

**AN ANALYTICAL STUDY OF THE ETHICAL  
PROBLEMS IN INDIA'S DIGITAL SERVICE  
SECTOR AND THEIR IMPACT ON  
ATTRITION IN THE IT INDUSTRY**

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## **LIST OF ABBRIVIATIONS**

ACM: Association for Computing Machinery

AI: Artificial Intelligence

BCS: British Computer Society

BPM: Business Process Management

BPO: Business Process Outsourcing

CEO: Chief Executive Officer

CERT: Computer Emergency Response Team

CSI: Computer Society of India

CSR: Corporate Social Responsibility

DSS: Digital Service Sector

EFCS: Employees first customers second

EFCS: Employees first, Customers Second

EI: Ethical Issues

EP: Ethical Problems

GDP: Gross Domestic Product

HR: Human Resource

IEEE: Institute of Electrical and Electronics Engineers

IT: Information Technology

ITes: Information technology enabled services

NASA: National Advisory Committee for Aeronautics

NASSCOM: National Association of Software and Services Companies

PMI: Project Management Institute

PMP: Project Management Practitioners

QA: Quality Auditor

RPC: Roger Presidential Commission

SEI: Software Engineering Institute

SEZ: Special Economic Zones

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## **DEDICATION**

*In the memory of my dearest father*

*To my happiest and lovable mother*

*To my sweetheart and dear wife*

*To my brothers and sisters*

*To my daughter and son*

*To the research societies*

## **DECLARATION OF ORIGINALITY**

I declare that the research work and study in this report of PhD thesis is original from my own knowledge, work and belief. Acknowledgement and references are given of source of information used in the study.

The research work has not previously been submitted in any form such as academic degree or qualification in other institutions or at any other university.

I further sincerely declare that I have devoted a full time to investigate and study this PhD Research topic.

Mr Santosh Kashinath More

## ABSTRACT

This research aims to test the hypothesis that ethical problems are causing high staff attrition rates within the digital service sector (DSS) in India. It is also shown that ethical problems affect other factors in DSS, such as trust, decision-making process, stability, and day to day activities of the individuals in the workplace. This research focuses on the ethical issues in India's DSS as it exhibits a high staff attrition rate. India is the second largest populated country in the world and produces millions of multitasking, knowledgeable, talented and digitally skilled engineers annually. The rapid growth of Indian's economy in the DSS is contributing largely to the national Gross Domestic Product (GDP). Unfortunately, with the increasing and leading development of Indian DSS, organisations have started facing unethical conducts and unfair treatment towards their employees. In general ethical issues are well managed in developed and advanced countries, but their implementation in developing countries such as India is still problematic.

This study has developed a theoretical framework appropriate to reduce ethical problems and decrease high attrition rate in the Indian DSS. It also focuses on identifying and reducing the ethical problems and decrease their effects on the major issue of a high rate of employee attrition. This research is based on an extensive review of the literature and testing several factors pertinent to the Indian context. The researcher has adopted a novel mixed method approach to accomplish aim and objectives by securing the perceptions of Indian DSS employees. Additionally, the researcher conducted a quantitative survey and qualitative interviews to gather information via a mixed research method strategy. The quantitative information collected from 64 Indian digitally skilled employees through surveys and a total 16 interviews were conducted to analyse the data. The survey questionnaires were analysed quantitatively by descriptive and statistical methods using SPSS and interviews were examined using the NVivo software.

Furthermore, the researcher has also investigated the existence of guidelines, policies and code of ethics within the industry and whether it is properly followed and implemented by the management. Using a specialised code of ethics and professional conduct that have proved to be successful, the researcher created, develop and enhanced the existing code of ethics with regards to the employee, with an attempt to reduce the ethical problems and reduce high staff attrition rate across India's DSS. The framework is useful for policymakers, the commercial and digital service sectors and to the government bodies to create change in India. The result of the study produces a new theory to solve the problem with the set of recommendations and proposals. Hence, the research contributes to knowledge about ethical issues and their effects on attrition. The development of this research study is considered to be the first of its kind and thus lays the ground for further research in this very sensitive area of the subject.

**CHAPTER 1**  
**INTRODUCTION AND MOTIVATION**



## **CHAPTER 1: INTRODUCTION AND MOTIVATION**

### **1.1 Introduction**

*The purpose of this chapter is to introduce the reader to the rationale for conducting this research, as well outline the aim and objectives of the study. In addition, the limitations and anticipated contributions of the research study will be briefly discussed at the end of the chapter.*

In today's modern world that is driven by technology, the number of organisations that are providing digital services is growing. Usually, these organisations are transnational and develop projects and solutions for a wide range of clients using highly developed technologies and software packages. With this growth in the digital service sector (DSS), a certain number of ethical issues have emerged, which constitute a serious problem for many organisations and can hinder their development if they are not dealt with in a decisive and professional manner. These problems are mainly due to many factors that span from a lack of understanding of the global challenges to cultural and sociological differences. There are indeed many flaws that have been recorded with the development of DSS and currently, high attrition rates and ethical issues, which would be the hypothesis dependencies of this research, these are the salient of the problems found worldwide in the digital sector (Adhikari, 2009).

To reduce these problems many countries, at different levels of development, have adopted, produced and implemented new methodologies, policies and governance, rules and regulations for the organisations such as Code of Ethics, Company Policies, Memoranda etc. However, in the absence of guidelines for the implementation of these policies, the wrong practices are often put into operation and many ethical problems emerge in the DSS as a result. When referring to the digital service sector industries, we include Information Technology (IT), Information Technology Enabled Services (ITes), Telecommunications, Software Development, Consultancy and Business Process Outsourcing (BPO) (Hollingworth and Harvey-Price, 2013). It is therefore the intention of this thesis to explore the key factors that might guide decision-makers to successfully mitigate the main ethical issues and reduce the major problem of attrition in the DSS.

There is continuous research and development in social sciences across the globe with regards to ethical conduct in various fields such as. Medical & Nursing, Building &

Construction, Manufacturing and ethics have rapidly become one of the most significant areas of study in the field of information technology where employees work sometimes under stressful conditions (Smith, Bruyns and Evans, 2011) to meet deadlines and complete projects.

In India, most of the IT and service provider firms are customer-oriented (Hakala and Kohtamäki, 2011), and thus they tend to focus entirely on customer service, emphasising the understanding of customers' needs and what drives customers' satisfaction. The belief of these companies is that they should focus solely on customers, and employees consequently have to work under tremendous pressure to please their customers. In contrast to this, Nayar (2010) placed the emphasis on the importance of employees, as it is them who form the relationships with the customers and therefore add the true value to business. He refers to this approach as "Employees first, Customers Second (EFCS)" and pointed out that taking employee as the foremost priority in the organisation will result in producing outstanding standards of service to the customers.

This image of change makes some organisations adopt this strategy which is different from other regular strategies of the organisations. EFCS can be considered as the "thinking journey" that involves new ideas and initiatives for making a creative path to achieve new goals. Yet, to build and change the company structure all the people involved will need to work together, aligning their attitudes and minds to achieve their targets, and change their culture and trust (Nayar, 2010).

Generally, employees work very hard to achieve their targets for their company's growth, but still many organisations overlook the struggle of employees which may occur as a result of lack of knowledge, ineffective company policies and inefficient codes of ethical practices, and these factors then lead to an increased burden on the operational floor. It must be understood that, employees are the key factor in any organisational success and this success will come when business corporations apply well-established and integrated codes of conduct of ethical practices in the work environment.

Currently, ethical issues such as favouritism, immorality, partiality, enmity and hate, discrimination, gender difference, misuse of management position, internal project disputes and conflicts in the DSS organisations are leading to people searching for new jobs and therefore resulting in a high rate of attrition. Attrition and wage inflation are some of the major problems faced by DSS companies all over the globe (Stephan and Silvia,

2008). This study will therefore concentrate on the problem of attrition (Stephan and Silvia, 2008), and investigate more how ethical issues are affecting the attrition rate in Indian DSS.

Attrition has become a major issue worldwide in outsourcing, software and IT industry (Stephan and Silvia, 2008). Outsourcing means a phenomenon where organisations seeking and using outside contractors to finish their production of any end commodity such as Nike footwear, mobile phone productions etc (Lin and Tsai, 2007). A study conducted by Stephan and Silvia (2008) suggests that many organisations experience challenges such as employee turnover, salary rise, loss of managerial control and worries about inefficient operations. In response, organisations have begun to tackle these problems using a range of tools and techniques such as initiating retention policies (Bhatnagar, 2007). A further issue that occurs as a result of attrition is leakage of intellectual property and this is another problem that needs to be addressed. Attrition or scaling down most often occurs when employees leave of their own accord because they have been offered a better opportunity with greater benefits and/ or their skills are in high demand (David et al., 2015). Added to this, are other issues including the lack of advancement and growth, inadequate shift timings, wages, family pressures and individual personal reasons as well as health problems, which can all lead to attrition. However, above all else, ethical issues in the DSS organisations have been identified as the main reason for employees leaving and seeking employment elsewhere (David et al., 2015). Additionally, the researcher will therefore also explore how trust and the decision-making processes alongside with the attrition are affected by these ethical issues. In addition, employees' satisfaction or dissatisfaction with their management will be explored in detail. It has also been found that, there is a need for stability in the workplace and the implementation of fair treatment, which have largely been ignored in the research thus far. Hence the researcher hopes to fill the gap by obtaining information from the participants regarding these matters.

## **1.2 Motivation of the Research Study**

The motivation of this research study is the recognition of ethical issues and their effects on employee attrition as being the main concern in Indian DSS. The motivation for this study stems from “employee” resource factor, which is one of the crucial aspects of any organisation and its success. However, employees are the pillars and backbone of the

company, and they can drive an organisation to the peak of its success (Jain, 2015). In addition, lack of ethical guidelines, inefficient ethical policies and processes, unfair treatment of individuals and unprofessional behaviour in the workplace are also major worries for the DSS. Furthermore, unethical treatments of individuals, which lead to high staff turnover, are also the principal concerns of this research study.

The multicultural country of India is changing the face of technology and leading the world in providing digital services. The ongoing projects in Indian DSS are facing ethical issues, to manage those problems there are many methodologies that have been developed and implemented to decrease problems and weaknesses encountered in the processes of engineering project management within the DSS. There are processes are based on the improvement-oriented software engineering processes that need to be tailored and tractable (Basili and Rombach, 1988). The tractability includes the plan, taught, managed, executed and controlled. Each process requires tractability, to reduce ethical problems there are also many process improvement tools and techniques available on the market to increase the efficiency of the specific digital industry project management. In this research, we are concentrating on India's DSS, which is the leader in providing digital services to the world.

This research study will try to highlight the importance of ethical policies and guidelines in the workplace. Also, it will focus on the important relation between the operational floor (employees), management and human resource (HR) department and the promotion of a friendly work culture to encourage organisational growth. The study will also seek to shed light on the relationship between ethical issues and the decision-making process, because it is mandatory in developing countries like India, to check if ethical issues are affecting the decision making, which affects the organisational development (Bayne and Woolcock, 2011). However, due to unethical conduct there might be a case that employees are disappointed with the current decision-making system. Furthermore, the researcher will explore the ethical issues that may be upsetting the stability in the workplace, because of the unstable working conditions (Gillard et al., 2008). Finally, to develop the framework, the research will focus on the employees' trust in the management as a result of any unethical conduct, and requirements and implementation of fair treatment policies in the workplace, which will lead on to investigating any individual discrimination.

Additionally, the researcher is motivated to conduct this study because he suffered as a victim of unethical practices and faced similar ethical problems in different Indian multinational organisations. As a result, the researcher had to change organisations multiple times owing to unethical behaviour within the topmost IT giant companies in India. He wanted to raise his concerns and resolve these problems, but unfortunately, he found that there was no process for registering complaints regarding ethical issues in the workplace. He even observed that colleagues were going through the same issues but nobody raised their voice due to fear of losing their jobs. Thus, it may be that DSS industries are not following the guidelines and regulations of ethical conduct towards their employees. Such ethical issues are disruptive, causing difficulties that prevent individuals from continuing, and leading to the main problem of attrition in DSS.

### **1.2.1 India and its Digital Service Sector**

The study will focus on India's fastest growing digital service industry as Information Technology (IT), Software Development and Business Process Outsourcing (BPO) and other service industries. India is currently the leading global sourcing nation in these areas with 55% of contribution to the worldwide digital market, including the highest number of the market with a value above US\$150 billion. To deal with digital services, there are more than 75% of employees coming from the youth population with the average age below 35 years, which represents the maximum number of skilled employment generator sector (5.8 million), doubling in the last 5 years, and leading to a major share in the economic growth of the Indian digital service sector (Nasscom). Indian software exports are huge at approximately US\$75bn in 2014/15 and an additional US\$100bn if the BPO service sector is included and continue to register double digit annual growth in the global digital market (Heeks, 2015). Thus, these facts endorse the growing need for efficiency in IT project management, particularly since at the same time as the industry grows, the rate of attrition grows too. In the Indian IT and Business Process Management (BPM) industries staff turnover (attrition), as noted by NASSCOM in the quarterly industry review in June 2017, is reported to be at a combined 47.8% rate (IT:15.1% - BPM:32.7%). This study is attempting to identify which ethical issues are contributing to the higher attrition in Indian DSS.

Over the last year, the Indian DSS added \$17 billion revenue and has added \$29 billion since the fiscal year of 2013. Revenue growth over FY2010 has doubled and added \$68

billion since FY2010. The Indian IT-BPM revenue is now worth approximately \$150 billion which are huge compared to other developing countries. This translates into India being the leading nation in global sourcing with a share of 55% of the market. E-commerce is also contributing to the speedy progression of the domestic IT-BPM sector and this domestic market will grow quickly in the future as central government focuses on Digital India and Make in India (Nasscom), which are two national development projects. In line with these projects, the Indian DSS is focusing on and targeting sectors like e-commerce, software products, and the IT market, which will most likely see its growth reach to around USD \$14-33 trillion by 2025 (Nasscom).

If we consider India's background, it is fundamentally a religious country with many different castes and religions. At the starting point of the nineteenth century, on the basis of religious identification, nationalism was espoused (Van der Veer, 1994), whilst discrimination based on the caste system (upper and lower) still exists today which raising of many ethical issues in the Indian tradition and contemporary social life, public government sector and private sector, which includes the whole digital service segment in India (Thorat and Neuman, 2012). There are two major segments that are growing rapidly i.e. software packaging and integrating systems. A software package includes the operating systems, databases and relational databases, as well as generic and vertical application packages. On the other hand, system integration contains the services of project management, contract programming, analysis and design, research and development, education and training, and ongoing system support and maintenance (Schware, 1992). As far as the Indian context is concerned, exclusion revolves around institutions that discriminate, separate, dishonour, and deprive subordinate categories on the basis of identities such as caste, religion and gender. The caste categories unfortunately still seem to govern the economic life of India (Thorat and Attewell, 2007). As evidence of this issue, Thorat and Attewell (2007) conducted a study, which used a job application experiment based in the Indian market that highlighted that the educated lower-caste and Muslim applicants have less chance of getting a job than other equivalently educated applicants with high caste names. The modern private sector tends to be the segment of employment that most attracts educated and qualified individuals but one's job opportunities here are highly linked by one's caste and religion.

Nasscom (2016), defines the India's powerful growth which includes customers, innovators and researchers are taking the initiative and pushing the DSS forwards. To

modernise for future technology areas, leaders are concentrating on more than 3,100 start-up projects. The DSS tends to focus on the latest emerging technologies, Internet of Things (IoT) and Big data/Analytics and there are more than 450 firms working on projects to make it happen. In addition, more than 1,500 patents have been filed for out of box solutions and aiding client businesses.

The Indian government is taking the initiative for the digital service sector and offering tax benefits, subsidies, providing valuable market land and supplies. Within the DSS cloud computing is one of the most trusted areas of government policy. The ambitious project called “GI Cloud” has benefitted from the cloud and has been developed by the department of electronics and IT. GI Cloud is the government initiative to enable the central and state governments to influence cloud computing’s effective delivery of e-services (Joseph, 2015).

To compare with worldwide sourcing market, India remains the leading destination for global sourcing and grows by 9-10% last year. However, delivery centres added 49% growth in 2014 and approximately 45% in tier 2 cities of India (Nasscom). In the past the DSS generated massive amounts of employment, and today it is continuing the trend of offering many job opportunities. In line with this, online shopping, social media, and cloud computing services are also booming more than ever before so within the e-commerce and business to consumer segment there is a huge demand for IT professionals. In 2013 all over India TCS hired more than 20,000 fresh graduates and other digital industries like Infosys, IBM, Wipro and Dell greatly increased their employment rates. The Silicon City of India, Bangalore, is one of the major cities for exporting IT and software services. After this, Pune is also hiring great numbers of people and is amongst the top three preferred cities for the skilled and technical jobs (Joseph, 2015). The Indian government is providing loads of facilities and massive benefits to establish and invest in the DSS, as multinational organisations are devoted to investing and providing immense opportunities to the people. Industries like Amazon, Capgemini, Tata Consultancy Services, IBM, Accenture, HCL Technologies, Cognizant Technology Solutions, Delloitte consultancy and Microsoft are huge investors in India and so, Mumbai, Pune, Delhi-NCR, Bangalore, Hyderabad, Trivandrum and Chennai are offering higher numbers of job opportunities to both Indian and global talent.

The universal technologies such as cloud computing, social media and mobility analytics are the cause for the growth of India's DSS. The Internet has become a daily part of every individual life and has created more and more opportunities and job positions. Online shopping, cyber security, wearable computing, socially enabled business processes, battery and power technologies, mobile customer engagements and business analytics are the sectors of choice available for job opportunities in India. In 2016 India surpassed the USA in terms of Internet users with approximately 402 million people using the Internet and placing it in second place in the world for the number of Internet users (IAMAI).

Online shopping is changing India's way of buying products. The current market covers over \$1.8 billion and is expected to grow every year. E-Commerce is also changing the face of India's market entrepreneurs, developing their online shopping through websites or online market place and advertisement. The popular and most trustworthy websites for internet users have been found to be flipcart.com, homeshop18, jabong.com, yebhi.com, OLX.com, snapdeal.com and myntra.com (Joseph, 2015).

The Indian DSS is growing due to the rapid growth of industrialisation, globalisation and the rise in IT parks. The increasing IT hubs and special economic zones (SEZ) are playing an important role in changing the shape of India's industry. India is a country where privatizations of telecommunications are limited to the personal business activities, which helps to grow in the DSS. India concentrates on the development of Special Economic Zones (SEZ) and provides tax assistance for IT companies. Furthermore, there are huge amounts of resources, youth and young generation employees readily available in the country. There are skilled, talented, career-oriented and intelligent young candidates available in 24x7 environments.

In short there is a minimum functional cost and tax cuts, endowments and concessions facilities offered by the legislature of India. More recently, with the creation of the aforementioned projects like Digital India and Make in India, it is expected that there will be even more of a positive impact on the Indian economy. Adopting and implementing rapidly rising new technologies such as cloud, artificial intelligence (AI), robotics and automation of knowledge work (Joseph, 2015) are therefore the main segments in which international stakeholders are investing.

Figure 1.1 represents the official map of India, which points out the digital service sectors and IT hubs in the country. The states and cities highlighted here represent the fastest



development and growth of the DSS in India. New Delhi is the capital city of India, and it is one of the most important cities amongst the pillars of software development, while Gurgaon and Greater Noida are the leaders of software development. Mumbai city is excelling in exporting IT services throughout the world digital service sector, and is therefore also the financial capital of the country. Furthermore, Pune and Bengaluru are the Silicon Valleys of the nation, while Chennai comes top in services, outsourcing, and IT service exports in India. Hyderabad has been named the HITECH city and is often referred to as Cyberabad due to its huge market of digital service whilst Coimbatore city is leading in providing IT services to the world. These are the digital service provider cities of an incredible and amazing India (Tourism Annual Report, 2017).

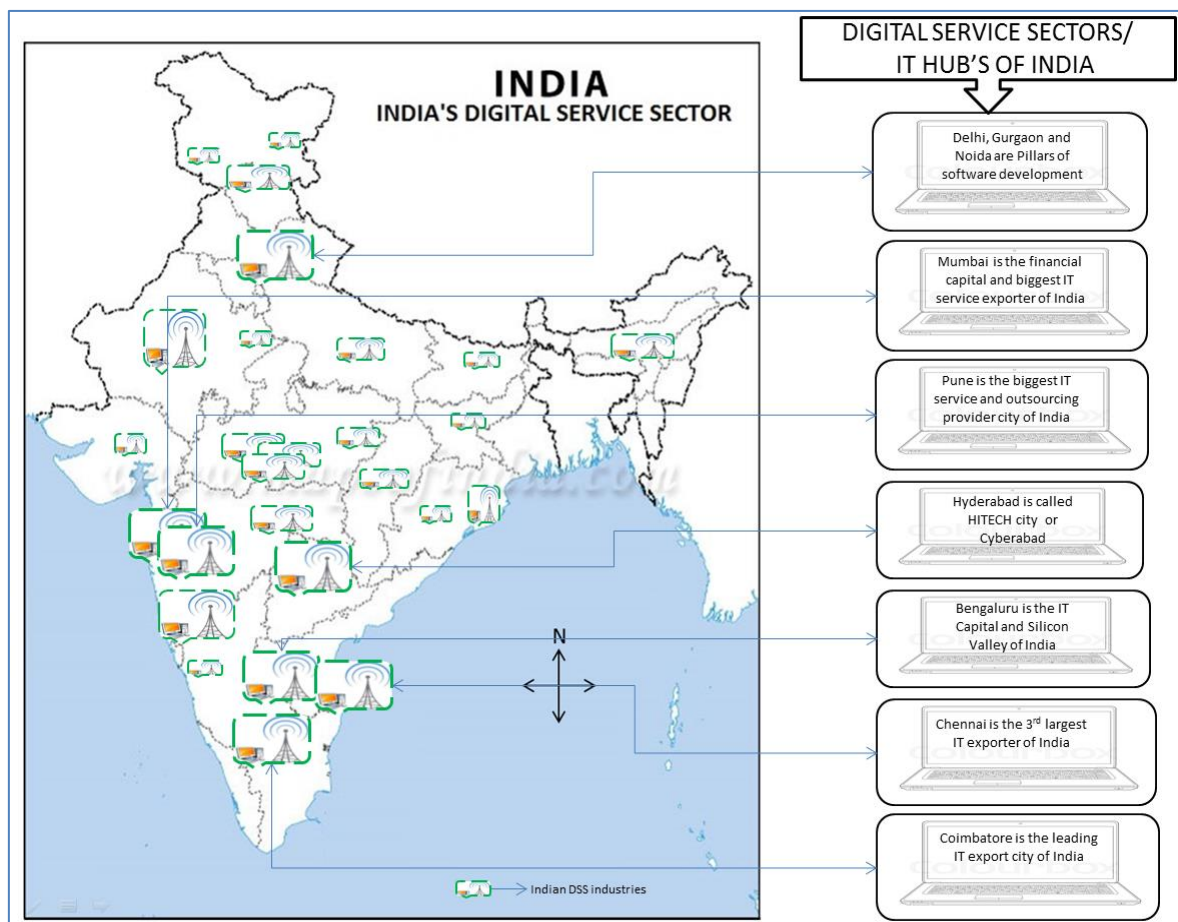


Figure 1.1 Digital Service Sectors in India (Source: Maps of India<sup>1</sup>)

<sup>1</sup> <http://www.mapsofindia.com/maps/india/outlinemapofindia.htm>

### **1.2.2 Problems Faced by the Indian DSS**

In this sub-section, the researcher seeks to explain some of the problems faced by the Indian DSS, focussing on the insufficient ethical guidelines, which will be further elaborated.

To know the ethical guidelines, first we should know the meaning of ‘ethics’, which has been defined as “*guidelines to influence human and social behaviour in a manner intended to protect and fulfil the rights of individuals in a society*” (Marshall, 1999). A guideline is not only a legal system or even a prescription or proscription for specific conduct of human beings according to an ethical code of practice; rather, it also includes the basic principles of analysis, beliefs and assumptions about the nature of God, the physical world, life, individuals and society, and social values. Social behaviour is designed to concentrate on ethical conduct of an individual, which impacts directly or indirectly to influence other people. The development of ethical guidelines has been slower for several reasons. For example, ethical guidelines and procedures do not proceed with focused and controlled areas of development and also, the ethical practices and procedures that would contribute to seeking inspiration in the social environment are not managed or controlled physically by the corporate sectors (Marshall, 1999).

### **1.2.3 Ethical Problems**

This research study will seek to shed the light on the different ethical issues that occur in the digital service industries, and that ethical problems are a real concern, that are causing people to change their employer. In the past, people wanted to change their job for better remuneration but nowadays employees want and require sound ethical practices and challenging tasks. This study will provide evidence related to the following eight ethical problems: favouritism, immorality, partiality, enmity and hate, discrimination, gender difference, misuse of management position, internal project disputes and conflicts. However, these ethical problems are selected from various streams to check their existence in the Indian DSS, and to test the hypothesis of the research study. The following are the eight-selected ethical problems briefly elaborated (More, Bass and Meziane, 2015).

**Favouritism** is the practice of giving unfair preferences to one person or group of people at the expense of another.

We use **immorality** to describe the behaviour that is dishonest or does not follow accepted procedures.

**Partiality** means unfair prejudice or bias in favour of a person or group.

**Enmity** and **hate** is the unethical action and deep-seated hatred among individuals.

**Discrimination** is the unjust treatment of individuals on the basis of their caste, ethnic group, economic status and religion.

A **gender difference** refers to unfair treatment and inequality on the grounds of gender.

**Misuse of management position** describes the improper or incorrect use of available resources and powers.

**Internal project disputes and conflicts** are the moral struggle within the group of people in the organisation as well as any opposition of needs, values and interests between people working together.

#### **1.2.4 Absence of Policies**

In this section the absence of policies will be discussed. The DSS of India where most of the organisations are run without any policies and guidelines. The harsh implementation of the projects is a cause for concern due to the lack of regulation and guideline controlling it, and weak corporate governance is a problem in the DSS. It fails to implement and enforce regulations, and there is also generally an absence of adequate policies (Khanna and Palepu, 1997, cited in Kedia Mukherjee and Lahiri, 2006).

#### **1.2.5 Unethical Behaviour and Treatment**

This sub-section continues to focus on the unethical conduct and actions in the Indian DSS. India is a country where the people factor is categorised into different aspects such as caste, religion, nature of state of origin and nature of indigenous place (Ilavarasan, 2007).

Arora (2001) stated that without proven managerial capabilities of an individual they may not be promoted as a manager. However, this is a management decision based on his experience in work enforcement (Ilavarasan, 2007). Similarly, those decisions are based on improper managerial experience and qualities, which leads to the emergence of ethical issues in practice.

Ethical issues are divided into three major streams. First, social science and technology; secondly, professional issues, and lastly, the treatment of an individual (Christensen Johnson and Turner, 2011). However, in this research study the researcher has focused mainly on the professional selected worker's issues and their treatment. The selected eight ethical issues are categorised based on work culture, productivity, ethnicity, gender, quality, appraisal and work environment.

### **1.3 Attrition**

The high employee turnover or attrition rate is a major concern faced by the DSS industries in India. Attrition is the general term used to refer to employees leaving the organisation through retirement, career growth, and better opportunities, relocation and many other reasons (James and Faisal, 2013). The DSS is facing problems of attrition as well as growth of remuneration due to the rigorous market conditions (Arora et al., 2001).

Attrition can mean losing employees with expert knowledge, and there is a high possibility that those employees will transfer their respective expertise to a competitor company, which can lead to the loss of clients and credibility in the market. US-based clients of Indian software industries noted that and believed that high staff attrition was a serious concern (Arora and Athreye, 2002). Furthermore, various clients have recalled occasions of delays in work completion owing to employees from an entire project leaving in the middle of the term due to better opportunities elsewhere. In addition, if there is attrition at a high level of the organisational hierarchy then there is the possibility that the organisations of the DSS will lose projects to their competitors (Arora and Athreye, 2002).

In light of the seriousness of the risk that attrition poses to companies, the researcher will conduct a quantitative study supported by qualitative data to check the reasons behind attrition and whether ethical issues might actually be at the heart of the issue here.

### **1.4 Research Questions and Hypothesis**

The unethical behaviour, the full absence of policies, regulations and ethical guidelines lead to the main research question: “*what are the ethical issues, and which ethical issues are contributing to the high attrition in India's digital service sector?*” The term ethical issues will represent the problems and concerns that arise due to unethical conduct in the workplaces of DSS.

To test the hypothesis with the research mixed methodology the statement that “*ethical problems are causing high staff attrition rates in the digital service industries in India*”.

Presented below are the null and alternative hypotheses;

**Null hypothesis  $H_0$ :** The ethical problems are not causing high staff attrition rates in the digital service industries in India.

**Alternative hypothesis  $H_a$ :** The ethical problems are causing high staff attrition rates in the digital service industries in India.

This research question and hypothesis are leading towards the following research aim and corresponding goals and objectives of the research study.

### **1.5 Research Aim and Objectives**

The aim of the research study is to design a framework that will identify the different ethical issues related to the high attrition rate in the Indian digital service sector. This will help to reduce ethical problems and decrease high attrition with the development of a research study while using a systematic research methodology,

The leading objectives of this research study are:

- To study, discover and categorise the ethical problems that exist in the Indian digital service sector.
- To investigate if the Indian digital service sector industries have a code of ethics and if this is followed properly. Also, to examine whether the policies, rules and regulations and ethical guidelines are available and adhered to.
- To explore the consequences of ethical issues in terms of attrition.
- To develop a framework to reduce attrition and decrease ethical problems, and to suggest enhancing the code of ethics that will implement the framework.
- To propose and recommend a new professional code of ethics to reduce attrition and improve unethical behaviour in the digital service sector.

### **1.6 Methods of the Research Study**

To obtain a response to the research questions and to verify the reliability of the hypothesis, the researcher has adopted a mixed method (quantitative followed by qualitative) research approach. The research questions and hypothesis study will also be scrutinised through the sequential explanatory strategy. There are two main phases of data collection with a quantitative survey followed by qualitative semi-structured interviews and these two types of data collection method are integrated at the interpretation stage. The

researcher hopes to use qualitative semi-structured interview analysis to promote explaining and interpreting quantitative result findings from the survey questionnaire (Buck et al., 2009). This research study will focus on quantitative data and offer high weightage to the (quantitative) recorded survey questionnaires; this data will be supported by the semi-structured (qualitative) interview data. This data will then be analysed and conclusions will be drawn.

### **1.7 Research Significance and Contribution to Knowledge**

It is hoped that the major contribution of this research study will be to make change and a significant difference to the industries in the DSS whilst highlighting the ethical issues that are leading towards attrition. It also contributes to the identification of or existence of ethical problems at early stage of the project management. From this, it is predicted that there will be a need to enhance the code of ethical conduct and produce a framework to reduce the attrition rate throughout the DSS. This study hopes to contribute to the knowledge and expects to find some of the situations highlighted below.

This research framework expects to identify the existence of ethical issues. Regardless of available guidelines and policies, people in the corporate sector are misusing their powers and endorsing ethical issues in the workplace. Attrition is the major concern; however, this study creates new model which will show how ethical issues are affecting intellectual properties of DSS (employees) to change the workplace. The new theory will also make suggestions to enhance the professional code of ethics and create a new platform for the industries to implement in the workplace. The focus is to create a framework, which will try to reduce attrition and ethical problems from the DSS. It will also showcase the different face of the growing DSS of India, where unethical behaviour has been constructed in the workplace. The new study seeks to highlight the personal and professional as well as internal and external factors that influence ethical issues, which are leading to attrition, in one of the topmost economic growing countries like India and its DSS. Furthermore, this research will study the impact of ethical issues on the decision-making process in the DSS industries. New framework and theory will show hoe stable working environment and fair treatment are equally important in the workforce, and this research aims to identify the stability in the working environment and implementation of fair treatment in the workplace. Furthermore, this new study will explain the discrimination and favouritism in the workplace plays an important role in attrition. This

study gives importance to the effects of ethical issues on employees, where day-to-day activities are hampered by professional and personal life.

## **1.8 Organisation and Structure of the Thesis**

This thesis is organised and divided into nine separate consecutive chapters. It begins with the introduction and the motivation for the study, and then moves to a literature review of the respective subject. Then, a methodology chapter further clarifies the rationale behind the methodology adopted, the data collection tools, analysis, findings, and investigations of critical evaluation. Finally, recommendations for future research studies in this area of subject will be made. The following is a short summary of each chapter.

### **Chapter 1: Introduction and Motivation**

The aim of this chapter is to introduce the research background and explain the motivation for starting this research. The research aim and objectives are also provided, as well as the research questions and hypothesis. Finally, the expected contributions and significance of this research study are given.

### **Chapter 2: Background and Literature Review**

This literature review chapter provides more information about the subject area, drawing on a range of sources including books, articles, journals and published papers. The literature review plays an important role to the subject area and this research work. In this chapter, types of ethical issues are considered in relation to the study and described in detail. Eventually, our focus on attrition and enhancing codes of ethical conduct and workforce practices will be considered in depth.

### **Chapter 3: Research Methodology**

In this chapter, the researcher explains and justifies the research methods adopted to conduct the research study. It clarifies the research methodology, philosophy and research approach. Moreover, it defines the strategies and reliability of the data collected.

### **Chapter 4: Quantitative Data Collection and Analysis**

The designed survey questionnaires for this study have been processed and how, when and where the required information was gathered are described in detail in this chapter, after the data has been analysed. Finally, the validity of the results in the quantitative data

collection process are considered. This chapter provides more clarity on ethical issues present in the digital service sector, and their impacts on the employees. This chapter includes also presents the data in tables and graphs.

### **Chapter 5: Statistical Analysis and Hypothesis Testing**

In this chapter, the statistical analysis recorded is based on the findings of the quantitative data collection. It also focuses on testing of the null and alternative hypothesis. This begins with checking the overall results, based on all the ethical issues leading towards attrition. Afterwards, each and every selected ethical issue is tested and analyse individually towards attrition through SPSS and their interpretation of results recorded in this chapter.

### **Chapter 6: Qualitative Data Collection and Analysis**

This chapter represents the data collected through semi-structured interviews and the results of the final analysis. Here, there are similar topics as mentioned in chapter four, but to conduct this research study the researcher used mixed method research analysis. The validation and generating of the results are explained in regards to the data collection methods. The qualitative semi-structured interviews and recorded data is coded through “Coding” procedure and after careful analysis and while running queries the data has been validated, and finally the results are interpreted systematically. This section delivers the clear and descriptive information about why, how, when, and where ethical issues are trending in the DSS. It clearly presents individuals’ views, opinions and personal expressions regarding the subject of this research study.

### **Chapter 7: Findings Discussions and Critical Evaluation**

Chapter six represents the conclusions and summary of the research study investigations, analysis, findings and critical evaluation. Firstly, investigation, findings and critical evaluation of the quantitative data and verification and validation of research questions and hypothesis are discussed in detail. In addition, a detailed explanation of the descriptive qualitative analysis and results are provided. At this stage, the mixed method data collection, analysis and interpretation processes are described in detail. Ultimately, in this chapter the researcher will provide the success factors for reducing attrition rate, and end by drawing some conclusions.



## **Chapter 8: Final Investigations and the Proposed Framework**

This is the chapter where the researcher explains the final outcomes of the research conducted. Verification of the hypothesis and respective responses to the research questions posed will also be summarised in this chapter. The framework of the study will be explained in the final results and evidence.

## **Chapter 9: Conclusion Contribution Limitations and Future Research Work**

The last chapter of the thesis establishes the conclusions to be made and make suggestions for future work. The overall research study has been summarised and creates the base for the future research studies that are interested to contribute to this subject. The reliability and limitations of the research study and ethical practices adopted while doing this research are also discussed in this chapter. However, future work directions are the most interesting part in this chapter. It also describes the contributions and limitations of the study.

The thesis also contains a set of appendices that include the ethical approval documentation, the questionnaire and interviews.

**CHAPTER 2**  
**BACKGROUND AND LITERATURE REVIEW**

## **CHAPTER 2: BACKGROUND AND LITERATURE REVIEW**

### **2.1 Introduction**

*The motive of this chapter is to introduce the reader to the background and available literature for conducting this research, as well as outlining the research held in the field of ethics and attrition.*

This chapter explains, how the researcher collects the theoretical information and foundation in view of the existing literature to establish a comprehension of the current knowledge expected to direct this research in form of ethical problems and attrition. The fundamental reason for this literature and foundation and purpose of this research background and literature review chapter is to provide the information available on the moral issues and attrition related studies. The researcher accumulated all necessary information and made this the basis of the research, including information from scholastic and academic material, for example, books, journals and publications, computers and electronic databases, websites, articles, magazines and so on. The analysed information focused on the research gaps on attrition and other imperative components.

A literature review is vital for creating a foundation and inspiration for a thorough and valuable research study (Boote and Beile, 2005). Furthermore, a literature review is the critical and intensive analysis of resources, which can lead to the creation of new research projects (Cronin, Ryan and Coughlan, 2008). This chapter will concentrate on the ethics, ethical issues, attrition and professional code of conduct found in previous studies.

### **2.2 Ethics**

In this subsection, a detailed explanation of ethics is expounded. The word “Ethics” is originally derived from the Greek word “Ethos” meaning defamation or ideas that should prevail (Rebelly and Ragidi, 2012). However, to follow ethics in business activities, a code of ethics was created and identified values became a set of principles. Ethics is an important part of all professions and project management professionals and experts frequently confront moral dilemmas using codes of ethics, for it is often necessary for project managers to make decisions on ethical matters (Schwalbe, 2014).

Ethics is a vigorous term used from ancient times i.e.: in Judaism and Christianity with Adam eating the forbidden fruit, Cain’s assassination of his brother, etc. Ethical theories

were also developed and debated in ancient Greece. However, ethics from a normative perspective is creating and modifying the moral standards and practices that one ought to follow. Another view on ethics is that it is an individual's conduct in ethical and unethical circumstances where an individual's treatment and performance are described and explained at the time of ethical and untrustworthy incidents (Tsalikis and Fritzsche, 1989). Similarly, Mick Fryer (2014) explained ethics as "a term that related to the right or good, along with their opposites wrong and bad". In certain activities, researchers refer to words such as "right, fairness, morality." Moreover, ethics means to verify the morality tests, for example enquiring about various philosophies based on good, bad, right, wrong, fairness, unfairness, virtue and vice (Fryer, 2014). To describe something as ethical we might call it right, good, fair, virtuous or moral. On the contrary, to explain unethical conduct, we might refer to it as wrong, bad, unfair or immoral.

### **2.3 Ethical Problems**

In this section, we provide detailed explanations and definitions of the ethical issues related to this work. In the digital service sector, there are several ethical issues that include gender differences (Catalyst, 2014), major conflicts among team and management, favouritism, corruption, bribery and fraud (Walker and Lloyd-Walker, 2014). Additionally, changing job position or project, internal project disputes (Kerzner, 2013) are other major problems. Moreover, errors in monitoring, criminal minds, enmity and hate, opprobrium, immorality, partiality, discrimination, and misuse of management position are also examples of ethical problems. More specifically, project managers taking advantage of their position, top management that are unsupportive, and misuse of management techniques, lack of awareness and commitment along with project closure without any intimation (Munns and Bjeirmi, 1996) are some issues related to ethics in management. In this research study, the researcher will focus on major ethical problems and verify them through the experts who are major players in the industry. Here, the researcher has considered eight ethical problems which exist in different fields of services as well as in the digital sector and which are a real concern, being problems that are causing people to change jobs and organisations. Previously, people wanted to change jobs for a better salary (Fuller and Narasimhan, 2007). However, in the modern day they desire workplaces with stability (Rasmussen et al., 2014) and ask for sound ethical practices (Nolen and Putten, 2007) in their workplace. The following sections provide comprehensive information

about examples of ethical issues, and later the researcher will offer a more detailed explanation of ethical problems used for this research study.

### **2.3.1 Examples and Case Studies of Unethical Behaviours**

In this section, the reader will refer to some actual cases of project failure due to unethical behaviour of individuals in the workplace. These are a few real-life examples recorded by the scholars. Unethical conduct in the workplace causes major problems and even infringes upon laws. Four cases have been described below with regards to unethical conduct.

#### **2.3.1.1 Case Study 1**

A chief executive officer (CEO) Ramalinga Raju from Satyam Computers and Software Services, which is a highly-reputed company in India, made the biggest scam in the history of the Indian digital service sector. The CEO misused his position and tried to get away with around US\$2bn. Through false reporting and giving wrong information the CEO was able to break the law in India. Also, he managed to gain money for personal benefit. This example shows that people in top management are misusing their position and clearly violate the rights provided to them (Ahmad et al., 2010).

#### **2.3.1.2 Case Study 2**

In another well-known Siemens Engineering organisation, the management made the unethical decision to gain projects from the public services. To repay and settle this case more than US\$2.5bn was paid by the company. An investigation conducted with the cooperation of the United States authorities, found that payments had been made to public officials to win the auction for gaining large overseas contracts for the organisation. Subsequently, most of the Siemens Company's products such as railway systems, mobile phone networks and complex hospital equipment were also sold to the government. The complex decision-making processes in the project were the main reason for the unethical conduct (Crane and Matten, 2010).

#### **2.3.1.3 Case Study 3**

On January 28, 1986, the space shuttle challenger flying mission STS-51L detonated within 73 seconds, killing each of the seven team individuals on board. To explore the events behind this tragedy, Rogers Presidential Commission (RPC) was hired. This report says, there were serious flaws in the decision-making process and in the basic leadership

procedure at National Advisory Committee for Aeronautics (NASA). The Rogers Commission established and initially reported that the essential driver of the Challenger mishap was an outline imperfection in the strong rocket sponsor joint. However, it was stressed by Thiokol organisation engineers that they should not dispatch the space carrier. The designers of Thiokol said "O" rings were at risk to the flight's wellbeing. NASA Managers chose to continue without tuning to Thiokol engineers. Production pressure and administrative wrongdoings were the major and real reasons for the STS-51L launch's failure. Both NASA and Thiokol have hierarchical reporting structures, typical of public administration organisations. Moreover, the information flow through the organisation is through the reporting structure. Engineers report to their group managers, who then report to the undertaking project managers and so on. Each level can alter, mutilate, or smother any data previously produced when sending it upward, in light of its targets. The STS-51L mission had repeatedly been postponed and was already several months delayed. Administration at both NASA and Thiokol needed to meet the due date. This circumstance brought about an absence of correspondence, improper information dispersal, and inadequate risk assessment at both NASA and Thiokol. The Rogers Commission determined and confirmed that the decision-making process and the correspondence structure at Thiokol and NASA were imperfect and that they neglected to evaluate the risk of launching the defective and inadequate vehicle (Bruegge and Dutoit, 2000). This contextual investigation affirms that the wrong choice of decisions and false reporting put people's life in danger, and ultimately led to their deaths.

#### **2.3.1.4 Case Study 4**

This case study involves a multi-campus university in developed country such as Australia, which confronted several ethical problems. A number of potential ethical dilemmas were found by scientists such as extortion, fraud, bribery, corruption, favouritism and special treatment. For this situation, specialists distinguished that ethical problems would emerge at any phase of the venture life cycle. The investigation report says that individuals were acting as agents and dealing with the contract which included bribery and debasement. This investigation additionally demonstrated that favouritism behaviour was connected with the customers, stakeholders and workplace colleagues. This study also reveals an absence of professionalism in the disrespectful treatment of the people (Walker and Lloyd-Walker, 2014). This study essentially refers to ethical dilemmas in the workplace, which can occur at any time and can happen to anyone.

## **2.4 Selective Ethical Problems**

This subsection describes the eight ethical issues identified in the introductory chapter.

### **2.4.1 Favouritism**

The word favouritism is associated with two distinct implications: initially, it is the general inclination towards favouring an individual or leaning toward a group of individuals over others; and secondly, it is solidifying particular treatment of an individual or person based on close and personal relations such as being friends, relatives, neighbours or other acquaintances. However, favouritism can occur in any place and any situation, for example public and private sector employees, officials and business people. Favouritism is not restricted to any field, rather it covers the fair treatment of an individual depending on circumstances. Favouritism is not just when two individuals are associated by circumstance, it is also friends and family who may favour each other when they assume all consequences of problems will be handled by themselves, for instance, an entrepreneur is selecting and recruiting just their family members, without knowing their capabilities of work. This creates a disadvantage for the capable person who may then not be recruited (Loewe et al., 2007).

Favouritism is very dangerous and harmful for the goals and principles (Loewe et al., 2007) of any organisation. It may lead to the loss of the primary motive of any organisation, which is to adhere to set principles based on moralities. In reality, favouritism has the same meaning as corruption, which is an abuse of the public as well as private officials for personal achievement, and in other terms it is unilateral privatisation of public goods (Loewe et al., 2007). A study of favouritism in Jordan identified its existence and described the different types of favouritism such as nepotism, cronyism and tribalism (Loewe et al., 2007). Nepotism is the misuse of public power for the benefit of family members, relatives and friends. It has the greatest negative effect on job stress (Arasli and Tumer, 2008). Nepotism as favouritism shows how family relatives are employed or given benefits for the family advancement, which is based on relationships rather than their competencies (Arasli and Tumer, 2008). Nepotism mostly occurs in large organisations. The literature shows that large organisations are more likely to hire employees who are their relatives (Arasli and Tumer, 2008). On the contrary, some researchers have argued and said that nepotism is dominant in smaller firms in less developed countries (Hayajenh Maghraki and Al-Dabbagh, 1994; Williams and Laker, 2005). Cronyism is more

complicated and a broader social phenomenon; it is preferential treatment towards friends or colleagues on the part of the public official. It is the use of friendships or well-known persons involved in political corruption or preferential treatment about the unethical activity (Khatri and Tsang, 2003). Finally, tribalism involves favouring individuals from the same society, race and community to expand favouritism in the workplace (Loewe et al., 2007). All types of favouritism affect the economic, social and political systems of any organisation or country. However, some studies show that favouritism has a significant impact on job stress (Arasli and Tumer, 2008) in the DSS.

#### **2.4.2 Immorality**

The term immorality describes conduct that is untrustworthy and dishonest or does not follow acknowledged operational measures. In principle, immorality and moral hierocracy have a similar significance. A person who concedes his/her behaviour was not moral or improper and he/she does not anticipate that others will behave better than the situation. Although hypocrisy is an individual behaviour, it can be based on strict rules and regulations and demanding others to follow the same path (Lammers Stapel and Galinsky, 2010). Aristotle clarifies two sorts of immorality which are wickedness and weakness. He compared both immorality behaviours, stating that one is the person who is morally weak who fails to apply the good law and another one is the wicked person who applies the law in a decent manner, but the law is a terrible law. In short, it comprises the person who has good moral principles, but fails to act on them, and the decent skilled individual who follows up on the bad moral principles (Milo, 2014). Immorality explains a person who performs an immoral act that he/she did voluntarily and can be responsible for. A person who committed a wrong moral act will be culpable. In other words, we can explain immorality as a person having specific reactive attitudes towards oneself and one's deed, such as "faulting" a person who feels disgrace and guilt as compared to the pride and moral satisfaction. It involves the "weak will" and "selfish" conduct demonstrations of individuals toward others (Hampton, 1989).

#### **2.4.3 Partiality**

The Oxford dictionary considers it "unfair bias in favour of one person or thing, a particular liking or fondness for something Partialism implies unliberated and narrow minds, for example, people who have restricted personalities (Cottingham, 1986). It is an individual's irregular practices towards others. Additionally, partiality involves unfair



prejudice or bias in favouring a person or a group. It is a person's indecent conduct, which fails to comply as per people's interests and their advantages, as well as their rights, welfare and equality (Wolf, 1992). The act of kindness and cruelty, sensitivity and negligence, honesty, deception, respect and manipulation are the fundamental variables specified appropriately to encourage or condemn by the partial people (Wolf, 1992). Partiality differs in extensive formats, and it has correspondingly varied the moral and ethical status (Friedman, 1991).

Partiality is an ethical issue and has existed in the corporate area for many years. It begins with the initial recruitment process called an interview procedure (Phongpaibul and Boehm, 2005). In India, at the time of the interview, candidates are often recruited by their caste and religion (Upadhya, 2007).

Partiality is giving unique treatment to somebody with whom we share certain connections and relationships. The treatment of the individual is varied because of our relation with the person whom we are managing or dealing with, which leads to lop-sidedness in decisions. It is when we treat a person differently if he/she is a member of the family or a friend. Additionally, we may deal differently with our colleague, neighbour, employee or compatriot. The treatment in favour of an individual based on characteristics and relation is partiality (Keller, 2013).

In the DSS, businesses are dealing with various ventures, projects and groups. In the engineering projects, the quality auditor (QA) or manager play a vital role in reviewing the completed tasks and reporting the accomplishments. Additionally, the quality evaluators set up a review of activities in the software testing process that focus on tasks and products. Unfortunately, they are partial towards people and focusing on the individuals who performed the respective tasks. They evaluate and complete reviews just one time for back-end coding and for another review a QA complete review of front-end design is done eleven times, which is not a good decision for creating a good cultural environment. In this case, QA is partial and favours the back end programmers. Instead, it is better to review everything, to avoid both a technical oversight and the perception of favouritism (Henry, 2003) and partiality. In this research study, regarding the partiality ethical issue we have considered and separated by quality bias as compared to favouritism problem. This research study will concentrate on the partiality ethical issue independently by presenting

and introducing the factors such as culture, religion and belief issues in the digital service sector.

#### **2.4.4 Enmity and Hate**

Enmity is a state or feeling of active opposition or hostility and hate is an unethical action based on deep-seated hatred among individuals. It is the noticeable action of violence, which leads to the performance of crime and terror. The architecture of enmity follows the inside-outside, self-other, safe-dangerous, and risk categories in respect of planned activities of others (Amoore and de Goede, 2011). However, most of the psychological studies explain how enmity is based on the personal relations of people towards others. It includes the personal relation, a relation between families, relation between co-workers and relation among nations (Harré and Moghaddam, 2013). If we focus on the literature of standard psychological reports they did not have anything to say about enmity, hatred, dislikes and actions. Along with identifying these relations, they have not explored this vast topic of why people conceal their hostility to others or groups of other people (Harré and Moghaddam, 2013).

Hate is one of the toughest feelings for any human being. Accordingly, many of us struggle with this feeling. Hate is a widely negative term, and people refuse to talk about it, and they even try to ignore it. Some researchers who compared positive and negative emotions found that negativity has a deeper impact on human feelings, cognition and behaviours. It is also claimed that people recall their negative expressions and incidents as compared to the positive memory of making decisions. People may be led by the negative and hateful emotions like anger, dislike, and disgust. Showing hate is not at all accepted by many societies and cultures, although people are facing the hate and other negative emotions on a day to day basis (Kucuk, 2016).

In the digital service sector, employees are not happy when they are not free to make their own decisions. Due to the lack of trust, employees start hating the management (Vasanthalakshmi and Ragothaman, 2013). Employees who suffered hatred and not listen by the management are most likely to be less productive and employees leave the organisation due to a stressful environment. Increased negative emotions such as stress, hatred, dislike, disgust, conflicts, anger jealousy and sadness will impact on the work and workplace culture. People, employees or other human resources start hating things where they feel unrecognized and neglected in the project task or workplace (Norman, 2004). In

today's modern technological and innovative world, the DSS administration lack the trust factor in the working environment and employees are not given any opportunity to communicate and express them, which may lead to animosity and hatred in the working environment.

#### **2.4.5 Discrimination**

Discrimination is the unjust treatment of individuals based on their caste, ethnic group, economic status and religion. Unfortunately, many research studies have shown that racism has not disappeared, rather it is reflected in very less overt forms and is referred to as “modern racism” (McConahay, 1986), “aversive racism” (Gaertner & Dovidio, 1986) and “ambivalent racism” (Katz & Hass, 1988; Deitch et al., 2003). When the discrimination term is used, most people would think about race, sex, ethnicity, culture and much more but recent studies have shown that age-based discrimination is also reported in the workplace. Discrimination is the movement of individuals where biased decisions are made, based on prejudice against an individual or group as a result of race, class, sexual orientation, age, disabilities etc. (Mishra and Mishra, 2015). Discrimination creates a real stressful environment in the workplace and involves race (black-white) and class and status of living (rich-poor). Discrimination has many forms that can offend people (Velasquez and Velazquez, 2002).

Discrimination in the workplace or organisation has raised important matters for researchers in the past few decades (Van Laer and Janssens, 2011). Those studies mainly focus on the form of blatant and relatively open types (Cortina, 2008, Deitch, 2003 cited in Van Laer, & Janssens, 2011) of discrimination where differential and unfair treatment has been exercised. To illustrate these discrimination types, for example, organisation employment or promotion denial have been found to be due to the specific ethnic background or gender (Guttek, 1996 cited in Van Laer, & Janssens, 2011). Harassment, jokes, incivility, avoidance, and other types of disrespectful treatment are the main causes of the interpersonal discrimination (Cortina, 2008; Deitch, 2003; Dipboye and Halverson, 2004; Essed, 1991; Rowe, 1990 cited in Van Laer, & Janssens, 2011).

Discrimination based on religion and belief specific to the Indian DSS and society is affecting the employment of the respective religious or secular person. It is, vice versa, that secular person who does not want to employ a religious candidate and a religious candidate does not prefer the secular one (Vickers, 2016).

In this research study, the researcher focuses on the ethical issues and their effects on attrition. Discrimination is one of the major issues people face in their day to day problems of discernment, and it is resulting in employees leaving their jobs. Discrimination based on gender is another issue selected for this study says that women in organisations were not taken seriously. However, it is also clear that a significant number of managerial staff do not want to work with or report to a woman. Similarly, men and women are not treated equally in the digital service sector (Donohue, 1989).

To describe the definition of discrimination in the digital service sector the term “Digital Divide” has been used. Forms of unequal access to services based on ethnicity, knowledge and education, gender, age, race, and geography (Norris 2001; U.S. Department of Commerce 1995 cited in Mossberger, & Tolbert, & Gilbert, 2006). In present times, discrimination based on gender is a huge problem. In this research study the researcher will concentrate on all aspects of discrimination with a deep investigation into the industries of the Indian DSS.

#### **2.4.6 Gender Difference**

A gender difference refers to unreasonable, unfair treatment and inequality practices on the grounds of gender. Examinations made in the very earliest stages by Sidney Webb (1891) found “An alleged difference in the wages paid to Men and Women for similar work”. The creator Webb's investigation concentrates on various types of work categories, which incorporated manual work, routine mental work (office administration work), artistic work and intellectual work. All four classes demonstrated that a similar work was performed by both genders and that there was a difference in the compensation they received (Lundahl and Wadensjo, 2015).

During the First World War, the rate of female workers in the industry expanded significantly in England. The women performed the same tasks as men. However, their wages were lower when contrasted with those of men. The worldwide economists and financial experts concurred that a wage contrast exists based on classification of sexual orientation. In addition, there are a number of professional and expert employment-related responsibilities that men refuse to perform, as women carry out similar assignments and tasks (Lundahl and Wadensjo, 2015). An examination by Fawcett states that the participation of women members in the union is not accepted by a male predominant trade union.

The economist and financial analyst Eleanor Rathbone reported in (Lundahl and Wadensjo, 2015), studies investigating the lower wage rate for women. She likewise clarified the reasons why women are not given importance and significance in the workplace, such as how women lack in developing trade unions. Additionally, women's wages are considered to be pocket money or to be viewed as supplementary to the family income. It has been said that women have low expectations for everyday comforts and the wages of women are not set as individual subsistence requirement, but rather from the earliest days it was considered that women would not be the family wage-earner (Lundahl and Wadensjo, 2015).

To change the Indian technology and innovation face and transform the technology division, women are now playing a vital role in the Indian economic growth and development. In spite of this, women are still earning less and attaining lower positions when they begin their occupations as compared to men (Shyamsunder and Carter, 2014). As a result of career advancement and higher compensation packages, women are most likely to leave their first job. Regardless of the great progress and accomplishments that have been in this area of employment, the Indian economy is still in a tight spot. This is evident from the most minimal rate of rupees that has been recorded, and the most elevated development rate of DSS that keeps on writing the immense social and monetary changes in India. Women in the technology sector can play a very important role in any monetary and economic growth but the high potential women in the innovation and technology sector are despondent and express their disappointment about their salary and increment (Shyamsunder and Carter, 2014).

#### **2.4.7 Misuse of Management Position**

Misuse of management position describes the utilisation of available resources and powers improperly and incorrectly. As indicated by the computer emergency response team (CERT) for the Software Engineering Institute (SEI) definition, "inside threat to an organisation from a current or former highly positioned management employee, another business partner who has or had authorised access to an organisation's network, system, or data. That information intentionally exceeded or misused that access in a manner that negatively affected the confidentiality, integrity, or availability of the organisation's information or information systems". The internal outbreak means intentional misuse of computer systems that have potential information about organisations, employees,

contractors and third-party business partners. The threat can take many forms such as making changes to a report, IT sabotage, theft of confidential reports, trade privacy secrets and intellectual property (Gunasekhar et al., 2015) for personal benefit. Lack of system control, poor management techniques and deprived skills are the major problem within the management (Post and Kagan, 2005). Which leads to unethical practices and taking advantage of the availed position. Moreover, the information flow through the organisation is through the reporting structure. Engineers report to their group managers, who then report to the project managers and so on. Each level can choose to modify, distort, or suppress any information before sending it upward, based on their own objectives (Bruegge and Dutoit, 2000). For example, the CEO of a reputed multinational software programming organisation created a money-related scandal in India as, by providing wrong data and information, he figured out how to infringe upon the law (Ahmad et al., 2010). The higher position held by authorities ought to anticipate and restrict injurious acts in the work environment (D'Arcy Hovav and Galletta, 2009). Likewise, it has been said that the financial records are not overseen well in many nations (Cain, 2001).

In other areas, higher authority figures harass employees at work and this issue is mainly found in less developed countries (Rayner and Hoel, 1997). Tormenting at work (Adams, 1992), inappropriate behaviour, sub-fierce conduct, articulation of hostility with or without physical violence (Crawford, 1997) are the primary worries in the work environment in the DSS. Verbal and backhanded mistreatments are the major concerns in the workplace. Additionally, putting down feelings, embarrassing professionals in public and accusing experts are the fundamental stresses reported at the professional level. However, prodding by name, affronts, depreciating because of age difference and intimidation also remain personal threats. Isolation is hiding information, which separates people from growing (such as preventing access to growth and opportunities, physical or social isolation and withholding information). Overwork is the term where people are assigned undue pressure, impossible deadlines and unnecessary work and targets. Harassing consists of destabilisation, which neglects to offer credit to a person when due, allotting a meaningless task, removal of responsibility and repeated reminders of goofs that are already set up to fail, and these are major concerns of misuse of management positions. Some literature widens the “harassment” context introducing sexual and racial harassment (Rayner and Hoel, 1997).

In the digital service sector, the effects of harassment, tormenting, and a weak administration are hampering the profitability, correspondence, social contacts, and respect of people towards others. It is influencing the individual and additionally working life and finally, the personal health is affected by the misuse of management position (Rayner and Hoel, 1997). Employees with high potential are put under a great deal of pressure and are living under unpleasant conditions (Shyamsunder and Carter, 2014). This is the case if we allude to the Bergen group, which includes the value-based anxiety model by Cox (1978), which expresses stress as the active and dynamic process between an individual and their work environment (Rayner and Hoel, 1997). Work harassment makes self-esteemed and productive employees lose self-confidence (Astrauskaite et al., 2015).

#### **2.4.8 Internal Project Disputes/ Conflicts**

Internal conflicts include tolerance, competition and individual integrity etc. Internal project disputes and conflicts are moral struggle within the group of people in the organisation and they are in opposition to the needs, values and interests in people working together. According to Zapf (1999), conflicts, poor conflicts (Baillien et al., 2011; Zapf and Gross, 2001) and poor administration skills occur and increase the rate of harassment in the working environment (Astrauskaite et al., 2015). The method of expression becomes grievances, which progress towards disputes, and disputes take different shapes depending on the conditions and relying on different forms of understanding (Felstiner Abel and Sarat, 1980). In the organisation there are task and relation conflicts among teams (De Dreu and Weingart, 2003; De Wit, 2012 cited in Schaeffner et al., 2015). Task conflicts explain the disagreement in performing definite kinds of task depending on the content, including distinctive ideas and thoughts, viewpoints and opinions. However, relationship clashes exist when there are incompatibilities between team members on a personal rather than a task-related level, including tensions and annoyances (Schaeffner et al., 2015). Internal project and team conflicts have the potential to lead software industries to terrible consequences (Brooks, 1974; Robey, 1984 cited in Sawyer, S. 2001). Intragroup conflicts and disputes are inevitable (Simmel, 1955; Sawyer, 2001), and are a general social phenomenon, and the relevant literature provides several definitions of internal conflicts. The definitions envelop factors such as objective conditions, emotions and feelings, perceptions and behaviour (Simmel, 1955; Pondy, 1967; Deutsch, 1969; Thomas, 1975; Green and Taber, 1980; Wall, 1987; Volkema and Bergman, 1989 cited in Sawyer, 2001).

DSS industries are confronting the trust issues because of inward clashes. However, in low trust situations individuals will divert, concentrate and follow the individual goal rather than the team's goal (Moe and Šmite, 2008). The wrongly interpreted tasks of conflicts will lead to negativity and will result in relationship conflicts (Moe and Šmite, 2008). If the individual does not trust their management, they find it very difficult to behave as per the management's expectations. The management's request will probably apply a substantially weaker impact on their conduct, and it will redirect people into the self-protection zone (Dirks and Ferrin 2001). A capable and skilled employee with a low level of trust will reduce their information exchange and feedback with the management (Moe and Šmite, 2008). To summarize all the selected ethical issues are very harmful and dangerous to the Indian digital service sector. This may lead the stressful environment in the organisation.

## **2.5 Attrition**

This section of the background and literature review chapter focuses on the Indian DSS where attrition is a major and noteworthy concern. The subsequent critical information includes the meaning, types, reasons and consequences of attrition. Attrition in simple terms means the process of reducing something's strength or effectiveness through sustained attack or pressure and alludes to diminishing the number, size or strength of any organisation. In other words, it is a reduction of people (resources) (Dictionary). The researcher will concentrate on employee attrition. Employee's leaving the organisation on a large-scale basis is a high staff or employee turnover and the following section will focus on this employee attrition in the DSS of India. Subsequently, the types of attrition are explained and finally, how attrition affects all segments of the organisations (employee, management and HR) is clarified by referring to a range of illustrative examples.

In business, employee attrition means a reduction in staff or employees in organisations through normal and abnormal means (Investopedia), and can be voluntary and involuntary (Allen and Bryant, 2012) such as retirement and resignation. An employee turnover remains a major and critical problem for the DSS, and it is increasing with a high percentage rate, which is a real concern. Employee turnover is one of the high severity challenges as of now confronted by the Indian DSS. In fact, thousands of research studies have been published, stating why employees are deciding to leave their organisations. In



this analytical research, the researcher is concentrating on the ethical problems as a reason for leaving and testing the presumptions of the theory.

There are several key perspectives for defining and characterising turnover or attrition, for example, Voluntary–involuntary, functional–dysfunctional, and avoidable–unavoidable (Allen and Bryant 2012).

## **2.6 Types of Attrition**

In the voluntary employee turnover, employees settle on choices to leave the organisation, while on the other side of involuntary employee turnover, decisions make individuals leave their work, which is chosen by the administration or organisation. The organisation makes their decision in involuntary employee turnover due to employees not working well, such as violating policies, very poor performance, or unable to fit in the workplace, whilst organisations may also ask employees to leave because of downsizing and organisational restructuring. Voluntary employee turnover decided by the employee is where they decide to leave due to better profile jobs, higher wages, poor management or demand for their skills in the market. The voluntary employee turnover is categorised by functional and dysfunctional turnover. The employee turnover puts the company in a critical situation referred to as dysfunctional turnover, and means, for example, loss of high performers, loss of individuals whose skillset are very difficult to replace, employees with special and extraordinary intellectual categories, and the high staff attrition which affects operations in general. Regarding why employees are leaving, there is one important difference between avoidable and unavoidable employee attrition. Avoidable turnover is handled by the organisation for some reasons and most of the control is in the hands of the organisation. The examples of avoidable turnover are job dissatisfaction, poor supervision, inadequate growth opportunities, or a negative organisational control. Furthermore, unavoidable turnover may include the trailing and relocating of the spouse, health problems or winning the lottery (Allen and Bryant, 2012).

Some valuable employees leave the organisation because of the accompanying key aspects of the motivations and inspirations. People settle on decisions to leave due to effective, calculative, authoritative, behavioural, alternative, normative, constituent and moral or ethical conduct (Allen and Bryant 2012).

When employees leave, there are direct and indirect costs associated with managing this turnover process. In terms of direct cost, human resource (HR) staff and their time are then needed to conduct an exit interview. Additionally, management time and money are involved. Furthermore, costs for overtime or temporary employees to cover the duties in the short term period and accrued time off are included in the direct costs. Also, it may include the indirect and intangible costs associated with the turnover, such as loss of organisational memory, teamwork disruption, loss of productivity, or diminished diversity. There may be a separation cost associated with replacing the leaving employee. These include the time of human resource team and management to recruit new employees, which involves the recruitment costs, selection costs, orientation costs, training costs and costs linked with the lower quality and productivity or customer service while replacements are mastering the same job (Allen and Bryant, 2012).

There are some employee turnover costs explained in detail here:

The staff separation costs include the tangible cost such as HR staff time (e.g., salary, benefits, exit interview), manager's time (e.g., salary, benefits, retention attempts, exit interview), accrued paid time off (e.g., vacation, sick pay), temporary coverage (e.g., temporary employee, overtime for current employees).

To manage separation costs there are intangible cost categories included such as, loss of workforce diversity, diminished quality while job is unfilled, loss of organisational memory, loss of clients, competition from the quitter if he/she opens a new venture, contagion—other employees decide to leave, disruptions in teamwork, loss of seasoned mentors.

The replacement costs include the general costs, HR staff time (e.g., benefits enrolment, recruitment, selection, orientation), new hiring involves manager time (e.g., input on new hire decision, orientation, training), recruitment, advertising, and employment agency fees, which are also included in the replacement costs. Moreover, this includes the hiring inducements (e.g., bonus, relocation, perks), referral bonuses, selection measure expenses (e.g., costs of work samples, selection tests), application expenses, orientation and training, orientation program time and resources, formal and informal training (time, materials, equipment, mentoring), socialisation (e.g., time of other employees, travel), and finally, it includes the productivity loss (e.g., loss of production until replacement is fully proficient) (Allen and Bryant, 2012).

The key variables of the higher employee turnover are the job satisfaction, work environment, work outlines and designs, and internal conflicts, which are the most consistent and reliable indicators of the employee turnover. In case if employees are not satisfied with the job and there is no challenging task to learn and gain knowledge and internal disputes which make the skilled employees uncomfortable, which leads high attrition rate in DSS. In the workplace, the poor leadership and administration, work culture and relationship with others are the central points identified with high attrition rates. There is also the concept of truism, which comprises the “people who leave bosses”? The current strength of the relationship and trust factor among the management and their employees is one of the most consistent and study predictors of employee turnover (Allen and Bryant 2012).

### **2.7 Reasons for High Staff Attrition Rate in DSS**

In organisational behaviour, there are different kinds of factors affecting the high staff attrition rate. However, in the digital service sector both technical and non-technical employees are leaving due to the dissatisfaction with the job, promotions, status, progress, and monotonous types of projects, which were all found to affect the individual’s intentions to leave the industry. Besides ethical problems there are most important other aspects of leaving the organisation are high levels of stress, psychological and social needs of satisfaction levels (Igbaria and Siegel, 1992). It has been reported that job factors are dedicated to the ego needs, for example, autonomy, respect, advancement, recognition, challenge and achievements, which have a greater influence on high staff attrition rate in the digital service sector. Additionally, high levels of attrition are influenced by the job characteristics, including the work exhaustion, role clarity and role conflicts. Furthermore, one aspect that influences the high staff turnover is the workculture and environment. Similarly, this includes the level of participation of management and project resources. Finally, HR practices may also impact on people’s decisions to leave the organisation. The decision may also be affected by wage satisfaction and better opportunities for future advancement whilst training and development provided by the organisation may help to mitigate any negative impact (Igbaria and Siegel, 1992).

### **2.8 Project and Project Management (PM) in DSS**

In this section, we will introduce various definitions of project and project management.

Schwalbe (2006) defined project as a temporary endeavour undertaken to create a unique product, service, or result. It is short-term undertakings involving a connected sequence of activities and a range of resources, which is designed to achieve a specific and unique outcome, which operates within time, cost and quality constraints and which is often used to introduce change (Lake, 1997).

The Project Management Institute (PMI) defines “Project management, as the application of knowledge, skills and techniques to execute projects effectively and efficiently. It is a strategic competency for organisations, enabling them to tie project results to business goals — and thus, better compete in their markets. Moreover, all must be expertly managed to deliver the on-time, on-budget results, learning and integration that organisations need” (PMI, 2014).

Project management is a method and a set of techniques based on the accepted principles of management used for planning, estimating, and controlling work activities to reach the desired result on time within budget and according to specification (Wysocki and McGary, 2003). Many institutions, people and organisations today have a new or renewed interest in project management. Initially, project management focused on providing schedule and resource data to top management in the military, computer, and construction industries. Today’s project management involves people and much more to manage projects globally (Schwalbe, 2014).

The originator of the modern management, Peter Drucker, clarified the traditional project management as a manager who sets objectives, organises, motivates, communicates, measures, and develops people. Every manager does these things purposely or not knowingly. A manager may do them well or may do them wretchedly but always does them (Peter Drucker cited in Wysocki and McGary, 2003).

Project management is a broad and wide concept, and we cannot define it in one sentence. It varies from different kinds of businesses and strategies to achieve the particular goal of an organisation. While there are a few similarities in managing strategies in project management, it seems that companies are carrying different kinds of processes to manage organisational goals and their structure. For example, there has been a drastic change in the entertainment and leisure industry for managing projects. Additionally, for budgeting the banking and financial projects, it is completely diverse as money is directly involved. It is

most likely different from building and construction management projects and, the mechanical and automobile industries. In Software Engineering project management constraints are scope, schedule, cost and quality of the project. Software project management introduces the new processes in project management such as technical, high budget, long term and short term.

## **2.9 Ethics in Project Management**

Ethics is an important part of all professions. In the digital service sector project managers often face ethical dilemmas so it is important for project managers to make decisions ethically.

The Project Management Institute (PMI) developed a code of ethics and professional conduct. PMI states that it is vital for all Project Management Practitioners (PMP) to conduct their work ethically. It helps the profession to earn the confidence of the public, employers, employees, and other project team members. The PMP code of ethical conduct lists responsibilities of the project manager to the profession, such as compliance with all organisational rules and policies, professional practice, and advancement of the profession (Schwalbe, 2014). However, ethics in project management has much wider scope and is more related to interpersonal relationships within the project teams and internal relationship with the organisation such as personal responsibility, individual contribution, leadership suppression, domination and tolerance, and encouragement.

Based on above definitions and ethical information of project management the researcher concluded that:

*Software Project Management is the discipline of planning, organising, securing and managing resources with a manner of rational, and ethical to achieve specific goals and targets. However, the most important are to manage the organisation's main resource (People) with effective ethical and trustworthy manner (PMI, 2014).*

Nowadays, companies, governments, and non-profit organisations have recognised that, to be successful in business they need to use modern project management techniques, especially for IT projects. To become a good project team member and project manager people must develop their skills to remain competitive in the workplace. They additionally understand that many of the ideas and concepts of task management will enable them in

their regular lives as they work with people and innovative technology on an everyday customary business (Schwalbe, 2006).

## **2.10 Stages of Project Management Where Ethical Issues Arise**

Ethical problems can be faced at any time in a professional career. There are no such criteria available yet, and the following points focus on and demonstrate the important stages of project management where employees may confront ethical problems.

### **2.10.1 Project Monitoring and Reviews**

Project monitoring is an on-going task activity to assess the stages and review how things are developing in the respective project. It is also a track record of every staff member included along with completion of each project task. A skilled and ethical manager can frequently shape an unmistakable picture of the project progress and their tasks through casual discourse with colleagues. Project monitoring includes the before, during and after task observations, as well as individuals' actions and reviews about the completion phase. Informal monitoring can regularly anticipate potential task issues by uncovering and revealing difficulties as they occur while completing the tasks such as daily meetings and communication with project staff, which will reveal any problems in the underlying stages. Providing technical improvement training and generally speaking about on-going project reviews will be advantageous for employees to accomplish the project goals (Sommerville, 2007).

### **2.10.2 Personal Selection and Scheduling**

Project managers have to choose individuals to work on their projects. Ideally skilled and educated staff with suitable experience will be more beneficial for working on the project. Sometimes managers have to settle for a less-than-ideal project team due to assigned financial budgets for the respective project. This limited budget will not cover the highly paid and experienced, suitable eligible candidates who they are then unable to appoint for the respective position. To mitigate this, the organisation may wish to build up the aptitudes of their employees' skills. Unpractised or fresher staff might be assigned to a project to learn and gain some work experience (Sommerville, 2007).

### **2.10.3 Report Writing and Presentations**

Project managers are generally in charge of giving reports on undertakings of the project. Reports need to contain concise, coherent and precise archives that include the conceptual basic elements from the detailed project report. They have to present all the relative information on the progress of the task audit and the oral presentation and written communication needs to be well developed by the project managers. Supervisors should get ready and present the point by point data and surveys of the undertakings to the senior administration and customer. That data ought to be professional to deal with all the correct and right information of accomplishments. Project managers need to compose every one of the plans which incorporate quality, validation, configuration management, maintenance and staff improvement design (Sommerville, 2007).

### **2.11 Working Environment**

Author Murrell (2012), explained in ergonomics: man, and his working environment, where he mentioned the methods of working either individual or in working groups, in digital service sector mostly all employees are work together. Also, he described the weather conditions, lightning, heat and posture of working humans. However, the workplace has important effects on people's performance and their job satisfaction. The relationship of other members of his group should be such that his efficiency is not interfered with (Murrell, 2012). The psychological experiments have demonstrated that conduct and behaviour are influenced by room size, furniture, equipment, temperature, humidity, brightness and quality of natural and nature of light, noise and the degree of privacy accessible. The group of employee's behaviours is also affected by the architectural organisation and telecommunication facilities. Furthermore, communications within a group are affected by the building design and architecture of the workspace. There is a genuine and significant cost in failing to give good working conditions. At the point when people are unhappy about their working conditions, staff turnover increases. Therefore, more cost must be expended on organising the workplace for intellectual and qualified staff of the organisation (DeMarco and Lister, 2013).

In the software industry, programming designers need to focus while they are working on coding and programming, and they require privacy so they are not irritated while they are working. Many people love and like to work in natural light and with a perspective of the outside environment, so outside awareness is the most important concept in the working

environment. Every individual in the project team has their sentiment in stylistic themes such as colour, space etc. The ability to improve the workplace will involve making it suitable for working practices and personalising the desk area.

To conclude, people like to work in individual offices that they can organise as per their taste and needs. Individual offices should be available, so there is less disruption and fewer interruptions as compared to open workplaces. The previous studies demonstrate that employees are more productive in individual cabinets. In open plan offices, people are not able to personalise their desk or to have privacy or a silent working place. In addition, concentration can be difficult in such kinds of open offices. This results in individual degraded performance. Providing individual offices for software engineer staff can make a significant difference to productivity. DeMarco and Lister (1999) compared the productivity of programmers in different types of workplace. They found that factors such as a private workspace and the ability to be cut off from interruptions had a significantly positive effect. Programmers who had good working conditions produced more, and doubled their productivity compared to equally skilled programmers who had to work in poorer conditions. Management and team members should get together and plan their sitting arrangements in both formal and informal ways. Workspace and working place also play a very important role in successful execution of software engineering project management (Sommerville, 2007).

## **2.12 Group Composition**

Author Forsyth (2018) explained different kinds of group dynamics it includes primary, social, collectives, categories. This section will clarify the social category where co-workers, teams, crews, study groups, task and forces are included. In digital service sector software engineers are motivated primarily by their work. Every individual has their own opinion regarding solving the technical problem arising in the team, as they are actual drivers of the software product. Group composition is borne by frequently reported issues of interface benchmarks and being disregarded. Management should apply, and select group members so that these kinds of problems are avoided. A group that has complementary personalities may work better than a group selected solely on technical ability. People who are motivated by work are likely to be the strongest technically while people who are self-oriented will probably be the best at pushing the work forward to finish their tasks. People who are interaction-oriented help facilitate communications



within the team, as they like to talk to people and can detect tensions and disagreements at an early stage before they have a serious impact on a team. In this case, the group leader plays a very effective role towards the project planning. They provide the finest working idea within the group for the team benefits for working closely with the high-level administration on project planning. The group cohesiveness, group communications and group organisations are the main components of group composition (Sommerville, 2007), which play a vital role in completion of projects and tasks.

### **2.13 Requirement of Motivating Employees**

Motivation is difference between action and inaction. It is the difference between thinking about doing something and getting it done. Without motivations there is nothing to achieve average or excellent performances. Demotivated employees are more likely to leave their current jobs to find a more interesting and motivation job profiles (Furnham and MacRae, 2017). Inspiration intends to motivate people to function as adequately as conceivable with sorting out the work and workplace. Owing to the absence of motivation, individuals will discover numerous errors in working tasks. In managing projects, the set objectives may not be accomplished due to a lack of inspiration. The absence of motivation affects employees and can lead to them leaving the organisation. Moreover, in such kinds of environments employees do not like to work, and most employees are not interested in working physically in such working places. Instead, their mind may be in search of a better place to work. The nonappearance of motivation in staff may lead to them committing errors and, in addition, they may not contribute to the broader goals of the project even though they are perfectly capable of doing so.

Managing DSS employees requires extraordinary care since they are smart, effective, and successful self-propelled individuals. Managing software projects requires each team member's long-term improvements with inspiration. Leadership contrasts from management and involves setting a case satisfying model (Henry, 2003).

Maslow's motivational theory perceives three types of unique requirements of employees. At first, the essential (basic), then the social and lastly, esteem needs are found by Maslow. All those needs must be fulfilled by the organisation and esteem needs are seen as the most vital factor in motivating people through appraisal, recognition, reward and offering significance to the person. The self-realisation needs should be finished by the organisation. They must take responsibility and motivate an employee, to perform actively

in team activities and step up with regards the organisational advancement. Management should provide training, sports activities and social gatherings to encourage individuals in their social activities. After each one of those necessities is satisfied, at that point a project and task may run more smoothly and as planned earlier. This will motivate employees and they will utilise their knowledge in the work environment to fulfil the objective of the organisation (Sommerville, 2007).

#### **2.14 The Role of Code of Ethics in Reducing Ethical Problems**

The researcher has investigated the code of ethics developed by international professional bodies like PMI (PMI Journal, 2006), ACM (ACM Council, 1992), IEEE (IEEE, 2014), and BCS (BCS, 2011) and the Computer Society of India (CSI Committee, 1993). The codes of ethics relate to IT professionals, and codes of practice for organisations, employees, clients and community and action against any members who breach the code, and complaints procedure and sequence of action (CSI Committee, 1993).

Unethical behaviour is challenging honesty, loyalty, trustworthy and practice integrity in the working atmosphere. The code of ethics plays a very important role to reduce ethical problems and to act ethically in every aspect which is connected to the organisation.

All employees and participants must act by the highest standard of personal and professional integrity, honesty and ethical conduct.

Managing people effectively and making good people better (Henry, 2003) is obligatory, and for this situation a code of ethics assumes a key part in developing people. Every project succeeds or fails based on people and decisions taken towards them, so settling on the right decisions for resources is an extremely pivotal and critical factor in engineer project management, and a code of ethics helps in making the right decisions morally. To manage talented and good people is extremely difficult if decisions are not taken accurately, and if a decision is wrong at that point everything might become chaotic. To stay away from such immoral decisions, management must deal with every circumstance with sensitive harmony between authority and respect. Management should review tasks and products, whilst also showing trust in their employees to do quality work. Finally, the most important aspect about set reviews is that they should review the product, service or the outcome produced, and not the people who made them (Henry, 2003; PMI, 2006).

### **2.14.1 Consistency**

The consistency treatment for colleagues is a practical way of treating everyone in an identical way. However, no one expects that all rewards will be indistinguishable. The employees ought not to feel that his/her contributions towards the organisation are underestimated. The following points focus on the discourse about respect, inclusion, honesty and trust (Sommerville, 2007). The IEEE code of ethics states that the member of IEEE should be consistent towards safety, health and welfare of the public and disclose promptly those factors that might endanger public (Schaeffer and Olson, 2017).

### **2.14.2 Respect**

Each and every employee of the organisation from all the aspects such as employees, management and HR are show their respect towards ourselves, others and resources such as, people, money reputation, safety of others and natural environmental resources (PMI, 2006). To respect each person in the team, they ought to have different ability and knowledge and management should acknowledge, appreciate and respect individuals for their diverse angles. Also, they should treat everyone on a similar level of understanding and give everybody opportunity to contribute towards progress (Sommerville, 2007).

### **2.14.3 Inclusion**

Inclusion refers to listening everybody who is included in the project, member of the committee (IEEE, BCS, ACM) should ready for their recommendation and commitment towards an individual. Inclusion refers to combining junior and senior colleagues to build up a group workplace. Employees should feel they are accountable for including everyone's support to finish the project goal (Sommerville, 2007).

### **2.14.4 Honesty**

Fairness is our duty to make decisions and act impartially and objectively. Our conduct must be free from competing self-interest, prejudice, and favoritism. Honesty is our duty to understand the truth and act in a truthful manner both in our communications and in our conduct (PMI, 2006). Management and employees should be honest about what is going well and what is turning out badly in the group. Management needs to be honest about their skills and knowledge and should accept their staff have more knowledge when necessary. In the event that project managers are not honest, they will lose their credentials

in the group. It will be immoral for the future viewpoints of ongoing projects (Sommerville, 2007).

#### **2.14.5 Trust**

It is difficult to characterise and define trust in one perspective since trust has many faces (Blomqvist, 1997). However, it is important to know why trust is key in the moral debate. Trust has various definitions depending upon the subject and its context. If we consider the trust in social psychology research, psychologists have diverse conclusions. A psychologist Rotter (1967) said "An expectancy held by an individual or a group that includes the word, promise, verbal or written statement of another individual or group can be relied upon". The writer, Good (1988) stated that, "trust is based on an individual's theory as to how another person will perform on some future occasion, as a function of that target person's current and previous claims, either implicit or explicit, as to how they will behave."

Philosophers and researchers have diverse perspectives on trust, and Lagerspetz (1992) and Baker (1987) stated, "trust seems to involve beliefs which are not accepted because of evidence and beliefs which in some cases might be highly resistant to evidence that runs counter to them... (Beliefs) are tolerated and indeed, valued." The economist Sako (1992) explains that trust is "a state of mind, an expectation held by one trading partner about another, that the other behaves or responds in a predictable and mutually acceptable manner" (Blomqvist, 1997).

The trust, responsibility, respect, fairness, and honesty will be included in the code of ethics as vision and applicability of the organisation (PMI Journal 2006), and which support organisations to stand in a competitive world in an ethical manner.

#### **2.15 Background and Related work**

This section includes the information of studies developed and conducted by the researchers and scientists in the various fields to check the ethical conduct, attrition, individual ethical issues and so on. However, attrition is currently the subject attracting the most attention amongst the worldwide researchers (Mobley et al., 1979), and some of the related studies and work on attrition and ethics are explained below.

### **2.15.1 Studies of Attrition**

The studies of attrition are not a new topic to discuss, as for many years researchers have been focusing on the attrition term, which is found in numerous fields. In 1979 Mobley, Griffeth, Hand, & Meglino, focused on the employee turnover process based on the conceptual analysis. These researchers used the conceptual model of correlation between turnover and job dissatisfaction. They studied the various previous studies based on different personal factors such as age, tenure, sex, family responsibilities, education, personality, distance migrated and some previous jobs done by the participants. Moreover, for each type of study they recruited the population to gather data about turnover. They contemplated the writing created by different scholars in the part of the connection with overall job satisfaction and turnover. Furthermore, they studied the relation between pay-promotion and turnover. Afterwards, they related the turnover between supervision, group cohesiveness, teamwork, and satisfaction with team-workers. They concentrated on the vital relations between other organisational and workplace components and high staff turnover. In this study researchers studied previous literature to produce a conceptual model of attrition and other attributes.

Here is another example of an article published in the journal of management, where researchers Rodger W. Griffeth and Stefan Gaertner from Georgia State University and Peter W. Hom from Arizona State University reported the comprehensive meta-analysis studies in experiences of attrition.

Porter and Steers, (1973) examine the heading “Organisational, work, and personal factors in employee turnover and absenteeism” and in this study researchers critically examined the research over 10-12 years concerning factors related to employee attrition. The attempt made to put the diverse findings into a conceptual framework trotting around the part of meeting expectations.

In another stream of BPO sector, the researcher Budhwar, Luthar, and Bhatnagar (2006) highlight “the dynamics of Human Resource Management systems in Indian Business Process Outsourcing firms”. This study was designed using an exploratory strategy and adopted a mixed method research approach. The data was collected from interviews and self-completing questionnaires from managers. In this investigation by scholars, they realised and proved that there are many human issues in the individual BPO industry and that there is a serious cause for concern regarding attrition, stress-related problems and

psychological health of employees. However, to continue to enjoy the success of the service industry, developments in career-related policies are required, along with provision of more workplace flexibility, and creation of a more interesting workplace.

These are the studies that will help researcher to focus in the form of developing models, using methods and tools and development of new framework on current studies of ethical problems in relation with the attrition.

### **2.15.2 Ethics and Ethical Problems Studies**

Rebelly and Ragidi (2012) conducted an exploratory study based on secondary data sources such as journals, magazines, research papers, articles and annual reports. The main objective of the research study was to examine the status of corporate social responsibility (CSR) in India and exploration of accounting ethics in Indian companies.

Another study was done to compare the cross cultures in India, Korea and the United States on ethical attitudes of business managers, and authors Christie, Kwon, Stoeberl, and Baumhart, (2003) developed a survey module and instrument to measure the ethical attitudes from different countries. Mixed results were produced by the researchers to check the attitudes of managers from India, Korea and the United States.

In the well-known Emerald insight publication, authors Walker and Lloyd-Walker, (2014) published in International Journal of Managing Projects in Business with the title “the Client-side project management capabilities: dealing with ethical dilemmas”. Several ethical problems are considered in this research study which will be included in the present research study. The purpose of this research paper was to conduct a study in an Australian University to identify and present the results and analysis from a case study on ethical dilemmas faced by the client-side project management employees. The literature developed and based on ethics, and ethical problems is also a never-ending list. The above several studies are just examples to show the literature exists for the ethical parameter.

To summarise this chapter, the available literature and studies developed by the researchers are influence and motivated the researcher to conduct study to implement mixed method research and develop study where ethical issues are related to the attrition. Also, background section gives direction to applying research methodologies and approaches towards data collection methods and developing framework with providing solution to the problems.

**CHAPTER 3**  
**RESEARCH METHODOLOGY**

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 Introduction**

*The thought process of this part is to acquaint the pursuer to the research methodology used while directing this research. It is outlining the research methods, strategies and processes applied in the field of data collection and analysis.*

This chapter specifies the research methodology adopted for this research study which attempts to investigate and analyse the ethical problems and their effects on attrition in the Indian DSS. The study uses a quantitative survey and qualitative interviews, which are recorded and enumerated.

At the beginning researcher will check the existence of the ethical issues which are present in the Indian DSS. After, this research aims is looking for relationship between ethical problems that are causing the high rate of attrition experienced by the Indian DSS. It is a requirement of a deep exploration of the collected information and case studies from the industries (Janczarek and Sosnowski, 2015).

This chapter presents a detailed explanation of the applied research methodology used to answer the research question and thereby achieve the aim and objectives of the research. In the next sections, the concept of research methodology will be explored in conjunction with the aim of the research study, the objectives, the research questions and hypothesis. This will be followed by the discussion of the research philosophy, research approach, and the strategy used for this study. Finally, the choice of the methodology and its reliability in validation the research outcomes will be discussed.

Furthermore, this chapter will clarify the connection between the previous chapters of the thesis, mainly the background material and the remaining chapters. Because, this study uses the mixed research method approach in which quantitative and qualitative data are gathered, to allow for greater validity through the opportunity to triangulate data for more accurately verify after the existence of ethical problems in DSS.

### **3.2 Research Methodology**

*“Methodology is a systematic approach or framework that is concerned with the research process from the theoretical foundation to the collection and analysis of data” (Collis and Hussey, 2009).*



The definition of methodology refers to a systematic and scientific way to conduct and develop research, which includes research philosophy, research strategy, and collection and analysis of data (Saunders Lewis and Thornhill 2007). A sound research methodology is essential for the collection of data (Collis and Hussey, 2009). A research methodology is more about the researcher's attitude and understanding of research to solve problems systematically and scientifically including the strategy or research approach (Greener and Martelli, 2015). The selected research methodology should reflect the research paradigm, which means the methodology of the research will depend on the problems or hypotheses and selected aim and objectives of the research study (Collis and Hussey, 2009). The next section of this chapter will explain the type of research and the adopted model for the present research study.

### 3.3 Classifying Research

The various research classifications are based on the purpose, process, logic and outcome of the research. The following is the classification of the research categories.

***The purpose of research:*** The purpose of the research encourages scholars to work on research (the reason why the research study has been conducted). ***The process of the research:*** The scientific and systematic way of data collection and analysis.

***The logic of the research:*** The logic of the research depends on general observations to the specific (deductive), and from specific observation to generalization (inductive).

***The outcome of the research:*** an examination of the expected results, which the scholar seeks to achieve after conducting the research. The outcomes might be the solution to a particular problem or a more general contribution to knowledge (Collis and Hussey, 2014). The classifications of the main types of research are summarised in Table 3.

Table 3.1 Classifications of main types of research (Collis and Hussey, 2014)

Classification of main types of research	
Types of research	Basis of classification
Exploratory, descriptive, analytical or predictive research	Purpose of the research
Quantitative or qualitative research	Process of the research
Deductive or inductive research	Logic of the research
Applied or basic research	Outcome of the research

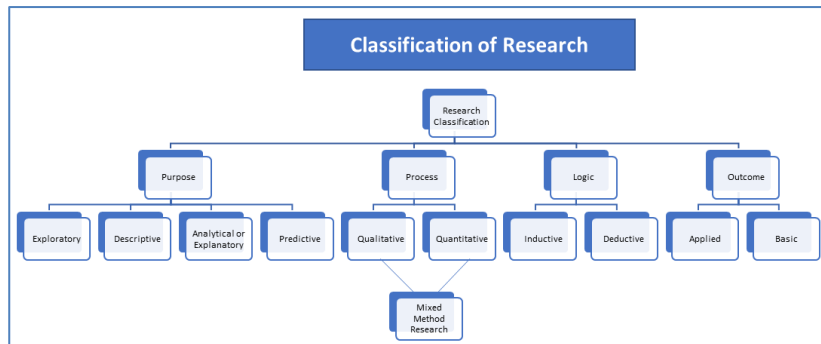


Figure 3.1 Classification of Research

As per Collis and Hussey (2014), there are four types of research classified based on the purpose, process, logic and outcome of the research. First classification based on the purpose of the research which include exploratory, descriptive, analytical and predictive research types. The second classification is a process of the research and includes the qualitative and quantitative research types. The third classification is based on the logic of the research, where deductive and inductive types of research and finally, applied and basic types of research are included under the outcome classification of the research.

Based on the classification, the first category, the purpose of the research, includes the following types of research work:

***Exploratory:*** exploratory research studies include the theory, patterns and ideas rather than testing the hypothesis. These types of research focus on collecting more data and understanding of the subject area, and more rigorous investigation at the end. Case studies, historical documents and investigation, observations and techniques are used in this research. It is very rare to obtain final, conclusive results in exploratory research, but it guides what future research if any, should focus on.

***Descriptive:*** descriptive research conducted to describe phenomena as they exist. By characteristics of particular issues, this research is used to investigate and identify more information about the topic.

***Explanatory or analytical research:*** This is a continuation of the earlier category of descriptive research. In this research, the researcher is involved deeply and investigates more than its characteristics to analyse and explain why or how the problem or issues are happening. The aim of the explanatory research is to identify and discover a more causal relationship of the phenomena. It also shows the statistical analysis of the data collected.

***Predictive research:*** This is even further investigation and analysis than explanatory research. This category of research developed from the analysis predicting certain phenomena based on hypothesized, and generalised relationships.

Classifications based on the process of the research design include the quantitative, qualitative and mixed method research.

***Quantitative research:*** This research is based on process category, and measures the quantity or amount (Kothari, 2004). It tests theories of objectives, by examining the relationship among phenomena. A large amount of data can be analysed using statistical methods in this case (Creswell, 2009), and quantitative research is likely to be associated with the deductive approach to testing theory (Greener and Martelli, 2015) or phenomena.

***Qualitative research:*** In this research, understanding and discovering the meanings of an individual, social group or human problems are included (Creswell, 2009). It is most likely to inductive approach of generating theory (Greener and Martelli, 2015). Qualitative research discovers the motives and desires of research participants by asking in-depth questions in interviews (Kothari, 2004).

***Mixed method research:*** This is the combination of qualitative and quantitative data collection. It also includes data analysis of surveys, interviews, and action research used in the mixed method research (Greener and Martelli, 2015). It involves logical conventions, and using the quantitative and qualitative approaches, and mixing both the approaches in a research study (Creswell, 2009).

The logic of the research category contains the deductive and inductive research.

***Deductive research:*** This involves looking for the theory, and from the theory, it produces the hypothesis, which is related to the main aim and objectives of the research, and finally proceeds to test that theory (Greener and Martelli, 2015). In this approach, a theoretical and conceptual structure is developed and then it is tested with empirical observations. It refers to moving from the general to the specific (Collis and Hussey, 2014).

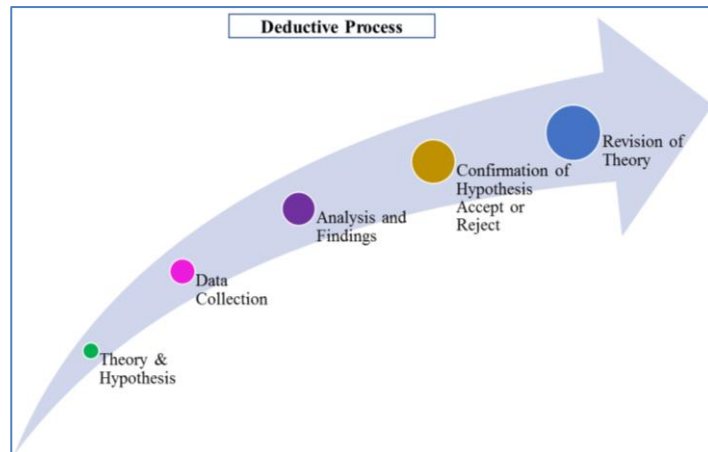


Figure 3.2 Deductive Research Process (Source: Bryman and Bell, 2011)

**Inductive research:** This study is developed through the observation of empirical reality (Collis, & Hussey, 2014). It starts by looking at the focus of research, and at a later stage investigates various research methods, and finally aims to generate theory from the research. In simple words, it is referred to as moving from specific to general (Greener and Martelli, 2015).

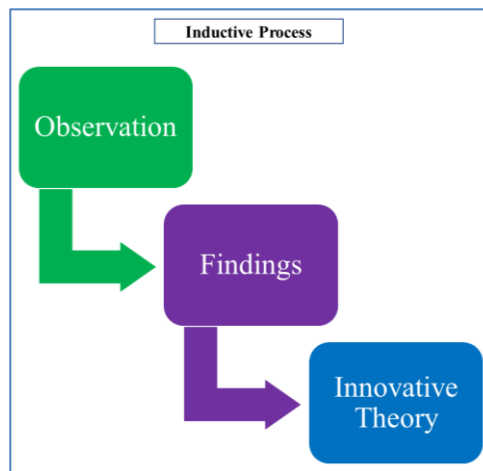


Figure 3.3 Inductive Research Process (Source: Bryman and Bell, 2011)

Greener and Martelli (2015) stated that one outcome of the research categorisation is that it can be classified into two, applied and basic research.

**Applied research:** This is designed to apply its findings to solve a specific, existing problem. It is the application of improving existing management policies and practices.

**Basic or pure research:** This is the study designed to contribute to general theory, knowledge and theoretical understanding, rather than solving a specific problem.

In the present research study, the researcher applies a mixed method research strategy, to identify the existence of ethical problems in the Indian digital service sector. However, this research includes both exploratory and explanatory research. Figure 3.2 shows the classification of present research as per purpose, process, logic and outcomes.

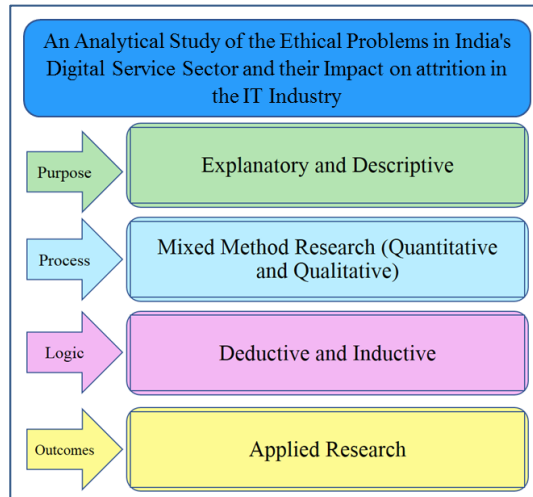


Figure 3.4 Classification of current research study, (Collis and Hussey, 2009)

### 3.4 Research Model

The researcher explains the research method or model process adopted to achieve the aim and objectives of the research. Mixed method research choice are applied in this study where sequential explanatory strategy are used. The quantitative surveys and their analysis are followed by the semi-structured interviews and their analysis to interpret the final results of the present study. Figure 3.2 shows the research model stages which include the philosophies, approaches, strategies, choices, time horizons and techniques and procedures to complete the research studies.

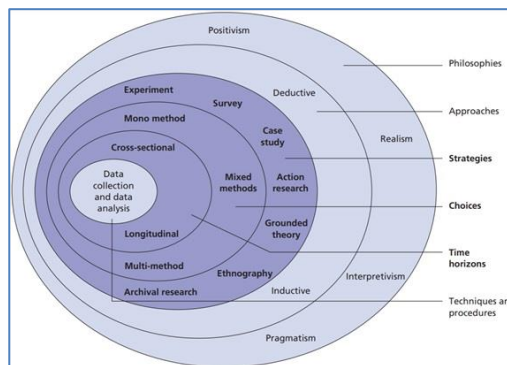


Figure 3.5 Research Onion (Saunders Lewis and Thornhill, 2009).

With the support of the onion model and information, for the present study, the researcher has created a research model to realise the research aim and objectives as shown in Figure 3.4. The framework involves the research paradigm, approach, strategies, and the method adopted to collect data and conduct research.

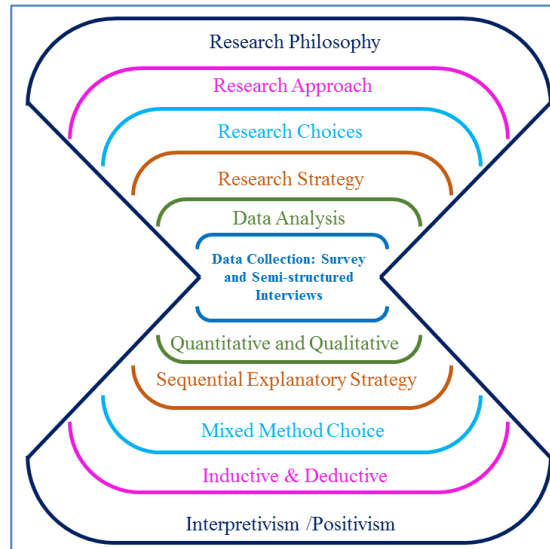


Figure 3.6 Research Design frameworks (Saunders Lewis and Thornhill, 2009)

Figure 3.4 present the research design applied for the current research study. The research is started with the data collection through quantitative Survey and Semi-structured interviews conducted by the researcher. The quantitative and qualitative data analysis are done by SPSS and NVivo respectively. Research strategy is sequential explanatory strategy because, quantitative information has been collected and analysed at first stage and followed by qualitative information. Mixed method is the research choice of this research study. Research approach focuses on both inductive and deductive methods and finally research philosophy decided on the basis of final development of the research which is interpretivist and positivism.

### 3.5 Research Philosophy

Research philosophy extends the knowledge of how research is conducted.

*A research paradigm is a philosophical framework that guides how scientific research should be conducted. Philosophy is a set or system of beliefs, the study of the fundamental nature of knowledge, reality and existence (Collis and Hussey, 2014).*

The philosophy chosen will be influenced by practical considerations. Oates (2005) and Saunders et al. (2012) claim that there are three main research philosophical paradigms, namely positivism, interpretivism, and critical research.

Positivism is a paradigm that originated from the natural sciences, and it is completely based on the assumptions that social reality is singular and objective, and it is not affected by the act of investigation. Quantitative analysis approaches are based on statistics and included in the positivist paradigm (Collis and Hussey 2014). The positivist world of research is referred to as a scientific method or practising science research. It is also named positivist/postpositivist research, empirical science, and post-positivism. The theories of positivism in ancient times were developed by novelists like Comte, Mill, Durkheim, Newton, Locke (Smith 1983 cited in Creswell, 2009), and it has been reorganised and articulated properly by Phillips and Burbules (Creswell, 2009).

Another kind of paradigm is interpretivism. This emerged in response to criticism of positivism. It rests on the assumption that social reality is in their minds, and is subjective and multiple. Therefore, social reality is affected by the act of investigating it. Inductive process is included to provide an interpretive understanding of social phenomena within a specific context. Interpretivism explores the complexity of social phenomena with a view to gaining interpretive understanding. The results of the analysis are derived from qualitative data (Collis and Hussey, 2014). There are two intellectual traditions that are phenomenology and symbolic interactionism. An interpretive goes through the empathetic stance, where they must enter into the social world of the specific subject and then understand their world from their general point of view (Saunders, Lewis and Thornhill, 2009).

Table 3.2 Features and differences of two main paradigms (Saunders et al., 2009)

<b>Features and differences of two main paradigms</b>	
<b>Positivism</b>	<b>Interpretivism (Phenomenological)</b>
Social reality is objective and external to the researcher, and there is only one reality.	Social reality is subjective and socially constructed, and there are multiple realities.
Uses large samples	Uses small samples
Has an artificial location	Has a natural location
Concerned with hypothesis testing	Concerned with generating theories

Produce precise, objective information	Produce rich, subjective information
Deals with quantitative data	Deals with qualitative data
High reliability but low validity	Low reliability but high validity
Generalised from sample to the population	Generalised from one setting to another same setting

### 3.6 Research Approach

There are three main approaches to conduct research, namely quantitative, qualitative and mixed method.

The quantitative approach is most likely associated with a deductive strategy to test the theory. The qualitative approach is related to an inductive strategy, to produce a new theory on a similar subject.

**Quantitative research:** This research is based on a process category; it measures the quantity or amount (Kothari, 2004). It tests theories of objectives, by examining the relationship among the phenomena. A large amount of data can be analysed using statistical methods (Creswell, 2009). Quantitative research is likely to be associated with the deductive approach to testing theory (Greener and Martelli, 2015). The purpose of this method is to measure information of a descriptive or explorative quality (Sarhangpour Norifard and Talebi, 2007). A quantitative research approach focuses on the two main strategies for data collection: surveys and experiments. The survey provides the numerical data of trends, attitudes, or opinions of a selected population respective to the specific subject, and studies a sample of that population respectively. It includes the cross-sectional and longitudinal studies using questionnaires for data collection (Babbie, 1990). On the other hand, the experimental research seeks to determine if the specific treatment influences an outcome. The impact is assessed by providing a group of people's tests and their views on specific treatment. An experiment includes true experiments, and Keppel (1991), stated quasi-experiments for the real word of research (Creswell, 2009).

**Qualitative research:** In this research, understanding and discovering the senses of individuals, social groups or human problems are associated (Creswell, 2009). It is mostly related to an inductive approach of generating theory (Greener and Martelli, 2015). Qualitative research discovers the motives and desires of research, applying in-depth questions in interviews (Kothari, 2004). In the qualitative approach, what narrative



researchers do is explained by Clandinin and Connelly (2000). Moustakas (1994) discussed the philosophical tenets and procedures of the phenomenological method, while Strauss and Corbin (1990, 1998) recognised the procedure of grounded theory. Wolcott (1999) concluded and summarised the ethnographic procedures, and Stake (1995) suggests that various processes are involved in case study research. Ethnography is a strategy to denote the cultural group. This research emphasises lived realities encountered by the research subject. In grounded theory, the researcher derives information from general, abstract theory from process, action, or interaction from the views of participants. Case studies are the strategies where the researcher explores the in-depth information of a program, event, activity, process and one or more individuals. Phenomenological research in the qualitative method describes the research contributor's views of selective human experiences about a phenomenon. In this process, the researcher expresses his/her own thoughts (Nieswiadomy, 1993) and validates with participants' experiences in the study (Creswell, 2009). In a narrative study, the researcher explores the lives of individuals and looks for the one or more participants to provide their experiences of their lives. These data are often used by the researchers into narrative chronology (Clandinin and Connelly, 2000).

**Mixed method research:** In this research, procedures are those in which the researcher seeks to elaborate, explore and expand on the findings of one method with another method. The combination of qualitative and quantitative data collection and analysis such as surveys, interviews, and action research is used in the mixed method research (Greener and Martelli, 2015). It involves logical conventions, the use of quantitative and qualitative approaches, and mixes both the approaches in a research study (Creswell, 2009). The mixed research method was invented in 1959 when researchers Campbell and Fisk validated a psychological traits study using multimethod research. They encouraged other researchers to deploy a mixed method research strategy to examine multiple approaches to data collection. Here, traditional surveys (Quantitative data) (Sieber, 1973) and discussions, interviews and observations (Qualitative data) are merged to get better results. Author Jick (1979) wrote that triangulated data sources, which means combining quantitative and qualitative methods, was born. In addition, researchers found and developed procedures for mixed method research, such as convergence, multimethod, integrated, and combined (Creswell and Plano Clark, 2007) and shape procedures (Tashakkori and Teddlie, 2003) for research. The mixed method research approach

provides more reliability and greater validity than any single (qualitative or quantitative) method approach.

**Data triangulation:** The researchers can gather information from various sources in the study of the phenomenon (Easterby-Smith Thorpe and Jackson, 2012). Triangulation is a combining of two or more theories, data sources, methods, or investigators of the research theory (Denzin, 1970 cited in Kimchi, Polivka, and Stevenson, 1991). In this present research study researcher using a data triangulation where multiple data sources and approaches were used to measure the variables. The triangulation of data sources provides diverse views about the respective topic for validation (Kimchi, Polivka, and Stevenson, 1991).

In this research study researcher collecting data from the quantitative survey and qualitative semi-structured interviews. These two sources of data collection approach providing the greater validity of the current study. However, to provide more information on consistent and dependent data sources, which that can be demonstrable researcher collecting data from all the three aspects of the organisation which is Employees, Management and HR departments of the Indian DSS.

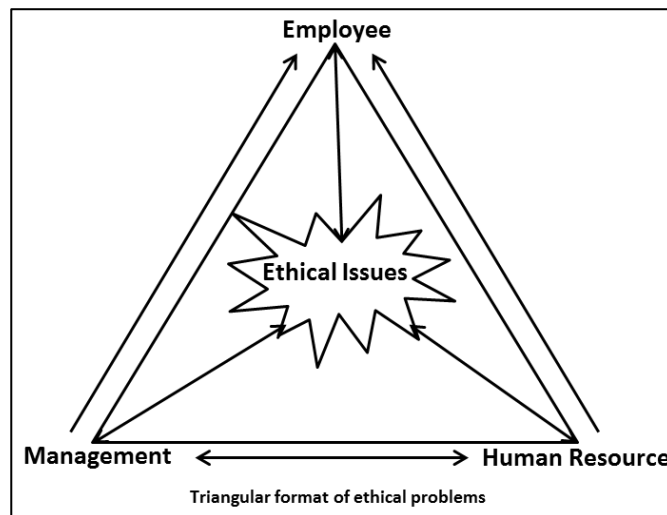


Figure 3.7 Data Triangulation (Source: Atkinson, 1999)

The above triangle shows the information about the collection of data through employee, management and human resource aspects. The justification of high validity and high reliability of the data collected has been examined.

### 3.7 Research Strategy

A research strategy is a plan in order to get answers to the research questions (Saunders Lewis and Thornhill, 2015). It creates a methodological, scientific, and systematic link among philosophy and the choice of the method used to collect data and analysis (Denzin

& Lincoln, 2003). Generally, research philosophies and approaches are related with respective research strategies. For example, “experiment” and “survey” methods are usually linked exclusively to a quantitative research design; “action research”, “grounded theory”, “ethnography”, and “narrative inquiry” to a qualitative research design; and “case study” and “archival” to a mixed design strategy (Saunders Lewis and Thornhill, 2015).

***Sequential mixed method:*** In this category, sequential explanatory and exploratory strategies are the main approaches to the research studies. Sequential explanatory is a popular strategy used by the researchers who are collecting strong evidence through the quantitative data collection method. The sequential explanatory method is where the researchers use quantitative data in the first phase and analyse qualitative data in the second phase. Weightage is provided to the quantitative data, when initial results have been generated and then mixed the data with qualitative analysis to produce valuable results (Creswell, 2009).

**The sequential exploratory** strategy is the exact reverse phase if compared to the explanatory method. The sequential exploratory strategy involves qualitative data collection and analysis in the first phase, followed by the second phase of quantitative data collection and analysis. Here, the emphasis is normally placed on the first phase of qualitative data collection. The most important purpose of this approach is to use qualitative data and analysis and primary investigation to assist in the interpretation of qualitative findings. Preliminary focus of this research is to explore a phenomenon at the beginning (Creswell, 2009).

**The sequential transformative** strategy is like the above two methods of explanatory and exploratory. This too has an initial phase whether qualitative or quantitative followed by the others quantitative or qualitative at the second stage that builds on the earlier phase. It focuses on the introduction to a proposal and also shapes a directional research question aimed at exploring problems such as inequality, discrimination, injustice etc. Transformative strategy creates the sensitivity to collect data from a mixed approach and ends with calls for action. It is a model that has a theoretical perspective to guide the study.

This study employs a sequential explanatory strategy. There are two main phases of data collection one followed by another, namely quantitative surveys from employees which is followed by qualitative semi-structured interviews collection from employee, management and HR. Then the individual data has been analysed through different statistical tools. The

two types of data collected were integrated at the interpretation stage. The researcher used qualitative semi-structured interview analysis to promote explaining and interpreting quantitative result findings of survey questionnaires. The model of this approach is summarised in Figure 3.8.

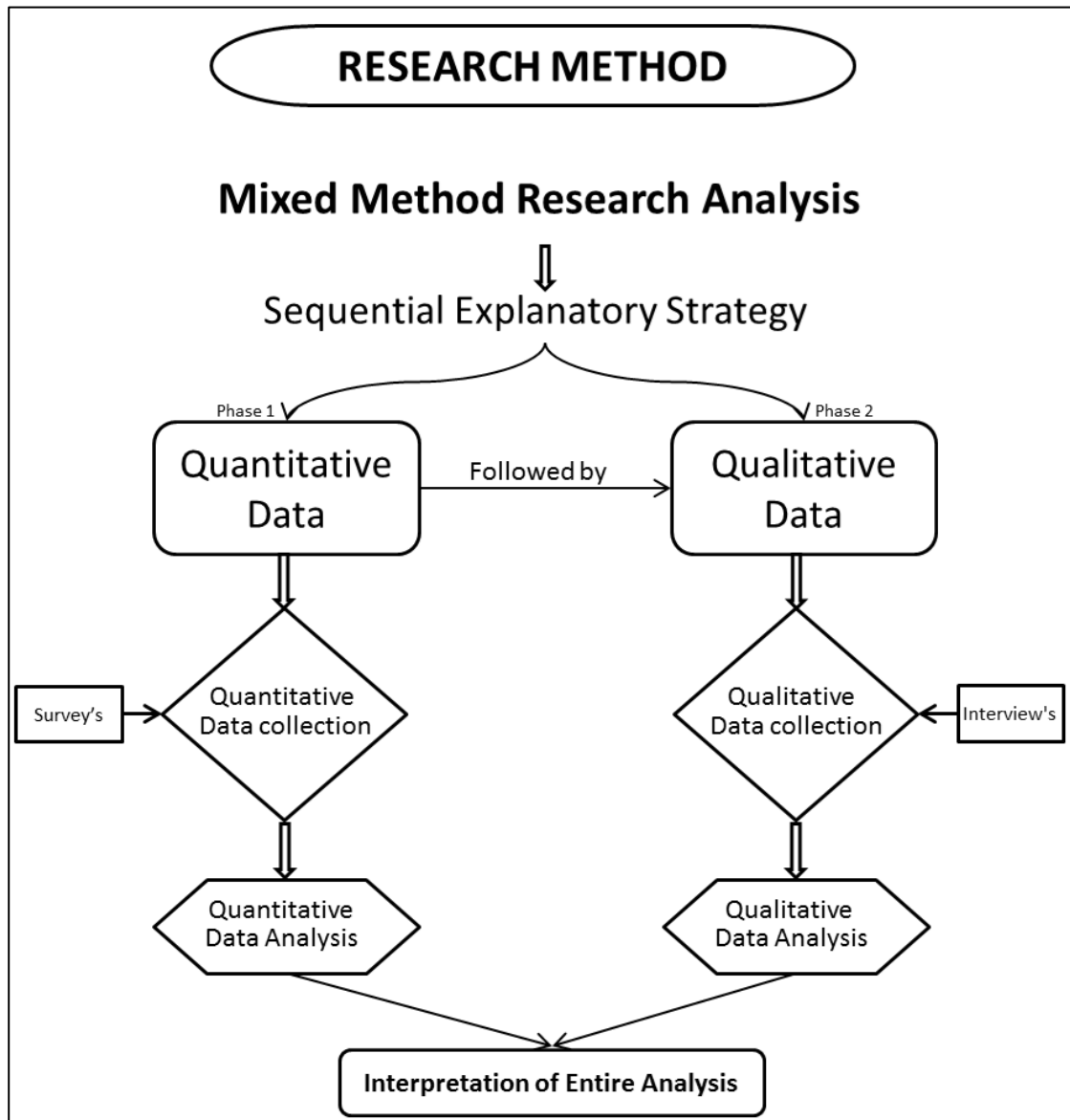


Figure 3.8 Model of the Research Study Approach (Buck et al., 2009)

### 3.8 Survey (Quantitative) and Semi-Structured Interview (Qualitative)

In this research study, the researcher used the survey approach to obtain quantitative information from the participants. On the other hand, semi-structured interviews are prepared to avail more detailed information about ethical issues leading to a higher

attrition rate. The descriptive information of survey and semi-structured interviews of data collection is given in the next subsections.

### **3.8.1 Survey**

The survey is not only the instrument to collect information, but it is also a comprehensive research method for gathering data to describe, to compare and to explain knowledge, attitudes and behaviour (Fink, 1995). Fowler (2002) claims the quantified survey is to produce statistics that are numerical explanations of some characteristics of the research studies (Kitchenham, and Pfleeger, 2008). Furthermore, surveys focus on the particular behaviours to be investigated, and this reduces the possibility of gathering irrelevant data, which is least important or superfluous data. The survey method of data collection is very efficient and effective in terms of time and cost (Van der Velde, 2004). The following points indicate some advantages of the survey method (Collis and Hussey, 2009, Van der Velde, 2004, Saunders Lewis and Thornhill, 2015, Creswell, 2009).

- It is a very cheap method for collecting large amounts of data from a huge population.
- The survey is the most feasible option when detailed information is needed from a large population.
- It is more convenient to do business research, where the researcher does not want to invest more time to conduct interviews.
- It is a simpler method
- While collecting information, there is no need for the physical presence of the researcher.

In this research, the researcher used surveys and collected through e-mail, personal visits and G-Drive google forms. However, the first question were asked in survey was: “as per your experience and opinion, which ethical issues have you found at your workplace?” and provided the selected eight ethical issues information to the participant. In the survey Likert scale, closed end (Yes and No) and high to low level of Likert scale questioned asked to the participant. However, more information about the survey are provided in the chapter four.

### 3.8.2 Semi-Structured Interviews

This involves face to face conversation between participants and the researchers. In the modern day, this can be done by telephone, mail or post, video call, e-mail etc. To gather qualitative information, the interview questions are generally unstructured and open-end questions. It collects more information with personal and surrounding information of the phenomenon (Creswell, 2009).

There are several types of interviews through which researchers choose to collect data, such as fully structured, semi-structured or unstructured. Semi-structured interviews are an exchange of verbal communication gathering information about individuals, and the researcher attempts to elicit information from another person by asking semi-structured questions. Sometimes it is discussed as informal, conversational or soft interviews. The semi-structured interviews are applied to both talkative groups of people in the form of people as well as online methods such as Skype (Longhurst, 2003). However, it is the most popular and commonly used method for collecting qualitative information (Kitchin and Tate, 2000). Semi-structured interviews are a ‘supplement to other methods or as a means of triangulation in multi-method research’. They are also identified as more than ‘chats’. When conducting interviews they can be done face to face, or via telephone, or online methods such as Skype, Google Hangouts and Google drives by sending questionnaires via links and documents on which researchers can take notes, observe behaviour and record conversation in the form of audio, video and documents. Semi-structured interviews make a significant contribution to geographic research, especially if the interview discussion is about meanings, identity, emotion, affective factors, subjectivity, politics, knowledge, power, performativity and representations (Longhurst, 2003). The advantages of the semi-structured interview are as follows.

- It is the most workable method to collect a good amount of information about any subject area.
- Semi-structured interviews are most likely to provide in-depth information, which might be beneficial for the research.
- It is the best method to resolve seemingly conflicting information.
- The researcher directly asks participants about their feelings, opinions and relative emphasis on an issue.
- Participants can express their views and experiences in interviews.

Source (Harrell and Bradley, 2009).

In this present study researcher used semi structured interview questionnaire which is created for three different participants one for employee, second for management and final for human resource department. However, each interview questionnaire was divided into sub topics and in sub topics open end and close end questions were asked to participants. The more information about semi-structured interview questionnaire has been provided in the sixth chapter and document has been enclosed as appendices.

### **3.9 Validity and Reliability**

Qualitative research shows the significance and strength of its data during the reliability and validity stage. If data are dependent (Lincoln and Guba, 1985), consistent (Robson, 2011) and demonstrable (Schwandt Lincoln and Guba, 2007) of the research topic, then they are said to be reliable and valid. This is accomplished by showing how the research study processes led to a set of decisions (Seale, 1999), and by providing a clear explanation of the information sources, and the ways researchers contribute to the outcomes of the research study (Benbasat Goldstein and Mead, 1987).

It is vital to confirm that research data used are both valid and reliable; else the examined results may be called into question. Reliability relates to consistency of a measure, for example, whether a survey questionnaire will achieve similar answers if administered to a similar audience in a various kind of time frame, whilst validity is concerned with whether the findings are really about what they appear to be about (Robson, 2011)

Determining the reliability of applied data scales in research for individual variable items, Cronbach's Alpha is the most popular and commonly used method in the researcher (Van der Velde, Jansen, and Anderson, 2004). In research practice measuring Cronbach's Alpha, if it is larger than 0.7 ( $>0.7$ ), then items of data collected are considered as highly inter-correlated, and they together measure a single construct (Kitchenham and Pfleeger, 2008) which means highly inter-corelated data can achieve the goal of any research. The validation of any data measurement is specifically what researchers want it to measure. There are four types of validity, including face, content, criterion and construct validity. Cronbach's alpha values were bound to be high level, and the reason behind that is that they measure the structure noticed by the primary component analysis (Shull Singer and Sjøberg, 2008).

### **3.10 Data Analysis**

In this section the data analysis process has been described for the quantitative and qualitative information collected from the participants.

#### **3.10.1 Quantitative Data Analysis**

To analyse quantitative data IBM@ SPSS (Statistical Package for the Social Sciences) is the most commonly used computer software. SPSS enables a wide-range of statistical tests to generate accurate and rapid test results. The results are represented as tables and charts. If there are a small number of data available, then sometimes researchers use Microsoft Excel spreadsheets, which also provide facilities for generating statistics and charts. In the case of large data input into SPSS then the researcher is easily able to produce the frequency tables, charts, cross-tabulations and conduct a range of statistical tests, which produce trustworthy and quick results within a small amount of time (Collis and Hussey, 2014).

SPSS software package can scrutinise, classify and interpret data, and the results are used to enhance, reject or change a theory or create a new framework or theory. Analysing and presenting the quantitative data, SPSS software plays a very important role to demonstrate and represent the sample of the research.

The entered data is presented graphically. However, SPSS ANOVA tests were used in the research to interpret the final results of the study.

#### **3.10.2 Qualitative Data Analysis**

The subject of data analysis involves not only texts and images but also numerical data; the process of analysis is not about making sense but about producing results according to the methods adopted in the research. It is the ongoing process of including a continual reflection of data, asking analytical questions, and writing memos throughout the study. Qualitative data analysis is gathering information, making interpretations, and writing reports. In most of the research journals and books, qualitative data analysis is reported as a generic form of analysis (Creswell, 2009).

It has several stages to analyse the data. Firstly, it starts with transcribing the interviews, optically scanning material, typing up field notes and sorting and arranging data depending on the various types of sources of information. Afterwards, reading the information that



data required to make sense for overall meaning. The third stage begins with complete analysis using a coding process. Then, final decisions are made on the abbreviations for each category and alphabetising these codes. To analyse qualitative data, there are many software packages available in the research market, such as MAXqda, Atlas.Ti, QSR NVivo, and HyperRESEARCH. Finally, at the end, a coding process is used to generate a description for analysis (Creswell, 2009). The coding in qualitative research is the process of organizing the data collected into the segments of texts before bringing meaning to the information. It involves the steps taken during data collection through the texts and pictures and then segmenting sentences or images into categories and labelling those categories with the actual research language of the participants (Creswell, 2009).

In this research, the researcher used NVivo 11 software to organise qualitative data and to make a final interpretation of the analysis. NVivo software developed by QSR, provides better accuracy with simplified analysis of the qualitative information, which is the main reason of using NVivo tool for this research study. NVivo is a software package designed to assist in the analysis of qualitative and mixed method research. Indeed, it provides facilities that help the researcher to easily work, organize, and analyse the data, which was gathered from the unstructured or qualitative data sources (QSR International, 2017).

The researcher used NVivo software for the reasons below:

- The University of Salford provides a full licence of NVivo software, which is free for the postgraduate students, and this tool helps to access the program without any constraints.
- Also, the researcher has attended several training sessions related to NVivo in Salford University and learnt from online facilities and training.
- It saves times and work efficiently, quickly organise and store data and uncover connections in ways that aren't possible manually.

## **CHAPTER 4**

### **QUANTITATIVE DATA COLLECTION AND ANALYSIS**

## **CHAPTER 4: QUANTITATIVE DATA COLLECTION AND ANALYSIS**

### **4.1 Introduction**

*The point of view of this part is to familiarize the follower to the quantitative survey technique utilized while coordinating this analysis. The data collection and analysis process has been described in this chapter.*

This chapter provides a descriptive analysis of the data collected from the survey questionnaire of different organisations of the DSS in India. The data were analysed using the Statistical Package for the Social Sciences (SPSS) as indicated in the research methodology chapter. The analysis and results are presented in a tabular form, with quantitative information and comments. An overview of the survey questionnaire is provided at the beginning of the chapter. Thereafter, the findings and results from the questionnaire distributed in the Indian DSS are presented, in the form of tables and graphs. The qualitative data collection and analysis are elucidated in the next chapter, and the current chapter finishes with a short summary.

### **4.2 Quantitative Method**

To collect quantitative data in this research a survey questionnaire was designed in the first phase with the aim of investigating the existence of ethical problems that are the real concern of this study. The purpose of this method is to measure information of a descriptive or explorative quality (Sarhangpour, Norifard and Talebi, 2007). Quantitative data collection through a survey generates information about the number and nature of ethical problems that exist in the Indian DSS. The researcher sent a survey questionnaire, participation letter and consent form via email to those people who were interested in participating in the study, and some participants preferred to answer the questionnaire via telephone. Some of them have been collected in person while the researcher travelled to India for a conference and data collection. To collect this information snowballing technique was used. The collected data would be analysed through SPSS and final results would be interpreted with the help of qualitative information.

### **4.3 Survey Questionnaire Overview**

The questionnaire was developed to include three different Likert scaling methods. Firstly, a six-level Likert scale was applied including Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, and Do Not Know. After, the level of satisfaction was elicited on a

scale of 1 to 5 where 1 is the lowest and 5 is the highest level of satisfaction. Finally, closed questions were applied (Yes and No) to ask the participants for their response for this research study. The following is some brief information about the survey questionnaire created for the quantitative data collection.

#### **4.3.1 Questionnaire Description by Topic**

At the beginning of the survey, the researcher provided the information about who can participate in this research. After, the researcher asked for consent to record the questionnaire if the participant is providing their views by Phone or Video calls. The main topic of the research survey begins with the question number 1 asked for exact details concerning ethical issues in the organisations.

The next question was designed to find out if ethical issues are leading to the high attrition rate. The later question asked about the decision-making process and whether it was affected by the stated ethical issues. Moreover, after that, it asked how satisfied they were with decision-making processes in their present organisation. Questions were asked using a Likert scale where 1 was the lowest and 5 was the highest. The next couple of enquiry questions were important regarding the current stability in the workplace and requirements of stability in the same organisation. These were followed by fair treatment in the workplace to discover whether today's employees' trust management is the lowest due to ethical issues. The last set of questions generally focused on discrimination in the workplace, favouritism and roles to change the organisation and finally, ethical issues affecting day to day life of an individual on personal and professional platforms of life. This survey questionnaire focuses on the many aspects of the digital service sector, which faces ethical issues.

#### **4.3.2 Demographic Information**

This section requested personal information of educational qualification, current job title, also experience and views about ethical problems and their effect on attrition. At the beginning of the research data collection stage, the researcher wanted to collect more personal information about gender, age, and monthly income but due to industrial people are not willing to talk and prefer not to provide information on such sensitive issues. Unfortunately, the researcher has to make some amendments in data collection. On the demographic area of the region, personal gender and income information has not been

included as people are not willing to participate. This information may affect the results of the gender differences ethical issue while there is no comparison between two categories of the human genders (male and female). Because, there is a case that the data has been collected from a limited number of women participants in this research study. The response rate are reported in the following section.

#### **4.4 Response Rate**

To participate in this research study the researcher uses the snowballing technique to meet and contact individuals and to ask more participants to provide their valuable information. The researcher sent a survey questionnaire, participation letter and consent form via email to those interested in participating in the study. However, some participants preferred to answer the questionnaire via telephone and some of them responded through e-mail. However, most of the data have been collected physically (face to face) through the employees of the DSS in India, where the researcher went to collect data for two weeks. The snowball strategy was useful to mitigate the loss of participation through companies declining to participate, perhaps afraid to provide detailed information due to the sensitivity of these issues. It was not possible, for example, to use ground theory research methods as the collection of a large amount of data would perhaps be impossible to collect. However, some individuals also did not turn up and refused to provide information because they were bound by the respective organisation to not provide information to third parties. Moreover, some individuals were afraid to provide information for fear of losing their job if the data was leaked. Despite these obstacles, the researcher still managed to collect as much data as possible from the employees, sufficient to conduct the research study.

The researcher, through the snowball technique, gave out 275 survey questionnaires to employees of the Indian digital service sector, and in total 67 responses was received. Of this total, 67 survey questionnaires were completed and returned but only 64 were properly completed and valid for analysis.

#### **4.5 Reliability**

Cronbach's alpha method is the most popular and frequently used to assess the reliability of a scale (Field, 2009). Van der Velde, Jansen, and Anderson (2004) stated that "The reliability of a measurement instrument concerns its overall precision and accuracy with

which (How?) a concept is measured. The measurement must be systematic; it must not be coincidental”.

Cronbach’s alpha measures the internal consistency of a set of questions. If the Cronbach’s alpha is large (Conventionally >0.7), then the questions or set of items are highly inter-correlated and together measure a single construct (Kitchenham and Pfleger, 2008). Hinton, Brownlow and McMurray (2014) explained and recommended four cut-off points of reliability, including the low level (0.5 and below), moderate level (0.5-0.7), high level (0.7-0.9), and excellent level (0.9 and above).SPSS provides the means for conducting comprehensive analysis through its ability to perform a variety of statistical tests speedily and accurately (Collis and Hussey, 2014).Figure 4.1 shows the process undertaken while using SPSS.

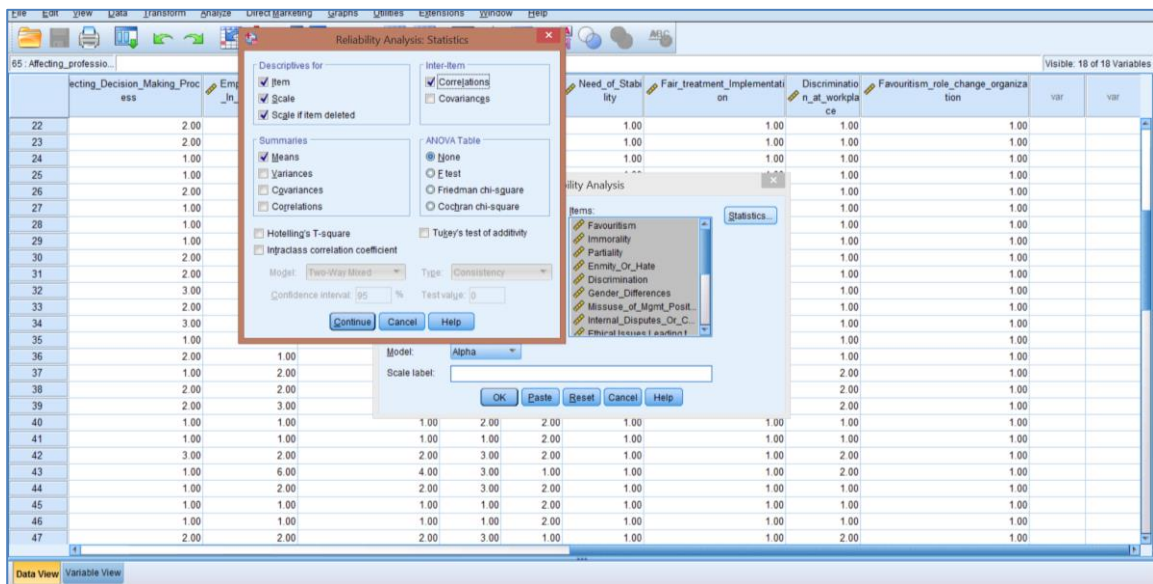


Figure 4.1 Reliability test from SPSS (Screen shot)

Table 4.1 Reliability, Cronbach’s Alpha

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.862	.843	18

Figure 4.1 and Table 4.1 show the Cronbach's Alpha test conducted in this research study resulting in a value of 0.862 for the whole survey questionnaire or set of items. Thereby, the reliability is very high and almost reached the excellent category range of the reliability test. Still, a Cronbach's Alpha of 0.862 for all the questions shows a high reliability (0.7-0.9) (Hinton Brownlow and McMurray, 2014) at the level of the reliability tests. The high range of reliability shows that the results gained from the analysis of the questionnaires are highly inter-correlated, reliable, dependable and trustworthy.

#### **4.6 Quantitative (Survey) Data Analysis**

This section describes how participants face ethical issues in the organisation. The selected ethical issues are: Favouritism, Immorality, Partiality, Enmity/Hate, Discrimination, Gender Difference, Misuse of Management Position, and Internal Project Disputes/Conflicts explained in details with the contributor's response. However, the first question asked was: "as per your experience and opinion, which ethical issues have you found at your workplace?" The data gathered by the researcher is explained individually in terms of ethical issues. The following graphical presentation was created generally to provide the reader with information that will focus on the ethical issues faced, experienced and the individual's opinions regarding the existence of ethical issues in the digital service sector in India.

##### **4.6.1 Favouritism**

SPSS was used to calculate the degree to which participants felt favouritism was present in their organisations. Table 4.2 shows that favouritism is faced by DSS employees. This table reflects the views of all the participants' contributions from the collected data. Most of them have varied experience and are working as project executives, software developers, senior software developers, process executives, project co-ordinators, customer service executives, IT consultants and software service specialists. The given Table and Figure demonstrates the graphical criteria, where favouritism is represented on the bar chart. The X axis denotes the Likert scale of agree and disagree, and Y axis indicates the percentage of response from the participants.

Table 4.2 Favouritism faced by employees in DSS

		<b>Favouritism</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	39	60.9	60.9	60.9
	Agree	23	35.9	35.9	96.9
	Disagree	1	1.6	1.6	98.4
	Strongly Disagree	1	1.6	1.6	100.0
	Total	64	100.0	100.0	

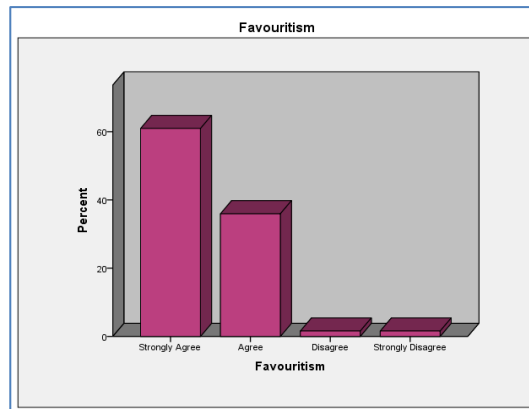


Figure 4.2 Favouritism faced by employees in DSS

Table and Figure number 4.2 shows the ethical issue of favouritism faced by the Indian DSS employees, from which it is seen that overall, favouritism is frequent among the skilled employees of DSS. In detail, 96.9% employees are facing favouritism at workplace with 60.9% strongly agreed and 35.9% participants agreed on the existence of favouritism as an ethical issue. Additionally, only 2 participants disagreed and strongly disagreed on the presence of favouritism. The mixed percentage of disagreement is 3.2%, which is very low compared to the agreed scale. Regarding the neutral and do not know categories of scaling, nobody replied that they are unfamiliar with this ethical issue. These figures indicate that favouritism is one of the ethical issues present in the digital service sector organisations.

#### 4.6.2 Immorality

The immorality ethical issue is discussed in this section. As with favouritism, it is apparent that this ethical issue is also in the participants' thoughts and experiences. Table 4.3 represents the responses to the immoral issues faced by the employees of DSS. Similarly,



Figure 4.3 shows the graphical presentation of immorality data as an ethical issue and the percentage of people who suffered from it.

Table 4.3 Immorality encountered by employees in DSS

		Immorality			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	15	23.4	23.4	23.4
	Agree	30	46.9	46.9	70.3
	Neutral	10	15.6	15.6	85.9
	Disagree	5	7.8	7.8	93.8
	Strongly Disagree	2	3.1	3.1	96.9
	Do not Know	2	3.1	3.1	100.0
	Total	64	100.0	100.0	

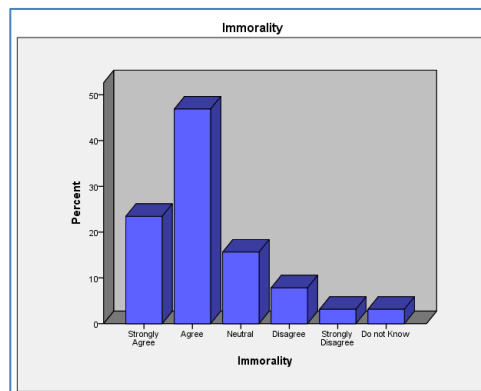


Figure 4.3 Immorality encountered by employees in DSS

Figure 4.3 indicate the Likert scale categories of agree and strongly agree had more weight. Combined, 70.3% employees said that immorality exists in the workplace. On the other side, only 10.9% of contributors believed that immorality is not present in the industry. However, the percentage of do not know (3.1%) and neutral (15.6%) were higher than the disagreement, and mutually 18.7% participants were unaware and did not want to speak about immorality in the DSS.

#### 4.6.3 Partiality

This section discusses the information on partiality. The collected information is given in Table 4.4 and summarised in Figure 4.4. However, there may be a contrast argument on favouritism and partiality; the reader may question the difference between the two. For example in this research study, the researcher considered favouritism and partiality issues

as individual or separate entities. Partiality is on the basis of quality, where review for programming and coding done only once and the front end design reviewed for eleven times, which is not a good decision and behaviour of quality auditor or manager to create cultural environment on testing (Henry, 2003).

Table 4.4 Partiality faced by the employees

		Partiality			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	31	48.4	48.4	48.4
	Agree	22	34.4	34.4	82.8
	Neutral	9	14.1	14.1	96.9
	Disagree	2	3.1	3.1	100.0
	Total	64	100.0	100.0	

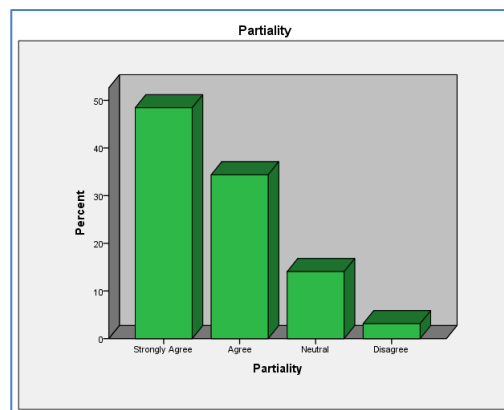


Figure 4.4 Partiality faced by the employees

The data shows that 53 people agree cumulatively with 48.4% strongly agree and 34.4% agreed that partiality exists in the DSS. A total 82.8% of the respondents said that they suffered from partiality in their organisation. Graph 4.4 states that 9 people (14.1%) employees kept quiet and preferred not to answer the question about partiality. On the other hand, only 3.1% (2 participants) showed their disagreement towards the presence of partiality. Additionally, there is no strong disagreement from any participant, and no one stated that they do not know about the partiality issue. Hence, the researcher concludes here that partiality is a serious and frequent issue. DSS employees are facing this issue and it is not easy for every participant to stay in the organisation and talk about the ethical problems with others.

#### 4.6.4 Enmity or Hate

As stated earlier in the literature review chapter, enmity or hate are the major problems faced by the DSS employees. This issue is noticeable on the basis of individual's actions, voice and treatment of violence. Table 4.5 and Figure 4.5 show the data about the enmity or hate faced by the employees.

Table 4.5 Victims of Enmity or Hatred at workplace

		Enmity_Or_Hate			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	21	32.8	32.8	32.8
	Agree	23	35.9	35.9	68.8
	Neutral	8	12.5	12.5	81.3
	Disagree	9	14.1	14.1	95.3
	Strongly Disagree	2	3.1	3.1	98.4
	Do not Know	1	1.6	1.6	100.0
Total		64	100.0	100.0	

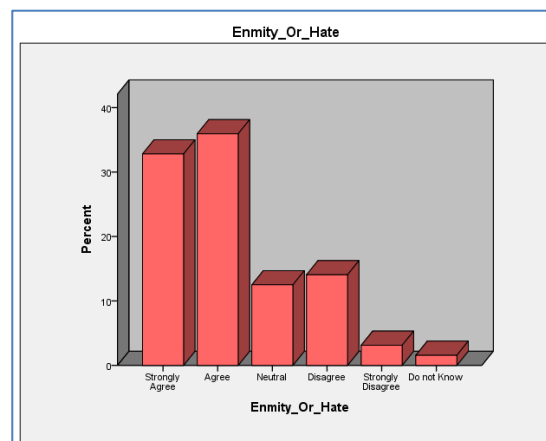


Figure 4.5 Victims of Enmity or Hatred in the workplace

It illustrates the number of victims of enmity or hatred in the workplace, and together 68.8% participants stated that they experienced being the victims of hatred in the workplace. On the contrary, 11 participants focused on disagreement together, where 14.1 percent employees disagreed, and 2 (3.1%) members strongly disagreed that there was any hatred in the workplace. Only one participant answered that they did not know about the problem. Similarly, eight participants preferred not to answer the question. Likewise, few people showed their disagreement and some of them preferred not to talk about this. Only 1.6% means one participant is not aware of the enmity or hate, thus it is clear that for the

majority, they feel hatred is apparent in the workplace. To conclude, enmity or hate is a real concern and assumed to lead skilled, talented and well-esteemed employees to leave the organisation.

#### 4.6.5 Discrimination

The discrimination based on race, ethnic group, colour, religion and region are also the point of focus in the collected data. Table 4.6 and Figure 4.6 summarises the results of the analysis for the collected data.

Table 4.6 Discrimination in the workplace

		<b>Discrimination</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	28	43.8	43.8	43.8
	Agree	19	29.7	29.7	73.4
	Neutral	7	10.9	10.9	84.4
	Disagree	7	10.9	10.9	95.3
	Strongly Disagree	3	4.7	4.7	100.0
Total		64	100.0	100.0	

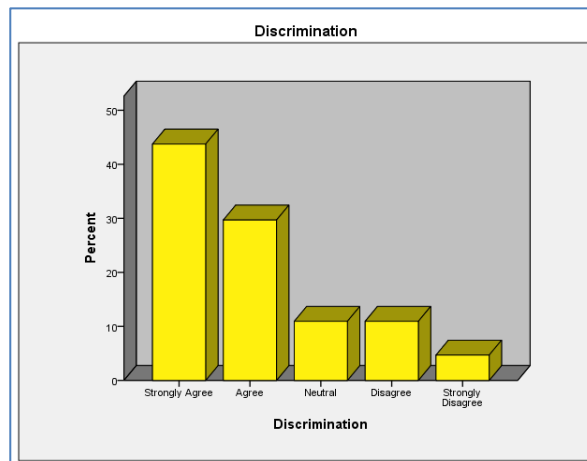


Figure 4.6 Discrimination in the workplace

Figure 4.6 and Table 4.6 show the results about the discrimination issue in DSS. It highlights that 73.4% members agreed that discrimination is present in the DSS. The highest percentage strongly agreed at 43.8% while 29.7% agreed there was discrimination. On the level of disagreement, 15.6% stated that they did not find any experiences of discrimination, as from that 10.9% disagreed and 4.7% strongly disagreed on the existence

of discrimination in their workplaces. 10.9% contributors were neutral and chose not to answer the question about discrimination.

Additionally, it is clear from all participants that, they are aware of discrimination, as none said they did not know about it. This confirms that the DSS employees are facing discrimination in the workplace.

#### 4.6.6 Gender Differences

To demonstrate the unequal treatment based on gender (Male and Female), the researcher circulated surveys and collected quantitative information. The collected data is summarised in Table 4.7 and Figure 4.7 representing the graphical representation to understand the gender differences.

Table 4.7 Gender Differences in DSS

		<b>Gender_Differences</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	16	25.0	25.0	25.0
	Agree	21	32.8	32.8	57.8
	Neutral	14	21.9	21.9	79.7
	Disagree	9	14.1	14.1	93.8
	Strongly Disagree	2	3.1	3.1	96.9
	Do not Know	2	3.1	3.1	100.0
Total		64	100.0	100.0	

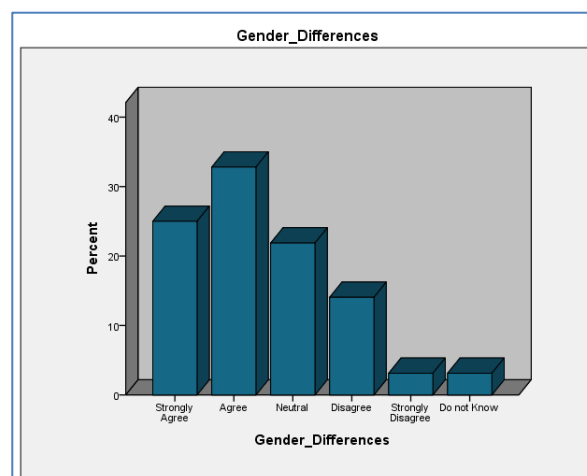


Figure 4.7 Gender Differences in DSS

A total of 64 responses were received on the agree and disagree Likert scale. In contrast, 11 respondents (17.2%) disagreed. Figure 4.7 shows the graphical representation of the ethical issue of the gender differences. The highest percentage in the above graph agrees by 32.8%, followed by 25% with strongly agree. Together, 57.8% (37) of individuals showed they agreed and strongly agreed. Contrary to agreement, disagree stands at 14.1% and strongly disagree recorded 3.1%, cumulatively 17.2% disagreed. The neutral and do not know categories received 14 and 2 employees respectively. Hence, the presence of gender differences as an ethical issue is evident.

#### 4.6.7 Misuse of Management Position

All 64 contributors provided their views on misuse of management position. The results of the study are summarised in Table 4.8 and Figure 4.8 that show that people believe management are taking advantage of their post in an erroneous way.

Table 4.8 Misuse of management position in India's DSS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	36	56.3	56.3	56.3
	Agree	21	32.8	32.8	89.1
	Neutral	4	6.3	6.3	95.3
	Disagree	2	3.1	3.1	98.4
	Do not Know	1	1.6	1.6	100.0
Total		64	100.0	100.0	

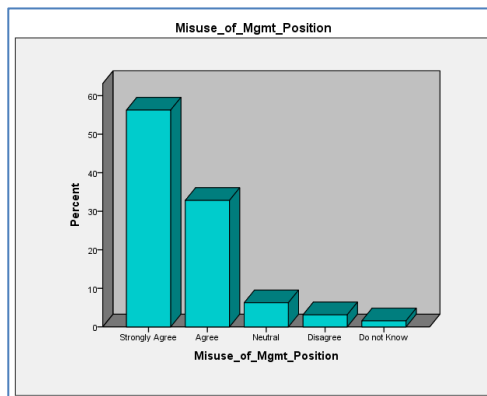


Figure 4.8 Misuse of management position in India's DSS

The data represented in Table and Figure 4.8 address the issue of managers misusing their positions. It can be seen that 57 of the 64 people strongly agreed that manager’s misuse their positions. In contrast, only two people showed their disagreement regarding this and 5 people reported to be neutral or do not know about this issue (4 neutral and 1 do not know). The summary of the data in Figure 4.8, shows that the respondents are unhappy with their management on the basis of misusing their posts for the various reasons with 90% participants reporting that there is a misuse of management position in the Indian DSS. Only 3.1% reported that they disagreed with the statement and nobody strongly disagreed. The neutral and do not know options combined were 7.9%. As a result, the researcher can claim that misuse of the management position is an ethical issue concerning highly to workers in the Indian DSS.

#### 4.6.8 Internal Disputes or Conflicts

The final ethical issue considered for this research study is conflicts among project members and internal disputes of a project or organisation. The data obtained for this specific ethical issue is summarised in Table 4.9 and Figure 4.9.

Table 4.9 Internal disputes or conflicts in DSS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	21	32.8	32.8	32.8
	Agree	33	51.6	51.6	84.4
	Neutral	2	3.1	3.1	87.5
	Disagree	6	9.4	9.4	96.9
	Strongly Disagree	1	1.6	1.6	98.4
	Do not Know	1	1.6	1.6	100.0
	Total	64	100.0	100.0	

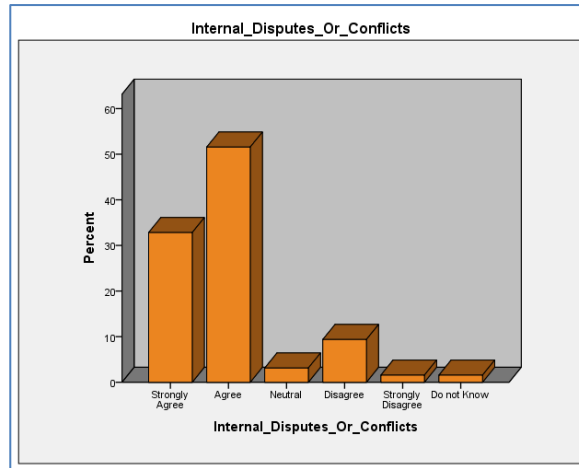


Figure 4.9 Internal disputes or conflicts in DSS

Table 4.9 and Figure 4.9 summarise the frequencies received for each category. The bar chart in Figure 4.9 shows the responses to the statement regarding whether participants had experienced internal disputes and conflicts in the industry or not. Specifically, 84.4% strongly agreed with the statement (agree 51.6% and strongly agree 32.8%). 1.6% strongly disagree and 9.4% disagree with this statement. 3.1% were neutral and 1.6% responded that they did not know the answer to this statement. To summarise the overall responses therefore indicate that the majority (84.4%) face the internal disputes or conflicts in the industries of DSS, whilst 11% did not experience such issues. The researcher concluded based on the percentage that internal disputes or conflicts are exist on frequently and contributing presence on high level.

The above eight issues were analysed using SPSS to explore the existence of ethical issues in the Indian digital service sector. Considering the data collected and received by the researcher, it can be concluded that there is an often presence of ethical issues in the industry. The following statistical information reports the collective and supportive information regarding the ethical issues and their effects on attrition.

The subsequent expansion is based on the experience and problems and participants' opinions about presence of the ethical issues and that are affecting and leading towards the high staff attrition rate. The high number of employees are leaving organisation is due to the ethical issues is real. On the basis of experiencing ethical issues and how they are causing individuals to leave an organisation, the researcher asked participants whether the overhead selected and explored ethical issues are leading towards high staff attrition, the following response received by the researcher and analysed by the SPSS.



#### 4.7 Ethical Issues Leading Towards High Staff Attrition Rate

This question in the survey is asked by the researcher to understand whether ethical issues are leading toward increasing attrition rates. To collect the answers a six-level Likert scale was applied including Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, and Do Not Know. The researcher received the responses summarised in Table 4.10 based on Likert scale.

Table 4.10 Ethical issues leading towards high staff attrition rate in India’s DSS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	27	42.2	42.2	42.2
	Agree	27	42.2	42.2	84.4
	Neutral	7	10.9	10.9	95.3
	Disagree	3	4.7	4.7	100.0
	Total	64	100.0	100.0	

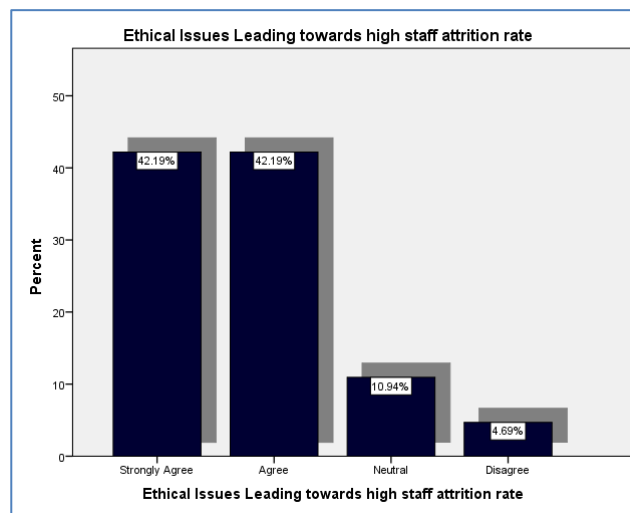


Figure 4.10 Ethical issues leading towards high staff attrition rate in India’s DSS

In this respect Of the chart in Figure and Table 4.10 addresses the percentage of responses on y axis and Likert scale of strongly agree, agree, neutral and disagree categories on X axis where respondents recorded their views. This bar chart reports the responses to the statement that professionals leave an organisation when they are affected by the ethical issues and this leads to the high staff turnover. Explicitly, individual 42.2% recorded strongly agree and agree for this statement respectively. Moreover, a combined 84.4% recorded that the above ethical issues faced and experienced by professionals are leading

towards the high staff turnover in the DSS. By contrast, a small number of respondents (4.7%) disagreed with the statement. The remaining 10.9% professionals provided a neutral answer and were not sure about their opinions.

Hence, with the above data presentation and received responses the researcher may conclude that, the above stated ethical issues are leading towards an increasing attrition rate, where professionals are leaving organisations on a large scale.

#### 4.8 Ethical Issues Affecting the Decision-Making Process

Table 4.11 presents the opinions of the respondents regarding the statement about ethical issues affecting decision making processes in organisations. Here, only four categories have been recorded: strongly agree, agree, neutral, and disagree. The strongly agree and agree category represented most of the answers as compared to other categories. The percentages of this table and the following bar chart In Figure 4.11 show that ethical issues are disturbing the decision-making process in India’s DSS.

Table 4.11 Ethical issues are affecting decision making process

Ethical issues are affecting decision making process					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	27	42.2	42.2	42.2
	Agree	25	39.1	39.1	81.3
	Neutral	8	12.5	12.5	93.8
	Disagree	4	6.3	6.3	100.0
	Total	64	100.0	100.0	

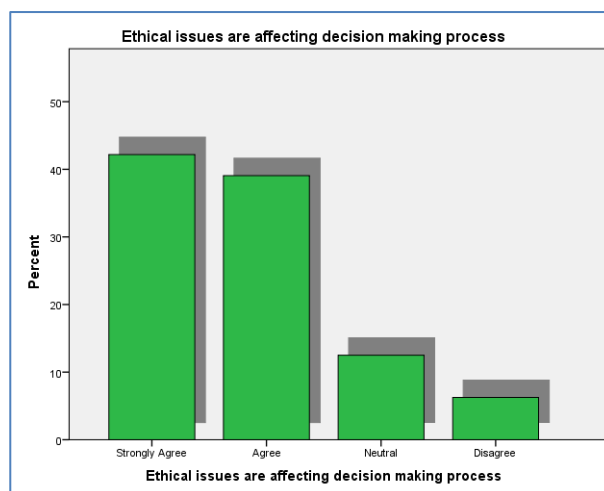


Figure 4.11 Ethical issues are affecting decision making process

The shadowed bar chart in Figure 4.11 refers to the statement that ethical issues are affecting the decision making process in the industry. Specifically, 42.2% strongly agree with the statement and 39.1% agreed (combined 81.1%) decision making processes are affected due to ethical issues. On the contrary, based on the above figure, a small number (6.3%) of professionals disagreed. The remaining 12.5% of the digital industry people were not sure about their opinion on this question and recorded a neutral answer.

To conclude, the majority of professionals (81.1%) agreed that ethical issues are of real concern and affect the decision-making process in the industry.

#### 4.9 Professionals Satisfaction on Decision Making Process in Present Organisation

To check and verify the satisfaction level of the decision making processes in the current industry, the researcher used the Likert scale, where 1 is the lowest and 5 is the highest category. The frequency Table 4.12 and the pie chart in Figure 4.12 summarises the detailed information of the data collected.

Table 4.12 Professionals’ satisfaction level with current management decision process

Satisfaction of professionals with management decision making process					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low	22	34.4	34.4	34.4
	Slightly Low	21	32.8	32.8	67.2
	Moderate	14	21.9	21.9	89.1
	Slightly High	7	10.9	10.9	100.0
	Total	64	100.0	100.0	

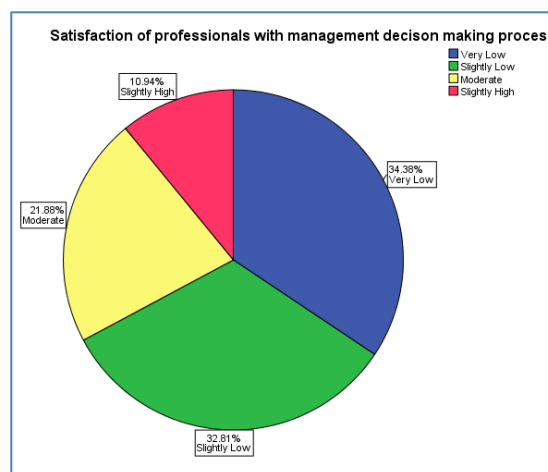


Figure 4.12 Professionals’ satisfaction level with current management decision process

Table 4.12 represents the frequencies and numbers of respondents on various scales from lowest to highest level. This table presents the results of questions related to satisfaction of decision making processes in current organisation. It shows the percentage, frequencies and cumulative percentage of data received from the respondents. The pie chart in Figure 4.12 reports on the statement showing the satisfaction level of professionals in the decision making process in the current organisation. Accurately, a mutual 67.2% professional gave their opinion that the satisfaction level of present decision making processes in current industry was low (34.4% very low, 32.8% slightly low). The 21.9% respondents stated that they were neither satisfied nor dissatisfied. A further 10.9% had slightly higher satisfaction with the present decision making system. To summarise employees from Indian DSS are highly dissatisfied as compared to the satisfied with the current decision making system.

#### 4.10 Stability at Current Workplace

To check the stability in the current workplaces of respondents, the researcher asked whether there was stability in their workplace, to get the response to closed questions. The response was based on “Yes” and “No” questions. The frequencies of the answers are given in Table 4.13 and Figure 4.13.

Table 4.13 Stability in the current workplace

Stability at current workplace					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	17	26.6	26.6	26.6
	No	47	73.4	73.4	100.0
Total		64	100.0	100.0	

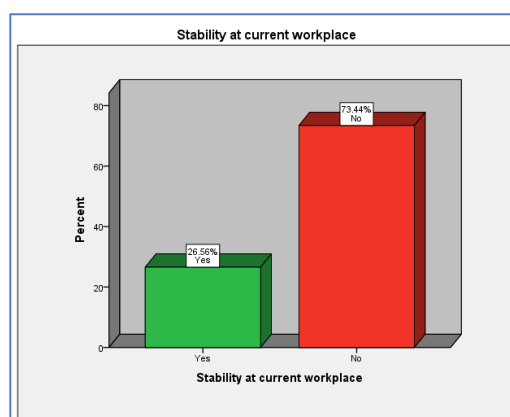


Figure 4.13 Stability at current workplace

The bar chart in Figure 4.13 reports on the statement regarding whether there is stability in the workplace, which means professionals working in a stable environment were happy to provide their views, opinions and ideas. However, explicitly 73.4% professionals said that there is no stability in current workforces, whilst 26.6% specialists replied by “Yes” as their mutual answer. To focus on the current stable working conditions of professionals, the researcher asked the following question in next section 4.11, which is controversial, debatable and argumentative.

#### 4.11 Need of Stability in the Current Workplace

To verify the trustworthiness in the last question of the current stability in the workplace, the researcher asked the same question in another way including the simple strategy of words such as, do you think you need stability in the workplace.

Table 4.14 Need of stability in the current workplace

Required stability at current workplace					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	63	98.4	98.4	98.4
	No	1	1.6	1.6	100.0
Total		64	100.0	100.0	

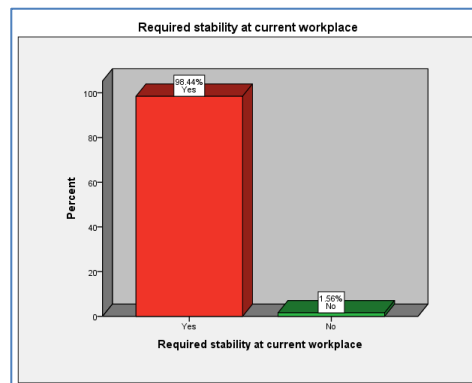


Figure 4.14 Need of Stability in the current workplace

The frequency Table 4.14 and the bar chart Figure 4.14 summarise the responses received from the participants for the statement of whether stability was needed in the workplace. It is clear that the overwhelming majority answered “Yes” (98.4%), while a small number of respondents (1.6%) offered “No” as an answer.

As stated earlier in section (4.10), here the last two questions are slightly complicated and debatable as in the first question 26.6% professionals said they were working within a stable working environment but they did not require stability. In this section only 1.6% confirmed that there was no need for a stable working environment as at present they are working in a stable work culture.

#### 4.12 Implementation of Fair Treatment in the Organisation

In this section, the researcher asked questions to professionals about the requirements for implementation of fair treatment in the current organisation. The responses depend on experiences and treatment received by the employees.

Table 4.15 Requirements of implementation of fair treatment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	63	98.4	98.4	98.4
	No	1	1.6	1.6	100.0
Total		64	100.0	100.0	

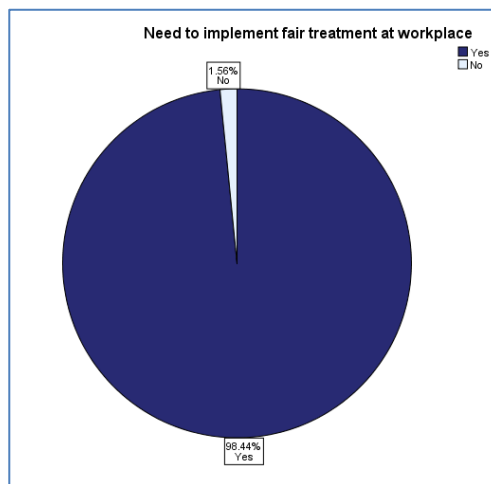


Figure 4.15 Requirements of implementation of fair treatment

Table and Figure 4.15 present the opinions of the respondents regarding implementing fair treatment in the present organisation. The scale and variables are divided into two “Yes” and “No” categories. The frequencies in Table 4.15 show the answers given to the closed questions. 63 out of 64 respondents said “Yes”, that there is the need to implement fair treatment in the workplace. A further remaining 1 entry falls into the category of no, which

does not require fair treatment and working in a better work atmosphere. The researcher, after looking at below Figure 4.15 states that, there is no fair treatment given to professionals. The unfair behaviour and unethical conduct are real in the Indian digital industries. To focus on this problem, the pie chart given in Figure 4.15 has been designed to understand the problem of fair treatment in the Indian digital service sector.

The need for the implementation of fair treatment is another major factor that will be considered for the future research study. In this research study, the researcher asked this question to check the requirements for the implementation of fair treatment. 98.4% entry was recorded for the positive feedback and only 1.6% disagreed with the need to implement fair treatment in the workplace.

Hence, people are working in unfair conditions and are not provided with any special or fair treatment.

#### 4.13 Employee’s Trust in Management

Like the above question on fair treatment, this question was included in the survey to verify the present employee’s trust in the management. Table 4.16 and Figure 4.16 present the data collected.

Table 4.16 Employees’ trust in the management

<b>Today Employee trust in management is the lowest due to ethical issues</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	30	46.9	46.9	46.9
	Agree	30	46.9	46.9	93.8
	Neutral	3	4.7	4.7	98.4
	Do not Know	1	1.6	1.6	100.0
	Total	64	100.0	100.0	

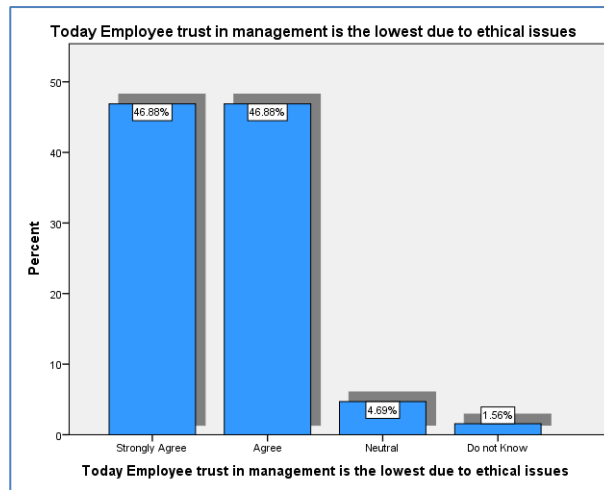


Figure 4.16 Employees' trust in the management

Table 4.16 defines the results given on the Likert scale of agreement and disagreement. It clearly shows, due to ethical issues, today's employee's trust in the management are very low. The above data frequency clarifies the doubts, as a combined 93.8% professionals do not trust their management with 46.9% recording strongly agree, and a similar percentage choosing the agree category. By contrast, the category of disagreement had not even a single entry recorded. This leads to the conclusion that there is no trust. 4.7% professionals gave answer as neutral and a remaining 1.6% recorded their response in the do not know category.

The bar chart in Figure 4.16 concludes and summarises the employees' trust in the management. In response to the statement of "Today employees' trust in management is the lowest due to ethical issues" professionals show their positive agreement that trust in management is low. There is no response of disagree and strongly disagree. A small percentage (4.7%) gave a neutral response, and the remaining very small response is recorded in the do not know category by the respondents. 93.8% of the DSS employees said they do not trust their management due to unethical behaviour. However, ethical issues are affecting the base of any emerging bond based on contract, project or organisation, which is stating "Trust" that is another real concern in the Indian DSS.

#### 4.14 Discrimination in the Current Workplace

To follow the sequence of searching and gathering data for ethical problems, the researcher looked for discrimination in the workplace. Table 4.17 and Figure 4.17 summarise the results of the data collected for this ethical issue.



Table 4.17 Professionals faced discrimination at workplace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	45	70.3	70.3	70.3
	No	19	29.7	29.7	100.0
Total		64	100.0	100.0	

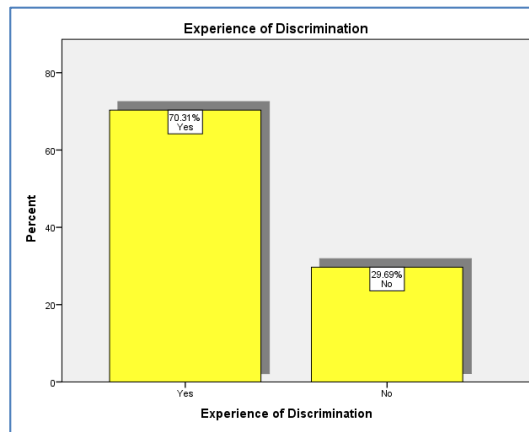


Figure 4.17 Professionals faced discrimination in the workplace

It was found that, most of the employees faced discrimination in the workplace. On the other hand, almost employees had not experienced any problem of discrimination. The chart Figure 4.17 refers to the statement of whether people were discriminated against in the workplace. In this regard, 70.3% (45) said “Yes” that they had experienced discrimination. Therefore, the remaining total of 29.7% (19) disagreed and stated “No”, showing that they never experienced discrimination in the workplace. However, a majority of the people experienced discrimination. This ethical issue is found everywhere, and concluded that it’s leads to the high staff attrition rate in the DSS of India.

#### 4.15 Role of Favouritism in Changing Organisations

In survey, the researcher inserted questions checking on favouritism as an illustrative example from all the selected ethical issues, as favouritism can play an important role in changing a workplace or organisation. In respect of the verifying favouritism, the responses collected for this issue are summarised in Table 4.18 and Figure 4.18.

Table 4.18 Role of favouritism in changing organisation or workplace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	60	93.8	93.8	93.8
	No	4	6.3	6.3	100.0
Total		64	100.0	100.0	

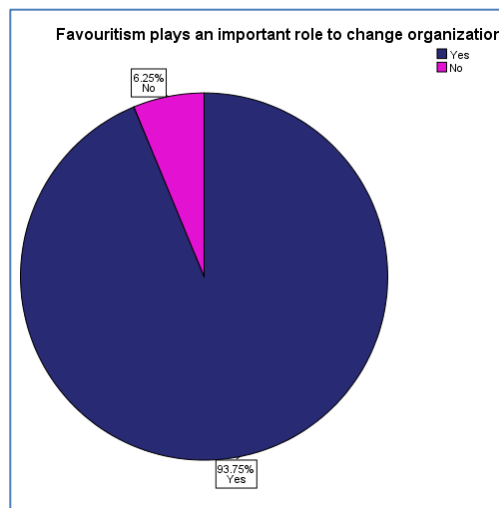


Figure 4.18 Role of favouritism in changing organisation or workplace

The question asks if favouritism really affects people and whether it is a reason people are leaving organisations. The pie chart in Figure 4.18 indicates the role of favouritism in changing a workplace, and from this it can be seen that 93.8% professionals said and approved that people changed companies due to favouritism. To contrast, small percentages (6.3%) have answered “No” meaning that they neither blame nor considered favouritism for changing organisation.

#### 4.16 Effect of Ethical Issues on Personal and Professional Life

This is the last question of the survey to the employees in respect to the statement “ethical issues are affecting employee’s day to day activities in professional and personal life”. The analysis of the data for this question are summarised in Table 4.19 and Figure 4.19.

Table 4.19 Effect of ethical issues on personal and professional life

Ethical problems are affecting day to day activities in professional & personal life					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	32	50.0	50.0	50.0
	Agree	28	43.8	43.8	93.8
	Neutral	3	4.7	4.7	98.4
	Disagree	1	1.6	1.6	100.0
	Total	64	100.0	100.0	

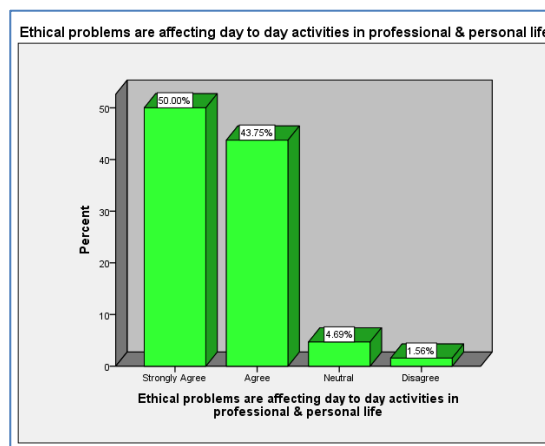


Figure 4.19 Effect of ethical issues on personal and professional life

All the 64 respondents provided an answer to this question with confirmed that ethical issues affect their day to day activities. The bar chart in Figure 4.19 addresses the ethical issues affecting employees in their day to day activities in their professional as well as personal life. This is a huge concern of this research work, and in this connection, it is apparent that 93.8% (60) respondents agree strongly that this is the case, while only 1.6% disagree. The remaining 4.7% of the sample were not sure what they thought and gave a neutral answer. Hence, it is clear that ethical issues are affecting day to day activities in professional and personal life.

#### 4.17 Summary

To conclude, this chapter provides the results and findings from the quantitative data collected from employees of the Indian DSS. The basic statistics provide the information

that are also graphically presented. These results explain the main findings of the survey questionnaire.

Almost all of the ethical issues are present in the industries of Indian DSS, and they are affecting the respondents' day to day professional and personal activities. However, in subsection 4.7 the researcher also concluded that the selected eight ethical issues that were present and frequently mentioned in the Indian DSS were explored. Ethical problems are also affecting the current decision-making process in the organisation. It is a mandatory requirement of stable working environments because Indian DSS industries fail to provide stability at the current workplace. The researcher, also concluded that implementation of fair treatment is necessary because unfair practices and unethical conducts are present in the industry.

The researcher also summarises that due to the ethical problems today employees trust in management is the lowest, which is a major concern of organisational growth. The researcher also focused on discrimination and favouritism, which playing an important role to change or leave the organisation.

In the following chapter, the ANOVA statistical method of analysis used to test the study's hypothesis that is ethical problems are causing high staff attrition rates in the DSS industries of India are presented with the detail investigation.

## **CHAPTER 5**

### **STATISTICAL ANALYSIS AND HYPOTHESES TESTING**

## CHAPTER 5: STATISTICAL ANALYSIS AND HYPOTHESES TESTING

### 5.1 Introduction

*The motivation behind this section is to present the reader that overview of quantitative data, used to recognize the accomplishment of speculations. This part quickly examined the measurable techniques used to break down the testing.*

In chapter four, the frequencies tables, graphical figures and descriptive analysis of the survey data undertaken to determine the rates and percentages of the responses given were presented. Further analysis and findings are presented in this chapter to compare the results obtained from the survey questionnaire. Various t-tests are employed to the data regarding ethical issues and their impact on the attrition rate. To test the null and alternate hypothesis, different types of tests have been performed and verified for this research study, which were presented at the beginning of the thesis.

It should be noted that there is a null hypothesis ( $H_0$ ) and an alternate hypothesis ( $H_a$ ) to test the results of the statistics against. The data collected was concerned with two main matters. The first set of data attempted to discover whether there were ethical issues present in the organisations of the participants or not; and, the second attempted to discover if there was a link between those present ethical issues and the high attrition rate.

To discover the second attempt, that is ethical problems effecting high attrition rate various t-tests such as One-Way ANOVA, Independent Sample t-test, One-sample t-test etc. has been performed. The detailed information provided in section 5.2.3 of this chapter. To perform the various tests the grouped data has been used to display the results. The Likert scale results were grouped into three main groups as summarised in Table 5.1.

Table 5.1 Grouped and Non-grouped information of datasets

<b>Likert Scale (Survey) Normal or Non-grouped scale for data analysis and tests</b>	<b>(Grouped scale for analysis and tests)</b>
Strongly Agree	Agree
Agree	
Disagree	Disagree
Strongly Disagree	
Neutral	Neutral
Do not know	

This chapter is organised in three main sections. The first section provides the information on various t-tests that have been used to test the alternate hypothesis designed for this research study, which states that higher attrition is occurring due to ethical issues. Then, the second part of this chapter will cover all the individual t-tests, based on Anova (SPSS) tests applied and conducted for each ethical problem, to show the significance between the null and alternate hypothesis, such as favouritism and attrition, and then partiality and attrition and other ethical problems considered for this research study. The third section discusses the other findings from chapter four quantitative data analysis, which will lead to discussing the results of the hypothesis testing and the chapter will end with a short summary.

## 5.2 Hypotheses T-Test Testing

To test the hypotheses the researcher has considered the following two hypotheses defined in Chapter 1.

**Null hypothesis  $H_0$ :** The ethical problems are not causing high staff attrition rates in the digital service industries in India.

**Alternative hypothesis  $H_a$ :** The ethical problems are causing high staff attrition rates in the digital service industries in India.

By combining all the ethical issues and opinions on attrition, it is hoped that this will adequately test the null ( $H_0$ ) and the alternate hypothesis ( $H_a$ ). In addition, after combining the results of the significance, individual ethical issues are tested through SPSS with the parameter of attrition. The following information is based on the basic mathematical average of the grouped and non-grouped data. These data sheets have been used to produce individual and combined results of the t-tests via SPSS.

	A	B	C	D	E	F	G	H	I
1	Favouritism	Immorality	Partiality	Enmity Or Hate	Discrimination	Gender Differences	Misuse of Mgmt Position	Internal project disputes and conflicts	Average
2	1	2	2	3	2	4	2	2	2
3	1	3	1	2	2	2	1	5	2
4	1	2	1	1	1	1	1	2	1
5	2	2	1	1	2	3	1	2	2
6	1	2	1	2	3	1	1	1	2
7	1	2	1	2	4	4	1	2	2
60	2	2	1	1	2	3	1	2	2
61	1	4	2	3	4	3	2	2	3
62	1	2	1	2	4	4	1	2	2
63	2	2	3	5	3	3	2	2	3
64	1	2	1	1	1	2	1	1	1
65	2	1	2	2	2	2	1	1	2
66	1.46875	2.296875	1.71875	2.234375	2.03125	2.46875	1.625	2.00	1.98

Figure 5.1 Non-grouped scales of all ethical problems

	A	B	C	D	E	F	G	H	I
1	Favouritism	Immorality	Partiality	Enmity_Or_Hate	Discrimination	Gender_Differences	Missuse_of_Mgmt_Position	Internal_Disputes_Or_Conflicts	Average
2	1	1	1	3	1	2	1	1	1
3	1	3	1	1	1	1	1	2	1
4	1	1	1	1	1	1	1	1	1
5	1	1	1	1	1	3	1	1	1
6	1	1	1	1	3	1	1	1	1
7	1	1	1	1	2	2	1	1	1
60	1	1	1	1	1	3	1	1	1
61	1	2	1	3	2	3	1	1	2
62	1	1	1	1	2	2	1	1	1
63	1	1	3	2	3	3	1	1	2
64	1	1	1	1	1	1	1	1	1
65	1	1	1	1	1	1	1	1	1
66	1.03125	1.484375	1.3125	1.453125	1.375	1.671875	1.1875	1.203125	1.340

Figure 5.2 Grouped scales of all ethical problems

Figures 5.1 and 5.2 present a screenshot of excel sheets, where the data collected are inserted and organised based on non-grouped and grouped scales. These excel sheets were used to calculate the average of ethical issues based on grouped and non-grouped scales of the datasets.

Table 5.2 Descriptive mean statistics of grouped and non-grouped scale

Descriptive Statistics										
	N	Range	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic		
Attrition due to ethical issues	64	2.00	1.00	3.00	81.00	1.2656	.08105	.64837		.420
Ethical Issues Leading towards high staff attrition rate	64	3.00	1.00	4.00	114.00	1.7813	.10319	.82556		.682
Valid N (listwise)	64									

Descriptive Statistics										
	N	Range	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic		
Favouritism	64	4.00	1.00	5.00	94.00	1.4688	.09174	.73398		.539
Immorality	64	5.00	1.00	6.00	147.00	2.2969	.14697	1.16067		1.419
Partiality	64	3.00	1.00	4.00	110.00	1.7188	.10319	.82556		.882
Enmity_Or_Hate	64	5.00	1.00	6.00	143.00	2.2344	.15399	1.23111		1.516
Discrimination	64	4.00	1.00	5.00	130.00	2.0312	.14935	1.19481		1.429
Gender_Differences	64	5.00	1.00	6.00	158.00	2.4688	.15900	1.27203		1.619
Missuse_of_Mgmt_Position	64	5.00	1.00	6.00	104.00	1.6250	.11679	.93435		.873
Internal_Disputes_Or_Conflicts	64	5.00	1.00	6.00	128.00	2.0000	.13363	1.06904		1.143
Valid N (listwise)	64									

Table 5.2 represents the descriptive statistics of attrition and ethical issues based on grouped and non-grouped data. However, the number of participants (N) is 64. This represents the non-grouped and grouped datasets are compared with the mean average of statistics resulted through SPSS. The statistical mean is 1.2656 and mean for std. error resulted as .08105, SD=.64837 and variance is .420.



To test the probability of a pattern such as relationship, cause, affect and difference, data should be collected and analysed through statistical methods and tools. After entering data into the statistical analysis software, choosing the statistics. The most statistical software consists of a t-test statistic, the degrees of freedom (df) and, based on these, the p-value (Probability) of the test results. If the p-value or probability of your test statistic is lower (or  $p < 0.05$ ) then you have a significant relationship and accept the alternate hypotheses. If it is ( $p > 0.05$ ) greater you cannot reject the null hypothesis (Saunders Lewis and Thornhill, 2015).

### 5.2.1 One-Way ANOVA (Grouped and Non-Grouped Datasets)

After combining the entire ethical issues the researcher is testing the effects on high employee attrition through One-Way ANOVA statistical tests.

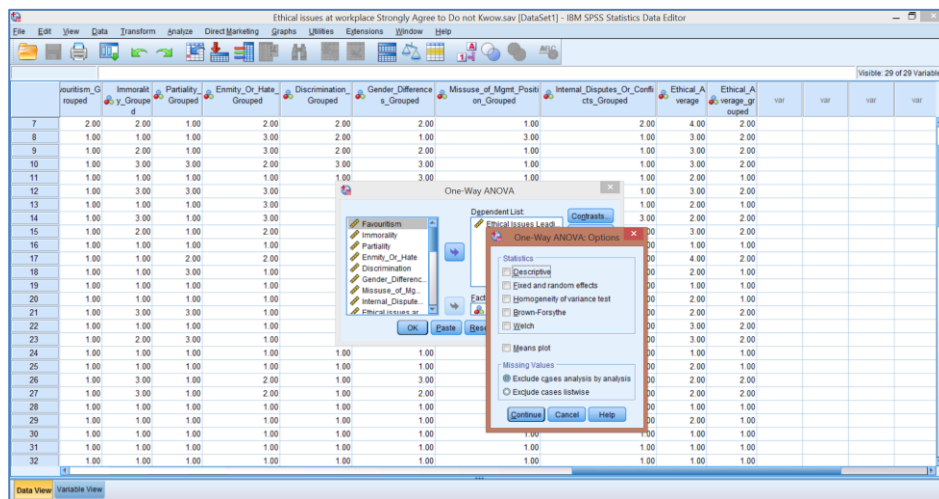


Figure 5.3 SPSS One-Way ANOVA Test

Table 5.3 One-Way ANOVA Test results

ANOVA					
Ethical Issues Leading towards high staff attrition rate					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	12.457	4	3.114	6.028	.000
Within Groups	30.480	59	.517		
Total	42.937	63			

ANOVA					
Attrition due to ethical issues					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.222	1	3.222	8.589	.005
Within Groups	23.262	62	.375		
Total	26.484	63			

Figure 5.3 and Table 5.3 show the ANOVA test and results conducted for overall categories of attrition and ethical issues for non-grouped and grouped datasets. The degrees of freedom (df) are recorded as 4 and 1 from non-grouped and grouped datasets respectively between the groups and 59 and 62 within the groups. Mean square for non-grouped dataset is 3.114,  $[F(4, 59) = 6.028, p = .000]$  and for grouped dataset mean square is 3.222 and  $[F(1, 62) = 8.589, p = .005]$ . The value significance is .000, and .005 which,

leads to rejecting the null hypothesis and accepting the alternate. In other words, with regards to the SPSS test results, the fact that there is significant effect of ethical issues on causing high staff attrition rate is real.

### **5.2.2 Justification of Using ANOVA**

The researcher followed the One-Way ANOVA tests for every individual ethical issue in respect of testing the attrition. Those tests are explained clearly in the separate section of this chapter. The present research study focuses on the ANOVA tests, because the analysis of variance (ANOVA) is designed for test the cause, effects, relation (Johnson, 2001) and differences between two or more means (Lane, 2000). To test ethical problems that are affecting and causing to high staff attrition rate, ANOVA tables have been used to explain the mean in details of statistics for two variables. ANOVA tests are used to test the general (qualitative deductive approach) differences among means (Lane, 2000).

To provide justification of ANOVA tests used, the researcher applied the ANOVA tests and produced better test results, because it is a more simple and understandable method as compared to the other more complex tests. ANOVA is the most efficient and popular statistical method used by the researchers (Gueorguieva and Krystal, 2004). ANOVA generates the most efficient results when two variables are tested such as ethical issues tested with the variable attrition. In this research study the researcher used ANOVA to determine whether there are any statistically significant effects between these two variables. Moreover, ANOVA can be used for explanatory and descriptive research (Johnson, 2001) based on the purpose of the research classification (Collis and Hussey (2009).

### **5.2.3 Examples of Extra Various Tests Conducted via SPSS**

The followings are the examples of multiple t-tests conducted in a different format such as independent sample t-test and one sample t-test.

## Example SPSS Test 1: Independent sample t-test (Grouped data)

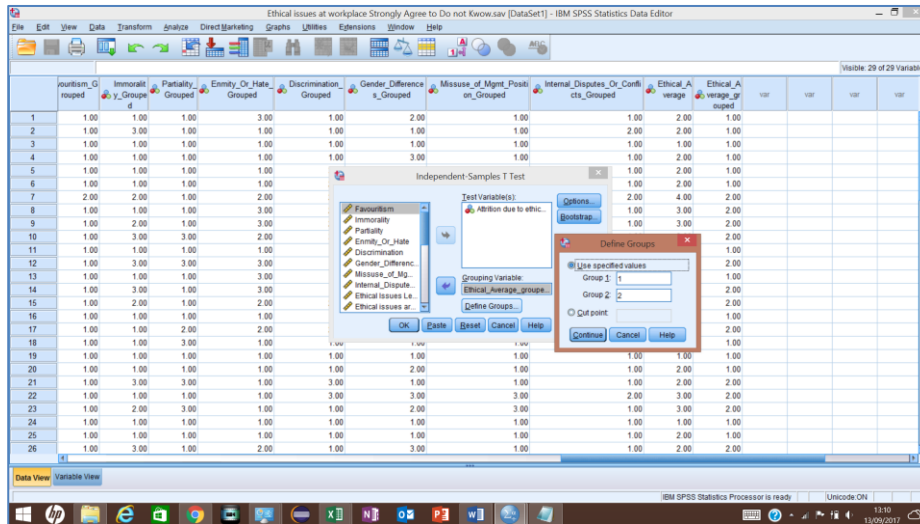


Figure 5.4 Independent sample T Test

Figure 5.5 addresses the independent sample t-test held through the SPSS. The test variable of attrition is tested with ethical problems (Grouped data), which lead towards the high staff attrition rate. The scale of grouped data was used (1=agree and strongly agree, 2=disagree and strongly disagree) to test the variable of attrition. The following results were produced.

Table 5.4 Statistics and independent sample t-test

Group Statistics					
	Ethical_Average_grouped	N	Mean	Std. Deviation	Std. Error Mean
Attrition due to ethical issues	Agree and strongly agree	41	1.0976	.43617	.06812
	Disagree and strongly disagree	23	1.5652	.84348	.17588

Independent Samples Test										
		Levene's Test for Equality of Variances			t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
Attrition due to ethical issues	Equal variances assumed	29.736	.000	-2.931	62	.005	-.46766	.15957	-.78664	-.14867
	Equal variances not assumed			-2.480	28.740	.019	-.46766	.18861	-.85356	-.08176

Table 5.4 and Figure 5.4 represent the independent sample t-test taken out of SPSS tool, revealing that there is a significant difference in the average mean scores. The scale agrees Mean (M) = 1.0976, Standard Deviation (SD) = .43617, and Standard Error Mean (SEM) = .06812, Sig (P) value = .000 and 2-tailed significance or Probability (P-value) = .005. This means there is a significant difference between ethical issues and affecting the high

attrition rate variable, so with the statistics above, we can say that because the p-value is lower than .05 ( $p < .05$ ) the alternate hypothesis is true and we reject the null hypothesis.

### Example SPSS Test 2: One sample t-test

To check the alternate test results the researcher conducted one sample t-test as shown below.

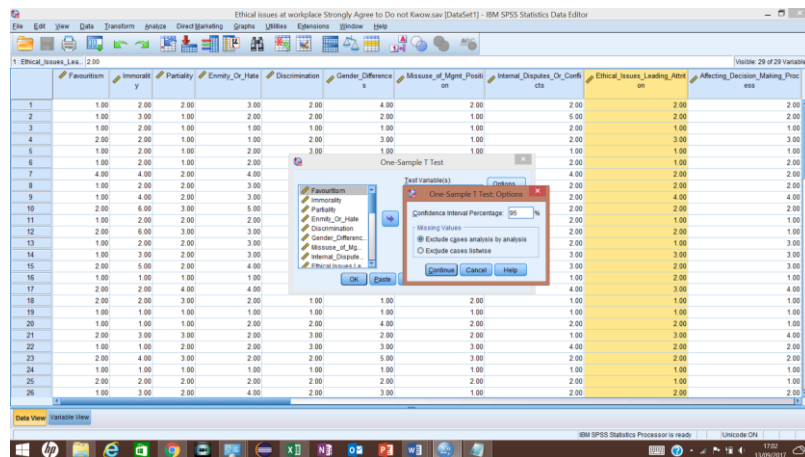


Figure 5.5 One sample t test

The one sample T test has been conducted using SPSS to check the overall ethical issues are leading towards the high staff attrition.

Table 5.5 Statistics of one Sample t-test

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Ethical_Average	64	2.0469	.88065	.11008

One-Sample Test						
Test Value = 1.26						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Ethical_Average	7.148	63	.000	.78688	.5669	1.0069

Figure 5.5 and Table 5.5 address the SPSS screenshot and table of one sample test generated. However, the Mean = 2.0469 and standard deviation = .88065, the df = 63 and 2 tailed significance values are .000, which show that there is a significant effect of ethical issues on attrition.

The values based on the ANOVA test and other examples of various tests conducted mean the null hypothesis ( $H_0$ ) has been rejected and the alternate hypotheses ( $H_a$ ) has been accepted to interpret the end results of this research study.

Table 5.6 Acceptance of alternate hypothesis via T Tests

Hypotheses	Accept	Reject
<i>Null hypothesis <math>H_0</math></i> : The ethical problems are not causing high staff attrition rates in the digital service industries in India.		☒
<i>Alternative hypothesis <math>H_a</math></i> : The ethical problems are causing high staff attrition rates in the digital service industries in India.	☒	

Table 5.6 shows the acceptance of the alternate hypothesis, which is “the ethical problems are affecting and causing high attrition rates in the digital service industries in India”. This result is based on combined ethical problems tested on another variable of attrition. The following section delivers the information on adopted statistics from ANOVA tests based on the individual variable of ethical problems tested on the high staff attrition.

### 5.3 Individual Ethical Issues ANOVA T-Tests

In this section, as per stated earlier, the researcher will focus on the individual variable of ethical issues with the other variable attrition. The researcher conducted the ANOVA tests based on favouritism effect on attrition, as well as immorality effect on attrition, partiality effect on attrition and then the other ethical problems testing attrition. The descriptive studies and tables are extracted from the grouped dataset, which focus on the best results for conducting the ANOVA tests.

#### 5.3.1 Descriptive Statistics

In this section, the descriptive statistics information has been recorded from SPSS.

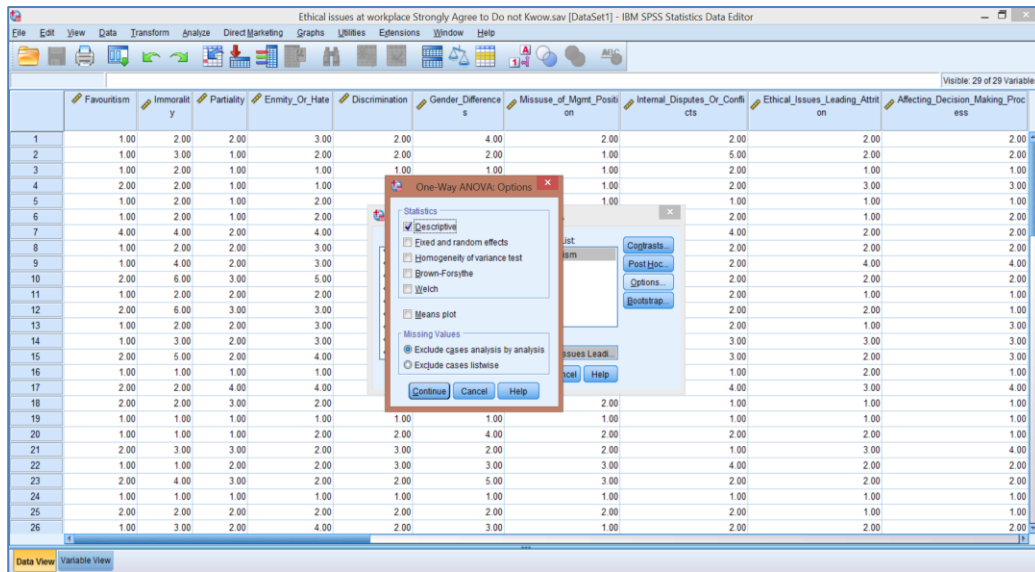


Figure 5.6 SPSS Descriptive statistics

Table 5.7 Favouritism

Descriptives								
Attribution due to ethical issues								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Agree and strongly agree	62	1.2419	.61898	.07861	1.0847	1.3991	1.00	3.00
Disagree and strongly disagree	2	2.0000	1.41421	1.00000	-10.7062	14.7062	1.00	3.00
Neutral and Do not know								
Total	64	1.2656	.64837	.08105	1.1037	1.4276	1.00	3.00

Table 5.8 Immorality

Descriptives								
Attribution due to ethical issues								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Agree and strongly agree	45	1.1333	.50452	.07521	.9818	1.2849	1.00	3.00
Disagree and strongly disagree	7	1.7143	.75593	.28571	1.0152	2.4134	1.00	3.00
Neutral and Do not know	12	1.5000	.90453	.26112	.9253	2.0747	1.00	3.00
Total	64	1.2656	.64837	.08105	1.1037	1.4276	1.00	3.00

Table 5.9 Partiality

Descriptives								
Attribution due to ethical issues								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Agree and strongly agree	53	1.1887	.55666	.07646	1.0352	1.3421	1.00	3.00
Disagree and strongly disagree	2	3.0000	.00000	.00000	3.0000	3.0000	3.00	3.00
Neutral and Do not know	9	1.3333	.70711	.23570	.7898	1.8769	1.00	3.00
Total	64	1.2656	.64837	.08105	1.1037	1.4276	1.00	3.00

Table 5.10 Enmity or hate

Descriptives								
Attribution due to ethical issues								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Agree and strongly agree	44	1.1818	.58161	.08768	1.0050	1.3586	1.00	3.00
Disagree and strongly disagree	11	1.2727	.64667	.19498	.8383	1.7072	1.00	3.00
Neutral and Do not know	9	1.6667	.86603	.28668	1.0010	2.3324	1.00	3.00
Total	64	1.2656	.64837	.08105	1.1037	1.4276	1.00	3.00

Table 5.11 Discrimination

Descriptives								
Attribution due to ethical issues								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Agree and strongly agree	47	1.1277	.49418	.07208	.9826	1.2728	1.00	3.00
Disagree and strongly disagree	10	1.6000	.84327	.26667	.9968	2.2032	1.00	3.00
Neutral and Do not know	7	1.7143	.95119	.35952	.8346	2.5940	1.00	3.00
Total	64	1.2656	.64837	.08105	1.1037	1.4276	1.00	3.00

Table 5.12 Gender differences

Descriptives								
Attribution due to ethical issues								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Agree and strongly agree	37	1.1892	.56949	.09362	.9993	1.3791	1.00	3.00
Disagree and strongly disagree	11	1.4545	.82020	.24730	.9035	2.0056	1.00	3.00
Neutral and Do not know	16	1.3125	.70415	.17604	.9373	1.6877	1.00	3.00
Total	64	1.2656	.64837	.08105	1.1037	1.4276	1.00	3.00

Table 5.13 Misuse of MGMT position

Descriptives								
Attribution due to ethical issues								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Agree and strongly agree	57	1.2281	.59814	.07923	1.0694	1.3868	1.00	3.00
Disagree and strongly disagree	2	2.0000	1.41421	1.00000	-10.7062	14.7062	1.00	3.00
Neutral and Do not know	5	1.4000	.89443	.40000	.2894	2.5106	1.00	3.00
Total	64	1.2656	.64837	.08105	1.1037	1.4276	1.00	3.00

Table 5.14 Disputes/conflicts

Descriptives								
Attribution due to ethical issues								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Agree and strongly agree	54	1.1852	.55198	.07511	1.0345	1.3358	1.00	3.00
Disagree and strongly disagree	7	1.4286	.78660	.29738	.7009	2.1562	1.00	3.00
Neutral and Do not know	3	2.3333	1.15470	.66667	-.5351	5.2018	1.00	3.00
Total	64	1.2656	.64837	.08105	1.1037	1.4276	1.00	3.00

Figure 5.6 and Tables (5.7 to 5.14) provide clear information regarding the selected eight ethical issues. This information presents a descriptive presentation in a tabular format. All the tables are focusing on N as several participants provided information in the respect of

each ethical problem and all variables. However, the important part of this section is to compare means of each variable. After comparing means, the standard deviation of all ethical problems is shown and the level of confidence comes out at 95% in the interval of means in SPSS. If we compare the means in between above variables in all tables there are significant effects on attrition as a result of every ethical problem (explained in section 5.3.2). The average mean of all 64 participants with ethical issues and different variables is 1.2656, which means almost all ethical issues are leading to the high staff attrition rate.

The confidence interval of the means is set to 95%, which is a standard method for expressing an area around the sample mean. In this research, the researcher wanted to be highly confident by using a wider range of confidence interval, in order to increase the reliability and trustworthiness of the present research study. The following information of each ethical issue presents the significance value from statistical ANOVA tests through SPSS.

### 5.3.2 ANOVA T-Tests for Individual Ethical Problems

The purpose of conducting the ANOVA t-test is to compare the means of eight different groups of ethical issues affecting the high staff attrition rate in the Indian digital service sector. In this t-test, different variables and their statistical significance are calculated using the SPSS software.

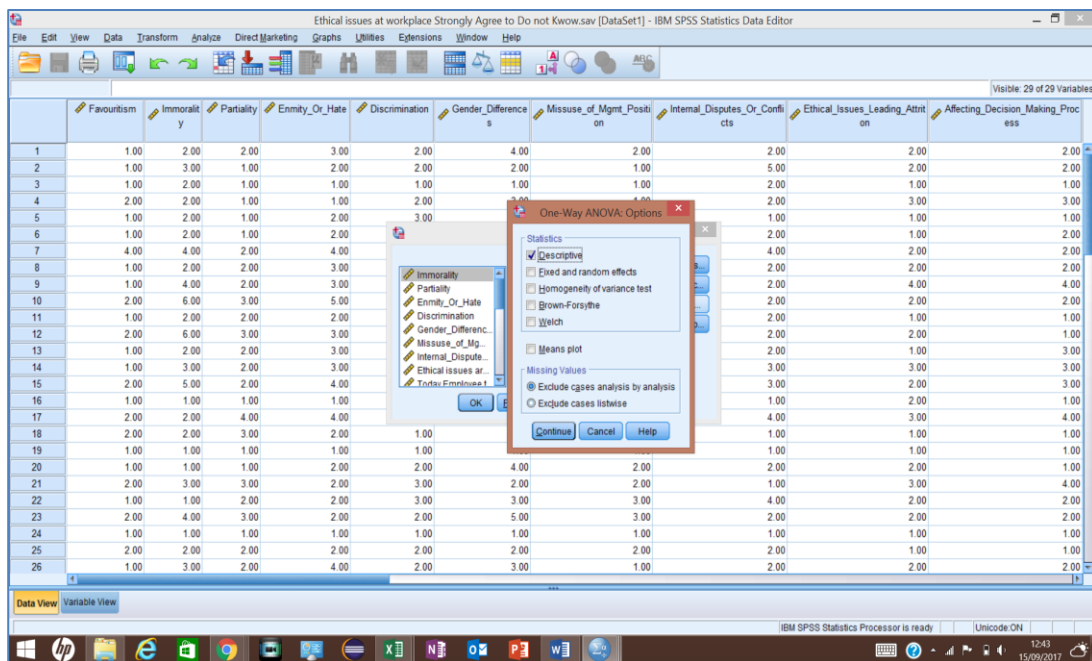


Figure 5.7 Screenshot of ANOVA T-Test

The t-test of ANOVA is applied in order to distinguish the effects between two variables. The survey questionnaire has been used to collect all the information and using those data the parametric ANOVA test method has been conducted, to check whether there is any statistical significance in the selected variables.

The following information shows t-test significance of the individual ethical issues are leading towards a high staff attrition rate.

A. Favouritism

Table 5.15 Favouritism significance to attrition

<b>ANOVA</b>					
Favouritism					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.546	3	1.849	3.907	.013
Within Groups	28.392	60	.473		
Total	33.938	63			

B. Immorality

Table 5.16 Immorality significance to attrition

<b>ANOVA</b>					
Immorality					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	16.576	3	5.525	4.555	.006
Within Groups	72.783	60	1.213		
Total	89.359	63			

C. Partiality

Table 5.17 Partiality significance to attrition

<b>ANOVA</b>					
Partiality					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.176	3	2.725	4.704	.005
Within Groups	34.762	60	.579		
Total	42.938	63			



D. Enmity/Hate

Table 5.18 Enmity/Hate significance to attrition

ANOVA					
Enmity_Or_Hate	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	18.574	3	6.191	4.830	.004
Within Groups	76.910	60	1.282		
Total	95.484	63			

E. Discrimination

Table 5.19 Discrimination significance to attrition

ANOVA					
Discrimination	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	21.990	3	7.330	6.473	.001
Within Groups	67.947	60	1.132		
Total	89.938	63			

F. Gender Difference

Table 5.20 Gender Difference significance to attrition

ANOVA					
Gender_Differences	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.414	3	3.471	2.276	.089
Within Groups	91.524	60	1.525		
Total	101.938	63			

G. Misuse of Management Position

Table 5.21 Misuse of Management Position significance to attrition

ANOVA					
Missuse_of_Mgmt_Position	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.026	3	2.675	3.417	.023
Within Groups	46.974	60	.783		
Total	55.000	63			

## H. Internal Project Disputes/ Conflicts

Table 5.22 Internal Project Disputes/ Conflicts significance to attrition

ANOVA					
Internal_Disputes_Or_Conflicts	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	15.069	3	5.023	5.294	.003
Within Groups	56.931	60	.949		
Total	72.000	63			

Tables (5.15 to 5.22) show the individual ANOVA tests conducted for ethical problems to check the significance of individual ethical issues towards attrition. In this section, individual ethical issues have been tested to check their significance towards the high staff attrition rate.

The analysis of variances showed that the effect of favouritism on employee attrition was significant. The Table 5.15 shows the Mean square 1.849,  $df = 3, 60$  and  $[F(3,60) = 3.907]$  and sig value .013. Thus, the alternative hypothesis is accepted, that there is a significant effect that favouritism is leading towards the high staff attrition rate.

An analysis of variances showed that the effect of immorality ethical problem on employee attrition was significant showed in Table 5.16 identified the Mean square 5.525,  $df = 3$  resulted between groups and, 60 within the groups,  $[F(3, 60) = 4.555]$ , which denotes the significance value as .006 ( $P < 0.05$ ), which leads to acceptance of the alternative hypothesis and resulted as immorality causing the high staff attrition rate in the Indian DSS.

Table 5.17 explains there was a statistically significant effect at partiality issue and its effects towards the increasing attrition with mean square 2.725,  $df = 3$  between groups and 60 within the groups,  $[F(3, 60) = 4.704]$  and the P value recorded as .005, which provides the outcome that partiality affects the high staff attrition rate in the digital service sector of India.

An analysis of variance showed that the effect of enmity or hate on high employee attrition was significant showed in Table 5.18. The Mean square is 6.191,  $[F(3, 60) = 4.830]$ , the same  $df = 3$  between groups and 60 within groups and significance value is .004 ( $P < 0.05$ );

therefore, the alternative hypothesis stating that due to enmity or hate ethical issue the high staff attrition rate is increasing is true.

Table 5.19 demonstrates the ANOVA test conducted to check the significance level for whether discrimination is contributing to the higher staff turnover. The mean square 7.330, degrees of freedom resulted as 3, 60 [ $F(3, 60) = 6.473$ ] and significance value is .001, thus the null hypothesis is rejected and alternative hypothesis is selected due to significance effect has been resulted. Discrimination are contributing into employees changing or leaving the organisation on a large scale, and leading to high attrition rate in the digital service sector in India.

Table 5.20 confirms the P value of gender differences, which is .089 ( $P > 0.05$ ), Mean square 3.471,  $df = 3, 60$  and  $F = 2.276$ , shows gender differences are not significant and not affecting the high attrition rate like other initial problems tested, as it is only moderately affecting the higher staff attrition rate. There is no significant effect on attrition because of gender differences.

Table 5.21 presents the ANOVA test conducted for the misuse of management position. It shows the mean square as 2.675,  $df = 3, 60$  [ $F(3, 60) = 3.417$ ] and significance p value .023 ( $P < 0.05$ ), thus p value highlighting that there is a significance effect and ethical issue misuse of management position causing high staff employee attrition in the Indian digital service sector.

Table 5.22 indicates the Mean square is 5.023,  $F = 5.294$  degrees of freedom are 3 between groups and 60 within the groups and significance value .003 ( $P < 0.05$ ) between internal project disputes or conflicts and increasing employee turnover rate. This value shows the significant relation between those two variables. Therefore, the alternative hypothesis is accepted and concluded as internal project conflicts increase the high attrition rate.

To conclude and compare overall tables of ethical issues, there was a significant effect at the p value is .000 or .005 (see table 5.3) ( $P < 0.05$ ), meaning that overall, all eight ethical issues are leading towards the higher employee attrition rate. If we compare the individual results, except gender differences which only moderately affects attrition, and showed there is no significant between two variables. All other ethical problems are causing higher attrition rate in the Indian digital service sector.

### 5.3.3 Summary of Hypotheses Testing and Outcomes

In this section, there is a summary of all the ethical problems tested individually, which affect the attrition rate. Also, the combined results if ethical variables tested with another variable attrition which is hypothesis of the present study. The following table shows the final results of each ethical issue causing high staff attrition.

Table 5.23 Individual categories of ethical issues and testing hypothesis results

N	Individual categories of ethical issues and testing hypotheses	P. Value	Results
1	<i>Favouritism is leading and causing high staff attrition rate in Indian DSS</i>	.013	<i>accepted</i>
2	<i>Immorality is leading and causing high staff attrition rate in Indian DSS</i>	.006	<i>accepted</i>
3	<i>Partiality is leading and causing high staff attrition rate in Indian DSS</i>	.005	<i>accepted</i>
4	<i>Enmity/Hate is leading and causing high staff attrition rate in Indian DSS</i>	.004	<i>accepted</i>
5	<i>Discrimination is leading and causing high staff attrition rate in Indian DSS</i>	.001	<i>accepted</i>
6	<i>Gender Difference is leading and causing high staff attrition rate in Indian DSS</i>	.089	<i>rejected</i>
7	<i>Misuse of Management Position is leading and causing high staff attrition rate in Indian DSS</i>	.023	<i>accepted</i>
8	<i>Internal Project Disputes/ Conflicts is leading and causing high staff attrition rate in Indian DSS</i>	.003	<i>accepted</i>

Table 5.24 Combined ethical issues and testing hypotheses

N	Hypotheses of the current study	P. Value	Result
$H_a$	<i>Alternative hypotheses <math>H_a</math>: The ethical problems are causing high staff attrition rates in the digital service industries in India.</i>	.000	<i>accepted</i>
$H_0$	<i>Null hypotheses <math>H_0</math>: The ethical problems are not causing high staff attrition rates in the digital service industries in India.</i>		<i>rejected</i>

### 5.4 Summary

The chapter has presented the results of the descriptive analysis and the t-tests used to determine the hypotheses are accepted or rejected. This chapter shows the existences of ethical issues are the real concern and are causing high staff attrition rate in the Indian digital service sector.

However, this information and other factors such as, unhealthy decision-making process, the level of satisfaction of current decision-making system, employee's low trust in management, urge to apply stability at workplace, implementation of fair treatment and role of discrimination and favouritism in the workplace need to be considered for significant change to occur in the organisations. This information will be explained in the next chapter where a discussion of the findings is provided.

## **CHAPTER 6**

### **QUALITATIVE DATA COLLECTION AND ANALYSIS**

## CHAPTER 6: QUALITATIVE DATA COLLECTION AND ANALYSIS

### 6.1 Introduction

*The perspective of this part is to acquaint the adherent to the qualitative review procedure used while planning this research. The qualitative information accumulation and investigation process has been portrayed in this part of the chapter.*

This chapter introduces the findings of the semi-structured interview exercise, conducted as a means of confirming the outcomes of the mixed method. The Qualitative information was collected through semi-structured interviews about why, how, where, when these problems are affecting attrition (high staff turnover) in the digital service sector. The researchers characterise this method aim to attain an understanding of an individual or a group of individuals (Miles Huberman and Saldaña, 2013). The qualitative approach in this research is investigating our speculation that moral issues are causing high staff attrition rates in the advanced administration and technological division in India. It is described in more details through why, how, where and when questions how these issues are affecting the industry and individuals. The mixed research approach is utilized as a part of a triangulation arrangement to gather data from the Employees, Management and Human Resource department. To collect information through a personal interview with participant's the researcher used the E-mail/Mobile Phone/Skype/Google Forms/Video Conference etc. through semi-structured interview method.

By the research aim and objectives, and the areas pursued in the questionnaire, the data collected from the employees, HR and management are in total 16 interviews have been received, out of which 9 were received from the employees, six from managers and one from the HR department. The following topics and issues were explored in the interviews with participants from employees of Indian DSS.

- Awareness and existence of ethical problems in the DSS
- Reason or cause of the ethical problems and employees leaving organisation
- Policies, strategies, and incidents and their effects on employees of DSS
- Participation in stopping ethical problems and attrition and others reasons

Additionally, this chapter will focus on the purpose and strategies used to conduct interviews, after next section of this chapter considers the responses offered by interview

questionnaire participants to the several open questions. However, in this analysis, NVivo is used to provide better accuracy.

## **6.2 Purpose of the Interview**

The main purpose of collecting information through interviews is to support quantitative data analysed at the first phase of this research study. The quantitative data delivers the information of the existence of ethical issues in the industry, interviews are focusing on deep investigation, and allow for some triangulation. However, interviews will explore the views, experiences, beliefs and thoughts and inspirations of participants on ethical issues and their effects on attrition. Qualitative data collection method, such as interviews, is believed to provide a deeper understanding of ethical problems and why it is leading towards the increasing attrition rate. The interviews are also more appropriate to collect sensitive topic information, where participants may not want to provide their views on a sensitive topic in a group of people. In this research study the researcher developing a new theory, this requires the detailed information of awareness and existence of ethical issues. The policies and guidelines adhere properly and which factors are leading towards the attrition is the major concern of the study, hence conducting interviews are the best option to follow and generate more information (Gill et al., 2008).

## **6.3 Interview Strategy**

To initiate the excursion of an entire qualitative research procedure of arranging and conducting interviews, the semi-structured interview strategy was used by the researcher, while gathering information from the participants. The semi-structured interviews are important to have verbally administered questionnaires, in which predetermined questions were asked. The semi-structured interviews are easier and consist of several key questions that help to define the area to be explored, which guides the participants and the researcher which many researchers found helpful. This strategy and approach are more flexible as compared to structured interviews.

Five interviews were organised via Skype, one using a mobile phone and nine were arranged by creating Google Forms, and the last interview was organised by e-mail. The arrangement of these interviews was a complex undertaking since it was necessary for the researcher. In the beginning, several reputed organisations were refused to participate, the reason based on the sensitivity of the topic, and if the data is leaked, it will hamper their



reputation in the market. However, a large amount of population of Indian digital service sector refused to participate due to the fear of losing their job. After a long period, the researcher started gaining positive response from the previous work colleagues and their friends. The snowballing method was used to increase the number of participants in this research interview.

Having organised the interview schedule, the researcher began to send the letter of the participant, consent form and interview questionnaire. After, the researcher started with introducing procedures, providing evidence of his PhD student status, and a letter from the university. This above process intended to confirm the trustworthiness and bona fide nature of the research and encourage participants to feel relaxed. At this stage, the overview and explanation about the goal of this study were also explained by the researcher. After, the participants were informed that the information they would provide would be used purely for the research purpose, and their identity will be protected, as there is anonymity and data will not be saved under the participant's name. They were also told that if at any stage of the interview they wished to leave and given 14 day's window to withdraw their status as a member of this study, they could do so without being asked to give a reason. Also, during the interview, they could ask whatever questions they wished. Then the researcher asked for their approval to record mobile phone conversation and screen of Skype video calling. However, all the members gave their consent to record the interview.

#### **6.4 Analysis of Qualitative Data Using NVivo 11**

As discussed earlier in the research methodology chapter, that researcher used NVivo 11 software to analyse the interviews conducted for this study. NVivo software is a useful software application which provides the analysis of qualitative data. NVivo tool supports analysis and simplifies the data management, ideas, queries, visualisation and generates the reports from the interviews. The coded information was used to analyse and interpret the results of the study. However, to manage all interviews information, the Nodes has been created for categories and concepts coded from the data (Bazeley and Jackson, 2013).

Table 6.1 Total number of Interviews

Interview Number	Name of interview
1	Employee1
2	Employee2
3	Employee3
4	Employee4
5	Employee5
6	Employee6
7	Employee7
8	Employee8
9	Employee9
10	Management1
11	Management2
12	Management3
13	Management4
14	Management5
15	Management6
16	Human Resource1

Table 6.1 shows the total number of interviews and their names coded to analyse, which has been collected through qualitative research approach. Nine interviews held from employees of the Indian DSS organisation which includes Project Coordinators/CSE/Executives/IT Employees/Software Engineers/Sr. Positions/Developers/Consultants/Researchers. The next six interviews held with the management department of the digital service sector industries such as Team Lead/ Group Lead/ Assistant Manager/ Manager/ Sr. Manager/ Operation Lead/ Operation Head/Additional Vice President (AVP)/Vice President (VP)/Chief Executive Officer (CEO)/Director are included. In human resource section, HR / HR Executive/Trainee/HRD/Higher Level Management were included and collected the last interview to analyse.

### **6.5 Qualitative Data Analysis through NVivo 11**

In this section of the chapter, the interviews and interviewees responses are included in the NVivo 11 software tool for analysis.

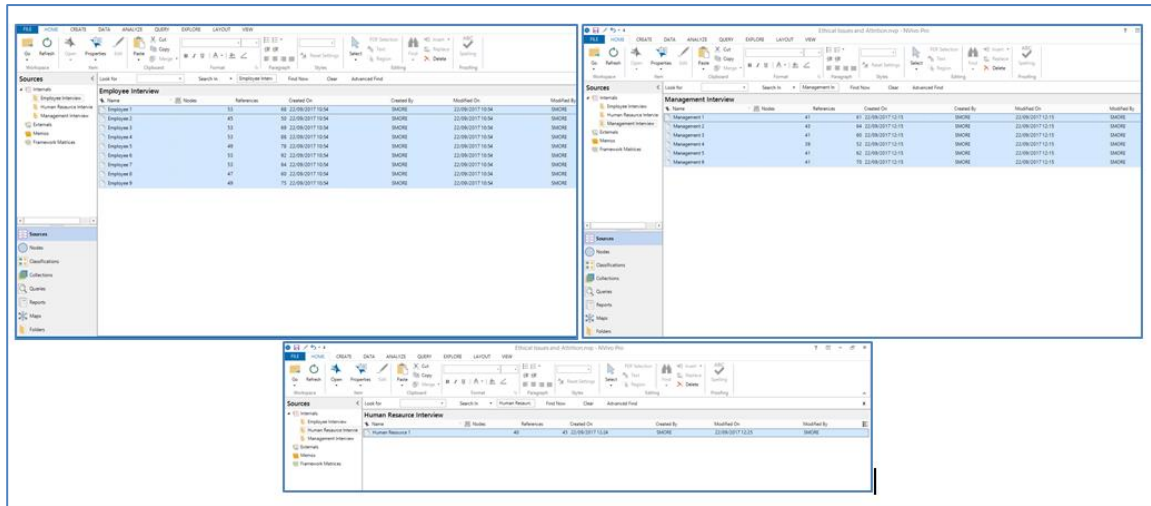


Figure 6.1 The Interviewee's data (NVivo screenshot)

Figure 6.1 shows the data inserted into the NVivo software for analysis. The data are managed in three different folders as data collected from three different aspects of the organisation. The collected data are organised more efficiently, and that stored information rigorously back up findings with best results for the present research study.

### 6.5.1 Analysis and Findings from the Aspect of Employee

The analysis of the employee interviews has been chosen for presenting the outcomes and results of this research study.

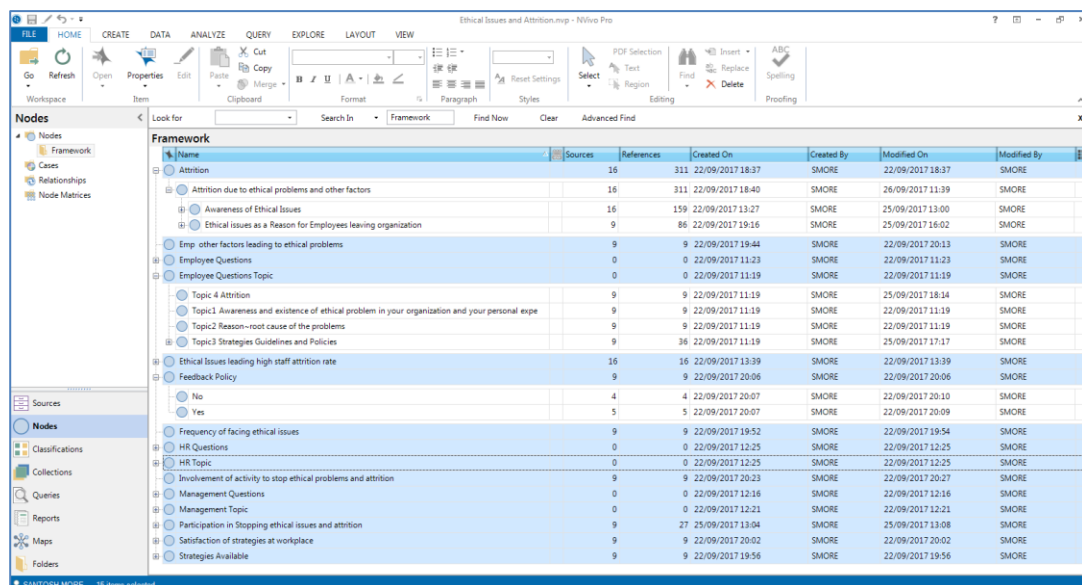


Figure 6.2 Nodes statement and structure of Employee

Figure 6.2 shows the nodes statement created and analysed through NVivo 11. It focuses on the employee aspect of the organisation. As stated earlier employee interviews were

categorised into four topics, which is awareness and existence of ethical issue, reason or cause of the ethical problems, policies available in the industry and participation from employees to reduce or stop any ethical problems or attrition.

The awareness and existence of an ethical problem in Indian digital service sector are described together with all the aspects of the organisation, which is employees, management and HR.

○ Awareness of Ethical Issues	16	159	22/09/2017 13:27	SMORE
○ Discrimination	15	23	22/09/2017 13:29	SMORE
○ Enmity Or Hate	14	22	22/09/2017 13:29	SMORE
○ Favouritism	15	26	22/09/2017 13:29	SMORE
○ Gender differences	12	13	22/09/2017 13:29	SMORE
○ Immorality	14	21	22/09/2017 13:29	SMORE
○ Internal conflicts	7	16	22/09/2017 13:29	SMORE
○ Misuse of management pos	10	18	22/09/2017 13:29	SMORE
○ Partiality	14	20	22/09/2017 13:29	SMORE

Figure 6.3 Summary of nodes of awareness of ethical issues from all aspects

Figure 6.3 specifies the summary of the nodes generated from the responses received from participants and the number of occurrences of these issues in their responses.

As an awareness of ethical problems, participants personal experience and views are coded, and the following outcomes are recorded for each employee, management and HR participant.

### 6.5.1.1 Awareness and Existence of Ethical Problems in DSS

In this sub-section personal of the organisation (employees, Management and HR) are included to record their combined views and results. The following responses are based on the awareness category of questions, which introducing interviewee and their experiences of ethical problems in the organisation.

Table 6.2 Nodes of awareness of ethical issues from all the aspects of organisation (Employee, Management and HR)

Node	No. of Sources	No. of References
<b>Awareness of ethical issues</b>	<b>16</b>	<b>159</b>
Favouritism	15	26
Immorality	14	21
Partiality	14	20
Discrimination	15	23
Enmity or Hate	14	22

Gender differences	12	13
Misuse of Mgmt. Position	10	18
Internal conflicts	7	16

As shown in Table 6.2 all the categories of ethical issues are presented on the topic of awareness of ethical issues. In this section, the findings are analysed to deal with each of the main issues independently, to describe awareness and experiences of ethical issues. However, participants from all the aspects of the organisation have responded to the interviews. The data has been organised and managed through nodes. The awareness of ethical issues is present in all the 16 sources (replies) giving a total of 159 references.

Table 6.2 also show the fifteen sources mentioning favouritism that are identified in relation with the awareness of ethical issues. Fourteen sources provided their feedback that Immorality issues exist in the DSS of India, which has 21 references to support in the investigation and analysis. Partiality is exist and expressed by 14 sources, and 20 references are backing up the issue. The existence of discrimination 15 sources bolstered with 23 references. However, hate is of significant concern and revealed by 14 sources and 22 references supporting it. Gender differences are genuin in the industry upheld by 12 sources and 13 references. Additionally, misuse of management position issue was recorded by ten sources and received 18 references with regards to the existence of ethical problem. In addition, at last, internal disputes and conflicts detailed by seven sources with 17 references concurred that they are aware and experienced the ethical issues in the Indian DSS.

#### **6.5.1.2 Reason or Cause of the Ethical Problems and Employees Leaving Organisation**

The reason and cause of the unethical conduct at the workplace have been recorded from the employee of the digital service sector of India. The following responses received from the all nine participants are coded and analysed.

In discussion with the employee participant, the above criticism has been given by employees 1 to 9. Those responses are in respect to the questions asked related to the topic cause of the ethical problems and reason of leaving the organisation.

Table 6.3 Nodes statement of reason of leaving and Root-cause of the Ethical problems

<b>Node</b>	<b>No. of Sources</b>	<b>No. of References</b>
<b>Reason root-cause of the ethical problems and reason of employee leaving organisation</b>	<b>9</b>	<b>86</b>
Any other reason	2	2
Better Opportunities	4	5
Ethical issues and their root-cause	9	<b>79</b>
• Caste's	9	11
• Culture religion beliefs	9	21
• Inequality	9	12
• Unfair Treatment	9	15
• Wrong attitude and behaviour of management	9	14

Table 6.3 signifies the reason for leaving organisation and root-cause of the ethical problem in the Indian DSS. However, any other reason such as personal reason or education has been reported by two sources, and two references were backing up the reason for leaving the organisation. After, better opportunities mentioned by four sources and five references are valid for the NVivo test. Moreover, finally, ethical issues are the main concern are reported by the all nine sources with 79 references, stating that ethical issues are the main reason for leaving, but they have not reported as a problem while exiting the company.

### **6.5.1.3 Policies Strategies and Incidents and their Effects on Employees of DSS**

In this section response received from employees are coded and analysed based on the available strategies and existing policies. However, to test the result of the nodes created by the availability of strategies and policies at the workplace of DSS, after non-availability of the strategies and policies. Finally, strategies and policies are available but not implemented node has been tested. Also, the dissatisfaction of the current strategies and policies has been noted down in this section.

The responses from employees are coded through the below table and produced the results are as follows.

Table 6.4 Nodes statement of strategies guidelines and policies

<b>Node</b>	<b>No. of Sources</b>	<b>No. of References</b>
<b>Strategies Guidelines and Policies</b>	<b>9</b>	<b>36</b>
Available	2	4
No available	6	10
Available but not implemented	3	4
<b>Dissatisfaction with current strategies and policies</b>	<b>9</b>	<b>9</b>

Table 6.4 above shows nine sources and 36 references related to the strategies, guidelines and policies of the Indian DSS organisations. The maximum number of references (10) is reported that policies are not available with six sources. However, the employees are very dissatisfied with the current strategies and policies at the industries of DSS.

#### **6.5.1.4 Participation in Stopping Ethical Problems and Attrition and Others Reasons**

This is the final section of employee's questionnaire, and their feedback reported and tested through NVivo. The feedback policies and participation in stopping ethical issues and attrition are discussed in this subsection of qualitative analysis and findings. However, the focus on the changing existing policies or guidelines and adopting a new and enhanced code of ethics and strategies reported by employees are the motives to create a new methodology for a framework for the studies. Where employees will face less ethical problems and more growth options. Also, they can recognise by the management with the enhanced guidelines are the focus of framework development. The followings are the results from employees recorded through coding in NVivo.

The results produced on multiple questioned asked in the last section as attrition of the interviews. However, all response received from 9 employees are constructed through NVivo coding and results displayed as it is in above section. The below are the nodes statement produced through NVivo for the same section.

Table 6.5 Nodes statement on activity in reducing Attrition and ethical problems

<b>Nodes</b>	<b>No. of Sources</b>	<b>No. of References</b>
<b>Participation of employees in reducing, stopping ethical problems and attrition and others</b>	<b>9</b>	<b>27</b>
Positive	0	0
Negative	9	9

Feedback Policy	9	9
Yes	5	5
No	4	4
Adopting, Accepting, developing new and enhanced policies, strategies and guidelines	9	9
Positive	9	9
Negative	0	0

Table 6.5 shows the sources and references for participation in any activity of stopping or reducing ethical problem or attrition. Also, discussed the feedback policy in the previous organisation while leaving the organisation and adopting new or enhancing the existing code of ethical or guidelines are the major points of the framework development. Altogether nine employees stated that there is no participation in any activity to reduce stop attrition or ethical problem. While leaving the organisation, five employees state that they have given feedback and four did not provide their feedback. To adopt and to develop new policies strategies and guidelines all employees were positive that they require new amended policies at the workplace.

### 6.5.2 Analysis and Findings from the Aspect of Management

In this sub-section of qualitative data analysis and findings, the response received from management such as Team Lead/Group Lead/Assistant Manager/Manager/Sr. The manager is analysed and produced results through NVivo tool.

The screenshot shows the NVivo interface with a nodes statement table. The table lists various nodes under the 'Framework' category, including 'Attrition', 'Awareness of Ethical Issues', 'Feedback Policy', and 'Strategies Available'. Each row includes columns for Name, Sources, References, Created On, Created By, Modified On, and Modified By. The 'Created By' and 'Modified By' columns consistently show 'SMORE'.

Name	Sources	References	Created On	Created By	Modified On	Modified By
Attrition	16	66	22/09/2017 18:37	SMORE	22/09/2017 18:37	SMORE
Awareness of Ethical Issues	16	159	22/09/2017 13:27	SMORE	25/09/2017 13:00	SMORE
Emp other factors leading to ethical problems	9	9	22/09/2017 19:44	SMORE	22/09/2017 20:13	SMORE
Employee Questions	0	0	22/09/2017 11:23	SMORE	22/09/2017 11:23	SMORE
Employee Questions Topic	0	0	22/09/2017 11:19	SMORE	22/09/2017 11:19	SMORE
Ethical Issues leading high staff attrition rate	16	16	22/09/2017 13:39	SMORE	22/09/2017 13:39	SMORE
Feedback Policy	9	9	22/09/2017 20:06	SMORE	22/09/2017 20:06	SMORE
Frequency of facing ethical issues	9	9	22/09/2017 19:52	SMORE	22/09/2017 19:54	SMORE
HR Questions	0	0	22/09/2017 12:25	SMORE	22/09/2017 12:25	SMORE
HR Topic	0	0	22/09/2017 12:25	SMORE	22/09/2017 12:25	SMORE
Involvement of activity to stop ethical problems and attrition	9	9	22/09/2017 20:23	SMORE	22/09/2017 20:27	SMORE
Management Questions	0	0	22/09/2017 12:16	SMORE	22/09/2017 12:16	SMORE
Management Topic	0	0	22/09/2017 12:21	SMORE	22/09/2017 12:21	SMORE
Topic 2 Policies	6	6	22/09/2017 12:21	SMORE	22/09/2017 12:21	SMORE
Topic 3 Incidents and their effects	6	6	22/09/2017 12:21	SMORE	22/09/2017 12:21	SMORE
Topic 4 participation and other reasons	6	6	22/09/2017 12:21	SMORE	22/09/2017 12:21	SMORE
Topic1 Awareness and existence of ethical problem in your organization	6	6	22/09/2017 12:21	SMORE	22/09/2017 12:21	SMORE
Participation in Stopping ethical issues and attrition	9	27	25/09/2017 13:04	SMORE	25/09/2017 13:08	SMORE
Satisfaction of strategies at workplace	9	9	22/09/2017 20:02	SMORE	22/09/2017 20:02	SMORE
Strategies Available	9	9	22/09/2017 19:56	SMORE	22/09/2017 19:56	SMORE

Figure 6.4 Screenshot of NVivo nodes statement of Management



The awareness section is already examined earlier in combination with the views on existence of ethical issues in subsection 6.5.1.1. The awareness of ethical issues and personal experience and perspectives were recorded in the respective section. In this section the researcher discusses the management perspective, with regards to the ethical issues and attrition of the organisation. The following are the major points selected to discuss the results from the management point of view.

- Policies and strategies
- Incidents and their effects
- Participation and other reasons

Furthermore, the awareness and existence of ethical issues discussed earlier, the policies, incidents and their effects, and finally, participation in any activity to reduce or stop ethical issues and attrition are explained in this section.

#### **6.5.2.1 Policies and Strategies**

In this section existence of policies in the current organisation are discussed by asking several questions to the management. The next questions asked by the researcher are based on strategies and policies used and available to deal with ethical problems. Also, how management deal with the ethical problems to avoid such incident were inquired by the researcher. From the administration and management perspectives, the following responses are examined and recorded through analysis.

The responses are based on policies and strategies available to deal with the ethical problems have been received from the management level. The following section will focus on the incidents handled and faced by the management. Their personal experiences of handling such unethical incidents are recorded in the next section.

#### **6.5.2.2 Incidents and their Effects**

This section is describing the case where ethical policies were not followed and people acting unfairly and how management handled the situation, also retrieved their opinion and views on ethical issues leading attrition and affecting decision-making process due to ethical problems are discussed thoroughly. Finally, we asked them is there any activity that you have been involved to reduce or stop attrition in the organisation. The following responses are recorded and coded through NVivo tool to get the results from the analysis.

### 6.5.2.3 Participation and Other Reasons

In this sub-section of qualitative analysis, the researcher asked management about their involvement in any activity to stop or reduce ethical problems. Then, how ethical problems are affecting attrition, and are these problems affecting high attrition rate asked for management. After, asked that while employee leaving organisation does manager recorded the feedback form from employees after the researcher focused on the feedback given by the employees, that is there they have recorded any ethical problems. Finally, asked their views on changing existing ethical issues policies and adopting new framework methodology that will try to reduce ethical problems and help to decrease attrition rate of any organisation. The responses are as follows.

### 6.5.3 Analysis and Findings from the Aspect of HR

This section will represent the results produced from the HR perspective. This section is also discussed in five section. The first section of awareness and existence of an ethical problem has been discussed earlier in sub-section 6.5.1.1. The following four categories are explained by producing results from the NVivo software.

- Policies
- Verification
- Incidents and their effects
- Participation and other reason

Name	Sources	References	Created On	Created By	Modified On	Modified By
Attrition	16	66	22/09/2017 18:37	SMORE	22/09/2017 18:37	SMORE
Awareness of Ethical Issues	16	159	22/09/2017 13:27	SMORE	25/09/2017 13:00	SMORE
Emp other factors leading to ethical problems	9	9	22/09/2017 19:44	SMORE	22/09/2017 20:13	SMORE
Employee Questions	0	0	22/09/2017 11:23	SMORE	22/09/2017 11:23	SMORE
Employee Questions Topic	0	0	22/09/2017 11:19	SMORE	22/09/2017 11:19	SMORE
Ethical Issues leading high staff attrition rate	16	16	22/09/2017 13:39	SMORE	22/09/2017 13:39	SMORE
Feedback Policy	9	9	22/09/2017 20:06	SMORE	22/09/2017 20:06	SMORE
Frequency of facing ethical issues	9	9	22/09/2017 19:52	SMORE	22/09/2017 19:54	SMORE
HR Questions	0	0	22/09/2017 12:25	SMORE	22/09/2017 12:25	SMORE
HR Topic	0	0	22/09/2017 12:25	SMORE	22/09/2017 12:25	SMORE
Topic 2 Policies	1	1	22/09/2017 12:25	SMORE	22/09/2017 12:25	SMORE
Topic 3 verification	1	1	22/09/2017 12:25	SMORE	22/09/2017 12:25	SMORE
Topic 4 Incidents and their effects	1	1	22/09/2017 12:25	SMORE	22/09/2017 12:25	SMORE
Topic 5 participation and other reasons	1	1	22/09/2017 12:25	SMORE	22/09/2017 12:25	SMORE
Topic 6 Awareness and existence of ethical problem in your	1	1	22/09/2017 12:25	SMORE	22/09/2017 12:25	SMORE
Involvement of activity to stop ethical problems and attrition	9	9	22/09/2017 20:23	SMORE	22/09/2017 20:27	SMORE
Management Questions	0	0	22/09/2017 12:16	SMORE	22/09/2017 12:16	SMORE
Management Topic	0	0	22/09/2017 12:21	SMORE	22/09/2017 12:21	SMORE
Participation in Stopping ethical issues and attrition	9	27	25/09/2017 13:04	SMORE	25/09/2017 13:08	SMORE
Satisfaction of strategies at workplace	9	9	22/09/2017 20:02	SMORE	22/09/2017 20:02	SMORE
Strategies Available	9	9	22/09/2017 19:56	SMORE	22/09/2017 19:56	SMORE

Figure 6.5 Screenshot of NVivo nodes statement of HR

### **6.5.3.1 Policies**

This subsection following the queries of HR responses and produced results based on the following questions raised in the interview. Describe the strategies and policies available in the industry to deal with ethical problems. Then, how do you check that managers or employees are acting unethically at the workplace? Finally asked that do you aware that organisational people are following and practising the ethical policies at the workplace. The results are recorded from only one HR administration as follows.

### **6.5.3.2 Verification**

In this section, the researcher tries to find out the verification of implemented strategies and policies are followed properly and who is dealing with those strategies and policies of the organisation the following result are recorded.

### **6.5.3.3 Incidents and their Effects**

This section is representing the results from incidents and their effects at the workplace. The researcher asked that HR had any case to deal with, where ethical policies were not followed properly and people acting unfairly in the organisation. Then, the researcher put the question that effecting decision-making process due to unethical conduct. After, asked HR opinion on ethical problems causing people to leave or change the organisation. Finally, what action do you take on people acting unethically at the workplace? The results are recorded are follows.

### **6.5.3.4 Participation and Other Reason**

In this section, the researcher asked HR that have they participated in any activity to reduce attrition and elimination of ethical problems. Then feedback of leaving employees, after are those employees reported any reason and is there any case of ethical problems has been reported in the feedback form. Finally, their views on existing ethical issues strategy/policy (If there is one) and adopting a new code of ethics methodology that will try to eliminate ethical problems and reduce attrition rate? The following is the response from HR.

These are the results recorded from the HR of the Indian digital service sector. After analysing all the aspects of an organisation such as employees, management and HR. The results and findings are recorded as above. After the major effect that ethical problems are

causing high staff attrition rate is tested by the researcher in the following section.

## 6.6 Ethical Issues Causing High Staff Attrition Rate

Ethical issues and other factors are causing high staff attrition rate tested by the researcher.

The results are as follows.

Name		16	311	22/09/2017 18:37	SMORE
Attrition		16	311	22/09/2017 18:40	SMORE
Attrition due to ethical problems and other factors		16	159	22/09/2017 13:27	SMORE
Awareness of Ethical Issues		15	23	22/09/2017 13:29	SMORE
Discrimination		14	22	22/09/2017 13:29	SMORE
Enmity Or Hate		15	26	22/09/2017 13:29	SMORE
Favouritism		12	13	22/09/2017 13:29	SMORE
Gender differences		14	21	22/09/2017 13:29	SMORE
Immorality		7	16	22/09/2017 13:29	SMORE
Internal conflicts		10	18	22/09/2017 13:29	SMORE
Misuse of management position		14	20	22/09/2017 13:29	SMORE
Partiality		9	86	22/09/2017 19:16	SMORE
Ethical issues as a Reason for Employees leaving		2	2	22/09/2017 19:19	SMORE
Any other reason		4	5	22/09/2017 19:19	SMORE
Better Opportunities		9	79	22/09/2017 19:17	SMORE
Ethical Problem for leaving and Root cause					

Figure 6.6 Summary of nodes statement ethical issues leading attrition

Figure 6.6 explains the nodes statement that ethical issues and other factors are leading the high staff attrition rate. The 16 sources and 311 references are recorded for the attrition due to ethical problems and other factors. The results are discussed that eight ethical issues are causing high staff attrition rate, however, to include with these ethical problems the other factors such as unfair treatment, culture religion beliefs, inequality, wrong attitude and behaviour are affecting the ethical problems and leading the attrition in the organisation,

## 6.7 Word Cloud

The following are the word cloud extracted from the results of the analysis through NVivo.



Figure 6.7 Word clouds of ethical problems and attrition

The word cloud result is display in figure 6.7, ethical issues and attrition are the major worries are stated by the word cloud.

## **6.8 Summary and Key Findings**

This research contributes to the area of ethical issues and their effects on attrition in the digital service sector of India. The information from the employees, management and HR are increasing the knowledge of the varied understandings, opinions, views and behaviours of the individuals. It involves the people from a various background in the Indian digital service sector. The results are representing these all three samples, and bring an Indian digital service sector to this very important aspect of the present highly technological world. In so doing, it highlights the problems of ethical issues and their effects on attrition in the environment of Indian digital service industries, and hence, stands as a study that identified barriers to its implementation in Indian DSS. The study confirms that ethical issues exist in the DSS and these issues are affecting the high staff attrition level. However, others factors such as unfair treatment, culture religion beliefs, inequality, wrong attitude and behaviour are also the reasons and root problems of increasing unethical conduct at the workplace.

The analysis of these primary outcomes clarifies that overall, Indian digital service sector industries are affected by the ethical problems. Additionally, those problems and other factors appear to be aware of the increasing high staff attrition, which is supporting their development in this respect, and those which are hindrances to reduce attrition rate from the Indian digital service sector.

It is worth to note that the employees of the companies are facing the ethical problems in India, and that are leading to change or leave the organisation.

The outcome is divided into following categories:

Reducing Ethical problems and other factors are leading to ethical problems

1 Wrong attitude and behaviour

2 Unfair treatments

3 Culture religion beliefs

4 Inequalities

- 5 Adopting wrong strategies
- 6 Unavailability of policies and strategies
- 7 Missing motivation and appreciation
- 8 Unhealthy work environments
- 9 There is no awareness or activity to stop ethical issues or attrition
- 10 Affecting decision-making process
- 11 Lower trust towards management due to unethical behaviour
- 12 Fewer opportunities, insecure job, job dissatisfaction, affecting everyday life personally as well as professionally and other factors that are influencing and leading towards the major ethical problems.

Moreover, these issues are affecting people and making them leave or change the organisation, and if they decide to leave it increasing the high attrition rate in the organisation. However, if the organisation is ready to work on ethical problems and motivates their employee with giving secured job and appreciation at the workplace, the attrition level maybe drop down, and it will lead to the healthy working condition in the Indian digital service sector.

### **6.9 Limitations of the Qualitative Study**

In this chapter following is the limitation of the study that can be identified in the respective of qualitative data collection and study.

The limitation is related to the qualitative data, the lack of participants from the HR department. Also, there is thoughtful limitation are considered for qualitative information is correlation between the participants and actual practices. The researcher was trying to validate data with the triangulation of data collection to make study durable. The data is validated and recorded for only one participates from the HR department. The researcher tried his best through his contacts and even sent many emails and messages through LinkedIn, official email, and made phone calls to the HR level staff working in the digital service sector of India to participate in this study. However, due to the sensitivity and fear of losing jobs, they did not provide such information to the researcher and refused to

participate. The following figure explains the professional account of the researchers where he sent the emails and received most of the refusals from the participants.

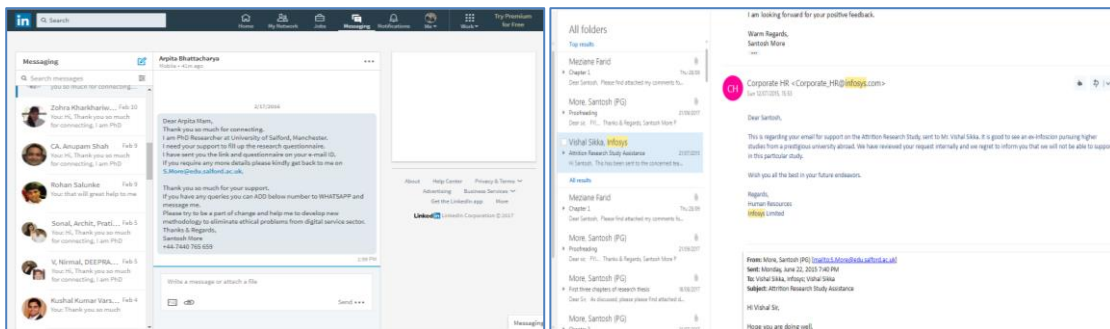


Figure 6.8 Information of refusal from participants

Figure 6.8 shows the researchers professional LinkedIn account and professional student email account where he sent messages of participation and received a response that they will be unable to participate in the research studies with the various reasons.

After trying so hard for the participant to involve in a research study, the researcher tried to contact people from his network list. However, due to the limited time spam and no more participants are ready to involve, the researcher has to satisfied with the data collected from the HR, Management and employees of the Indian DSS.

## **CHAPTER 7**

### **FINDINGS DISCUSSIONS AND CRITICAL EVALUATION**



## **CHAPTER 7: FINDINGS DISCUSSIONS AND CRITICAL EVALUATION**

### **7.1 Introduction**

*The motivation behind this chapter is to present the discoveries discourses and basic assessment of the information investigation. This section separated into a few sections according to prerequisite subjects to the data collected and analysed.*

The purpose of this study was to investigate and examine factors that influence ethical problems, and to test whether these ethical problems are causing a high staff attrition rate in the Indian digital service sector. The researcher has concluded from the findings of the study that there is an immediate need to develop a framework that improves the practices of ethical conduct and reduces high employee attrition in the Indian digital service sector. Also, the researcher hopes to make recommendations, proposals and suggestions to improve unethical behaviour with best practices and policies and to reduce attrition in the Indian DSS. The analysis and findings of the qualitative and quantitative data and literature based in this thesis are used to produce this framework.

### **7.2 Investigation Discussion and Findings**

This section focuses on the analysis of the results of the qualitative and quantitative data collection detailed in chapters four, five and six, which will help to design and develop a framework for the Indian digital service sector.

The investigations, discussions and findings are categorised into following sections:

- Awareness and existence of ethical issues from all the aspects of the organisation
- Frequency of the ethical problem faced by the employees
- Reasons, root causes and factors leading towards the ethical problem
- Verification of strategies, guidelines and policies
- Ethical issues affecting decision making process, stability and daily activities
- Level of satisfaction of decision making process in the present organisation
- Participation in activities, project or events to reduce ethical problems and attrition
- Exit policy and feedback from leaving employees
- Verification of trust among employee and management
- Ethical problems causing high staff attrition rate

The above points are discussed in detail, focusing on results of the analysis and tests. However, this section will help the researcher to build a framework that may reduce attrition and decrease ethical problems in the Indian DSS.

### **7.2.1 Awareness and Existence of Ethical Issues from all Aspects of the Organisation**

In this section, the final discussion of the findings will be given. It was confirmed that there are indeed ethical issues in the Indian DSS, which has been verified through the quantitative survey and qualitative interviews.

#### **Quantitative Survey findings:**

The quantitative survey was distributed to 64 employees of the Indian digital service sector, to check whether ethical issues are present in the industry or not. They were working as Project Coordinators, Customer Service Executives, Sr. Executives, IT consultants, Software Engineers, Sr. Engineers, Developers, Consultants and Jr. Research Assistants in the Indian digital service sector. The produced feedback and results indicate that ethical problems do indeed exist, such as, favouritism, immorality, partiality, enmity/hate, discrimination, gender difference, misuse of management position and internal project disputes/ conflicts etc. and employees are aware of these problems in the industry.

#### **Qualitative interviews findings:**

Based on qualitative interviews analysis and findings the awareness of ethical issues is discussed in this section. The interviews conducted with all sixteen members of the research enquired about the existence and awareness of ethical issues in the workplaces of India. All participants gave their agreement that ethical issues do exist and they provided their experiences on such ethical problems. The interviews were conducted with nine employees, six managers and one HR employee, who all stated that they were aware of the ethical problems in the industry and that do they exist. The researcher concluded with 100% results from qualitative information that ethical problems exist in the industry and they lead to a high attrition rate in the Indian digital service sector.

### **7.2.2 Frequency of the ethical problem faced by the employees**

In this section, the results and frequencies are discussed based on the existence and awareness of the ethical problems. All results are based on the views and experiences of

ethical issues in the workplace. The following information is the final discussion of the findings and critical evaluation of the results produced from the statistical software.

In the case of favouritism, in total 96.9% employees agreed that they faced problems at work. Out of 64 participants, only one disagreed and a single participant strongly disagreed, stating that favouritism did not exist. From these results, it can be stated that the majority of the participants agreed on the existence of the problem of favouritism, and that it is therefore present in the industry and affecting the people in Indian DSS.

The second ethical problem was immorality, and cumulatively 70.3% members of this research agreed and strongly approved that they are suffering as a result of immorality problems. By contrast, 10.9% contributors explained that immorality is not present and they did not face such issues in the workplace. Henceforth, the researcher will proceed with the leading percentage where more than seventy percent participants agreed on immoral problems, so immorality is there and present in the DSS of India.

In the discussion of partiality, which was the third problem covered by this study, 82.8% contributors were mutually agreed on the existence of the issue. On the other hand, 3.1% disagreed, but still overall, it is fair to conclude that for most there is the presence of partiality in the organisations of Indian DSS.

To decide the availability of enmity or hate in the Indian digital service sector, 68.8% shared their agreement on the existence of enmity or hate in the Indian work places. On the contrary, 17.2% showed their disagreement upon the existence of enmity or hate. Hence, the researcher states that, there is a problem of partiality in the Indian digital service sector.

In terms of discrimination in the organisation, the results state that, 73.4% participants shared the view and give their consent that they have suffered and victim of discrimination in the workplace. In contrast, only 15.6% stood in disagreement with the notion of there being discrimination. Taking the highest frequency, the researcher states that discrimination does exist and it is affecting employees' lives in the Indian industry.

With regards to gender differences, 57.8% of the samples were in agreement that men and women were treated differently whilst only 17.2% of the sample stated that gender did not make a difference. However, 25% samples were neutral and did not provide their feedback either way. Thus, the researcher believes that, the gender differences issue moderately exists in the industry but most of the people are unaware of the problem.

89.1% of the participants felt there was a misuse of management positions in the industry. In contrast, only 4.7% recorded their disagreement, so it is clear that the large majority feel the management in the Indian DSS are misusing their position.

The final problem considered for this study was internal disputes or conflicts in the Indian DSS. 84.4% sample agreed that there are conflicts in the industry, whilst 11% of the sample did not experience such a problem in their organisation. Hence, the researcher concludes that there is overall an existence of internal conflicts in DSS companies.

Clearly, the ethical problems i.e.: favouritism, immorality, partiality, enmity/hate, discrimination, gender difference, misuse of management position and internal project disputes/ conflicts are experienced and some of them are witnessed by the employees of Indian digital service sector and these problems exist in the industry. The question of the research thesis has been cleared with this section. The research question was presented at the beginning of the study as: “*what are the ethical issues that are contributing to the high attrition in India’s digital service sector?*” With reference to the above discussion all ethical problems considered for this study i.e.: favouritism, immorality, partiality, enmity/hate, discrimination, gender difference, misuse of management position and internal project disputes/ conflicts are present and contributing to the high attrition rate in the Indian digital service sector.

### **7.2.3 Reasons Root Causes and Factors Leading Towards the Ethical Problem**

The reasons and root causes of ethical problems are discussed and implemented while generating the framework for the research study. Furthermore, factors leading to the ethical issues are also verified and deliberated on in this section.

The participants provide their experiences, opinions and views on the reasons and roots of the ethical problems. The participants described the reasons for people’s attitudes and behaviours, which are most of the times the reason for the ethical problems. However, unfair treatment and inequality were also referred to by the majority of the members as being the roots of unethical conduct. Some of them reported religion and beliefs as causing the ethical problems, and a few members reported caste as the problem of ethical issues. However, one of them reported also disappointment at work, harassment, disability, and unfair recruitment processes as sound factors leading to ethical problems in the digital service sector of India.

The problems faced by the victims are described as frequent at almost 95% and 70% ethical problems faced in their career. However, these issues exist and are faced by everyone in each project, as described by another participant, who states that the whole digital service sector are captured and dishonoured by the ethical problems. One of them reported that they constantly faced these ethical problems in their career with Indian DSS. The problems faced and experienced multiple times are of major concern. Employees are facing these problems every day and ruining their lives with disappointment. Hence, the researcher can state that, many areas within the Indian digital service sector are affected by ethical problems, and if these problems are neglected it may lead to a higher attrition rate. The qualitative data states that this increases the sadness, disappointment and stress in the workplace and leads to more unethical practices in the industry. The quantitative and qualitative results produced suggest that people have left organisations due to ethical problem, hence the researcher concludes that the wrong attitudes and behaviours, unfair treatments, inequality, cultures, religions and beliefs are the factors leading towards the ethical problems.

#### **7.2.4 Verification of Strategies Guidelines and Policies**

After reasons and root causes of ethical problems, the main point of discussion and critical evaluation is strategies, guidelines and policies applied in the workplace. The researcher verified these factors from all three aspects.

The interviews and data collected and analysed from employees of the digital service sector showed that policies are available in most of the organisations, but that policies are not implemented properly. One of the coded feedback is policies are in paper form only. Additionally, many employees stated that there are no policies to deal with ethical problems in the industry. To deal with ethical problems, there are no such policies for management of the situation. Furthermore, the results of employees state that ethical problems are not the problem, but rather the thinking of Indian digital industries is the problem. If they want to raise their voice, they cannot because nobody is there in the organisation to take care of the employees facing ethical problems. Also, one of them reported that there is not a single organisation he has worked in, which has guidelines, policies and rule books to stop ethical problems in the company. To talk about strategies, the most common feedback received was that there are no strategies available in the

industry and most of the time ethical problems have been ignored by the management or dealt by them totally based on the situation of that particular problem.

Despite this, many reported that there are policies in the company. One reported that there is a systematic application process where victims have to fill in the written application and send it to the line manager, and if the manager is unable to resolve the problem then the victim can apply to the higher authority and so on. The researcher concludes that with qualitative results this process is time-consuming and makes intellectual property (from the employee) more stressful and leads to attrition. Another stated that there is an issue with the handling teams in the organisation who deal with ethical problems. This respondent recalled how there was a reminder sent by the HR to all employees to be aware of unethical conduct in the workplace, but the respondent was not happy with the process of recording ethical problems because if they did report a problem, that same person would then face difficulties and consequences dealt out by the management. Thus, any issue told to the handling team would mean creating more problems for that individual reporting the ethical problem. Analysis of the interviews also showed that there is an “open door policy” where unethical conduct can be managed by higher level management authorities.

The participants were also asked how satisfied they were with the strategies and policies used in their workplace to reduce ethical problems, and the overwhelming response was that they were not happy and not at all satisfied with the current strategies or policies to reduce ethical problems. Thus, policies should be immediately adapted as well as the governing policies of the Indian DSS.

The qualitative results from the management highlighted that there are policies available such as code of ethics, gender sensitization committee, ASHP (Anti Sexual Harassment Policy) integrity and transparency policy. However, no policies or escalation metrics helped to reduce the ethical problems. Additionally, all policies are for the name sake and available on paper only but are not implemented properly. The manager supported this by stating that there are no special strategies available to stop or reduce ethical problems, while one manager said that they threatened the employees if ethical policies were not followed properly by them. Moreover, managers explained that they kept themselves out of the problems and did not get involved in resolving them; they just ignored the issues and did not deal with them at all. In qualitative results from management one participant from reputed organisation observed that their organisation always preferred employees

who were experienced and working more and giving high productive output and generating revenue for the company.

HR results were critically evaluated and established that there is a code of ethics, orientation policies, appraisal guidelines and management policies available in the organisations. HR suggested that organisations should choose policies and strategies according to the nature of the business, which will serve both the organisation and employees. Periodic meetings were held separately with various employees by the HR authorities to check the managers who were acting unethically in the workplace, and suggested that their appraisal should also depend upon the way they acts towards their lower level employees. It was also mentioned that people at times follow the policies, but when policies got stronger then they would try to keeping from following it. That means strong policies and guidelines are avoided by the organisational authorities and people.

To summarise the policies, guidelines and strategies section, the researcher found that in most of the reputed organisations there are no policies, rules or regulations for reducing the ethical problems, which lead to high employee turnover. However, the available policies and guidelines are not implemented or adhered to properly. Additionally, the policies are incapable of reducing ethical problems, and management tries to stay away from the ethical problems and deal with them as the situation arises. There is no systematic or hierarchical model to deal with ethical problems in any industry.

#### **7.2.5 Ethical Problems Affecting Decision-Making Process, Stability and Daily Activities**

After verifying the rules and regulations to reduce ethical problems, the researcher focussed on the effects of ethical problems on the current decision-making process, stable working environment and daily activities of individuals.

The ethical issues are affecting the decision-making process in the industry as agreed on by 81.3% participants who stated that due to ethical issues the current decision-making process is affected. In contrast, only 6.3% reported that these issues are not affecting the DMP.

To check the stable working environment, the analysis and findings produced results that 73.4% participants are working with an unstable working environment, where no stability is recorded in the industry. In contrast, 26.6% said yes, which means they are working

within a stable work environment and stability is present in the organisation. To verify the trustworthiness of the last question of the current stability in the workplace, the researcher asked the same question in another way including a simple strategy of words such as, do you think you need stability in the workplace. 98.4% of participants said yes, they need stability in the workplace.

In terms of ethical issues affecting day to day activities of individuals in a personal and professional manner, 93.8% agreed that they are affected by the ethical issues. Thus, ethical issues are affecting the decisions made in the workplace, and the decisions are biased and unethical. In the second section, the researcher concludes that there is a requirement of stability in the workplace. Finally, these ethical issues are affecting daily activities of an individual in a professional and personal manner, which may cause people not to stay in the job.

#### **7.2.6 Satisfaction of DMP and Implementation of Fair Treatment in the Present Organisation**

Regarding the satisfaction level of current decision-making processes, 67.2% participants agreed that they are less satisfied with the current DMP, while 10.9% were highly satisfied as compared to 21.9% who were moderately satisfied with the present and available DMP. However, the majority of people are dissatisfied with the existing decision-making process because it is affected by the ethical problems in the Indian digital service sector. In terms of the requirement of implementing fair treatment in the workplace, 98.4% people said “Yes”, and they require fair treatment in the Indian DSS. Thus, the researcher concluded that due to unethical practices in the workplace individuals are dissatisfied with the current DMP and require the implementation of fair treatment in the form of new policies and enhanced guidelines.

#### **7.2.7 Exit Policy and Feedback Given by Leaving Employees**

Employees, management and HR were asked about feedback policies in their organisations. Employees explained that they had been given opportunity to provide their feedback when leaving an organisation, whilst others stated that there was no feedback recorded by the organisation. Additionally, they were never given a survey to complete. Some of them described bad experiences with reputed organisations where employees had to submit their resignation letter and immediately afterwards give in their ID cards and



other belongings from the company, as any more time in the company was felt to be wasting time.

Most of the employees provided personal reasons or other reasons for leaving when they informed the companies, and nobody reported to them ethical problems as their actual reason for leaving the company. Employees provided this feedback due to fear that the organisation would give negative feedback to the new company. Also, employees feared that, company would not rehire them in the same industry if they divulged ethical problems in their feedback, or specifically unfair treatment and unethical conduct as reasons for them leaving the organisation. It seems there is no systematic process of reporting ethical problems, and no action was ever taken based on feedback provided regarding ethical problems in the organisation. However there is no action taken on the different feedback provided by the employees while leaving the organisation.

According to the management, most of them are taking feedback from those who are leaving the organisation. Only a few managers said that they do not take any feedback but henceforth they would take the feedback from the employees. The researcher asked whether any ethical problems had been reported in the feedback and the managers said that only in a few cases, ethical problems had been recorded. Also, they stated that generally people tended not to report such ethical problems and employees always mentioned personal reasons, or higher education as reasons for leaving. They believed employees were afraid that if they gave negative feedback they would not get a better opportunity in the market. This is because of the system in the Indian digital service sector to check and verify the experience of the employees. It is assumed that, the previous organisation would give negative feedback to the new employer if employees reported the ethical problems in the industry while leaving their previous company. In some organisations managers conduct the exit interviews and some of them are giving feedback forms.

The results in terms of HR are stated as they take feedback from the employees while conducting exit interviews with them. Also, HR mentioned that there are very rare cases where reasons for leaving are reported as being because of ethical problems.

Hence, the researcher can conclude that ethical problems are not recorded as a reason for leaving the organisation, so there should be an organised process where ethical issues could be recorded and confirmation and assurance that this will not affect an employee's future career and growth. Employees should be free to give their real reasons for leaving

an organisation. If it is a personal or ethical problem in the workplace everything should be reported. Also, from the organisation there should be a systematic procedure of exit where an employee feels that they are part of the company and as a company they are not happy to lose skilled employees.

### **7.2.8 Verification of Trust among Employees and Management**

The test results of employees' trust in the management is low due to ethical issues, where 93.8% members mutually agreed that there is a low level of trust between employees and management. There is no result or record of disagreement. 4.7% were neutral and 1.6% did not know about the relation of trust between two aspects of the organisation. Hence, the researcher concludes based on evidence state that "employees trust in the management is the lowest due to the unfair practices, unethical conduct and ethical problems exist in the Indian DSS."

### **7.2.9 Participation in Activities or Events to Reduce Ethical Problems and Attrition**

This section discusses the employees, managements and HR participation in any activity conducted by the organisation to reduce ethical problems and attrition.

Employees said that they never participated in any activity or event, because there is no activity conducted or event promoted by the organisation. They suggested that the organisation needs to work on issues like career growth, mental or physical harassment, not being appreciated by the management, lots of pressure with more working hours, politics in the work culture. From the management perspective, most of the managers said that they were never involved in any activity or committee to stop ethical problems or attrition. One of the participants stated that ethical conduct arises in the technical projects a great deal because, in the project if someone lacks technical skills, then the ethical issues start to occur. In that case, the organisation should manage and improve the technical knowledge of that specific candidate while giving training. HR results also states that they are never involved in any or project to reduce attrition and ethical problems in the organisation. Hence, the researcher concludes that there should be awareness events or activities to stop ethical problems and attrition in the organisation. It will help the organisation to keep skilled employees, while making employees aware that the organisation is working on such ethical problems.

### **7.2.10 Ethical Issues and Affecting Productivity in the Organisation**

The results produced regarding ethical issues are affecting productivity, and employees state that if good skilled and productive employees are leaving then it is a big loss for the organisation. Also, management are not looking into the employees' problems even after they have been reported to them. The actual problem starts when the particular employee reports an ethical problem. The employee is then targeted by the line manager, which will create more problems for that respective employee and employees start working at an average level. They will not give their best in terms of productivity. Most of the employees' results state that the unethical conduct does affect their productivity in the respective project. It is affecting and hampering the productivity of an individual, which will lead to low productivity in the project. The qualitative results discussed that sometimes due to low skilled employees in the project they have to work hard to accomplish the goal of the project. Due to insufficient resources the project sometimes comes to an end.

### **7.2.11 Ethical Problems are Causing High Staff Attrition Rate**

This section covers the hypotheses results. This present research study hypotheses (alternative) stated "the ethical problems are causing high staff attrition rates in the digital service industries in India." However, the data collected and analysed from the digital service industries of India produced final results that allow the researcher to reject the null hypotheses "the ethical problems are not causing high staff attrition rates in the digital service industries in India." This means the selected eight ethical issues are present and causing high employee attrition rate in Indian digital service sector.

The significance of hypotheses test results is .000 ( $P < .05$ ), and  $F = 6.028$ ,  $df = 4$ , and mean square is 3.114, which clearly supports the rejection of the null hypotheses and acceptance of the alternative hypotheses of the study.

The selected alternative hypotheses about attrition and ethical problems are one of the factors that are leading to the high rate of employee attrition. Also, ethical issues are affecting the engineering project management in the form of decision making system, stability in the project and work environment. Favouritism and discrimination play a very important role in changing the organisations. Ethical issues are also affecting the trust

factor, which is very important for any business activities, as ethical problems affect the day to day life of employees and mean they are working under stressful conditions.

### **7.3 Factors that are Leading Ethical Problems**

As discussed, there are a number of factors leading to ethical problems in the Indian DSS. The following points disclose the main reasons for these ethical problems.

- The lack of policies and guidelines and their implementation
- Unethical conduct and unfair treatment of an individual
- No strategies to deal with ethical problems
- Instability in the workplace
- There is no appropriate exit or feedback policies in the industries of the Indian DSS
- Incompetent and affected decision-making processes due to ethical problems
- Employees' low level of trust in management due to unethical treatment
- There is no job satisfaction, and low growth options available in the industry
- Insecurity of the current job and few opportunities in the organisation
- Wrong practices of rules and regulations causing ethical problems to grow more in the industry
- Inequality in the workplace, wrong and non-motivational management people leading the project in the organisation
- The policies such as code of ethics, equality, transference, integrity policies are on paper, and those policies are not adhered to properly, which leads to more unethical practices in the workplaces of India.

The following is the current situation of the Indian digital service sector due to the presence of ethical problems.

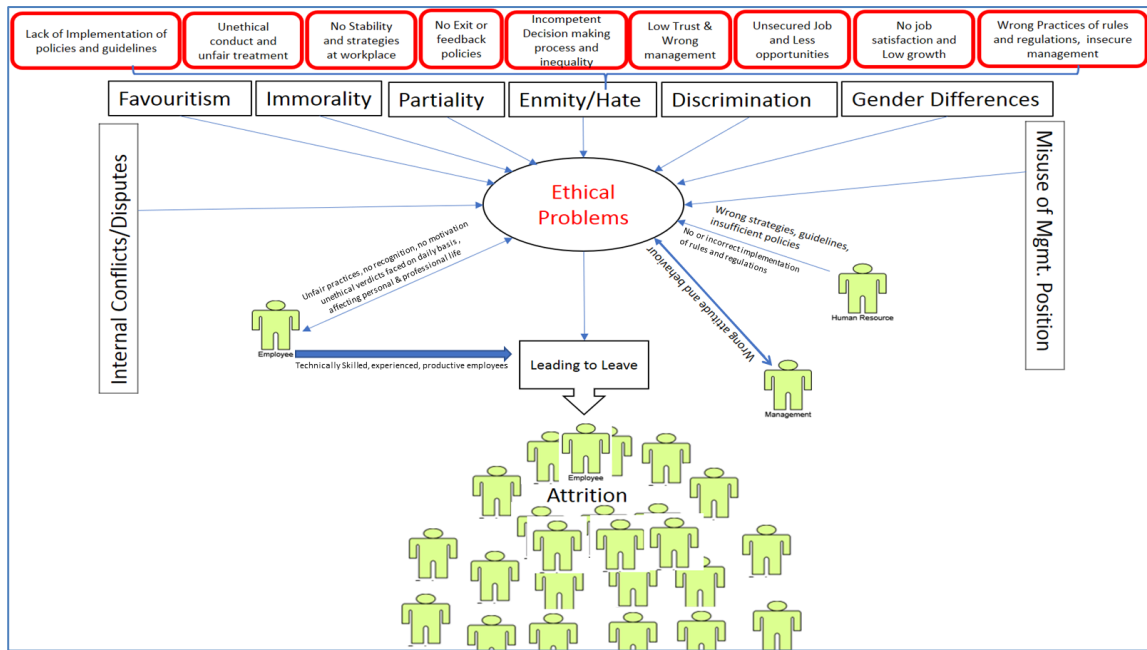


Figure 7.1 Present Indian DSS with ethical problems

Figure 7.1 signifies that the current Indian DSS situation with the presence of ethical issues, and the factors leading to ethical issues, which are causing high employee attrition rate. This is a major concern and it is important not to forget these matters in the march towards success.

#### 7.4 Success Factors to Reduce Ethical Problems and Attrition

The factor which is contrary to the leading ethical issues and attrition is the major point of in the discussion in this section. The successful aspects to reduce ethical problems that could lead to decreasing attrition are as follows:

- Enhanced policies, innovative guidelines and their appropriate implementation
- Fair treatment of an individual and ethical behaviour towards each other
- Stable working environment
- More skilled and competent job opportunities to grow in industry
- Trustworthy and enhanced decision making system in place
- Job security and more increasing growing prospects of job profile
- Appropriate feedback and exit policies
- Following right practices and correct rules and regulations in the workplace
- Job satisfaction and healthy working conditions

- Successful development or enhancing code of ethics and other policies and obedience of policies

The above facts should be included in the establishment of the legal framework, addressing the above success factors to reduce ethical issues that are causing high attrition.

## **7.5 Summary**

This chapter has discussed the findings gathered from the different aspects of the study. It concludes that the existence of ethical issues is real and they are present in the DSS of India. Additionally, ethical problems are affecting high employee attrition rate. The discussion also included mention of the factors that could reduce ethical problems and decrease attrition, which will be definite input to include in the framework of the study.

## **CHAPTER 8**

### **FINAL INVESTIGATIONS AND THE PROPOSED FRAMEWORK**

## CHAPTER 8: FINAL INVESTIGATIONS AND THE PROPOSED FRAMEWORK

### 8.1 Introduction

*The inspiration driving this part is to introduce the last examination and the system produced for the Indian DSS to reduce ethical problems and minimize the higher attrition rate.*

This chapter focuses on the presentation of the framework developed to reduce ethical problems that are increasing the already high attrition rate in the organisations of the Indian digital service sector. The results and findings of quantitative and qualitative data analysis will be considered and an appropriate framework then created.

### 8.2 Identification and Classification of Existed Ethical Problems in Indian DSS

As discussed earlier, ethical problems have been found to be present in the Indian DSS, and those issues are affecting the high staff attrition rate. The following figure is a visual presentation of existing ethical problems.

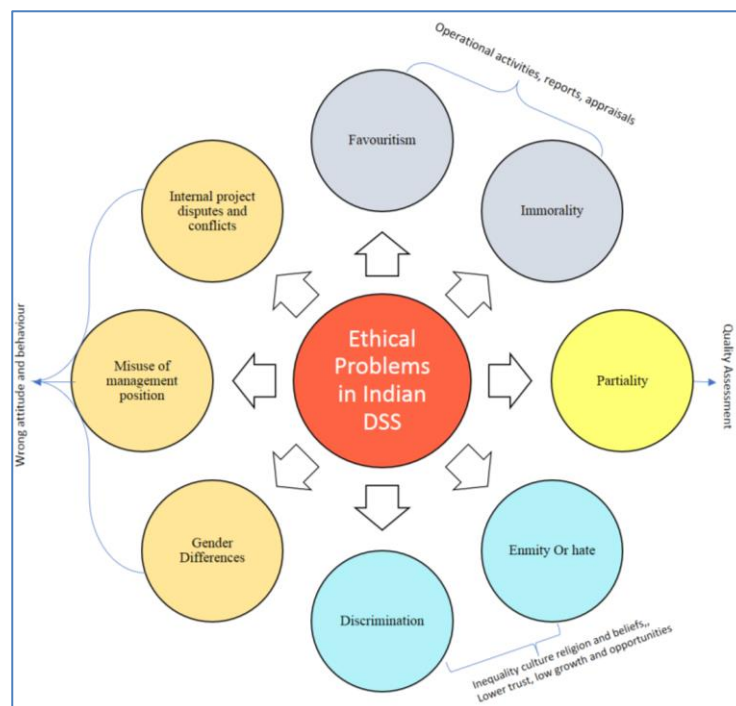


Figure 8.1 Existed ethical problems and their categorization in Indian DSS

Figure 8.1 shows the problems that exist in the Indian DSS such as favouritism, immorality, partiality, enmity/hate, discrimination, and gender difference, misuse of a management position and internal project disputes / conflicts. The ethical problems have been categorised firstly based on their operational activities, reports and appraisals, and



secondly on their quality assessment. After this, inequality, culture and religion are considered as well as beliefs, which refer to lower trust, low growth and opportunities, and finally, classification shaped based on wrong attitude and behaviour.

### 8.3 Verification of Hypotheses Testing

This section verifies the hypothesis selected for the study, which is that, “the ethical problems are causing high staff attrition rates in the digital service industries in India”. The study has found that this hypothesis is accepted and validated with the SPSS and NVivo produced results of the data collected from survey questionnaires and interviews. Ethical issues are causing a high attrition rate in Indian DSS and this is a real concern. The attrition of a high scale is not suitable for any work conditions, as it will impact the productivity of other employees. It may also cause the loss of valuable experienced and skilled employees, which will lead to project delays and afterwards, may lead to shutting down the project.

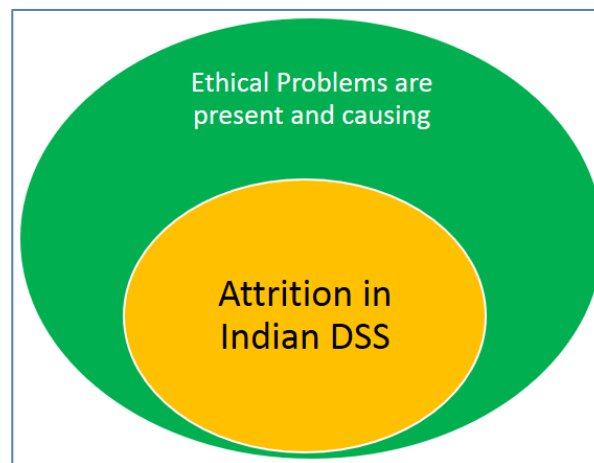


Figure 8.2 Ethical problems causing high attrition

Figure 8.2 explains the visual figure that hypothesis tested for the current research study. The ethical problems exist, and those eight problems are causing high attrition rate in the Indian digital service sector.

### 8.4 Recommendations and Proposals to DSS to Reduce Ethical Problems and Attrition

This sub-section provides information discussed by the researcher with the industries of Indian digital service sector. The following figure is the recommendation for the industries to make them aware of ethical problems. The enhanced policies and their implementation

is the second theme, while the third point as an organisation is to focus on better prospects of employment and career growth within the industry of the digital service sector. Finally, the active participation of everyone is required on the ethical committee, events, or activities conducted by the organisation to handle and communicate the unethical practices, conduct and behaviour and their outcomes.

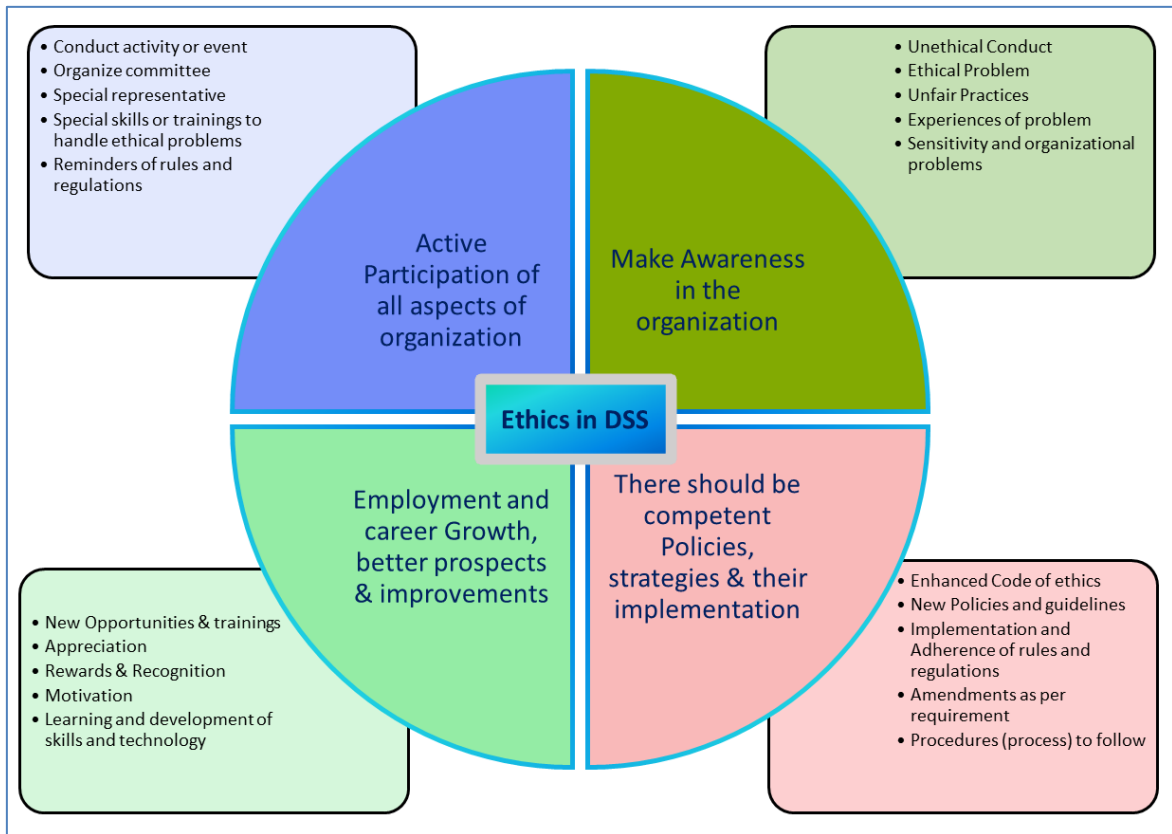


Figure 8.3 Recommendations to industries of DSS

Figure 8.3 shows the recommendations to the industries of the digital service sector to make them aware of the problem. In the organisation to deal with ethical issues, there should be enhanced policies and strategies available for practices, policies, guidelines and rules and regulations must be amended periodically as per requirements. The organisation must focus on the improvement and development of the employee, management and HR aspects, providing better opportunities and appreciation of the staff. However, the assembling committee, events and activities for discussing problems occasionally and giving training to the people who are handling the sensitive ethical problems will help to reduce the ethical problems that will then in turn reduce the number of skilled employees leaving the organisation.

- The term 'Awareness' is recommended for alerting the organisation about unethical conduct, an ethical problem, unfair practices, the experience of problems and any other organisational problems about a sensitive topic. The entire organisation should be aware that the problem exists in the industry.
- In the form of policies and strategies, there should be at least one policy, guidelines and regulation strategies, which are competent enough to deal with the unethical practices. If there is no policy, they must create or adopt one and renew it periodically and enhance it as required.
- That policy should be implemented properly and precisely, also make sure that adhered and applied properly in the workplace.
- If there are no policies or guidelines, then it should be created or adopted from the other nature of the work.
- Companies should focus on the new opportunities and growth to all employees who will give them more confidence to stay in the workplace.
- They should also make the effort in the learning and development based on the new emerging skills and technologies that will help to stand in the competitive market with the skilled employees.
- Besides work there should be better prospects and training must be available in the industry.
- The DSS should appreciate the work done by the employees and it is essential to recognise and reward them. It will motivate employees to work more and to aim for success.
- There must be activities and participation of all workers to recognise the problem, with training and development and active participation to reduce the ethical problems in the industry.
- The training should show sensitivity to the problem and should be given to experts, who are dealing with the issues.
- There must be someone who is looking after the unethical occurrences in the industry such as special representatives with a committee established for dealing with the problem.
- There is no need to hire more people from outside; the people from industry who are already working there must provide the special training and skills to deal with the ethical problems. It will reduce the extra burden of wage payments.

- Also, there is the need to conduct a circulation of links and portals to record and register the unethical conduct, and then experts will deal with them.

The above points are recommended to the DSS of India, to make them aware of the problem at the beginning. Also, there must be policies, training and development to reduce and finally focus on the better prospects, more opportunities and motivational factors of the organisation.

### 8.5 A Proposed Framework

This section has produced a proposed framework that will impact the ethical problems to hopefully reduce them in the industry, and that will minimise the higher rate of attrition in Indian DSS. The following figure is the developed framework for this research study.

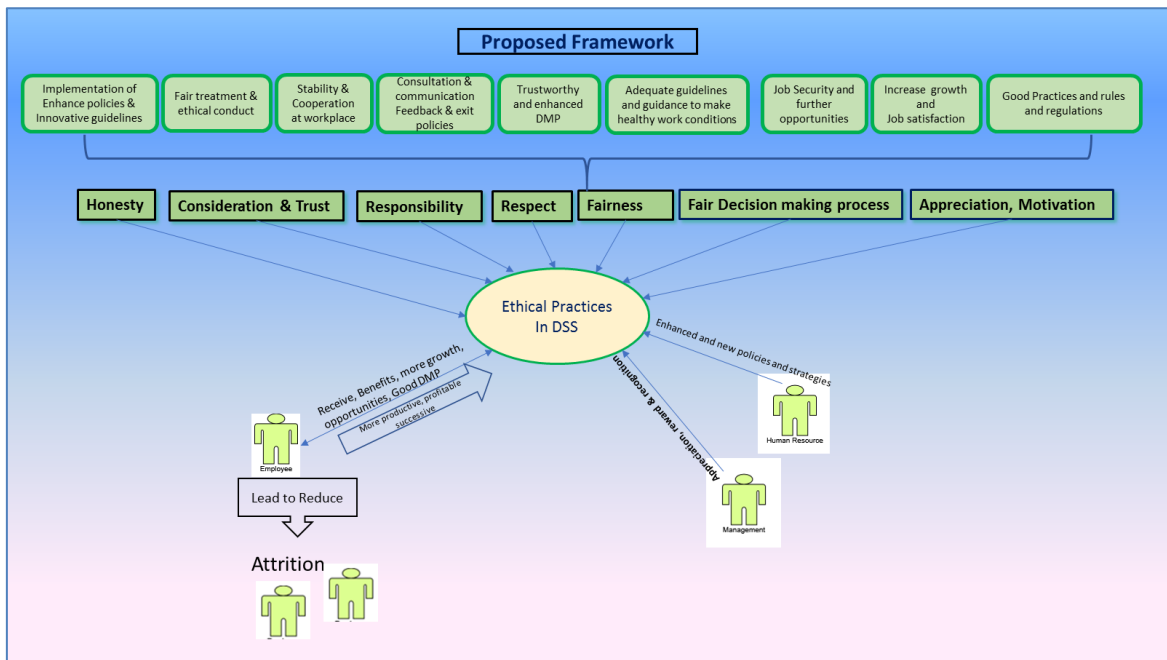


Figure 8.4 A proposed framework to reduce ethical problems and decrease attrition

The framework (Figure 8.4), which is the outcome of the survey questionnaire and interviews conducted with the employees, management and HR of the Indian DSS. It suggests a way forward for industries of DSS wishing to reduce ethical problems, which are causing a high rate of staff attrition. The framework may be suitable for other developing and underdeveloped countries that are facing the ethical problems in their digital service sector and engineering project management.

The new policies and enhanced strategies may reduce the ethical problems, and those enhanced policies will be replaced with honesty, trust, responsibility, respect, fairness, good decision-making systems and motivation from the enhanced code of ethics to grow in the respective industry.

### 8.6 Reporting Ethical Problems and Further Actions by Organisational Aspects

The three aspects of the organisation should follow the proper procedure and policies with clear communication that will create a good working environment with reduced unethical practices. Employees should adhere to guidelines and if anything seems to be an ethical problem or hazardous action, then someone should report it. The available guidelines and policies show that it is essential to record where the ethical issues have begun so that a suitable end solution can be provided. Hence, the priority should be reporting and recording the ethical problems in the organisation. Management should conduct the training and development programmes, and also should increase the growth opportunities to an employee. The guidelines, policies, rules and regulations must be followed ethically.

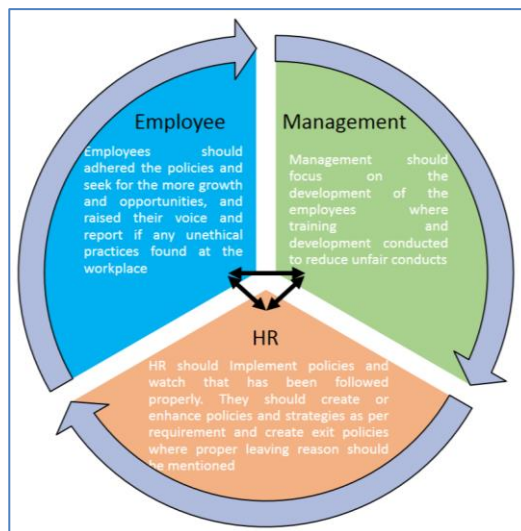


Figure 8.5 Reporting ethical issues and further action and development

Figure 8.5 shows that HR should implement policies and guidelines to reduce ethical problems, and additionally enhance or create new policies to reduce unethical practices in the workplace. The priority should be reporting the ethical problems from any aspect that will lead to the development plan, proper action and resolution to reduce the ethical problems from the industry. There must be an online portal, application or authority to report the unethical conduct before the employee leaves the organisation or any moment of misconduct takes place in the workplace.

After reporting the ethical issues, there must be a trained and experienced committee to handle such kinds of problem that will lead to reducing the problems from the DSS, and lead to a lower level of attrition.

### **8.7 Suggestions to Enhance Code of Ethics in the DSS**

To achieve the objective of the study, the code of ethics has been enhanced in regards to the employee aspects of the organisation. To enhance the code of ethics, the researcher studied the professional code of conduct and ethics such as ACM, IEEE, BCS, CSI, and PMI code of ethics. To achieve the objective of enhancing the code of ethics for this research study, professional bodies and their code of conduct have been carefully chosen, and important points were extracted from them and integrated to enhance the code of ethics that could be implemented in the industries of the Indian digital service sector.

#### **Enhanced code of ethics**

In regards to **treating people fairly**

- The fair treatment of each other with no participation in any event or acts of ethical problems such as favouritism, immorality, partiality, enmity/hate, discrimination, gender difference, misuse of a management position and internal project disputes/ conflicts.
- Set an example to subordinates through own work experiences and top performance in the workplace to motivate others through reward and recognition and job satisfaction.
- Support policies and maintain behaviours of an individual to generate stability in the workplace.
- Employees should act as responsible people and make decisions to report ethical problems considering safety, health and welfare of the others. Any issues that might endanger the employee and company environment should be disclosed immediately.

#### **Respect, Honesty, Trust, Responsibility**

- Employees should seek, accept and offer honest criticism of technical work, to acknowledge and correct mistakes and give credit to others involved and contribute their efforts to accomplish the goals.

- The honest duty of any individual encourages other members to uphold the reputation and not involve any action to put the profession into disgrace.
- Try to avoid and seek alternative options and avoid unhealthy decisions, which will give rise to conflict among the relevant authority and yourself.
- Refuse bribery at any time and in all its forms, and support colleagues in their professional development.
- There will be no misuse or infringement of any intellectual property of others.
- A responsible person should avoid injuries to others, property and maintain the reputation of the company.
- Respectful behaviour with your colleagues and professional members, which is very important.
- Try to develop or enhance decision-making processes that will motivate and keep all the individuals enthusiastic in the workplace.
- To avoid injuries to others and their properties, the reputation or employment, false or malicious claims must not be made.
- Do not make a claim to any other competencies that you are not processing and looking after.
- Every member must support maintaining the good reputation of any organisation.

### **Guidelines and policies, growth and opportunities**

- There must be guidelines, policies or strategies to deal with ethical problems and that must be replaced periodically and enhanced as per requirements.
- To support colleagues and others to follow procedures and guidelines to understand the ethical problem that impacts the importance of professionals' development and causes attrition.
- The implementation and adherence to policies and guidelines are tested and occasionally confirmed so that the rules and regulations are competent to deal with the unethical situations.
- Everyone should follow procedures, good practices and fairness strategies in the work environment.
- There should be included appreciation and motivation guidelines that will help mentors to appreciate the efforts and hard work in the work environment.

- Avoid injuries to others while or after acceptance of a higher authorised position in the organisation, and there should be memoranda that would give more growth.
- Better opportunities should be created for the organisational development, which will give more opportunities to the skilled workers to join the industry.

The above factors are included as an enhanced code of ethics to implement in the digital service sector of India. That will rectify the ethical problems and may reduce the high attrition rate from the organisations.

### **8.8 Summary**

In this chapter, eight ethical issues that are present in the industries are explained with the help of a diagram. Also, recommendations are made to organisations of DSS, to reduce ethical problems and decrease attrition. The developed framework has been explained and described, highlighting that reporting the ethical issues is a priority for enhancing policies and guidelines as per requirements. The enhanced code of ethics has been developed to be applied in the DSS to treat people fairly and with honesty, trust and respect.



**CHAPTER 9**

**CONCLUSIONS, CONTRIBUTIONS, LIMITATIONS AND**

**FUTURE REASEARCH WORK**

## CHAPTER 9: CONCLUSIONS, CONTRIBUTIONS, LIMITATIONS, AND FUTURE RESEARCH WORK

### 9.1 Introduction

*This chapter give information on conclusions, commitment and confinements of this research study. It likewise concentrates on future research work and advancement of the research studies in the particular branch of knowledge.*

The final chapter of the thesis summarises the important results revealed during this study and relates them to the research aim and objectives presented in the introduction and motivation of this thesis. Then, the contribution of the research study and limitations are also addressed in this chapter. Finally, directions for future research studies are presented and suggestions are offered for further development that can build on this research study.

### 9.2 Conclusions

The aim and objectives established in this study are presented in this section. The question on the ethical problems and testing hypothesis, as well as how the objectives have been achieved and their results are described here.

Table 9.1 Aim

<b>Aim</b>	To design a framework and develop a research study with a research methodology that will allow for the identification of the different ethical issues related to the high attrition rate in the Indian digital service sector.
<b>Process Achievement</b>	<b>of</b> This aim is accomplished and achieved effectively with the help of research objectives, applied research method, data collection, analysis, findings and investigation of the final results of the aim.
<b>Result</b>	This research aim is achieved with the identification of ethical problems. Moreover, it tested whether they are leading to high attrition rates in the Indian DSS.

Table 9.2 Objective 1

<b>Objective 1</b>	To study, discover and categorise the ethical problems that exist in the Indian digital service sector.
<b>Process Achievement</b>	<b>of</b> This objective was achieved successfully using a survey questionnaire developed by the researcher and investigated by Likert scale. Moreover, information was collected through the interviews to describe the ethical problems in depth.
<b>Result</b>	Favouritism, immorality, partiality, enmity/hate,

	discrimination, gender difference, misuse of management position and internal project disputes/ conflicts are apparent in the Indian DSS.
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Table 9.3 Objective 2

<b>Objective 2</b>	To investigate if the Indian digital service sector industries have a code of ethics and if this is followed properly. Also, to examine whether the policies, rules and regulations and ethical guidelines are available and adhered to.
<b>Process Achievement</b>	<b>of</b> This objective was achieved successfully using interview questionnaires developed by the researcher, and investigation conducted through asking questions in face to face, Skype, and Google form interview questionnaires. The questions asked whether there were any policies, guidelines or strategies available to deal with ethical problems.
<b>Result</b>	The questions asked in the interview resulted in the responses received for this research, and our second objective resulted I discovering that most of the DSS industries do not have policies, and while similar organisations have their policies such as code of ethics, guidelines etc., those policies were not followed or adhered to properly.

Table 9.4 Objective 3

<b>Objective 3</b>	To explore the consequences of ethical issues regarding attrition.
<b>Process Achievement</b>	<b>of</b> This objective was achieved successfully using both survey and interview questionnaires developed by the researcher. The data collected from mixed method research helped to achieve this objective.
<b>Result</b>	The third objective of this research study resulted in the response received from the participants. The results are determined by the discussion points, which is the wrong attitude, and bad behaviour, inequality, lack of implementation of policies and guidelines. Also included were unethical conduct and unfair treatment, insufficient or lack of strategies and policies available, and no job satisfaction. Finally, the results discussion was based on appreciation, which is never received by employees for their skills and hard work, and that is converted into lower trust in the management amongst employees. These points are affecting the ethical problems that are causing high rates of attrition in the Indian DSS.

Table 9.5 Objective 4

<b>Objective 4</b>	To develop a framework to reduce attrition and decrease ethical problems, and to suggest enhancing the code of ethics that will implement the framework.
<b>Process of Achievement</b>	This objective was achieved successfully using both survey and interview questionnaires that were developed by the researcher. The data collected from mixed method research helped to achieve this objective. The implementation and adherence to policies, and innovative guidelines, stable working environment, trust, honesty, respect, responsibility, job security all increase growth and opportunities, as well as reducing ethical problems and decreasing attrition.
<b>Result</b>	The research framework has been developed to reduce attrition and decrease ethical problems, and suggestions are made to enhance code of ethics to reduce attrition in Indian DSS.

Table 9.6 Objective 5

<b>Objective 5</b>	To make recommendations, and proposals to reduce attrition and improve unethical behaviour in the digital service sector.
<b>Process of Achievement</b>	This final objective was achieved successfully using both survey and interview questionnaires that are developed by the researcher. The data collected from mixed method research helped to achieve this objective. The required information has been recorded and tested. The outcomes resulted in making recommendations and proposals to Indian DSS to reduce attrition and decrease unethical conduct in the workplace.
<b>Result</b>	The recommendations are made and proposals have been put forward to reduce attrition and improve unethical behaviour in the Indian DSS.

The research question “*what are the ethical issues that are contributing to the high attrition in India’s digital service sector?*” and hypothesis “*ethical problems are causing high staff attrition rates in the digital service industries in India*” are achieved successfully in this research study.

### 9.3 Contributions to the Knowledge and Subject

The results and outcomes of this research study can be seen as making a noteworthy contribution to knowledge and related studies based on the ethical problems and attrition in the digital service sector.

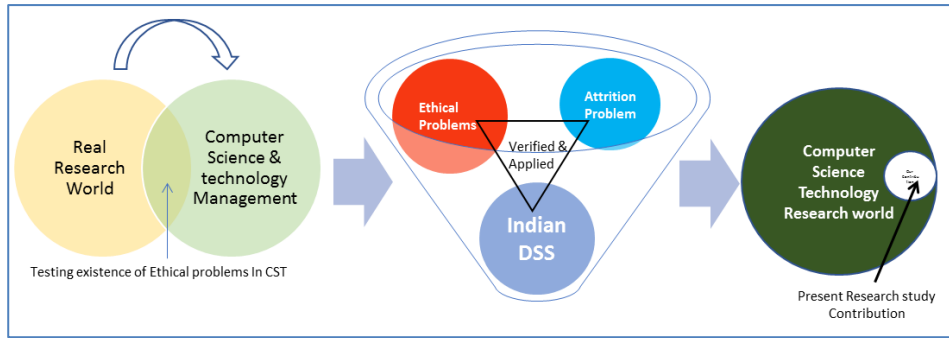


Figure 9.1 Overall Research Contributions

To the best of the researcher’s knowledge, and after an in-depth search of all recent PhD research and literature available focusing on the Indian DSS, there is no study that has been conducted on specific ethical problems, and that is causing high staff attrition rates in the Indian DSS context. However, this research is unique, as it is the foundation of future studies on ethical problems and attrition. Consequently, this research area requires deeper exploration of each ethical problem that is causing other problems in the digital service sector. This research study contributes to and produces a unique set of findings based on the mixed method research, which highlights that the existence of ethical problems is a real issue, and those issues are causing a high attrition rate in the Indian DSS.

This research study mainly explains that not only higher salaries, better profile and growth and skilled opportunities are contributing towards high attrition, but simultaneously ethical problems are also causing high staff attrition rates. This study clarifies this information with quantitative information analysed and interpreted at the results stage where 84.4% together strongly agree and agree about ethical issues are leading towards high attrition rate.

This study makes a methodological contribution to knowledge through the quantitative and qualitative data, which provides the analytical and descriptive analysis to ensure the validation and reliability of the study. This kind of approach has not been used in ethical problems and attrition segments in the Indian DSS, which makes it an exceptional case of the research study.

This study contributes to the limited literature on ethical problems in Indian digital service sector. As while searching the literature researcher were struggling to find information about ethical problems in the context of Indian DSS.

This research shows that ethical problems exist, and those ethical problems are causing high attrition rate; this concept was never investigated by any other researcher in the Indian technology sector.

This research contributes towards producing solutions to reduce ethical problems and will help to decrease attrition through enhancing and implementing guidelines and policies in the Indian DSS.

This research study not only produces recommendations but also made suggestions of a practical nature to decision and policy makers and higher authorities in Indian DSS.

The selected eight ethical issues and their existence in the organisations of Indian DSS are perfect matches to test the variable attrition in the Indian DSS.

This research study confirms the factors identified that are affecting ethical problems and those ethical problems causing high attrition rate, and the results produced through the SPSS and NVivo software.

This is an initial step towards reducing the major problem of attrition that contributes towards theory building related to the ethical problems and attrition in Indian DSS.

This study produces the framework that is potentially useful for the policy-makers, decision makers, higher authorities who are dealing with creating new policies and enhancing old strategies.

#### **9.4 The Scope and Limitation of the Study**

The scope of this research study is found in the digital service sector and ethics management in IT industry. However, it has more weight for the industries based on the computer science, engineering, technology and computer management field. The developed framework and development of study are the initial and a foundation base for any future studies based on the digital service sector attrition and ethics management.

The following are the limitations of the study that can be identified.

The main limitation is the lack of participants owing to their fear of losing their jobs if they provided their views on this kind of study. The data is acceptable for research but little, as compared to the huge digital service sector of India.

The second limitation considered for this study is that the data collected from the various Indian DSS industries. That data is based on an employee from company A, management data from company B, and HR information collected from Company C. Thus, there is a chance that employees are sometimes not given a chance to provide their feedback and may not give any chance to report the problem as per policies and guidelines available in the respective industry. However, the researcher has contacted many organisations in India to participate and work together on this study of ethical problems and their effects on attrition as a development of new case study. Unfortunately, they mostly refused to be involved in this kind of research work as they were frightened about their reputation in the market if the researcher lost valuable data.

A high number of individuals refused to participate in this study for the following reasons:

- a. They think they are bonded with the organisation and unable to provide any data
- b. They will lose their current jobs
- c. Unable or frightened to provide their opinion on such sensitive issues

The researcher also urged people to participate in this study, when he went back to India for the 22<sup>nd</sup> Asia Pacific Software Engineering Conference held at New Delhi. At the workshop presentation, the researcher requested industry background people to participate and provide their valuable experiences, views and thoughts on the problem of the study. After, in the networking and lunch session, they provided their contact details and information such as visiting cards, e-mails and phone number etc. After finishing the publication and the conference, the researcher came back and joined the university. To collect the data from them, the researcher contacted people from industry background via email and phone. Unfortunately, they did not turn up, and the researcher never received any response from them.

### **9.5 Directions for Further Research Work and Studies**

This research study is the first to use the mixed methodology to test Indian digital service sector and their participants in various levels of resources are available to the organisation such as Employees, Management and HR. It has provided many advantages and helpful platforms for future research work and studies. However, the researchers intend to apply for a scholarships and fundings to continue this research in the direction of software

development or development training modules where he can train the organisational professional ethically. If he received any financial help, he would continue with this research study and framework, which will be applied in future studies to develop an engineering project management tool or application, using policies, guidelines, and strategies as a database to work on live projects in the digital service sector.

However, the following are the points where specific attention could be given in respect of further studies:

- This study highly recommends using the present framework to be applied in future research and to develop a project management tool or training modules for the staff, that might reduce ethical problems and decrease higher attrition rates.
- The present study was conducted in the representative data from developing country, it is suggested that future research should involve underdeveloped, developing and developed countries DSS and develop a case study that will make the findings more powerful and a more in depth investigation from all the aspects of the same organisation.
- Increasing the number of dataset with changing the model by accounting correlation and increasing representative's data from all the aspects of the organisation of Indian DSS will establish a greater source of information about the ethical problems that are leading towards the high attrition.
- This study encourages the future studies that can be conducted in many developing and underdeveloped countries of DSS to focus more on the relation of ethical problems and high attrition. Also, future studies can perform research on the comparison between developed, underdeveloped countries and non-developed countries.
- Exploring more ethical problems will be an advantage for the future research studies, if more sophisticated models used and conducted while doing further research.
- The researcher recommends further research based on ethical problems that are leading to other problems such as company growth etc. in the industries of digital service sector.
- Exploring whether any positive as well as negative outcomes could emerge from the successful implementation of a framework to reduce ethical problems and



decrease attrition and providing information with how to overcome negative outcomes.

## **9.6 Summary**

This chapter explained how the researcher in this study achieved his goal of the research study, by describing the aims, objectives and answering the research questions with discussion. Additionally, this chapter focuses on the contribution of this research study, scope and limitations and finally, ends with recommending further research studies and ways to include this research as a base to develop the subject area.

A continuing this research and investigating more deep exploration with changing the model of the data so that the methods of research reveal more deep regularities and interrelations, also some new methods such as multifactor analysis can be employed for this purpose as well.

It is believed that the present research study's outcome will make a positive contribution to the development of the Indian digital service sector, which is marching towards the high successive ranking in the world. Also, this study's framework will enable favourable returns and successive growth for the people of Indian DSS as long as the obstacles and limitations identified in the study are removed.

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## **APPENDICES**

Appendix I Ethical Approval

Appendix II Research Survey Questionnaire

Appendix III Research Interview Questionnaire (Employee/management/HR)

Appendix IV All considered code of ethics for this study

Appendix V Publication of research paper

## I Ethical Approval



Research, Innovation and Academic  
Engagement Ethical Approval Panel

Research Centres Support Team  
G0.3 Joule House  
University of Salford  
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4 January 2016

Dear Santosh,

**RE: ETHICS APPLICATION ST15/69** – The study of Ethical problems in India's digital service sector and their effects on attrition and engineering project management

Based on the information you provided, I am pleased to inform you that your application ST 15.69 has been approved.

If there are any changes to the project and/ or its methodology, please inform the Panel as soon as possible by contacting [S&T-ResearchEthics@salford.ac.uk](mailto:S&T-ResearchEthics@salford.ac.uk)

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Arif'.

Prof Mohammed Arif  
Chair of the Science & Technology Research Ethics Panel  
Professor of Sustainability and Process Management,  
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## II Research Survey Questionnaire

### Research Questionnaire

Software Engineering Project Management

Employees/Software Engineers/Executives/Sr. Positions/Developers/Consultants

If you prefer to fill the questionnaire by phone, do you give your consent to be recorded:  
Yes/No

#### Q.1 As per your experience and opinion which ethical issues you found at your workplace?

Problems/Issues	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Do not Know
A. Favouritism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Immorality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Partiality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Enmity/Hate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Discrimination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Gender Difference	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Misuse of Mgmt Position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Internal Project Disputes/ Conflicts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### Q.2 Ethical issues are leading towards increasing attrition rate (People leaving organisation)?

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Do not Know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### Q.3 Do you agree that ethical issues are affecting the decision process in your organisation?

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Do not Know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### Q.4 How satisfied are you with the management decision making process? (1 Lowest—5 Highest)

1      2      3      4      5

#### Q.5 Do you think there are stability at your workplace?

Yes   

No

**Q.6 Do you think you need stability at workplace?**

Yes

No

**Q.7 Do you think fair treatment needs to be implemented in your organisation.**

Yes

No

**Q.8 “Today employees trust in management is the lowest due to above stated ethical problems.”**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Do not Know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q.9 Have you ever discriminated at workplace (Including previous experience)?**

Yes

No

**Q.10 Favouritism plays an important role to change workplace or organisation.**

Yes

No

**Q.11 Are these problems affecting your day to day activities in professional as well as personal life.**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Do not Know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



### **III Research Interview Questionnaire (Employee/Management/HR)**

#### **Research Interview Questionnaire**

Thank you for willing to take part in the research interview. Can I first of all assure that you will remain completely anonymous and no record of the interview will be kept with your name on.

May I have your permission to record the interview; it will be helpful to collect data more accurately and will be used for future reference in this research study. All data will be deleted or terminated after the completion of the PhD research study.

#### **Topic1 Awareness and existence of ethical problem in your organisation and your personal experience**

- 1) Could you please describe yourself and your career achievements?
- 2) Have you ever encountered or faced ethical issues in your organisation?
- 3) Describe your experience about the existence of ethical issues in the IT/Software/Service industry?

Example: Favouritism, Immorality, partiality, Enmity/Hate, Discrimination, Gender differences, Misuse of management position, internal conflicts.

#### **Topic2 Reason/root cause of the problems**

- 4) May I know why you have left your previous job? Is it due to ethical issues?
- 5) Could you please describe if there are any factors that lead to the ethical problems in your industry.  
Example: Casteism, Culture, Religion, Beliefs, wrong attitude & behaviour, unfair treatment, inequality
- 6) How frequently have you faced these problems in your career?
- 7) When have you encountered these issues?
- 8) Where have you encountered these issues? And why?
- 9) Could you please explain what happened and how did you feel about it?
- 10) Can you describe in your own experience, why such ethical problems or ethical dilemma occurred in your workplace?

### **Topic3 Strategies**

- 11) In your organisation are there any strategies available to deal with ethical problems?
- 12) If there are policies to deal with ethical problems, what are they?
- 13) How satisfied are you with the strategies used at your workplace to eliminate ethical problems?

### **Topic 4 Attrition**

- 14) When leaving your previous organisation, have you been given the opportunity to provide any feedback?
- 15) Which actions have been taken by your previous organisation after your feedback?
- 16) If you have not reported any feedback, Why didn't you reported such issues?
- 17) Have you ever mentioned any other reason except ethical problems when leaving your previous company?

Example: Personal reason, education, or something else other than ethical issues

- 18) Have you ever reported ethical problems to the management?
- 19) Could you please tell me the process of reporting ethical issues in your organisation?
- 20) Are these ethical issues affecting your company's attrition rate? How?
- 21) What do you think about ethical problems causing people to leave/change organisations?
- 22) How are these issues affecting productivity in your organisation?
- 23) What actions does your organisation take when experiencing such kind of ethical issues?
- 24) Have you been involved in any activity or project to reduce or stop attrition rate?
- 25) Have you participated in any activity or project to reduce or stop ethical problems in your organisation?
- 26) What is your advice about changing existing ethical issues strategy/policy (If there is one) and adopting new code of ethics methodology that will try to eliminate ethical problems and reduce attrition rate?

- 27) Thank you very much for helping us and giving up your time. Can I finally ask you if you think there is any aspect from your experience of ethical problems that has not been covered in this interview, or any other comments you want to make.

**Team Lead/Group Lead/Assistant Manager/Manager/Sr. Manager**

**Topic1 Awareness and existence of ethical problem in your organisation and your personal experience**

- 1) Could you please describe yourself and your career achievements?

**Topic 2 Policies**

- 2) Describe the strategies available in the organisation to deal with ethical problems?  
3) Describe your organisational policies to deal with ethical problems?

Example: Equality policies, Code of ethics

- 4) How do you deal with ethical problems to avoid such issues?  
5) What strategy do you use or what kind of care do you take to stop such kind of ethical issues in your workplace?

**Topic 3 Incidents and their effects**

- 6) Have you ever had a case at any level of management, where ethical policies were not followed or people acting unfairly and discriminately in your workplace?  
7) Please describe the case (s).  
8) Please describe, how you handled the situation?  
9) What do you think about ethical problems causing people to leave/change organisations?  
10) Are these ethical issues affecting decision making process in your organisation?  
11) Have you been involved in any activity or project to reduce or stop attrition rate?

**Topic 4 participation and other reasons**

- 12) Have you participated in any activity or project to reduce or stop ethical problems in your organisation?  
13) Are these ethical issues affecting your company's attrition rate?

- 14) How are these issues affecting the attrition rate?
- 15) While leaving your organisation do you take any feedback report from employees?
- 16) What kind of reasons do employees give as a reason for leaving? Are there any ethical problems reported?
- 17) What your advice about changing existing ethical issues strategy/policy (If have one) and adopting new code of ethics methodology who will try to eliminate ethical problems and reduce attrition rate.
- 18) Thank you very much for helping us and giving up your time. Can I finally ask you if you think there is any aspect of your experience of ethical problems that has not been covered in this interview, or any other comments you want to make.

### **Human Resource/Higher Level Management**

#### **Topic1 Awareness and existence of ethical problem in your organisation and your personal experience**

- 1) Could you please describe yourself and your career achievements?

#### **Topic 2 Policies**

- 2) Describe the strategies available in the organisation to deal with ethical problems?
- 3) Describe your organisational policies to deal with ethical problems?  
  
Example: Equality policies, Code of ethics
- 4) How do you report or check the managers acting unethical at workplace?
- 5) Do organisations people follow the ethical policies?

#### **Topic 3 verification**

- 6) How do you verify or check the implemented strategies/policies are working properly.
- 7) Who's dealing with the policies/strategies

Example: Representative, respective department, Mentor, qualified individual or third party resources

#### **Topic 3 Incidents and their effects**

- 8) Have you ever had a case at any level of management, where ethical policies were not followed or people acting unfairly and discriminately in your workplace?
- 9) Are these ethical issues affecting decision making process in your organisation?
- 10) What do you think about ethical problems causing to leave/change the organisation?
- 11) What action do you take against the person who's acting unethical in the organisation?
- 12) Are these ethical issues affecting decision making process in your organisation?
- 13) Are these ethical issues affecting your company's attrition rate?
- 14) How are these issues affecting the attrition rate?

#### **Topic 4 participation and other reasons**

- 15) Have you ever involved in any activity or project to reduce or stop attrition rate?
- 16) Have you been ever participated in any activity or project to eliminate ethical problems in your organisation?
- 17) While leaving organisation do you take any feedback report from employees?
- 18) What kind of reason for leaving employees mentioned? Is there any ethical problems reported?
- 19) What is your advice about changing existing ethical issues strategy/policy (If there is one) and adopting new code of ethics methodology that will try to eliminate ethical problems and reduce attrition rate?
- 20) Thank you very much for helping us and giving up your time. Can I finally ask you if you think there is any aspect of your experience of ethical problems that has not been covered in this interview, or any other comments you want to make.

#### **IV All considered code of ethics for this study**

- **Computer Society of India (CSI) Code of ethics members in all categories**

Organise the resources available to him and optimise these in attaining the objectives of his organisation

Not misuse his authority or office for personal gains.

Comply with the Indian laws relating to the management of his organisation and operate within the spirit of these laws.

Conduct his affairs so as to uphold, project and further the image and reputation of the CSI.

Maintain integrity in research and publications.

#### **As regards his ORGANISATION**

Act with integrity in carrying out the lawful policy and instructions of his organisation and uphold its image and reputation. Plan, establish and review objectives and tasks for himself and his subordinates who are compatible with the Codes of practice of other professionals in the enterprise, and direct all available effort towards the success of the enterprise rather than of himself.

Fully respect the confidentiality of information which comes to him in the course of his duties, and not use confidential information for personal gain or in a manner which may be detrimental to this organisation or his clients.

Not snoop around in other people's computer files.

In his contacts and dealings with other people, demonstrate his personal integrity and humanity and when called to give an opinion in his professional capacity, shall, to the best of his ability, give an opinion that is objective and reliable.

#### **As regards the EMPLOYEES**

Set an example to his subordinates through his own work and performance, through his leadership and by taking

Account of the needs and problems of his subordinates.

Develop people under him to become qualified for higher duties.

Pay proper regard to the safety and wellbeing of the personnel for whom he is responsible.

Share his experience with fellow professionals.

### **As regards the CLIENTS**

Ensure that the terms of all contracts and terms of business be stated clearly and unambiguously.

Not use the computer to harm other people or to bear false witness.

Be objective and impartial when giving independent advice.

### **As regards the COMMUNITY**

Make the most effective use of all natural resources employed.

Be ready to give professional assistance in community affairs.

Not appropriate other people's intellectual output.

Always use a computer in ways that ensure consideration and respect for fellow humans.

- **ACM Code of ethics and professional conduct**

#### **Association for computing and machinery**

Ethical and professional conduct followed by every member includes voting, associate, and student members of the ACM. The codes have 24 imperatives formulated as personal responsibility, to identify the elements of such a commitment. It contains partly issues faced by professionals. The code is explained in various sections.

#### **The first section is general moral imperatives**

This section introduced the contribution made by ACM member towards their society and human well-being. It states that to avoid any harmful actions to others. The member should be honest and trustworthy. The member should stand up to take action against discrimination and provide fair treatment to everyone. It is mandatory to all members to take care of their property rights and avoid situations of unauthorized duplication of copyrights and patents. All obliged to protect the integrity of intellectual property, most importantly one should not be steal any others ideas or work. Respect the privacy of others and honest towards their confidentiality of information.

#### **The second category is more specific about professional responsibilities.**

Every professional's most important obligation is excellence in responsibility. The professional's must be focus on quality, effectiveness and dignity of the process and professional conduct. A professional's must participate in setting standards for appropriate levels of competence, and strive to achieve those standards. To gain knowledge of already existed laws pertaining to professional work. Members should accept and provide suitable professional review. Give comprehensive and

thorough evaluations of computer systems and their impacts, including analysis of professional risks. Honour contracts, agreements, and assigned responsibilities. Improve awareness of technical knowledge into public and its consequences. To access computer systems and communication material only when you are authorized to do so.

### **The third section includes the organisational leadership requirements**

This section has been derived from IFIP code of ethics, especially from its section of organisational ethics. It is very important to adopt organisational and leadership conduct as it is always eliminated from most code of ethics and their obligations. It contains the articulate social responsibilities of members of an organisational unit and encourage full acceptance of those responsibilities. Manage personnel and resources to design and build information system that enhance the quality of working life. Acknowledge and support proper and authorized uses of an organisation's computing and communication resources. Ensure that users and those who will be affected by a system have their needs clearly articulated during the assessment and design of requirements; later the system must be validated to meet requirements. Articulate and support policies that protect the dignity of users and others affected by a computing system. Create opportunities for members of the organisation to learn the principles and limitations of computer systems.

### **And the last sections about compliance with the code**

As a member uphold and promote the principles of code of ethics. The future of digital service sector professionals depends on both technical and ethical excellence. It is everyone's duty to adhere and promote principle expressed in this code. Treat violation of this code of ethics as inconsistent with membership in the ACM. If member founds not dealing as per code or not following the code by engaging in gross misconduct, membership may terminated by the ACM.

- **IEEE code of ethics and conduct**

The importance of our technologies affecting the quality of life throughout the world, and serving communities IEEE follows the following highest ethical and professional conduct.

#### **Be respectful of others**

Members should act as a responsible person and make decisions considering safety, health and welfare of the public. However disclose the promptly factors that might endanger the public and environment.

Be honest and realistic in stating claims or estimates based on available data.



Continuous improvement and understanding of technology is necessary, its appropriate application and potential consequences.

To maintain and improve IEEE technical competence is very important and to take technical tasks under training and experience for others.

### **Treat People fairly**

To seek, accept and offer honest criticism of technical work, to acknowledge and correct mistakes and give credit to others involved and contributes their efforts.

To treat fairly to each and every individual and will not participate in any event or acts of discrimination based on race, religion, gender, disability, age, national origin, sexual orientation, gender identity or gender expression.

Avoid injuries to others, property and reputation of employment

To avoid injuries is to others and their properties, reputation or employment by giving false and malicious action.

To support colleagues and others to follow code of ethics and understand the importance of this professional development.

### **Refrain from retaliation**

We will not take any revenge with any IEEE member, employee or any other person who reports an act of misconduct or who reports the violation of the code of conduct.

We will not react to any person who makes IEEE aware of their rules regulations and policies are violating activities.

### **Comply with applicable laws in all countries where IEEE centres are available**

To reject bribery in all forms

To avoid conflicts of interest whenever possible and to disclose them to affected parties when they do exists.

Protection is valuable and confidential information to IEEE and personal information.

Not agreeing with competitors to change in price or fixing price or manipulating any bidding information or engaging in other acts that result in restraining trade.

There will be no misuse or infringing of any intellectual property of others.

- **British Computer Society (BCS) code of ethics**

This code of ethics and conduct sets out the professional standards required by BCS as a condition of membership, it applies to all members. It governs the conduct of individuals. It is based on following four major categories.

**Public Interest**

Members should provide due regard for their public health, privacy, security and wellbeing of others and environment.

Legitimate rights of third parties

Conduct of every professional not to discriminate on the grounds of sex, sexual orientation, marital status, nationality, colour, race, ethnic origin, religion, age or disability, or any other condition or requirement.

**Professional competence and integrity**

Members should only undertake to do work or provide service that is within your professional competence.

No claim any other competence that you do not possess.

Development of professional knowledge, skills and competence on a continuous basis, maintaining awareness of technical developments, procedures and standards are relevant to your field.

You should have legislation knowledge to follow the professional responsibilities

Respect and value alternative viewpoints and, seek, accept and offer honest criticisms of work

Avoid spreading false information and actions to evade injuries to others, property and employment.

Reject and will not make any offer of bribery or unethical conduct.

**Duty to relevant authority**

While exercising professional judgements carry out your professional responsibilities with due care and diligence.

Try to avoid and seek alternatives options to give rise in conflicts among relevant authority and yourself.

Accept professional responsibility of your work and for the work of colleagues who are defined in given context as working under your supervision.

NOT disclose or authorise to be disclosed, or use for personal gain or to benefit a third party, confidential information except with the permission of your Relevant Authority, or as required by Legislation. Trustee Board Regulations Schedule 3 v4 – Code of Conduct for BCS Members Approved by Trustee Board 8 June 2011 Page 3 of 5 e. NOT misrepresent or withhold information on the performance of products, systems or services (unless lawfully bound by a duty of confidentiality not to disclose such information), or take advantage of the lack of relevant knowledge or inexperience of others.

### **Duty to the profession**

Professional duty encourages members to uphold reputation and not involve any action to put profession into disgrace.

Try to increase the efficiency of the standards and involve in their development and application and execution.

Every member has to support to maintain good reputation of the BCS organisation

Respectful behaviour with your colleagues and professional member is very important and act with integrity with them.

Contact BCS in case of any criminal offence or bankrupt or disqualified as a director of company provide detailed information to the legal department.

Support colleagues for their professional development

- **PMI Code of ethics and professional conduct**

This is the standard code of ethics developed by PMI, project management structure committed to doing what is right and honourable to each and every PMI member of the committee. The main purpose of this code is to gain confidence in the project management profession and to help individual become a better practitioner. Code will use for making wise decisions, particularly when faced difficult situation, where may apply to compromise integrity and values. It is based on Vision and responsibility to gain respect standard and provide fairness standard in project management to remove favouritism, conflicts and discrimination from the respective project (PMI Journal 2006).

The vision and applicability states about to meet the standards at every place we live for example at work, at home, and in service to our profession. PMI code of ethics explains the expectations we have in our self with our colleagues and community throughout globally. It explains the principle

of which aspire by PMI members and behaviours that are required in various role. This code mandatory applies to all PMI members and individuals who are not member but meet the criteria of who hold a PMI certification, who applies to start their certification course and the volunteer service providers to PMI. It also defines the structure of the code divided in various sections and aligned to the standard of conduct and values that applicable to project management community. The four values as the foundation of values and support are responsibility, respect, fairness, and honesty. Every section has its own aspirational and mandatory standards, which have to follow by all.

### **Responsibility**

The responsibility is a duty of decisions and actions that PMI takes and fails to take, and the concerns that results into. It has its own mandatory and aspirational standards.

### **Respect**

It is an obligation to show respects in ourselves, other and resource trusted towards PMI. The resources may include people, money, reputation, safety of others, and natural and environmental resources. As stated earlier respect based on their aspirational and mandatory standard.

### **Fairness**

It is duty of make decisions and act impartially and objectively, the conduct essential to be free from competing self-interest, prejudice and favouritism. Fairness based on their mandatory standards of acting as a practitioner in global PM community and mandatory standards on the basis of conflicts and interest solution. The value of equality, tolerance, respect for others and the principal of equal justice govern this imperative. Discrimination on the basis of race, gender, religion, caste, age, disability, national religion or any other factors is an explicit violation of ethical practice.

### **Honesty**

It is the act of understanding the truth and performs in a truthful manner in our communication and in conduct too. It is also has mandatory and aspirational standards of code of conduct (PMI Journal 2012).

## **V Qualitative Data Information**

**The following coded texts and transcripts as expressed by the participants.**

### **Awareness and Existence of Ethical Problems in DSS**

Employee 1

*Q1 “I am pursuing postgraduate MBA degree and working with School in institutional marketing, since last nine months. However, before I used to work in the service industry, over there I worked for two years and then moved on to institutional sector”.*

*Q2 Favouritism, Immorality, Partiality, Enmity/Hate, Discrimination, Gender differences, Misuse of management position, and Internal conflicts exist in the industry.*

*Q3 The personal experience I think every employee is facing this situation in organisation even I have faced these issues, my senior did not want me to take initiatives in many things, I had skills to do beyond my roles and responsibilities but being a junior and bottom level employee I was not listened and my all quality has been suppressed”*

Employee 2

*Q1 “I am a self-motivated person. I would like to learn new things and update my knowledge. I always try to learn from my past mistakes. I achieved well in my career but not as per my expectations.*

*Q2 The faced problem of Favouritism, Partiality, Gender differences, Misuse of management position in the organisation.*

*Q3 My experience about ethical issues in IT was not good. Because of they always give workload, pressure on the employees to complete the work in given time limit. In IT, there is a working pressure, stress on the employee.”*

Employee 3

*Q1 “I started my career as a project executive in multi-national software and IT organisation. I am MBA graduate and working at the senior position in reputed IT industry.*

*Q2 I have faced Favouritism, Immorality. Partiality, Enmity/Hate, Discrimination, Gender differences, Misuse of management position, Internal conflicts.*

*Q 3 I had very bad experience about ethical issues that present in IT industry. Management is not supporting even working so hard, management never appreciates my efforts and at the time of appraisal asking the same question that you are just dedicated to working and not mixing with the people, even I have done pleasant environment with my friends. Moreover, if my productivity is low manager will ask me the same question in a*

*different way that I involved in people's life. If we are maintaining both, they will tell that you are not a good team member."*

#### Employee 4

*Q1 "I am a graduate, and a working engineer had working experience with three organisations. I joined my first organisation as an Executive and then became a Sr. executive. While leaving my first job after three years, I was Subject Matter Expert. I had to leave this job due to some unethical practices.*

*Q2 I have encountered with Favouritism, Immorality, Partiality, Enmity/Hate, Discrimination, Gender differences, Misuse of management position, Internal conflicts at the workplace.*

*Q3 My personal experience that, yes, I faced ethical problems many times. I think partiality is the common thing which employee has to face every time now and then which I came across. My boss used to be partial towards the people praising him. Helping an employee to climb up the ladder of the success against the rules is a common misuse of management position."*

#### Employee 5

*Q1 "I have done masters in MCM, working with the reputed organisation, since last five years From 2010, a senior executive in the service industry.*

*Q2 I have encountered and faced the problem of Favouritism, Immorality, Enmity/Hate, Discrimination, Misuse of management position, Internal conflicts.*

*Q3 Favouritism regarding appraisals and bonus and people taking advantage even after working hard, not getting recognised and benefit from working with dedication. Immorality sometimes faced at the time of appraisals, the management has not measured extra initiatives, even tried to help to improve the process but that one also neglected. Enmity/hate within employee it can happen, opinion provided, that management can hate him depending on the situation. Misuse of management position, provided with real time examples and experiences of this problem, my friend was very skilled and excellent and fast at developing cases and problems for the team. However, due to personal problem and studies he unable to do full time and wanted to move for part time basis job as there is a policy exists that you can change the full-time job and work as a part-time employee in the respective industry. However, management does not agree with his proposal to change in full-time job to part-time, so he left the organisation. Management issue is there with some top performer to get a low bonus and never get rewarded at the time of appraisal. Sometimes senior management also involves taking hasty decisions, internal conflicts: due to trying to police the employee and assign a task to one of the team members to get other employees view towards management which is unethical conduct. Moreover, internal conflicts are there exists in the Indian digital service sector. People are changing jobs due to unethical conduct are the real concern, and I am unhappy about it. Employees still*

*working with unethical atmosphere because of as per their own experience there is no salary package available in the market, employees get frustrated due to internal conflicts.”*

Employee 6

*Q1 “I am BCS graduate, and joined the reputed organisation, also worked on contract basis as an engineer and now working as a project coordinator.*

*Q2 Yes, I have faced many times ethical issues in the industry, Favouritism, Immorality, Partiality, Enmity/Hate, Discrimination, Gender differences, Misuse of a management position, Internal conflicts.*

*Q3 Management used employee’s knowledge skills to achieve the target with providing minimum time for project execution. However even skilled employees are present, management decides to give the project to unskilled workers that part is very hectic, and no one notices the sufferings of his or her at the workplace. However, if the employee did good work no one appreciated and recognised their work, neither contractor nor client management with the reputed organisation. If we must gain project from the organisation, then we take with five timeless periods to finish such as if the company should finish the project within five weeks but as a contractor which we should end that within a week, even working so hard no one recognised or appreciating the efforts we are doing. We were working more than 12 hours shift where overtime was not paid, and sometimes we have to stay longer on the night shift to accomplish the goal. Management is ignoring the fact that employees are doing hard work to complete the task. Employees are getting less increment for a project where another region project is getting more benefits. Everyone should treat on the same platform. Being a valuable employee because of I am a lady not given opportunities to site visits, however, another woman was getting opportunities to visit sites, and those are not good at work. Moreover, they do not know anything about work. Again, those people get back to me to help on their project which is unfair towards me. Management gave opportunities to the people who are incapable and lack of knowledge and bad at doing any work, but management like their looks, so they have given opportunities to visit sites, where ignoring the skilled, knowledgeable employees. However, those people completely ruin their projects, and what we should do with completing our task we have to look after their work as well and support them which is biased. Incapable employees are given more chance and growth as compared to a knowledgeable person in the industry. Because those people are taking advantage of being a lady in the industry and gaining progress at the workplace. The internal conflict happened when management put me on a different project, and capable person given my position after that person make that project worse I have to come back and work on the initial project which is lead to the internal conflict. The person who is technically sound and capable of doing hard work will face the more problems in the industry. The incapable person given opportunity whose always negative thinker due to one employee tried to commit suicide because of unethical conduct. The manager refused employees to take their lunch they force them to complete their work first. In the period of working with the service industry, I must join office at 9 in the morning where I have to end at 11 in the night*

*working more than 15 hours shift without any breaks. In that time managers favourite employees were idol where they were not working on anything, but for me I have to work as a multitasker where I have to focus on quality work with my load of tasks. Employees have to work for other people while they are busy with the Facebook and other social networking. People who have good economic and family background gave privilege at the industry to do anything with the management's permission, Due to more workload employees got migraine attack multiple times. So, decided to move from the project then organisation. The good employees were thrown out of the project on the small issues which are ignorable. They know about software, graphics and hardware and multitaskers, after removing them they have to assign those projects to the very low skilled staff which is unethical conduct. People were a judge on the caste background and given more opportunities as compared to the lower caste employees. The manager provided a false report to the higher authorities.”*

Employee 7

*Q1 “I have completed my masters in research science, and working with IT organisation, working as Jr, Research Engineer.*

*Q2 I have faced and encountered with Favouritism, Immorality, Partiality, Enmity/Hate, Discrimination, Gender differences, Misuse of management position, Internal conflicts.*

*Q3 I was suffering from partiality in the organisation, so decided to leave the previous organisation.”*

Employee 8

*Q1 “I am an engineer and worked with three reputed organisations in Digital service sector of India.*

*Q2 Have faced with Favouritism, Immorality, Partiality, Discrimination, Misuse of management position.*

*Q3 Yes, due to ethical issues I left the first organisation. In a first organisation, management was not good left due to misuse of management position, and second organisation left due to partiality at the workplace, most of the above problem faced multiple times a couple of reputed organisations.”*

Employee 9

*Q1 “I am an engineer and started working as application admin at the reputed organisation, technical support executive for another highly recommended industry, and working as an application administrator in current position, passing information from business to staff and requirement and understanding of the work done by an employee of the business.*



*Q2 I have encountered with Favouritism, Partiality, Enmity/hate, Discrimination, Misuse of management position. Internal Conflicts*

*Q3 My experience about Favouritism which is everywhere and faced many times. Partiality is faced several times, Enmity/hate hated by the management. Discrimination exists, Misuse of management position I got transferred from one project to another from director while she thought I am incapable of doing things and started pushing me with more workload. Internal conflicts are facing by work dress code which is not necessary.”*

The overhead responses received based on the topic of awareness and existence of ethical problems from employees in the industry. The following information collected from the management of Indian DSS.

#### Management 1

*Q1 “Managing Team of 30plus people, handled complex and difficult/tough Implementation Projects and other assignments successfully, balancing my personal life, Professional Life and Social Responsibility (Social Services etc.)*

*Q2 I am agreed with Favouritism, Immorality, Enmity/Hate, Discrimination, Gender Differences, Misuse of Mgmt. Position, Internal Project Disputes/Conflicts that exist in the industry.”*

#### Management 2

*Q1 “Currently, working as assistant professor in an Indian private university and earlier worked in IT sector as Team Leader.*

*Q2 I have seen ethical problems both in IT sector as well as education sector too. Somewhere, I feel the problems are more in digital sector - both services and education. I think it can be attributed to relatively higher packages in the digital sector. I have seen Favouritism, Immorality, Enmity/Hate, Discrimination, Gender Differences, Misuse of Mgmt. Position, Internal Project Disputes/Conflicts exist in the industry.”*

#### Management 3

*Q1 “I am an engineer, and last four years I am working in e-publishing domain. We are specialised in converting hard copies into digital format for online publication. for that we are using XML, XHTML, HTML, HTML5, CSS, DTD, PHOTOSHOP, etc. I am started my career as a content developer, and now I am processing lead. Now I have hands on the whole process.*

*Q2 I have faced and encountered with Favouritism, Immorality, Enmity/Hate, Discrimination, Gender Differences, Misuse of Mgmt. Position, Internal Project Disputes/Conflicts in the Indian digital service sector.”*

#### Management 4

*Q1 "I am working as PMO and no special achievements as such in my career.*

*Q2 I have seen Favouritism, Discrimination, Misuse of Mgmt. Position, Internal Project Disputes/Conflicts are present in the industry."*

Management 5

*Q1 "I am working as a Project Manager (Operations) in a reputed company.*

*Q2 Favouritism, Immorality, Enmity/Hate, Discrimination, Gender Differences, Misuse of Mgmt. Position, Internal Project Disputes/Conflicts are real in industry."*

Management 6

*Q1 "I am working as a Technical delivery manager.*

*Q2 I know that Favouritism, Immorality, Enmity/Hate, Discrimination, Gender Differences, Misuse of Mgmt. Position, Internal Project Disputes/Conflicts are present in the industry."*

The above six respondents are received from the management of the organisation. The following is the single response received from the HR department based on the topic of awareness.

HR 1

*Q1 "I am working as HR executive, and made Computer applications as an undergraduate degree and worked as executive and coordinator in reputed organisations and done my management program in HR.*

*Q2 I agree with Favouritism, Immorality, Enmity/Hate, Discrimination, Gender differences, Misuse of Mgmt. Position, Internal Project Disputes/Conflicts in the digital service sector of India."*

### **Reason or Cause of the Ethical Problems and Employees Leaving Organisation**

Employee 1

*Q4 "I would not be wrong to say that I have left my last job? due to misuse of management position.*

*Q5 I believe, wrong attitude and behaviour towards the junior and employees who are beneath you is the cause of ethical problems in the service industry.*

*Q6 Approximately 70%*

*Q7 In my professional career went through the ethical problems. I have encountered in my previous job.*

*Q8 The reason is wrong behaviour and attitude of the management.*

*Q9 The case is once, I had gone to HR for having conversation regarding Saturday meeting, the problem is in Saturday meeting is, it is started from 9 clocks till 11 then I would join it again at 1 o'clock, and I had to work till 10 clock ,so I wanted to make my HR feel what we are going through, it was difficult for us to be active at the work time because I have been sucked due to work overtime, so the problem of time was the issue but instead of understanding our problem, HR denied the issues after this I felt very bad, and I often feel it was my reason to left the job.*

*Q10 The very vital and first reason they consider you as less in every part just because they are in upper position, these wrong things makes them do wrong, which is unacceptable behaviour and wrong attitude towards the junior employees.”*

Employee 2

*Q4 “I left the company that I was getting a good package in other company. Not ethical issues.*

*Q5 However, Wrong attitude & behaviour, unfair treatment and inequality are the important factors that lead to ethical problems in the industry.*

*Q6 Number of times, I have faced these problems in the industry.*

*Q7 When I have to interact with the senior executive in the industry, they are not the ready to co-operate with the employees. They always use their right to pressurise their employee.*

*Q8 In IT Company, at the time of when I was asking to my senior about my technical doubt*

*Q9 When I was working on the project, I go through some problem in coding. At that time, I felt I would ask to my senior about coding doubt. He had not given a good response to me.*

*Q10 They do not know how to behave with the junior employee because they lack in ethics.”*

Employee 3

*Q4 “Yes, I have left multiple organisations due to management not behaving ethically at working environment. I do not want to be a part of such atmosphere where only corporate politics are leading the industry.*

*Q5 There are many factors leading towards ethical problems as far as Indian digital sector is concern religion and inequalities are the major factors. However, most importantly wrong attitude and behaviour of the people in the industry. The people's feedback and response are not good if you are doing something good, management and other people will be envious of you.*

*Q6 Many times, each project. Even I know one of my managers used to take a notebook and take attendance at the starting time and finishing time, I was feeling like i was in school even after working with highly reputed IT software organisation.*

*Q7 All the time, whenever management is doing wrong, and I have opposed that at that time mostly my career growth has been affected.*

*Q8 I have encountered the above stated ethical issues at every step of my professional life. I worked with reputed organisations. Everywhere I have faced such kind of issues. Favouritism is normal it is like the habit of every manager. They ask someone in a team to look after their colleagues anonymously, to check what is on their mind and how they think about manager and project. They are not open to the team. However, that respective colleague has all the mobility and flexibility to do anything even if that person is not working well on the project and not giving up to the mark productivity he will get reward and appreciation from the management to look after their criminal minds.*

*Q9 In my case with the reputed organisation, I was working as a Sr Technical support executive and was working on SAP project to support end users and application team. One day after finishing my shift I reached home and then I received a call from my manager stating that I have to report soon at the office at there are some problems they are fixing up. Even after working so hard whole day I have to travel back to my office then I realised after reaching that in office someone watching porn and that has been reflected in a security audit. My manager told me that I have to meet the senior manager and operation head on this issue they are looking into it. I was unaware of many things, and I told that I have never done such kind of activity at anywhere in my personal as well as professional life. After meeting with my manager, I went to see the senior management we just had 3 to 4 minutes discussion that has you done such activity at working place, and i was stating all the time I do not know who did that and I refused to agree on their point. After that, they asked me to write a letter on paper that you have not done anything, and you will not do anything such kind of activity at the workplace, and everyone from my team has given written consent to them. I was not agreed to that as well, but they forced me to do that, and after giving the letter to them I have to leave that office premises on the spot. I was totally in the sock even i have not done anything wrong. In this case, the action of management was wrong, and they do not care about skilled valuable and productive employee of the project. I have to leave that organisation for doing nothing. My point was they have to look in depth who did that why did that and what kind of things get employees to visit porn sites at the workplace, but besides looking into this factor they just want someone to get responsible and throw him out of the company without investigation to get rid of that issue. This is ridiculed I do not like to work in such kind of environment.*

*Q10 Management does not want to take responsibility. They just pressurise their team to work hard and applying divide and rule policy in the team. Moreover, if someone whom they do not like or if management is doing wrong and opposed by someone then that respective person will be a target and have to face every possible problem in their career.”*

Employee 4

*Q4 “Yes, due to internal conflicts.*

*Q5 Unfair treatment leads to partiality and discrimination. It may lead to misuse of the management position. If an employee does not share a good rapport with his/her reporting manager that manager could give a wrong feedback in that employee’s future progress within the organisation.*

*Q6 Almost 95%*

*Q7 I have faced the problem in my career. I have encountered these issues in my previous organisations.*

*Q8 Issues were due to unfair treatment, internal conflicts and wrong behaviour.*

*Q9 Once I went to the HR to discuss my problem regarding shift timings, and as per policy, that subject should have been kept in between two of us. Another day I saw that HR is talking to my supervisor pointing towards me, and after some time my supervisor called me and asked why you went to HR for this. Then I told him that issue was not resolved by you so I approached her. From that point of time, his behaviour towards me was different in every case. Slowly the condition became worst for me to work there. Also, I would like to add one more point in my friend’s case who was on my team. There were some conflicts in my boss and her but how anyone could directly ask the employee to resign the job which he did. He told her that I want your resignation mail within next 10 minutes. He had not that right to ask her to resign this is the worst case I have seen in my previous job.*

*Q10 I think these things happen because of not treating the people equally or having a soft corner towards few people. The wrong attitude, taking undo advantages of position also I would say less professionalism.”*

Employee 5

*Q4 “No, it is not an ethical issue, he is looking job as per higher education and qualification.*

*Q5 The problem in within team of unfair treatment and inequality are from both the aspects such as employee and managers both are responsible for each other. Provided feedback on performance bonus are unfair in the industry.*

*Q6 Many times*

*Q7 I have faced ethical problems in my career. In Accreditation process he was neglected, in last organisation, he was thinking to leave organisation due to ethical problems.*

*Q8 Very fewer opportunities to grow after working 3 and half years*

*Q9 Not recognised by management even well established in the team and other work company wanted to close the process and, due to low growth and ethical issues employee started searching another job and mentioned while leaving that going for a better opportunity to search in the market.*

*Q10 The inexperienced candidate getting more salary and privilege other than experienced one, people are not career oriented, there is no stable and flexible working environment. People are ready to work with low salaries in the peaceful environment rather than the not stable working environment.”*

Employee 6

*Q4 “Yes, ethical issue, she is tortured by the reputed organisation as well as contractor company. Even she left when her salary was high. The Even Company compared her productive work with other non-productive people’s hours that unfair treatment leads to move from the organisation. Also, management said you are getting more wages as compared to others so you should work more hours than others.*

*Q5 Employees were benefitted from management based on praising them not by work. The Problem occurs when a manager with wrong attitude & behaviour is harassing keeping others idol while others are working hard. In present organisation, same caste manager supports more to same caste employee as compared to others. Even management discriminate employees based on disability, Male managers only recruit beautiful girls even she is not technically sound, Disappointment at work will make people leave the organisation.*

*Q6 Every time, anytime ethical problem will occur while working.*

*Q7 At reputed organisation, at the time of increment, while taking leaves or holidays*

*Q8 every project and each organisation, while designing the graphics of the project management moved me and assigned this task to other who completely spoiled and later with minimum time spam again management were asking me to complete the project. Management had pressurised me to do that even I was working on another project. Even employees are not getting their salaries on time. Moreover, the increment is not given to anyone.*

*Q9 Felt like somebody taking the soul out of the body completely felt like death body.*

*Q10 these problems occur when management thinks employees are machines; companies do not think that they have recruited human being and give tasks like working robots, However, reputed companies recruiting contract people and pressurise contract companies to finish work on time, good quality employees were not recognised and appreciated. In digital service sector employees were not given any personal life even if they are suffering from health issues or their family members in the medical treatment. Even more, work given to a unwell person as compared to other experienced staff. Management does not stop efficient people while making a move from the organisation.*

*Management does not respect the employee's talent; they do not think people are important, However, even they do not think the experienced staff is beneficial for the projected growth. Even while recruiting people, management take money from the people (bribery)"*

Employee 7

*Q4 "Yes, its ethical issues to make me leave the organisation*

*Q5 Wrong attitude & behaviour and people should not judge by religion.*

*Q6 Multiple times, when ethical problems occur it is affecting on a large scale to the employees.*

*Q7 While working with a Reputed organisation*

*Q8 I faced many times these problems. Managers bad attitude, even I am technically sound manager moved me to the different project stating I am not good at coding, which is irrelevant.*

*Q9 Heartbroken, this was my first job and don't know how to deal with manager's bad attitude and behaviour.*

*Q10 There is no particular reason; it will happen to anyone and anytime, depends on person to person and people who carry the wrong attitude. No appreciation from management."*

Employee 8

*Q4 "Yes, it was an ethical issue.*

*Q5 Inequality and wrong attitude and behaviour, unfair treatment, castes faced by my friend who faced the problem of castes*

*Q6 Every day, I was going through such situation and ruin my mood and affected my personal and professional life and was working under pressure every day.*

*Q7 In my previous job.*

*Q8 During induction given good training and accordingly I was working good at the project but later on was not getting any response from the management about more training at work. However, I have started asking my colleagues about the training they didn't give me good feedback so I went back to the senior HR and Assistant manager from them I got feedback that you have to work like that with whatever you are going through, not given any importance to my work and treated as slave in the industry. Also management started asking us to work 10 to 10 hours per day without any increment, overtime salary and compensation to finish the projects. The both were reputed organisations but doesn't care about their employees.*

*Q9 It affected my personal life and disturbed other things.*

*Q10 It is not only one reason there is a lot to say. Limited resources are the major concern as per my knowledge.”*

Employee 9

*Q4 “Its other reason, they put me in night shift, so I left that organisation.*

*Q5 Correct above all factors leading the ethical issues.*

*Q6 Quite Frequent you will face the ethical problems in every organisation of digital service sector.*

*Q7 In all the organisation,*

*Q8 I have to face ethical problems. In management, people are partial towards few things.*

*Q9 It was not accepted and felt sad about it. People have their favourites in their minds, and they are partial toward someone who is equally putting the same efforts but not getting any appreciation from the management. Sometimes we must deal smartly with them or just avoid them. I am making people realise and deal with them smartly that what they are doing and how they are affecting others and if they carry on their behaviour I just simply avoid them.*

*Q10 Always a situation where ethical problems are occurring.”*

### **Policies Strategies and Incidents and their Effects on Employees of DSS**

Employee 1

*Q11 “well, it is available but just on paper but if you keep your problem in front of them then they would never try to sort out things as it must be.*

*Q12 There must be policies like you can put your problem directly higher level management. There must be a community where you can put your issues and get the satisfaction.*

*Q13 0% satisfied with current policies and strategies.”*

Employee 2

*Q11 “In every organisation, proper training must be given to their employees. How to behave with the employee and what they want. The right and wellbeing of their employment must be protected.*

*Q12 Ethical training must be given to their employee.*

*Q13 Not as much satisfied with policies.”*



Employee 3

*Q11 “To deal with ethical problems, there is no such kind of policies management react as per the situation.*

*Q12 There no policies*

*Q13 Not satisfied at all at any level.”*

Employee 4

*Q11 “Yes. If something is going wrong with you then you can use the “Open Door Policy”.*

*Q12 In open door policy, you can directly contact to the higher-level management to resolve your issues.*

*Q13 Not satisfied at all, because if anyone follows above policy, the management people will teach you to follow the hierarchy first. In some cases, we cannot do that if we have problems with the reporting manager.”*

Employee 5

*Q11 “Yes, there are strategies,*

*Q12 Issue handling team exists to handle unethical conduct, reminders sent by HR to all employees if unethical conduct happened. Provided with guidelines towards ethical issues and representative assigned the links to ethical problems*

*Q13 Not satisfied, but never tried to tackle with ethical problems. If I want to report this, then I will be in trouble that why he reported those issues, reporting the issue in the workplace giving birth to more problems to an individual. Reporting ethical issues are not working in India, no one will look after and moreover you will face the problems.”*

Employee 6

*Q11 “At first companies think that there is not a problem and even if the issue is raised on higher level management does not care about it. Not a single policy in the organisation, even if has there is no implementation of the policies.*

*Q12 There are no policies and guidelines.*

*Q13 0% satisfied with the company strategy while dealing with the ethical issue.”*

Employee 7

*Q11 “No there are no strategies available, we cannot raise our voice in the organisation, and nobody is there to take of ethical issues.*

*Q12 No policies, I try to convey my message to management, but management said that is not an issue.*

*Q13 Not satisfied at all and Nobody can take any action on your sufferings of ethical problems, ethical issues are making people change the organisation. However, with freshers they higher with the signing contract bond and after they were not treated well in the workplace. Organisations are making people work more than 10 to 12 hours. Employees face the problem of bad treatment after they make their mind to change the organisation. Freshers should be nourished in the organisation, but they were treated badly, so freshers think that as soon as I finish my bond, I will leave this bad management. There is a hierarchy like top management not treating well to middle management, middle management treatment is not good to the lower management and lower management treat very badly to the ground level employee. So, people end up thinking quitting the job.”*

Employee 8

*Q11 “In current organisation, there is policy to write an application to manager and he will try to solve at his level but if not then you can write and ask answer for the higher authority, there is systematic way to approach or deal with ethical problem but in actual no one follows the procedure what they try to solve by their own without any policies or guidelines. They should cover all the categories that what employees are going through due to the ethical issue.*

*Q12 Incompetent Code of ethics, which not providing good results.*

*Q13 I was not satisfied and scaled 2.5 out of 5 and positive about the existence of ethical issues and negative about policies and practices at workplace.”*

Employee 9

*Q11 “No, they do not have any never seen any organisation who’s having rules or guidelines to the employees to handle such situation where ethical issues are a major concern. Alternatively, at least they should have people in the organisation to whom we can go and discuss the ethical problems, but unfortunately, none of the organisations has any such departments to raise ethical issues as a big concern in the industry.*

*Q12 They does have policies, but no one is there to see the implementation part of policies and moreover no one care to see that. No one implements their policies properly.*

*Q13 I am unhappy, with neither management nor teams. Most of the times we ignore the situation and go one with used to it situation.”*

### **Participation in Stopping Ethical Problems and Attrition and Others Reasons**

Employee 1

*Q14 “yes, I have been given this opportunity but nothing happened even I am very much sure that no one even bothers to have a glance it.*

*Q15 No action has been taken.*

*Q16 Because I know nothing will happen even you would be more highlighted as a not fit in the organisation.*

*Q17 No never because I thought when i was working that time they did not listen to me then why they would respect my words now,*

*Q18 No, because I had been a low-level employee and i have found my views does not matter for them.*

*Q19 Putting a letter in the suggestion box, that is all.*

*Q20 Yes, very much not an even company but also society too.*

*Q21 I do think, ethical problem is the causing people to change their organisation because so far there is no such way to stop it and I feel even day by day its enhancing.*

*Q22 I believe until, and unless the organisation has a good and productive employee, then no organisation is considered as a good and reliable company. So if good employees are leaving the organisation, then it is a big loss of the company.*

*Q23 No action was not taken because of misuse of management position.*

*Q24 No*

*Q25 Not participating in any activity for reducing or stop ethical issues or attrition.*

*Q26 According to my perspective, we can remove it all, but we can add something like getting the opportunity to talk with high-level members or email directly to them moreover there must be an equal respect in this case.”*

Employee 2

*Q14 “No feedback policy*

*Q15 No action taken*

*Q16 I don't know*

*Q17 Yes, I have mentioned personal reason when leaving the company.*

*Q18 Yes, reported to the management as an ethical issue.*

*Q19 I told to senior management of company about the senior behaviour with a junior employee.*

*Q20 Yes, because they are creating imbalance and bad work culture of the company.*

*Q21 This is not good because we must stop this somewhere, these issues create a problem in company growth.*

*Q22 At limited level*

*Q23 They should review what the exact problem is and find out a solution on that.*

*Q24 No activity has been conducted to stop attrition,*

*Q25 To stop ethical issues I tried at per my level.*

*Q26 Most important ethical issues are that employee right and wellbeing are very important. “*

Employee 3

*Q14 “Yes, given a chance to provide feedback.*

*Q15 No action has been taken by any management or HR people.*

*Q16 I have reported feedback.*

*Q17 Yes, in my first organisation I mentioned that I am leaving because of Higher education but the reason was ethical issues which I faced at the working place.*

*Q18 Yes, in the second organisation while leaving I have reported ethical issues.*

*Q19 I must write the reason for leaving; I did that whatever management is doing is not ethically.*

*Q20 Yes, many people are leaving organisation due to ethical problems. I know one my friend whose salary was more than my manager because of that reason our manager always harassing him with the unremarkable reason. My friend left that organisation and started working at the different place even he got less salary package.*

*Q21 Yes, people are changing organisations. People are ready to work in the healthy environment even on less salary as compared to the unhealthy working conditions.*

*Q22 When I said to my manager that this is you have done in the project after that I was a target and receiving many problems ahead, I know why this happening I reported this to integrity as well and with skip level meeting to Sr. manager but nothing happened, so I started working like average level.*

*Q23 No action till time*

*Q24 No activity for reducing ethical problem*

*Q25 No*

*Q26 That would be a great idea if there are one, but there are no policies to deal with ethical issues are present. So, whatever is there the person should follow in the decent and trustworthy manner.”*

Employee 4

*Q14 “Yes I have given feedback.*

*Q15 No action has been taken. It has just been kept for the sake of documentation. Nobody was interested in going through those feedback forms and eliminating the problems. They might have used those feedback forms for some work or shredded it.*

*Q16 I have given feedback.*

*Q17 Yes, while leaving my second organisation I have reported the reason as personal.*

*Q18 Yes*

*Q19 As per policy, we should follow the hierarchy which means first we have to discuss the issue with reporting manager if he/she cannot resolve it then higher level and so on. Also, contradictory to this there is “Open Door Policy”. Also, we can see the HR Team also for such issues.*

*Q20 Yes, if I am not satisfied with surrounding environment or the unethical treatment which I receive, why would anyone work in such place. This will directly lead to attrition.*

*Q21 This has to be changed otherwise people will never be satisfied with their current organisations, and they will always be looked up to for the new one. There should be firm policies, or strict actions should be taken otherwise this will keep going.*

*Q22 It does affect the productivity, because if anyone who is going through such situation will utilise his/her time on how to resolve this issue. Again, this would not be done purposely, this is just for mental satisfaction or to get the fair treatment.*

*Q23 There are few so-called policies which I have mentioned earlier which are of no use to the person going through such issues. Ultimately the major issue left unattended.*

*Q24 No, it is always up to the management on HR level.*

*Q25 There is no activity for reducing attrition.*

*Q26 First of all, there should be policies in place and should be followed strictly. Any in adherence to that should be penalised. So, people may improve while treating with others.”*

Employee 5

*Q14 “Yes, feedback policy, Had HR interview and given one form to fill nothing else.*

*Q15 Questions asked that why leaving & obstacles faced in the organisation, no action was taken.*

*Q16 No, it will create more problem for individual and while applying again in the same organisation employees have a fear that they will get rejected if provided with the real feedback.*

*Q17 No, just wrote leaving the organisation to search better opportunities.*

*Q18 No, if you have reported it will create more problems for your future.*

*Q19 Online portal and email id who's handling ethical problems*

*Q20 Yes, most of the people left due salary growth and the ethical issues.*

*Q21 Unsecured job and unsupportive management in the organisation*

*Q22 No problem with productivity, those peoples unethical conduct is only affecting others*

*Q23 No idea and management will not disclose any results to employees.*

*Q24 No, and never participated in any activity to stop or reduce ethical problems*

*Q25 No*

*Q26 Implement seriously, to take responsibility for higher management, if you have one.”*

Employee 6

*Q14 “Yes, I have been given this opportunity but nothing happened even I am very much sure that no one even bothers to have a glance it. Yes, given the opportunity to feedback, they took my three-months salary as leaving early due to the ethical issue. In a previous organisation not reported as ethical problem fearing that they will stop my salary.*

*Q15 No action was taken on feedback given to the organisation.*

*Q16 In first organisations yes reported to HR, but in other haven't reported due to financial problems with the organisation.*

*Q17 Reported as a personal problem.*

*Q18 Not reporting any ethical problem with the management or HR.*

*Q19 They do not care of employees there is no process to report.*

*Q20 Yes, most of the people left due to ethical issues, if there is no career and financial growth employees leave. There is no stable working environment, Unsecured job and*

*financial insecurity, and unsupportive management in the organisation, dirty politics and ethical issues causing people change the organisation. If there is low salary with good management employees will stay more if they found career advancement. However, they compared between bachelor and family life people while distributing the work tasks.*

*Q21 Yes, we are leaving unethical organisation due to treatment like slaves in the reputed organisation.*

*Q22 Must wake up in middle of sleep to make a note of work, affecting and hampering the productivity of an individual which will lead to affecting overall productivity.*

*Q23 Not doing anything, no action was taken but provided an opinion that they should talk employees.*

*Q24 There is no such activity for employees to participate in reducing or stop attrition and ethical problems.*

*Q25 No and very much sure about it, moreover, need to work on issues like Career growth, mental or physical harassment, not getting appreciation from management, lots of pressure with more working hours, politics at work culture. Better increment.*

*Q26 Yes happy to see new methodology which will reduce ethical problems as not satisfied with any reputed organisation in the DSS.”*

Employee 7

*Q14 “No there is no feedback policy*

*Q15 No action taken*

*Q16 Because management did not ask us to report them.*

*Q17 No, Higher education, good salary and package, Employees are not reporting as an ethical issue they mention that personal reason to move on.*

*Q18 Its happening because of management so how can I report to the management just decided to leave the company.*

*Q19 There is no process, but they should dedicate one department to handle this kind of ethical problems.*

*Q20 A lot, the most of the colleagues, were left with me due to the ethical issues and it is affecting the high attrition rate of the digital service sector.*

*Q21 No stable working environment due to ethical problems, peace of mind is more important; many people can work with low salary with a peaceful environment.*

*Q22 Newly trained employees left the organisation due to ethical issues and it is affecting the productivity sometimes project will end up with closing.*

*Q23 No policies, so nobody is involved*

*Q24 No*

*Q25 No activity conducted or awareness conducted by the organisation*

*Q26 If there is a policy it will help employees a lot; employees can go raise their voice and ask for justice at the workplace.”*

Employee 8

*Q14 “Not given an opportunity to provide feedback in both the organisation The suggested that they can raise their issues through an online portal or filling application will help them to give feedback about organisations.*

*Q15 Not reported, so no action was taken*

*Q16 Where would I go, and report the issue, because there is no such policy to give feedback to the organisation However, companies do not want feedback to work extra on those problems. They hold my salary for months after resigning.*

*Q17 Not given any chance to provide feedback so didn't mention anything.*

*Q18 Yes, tried to report to the management, but no response from them.*

*Q19 Initially, I was in verbal communication, then they said I should e-mail them whatever you are going through that is it, there is no systematic way to report.*

*Q20 Yes, because unhappy employees will leave on a large scale due to the ethical problem, so it is affecting the high staff attrition rate in the whole digital service sector of India. The unstable work culture makes people leave the organisation.*

*Q21 Low growth, there is less chance to work on with their capabilities and skills on different projects and low productivity of the organisation.*

*Q22 Eventually, ethical issues are affecting the productivity but not on a large scale but in the long run, it will affect the on a large scale. Even raising salary will not change the mind of leaving employee.*

*Q23 I have not seen any action taken by the management they just recruit new employees; I will be happy to work with low salary with good management rather than working with the pressurised condition.*

*Q24 No, not involved any activity,*

*Q25 No, because there is no such kind of activities held by the organisations, there are some policies, but they are not competent enough to reduce or stop ethical problems.*



*Q26 They should change their policies every time they face these issues and stop their valuable employees before going out of the organisation. I will be happy if there are any policies available to reduce attrition and ethical problems.”*

Employee 9

*Q14 “No feedback policy, even they never shared any survey to fill. Very bad experience with a reputed organisation where we need to submit the resignation letter, and after just need to go one place where we must submit the ID card and other belongings from the company, that is very saddest part of the end. Employees are thanking the organisation for wasting their time in the organisation making them learn and realise that these ethical issues exist and for a reason should change the organisation.*

*Q15 No action was taken.*

*Q16 They do not have any system or set up to take feedback from employees those who are leaving the organisation, and they do not ask for it as there are no existing policies,*

*Q17 No*

*Q18 Yes, many times reported ethical issues to the management.*

*Q19 Either its verbal communication to discuss or email it, suggested that those employees leaving should be handled by the care and should have good system or process to tackle with that or there should be someone who will take care of the things that these problems can rise to them while leaving the organisation. In the last organisation, I have raised these problems up to the deputy manager, but he was unsuccessful to resolve as he does not care about employees where he was just looking for business from the staff. If employees fail to deliver manager is to shout and freak out for unprofessional manner.*

*Q20 Yes of course it is, I saw people leaving where they feel ignored, and just because they are not getting appreciated and they feel like while working in the team, there is ethical issues and groups and managers partial towards some people.*

*Q21 Unethical management or colleague’s behaviours in the organisation is the reason for the leaving and Also if you give any negative feedback of current employer to the future employer that will not help you to get the job even you are capable so, have to speak good about current employer and its always like that Experienced such issues with the management, and saw some people working hard innocently they never get appreciation from management, even they don’t get anything paid or attention from the management which really they deserve for their hard work, so they get very upset and there starts the leakage of valuable employees.*

*Q22 It does affect the productivity of the organisation, after facing ethical issues the employees feel that they are not getting good treatment or appreciation from management so better stop working or work slowly with the project that affects the productivity.*

*Q23 Management is talking to employees to have patience and convincing them that you have to survive in the corporate world. Moreover, no system to deal with these issues just saw people talking and doing nothing about it.*

*Q24 No, never*

*Q25 Not officially, but unofficially I will do if good relation with the colleagues to speak about the issues about what you are going through, if you have good rapport with the management go and talk to them that what you are doing is wrong and people are noticing it. Or just leave the company*

*Q26 Yes, there has to be a new or enhanced code of ethics which covers the ethical problems. The organisation should think that ethical problems are the major worries of growth. Apart from the HR and management they should have another department or people or representative where we can go and speak about what is happening in the department and project after reporting they should take action and resolve the problems from speaking with management and HR teams.”*

### **Analysis and Findings from the Aspect of Management**

#### **Policies and Strategies**

##### **Management 1**

*Q3 “No policies or escalation matrix ever helped They all are for namesake. What helped is my persistent behaviour, positive attitude, communicating ideas/views clearly without any fear, support from colleagues because of interpersonal skills and supportive nature.*

*Q4 Worked in a reputed organisation, no policies safeguard properly. They all are for namesake. Ethics, values, policies are only for show off to earn money.*

*Q5 Being strong in my area, I followed the ethics on my own and ensured in my Project ethics are followed. In certain cases, escalated to Steering committee and got diplomatic responses for which later they regret not to take appropriate action at the right time.*

*Q6 I ensure that to follow ethics and promote others to follow by showcasing the benefits of following them. Also, threatens if someone is not following the ethics.”*

##### **Management 2**

*Q3 “For some of the problems like Gender biases, Misuse of management position, there are HR policies to handle the concerns. However, HR also seems to be influenced by people in senior positions in projects. For rest of the issues that are internal to a project, it is more or less left to the group/project head as to how he handles the concerns arising in the team. Overall, not much is said or done about such ethical concerns! These concerns are one of the main reasons of slow-paced progress in projects as well as increasing employee attrition rate.*

*Q4 Code of ethics, Gender Sensitization Committee, are in place though not adhered to strictly.*

*Q5 I opt to adopt two strategies depending on the situation: ignore these issues, if possible and professionally, resolve the issue by letting it go with time and second, raising voice and making the HR/management know of ethical problems in the group.*

*Q6 There is no way to stop! Having strict enforcement and observation of code of ethics and equality can only keep a control on ethical issues.”*

#### Management 3

*Q3 “Immorality: always higher management or senior not behave well to their junior.*

*Q4 In our organisation, I observed that they always preferred an employee who is working more and giving more productive output and generate revenue for the company.*

*Q5 We have to concentrate on our work.*

*Q6 We have to concentrate on our work as well as we have to obey our senior. The internal issue of the company is like some time they preferred referral for a new job opening in the company.”*

#### Management 4

*Q3 “All strategies are present on paper only.*

*Q4 As I said, all policies are only on paper.*

*Q5 Keep my nose out of other's issues.*

*Q6 No special strategy as such but keeps people around me aware of issues happening in office and keeps them on their toes.”*

#### Management 5

*Q3 “Skip level meetings, discussions there is no specific strategy to deal with ethical problems.*

*Q4 Code of ethics and professional conduct. Integrity policy, Transparency Policy*

*Q5 We deal as per incident and reacts as per the situation We keep the discussion in huddle meetings and every week meetups.*

*Q6 To stop ethical issues, I never find any respective strategy available in any organisation.”*

#### Management 6

*Q3 “For the ethical problem, there are policies ASHP (Anti Sexual Harassment Policy), a human being can do mistakes, and they can do favouritism, partiality and other ethical issues, and they can be biased, and it is a normal thing and happening everywhere such as government organisation and private organisations. It also depends on the person if he has followed the policies properly or not.*

*Q4 Yes, these problems exist and to deal with them, policies also exist, such as every country has their constitution and has their authority to tackle the situation still a crime is happening, it is similar to that means people are not following the guidelines. Companies should implement policies in very strongly manner, if they found anyone guilty doing unethical conduct, they should give them warning at first attempt and after they should terminate that respective employee with the unethical conduct so other will get the lesson that not to behave unethically.*

*Q5 I have not deal with such kind of ethical problems yet.*

*Q6 The Victims should report to the HR first and from their action should be taken by the HR. Also in the current organisation, there is one committee who’s looking after and deal with the ethical issues in the industry and act. Employees do not report to the line manager due to shyness and if someone reports to the line manager are dependent on the person reported that how strong he and case is. After reporting ethical problems to the manager sometimes victims are harassed by the management which can’t be denied. If employee reported such incident, it could stop his career growth in the industry, so that is the fear employees got and so they are not reporting ethical issues to the management.”*

### **Incidents and their Effects**

#### **Management 1**

*Q7 “Yes, top to bottom everyone is involved, and the reason is such practices are because of seniors only and middle/junior level management left with no choice.*

*Q8 In earlier company: 1. Not charging/billing client appropriately, so I leave that Project. 2. Starting and delivering the Project without any formal contract.*

*Q9 To some extent do not have any choice but left one such Project.*

*Q10 Yes, ethical issues are leading to change the job.*

*Q11 Yes, it is affecting the decision-making process.*

*Q12 There is no activity so not involved in any activity.”*

#### **Management 2**

*Q7 “Yes, I have faced the situation where people are acting unfairly towards others.*

*Q8 A lady who came back after maternity leave was not given ample opportunity to contribute effectively to the project deliveries. She did not oppose in the beginning, but this adversely affected her appraisal. Though she brought the matter to notice of group-lead, it did not help and eventually, she resolved to move out of the group. She, in fact, was an efficient employee.*

*Q9 I was not in a role/position to do much about it! However, I did inform HR about the case.*

*Q10 I feel that apart from salary raise, ethical problems is the next major reason for people to change organisations.*

*Q11 I do feel that these ethical issues influence decision-making a lot at a higher level in almost all organisations.*

*Q12 No, not activity handled and participated.”*

### Management 3

*Q7 “In some cases, its happen like they are giving the opportunity to their referral or relative or favouritism candidates. Rather than who has completed whole interview policies.*

*Q8 Whenever new job openings are available in that case, they refereed to their friends and needy. Moreover, internal appraisal they preferred only Favouritism in the team.*

*Q9 No, no one cannot do anything organisation is private ltd. So they follow their own rules.*

*Q10 Most of the people work so many years for the same company. However, the company is not treating well even not offering a good salary, good position, so they are fed-up and leave the job or organisation.*

*Q11 Yes off-course, if the employee knows after so much effort also they are not giving us appreciation or any higher post. Then no one ready to give extra effort for the organisation.*

*Q12 Yes, whenever i taking interviews I will clear to the candidate about company policies as we as company yearly appraisal, week off, yearly paid holidays. Moreover, work environment, facility all those things I will explain first. It will reduce attrition rate.”*

### Management 4

*Q7 “Yes, I had a case where people are not following policies.*

*Q8 A lady Employee tried to clamp false charges of harassment on one of my friends due to which the guy's carrier ruined.*

*Q9 It was beyond my capacity to handle. I could only give moral support to my friend.*

*Q10 It is the second major reason for attrition, first being less salary.*

*Q11 Yes, it is affecting the decision-making process,*

*Q12 Not involved any activity to stop attrition.”*

#### Management 5

*Q7 “Yes, there are plenty of incidents happened I was also involved in that.*

*Q8 The case was like my senior management seeking someone to join their team that means a promotion for us, my colleague is the best option for them as he works hard in the project. However, Sr. Management refused to take him on that position and took newly joined lady on that position. However she was not completed six months in the previous position as per company policy she cannot be taken on Sr position, but still, Sr management did that, Why? Still that question in my mind. They refused to take a skilful and reliable person on that position and how they promote new comer on Sr position. It is just their wrong attitudes toward every employee.*

*Q9 After the announcement, I was involved and had a skip level meeting with the management regarding how they filled the position. After discussion, nothing happened for a long time, and again I escalated that issue with the AVP, but still, there was no progress on it.*

*Q10 Yes, people leave the organisation, I also did the same thing. No one will work with incapable and unsupported management.*

*Q11 Yes, affecting the decisions in the organisations.*

*Q12 I have never participated in any activity to stop attrition.”*

#### Management 6

*Q7 “No, I have never experienced such cases*

*Q8 There is no case to describe.*

*Q9 I dint handled any case.*

*Q10 Yes, ethical issues are leading towards leaving the organisation, some people think why should I wait and look for the justice they can apply somewhere and start a new career, employees cannot be happy in a stressful environment.*

*Q11 Yes definitely, these problems are affecting decision-making process, the benefits and recognition given to the lady employee for XYZ reason rather than working hard staff. At the time of appraisal managers will give the highest rating to the non-productive employee but not to the people who are most efficient in the team, here affecting the decisions process at the time of appraisal, and at that time management will get most of the resignation letter.*

*Q12 Yes, Employees retention schemes are there, I have given a chance to retain employees, the best way to retain employees is to find out the critical list of the employees and some of the resources would be normal for the industry. For critical resources, if they ask for something like hike we give them as per market value only if they ask for it because they are productive to the company and it is very complicated to manage a project without critical types of employees. Moreover, it is up to the manager that what he has to do with another normal employee.”*

### **Participation and Other Reasons**

#### **Management 1**

*Q13 “There is no activity to participate in reducing attrition.*

*Q14 Yes.*

*Q15 Lack of job satisfaction rate because of unethical work, unhappy about lots of unethical decisions imposed. On paper, things are different and off paper different.*

*Q16 Informally yes, I have taken feedback from employees.*

*Q17 Already mentioned above.*

*Q18 What's on paper should be practised. Trust and confidence that appropriate action will be taken if any ethical issue is reported. Labour laws should be strict.”*

#### **Management 2**

*Q13 “Didn't get a chance to reduce/stop from an influential position but never missed raising voice.*

*Q14 Yes*

*Q15 Such issues demotivate employees, reduce their productivity and result in an environment of pressure, depression, oppression and sometimes, hostility.*

*Q16 Yes, I have taken feedback from employees.*

*Q17 Generally, people tend not to report such ethical issues.*

*Q18 Strict adherence to a code of ethics/policy, creating an atmosphere where people can report such issues will help in reducing ethical issues. Such an atmosphere will be created if and only if people know that their concerns would be given patient hearing and accordingly action(s) would be taken.”*

#### **Management 3**

*Q13 "Maximum time in the technical project if someone lacking in technical comes the ethical problem In that case, we have to understand, manage and improve technical knowledge of that specific candidate.*

*Q14 Yes, always company want 100% output from every employee that's why only affecting the attrition rate.*

*Q15 In a company, it is team work, so if any of team member is facing problem against company ethical issue, then that will impact on other team members also.*

*Q16 No feedback was taken, but hence fourth we will start taking*

*Q17 No they do not mention any ethical problem. They leave because they are getting a better opportunity in some other company.*

*Q18 Most of the ethical problem create because of humanity. Not understanding each other. The company not following proper rules, so, we should create some strong policies against the ethical problem. Moreover, same rules for all employee senior or junior or management."*

Management 4

*Q 13 "No*

*Q14 Yes*

*Q15 As I said above. It is the second major reason for attrition.*

*Q16 No feedback is taken from employees.*

*Q17 They always said as personal reasons no ethical problems have been recorded.*

*Q18 Transparency is required in new policy."*

Management 5

*Q13 "Not participating in any activity to stop ethical problems.*

*Q14 Yes, many people leaving because of this presence of ethical issue. I think after financial ethical issues are the main concern.*

*Q15 Real skilled and talented people believe in their self-respect, and such kind of dirty working place will not give them the peace and commendable culture. So, people will leave.*

*Q16 Yes, we do have that policy, but HR people look after for the feedback.*

*Q17 Higher Education, Personal reason, I saw many times people reported ethical problems too, most of them afraid of note down.*



*Q18 That would be a great experience; we need to eliminate those problems from the industry.”*

## Management 6

*Q13 “Never involved in such activity or committee, but if there is a case where I should make a decision I will listen to both parties and will listen and verify and deal with honesty. We should deal sensitive issue in very cool and calm manner and listen properly to the victim first, and investigate why the problem arises and think what we should do to mitigate this and avoid unethical conduct.*

*Q14 Yes*

*Q15 This is cascading effect from project to company and vendor.*

*Q16 Yes, there is a process of exit interview and form they can report if something went wrong.*

*Q17 While filling the reason of leaving I do not think employees mention the reason of the ethical problem. 99.9% I am sure that the reason given or wrote by the employee is different than actual. Yes, there are very few and rare cases where ethical problems have been reported by the employees. Employees have a fear that if they give negative feedback, they will not get a better opportunity in the market. There is a system in the Indian digital service sector to check and verify the experience of the employees. At that time, the previous organisation will give negative feedback to the new employer as employee reported the ethical problems in the industry while leaving the previous company. Also, the employee did not get any vacancy outside then they fear that this reputed organisation will not rehire me due to reporting leaving a reason as unethical conduct in the industry.*

*Q18 Agree to develop and adopt such policy where reduce the ethical problems and high staff attrition rate; the priority should be to get reported these kinds of ethical issues from the victims or employees if they faced any.”*

## **Analysis and Findings from the Aspect of HR**

### **Policies**

#### **HR 1**

*Q3 “The organisation must choose strategies according to its nature of the business. It should frame policies accordingly that it serves both the organisation and the employees.*

*Q4 Orientation policies, code of ethics, Appraisal policies, management policies.*

*Q5 Periodic meetings separately at a different level of employees, their appraisal should also depend upon the way he acts to his lower level employees.*

*Q6 Basically, people at times follow the policies, but when policies go stronger, then they try to be out of it.”*

### **Verification**

HR 1

*Q7 “Periodic feedback by checking Work quality, checking work completion duration, and also profit*

*Q8 It should always depend on the top-level employee’s, i.e., CEO.”*

### **Incidents and their Effects**

HR 1

*Q9 “No, I never had a case where people are acting unfairly to each other.*

*Q10 The decision-making process is affecting at times when we should take compensation and appraisal.*

*Q11 Employees should be flexible to adapt to the situation. Wherever they go, they must undergo some or the other problems.*

*Q12 Give them advice first then warning and detection of pay actions we take.”*

### **Participation and Other Reason**

HR 1

*Q13 “No*

*Q14 No*

*Q15 No*

*Q16 No*

*Q17 No*

*Q18 Yes, while leaving we take feedback report from the employees.*

*Q19 In some rare cases*

*Q20 If feedback forms result in more ethical problems, then this can be reported in the feedback form and happy to accept new or enhanced policies to reduce attrition and eliminating ethical problems from the industry.”*

## VI Publication of research paper

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# An Exploratory Study of Ethical problems in Digital Service and Engineering Project Management

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This research focuses on ethical issues in project management within India's digital service industry, which we define [1] as information technology (IT), telecommunications, software development, consultancy and business process outsourcing (BPO). India is the leading digital service industry nation with 55% of the global market, including the highest market value (above US\$150 billion). The digital services industry is comprised of over 75% staff below average age 35, with 5.8 million skilled staff employed [2]. Indian software exports are approximately US\$75bn in 2014/15 with an additional US\$100bn from the BPO service sector [3].

This research study aims to investigate the ethical problems in project management within the digital service industries in India. The main objective of study is to test the hypothesis that ethical problems are causing high staff attrition rates in the digital service industries in India.

To investigate our hypothesis we used a mixed method research approach using a quantitative practitioner survey questionnaire and to obtain exploratory qualitative information through semi-structured interviews [4]. Initially we sent more than 30 quantitative research questionnaire requests to practitioners and have received 12 responses to date. We have conducted 4 interviews using the quantitative questionnaire, so far. A semi-structured interview guide is under development to collect more information and in which we will triangulate responses from managers, employees and human resource department staff respectively to identify the ethical problems and challenges in digital service industries.

We have investigated the code of ethics developed by international professional bodies like (PMI [5], ACM [6], IEEE [7], and BCS [8] and also the Computer Society of India. The codes of ethics related to IT professionals, code of practice towards organizations, employees, clients and community and action against any members who breach the code as well as the complaints procedure and sequence of action [9]. Gender-based ethical behavior issues in digital service sector, have been investigated by Catalyst India, and concluded that women are getting less salary, as compared with men [10]. This is also one of the drawback and major issue in digital industry, as women have same intelligence as men and use their knowledge to complete the same tasks as men [10].

These preliminary investigations show that there are different ethical issues present in the digital service industries, that ethical issues are a real concern and that these problems are causing people to change their employer. In the past, people wanted to change their job for the better remuneration but nowadays they need sound ethical practices at their current workplace which is not available in the industry. The preliminary results of this study provide evidence of the following eight ethical problems: favoritism, immorality, partiality, enmity and hate, discrimination, gender difference, misuse of management position, internal project disputes and conflicts. Favoritism is the practice of giving unfair preferences to one person or group of people at the expense of another. We use immorality to describe the behavior that is dishonest or does not follow accepted operational standards. Partiality means unfair prejudice or bias in favor of person or group. Enmity and hate is the unethical action and deep-seated hatred among the individuals. Discrimination is the unjust treatment to individuals on the basis of their caste, ethnic group, economic status and religion. A gender differences refers to unfair treatment and inequality trial on the ground of gender. Misuse of management position describes the use available resources and powers improperly or incorrectly. Internal project disputes and conflicts is the psychological, physical and moral struggle within the group of people in the organization. Although it is opposition of needs, values and interests between people working together.

We have compared the code of ethics developed by Computer Society of India and our findings from practitioners in digital sector in India. We also investigated the code of ethics and professional conduct developed by Project Management Institution, USA (PMI) which includes vision and applicability, responsibility, respect, fairness and honest behavior code of practice [5]. We found evidence of several ethical issues which are described in the code of ethics towards individuals' behavior towards organization, employees, investors and stakeholders. However, we also found evidence of several ethical issues that are not included in the professional code of conduct.

In future, we will conduct more interviews with participants from digital service industry for data collection. The long term goal of this research study is to improve project management decision making process by proposing recommendations that will, if implemented, reduce attrition, reduce ethical problems to make a healthy working environment in digital service industry.

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