Empirical investigation of Intrinsic Attributes in IT Company in uncertain Times

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The role of intrinsic attributes becomes manifold as these are important building blocks for skill development for performing organizations .To focus on attributes such as the feedback mechanism, career and development, communication systems becomes significant as the management is undergoing change .Measuring employees' pulse wherein the management has invested substantial resources in recruiting educated professionals from the campus and groomed them assumes strategic importance. The study is exploratory in nature; the data has been collected from IT organizations and analysed to obtain an insight into the factors that are important for skill development in the coming future

Keywords: Intrinsic attributes, Growth, Skill Development, Young professionals, Shared values

1. Introduction

It has been well documented that intrinsic motivation is time and context-dependent. Therefore, in times of uncertainty, when collectivistic norms in an organization are interlinked with future it can inspire employees. Doing a job because one loves it is intrinsic; the motivation comes from within. The technical manpower may or may not possess hard skills relevant for the domain for which they are hired; they often need to be trained for soft skills to understand the ways organizations function. Employees need purpose especially at work; when their growth is linked with organization values it leads to creativity and innovation which are precursors for growth in this economy.
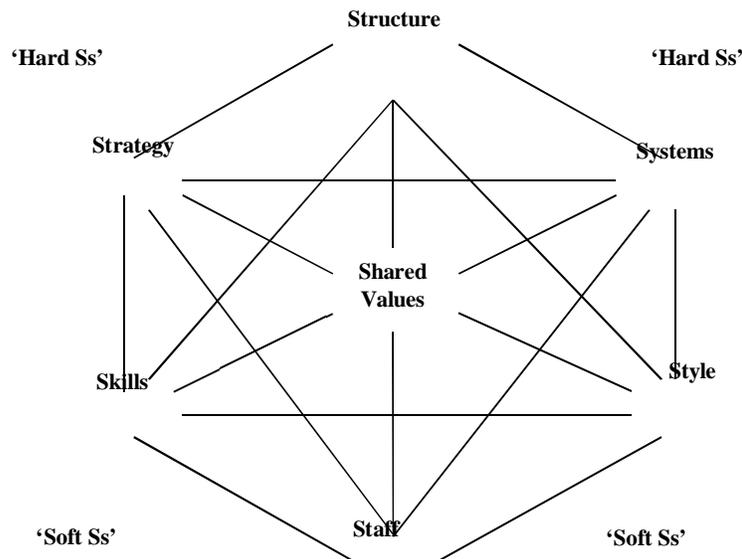
In the 7S McKinsey framework shared values are at the core; they are the norms and standards that guide employee behavior and company actions and thus, are the foundation of every organization. The model shown below represents the connection between 'Soft Ss' and 'Hard Ss'.

The above model which clearly depicts the inter-relationships between hard skills and soft skills has been successfully used to identify the areas that need to evolve and change. The basic premise in the study is to identify the issues that are relevant for identifying these skills so that the organization can focus on them to build a strong organizational identity. The main hypothesis is that better knowledge related to the job and interpersonal relations (intrinsic) lead to skill development and therefore growth. For millennial employees, the opportunity to use skills and abilities can prove to be boon especially in times of uncertainty. It can provide employers an opportunity to partner with employees in a way that can build organization's future while developing employees.

2. Literature Review

Bainbridge (2011) asserts that intrinsic motivation alludes to motivation that originates from within a person rather than from external merits such as remuneration. Herzberg (1959) posits that motivated individuals are aroused by inner values relative to other values that are peripheral to the working environment. Evidently, motivation is aroused internally by factors native to the work that Herzberg referred to as "motivators". The factors which intrinsically motivate individuals comprise the work itself, advancement, achievement, responsibility, recognition, and growth. Motivation would thus only be in effect an outcome to these intrinsic variables being utilized. Herzberg (1959) presented intrinsic motivational factors which had a momentous influence on individuals who participated in his research in private and public organisations. These motivational factors were: job security, freedom for innovative thinking, training and development, challenging/interesting work, and sense of belonging to the organisation

Research contends that the only strategy for organisations to advance manpower productivity drastically and boost retention is to request the optimization of their manpower through ample training and development programmes. Wan (2007) posits that to attain such a task, organisations need to devote enormous resources in order to ensure that workers have the skills, competencies and information necessary to work successfully in a hastily changing and complex work environment. Researchers thus advocate that it is essential for companies to invest on human resource development, which ultimately forms part of the course of assisting employees improve their knowledge, tasks, experiences, and add value to their lives. It must be emphasized that the key technique of achieving this is through education, training, and development.

Choo and Bowley (2007) cited in Samuel (2008) point out that training and development compete amid the highest retention factors mentioned by employees. Opportunities for training and development, as confirmed by research, improve employee skills and enable them to be up-to-date with technologies.

Work environment is considered to be one of the critical roles that endear the organization to employees. Factors such as job opportunities which exist outside the organization, make it essential to influence employees' decisions to be engaged and stay with the organization. When external attractions such as higher pay in other organisations arise, leaders have the obligation to create a work environment for employees that will enable them to resist such factors. This in turn enables employees to meet their performance (earning potential) due to open communication and requisite levels of training and support provided by such a management style (Samuel & Chipunza, 2009).

Therefore, it is crucial that the organsation as a whole facilitates employee attachment to their leaders. Hao *et al.*, (2009) advocates that autonomy is one retention strategy that involves management attention. Amar (2004) discerns that in modern organisational leaders are busy eliminating panels in the form of barriers which are in the way of employees' creativity in their jobs, obstacles and organisational policies that create hurdles. The researchers further contend that leaders' management must also distinguish between controls that can go against motivation thus hindering creativity.

An organisation's retention practices can be helped by removing structures and strict formalities which hinder employee freedom. This will in turn decrease the high turnover rate caused by the rigid organisational policies. As a result of the satisfying social atmosphere that exists in the organisation which include i.e. happy and friendly environment reminiscent of a family environment, employees' intention to quit is eliminated (Samuel, 2008).

Research posits this approach by stating that professions should be structured so as to cultivate experiences of an employee of responsibility, meaningfulness, and knowledge of the outcome of one's effort (Ramlall, 2004). Particularly, three specific core factors are desirable for making work feel meaningful. Skill variety, task significance and task identity comprise these three factors. "The degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person is defined as the skills variety" (Hackman & Oldham, 1980).

Therefore it is evident that unlike jobs that require the use of only one or two types of skills, jobs which require the use of multiple talents are experienced as more meaningful, and therefore more intrinsically motivating. Ramlall (2004) contends that consistent with the concept of growth need satisfaction, the inclusion of task variety as an element of job design is a good factor, as well as with a more psychological approach advocated by activation theory.Tippet & Kluvers(2009) have also posited that these factors contribute to learning and growth. However, it does not imply that the employees will not seek merits. But in uncertain times employees consider a good mentor in the organisation as one of the factors that will keep them from leaving the organization (Gupta-Sunderji ;2004) .

It can be concluded that intrinsic factors when coupled with growth and an opportunity to learn new skills can enhance employees' sense of belongingness in the organization.

3. Purpose of the Study

It can be seen that the association between intrinsic attributes and opportunities for growth can lead to collaboration; in the sense that the employees' energies are aligned with the organisation's interest. The problem statement in this study is to discover this hidden link between intrinsic attributes, growth and shared values, especially for employees who have been with the organization for 5 years or less. The primary data has been collected through a pre-tested structured questionnaire administered to the employees of purposely selected IT companies in the National Capital Region.

4. Research Methodology

The study is exploratory and analytical in nature. The IT organizations were selected using purposive sampling; the questionnaire was administered to the employees in the organization by co-ordination with the HR department of the

organization. To achieve a possible high response rate, it was agreed that the data collection period be a maximum of two months the primary data was collected from different functional areas of the organization to ensure representativeness. The total sample size is 200 respondents from 12 organisations . The profile of respondents is given below in Table 1.

The responses were scored on a 5-point Likert scale with 1 being 'Strongly agree' and 5 being 'strongly disagree' on 34 statements developed and adapted from job satisfaction surveys.

Table 1 *Profile of Respondents*

Variable	Description	Frequency
Gender	Male	132
	Female	86
Tenure of work	Less than one year	18
	Between 1-2 years	58
	Between 2-5 years	124
Education	Graduation	162
	Post graduation	38
Department	Customer service	38
	Product development	84
	Marketing	26
	Operations	15
	Quality assurance	17
	Research	20

Table 2 *Cross Tabulation of Sex and Tenure in the Organization*

Sex	Less than 1 year	1-2 years	2-5 years
Male	10	36	86
Female	8	22	38
Total	**18**	**58**	**124**

Analysis and findings

The method of factor analysis was used to extract the factors that provide an insight into the role of intrinsic attributes in the organization. The calculated Cronbach alpha is 0.968 which shows that the data are reliable. The table 3,4 and 5 shows the output of exploratory factor analysis. It can be seen from table 4 that EFA was able to explain 72.3% of the total variation. The initial extraction was rotated and 6 factors were extracted from 34 statements which imply inter-correlations between the different areas and skill sets that impact growth. The table 6 shows the factor matrix with factor loadings.

Table 3 *KMO and Bartlett's Test*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.926
Bartlett's Test of Sphericity	Approx. Chi-Square	5.278E3
	df	561
	Sig.	.000

Table 4 *Total Variance Explained*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	16.758	49.287	49.287	16.758	49.287	49.287	5.025	14.780	14.780
2	2.348	6.907	56.194	2.348	6.907	56.194	4.316	12.695	27.475
3	1.649	4.851	61.045	1.649	4.851	61.045	4.048	11.906	39.381
4	1.364	4.011	65.056	1.364	4.011	65.056	3.917	11.522	50.903
5	1.249	3.674	68.730	1.249	3.674	68.730	3.650	10.734	61.637
6	1.231	3.621	72.351	1.231	3.621	72.351	3.643	10.714	72.351
7	.837	2.462	74.813						
8	.725	2.133	76.946						
9	.692	2.034	78.980						
10	.615	1.810	80.790						

11	.554	1.630	82.420					
12	.515	1.515	83.935					
13	.479	1.409	85.344					
14	.443	1.304	86.648					
15	.435	1.278	87.926					
16	.419	1.233	89.159					
17	.383	1.127	90.286					
18	.371	1.091	91.377					
19	.305	.897	92.274					
20	.281	.827	93.101					
21	.257	.757	93.858					
22	.246	.724	94.582					
23	.230	.677	95.260					
24	.218	.640	95.900					
25	.198	.583	96.483					
26	.196	.578	97.060					
27	.167	.492	97.552					
28	.162	.475	98.028					
29	.139	.410	98.438					
30	.138	.405	98.843					
31	.121	.357	99.199					
32	.109	.321	99.520					
33	.090	.263	99.783					
34	.074	.217	100.000					

Extraction Method: *Principal Component Analysis.*

Table 5 *Rotated Component Matrix[a]*

	Component					
	1	2	3	4	5	6
My company is one of the best. Companies to work in	.180	.151	.132	-.075	.784	.276
My company treats me well	.215	.139	.234	.242	.734	.197
I am proud to tell people I work for this company	.223	.283	.209	.399	.621	.068
I am happy working here	.123	.182	.178	.336	.621	.390
I like the kind of work I do	.262	.374	.015	.304	.296	.549
My job is interesting	.249	.107	.128	.149	.269	.785
I am getting relevant job training	.272	.072	.104	.261	.219	.676
I understand what is expected of me	.056	-.076	-.049	.709	.088	.367
I have the resources required to do the job	.155	.228	.128	.723	.277	.125
I am satisfied with my work condition	.457	.215	.223	.340	.329	.413
My manager recognizes and acknowledges my performance	.473	.461	.156	.307	.172	.298
I am happy with my current job	.195	.356	.334	.398	.028	.505
The company fills vacancies from within	.109	.678	.272	.260	.044	.342
I am satisfied with the exposure I get	.135	.611	.253	.013	.211	.480
Promotion is given to those who deserve it	.212	.587	.311	.194	.284	.345
My manager gives feedback on my performance	.312	.491	.338	.212	.356	.333
There are opportunities for training	.304	.295	.294	.219	.372	.405
My manager trusts me	.599	.100	.069	.381	.166	.391

My manager helps me to improve	.718	.135	.186	.302	.223	.245
My manager takes fair corrective action on employees who fail to perform	.671	.244	.149	.103	.247	.359
My manager establishes work plan	.710	.219	.097	.204	.341	.172
My manager gives clear instructions	.542	.222	.044	.350	.460	.067
My manager is available when I need advice	.403	.201	.273	.596	.315	.130
I feel free to talk to my manager	.276	.219	.212	.691	.089	.175
My manager praises me when I do good job	.376	.390	.164	.643	.024	.040
My manager conducts regular meetings	.342	.784	.141	.145	.188	-.131
My manger regular gives information	.220	.718	.248	.167	.214	.101
My manger is effective in decision-making	.660	.252	.437	.154	.041	.067
My manager knows about work groups/work	.610	.303	.484	.053	.067	.213
My manger is doing a good job	.515	.258	.570	.159	.032	.200
Workis fairly distributed in the group	.231	.404	.631	.062	.333	.066
My group helps to solve work.problem	.063	.296	.799	.077	.278	.095
My work group co-ordinates well	.057	.164	.838	.118	.224	.049
I feel free to talk openly with members of my work group	.336	.039	.666	.162	-.024	.176

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 8 iterations.

Table 6 *Factor Matrix*

Factor Name	Variables	Factor Loading	%Variance
Factor1 Work environment	manager trusts me manager helps me to improve fair corrective action on employees who fail to perform manager establishes work plan manager gives clear instructions	.599 .718 .671 .710 .542	14.760
Factor 2 Career development	company fills vacancies from within satisfied with the exposure I get Promotion is given to those who deserve it Regular. Meetings manager.info	.678 .611 .587 .784 .718	12.695
Factor 3 Work group	Manager freely workfare work Problem work Well open group	570 631 799 838 666	11.906
Factor 4 Support and Recognition	understand what is expected of me have the resources required to do the job manager advice manager freely manager praise	.709 .723 .596 .691 .643	11.522
Factor 5 Motivated Employee	Best companies to work in company treats me well proud to tell people I work for this company happy working here	.784 .734 .621 .621	10.734
Factor 6 Challenging and interesting work	like the kind of work I do job is interesting getting relevant job training happy with my current job	.549 .785 .676 .505	10.174

5. Discussion

Factor1: Work Environment

The most important factor 1with 14.760%Variance is Work environment which is very much required for skill development among employees. Employees are motivated to perform in congenial work environment .Employees contribute their best when there is a proper plan of action and clarity in instructions .Employees are comfortable to work in an environment of trust

and support . This factor is also supported by Herzberg studies,. The studies suggest that   motivated individuals are aroused by inner values relative to other values that are peripheral to the working environment. Organizations need to devote enormous resources in order to ensure that workers have the skills, competencies and information necessary to work successfully in a hastily changing and complex work environment (Wan (2007).

Factor 2: Career Development
Factor 2, Career development with 12.695 %Variance suggests that employees are motivated to perform when they get opportunity to grow within the organization. The employees of IT organization are satisfied with the exposure they get and information shared by the managers to achieve their objectives. Further they are satisfied with the promotion given to those who deserve it.

Factor 3: Work Group
This factor with 11.906%Variance depicts that employees are motivated to perform when there is open communication among the workgroup and members are involved in solving the problems with team spirit. The employees when they work in team they acquire team skills.

Factor 4: Support and Recognition
This factor with 11.522%Variance suggests that employees of this organization understand what is expected from them. They have the resources required to do the job. They are free to discuss with the manager. In this organization employees are appreciated for their good job performance which leads to motivated workforce. Managers in IT Company have participative style of functioning. Employees get proper guidelines and support to perform the task.

Factor 5: Motivated Employee
One of the important attribute is Motivated employee with 10.734%Variance demonstrates that employees feel proud and think that this is the best company to work in. Company treats their employees very well and employees are motivated and happy to contribute and learn the skills. Company believes in happy employees are productive employees.

Factor 6: Challenging and Interesting Work
This factor with 10.174 %Variance shows that employees are motivated to contribute when the job is interesting and full of challenges. They get relevant job training when required and are happy about their current job. Challenging task leads to acquiring different kinds of skills and employees can handle the task with enthusiasm.

6. Conclusion

 It can be summarized from the above empirical study that employees (Staff) have positive orientation and are eager to collaborate when skills, style (of managing, leading and supervision) are aligned with shared values (as exemplified in the organization goal charter). These four ' Soft S' areas overlap with 'HARD S' areas and has various avenues for improving collaboration between people whose skills are assets for the organization. This is especially true in cases wherein organization have invested time and energies to recruit and develop young minds into future potential workforce. This is an important insight as IT industry is in midst of change. The large sample size (n=200) shows that this hold true irrespective of the work domain.
It proves that when managers commit every single individual in the in affecting the organisation onward, it builds a combined effort at all levels. It shows what an organization needs to do in antagonistic condition to retain empl**oyees**. We can conclude that assigning individuals well-defined task is an enabler for employees as it aligns with their individual goals.

7. Limitations

The study is exploratory in nature and cannot be generalized across other sectors of the industry as primary data has been collected only from IT companies. It provides direction for further studies; the study can be undertaken at pan-India to reveal whether there are differences among different parts of the country.

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