

A Study Focus on Psychological Problems Faced by Employees of IT Companies in Chennai

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Abstract

In today's competitive job market, finding and retaining highly qualified and motivated employees has become a significant challenge for companies across all sectors. There are several factors contributing to this trend. Firstly, there has been a decline in employee loyalty compared to previous years. Many employees no longer prioritize long-term commitment to a single company and are more willing to explore new opportunities. Secondly, employees are becoming increasingly willing to change jobs to fulfill their career goals and aspirations. This trend puts additional pressure on companies to create attractive workplaces that can compete for top talent. Furthermore, the expectations and demands of employees have also increased. They now seek meaningful work, opportunities for advancement, flexibility, and a healthy work-life balance.

Keywords: IT Company, Psychological Issues.

Introduction

Indeed, the global sourcing market in India has experienced significant growth and has outpaced the overall IT-BPM (Information Technology-Business Process Management) industry. The statistics you mentioned highlight India's dominance in the global sourcing arena. In 2016-17, the global IT & ITeS market (excluding hardware) reached a substantial value of US\$1.2 trillion. During the same period, the global sourcing market expanded by 1.7 times, reaching a value of approximately US\$173-178 billion. India maintained its position as the leading sourcing destination, capturing a significant 55% market share.

Indian IT & ITeS companies have played a major role in this growth by establishing over 1,000 global delivery centers in more than 200 cities worldwide. The IT and ITeS industry in India have played a significant role in the economic transformation of the country and has reshaped its global perception. India's cost competitiveness, with IT services being approximately 3-4 times cheaper than in the US, has been a crucial factor in its success as a global sourcing destination.

The cost advantage has been a key Unique Selling Proposition (USP) for India, attracting businesses from around the world to outsource their IT and business processes to Indian companies. However, India's appeal in the global sourcing market is not solely based on cost competitiveness. The country is also gaining prominence in terms of intellectual capital

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and innovation. Several global IT firms have recognized the potential of India's talent pool and have set up innovation centers and research and development facilities in the country.

The demand for skilled professionals in these areas has risen significantly due to the expansion of the IT and ITeS industry. The Indian IT and ITeS industry can be categorized into four major segments: IT services, Business Process Management (BPM), software products and engineering services, and hardware. Each segment contributes to the overall growth and development of the industry. Furthermore, India has emerged as a global leader in terms of digital talent. The country boasts the highest proportion of digital talent, with 76% of its workforce having digital skills. This is notably higher than the global average of 56%.

Statement of the Problem

The industry's expansion has created numerous employment opportunities and has positioned India as a global IT hub. Employee retention is crucial for companies to maintain a skilled and motivated workforce, while managing attrition rates is essential to minimize talent loss and associated costs. By identifying the key factors that contribute to employee turnover and studying effective retention strategies, the research can provide valuable insights to the higher authorities and governing bodies of the IT industry in India.

By examining the problems faced by employees and organizations in retaining IT talent, it can shed light on the factors that influence retention rates and identify key areas for improvement. The concept of employer branding plays a crucial role in attracting and retaining employees. It encompasses the image, reputation, and values of an organization as an employer. By exploring this relationship, your study can fill this gap in the existing literature and provide valuable insights into how work culture contributes to employer branding efforts, which, in turn, can enhance personnel retention strategies. The findings from the study can provide practical recommendations and insights for organizations to improve their employer branding strategies, create a positive work culture, and enhance retention efforts.

Objectives of the Study

The following are the primary goals of this study:

1. Research the demographic profile of IT personnel in Chennai.
2. To examine the psychological problems faced by employees in IT companies, Chennai.
3. To analyse the findings and offer valuable suggestions to prevent and manage the above said problems faced by employees in IT companies.

The Study's Hypothesis

H₁: There is no association between psychological problems faced by employees in IT companies and mean rank of demographic factors of the respondents

Research Methodology and Design of Research

Data Sources

The current study is a descriptive one. The research focuses on the psychological issues that employees in Chennai's IT industries encounter. Two types of data were used in this investigation. There are two types of data: main data and secondary data. Primary data is information gathered directly from first-hand sources through surveys, observation, or experimentation. It is data that has never been published before, is obtained from a novel or original research project, and was collected at the source.

The study relied heavily on primary data. There are several ways for gathering primary data, such as questionnaires and case studies. Respondents from chosen IT organisations in Chennai completed a well-designed questionnaire to acquire primary data.

Sample Chosen for the Study

The study's goal is to identify the psychological issues that employees in Chennai's IT businesses encounter. The example IT organisations were chosen based on their size and the services they offer that their workers use. There are various IT firms in and around Chennai. The researcher used a basic random sample approach to identify only five IT organisations. Tata Consultancy Services, Wipro, Cognizant Technology Solutions, Infosys, and HCL are other examples. The non-probability purposive selection methodology was used to pick 150 respondents from the five IT organisations for the study.

Tools for Statistics

The original data gathered from respondents was analysed and provided in the form of tables. The complete statistical test in this study was run at 5% and 1% significance levels. The following statistical methods are employed in this study: Simple Percentage Analysis and the Kruskal Wallis test.

Restrictions of the Study

- 1) The research study is restricted to Chennai. The study's conclusions may not be applicable to other districts.
- 2) A total of 150 samples were collected using a purposive sampling strategy. The outcome may not be generalizable to the entire population.

Literature Review

The examination of literature is important in every research project because it eliminates the risk of repeating the study and allows for the selection of another dimension for the investigation. Many studies have been undertaken to investigate the many elements of psychological difficulties encountered by IT personnel. However, there is relatively little study and literature on the issue of psychological disorders and employee attrition in Chennai IT businesses. The literature on staff attrition and organisational culture in IT businesses.

Kossivi et al. (2016) attempted to analyse past research in the field of employee retention in their article "Study on determining factors of employee retention" in order to discover the determining aspects of their decision to stay in the organisation. He believed that the retention might be accomplished by the use of eight deciding criteria. Career growth possibilities, remuneration, work-life balance, leadership style, working environment, social support from coworkers, autonomy, training, and development are some of them. According to the survey, it is critical to keep bright individuals in the organisation.

Naviq & Bashir (2015) in his research work, "IT expert retention through organisational commitment: A Study of Public Sector Information Technology Professionals in Pakistan," he attempted to evaluate the elements that might induce organisational commitment in IT sector employees in Pakistan. The information was gathered from nine IT businesses using a standardised questionnaire. According to the study's principal result, the key characteristics associated with organisational commitment may include salary, training and development, and supervisor support. They argue that IT personnel should be viewed as persons with distinct needs and intersects such as equality and justice, the ability to learn and innovate, peer and management recognition, and the accomplishment of greater degrees of responsibility and empowerment.

Christeen George (2015) in his study article, "Retaining Professional Workers: What Makes Them Stay," he states that it is more essential to find the organisational features that cause employees to stay with the organisation rather than those that cause them to leave. The study's major goal was to determine the characteristics related with professional worker retention in particular, in order to create and test a retention model. He believes that a suitable leadership/management style is essential for keeping professional staff. The study

suggests that it is more necessary to design a retention plan to keep a professional worker in the company than it is to determine the reasons for their leaving.

Ali Hussein Alkahtani (2015), according to his paper "Investigating Factors that Influence Employees' Turnover Intention: A Review of Existing Empirical Works," the employee-organization link is viewed as a reciprocal relationship. The study's key conclusion claimed that anytime employees feel cared for by management, they will return them via their loyalty. The study is founded on the outcomes of earlier research projects. He believes that the effect of external elements is unavoidable; consequently, the use of these controllable aspects is recommended for the research, which aids in the retention of labour in the organisation.

Mita Mehtha et al. (2014) "Study on employee retention and commitment" made an attempt to analyse that employee commitment plays a big part in low turnover rates as it has beneficial consequences on productivity, turnover, and employees readiness to aid colleagues in their study paper. They also mentioned that employee dedication is critical for retaining a highly qualified staff. They advise that by making the best use and implementation of HR policies in the organisation, employee commitment may be increased, leading to improved performance, improved employee attitude, and lower employee turnover, which is the goal of HR practises. The survey revealed that in order to thrive in today's increasingly competitive environment, it is critical for organisations to retain and retain their top personnel.

Kroon Brigitte & Freese (2013), according to their paper, "Can HR Practises Retain Flex-workers with their Agency?" the various motives of the employees working in the contract agencies such as career development aspirations, desire for independence and freedom relate to the appreciation of HR practises applied by the agencies and thus employee retention was achieved. The data was gathered via a standardised questionnaire with a sample size of 291 agency employees, and the management was questioned regarding their HR practises for retaining personnel. The study's key conclusion was that career growth motivation is connected to agency retention, although the relationship weakens as tenure with the agency increases.

Daisy Ofosuhene et al. (2013) The authors of "The Influence of Employee Rewards, Human Resource Policies, and Job Satisfaction on Employee Retention in Vodafone Ghana Limited" attempted to analyse the impact of employee rewards, job satisfaction, and human resource policies on employee retention in Vodafone Ghana Limited. The study's major goal is to investigate the relationship between work happiness, HR practises, and employee retention. The information was gathered using a semi-structured questionnaire with a sample size of 142 employees from the organisation. The descriptive statistics and Pearson Chi-square tests were utilised to assess the acquired data. The study's key outcome showed that cash rewards alone are insufficient, but recognition programmes should be implemented.

Nishanth & Monika (2013), through a literature study and case studies, the authors of "Organisational Culture and its Impact on Employee Retention" examined the influence of organisational culture on employee retention. They discovered via their research that each person has a unique purpose for working in the firm. They recommend the following characteristics as essential for a high-retention organisation: employee care, well-defined organisational direction and purpose, flexibility in working schedules, open and direct communication, an energetic and enthusiastic work environment, effective performance appraisal, training and development, and competitive wages. The study finds that organisational culture is a set of shared fundamental ideas that workers will learn to tackle external adaption and internal integration difficulties.

Gayatri Negi (2013) her research looked at employee attrition. She also tries to figure out the origin and effect of attrition from many perspectives. She highlights that staff turnover is unavoidable, but it may be reduced. In her findings, she also noted that when it comes to

managing attrition, internal variables are more essential than external aspects. She also explored if attrition had a good impact on the organisation by introducing fresh information, technology, and ideas through newly hired personnel. She comes to the conclusion that strong leadership is more crucial in controlling attrition.

Gaurav Bagga (2013), according to his research, "How to Keep the Talent You Have," organisations should have strong communication in place so that any concerns can be addressed swiftly. He went on to emphasise the significance of making employees feel appreciated, keeping them informed about what is going on in the organisation, connecting their job to the overall goals of the organisation, and ensuring that they have a clear career development path. He suggests that organisations with a high attrition rate shift the employee retention plan out of the HR department and into a new employee retention department. He concludes that the employee will continue with the organisation via grievance management.

Data Analysis and Interpretation

Socio - Demographic and Economic Profile of the Respondents

The socio-demographic and economic profiles of respondents from IT organisations are presented in this article to add authenticity to the collected data and to make it a true picture of the unit under consideration. The profile assists readers in gaining a better grasp of the background, culture, level of living, and other factors that play a significant role in the formation of one's people quality. Age, gender, educational degree, monthly income, experience, marital status, and sort of employment in IT are the primary characteristics explored in this section. The following subsections provide a full overview of the respondents' socio-demographic and economic profiles.

Simple Percentage Analysis

Simple percentage analysis is one of the fundamental statistical procedures used in the analysis and interpretation of primary data. It is concerned with the proportion of respondents who answered a certain question from the overall population chosen for the research. It is a basic type of analysis that allows everyone to grasp the results of the investigation. It is typically utilised by commercial research organisations and is shown using various diagrams.

The Respondents' Gender

The gender of the respondents aids readers in understanding the respondents' backgrounds. The gender distribution of responders across IT organisations is shown in the table below. According to table 1, 57.02 percent of IT firm respondents are male, whereas 42.98 percent of IT company respondents are female. It suggests that men are overrepresented in the IT industries.

It is a regular occurrence in India for men to work outside the house while women labour within the family, caring for their children and spouse. Due to the varying hours in the business, women are obliged to work the night shift. Furthermore, if anybody sees women outside the home during the day (i.e., at night), their attitude towards them is quite unfavourable. However, many are hesitant to work the night shift due to the lack of security. Another factor is sexual harassment in public areas.

The Respondents' Age

The age of the respondents assists readers in understanding the respondents' backgrounds. The age distribution of respondents in the IT industries is shown in the table and figure below.

Table 1 shows that respondents are divided into three age groups: those under the age of 25, those between the ages of 26 and 35, those between the ages of 36 and 45, and those above the age of 45. It shows that 50.38 percent of respondents under the age of 25 are in

the productive stage of life, having obtained more expertise on the area via experience. The age group 36 to 45 years old accounts for 23.34 percent of IT activities and will be accountable for properly using work culture and branding. Other age groups above 45 years old for well-experienced personnel with competent and comprehensive knowledge of everyday tasks account for just 13.90%. Finally, 26 to 35 percent of employees are 12.37 percent; they are young and have a double mind since they just married and hope to be promoted at work. As a result, they have a basic understanding of the IT area.

Respondents' Marital Status

Marriage is regarded holy in Indian culture and is engaged into by two adult persons of opposite sex. According to Indian legislation (Hindu Marriage Act-1955, Special Marriage Act, 1954), male and female marriage partners must be at least 21 and 18 years old, respectively, to enter into a marriage contract. The table below depicts the distribution of respondents based on their marital status.

It is interesting to note from the above table that in the case of IT organisations, a large number of employees are married (58.93%), while a smaller number of employees are unmarried (41.07%), indicating that the employability opportunities available for freshers or the requirements in the IT organisations are at the junior level.

Respondents' Education Qualification

Education can have an impact on an individual's behavioural aspects while interacting with others. Education, along with heredity and environment, contributes to an individual's character formation. In this study, education is classified into four categories: undergraduate, graduate, professional, and others.

The survey discusses intriguing information such as the fact that the majority of IT personnel (41.96%) have postgraduate qualifications in the technological field. However, it should be noted that 23.60% of IT industry employees hold a bachelor's degree or less. Another interesting finding is that about 18.49% of respondents had a management or professional degree. Finally, 15.94% of respondents completed diploma or other certificate courses in the study field, which is the other degree qualification of the workforce. Majority (41.96 per cent) has post graduate qualification in the technological area.

The Respondents' Experience

Table 1 shows the distribution of responses based on their year of service in the organisations. Employees' competence is enhanced by their employment pattern and seniority in the sector, which may impact their leadership pattern.

In the IT field, the vast majority of respondents (24.36%) had 6 to 10 years of experience, while 22.07 percent have 16 to 20 years of experience. Less than five years of experience and 11 to 15 years of experience, on the other hand, are 20.92% and 20.28%, respectively. Finally, 12.37% of responders had more than 20 years of experience.

In the case of IT organisations, the bulk of staff are younger and have 6 to 10 years of experience.

Respondents' Monthly Income

Monthly earnings in the field may have a significant impact in establishing one's lifestyle, work culture, retention, and leadership quality. Table 1 shows the monthly income and categorises it into four categories.

As shown in Table 4.6, the majority of respondents, 28.83 percent, get salaries ranging from Rs.20,000 to Rs.40,000, while 27.68 percent earn salaries less than Rs.20,000 in IT industries. 26.40% of employees earn between Rs.40,001 and Rs.60,000 per month. Finally, 17.09 percent of employees earn more than \$60,001 every year. According to the findings of the survey, some IT personnel are paid very little. When compared to higher

level organisations, medium level companies are unable to provide a fair wage package to their staff. Many IT projects from America and Europe are being cancelled in the current global economic climate, and Indian IT firms are struggling to locate suitable contracts to hire their personnel. Many IT firms lowered either their employees' salaries or the number of staff. Employees with higher ranks are only paid more than Rs.60,000.

The Respondents' Job Nature

An individual's employment may have an impact on how he or she interacts with others. Employees in this study are classified as technical or non-technical based on their organisational roles. The respondents are classified in the table below based on the nature of their employment in the industry.

According to table 1, 77.30% of respondents are technical employees, whereas 22.70% are non-technical employees. Respondents from the 'non-technical' category are quite few (22.70%) in this survey.

The Number of Dependents in the Family

It is the total number of family members that live with the employees. Because the size of an employee's family may influence their standard of life, it may also have an impact on their view and utilisation of employee retention in IT firms. In the current study, the number of dependents in a family is limited to There are less than two members, two to five members, and more than five members.

The significant number of dependents among family members is fewer than two, accounting for 41.20 percent. 35.59 percent of families have 2 to 5 dependents. Finally, 23.21 percent of employees have more than five members. The study concludes that dependents in family members with less than two are greater (41.20%) than others.

Test for Kruskal Wallis

Employees' psychological difficulties in IT businesses and their average rank Respondents' demographic characteristics

The Kruskal-Wallis H test is a nonparametric rank-based test that may be used to assess whether or not there are statistically significant differences in two or more groups of an independent variable on a continuous or ordinal dependent variable. It is a nonparametric alternative to one-way ANOVA, as well as an extension of the Mann-Whitney U test that allows for the comparison of more than two independent groups. In other words, the Kruskal Wallis statistic quantifies how much the group ranks depart from the average rank of all groups.

Respondent's Gender

The Kruskal Wallis test ranks the values of the variables for each instance. This table shows how each variable ranks. Low rank refers to variable values that are low. With a mean rank of 66.84, female employees had lower values than the other factors. Male employees, on average, had higher values than the other factors, with a mean rank of 87.14. The Kruskal Wallis test is used to see if the average ranking varies across factors. Here are the psychological issues that employees in IT organisations confront based on their gender.

H0: There is no relationship between psychological issues experienced by IT personnel and the respondents' mean rank of gender.

The Kruskal Wallis test results are shown in the table. The null hypothesis is rejected at the 5% level of significance since the p-value is less than 0.05. As a result, there is a link between psychological issues experienced by IT personnel and the respondents' mean rank of gender.

Respondent's Age

The Kruskal Wallis test ranks the variables' values for each instance. Each variable is ranked in this table. Low rank variables are those with low values. The age group of 36 to 45 years has lower values than the other components, with a mean rank of 65.00. The age range of 26 to 35 years, on the other hand, has greater values than the other variables, with a mean rank of 87.25. The Kruskal Wallis test is used to determine whether or not the average ranking differs across parameters. Based on their age, the following are the psychological challenges that employees in IT firms face.

H0: There is no relationship between psychological issues experienced by IT personnel and the respondents' mean age.

The Kruskal Wallis test results are shown in the table. The null hypothesis is accepted at the 5% level of significance since the p-value is greater than 0.05. As a result, there is no correlation between psychological issues experienced by IT personnel and the respondents' mean age.

Respondents' Marital Status

The Kruskal Wallis test ranks the values of the variables for each instance. This table shows how each variable ranks. Low rank refers to variable values that are low. Unmarried respondents have lower values than the other factors, with a mean rank of 68.21. Meanwhile, respondents who are married had higher values than the other factors, with a mean rank of 85.87. The Kruskal Wallis test is used to see if the average ranking varies across factors. Here are the psychological issues that employees in IT organisations encounter based on their marital status.

H0: There is no significant link between psychological issues experienced by IT personnel and the respondents' mean rank of marital status.

The Kruskal Wallis test results are shown in the table. Because the p-value is less than 0.05, the null hypothesis is rejected at the 5% level of significance and the alternative hypothesis is accepted. As a result, the researcher believes that there is a substantial association between psychological issues encountered by IT personnel and the respondents' mean rank of married *status*.

Respondent's Educational Qualification

The Kruskal Wallis test ranks the values of the variables for each instance. This table shows how each variable ranks. Low rank refers to variable values that are low. Other degree holders, such as diploma or certificate courses, have lower values than the other variables, with a mean rank of 61.12. Undergraduates have higher values than the other factors, with a mean rank of 93.89. The Kruskal Wallis test is used to see if the average ranking varies across factors. Here are the psychological issues that employees in IT organisations encounter based on their educational degree.

H0: There is no significant link between psychological issues experienced by IT personnel and the respondents' mean educational level.

The Kruskal Wallis test results are shown in the table. The null hypothesis is rejected at the 5% level of significance since the p-value is less than 0.05. As a result, there is a substantial association between psychological issues experienced by IT personnel and the respondents' mean educational level.

Respondent's Experience

The Kruskal Wallis test ranks the values of the variables for each instance. This table shows how each variable ranks. Low rank refers to variable values that are low. Employees with fewer than five years of experience score lower than the other factors, with a mean rank of 71.00. 16 to 20 years of experience, on the other hand, has higher values than the other

factors, with a mean rank of 89.39. The Kruskal Wallis test is used to see if the average ranking varies across factors. According to the respondents' experience in the research area, the psychological challenges experienced by employees in IT organisations are discussed below.

H0: There is no significant relationship between psychological issues experienced by IT personnel and the respondents' mean rank of experience.

The Kruskal Wallis test results are shown in the table. The null hypothesis is rejected at the 5% level of significance since the p-value is less than 0.05. As a result, there is a significant relationship between psychological issues encountered by IT personnel and the respondents' mean rank of experience.

Respondent's Monthly Income

The Kruskal Wallis test ranks the values of the variables for each instance. This table shows how each variable ranks. Low rank refers to variable values that are low. Employees with a monthly salary of more than Rs.60,001 had lower values than the other variables, with a mean rank of 60.27. Monthly incomes ranging from Rs.20,000 to Rs.40,000 had higher values than the other variables, with a mean rank of 83.98. The Kruskal Wallis test is used to see if the average ranking varies across factors. The psychological challenges experienced by employees in IT organisations are presented below in relation to the respondents' monthly pay.

H0: There is no significant link between psychological issues experienced by IT personnel and the respondents' mean monthly pay.

The Kruskal Wallis test results are shown in the table. The null hypothesis is rejected at the 5% level of significance since the p-value is less than 0.05. As a result, there is a significant association between psychological issues suffered by IT personnel and the respondents' mean monthly salary.

Respondent's Nature of Job

The Kruskal Wallis test ranks the values of the variables for each instance. This table shows how each variable ranks. Low rank refers to variable values that are low. Employees with a non-technical background had lower values than the other factors, with a mean rank of 76.17. Employees on the technical side, on the other hand, have higher values than the other variables, with a mean rank of 95.64. The Kruskal Wallis test is used to see if the average ranking varies across factors. The psychological challenges encountered by employees in IT organisations are discussed below, according to the employment type of the respondents.

H0: There is no relationship between psychological issues experienced by IT personnel and the respondents' mean rank of residential location.

The Kruskal Wallis test results are shown in the table. The null hypothesis is accepted at the 5% level of significance since the p-value is greater than 0.05. As a result, there is no correlation between psychological issues experienced by IT professionals and the respondents' mean rank of job type.

Respondent's Number of Dependents in Family

The Kruskal Wallis test ranks the values of the variables for each instance. This table shows how each variable ranks. Low rank refers to variable values that are low. Employees' dependents in families with more than five members had lower values than the other variables, with a mean rank of 64.87. Less than two family members, on the other hand, had higher values than the other factors, with a mean rank of 91.82. The Kruskal Wallis test is used to see if the average ranking varies across factors. Here are the psychological issues that employees in IT organisations encounter based on the number of dependents in their household.

H0: There is no link between psychological issues experienced by IT personnel and the average number of dependents among family members.

The Kruskal Wallis test results are shown in the table. The null hypothesis is rejected at the 5% level of significance since the p-value is less than 0.05. As a result, the researcher finds that there is a link between psychological issues experienced by IT personnel and the mean rank of number of dependents in family members.

Suggestions and Recommendations

This section presents the study's practical suggestions based on the observed findings. Certain issues have been found as a result of the research. An effort is made here to make advice that will aid in the lowering of staff retention. The suggestions are detailed below.

1. Choose the proper individuals by using aptitude testing and psychometric exams to find people who can work many shifts and deal with boredom.
2. Recruit new staff by using employee references.
3. Keep the commitments made during the recruitment process.
4. Recruiting qualified individuals from remote regions when opportunities are scarce.
5. Employees must have a clear grasp of their job description and performance evaluation.
6. The organisation must give thorough training, necessary equipment, and time to finish complex task, or the individual will leave for another firm who does.
7. Effective communication between employees, managers, and employers must be developed. It is critical to pay attention to employee complaints and strive to resolve them as much as possible in order to maintain people in the organisation.
8. Recreational facilities such as a lounge, entertainment club, family get-togethers, and so on should be given to decrease tension among technical textile industry personnel.

Conclusion

To retain employable individuals in the IT business with professional expertise, it is essential that employees' stress-related difficulties be effectively addressed. As a result, rather than allowing a lucent and free environment by compromising the fundamental discipline, designing and implementing appropriate stress management programmes and practising the same as a ritual through routine work procedures across the organisation can result in reducing stress among employees. It is also proposed that various managerial jobs be developed in the sector for the personnel. Then, looking at the better prospects in the same business, new IT programmers will be recruited and retained in the industry.

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