

Research Article

Investigating the Relationship Between Role Conflict, Job Satisfaction, and Turnover Intention: Evidence From IT Industry of India

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ABSTRACT:

Employee engagement has been a severe problem for the IT sector across the globe for a quite long period. Though this phenomenon has been studied from multiple points of view, most of that research were from the Western countries. Hence, our study considers the topic of employee turnover in the context of role conflict and job satisfaction among the employees of IT sector in a developing economy. We hypothesize a relationship between role conflicts, turnover intention and job satisfaction of employees in this field. Accordingly, a survey was undertaken among 210 employees, working with the IT industry in India. Results role conflict of employees in the job can significantly affect their turnover intention. Also, the job satisfaction level of employees is significantly correlated with their turnover intention. Further, the mediating between role conflict is also established. We also discuss the implications and limitations of the study.

KEYWORDS: India, IT sector, job satisfaction, Role conflict, turnover intention.

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1. Introduction

The service sector in India has emerged as the predominant force in the national economy, with significantly contributing to GDP, foreign exchange reserves, and employment generation (Haque, 2024). The phenomenon termed "tertiarization" has resulted in the emergence of IT as a prestigious profession with the highest wage levels in India. Nonetheless, the growth of this sector has encountered obstacles, such as the absence of labor unions and collectivization (Bhattacharjee & Ackers, 2010).

The software industry's significant volatility requires human capital development for company resilience (Sen, 2019). The firm's learning process shapes the industry's dynamic capabilities, necessitating continuous education and skill development for IT professionals to sustain employability. The ongoing digital disruption requires a reconfiguration of work to conform to unconventional learning models (Joshi, 2004). Information technology specialists augment the company's competitive edge via data and technology, and the retention of this unique expertise is recommended (diverse career inclinations their management retention). This study investigates employee turnover in relation to role conflict and job satisfaction among IT sector employees in a growing economy. It emphasizes role conflicts, turnover intention, and job happiness within the IT workforce. A survey that included 210 IT professionals in India substantially supported these views (Arora & Suma, 2002).

2. Background of the study

The Indian software business has witnessed substantial expansion, accompanied by heightened employee churn rates, exceeding those of other Asian countries such as China and South Korea (D'Cruz & Noronha, 2008). The sector's distinctive employment traits make it susceptible to trading conditions variations, with employee turnover expenses approximating 150% of an employee's wage (Bhattacharjee & Chakrabarti, 2015). High turnover is caused by monotonous work and inconsistent hours, adversely affecting employees' personal attitudes and socio-psychological health. To resolve this issue, challenging roles for software professionals augment their skills and facilitate experiential learning. Studies indicate that employee satisfaction is associated with lower attrition rates (Taylor & Bain, 2005; Sarkar, 2008, 2009). A firm's human capital is a fundamental asset;

however, its propensity to depart at any time is a significant concern. The intention to leave is rising in software firms, requiring expertise in retaining these workers (Mathiassen & Vainio, 2007). Technology workers are susceptible to autonomy and job-related pressures, with a higher turnover rate among senior and educated individuals than their peers (Srinivasan, 2007). Asian countries see considerable voluntary employee turnover, with job-hopping becoming widespread throughout the region (Jaiswal, Arun, & Varma, 2022).

3. Theoretical Frameworks

Employee retention is a multifaceted topic frequently affected by diverse perspectives. The Expectancy Theory posits that employee retention is determined by contentment, effort, and performance levels (Mitchell and Albright, 1972). The Theory of Reasoned Action posits that individuals' actions are forecasted through a cyclical interplay among attitude, intention, and behavior (Fishbein & Ajzen, 1975). The Theory of Planned Behaviour underscores the significance of intentions and behavior for retention. However, individual temperament may also affect this result (Ajzen, 1991). Work adaptation theory posits that resignation serves as a method to mitigate dissatisfaction. The expectations theory posits that employee retention is contingent upon the expectations linked to their job and fulfilling those expectations (Rosse & Hulin, 1985). The Unfolding Model thoroughly elucidates incorporating the viewpoint factors (Porter & Steers, 1973). The job embeddedness theory highlights the elements that promote employee retention, including the congruence between personal career goals and organizational ideals, the network of colleagues, and the existing workplace advantages (Mitchell et al., 2001).

3.1 Role conflict

Roles are determined by expected behaviors within a social structure, and role conflicts emerge from divergent behavioral expectations among individuals (Katz, & Kahn, 2015). The relationship between role conflicts and depression has garnered attention due to its detrimental repercussions. The Conservation of Resources theory posits that individuals are motivated to protect valuable resources (Kessler, & Bromet, 2013). However, when these attempts are unsuccessful, employees may experience despair stemming from their perceived incapacity to cope with overwhelming demands. Competition for resources can intensify interference among various jobs (Halbesleben,

Harvey, & Bolino, 2009). The job demands-resources model posits that role conflict can diminish energy and result in physiological and psychological consequences due to the necessity for sustained physical and mental effort in the workplace (Ford, Heinen, & Langkamer, 2007).

Role conflict arises when employees face conflicting or incompatible demands and expectations from various parties that cannot be met concurrently (Kabiri, Hughes, & Schweber, 2014). This may result in increased role conflict among professionals collaborating with many organizations that operate differently or get contradictory requests from distinct individuals (Bakker & Demerouti, 2007; Olafsen et al., 2021). Construction projects, for instance, consolidate specialized entities and individuals, fulfilling diverse demands from several stakeholders. Misaligned expectations may result in conflict among involved parties, underscoring the necessity of comprehending and addressing role conflicts in the workplace (Kabiri, Hughes, & Schweber, 2014).

3.2 Job satisfaction

Job satisfaction is vital to organizational behavior, influencing both individuals and the organization. Employees must perceive equitable treatment and respect in the workplace, which might result in advantageous outcomes (Anwar, 2017). Elevated job satisfaction can improve employee performance, impacting the company's results. Satisfied personnel are crucial for improving productivity, responsiveness, quality, and service acknowledgment (Smith et al., 2020). Job satisfaction is affected by intrinsic and extrinsic motivators, supervision quality, and workgroup social relationships.

The principal factors influencing workplace satisfaction encompass career opportunities, employment autonomy, teamwork, and professional difficulties. Job satisfaction is defined as a positive emotional state resulting from assessing one's employment or work experiences (Paais, & Pattiruhu, 2020). Specific research has attempted to establish a correlation between job satisfaction and job stress, indicating that job stress may arise from job dissatisfaction. A study by Dodanwala and Santoso (2022) revealed that several facets of job satisfaction uniquely influence employees' stress levels in Sri Lanka's construction sector. Project-level professionals in Sri Lanka demonstrate significant discontent with their position, chiefly because of poor compensation, restricted advancement opportunities, and

insufficient job security (Riyadi, 2020). The direct negative effect of job satisfaction on job stress and the anticipated detrimental impact of work role stressors on job satisfaction indicate that mediation exists, with job satisfaction as the intermediary variable in the link between work role stressors and job stress (Tongchaiprasit & Ariyabuddhiphongs, 2016).

3.3 Turnover intention

Turnover intention denotes employees' propensity to depart from an organization owing to dissatisfaction (Thoresen, Kaplan, Barsky, Warren, & De Chermont, 2003). It is a subjective assessment of the organization's members' intentions to resign and pursue alternative jobs. A recent meta-analysis classifies the primary antecedents into nine categories: job engagement, burnout, role conflict, abusive supervision, deep acting, organizational citizenship behavior, perceived organizational support, and self-efficacy (Hancock, Allen, Bosco, McDaniel, & Pierce, 2013).

Workplace incivility adversely impacts job satisfaction, potentially resulting in heightened turnover intentions (Park, & Min, 2020). Research on turnover has concentrated on elements that represent individuals' emotional states about work-related goals, with job satisfaction and organizational commitment being the primary attitudes investigated in workplace settings (Pearson, Andersson, & Porath, 2000). These attitudes are direct precursors to turnover intention and essential mechanisms linking remote influences of work environments and organizational attributes with turnover intention (Reio Jr, & Ghosh, 2009).

Research in hospitality has identified job strains as explanatory variables for the relationships between various stressors in hospitality work settings and the intention to resign from one's position (Harrison et al., 2006; Riketta, 2008). The stressor-strain perspective and the conservation of resources theory indicate that job stresses provoke negative emotional responses, leading to job distress, which compels employees to withdraw and disengage from their work responsibilities to protect their psychological and emotional resources Kim et al. (2005).

Conceptual model and hypotheses formulation

Role stressors, like ambiguity and disagreement, can adversely affect employee attitudes and behaviors, commonly termed hindrance stressors (Schaubroeck et al., 1989). These employment responsibilities are viewed as potentially hindering

personal growth and professional success. These pressures elicit psychological and behavioral reactions, culminating in job strains and turnover intentions (Gilboa et al., 2008).

Research has identified inter-role conflicts between professional and familial domains, emphasizing work-family and family-work conflicts. Although immediate causes have been identified, the reciprocal dynamics of inter-role conflicts have prompted an examination of shared consequences for individuals and organizations, including job stress and turnover intention (Podsakoff et al., 2007). Accordingly, we articulate the following hypotheses: -

H1: Workplace role conflicts can substantially influence individuals' inclination to leave their positions.

H2: Role conflicts in the workplace can profoundly affect employees' job happiness.

H3: Employee work satisfaction can substantially influence their desire to leave the organization.

H4: Employees' job satisfaction may moderate the association between role conflicts and turnover intention.

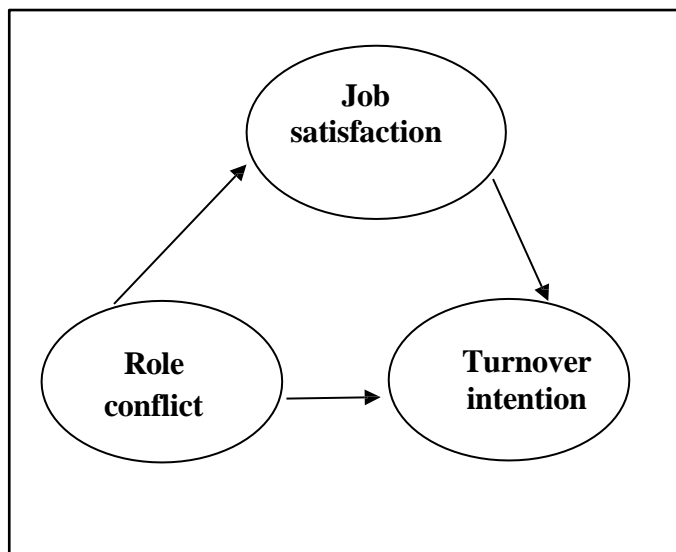


Figure 1. Conceptual Model

4. Methods

A survey was administered to employees in the Indian IT sector to validate the hypothesis. Of the 400 individuals expressing interest in this poll, about 235 replies were obtained via online platforms. After the removal of inadequate responses, 210 responses remained for data analysis. Variables were evaluated via the following scales:

Role conflict (Rizzo et al. 1970)

- I must do things differently.
- I got a task without enough workers.

- I must break a rule to complete an assignment.
- I collaborate with several distinct groups.
- Multiple persons send incompatible requests.
- My actions may be accepted by some but not others.
- I get an assignment without enough supplies.
- I do unnecessary work

Job satisfaction (Warr et al. 1979)

- The physical working conditions
- Freedom to determine one's own approach to work
- Your colleagues the acknowledgement you receive for your exceptional performance
- Your closest supervisor
- The extent of your responsibilities
- Your hourly wage
- Your chance to demonstrate your capabilities
- The industrial relations between the management and employees of your organisation
- The likelihood of your promotion
- The management of your organisation
- The consideration given to the recommendations you provide
- Your working hours
- The degree of diversity in your occupation
- Your employment stability

Turnover intention (Alniac,ik et al. 2013)

- I anticipate that I will be employed by a different organisation within the next year.
- I intend to pursue employment with an alternative organisation within the next twelve months.
- I am currently in the process of seeking employment with an alternative organisation.
- I frequently contemplate leaving my present position.

5. Discussion

This study offers a systematic overview of previous studies on Indian IT workers' retention in companies through an integrated evaluation. Software companies typically operate under a differentiated oligopoly rather than engaging in traditional competition with one another (Markovich, 2008). Variables were evaluated via the following scales:

Pay for Indian IT companies has been greater than for other Indian sectors since they have been able to establish a respectable reputation through large margins (Nathan, 2020). Retaining skilled labor is a problem since the Indian IT industry has benefited from the tacit knowledge of its workforce.

H1: Role conflicts impact turnover intention OLS Regression Results

Table No. 1: Role conflicts impact turnover intention OLS Regression Results

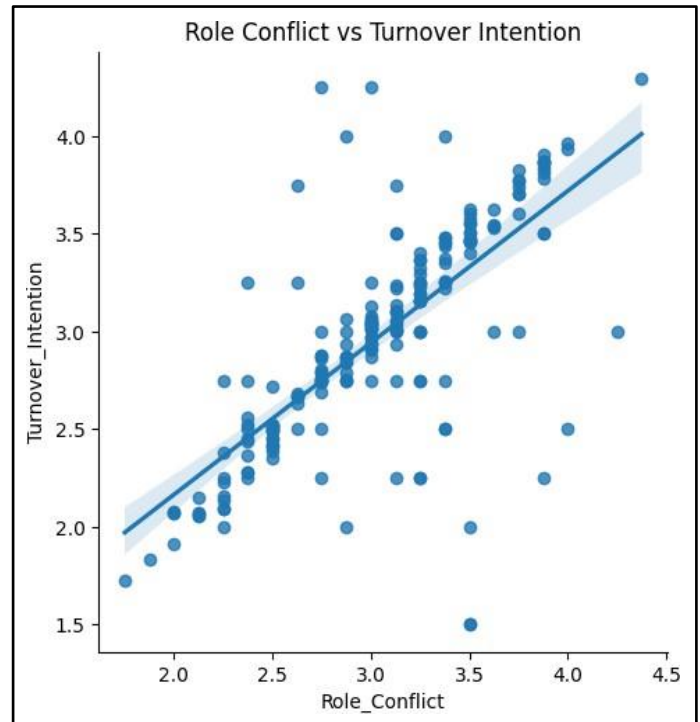
Dep. Variable	Turnover Intention	R-squared
Model	OLS	Adj. R-squared
Method	Least Squares	F-statistic
No. Observations	210	Prob (F-statistic)
Df Residuals	00:00:00	Log-Likelihood
Df Model	1	AIC
Covariance Type	no robust	BIC
Omnibus	71.232	Durbin-Watson
Prob (Omnibus)	0	Jarque-Bera (JB)
Skew	-1.087	Prob (JB)
Kurtosis	10.276	Cond. No.

The Ordinary Least Squares (OLS) regression analysis indicates that role conflicts substantially influence turnover intention. The model accounts for 52% of the variance in turnover intention, demonstrating moderate to high explanatory efficacy. The adjusted R-squared value approximates the R-squared value, signifying the absence of overfitting. The F-statistic test evaluates the overall importance of the model, where a low p-value signifies statistical significance. The intercept (constant) and role conflict coefficients exhibit substantial variations in turnover intention when role conflict is absent and increases by one unit. The standard errors for intercept and role conflict are minimal, enhancing the dependability of the coefficient estimations. Elevated t-values signify substantial deviations from zero.

The Omnibus and Prob tests assess the normality of residuals, where elevated values and diminished p-values indicate departures from normality. The Jarque-Bera and Prob tests indicate non-normality, evidenced by exceedingly low p-values that imply substantial deviations. Skewness quantifies the asymmetry of residuals, where negative skewness and elevated kurtosis signify the presence of extreme values or outliers.

The Durbin-Watson test assesses autocorrelation in residuals, with values nearing 2 indicating the absence of autocorrelation, whereas a score of 1.767, being close to 2, suggests minor but not significant autocorrelation. The regression analysis

indicates that role conflicts positively influence turnover intention, accounting for a significant percentage of the variance. Additional inquiry may be required to address outliers or to incorporate other predictors.



Graph No. 1: Role Conflict Vs Turnover Intention

H2: Role conflicts impact job satisfaction OLS Regression Results

Table No. 2: Role conflicts impact job satisfaction OLS Regression Results

Dep. Variable	Job Satisfaction	R-squared
Model	OLS	Adj. R-squared
Method	Least Squares	F-statistic
No. Observations	210	Prob (F-statistic)
Df Residuals	208	Log-Likelihood
Df Model	1	AIC
Covariance Type	no robust	BIC
Omnibus	52.252	Durbin-Watson
Prob (Omnibus)	0	Jarque-Bera (JB)
Skew	0.662	Prob (JB)
Kurtosis	9.736	Cond. No.

The OLS regression findings examine the premise that role conflicts affect job satisfaction. The model has a dependent variable (DV) and an independent variable (IV). The R-squared score is

0.657, signifying that about 65.7% of the variance in job satisfaction is attributable to role conflicts. The corrected R-squared value is 0.655, signifying a satisfactory fit. The F-statistic is 397.6, signifying that role conflict substantially predicts job satisfaction. The coefficients indicate an inverse correlation between role conflict and job satisfaction, whereby each unit increase in role conflict results in a decline in job satisfaction. The t-value is -19.941, and the p-value is 0.000. The standard error for role conflict is 0.039, and the confidence interval for the role conflict coefficient is [-0.855, -0.701]. The residual diagnostics reveal that the residuals are not normally distributed, indicating potential model misspecification. The Durbin-Watson statistic approaches 2, suggesting the absence of considerable autocorrelation in the residuals. The findings indicate that role conflicts substantially diminish job satisfaction.

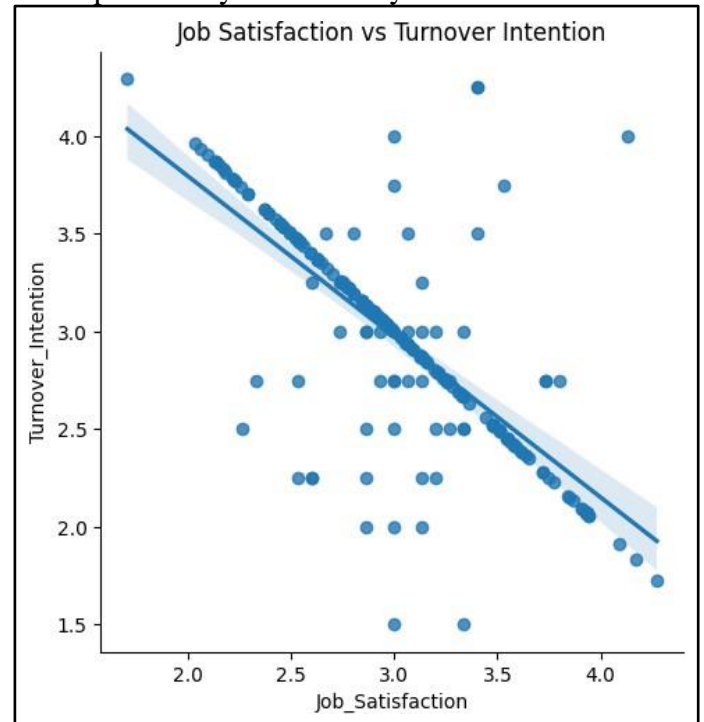
Table No. 3: Job satisfaction impacts turnover intention OLS Regression Results

Dep. Variable	Turnover Intention	R-squared	0.535
Model	OLS	Adj. R-squared	0.533
Method	Least Squares	F-statistic	239.3
No. Observations	210	Prob (F-statistic)	1.94E-36
Df Residuals	208	Log-Likelihood	-94.304
Df Model	1	AIC	192.6
Covariance Type	no robust	BIC	199.3
Omnibus	51.914	Durbin-Watson	2.309
Prob (Omnibus)	0	Jarque-Bera (JB)	603.941
Skew	0.489	Prob (JB)	7.18E-132
Kurtosis	11.25	Cond. No.	20.9

The OLS regression findings for hypothesis H3 indicate that work satisfaction accounts for 53.5% of the variance in turnover intention. The model accounts for a significant percentage of the variance in turnover intention, with a one-unit gain in work satisfaction leading to a reduction of 0.8228 units in turnover intention. The p-value for Job Satisfaction is 0.000, signifying a statistically significant correlation between job satisfaction and turnover intention.

The F-statistic and Durbin-Watson statistics

demonstrate the absence of considerable autocorrelation in the residuals. Nonetheless, the residuals have a non-normal distribution, which may compromise the trustworthiness of the coefficients and standard errors. The findings corroborate the premise that increased job satisfaction correlates with diminished turnover intention. The model accounts for a significant percentage of the variance in turnover intention; nevertheless, some residual non-normality indicates that further examination of the model assumptions may be necessary.



Graph No. 2: Job Satisfaction Vs Turnover Intention

Table No. 4: Job satisfaction mediates the relationship between role conflict and turnover intention OLS Regression Results

Dep. Variable	Turnover Intention	R-squared	0.535
Model	OLS	Adj. R-squared	0.578
Method	Least Squares	F-statistic	144.3
No. Observations	210	Prob (F-statistic)	5.73E-40
Df Residuals	207	Log-Likelihood	-83.045
Df Model	2	AIC	172.1
Covariance Type	Nonrobust	BIC	182.1
Omnibus	47.905	Durbin-Watson	2.08
Prob	0	Jarque-	671.024

(Omnibus)		Bera (JB)	
Skew	-0.263	Prob (JB)	1.94E-146
Kurtosis	11.741	Cond. No.	87.8

The OLS regression findings demonstrate that job satisfaction mediates the association between role conflict and turnover intention. The model accounts for roughly 58.2% of the variance in turnover intention, demonstrating a solid fit and statistically significant outcomes. The findings indicate a robust correlation between role conflict and turnover intention, whereby an escalation in role conflict corresponds to a rise in turnover intention. A higher level of job satisfaction correlates with a reduced propensity to leave, signifying an inverse relationship. The mediation interpretation indicates that role conflict has a direct positive effect on turnover intention, whereas work satisfaction negatively influences it. Nonetheless, a thorough evaluation of mediation necessitates supplementary models or experiments to validate mediation effects. The findings indicate a possible mediating effect of job satisfaction on the connection between role conflict and turnover intention; however, additional mediation-focused study is necessary for definitive validation. Additional investigation is required to validate the mediation effect.

6. Conclusion

The Ordinary Least Squares (OLS) regression analysis provides significant insights into the correlation among role conflicts, work satisfaction, and turnover intention. The analysis indicates that role conflicts substantially affect turnover intention, accounting for 52% of its variance. This research highlights the significant influence of role conflicts on employees' decisions to remain or depart, with each increment of role conflict leading to a marked rise in turnover intention (Karatepe and Karadas, 2014).

Furthermore, the findings underscore a beneficial element: the model indicates that job satisfaction is crucial in reducing turnover intention. Increased job satisfaction correlates with a reduction in turnover intention, explaining 53.5% of the variance in turnover intention. This suggests enhancing employee job satisfaction can significantly diminish their propensity to depart from the organization.

The analysis indicates that job satisfaction mediates the association between role conflict and turnover intention. Job satisfaction accounts for approximately 58.2% of the variance in turnover intention, mitigating the adverse consequences of

role conflicts. Role conflicts may elevate turnover intention; improving job satisfaction might mitigate this effect and promote higher employee retention. The study highlights possible enhancement areas, including residual non-normality resolution.

However, the beneficial ramifications of these findings are evident. Organizations can utilize this knowledge to cultivate a more supportive work environment, mitigate role conflicts, and improve job satisfaction, promoting a more stable and devoted staff (Netemeyer et al., 2005). Future studies will enhance these insights, although the present findings establish a robust basis for comprehending and tackling the elements that positively and constructively affect employee turnover.

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