318
Linear-by-Linear Association	1.042	1	.307
N of Valid Cases	158		

a. 8 cells (50.0%) have expected count less than 5. The minimum expected count is 1.18.

Appendix V – ANOVA Test Results for organizational factors.

Dependent Variable	(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Working Condition	A	B	.34(*)	.159	.034	.03	.65
		C	-.25	.199	.205	-.65	.14
		D	-.07	.228	.760	-.52	.38
	B	A	-.34(*)	.159	.034	-.65	-.03
		C	-.59(*)	.211	.006	-1.01	-.18
		D	-.41	.238	.088	-.88	.06
	C	A	.25	.199	.205	-.14	.65
		B	.59(*)	.211	.006	.18	1.01
		D	.18	.267	.492	-.34	.71
	D	A	.07	.228	.760	-.38	.52
		B	.41	.238	.088	-.06	.88
		C	-.18	.267	.492	-.71	.34
Work Environment	A	B	.35(*)	.143	.015	.07	.63
		C	-.17	.179	.349	-.52	.19
		D	.63(*)	.204	.002	.23	1.04
	B	A	-.35(*)	.143	.015	-.63	-.07
		C	-.52(*)	.190	.007	-.89	-.14
		D	.28	.214	.188	-.14	.71
	C	A	.17	.179	.349	-.19	.52
		B	.52(*)	.190	.007	.14	.89
		D	.80(*)	.240	.001	.33	1.27
	D	A	-.63(*)	.204	.002	-1.04	-.23
		B	-.28	.214	.188	-.71	.14
		C	-.80(*)	.240	.001	-1.27	-.33
Carrier Advancement	A	B	-.41(*)	.168	.016	-.74	-.08
		C	-.14	.211	.496	-.56	.27
		D	.31	.241	.194	-.16	.79
	B	A	.41(*)	.168	.016	.08	.74
		C	.27	.224	.238	-.18	.71
		D	.72(*)	.252	.005	.22	1.22
	C	A	.14	.211	.496	-.27	.56

		B	-.27	.224	.238	-.71	.18
			.46	.283	.107	-.10	1.02
		A	-.31	.241	.194	-.79	.16
		B	-.72(*)	.252	.005	-1.22	-.22
		C	-.46	.283	.107	-1.02	.10
Mgt Support	A	B	.31(*)	.146	.035	.02	.60
		C	.17	.183	.344	-.19	.54
		D	1.17(*)	.209	.000	.76	1.58
	B	A	-.31(*)	.146	.035	-.60	-.02
		C	-.14	.194	.484	-.52	.25
		D	.86(*)	.219	.000	.43	1.29
	C	A	-.17	.183	.344	-.54	.19
		B	.14	.194	.484	-.25	.52
		D	1.00(*)	.246	.000	.51	1.48
	D	A	-1.17(*)	.209	.000	-1.58	-.76
		B	-.86(*)	.219	.000	-1.29	-.43
		C	-1.00(*)	.246	.000	-1.48	-.51
 Flexi Working hours	A	B	.20	.174	.259	-.15	.54
		C	-.43(*)	.219	.049	-.87	.00
		D	1.56(*)	.250	.000	1.07	2.06
	B	A	-.20	.174	.259	-.54	.15
		C	-.63(*)	.232	.007	-1.09	-.17
		D	1.37(*)	.262	.000	.85	1.88
	C	A	.43(*)	.219	.049	.00	.87
		B	.63(*)	.232	.007	.17	1.09
		D	2.00(*)	.293	.000	1.42	2.58
	D	A	-1.56(*)	.250	.000	-2.06	-1.07
		B	-1.37(*)	.262	.000	-1.88	-.85
		C	-2.00(*)	.293	.000	-2.58	-1.42
Reasonable Salary	A	B	.50(*)	.156	.002	.19	.81
		C	-.45(*)	.195	.022	-.84	-.07
		D	.85(*)	.223	.000	.41	1.29
	B	A	-.50(*)	.156	.002	-.81	-.19
		C	-.95(*)	.207	.000	-1.36	-.55
		D	.35	.234	.140	-.12	.81
	C	A	.45(*)	.195	.022	.07	.84
		B	.95(*)	.207	.000	.55	1.36
		D	1.30(*)	.262	.000	.78	1.82
	D	A	-.85(*)	.223	.000	-1.29	-.41
		B	-.35	.234	.140	-.81	.12
		C	-1.30(*)	.262	.000	-1.82	-.78

Benifits	A	B	.35(*)	.156	.028	.04	.65
		C	-.11	.196	.589	-.49	.28
		D	1.04(*)	.224	.000	.60	1.48
	B	A	-.35(*)	.156	.028	-.65	-.04
		C	-.45(*)	.208	.031	-.86	-.04
		D	.69(*)	.234	.004	.23	1.16
	C	A	.11	.196	.589	-.28	.49
		B	.45(*)	.208	.031	.04	.86
		D	1.14(*)	.262	.000	.63	1.66
	D	A	-1.04(*)	.224	.000	-1.48	-.60
		B	-.69(*)	.234	.004	-1.16	-.23
		C	-1.14(*)	.262	.000	-1.66	-.63
Training	A	B	.59(*)	.155	.000	.29	.90
		C	.75(*)	.194	.000	.36	1.13
		D	1.22(*)	.222	.000	.79	1.66
	B	A	-.59(*)	.155	.000	-.90	-.29
		C	.15	.206	.463	-.26	.56
		D	.63(*)	.232	.007	.17	1.09
	C	A	-.75(*)	.194	.000	-1.13	-.36
		B	-.15	.206	.463	-.56	.26
		D	.48	.260	.068	-.04	.99
	D	A	-1.22(*)	.222	.000	-1.66	-.79
		B	-.63(*)	.232	.007	-1.09	-.17
		C	-.48	.260	.068	-.99	.04

* The mean difference is significant at the .05 level.

Appendix VI - Spearman's Correlation values of Organizational factors

Correlations

			Job Satisfaction
Spearman's rho	Job Satisfaction	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
		N	158
	Working Condition	Correlation Coefficient	.470**
		Sig. (2-tailed)	.000
		N	158
	Work Environment	Correlation Coefficient	.411**
		Sig. (2-tailed)	.000
		N	158
	Challenging Work	Correlation Coefficient	.395**
		Sig. (2-tailed)	.000
		N	158
	Carrier Advancement	Correlation Coefficient	.422**
		Sig. (2-tailed)	.000
		N	158
	Mgt Support	Correlation Coefficient	.562**
		Sig. (2-tailed)	.000
		N	158
	Flexi Working hours	Correlation Coefficient	.413**
		Sig. (2-tailed)	.000
		N	158
	Reasonable Salary	Correlation Coefficient	.435**
		Sig. (2-tailed)	.000
		N	158
	Benifits	Correlation Coefficient	.401**
		Sig. (2-tailed)	.000
		N	158
	Training	Correlation Coefficient	.352**
		Sig. (2-tailed)	.000
		N	158
	Higher study Sppt	Correlation Coefficient	.320**
		Sig. (2-tailed)	.000
		N	158

** . Correlation is significant at the .01 level (2-tailed).

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