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An Analytical Study on Job Retention of Differently-Abled Workforce Employed in Indian IT Organizations

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ABSTRACT

Metamorphic changes in the organization's growth are inevitable in today's competitive environment. Most of the modern day business organizations scale up their human resource management with more of empowerment and engagement than employment and deployment. The key to competitive force is to have adequate, capable human capital keeping aside gender, religion, country, race, disability, etc. Traditionally roles within an organization are designed to identify talents within the conventional talent cluster. Organizations redefine their policies, practices, charters to have an inclusive and diversified workforce. IT and IT service organizations focuses more on having a non-discriminating, skilled workforce, which will help them to build a workforce which will help them to compete in a global work environment. The HR community openly acknowledges that it is a business imperative to hire disabled talent as various research studies showcase that it may enable organizations to manage rising attrition, create a loyal workforce and improve morale of the employees. The research has been administered with the objective to design a model to predict the variables contributing to the retention of the differently-abled workforce in Indian IT organizations. The study results helps to conclude that hiring practices, adequate learning opportunities, career growth facilities, unbiased reward mechanisms, the health and safety provisions, and decent accommodation are dependent variables which contributes to the "Job Retention" the dependent variables (Y). The results enunciates that differently-abled workforce does not want them to get differentiated with special care, infrastructure. They cannot be considered as non-conventional source of talents any more but a capable workforce which can help business to grow by their abilities and talents. At the same time, it is evident that organizations refine their policies, practices, role descriptions, Infrastructure to accommodate this special work force.

Keywords: Differently-abled workforce, Job retention, Special talents, Job satisfaction, Non-conventional workforce, Human resource management.

1. INTRODUCTION

Organizations focus on hiring significant differently-abled as part of the business carter every year and they are working towards building physical and IT infrastructure for these workforce to effectively. Indian government urged Indian Inc to have 5% of differently-abled work force in their workforce capability. More than having this special workforce to curtail attrition rate, now it has been proved that these talents are equated in par with conventional workforce. Detailed analyses on secondary literature have substantially brought significant variables to evince that they are no longer inferior to other workgroup. Variables which contributes to their sustainability in their organizations has been collected in the secondary analysis has been used in this research to examine the impact in retaining the talents. It is needless to say that organizations keep on boarding global work force and they want inclusive workforce. Work and employment is radically evolving, becoming complex in the 21st century. This and other trends in the world of work lead to heightened unemployment, especially of people with disabilities. The psychology of working reveals pre-industrial trends that span a history of endemic neglect of people with disabilities with continued insignificant changes noticeable in today's work landscape (Blustein, 2006). Although it may seem that inclusive policies accommodate people with disabilities, narratives of experiences of disability reveal enduring unemployment trends among differently abled persons (DAPs). Current trends in literature are very thin on career guidance and disability, especially in countries with a low socio-economic status. Notably, public policy appears to be either too general about issues of disability or indifferent towards the plight of DAPs in relation to their involvement in the world of work. Blustein (2006) envisions possible contributions of career psychology to inform policy issues of chronic and acute unemployment.

There are approximately 610 million persons with disabilities in the world today, of whom 386 million are of working age, and 80 per cent live in developing countries, predominantly in rural areas. Unemployment among disabled persons is significantly higher than in the workforce as a whole – at least double this rate, but often higher, with some countries reporting a rate as high as 80 per cent of the labour force of disabled persons. According to Spillers (1982): Disabilities have long been noted as social attributes that carry either positive or negative connotations. The connotations can be seen in light of the “imputation of deviance” phenomenon. This refers to the notion that the presence of a disability leads to the expectation that the possessor will be different and objectionable. Difference and objectionableness are two key ingredients of deviance; hence, a person with a disability is considered deviant by the non-disabled population.

2. OBJECTIVES

- To measure the impact of social and interpersonal factors contributing to the retention of the workforce in their organizations.
- To critically examine the workforce profile and analyze the significant variations if any exists among the different work force on factors influencing span of service in IT organizations.

3. REVIEW OF LITERATURE

Understanding disability is the nexus of disability discourse since disability is a reality that touches the lives of a tremendous number of people (Jaeger & Bowman, 2005). Current trends at the theoretical level are

encouraging as more books on disability (Bornman & Rose, 2010; Curran, 2007; Goodley & Lawthom, 2006) circulate around the world. Some psychology books (Mwamwenda, 2004; Swanson & Fouad, 2010; Woolfolk, 2010; Zunker, 2006) also have begun to include chapters or special topics addressing disability.

The relationship of social exclusion with social inclusion, and social inclusion with social cohesion was well clarified by Anver Saloojee (Saloojee, *Social Inclusion, Citizenship and Diversity*, 2001). Another work by Saloojee focussed on anti racism and democratic citizenship for social inclusion (Saloojee, 2003). Social exclusion was explained in depth from the perspective of meaning, measurement with reference to health inequalities by Mathieson, et. al., (2008).

According to Kimberlin and Ager (2009) ...disability has frequently been defined and addressed as a primarily economic issue, linked to the ability (or inability) to work. Fundamentally, disability alienates DAPs from the potential of abilities inherent in them as living beings. As one of the difficulties, social exclusion places people with disabilities on the fringe of society. A more recent study by OECD (2009) reveals that “despite increased efforts to develop and expand employment integration measures; employment levels of people with disability have not improved”

4. METHODOLOGY

4.1. Sampling

The sample has been derived ten Indian IT organizations which are ranked from 1- 10 based on revenue cap as on 2014-2015 by Nasscom. These companies are India based having their stocks listed in BSE or NSE. Identifying the differently-abled sample for this study involves sensitivity as employees at times may not want to express their disability to the researcher. Snow ball sampling, which is reference sampling, was used and 120 samples were collected for the study. This sample has the mix of 92 male and 28 female respondents.

4.2. Instrument

The questionnaire designed for the survey has been categorized into four divisions. The Section I of the survey collects details about the demographic variables of the respondents such as gender, age, marital status, academic details, years of experience, total relevant experience in IT, Number of organizations they worked previously. The subsequent section has variables that are identified in the literature survey which has an impact on job retention. The range of scale spans from 1 to 5 where (5) strongly agree, (4) agree, (3) neutral, (2) disagree, (1) strongly disagree. Section III contained social and interpersonal variables which impact differently-abled employee's engagement in the organizations which they are associated.

The quantitative measurable responses from 120 differently-abled workforce were collected through mail survey. The analytical model constructed using Linear Regression techniques has predicted eight important variables contributing to the retention of employees in their organizations. The R^2 value which is the coefficient of correlation resulted to 73.4%. Approximately 73.4% variation in dependent variable i.e. Job retention is being explained by the independent variables considered for the study in this linear regression analysis. One-Sample *t*-test' helps to infer that social and interpersonal group attributes positively impacts on this special workforce for continuing their association with this organization. The output of analysis of

variance proves that there is no significant difference among the workforce's sample group considered for the study and their duration of engagement in the organizations they have been employed.

5. DISCUSSION

5.1. Attributes of Differently-abled Workforce in Indian IT Organizations

The demographic profiles of the sample considered for the study has 76% of men and 34% women employed in these top IT companies. There seems to be an equal spread of workforce among all the age group. The sample has 32% workforce within the age group of 25, 27% workforce between below 30 and 28% of workforce between 30 to 35 and rest in the age group of 35 and above. The profiles of the workforce give a significant note that IT organizations have no constraints on the age group while recruiting this special workforce group into their organizations. Also, 32% of the workforce who are within the age limit of 25 year indicates more fresh graduates are being hired without any discrimination with respect to the disablement attributes. It is inferred that empowerment to the differently-abled workforce has become a key milestone for all the Indian IT companies.

53% of the workforce is deployed into IT programming, IT analyst Jobs, 12% are in Business analyst and technical documentation roles, 20% are in support roles, 10% in lead roles, 5% are in managerial positions. The study re-iterates IT Organization's focus on equal and unbiased opportunities and career growth for the all the employees in an undifferentiated manner. 10% of workforce in lead and 5% of roles in managerial roles gives an inference that disability is not a factor for the career growth. 2% of total workforce considered for the study has been given an opportunity to work with the customer at on-site premises pronounces that Organizations value talent and ability than disability. NASSCOM report says 60% of Indian companies are providing opportunities to differently-abled workforce. India Inc is also increasingly recognising [2] them as valuable resources. Many organisations have a dedicated number of vacancies for differently-abled, today. They acknowledge that this section of the workforce is more loyal, hard working and has very low attrition.

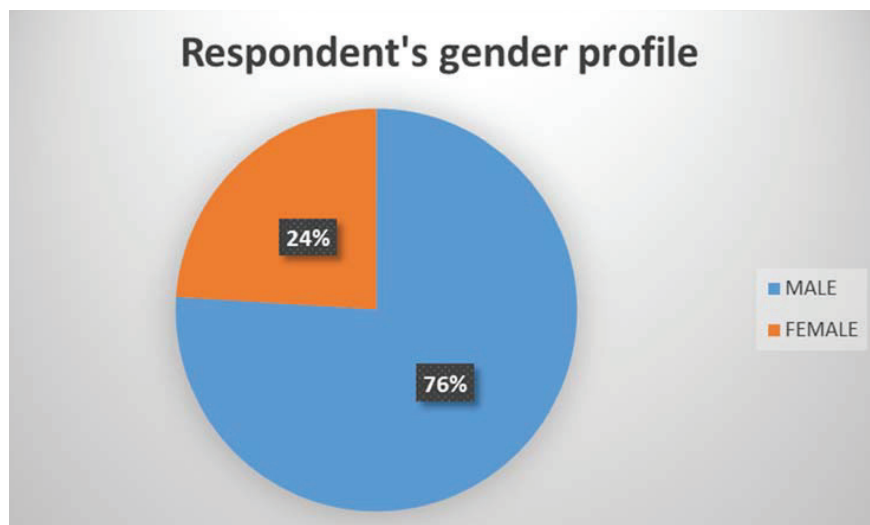


Figure 1: Distribution of Gender identified for the study

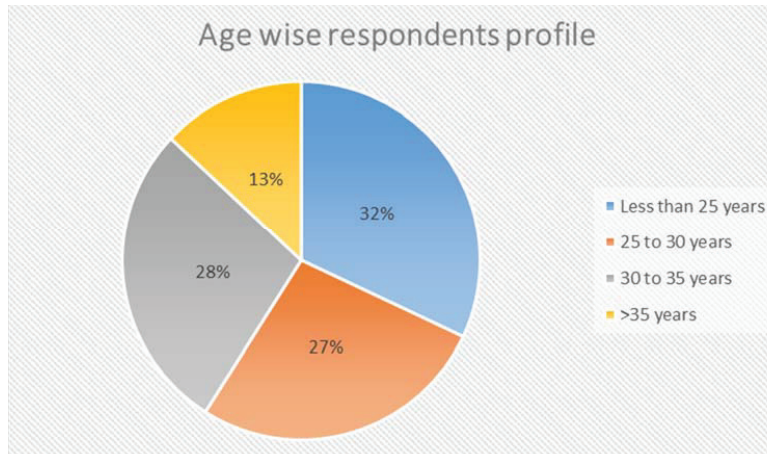


Figure 2: Segmenting sample based on age

5.2. Model to Measure Retention of Differently-abled Employees using Multi Linear Regression Technique

The R^2 variable (0.734) explains that how much variation in dependent variable, which is job retention, is being explained by the independent variables chosen for the study. The 73% of the value pronounce that the model is appropriate. The variables identified for the study are (1) learning and development opportunities (2) Career development (3) Safety and health policies (4) hiring (5) communication (6) flexibility (7) commitment (8) accommodation (9) rewards (10) proximity of workplace.

Table 1
Model Summary

Model	R square	Adjusted R Square	Std. Error of the estimate
1	0.734	0.754	7.65436

Table 2
Coefficient table

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	99.0 % confidence interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.327	1.866		0.712	0.000	1.111	1.911
Hiring	0.098	0.021	0.063	2.008	0.000	0.094	0.024
Learning and Development	0.059	0.055	0.012	0.948	0.001	0.042	0.173
Career Development	0.267	0.091	0.002	4.626	0.000	0.204	0.183
Healthy and safety	0.172	0.067	0.007	3.049	0.000	0.085	0.164
Communication	-0.185	0.002	0.238	1.875	0.234	-0.237	-0.165
Flexibility	-0.023	0.034	0.876	6.273	0.386	-0.034	-0.001
Rewards	0.782	0.023	0.002	0.064	0.001	0.653	0.963
Accommodation	0.002	0.123	0.376	4.345	0.000	0.000	0.189
Proximity to work place	-0.021	0.089	0.986	3.468	0.283	-0.034	0.000

Job retention (Y) = 1.237 + 0.098 × Hiring (X1) + 0.059 × Learning and Development (X2) + 0.277 × Career Development (X3) + 1.72 × Health and safety (X4) + 0.002 accommodation (X5) + 0.782 × rewards (X6).

The regression output at 99% confidence interval brings out the 6 dependent variables for the Job retention dependent variable which are significant and they have *p*-value less than 0.01. The organizational hiring practices, learning and development practice, individual career growth accelerators, health and safety policies and practices, rewards and recognition and accommodation for differently-abled workforce are the key factors which determines the individual’s longevity in the organization .

5.3. Correlation between Job Retention and Influencing Variables

The strength of linear correlation between the Job retention and the variables which impact this are measured using Karl Pearson correlation technique. It is inferred that employees’ job retention in their organization has a strong correlation with the variables hiring (0.912), Learning and development (0.912) career development (0.928), rewards (0.987), health and safety (0.961). The variables (A) communication to the workforce, (B) special work place facilities contribute has exhibited positive, but not such strong correlation with retention. It is derived from the analysis the differently challenged workforce does not need special treatment which differentiates them from workforce. Proximity to work place exhibit weak correlation with retention. The research evinces that special category of work force does not need any special care and concern but non-discriminating challenging work atmosphere.

Table 3
Pearson-Correlation coefficient

	<i>Person correlation coefficient</i>	<i>P-Value</i>	<i>Inference</i>
Hiring	<i>r</i> = 0.917	P < .001	Positive-high correlation
Learning and Development	<i>r</i> = 0.912	P < .001	Positive-high correlation
Career Development	<i>r</i> = 0.928	P < .001	Positive-high correlation
Healthy and safety	<i>r</i> = 0.9569	P < .001	Positive-high correlation
Communication	<i>r</i> = 0.712	P < .001	Positive-high correlation
Flexibility	<i>r</i> = 0.404	P < .001	Positive-weak correlation
Rewards	<i>r</i> = 0.960	P < .001	Positive-high correlation
Special work place facilities	<i>r</i> = 0.723	P < .001	Positive-weak correlation
Proximity to work place	<i>r</i> = 0.23	P < .001	Positive-weak correlation

5.4. One-sample *t*-test to Measure the Impact of Inter-personal Social Attributes on Job Retention

Hypothesis 1:

H0: Lack of opportunities is the reason for the Differently-abled workforce to stay in an organization for more than 3 years ($\mu \Rightarrow 4$)¹. **H1:** lack of opportunities is not the reason for the Differently-abled workforce to stay in an organization for more than 3 years ($\mu < 4$).

Inference: It is inferred that differently-abled workforce stay in the organization for longer time because of the attributes which influence the stay than lack of opportunities in the organizations. Only respondents who are serving in an IT company more than 30 months are considered for analysis.

¹ In 5 point scale 4 – represents “Agree” to the statements and 5 “Strongly agree”. For the hypothesis the value is considered Agree as minimum.

Table 4
One sample t-test for hypothesis 1

<i>N</i>	<i>Mean</i>	<i>St. dev</i>	<i>SE Mean</i>	<i>95% CI</i>	<i>P</i>
120	2,44167	1.09848	0.10028	(2.24311, 2.64022)	0.000

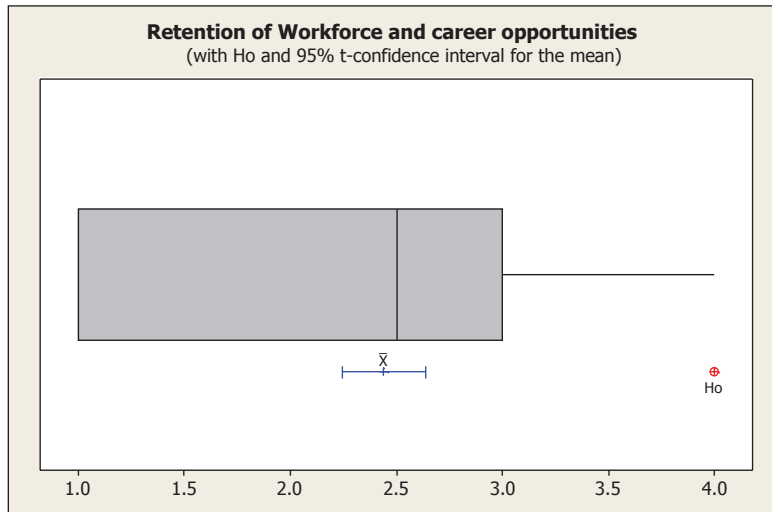


Figure 3: Differently-abled workforce Retention Vs. Career Opportunities

Hypothesis 2:

H0: Direct managers and superiors have discrimination in special category of work group in my organization ($\mu \Rightarrow 4$)

H1: There is no discrimination between managers and special category of work group in my organization ($\mu < 4$).

Inference: It is proved from the one-sample t-test there is no such discrimination with respect to opportunities, rewards, career growth in the respective team in IT organizations. P-Value which is < 0.05 proves that the means are statistically different.

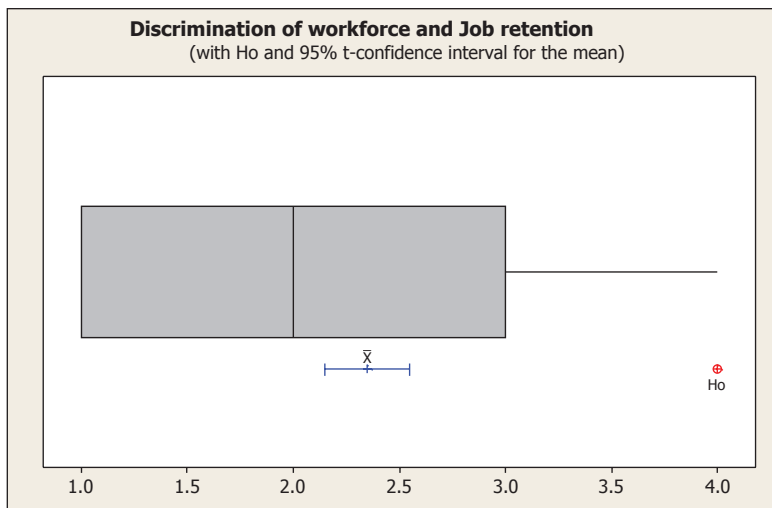


Figure 4: Differently-abled workforce Retention vs. Discrimination in the organization

Table 5
One sample t-test for hypothesis 2

<i>N</i>	<i>Mean</i>	<i>St. dev</i>	<i>SE Mean</i>	<i>95% CI</i>	<i>P</i>
120	2.35000	1.09736	0.10017	(2.15164, 2.54836)	0.00

Hypothesis 3:

H0: May a times I (differently-abled) workforce felt my opinion does not recognized in my team of work group in my organization ($\mu = 4$).

H1: May times I (differently-abled) workforce felt my opinion has been recognized in my team of work ($\mu \neq 4$).

Inference: The mean value 2.3 of the one sample t-test helps to reject hypothesis and the differently-abled workforce feel that their opinions are considered and not rejected because of their disability. At 5% level of significance the one sample t-test results 0.00

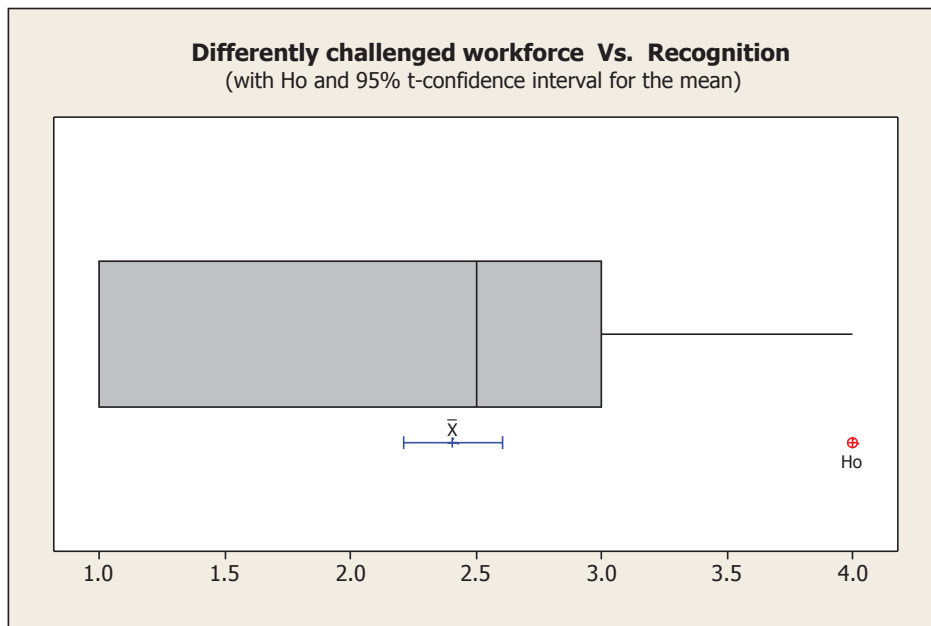


Figure 5: Differently-abled workforce Retention vs. Discrimination in the organization

Table 6
One sample t-test for hypothesis 3

<i>N</i>	<i>Mean</i>	<i>St. dev</i>	<i>SE Mean</i>	<i>95% CI</i>	<i>P</i>
120	2.40833	1.08074	0.09866	(2.21298, 2.60369)	0.00

Hypothesis 4:

H0: I feel I am not part of the team get together as I am in special category of work group in my organization ($\mu \Rightarrow 4$).

H1: I feel I am being part of all meetings irrespective of differently-abled work group in my organization ($\mu < 4$).

Inference: The null hypothesis has to be rejected as the mean is less than value 4 as differently-abled workforce does feel part of the team always.

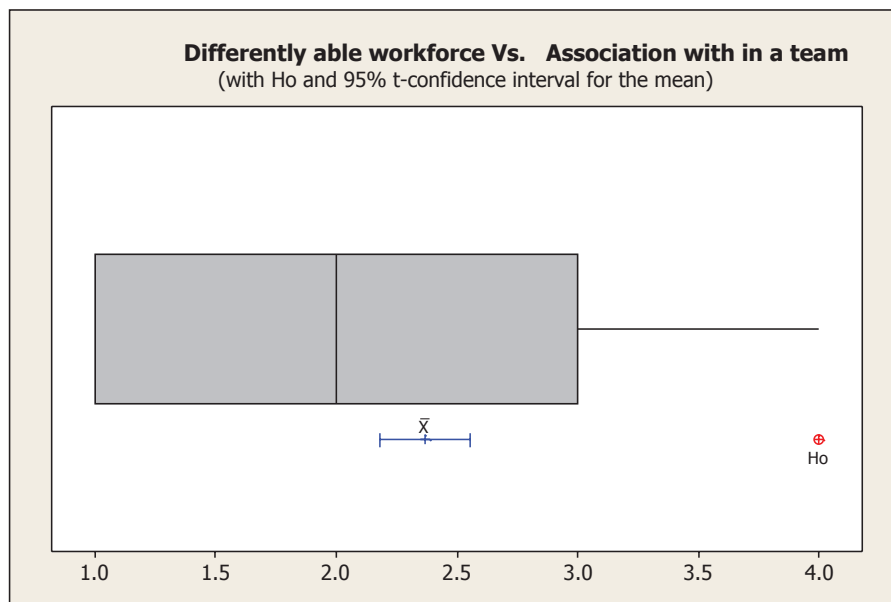


Figure 6: Differently-abled workforce Retention vs. Discrimination in the organization

Table 7
One sample *t*-test for hypothesis 4

<i>N</i>	<i>Mean</i>	<i>St. dev</i>	<i>SE Mean</i>	<i>95% CI</i>	<i>P</i>
120	2.36667	1.04466	0.09536	(2.17784, 2.55550)	0.00

5.5. Analysis of Variance - Job retention vs Age group of Workforce

H0(Null Hypothesis): The mean span of engagement employees clustered based on age remains same i.e. $\mu_1 = \mu_2 = \mu_3$.

H1(Alternate Hypothesis): The mean span of engagement employees clustered based on age varies i.e. $\mu_1 \neq \mu_2 \neq \mu_3$.

The mean of the three groups considered for the study are defined as μ_1 = respondents within 30 years of age; μ_2 = respondents between 31-40 years; μ_3 = respondents having age more than 40. The F-Test output defined that standard deviation between the groupware 5.776, 5.448, and 5.747. The significance value 0.124. At 95% confidence interval null hypothesis is accepted that there is no significance difference in the means of three segments clustered based on the age group of the workforce. Based on the analysis it cannot be concluded that workforce within any specific age group will serve for an organization for a longer or shorter time span.

5.6. Analysis of Variance - Job Retention vs. Differently-abled Workforce's Academic Profile

H0(Null Hypothesis): The retention of differently challenged workforce with varied academic profile in IT organization is same i.e. $\mu_1 = \mu_2 = \mu_3$.

H0(Alternate Hypothesis): The retention rate of differently challenged workforce varies for varied academic profile in IT organization varies i.e. $\mu_1 \neq \mu_2 \neq \mu_3$.

The mean of the three groups are defined as μ_1 = Number of differently-abled employees having Professional qualification; μ_2 = employees with “Undergraduate” qualification; μ_3 = with academic qualification of “Graduation”. The significant value 6.221 elucidates that there is no variation among the mean of differently challenged workforce’s retention in any organization. The span of service of the differently-abled workforce within the organization does not differ based on the academic qualification of the work force.

6. CONCLUSIONS

The detailed study entrusts that IT companies inculcated the practice of having special workforce like differently-abled as part of their organizations cultural DNA than treating this as yet another corporate social responsibility to adhere. The prediction model throws insights not only on the attributes which contribute to retention of workforce in the organization for a longer term but it also significantly conveys that the organizations analysis the role in the perspective of these workforce and define job description and specification accordingly. The eight key variables such as hiring, learning opportunities, rewards, safety and health, special work place facilities/accommodation, career development are the independent variables which together determine the retention of employees in the organization for longer time. One-sample t test reiterates the fact that these differently-abled talents retain in an organization does not convey that they done have competitive chances outside. They don’t want to differentiate themselves from generic workforce at any aspect of human resource management practices but they urge for the equal competitive opportunity. The detailed analysis of role they perform in organizations emphasizes that these organization does not restrict these workforce only to specific or entry level role in an organization as 15% of respondents considered are above lead roles in the originations. The study affirms inter personal and social attributes impacts retaining the talents in the IT organizations. It is concluded that non-conventional workforces are valuable to the organizations and all they need is not special care and support but a suitable work environment.

Thus as more people with disabilities participate in all aspects of “mainstream” life, the general population should become increasingly informed and this should help them to abandon stereotypes based on ignorance. Thus, one would expect that positive attitudes would continue to grow as long as the presence of people with disabilities continues to increase and to expand in every area of life.

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