

CHASING THE RETENTION: EXAMINING THE DIVERSE EFFECTS OF JOB SATISFACTION AND WORK ENVIRONMENT ON EMPLOYEE RETENTION IN THE INFORMATION TECHNOLOGY SECTOR

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Abstract

In this study, we investigate employee retention in the dynamic IT sector in India, employing an exploratory research approach. Our research included 110 participants from various organizational levels, encompassing both established and prominent organizations such as Infosys, TCS, Ernst & Young, HCL, and Wipro, situated in key Indian cities. Data was collected through a structured questionnaire comprising 24 questions, utilizing a five-point rating scale, and meticulously recorded using Google Forms. To analyze the data, we utilized the robust Statistical Package for Social Sciences (SPSS) and descriptive statistics. Our findings reveal crucial insights into the determinants of employee satisfaction and retention within the IT industry. Firstly, personal, and individual context factors, such as competitive compensation and robust career development initiatives, were identified as powerful predictors of employee satisfaction and retention. Factors like recognition systems, training programs, and promotional opportunities significantly motivated employees to remain loyal to their organizations. Secondly, our research underscores the significance of work context factors in predicting employee satisfaction. Favourable working environment like flexible schedules, collaborative team dynamics, supportive leadership, and alignment with organizational values all significantly contributed to retaining employees. Technical support, particularly for high-performing individuals, played a pivotal role in offering developmental opportunities and on-site learning experiences. The performance appraisal process emerged as a critical factor, providing employees with valuable feedback, enhancing their understanding of their role within the organization, and boosting motivation and commitment. Demographic data revealed that most respondents (83.64%) were aged between 20-40 years, providing important insights into the age composition of our sample. This research offers valuable guidance to organizations in the Indian IT sector, allowing them to refine their strategies and practices to foster higher levels of satisfaction and loyalty among their workforce effectively.

Keywords: Employee retention, Employee satisfaction, Promotional opportunities, Work environment.

1. Introduction

Employee retention, a strategic endeavor, involves nurturing a workplace environment where employees are enticed to stay committed to the organization for an extended duration or until the project's fruition. This symbiotic relationship benefits both the company and its workforce. Modern employees, being discerning and well-informed, have a plethora of alternative opportunities at their fingertips. At the first inkling of dissatisfaction with their current employer or role, they are prone to embark on a quest for greener pastures (Rakhra, 2018). Hence, it falls squarely on the shoulders of employers to craft strategies for retaining their most valued team members, for failure to do so could leave them bereft of their top talent (Fahim, 2018).

In the realm of organizational dynamics, substantial investments are channeled into the attraction of premier talent. These skilled individuals wield considerable influence in propelling a company towards triumph, thereby exerting a discernible sway on the company's fiscal performance. Those employees who choose to establish enduring tenures within the organization evolve into not only proficient contributors but also indispensable fixtures, seamlessly interwoven with the fabric of the company and their respective roles (Rakhra, 2018). However, should these loyal employees opt to depart the organization in favor of a competitor, the repercussions for the initial company are twofold. First and foremost, the immediate unavailability of the employee exacts a direct toll on the company's operational capacities. Secondly, the employee's newfound affiliation with the competition magnifies the challenge by elevating the competitor's capabilities (Hassan, 2022). Furthermore, the prospect of locating a replacement who can swiftly replicate the departed employee's efficacy looms as a formidable hurdle. Consequently, the wiser course of action entails the retention of the employee and the meticulous cultivation of a continuous wellspring of motivation to ensure their sustained commitment (Sandhya, 2011).

2. Literature Review

Definition	Reference
Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time.	Griffeth & Hom 2001
Initiatives which the management takes to prevent employees from leaving the organization	Cascio (2003)
The most important purpose of retention is to look for ways to prevent the capable workers from quitting the organization as this could have negative effect on productivity and profitability.	Samuel and Chipunza (2009)
Retention is a voluntary move by an organization to create an environment that engages employees for a long term.	Chaminade 2007
A technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements.	Mita 2014
It is a process in which the employees are encouraged to remain with the organization for the maximum period or until the completion of the project.	Bidisha 2013
Employee retention is "a systematic effort to create and foster an environment that encourages employees to remain employed by having policies and practices in place that address their diverse needs"	Workforce Planning for Wisconsin State Government 2015
The effort by an employer to keep desirable workers in order to meet business objectives.	Frank et al. 2004
Employee retention is defined as "A systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs.	Get Les McKeon

Table 1

Employee retention is vital for reasons that extend beyond merely cutting turnover expenses or the costs associated with recruiting and training. The primary significance lies in retaining highly skilled employees and safeguarding them from being lured away. Various factors underscore the critical importance of employee retention (Biaison, 2020). According to a report published by the Society for Human Resource Management (SHRM) in 2004, 75% of employees are actively in pursuit of alternative employment opportunities. Employers, especially those reliant on employee productivity for their success, should take this substantial figure as a concerning signal (Cloutier et al., 2015). Also, During challenging economic times such as a recession marked by high unemployment rates, organizations typically prioritize the reinforcement of their employee retention strategies and explore avenues for enhancing them (Dhoopar et al., 2022). In competitive job markets, employers recognize the paramount importance of conducting extensive research to discern the obstacles and optimal strategies for retaining employees across the industry spectrum. Recommendations should be tailored to each organization's unique needs and prerequisites (Fahim, 2018).

Hytter (2007) advocates for the establishment of robust employer-employee relationships, proposing this as a pivotal retention strategy for organizations. To retain non-senior staff effectively, the implementation of flexible benefits programs is recommended, allowing employees to select from a diverse array of available benefits (Sypniewska et al., 2023). This benefit scheme is characterized as a convenient and cost-effective approach for organizations to satisfy most of their workforce (Curtis and Wright 2001, p. 61). Sigler (1999, p. 2, as cited in Hytter 2007) suggests that when organizations seek to retain employees through means beyond compensation (such as pay and stock ownership), management should undertake comprehensive efforts to enhance job satisfaction among their staff. Furthermore, Cappelli (2000, p. 104) contends that executives should adopt a pragmatic, analytical approach to what has traditionally been regarded as the "soft" aspect of business—people management. Also, Enhancing employee retention can be achieved more effectively by inspiring employees through the following avenues: fostering open communication, implementing an employee reward program, establishing a career development initiative, offering performance-based bonuses,

providing recreation facilities, and giving gifts on special occasions (Sandhya, 2011). Also, The effectiveness of talent management as a retention strategy is significantly influenced by the fairness of outcomes, procedures, and interactions within the talent management process, as well as the alignment of perceived talent status (Narayanan et al., 2019). Moreover, as gleaned from the extensive literature review, it becomes evident that employee satisfaction stands out as a pivotal factor influencing employee retention across various sectors.

After reviewing the existing literature, the study identified multiple factors influencing employee retention. However, through discussions with experts, we have distilled the focus to two key variables: employee satisfaction and the workplace environment. To explore the relationship between employee retention and its influence on employee satisfaction, we have established two hypotheses:

H1: Employee Satisfaction Contributes to Employee Retention in the IT sector.

H2: Working environment influence employee retention in the IT sector.

3. Research Methodology

The present research adopts an exploratory approach, where conclusions will be derived from the perspectives of individuals. Exploratory research is conducted to delve into domains with limited prior knowledge or to assess the viability of conducting a specific research endeavour, such as a feasibility or pilot study, as elucidated by C.R. Kothari in the second edition. The participants in this study comprised individuals from diverse segments of the IT industry, spanning across all tiers of organizational hierarchy. The study encompassed a total of 110 respondents, ensuring a comprehensive representation. The research was predominantly carried out within prominent organizations, including but not limited to Infosys, TCS, Ernst & Young, HCL, and Wipro, situated across key cities such as Bangalore, Mumbai, Delhi, Pune, Mysore, Kolkata, and others. For data collection, a structured questionnaire comprising 24 questions was administered via Google Forms, and the responses were meticulously recorded. The assessment was conducted using a five-point scale, spanning from 1 (indicating strong disagreement) to 5 (indicating strong agreement). The study employed a convenience sampling method to facilitate the research process.

3.1 Tools and Techniques

This research employed a diverse array of statistical tools to achieve its predefined objectives. The Statistical Package for Social Sciences (SPSS-16.0) was the primary tool chosen for data analysis, owing to its robust capabilities and user-friendly interface. Various procedures within SPSS were utilized to provide a comprehensive overview of the variables, primarily using descriptive statistics. Descriptive statistics were instrumental in illuminating the fundamental characteristics of the data under study. They served to furnish concise summaries about the sample and its associated measurements. In this study, descriptive statistics were harnessed to analyze the demographic variables.

Additionally, Factor Analysis was employed to identify and delineate the contributing factors. Given that the research's core objective was to ascertain the influence of independent variables such as compensation, job relations, and career development within the organization on the dependent variable of employee satisfaction, ultimately leading to employee retention, statistical regression analysis was applied to gauge the effects of these factors. Statistical regression analysis was pivotal in assessing the impact of compensation, workplace relationships, and career development on retention within the organization.

4. Analysis

Table 4.1 Age of respondent in years

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <20	2	1.8	1.8	1.8
20-40	92	83.6	83.6	85.5
41-60	16	14.5	14.5	100.0
Total	110	100.0	100.0	

Table 4.2 Gender of Respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	59	53.6	53.6	53.6
2	51	46.4	46.4	100.0
Total	110	100.0	100.0	

Table 4.3 Level in Management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	15	13.6	13.6	13.6
2	38	34.5	34.5	48.2
3	57	51.8	51.8	100.0
Total	110	100.0	100.0	

Table 4.4 Monthly income of Respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <20,000	1	9	9	9
20,000-40,000	67	60.9	60.9	61.8
41,000-60,000	20	18.2	18.2	80.0
>60,000	22	20.0	20.0	100.0
Total	110	100.0	100.0	

Table 4.5 Work Experience(in years)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-1	13	11.8	11.8	11.8
1-3	60	54.5	54.5	66.4
3-5	15	13.6	13.6	80.0
>5	22	20.0	20.0	100.0
Total	110	100.0	100.0	

Table 4.6 Avg time period an individual stays in organization(in years)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-3	62	56.4	56.4	56.4
5-10	43	39.1	39.1	95.5
>10	5	4.5	4.5	100.0
Total	110	100.0	100.0	

Table 2. Descriptive Analysis

4.1. Descriptive Analysis of Employee Characteristics

An analysis of IT industry employee characteristics is presented in **Table 2**, including age, gender, education, work experience, income, and organizational level. Most respondents (83.64%) are aged 20-40, with more males (53.64%) than females (46.3%). Most employees (51.8%) hold lower-level positions, while 34.5% are at mid-level. Approximately 60.9% earn a monthly income of 20,000-40,000, and 54.5% have 1-3 years of experience. In summary, most respondents are aged 20-40, predominantly male, work at mid-level positions, earn 20,000-40,000 monthly, and have 1-3 years of experience, with an average organizational tenure of around 3 years.

4.2 Factor Analysis

Factor Analysis is a method of distilling the essence of a model by trimming down the dimensions of observations. This procedure serves multiple objectives, including the simplification of data, particularly in the context of reducing the number of variables within predictive regression models. When factor analysis is employed for these purposes, it is common practice to perform factor rotation after extraction. This rotation encompasses various methods, some of which guarantee orthogonal factors. In other words, these methods ensure that the correlation coefficient between two factors is zero, effectively resolving issues related to multicollinearity in the realm of regression analysis.

4.2.1 KMO and Bartlett's Test

The KMO (Kaiser-Meyer-Olkin) and Bartlett's Test of Sphericity are critical measures for assessing sample adequacy in research. A KMO score above 0.6 is widely accepted, indicating suitability for factor analysis. Bartlett's Test, with a p-value below 0.05, confirms data suitability for factor analysis, signifying its significance and validity.

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.806	
Bartlett's Test of Sphericity	Approx. Square	Chi-	1589.11
	df		136
	Sig.		.000

Table 3. KMO and Bartlett's Test

In this study, the KMO value of 0.806 demonstrates satisfactory sample adequacy, while Bartlett's Test of Sphericity, with a significance level of 0.00 (below 0.05), affirms the validity and suitability of the study for conducting factor analysis.

4.2.2 Rotated component matrix

The concept of rotation aims to minimize the number of factors on which the examined variables exhibit significant loadings. Rotation, in essence, doesn't alter the data but enhances the interpretability of the analysis.

a) First rotated component matrix

	Component		
	1	2	3
Competitors offer better retention strategy as compared to your Organization		0.537	
Your organization offers you adequate retirement plan			0.856
Your organization offers you adequate insurance plan			0.709
You are satisfied with the salary offered	0.819		
You feel no discrimination exist in the salary paid to the employees	0.838		
Your working environment is open and trustworthy	0.696		
You are satisfied with the personal growth and development in your Organization	0.767		
You get incentives for the training	0.522		0.697
Your organization offers you various motivational programs	0.523	0.518	
You are satisfied with the current promotional policy of the Organization	0.748		
Additional benefits motivate you to remain in the organization	0.754		
You receive incentives periodically according to your performance		0.554	
Compensation paid to employees during any accidents occurring within the company are satisfactory		0.622	
You find appraisal system of your organization satisfactory	0.627	0.56	
You are satisfied with the grievance handling mechanism of your Organization		0.685	
You are satisfied with the leave facilities offered by your organization		0.766	
Your organization offer you fair chance for creativity and innovation		0.778	
You have authority to take certain decisions on the spot		0.78	
You are offered flexible working hours		0.632	
You can maintain your work life balance	0.696		

Table 4. First Rotated Component Matrix

Upon examining the table 4, it becomes evident that the statement "you get incentives for the training" loads onto two-factor components, namely 1 and 3. Likewise, "Your organization offers you various motivational programs" and "You find the appraisal system of your organization satisfactory" exhibit cross-loading on components 1 and 2. Consequently, for our subsequent analyses, we will consider removing the statements that display cross-loadings.

b) Final rotated component matrix

	Component	
	1	2
You are satisfied with the salary offered		0.841
You feel no discrimination exist in the salary paid to the employees		0.846
Your working environment is open and trustworthy		0.718
You are satisfied with the personal growth and development in your Organization		0.733
You are satisfied with the current promotional policy of the organization		0.745
Additional benefits motivate you to remain in the organization		0.74
You are able to maintain your work life balance		0.707
You receive incentives periodically according to your performance	0.662	.
Compensation paid to employees during any accidents occurring within the company are satisfactory	0.703	
You are satisfied with the grievance handling mechanism of your Organization	0.742	
You are satisfied with the leave facilities offered by your organization	0.773	
Your organization offers you a fair chance for creativity and innovation	0.872	
You have the authority to make certain decisions on the spot	0.779	
You are offered flexible working hours	0.713	
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		

Table 5. Final rotated component matrix

Table 5 clearly shows that factors have been consolidated and sorted into two categories.

Component 1 encompasses factors related to **employee satisfaction**, while

Component 2 includes factors associated with the **work environment**, such as grievance handling, working hours, and leave facilities, etc.

4.3 Regression**a) Model Summary**

The Model Summary Table provides insights into the model's suitability. In order to validate the model, the table includes key metrics like R-value, R-square, adjusted R-square, and Durbin-Watson value. The R-value signifies the multiple correlation coefficients, indicating the strength of the linear correlation among all variables. A higher R-value indicates a stronger relationship between the predictors (individual context and work-related context) and the dependent variable (satisfaction).

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.761 ^a	.579	.572	.60966	.579	73.688	2	107	.000

a. Predictors: (Constant), va_2, va_1

b. Dependent Variable: va_dep

Table 6. Model Summary

In this study, the R-value obtained from simultaneously considering all factors is 0.761, suggesting a moderately impressive degree of dependency among the predictors. R-Square, a squared representation of the multiple correlation coefficients, indicates the model's explanatory power, with a higher value signifying greater explanatory capacity (Hair, Black, Babin, & Anderson, 2013). The R-Square value of 0.579 implies that 57.9% of the variance in acceptability can be attributed to factors influencing employee retention. Ideally, the adjusted R-square should closely match the R-square value (Ghosh, Satyawadi, Joshi, Ranjan, & Singh, 2012). In the table, the adjusted R-square value is 0.572, which closely aligns with the R-square value, underscoring the model's fitness.

b) ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.778	2	27.389	73.688	.000 ^a
	Residual	39.771	107	.372		
	Total	94.548	109			

a. Predictors: (Constant), va_2, va_1

b. Dependent Variable: satisfaction

Table 7. ANOVA

The ANOVA table assesses how effectively the regression equation aligns with the data, specifically in terms of predicting the dependent variable. Within the ANOVA Table, an examination of statistical significance evaluates the model's adequacy. The "Regression" row provides insights into the variation accounted for by the model, while the "Residual" row indicates the variation not explained by the model (Sultana & Pardhasaradhi, 2012). The table serves as an indicator of whether the combination of predictors can significantly predict the dependent variable. A noteworthy F-value of 73.688 at a significance level of $P < 0.05$ signifies the statistical significance of the regression model in predicting the outcome variable.

c) Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.210	.221		5.480	.000
	va_1	.233	.102	.246	2.275	.025
	va_2	.509	.101	.547	5.059	.000

a. Dependent Variable: satisfaction

Table 8. Coefficients

The beta coefficient communicates how the dependent variable changes with each unit shift in the independent variable (Hair, Black, Babin, & Anderson, 2013). It serves as a tool for assessing and comparing the relative influence of different predictors within the model. A greater beta coefficient indicates a lower significance level, signifying a more substantial impact of the predictor

S.N.	Hypothesis	Sig. Value	Supported/NotSupported
1.	H1: Employee Satisfaction Contributes to Employee Retention in the IT sector.	(.025 Less than .05)	Supported
2.	H2: Working environment influence employee retention in the IT sector	(.00 less than 0.05)	Supported

Table 9. Hypothesis

Findings

The study has unveiled noteworthy insights into the factors influencing employee satisfaction and retention: Firstly, the personal and individual context factors have emerged as important predictors ($0.025 < 0.05$) of employee satisfaction, with a direct impact on employee retention in the IT sector. This includes aspects such as compensation, where competitive pay, benefits, and recognition systems have been identified as strong motivators for employees to remain loyal to their organizations. Similarly, career development initiatives, including training programs and promotional opportunities, have proven instrumental in enhancing employee retention. Offering on-the-job training opportunities and fostering effective training and development practices have further contributed to higher levels of employee commitment. Secondly, the study has underscored the significance of work context factors ($0.000 < 0.05$) in predicting employee satisfaction. This category includes elements like the work environment, which encompasses factors such as favorable working conditions, flexible work schedules, collaborative team dynamics, supportive leadership, and a corporate culture aligned with organizational values. Technical support has also played a pivotal role in retaining employees, particularly high-performing individuals who benefit from developmental opportunities and on-site learning experiences. Moreover, the performance appraisal process emerged as a critical factor, providing employees with valuable feedback on their past performance, helping them understand their position within the organizational hierarchy, and contributing to their motivation and commitment. Lastly, the demographic data revealed that a significant majority of respondents (83.64%) fall within the age group of 20-40 years. This demographic distribution offers valuable insights into the age composition of the study's participants, shedding light on the characteristics of the sample population.

Conclusion

This study aims to explore the critical elements influencing employee retention in organizations, with the primary objective of mitigating the factors leading to high employee turnover and enhancing overall employee retention rates. To effectively curb the problem of employee turnover, it is imperative for organizations to prioritize several key factors. These include competitive compensation packages, favorable working conditions, empowerment of employees, and individual job satisfaction. By focusing on these aspects, organizations can significantly strengthen their capacity to retain their valuable workforce. Furthermore, it is essential to recognize the significance of implementing robust human resource management practices at both strategic and day-to-day operational levels (Mujtaba & Mubarik, 2022). To achieve this, human resource strategies should transcend traditional transactional support and evolve into strategic partnerships integrated into the organization's overarching business strategy. In this transformative role, HR departments must adopt a proactive stance in identifying and creatively resolving issues that may affect employee satisfaction and retention (Narayanan et al., 2019). By doing so, organizations can effectively create an environment where employees are not only inclined to stay but also motivated to contribute to the organization's long-term success.

Recommendations

To enhance employee retention within the IT sector, organizations can adopt a range of strategies: Firstly, implementing a flexible working schedule, or flexitime, is not just about meeting employee needs; it's a strategic move aimed at unlocking employees' true potential. This approach prioritizes the long-term sustainability of the business over short-term gains. Secondly, work redesign involves modifying specific job roles or systems to boost both efficiency and employee satisfaction. Leveraging models like the Job Characteristics Model, organizations can introduce elements such as job

variety, task identity, task significance, autonomy, and feedback. These changes can significantly enhance employee motivation and job satisfaction (Narayanan et al., 2019). Thirdly, having role models at work who embody desired behaviors and values is crucial. While intrinsic and extrinsic factors influence employees' decisions to stay or leave, witnessing colleagues excel at work and positively contribute to the organization can be a powerful motivator.

Encouraging employees to join relevant professional associations and actively participate can also bolster retention efforts. Recognizing and rewarding active membership and helping employees leverage their association affiliations for career development can be highly effective. Internal career clubs can facilitate networking, resource sharing, and collaboration on career goals. Conducting both "stay" and "exit" interviews can provide valuable insights into employee departures. These insights inform the organization's efforts to strengthen employee retention strategies. Lastly, employers should empower managers to play a more active role in communication. Managers should invest time in training employees, motivating high performers to advance within the organization, and coaching underperformers to improve their work performance (Aman-Ullah et al., 2022). This approach fosters stronger connections between employees and the organization, ultimately promoting retention.

Limitations

Despite our efforts in data collection, validation, and analysis, certain limitations warrant consideration: A primary constraint was the limited time available for data collection and continued study, resulting in a relatively small sample size of 110 completed surveys. This size may limit the depth of our analysis. The study's sampling was geographically limited, restricting our ability to adopt a holistic approach. Additionally, limitations include potential factors related to respondents' motivation, honesty, memory, and response capabilities. Given that the study utilized Google Forms distributed through social networking sites, respondents predominantly belonged to the same age group, introducing potential demographic bias.

Considering the findings and insights obtained from our study on employee retention in the dynamic IT sector in India, we present several future recommendations that can benefit both organizations within this sector and researchers interested in further exploration. To gain a more comprehensive understanding of employee retention in the IT industry, future research should consider conducting longitudinal studies. This would enable the tracking of changes in employee satisfaction and retention over time and the identification of trends or shifts in the factors influencing them. While our study primarily utilized quantitative methods, incorporating qualitative research techniques, such as interviews or focus groups, can provide a deeper understanding of the underlying reasons behind employee satisfaction and retention. Qualitative data can capture employees' experiences and narratives, shedding light on their perspectives and emotions. Expanding the research scope to include cross-cultural comparisons can be valuable. Comparing employee retention determinants across different countries or regions within the IT sector can help identify whether certain factors are universally applicable or specific to cultural contexts. The IT industry is highly susceptible to technological advancements. Future research should consider examining how emerging technologies like artificial intelligence, remote work tools, or automation impact employee satisfaction and retention. This is especially relevant in the post-pandemic era, where remote work has become more prevalent. Given the increasing importance of diversity and inclusion in the workplace, future studies should delve into how these factors influence employee retention in the IT sector. Understanding the impact of diverse initiatives and inclusive practices can be crucial for fostering a welcoming work environment. Investigating the role of environmentally sustainable practices in employee retention is becoming increasingly important in a world focused on sustainability. Exploring how "green" initiatives and corporate social responsibility affect employee satisfaction and retention can be a fruitful area for research. Our research provided insights into the age composition of respondents. Future studies could delve deeper into the expectations and motivations of different age groups within the IT sector to tailor retention strategies to specific generational needs. Encourage organizations within the Indian IT sector to share their best practices for employee retention. By creating a platform for sharing successful strategies, the industry can collectively benefit from the experiences of leading organizations. Considering the fast-paced changes in the IT sector, organizations should consider adopting more adaptive human resource strategies. These strategies should be agile and flexible to respond to evolving employee needs and industry trends effectively. Organizations should establish robust mechanisms for collecting and acting on employee feedback regularly. By creating a feedback loop, organizations can continually refine their retention strategies based on the evolving needs and preferences of their employees.

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