

# Strategies for Reducing High Turnover Among Information Technology Professionals

**Dr. Lawrence Arnold**

# Background

- The advancement in technology has created a high demand for IT professionals
- Turnover rates among IT professionals have increased globally
- Turnover is costly to organizations
- Replacing one IT professional has been documented to cost anywhere from 50-100% of the replaced individual's annual salary
- IT professionals often take intellectual property, relationships, and investments with them when they leave
- Project delays, gaps, and increase workload for others

# Purpose

## The Objective

The purpose of this qualitative exploratory multiple case study was to explore the strategies business leaders require to retain IT professionals in Houston, Texas. The target population for this study was 10 senior IT managers from two companies located in Houston.

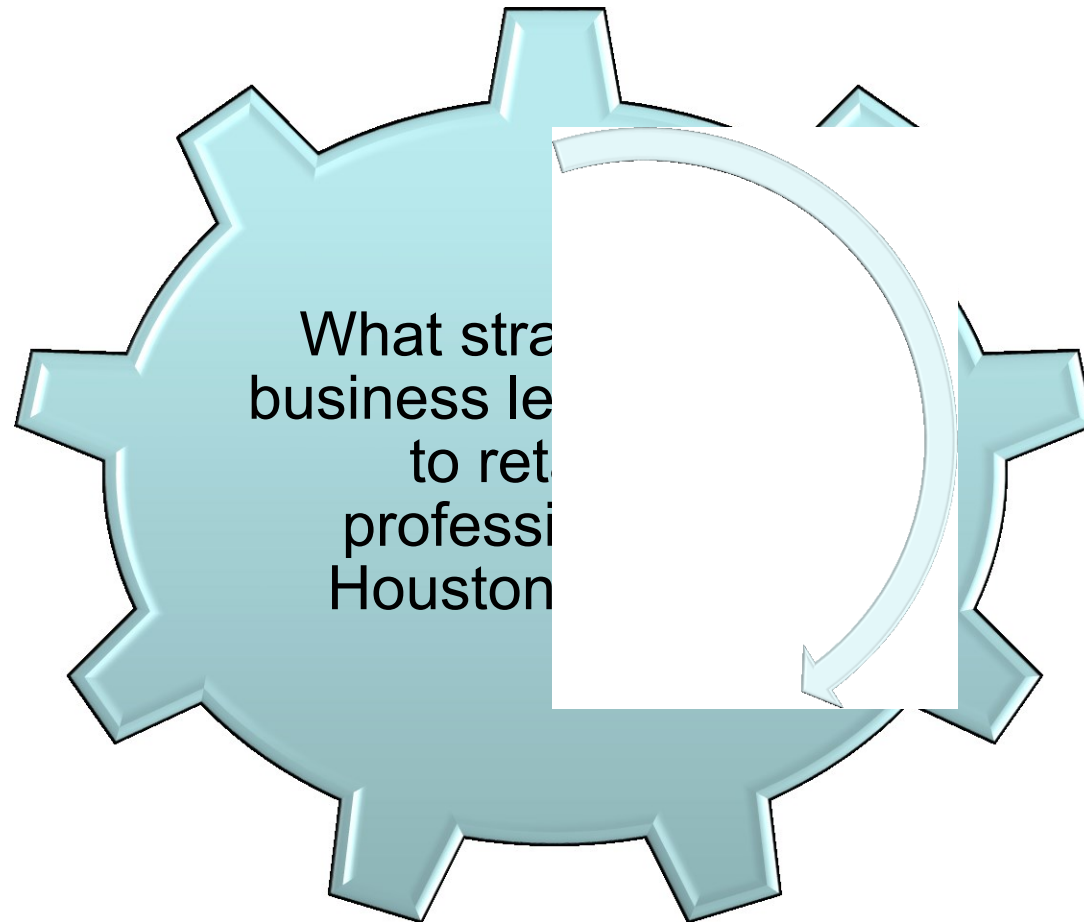
## The Business Impact

The business impact from the study may help business leaders on retention strategies for IT professionals.

## The Social Impact

The findings from this study might contribute to social change by providing business leaders with a better understanding of employee retention strategies that may result in reduced turnover rates among IT professionals.

# Research Question



# Conceptual framework

There were two conceptual frameworks used to complement this doctoral study:

(1) The Herzberg's (1959) motivation-hygiene theory also known as the two-factor theory.

(2) March and Simon (1958) process model of turnover.

❖ Herzberg opined:

- ❖ Motivation factors such as opportunity and advancement, meaningful work, and training, provide a sense of job satisfaction.
- ❖ Hygiene factors such as insufficient pay leads to job dissatisfaction.

❖ March and Simon opined:

- ❖ Employees will leave from one job to another with the ease of movement.

# Method and Design

## Research Method

The qualitative research method was selected.

The qualitative method allowed me to explore strategies to reduce turnover rates. Researchers use the qualitative research method to study participants in their current environment and to gain an in-depth understanding of the problem (Uluyol & Akçi, 2014)

## Research Design

The exploratory multiple case study was selected.

Implementing the exploratory multiple case study research design enabled the researcher to ask “how and why” questions and requires flexibility to ask open-ended questions (Sargeant, 2012).

# Participants and Sample Size

## Participants

The sample was drawn from a population of senior IT leaders from two different companies in Houston, TX.



## Sample Size

The sample size consisted of 10 participants who met specific criteria for the study (Grossoehme, 2014). The small sample size of 10 was appropriate for an exploratory case study (Guo, Porschitz, & Alves, 2013).

Data saturation occurred when there was no new additional information collected, and the themes are similar (Dworkin, 2012).

# Findings and Key Themes

Job Satisfaction was the primary theme that emerged from this study. Eight subthemes:

1. Compensation
2. Opportunity and Advancement
3. Rewards and Recognition
4. Relationship with the Supervisor and Coworker
5. Training and Development
6. Communications
7. Meaningful Work
8. Flexible Work Schedule



# Presentation of Themes and Findings

## Theme 1

**Compensation:** Compensation, which includes pay and benefits, was one influential factor contributing to the job satisfaction among IT professionals.

## Theme 2

**Opportunity and Advancement:** Turnover intention decreases when employees perceive that they have opportunities to advance in their job.

## Theme 3

**Rewards and Recognition:** Eighty percent of the participants posited that some IT professionals believe that their boss did not appreciate their contributions.

# Presentation of Themes and Findings (Con't)

## Theme 4

**Relationship with the Supervisor and Coworker:** A positive relationship with a supervisor and coworkers has a direct impact on IT professionals' job satisfaction.

## Theme 5

**Training and Development:** IT professionals are required to stay current with particular qualifications and competencies to do their job. The lack of training may cause IT professionals to feel threatened and less competent.

## Theme 6

**Communications:** The findings from the interviews indicated that IT professionals become frustrated with the lack of communication from their supervisors, which leads to turnover.

# Presentation of Themes and Findings (Con't)

## Theme 7

**Meaningful Work:** Findings suggested that meaningful and challenging work increases job satisfaction among IT professionals.

## Theme 8

**Flexible Work Schedule:** Employees manage personal life roles such as children's activities and family illness with a flexible work schedule.

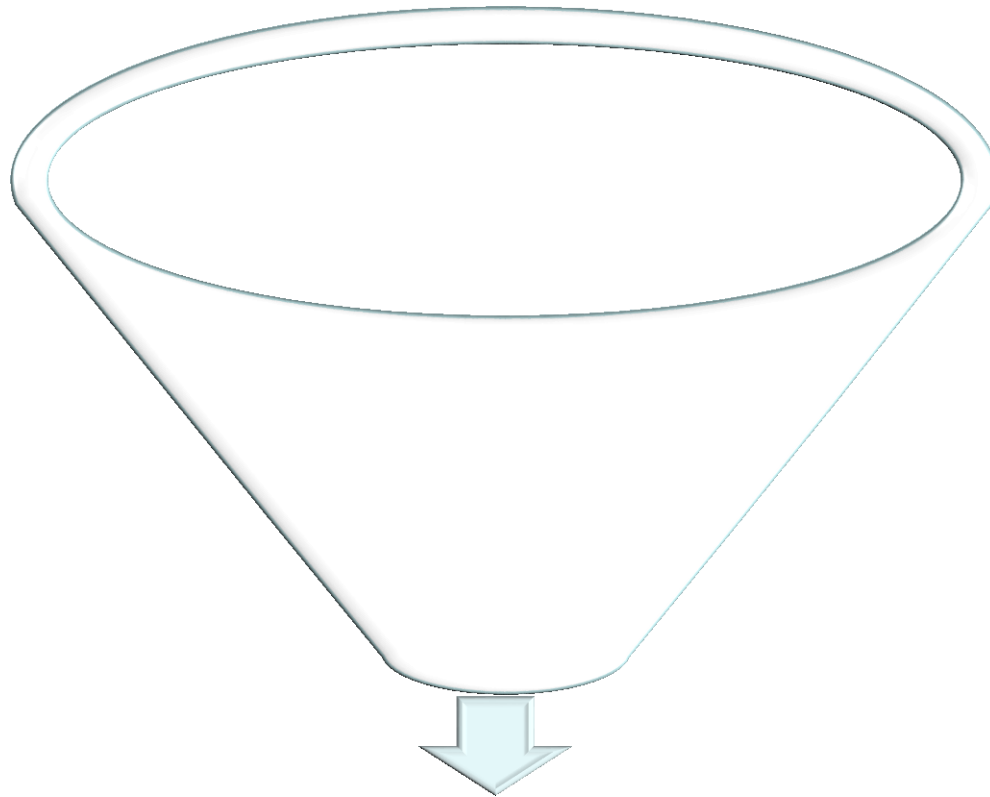
## Conclusion

**Conclusion:** The findings from this study confirmed that job satisfaction is one of the most common determinants of turnover among IT professionals.

# Applications to Professional Practice

- The results of this study can be applied to human resource strategies to reduce turnover rates among IT professionals.
- Business leaders may gain a better understanding of why IT professionals leave.
- Business leaders can offer competitive pay, spot bonuses, and stock options as a retention strategy to retain their most talented employees.
- Reduce the direct and indirect cost associated with turnover.

# Implications for Social Change

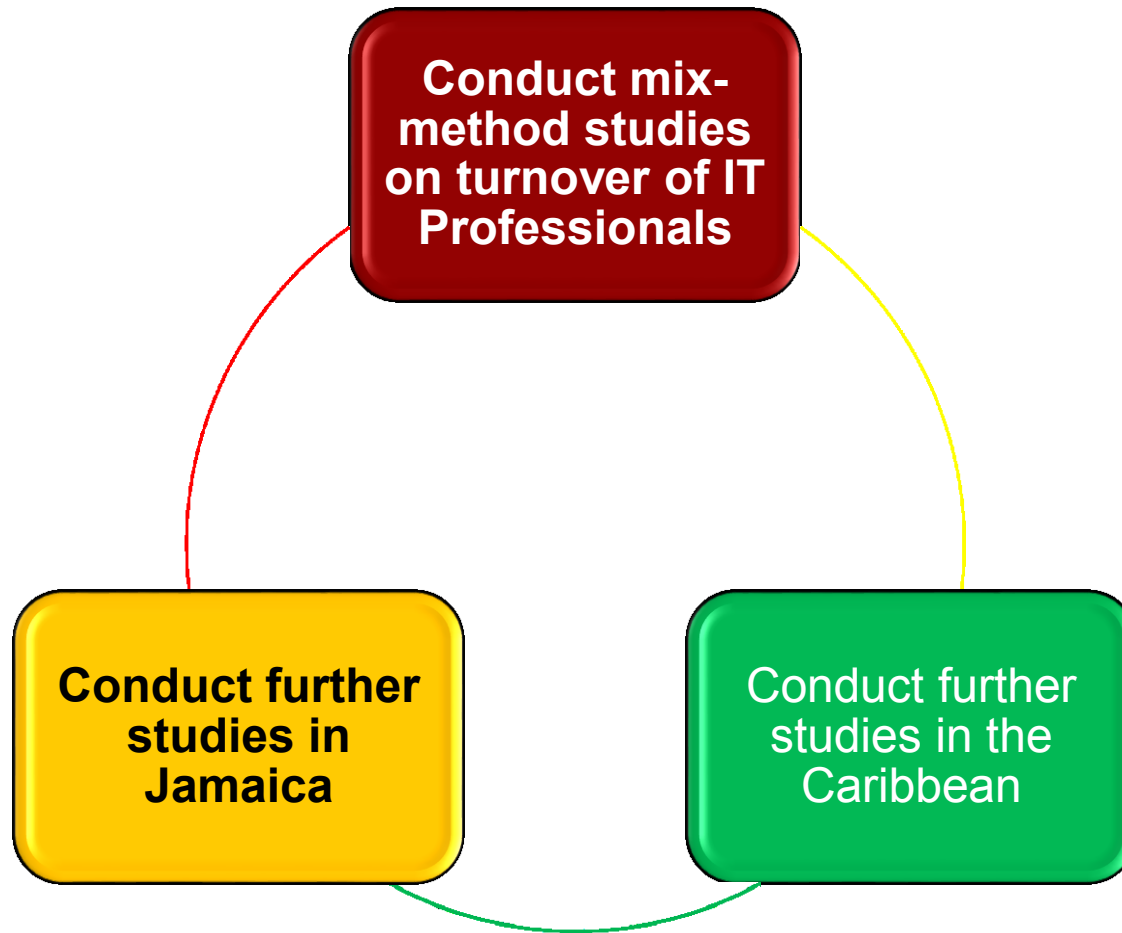


**Reduce turnover rates and keep people employed**



**& Business Sustainability...**

# Suggestions for Future Studies



# Closing and discussion

**Thank you for the opportunity to present this study**