AN ANALYSIS OF IT EMPLOYEES' PERCEPTIONS ON RETENTION STRATEGIES IN NCR REGION

Priya Malhotra,
Research Scholar,
School of Commerce and Management,
IIMT University, Meerut Uttar Pradesh
Dr. Priyanka Rana,
Associate Professor,
School of Commerce and Management,
IIMT University, Meerut Uttar Pradesh

ABSTRACT

The present study paper main goal is to comprehend the numerous retention techniques for Information Technology staff. As a result, the current study was conducted utilising a questionnaire that was distributed to 10 IT organisations, with 30 respondents from each company being interviewed and their comments in the form of a questionnaire being recorded. The questionnaire's questions are designed to elicit information relevant to the study's setting. The questionnaire, for example, contained questions about employee profiles, potential retention techniques, and other aspects. Infosys, Wipro, HCL, Tech Mahindra, E & Y, HP, IBM, Mindtree, Shell, and Sonata were among the 10 IT firms that provided replies. It was discovered that workers had similar perspectives on staff retention tactics. Different tactics viewed by employees have a reciprocal and linear connection. It was discovered that perception differs depending on the degree of employee.

Keywords: IT employees, Attrition & Retention Strategies, Communication Effectiveness, Employee Benefit, Training and Development Strategies etc.

INTRODUCTION

The growth and contribution of the Indian IT sector to the world is enormous. Cosmopolitan cities such as Delhi, Mumbai, Bangalore, Chennai, and Hyderabad are desired locations for all major corporations such as Wipro, Infosys, and TCS. Companies' attitudes towards India are changing as a result of the firms' strong working environment, infrastructure, pay package, and communication facilities. The Indian IT industry has grown dramatically in recent years. Indian software experts are in high demand all around the world. Employers and management take care of software personnel. They are appropriately compensated in order to encourage and keep them in the organisation. There will be a pay increase; shares will be assigned to them, nice perquisites will be provided, and fringe benefits will be increased, so that workers will be satisfied with their jobs and remain with the organisation. Apart from that, employers have a high attrition rate in their organisations. Keeping productive staff for an extended period of time has become a major concern for the IT companies.

Employee retention becomes a big challenge in any firm in today's competitive business environment. For example, if a person departs the business, management must spend additional costs in recruiting, employing, and training a replacement. As a result, it is critical for every firm to create an employee retention plan in order to retain their top personnel for an extended length of time. It should also be mentioned that most organisations devote time and money in preparing a new hire, preparing him or her to face the corporate workplace at par with the existing employees in order to achieve the organisational goals (Sri, Krishna and Farmanulla, 2016). As a result, adopting a proper retention plan allows management to save money while also developing a durable competitive edge.

Employee retention is not a subject of report or record kept by the company. It is about recognising employees' issues and assisting them when necessary. Most organisations are pushed to reduce attrition rates, which leads to an emphasis on staff retention. It is "a procedure in which staff are urged to stay with the company for the longest possible amount of time or until the project is completed" (Hadi and Ahmed, 2018). Employee retention benefits both the company and the employee. According to the International Data Corporation (IDC) research, the global information sector is on track to exceed $5.2 trillion by 2020. Furthermore, according to the research, economies, occupations, and personal lives are becoming increasingly digital, networked, and automated. It is also emphasised that waves of invention develop over time, fueling the technology growth engine, which looks to be on the verge of another significant leap ahead. The United States is the world's largest market, accounting for 32% of the total, or nearly $ 1.7 trillion in 2020. The technology industry accounts for a significant amount of economic activity in the United States and many other nations. Among worldwide areas, Western Europe continues to be a big contributor, accounting for around one in every five technology dollars invested globally. In terms of individual nations, however, China has obviously established itself as a key participant in the global tech economy. It has followed a trend prevalent in developing regions, where there is a dual

impact of reducing the gap in categories such as IT infrastructure, software, and services, as well as establishing leadership in new sectors such as robots. (Sri etal., 2016)

According to available statistics, the top 10 global IT businesses include Microsoft, IBM (International Business Machines), Oracle, Accenture, HPE (Helwett Packard Enterprises), SAP (System Application & Product Data Processing), TCS (Tata Consultancy Services), Cognizant, Capgemini, and Infosys. With the increased emphasis on automation and evolutionary improvements in information technology, the IT Sector has seen steady success and boom worldwide. According to the most recent industry forecasts, worldwide information technology investment is expected to be between $4.5 and $5 trillion. The strategies used to boost the IT sector are depicted in the image below.
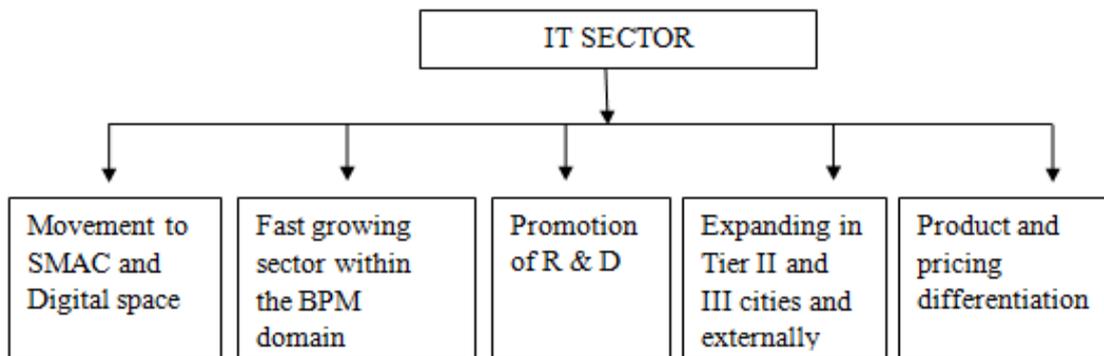

FIGURE 1: EMERGING AND NOTABLE TRENDS IN IT SECTOR

It was also discovered that the majority of IT services could be found in the United States and China, which combined accounted for almost one-third of the world's business. The data below illustrate the specifics of the top ten worldwide IT companies, concentrating on their headquarters, number of people deployed, revenue produced, and net income earned.

REVIEW OF LITERATURE

Smith et al. (2011) investigated the factors that influence employee turnover and long-term skill retention in Australian firms. According to the findings, the function of learning inside businesses is critical in minimizing short-term turnover and boosting long-term skill retention. Additionally, while training and human resource practices were found to be relevant for individual skill categories, general findings for all skill categories may not be accessible immediately. Finally, when retention is seen from a long-term strategic viewpoint, the many reasons of short-term turnover may be at work. Yamamoto (2011) explored the association between employee benefits management and employee retention using the family-friendly policy as a moderator. Additionally, the study looked at the gender disparity in the aforementioned issue. The study discovered strong mediator effects of employee benefit management enrichment and work satisfaction enhancement. Apart for the amount of employee benefit management techniques and organizational longevity, the analysis found no gender discrepancy in retention for employee benefits management.

Van Dyk and Coetzee (2012) evaluated the link between employee satisfaction with organizational retention criteria and organizational commitment in a South African medical and information technology services firm with 206 workers. The findings revealed a substantial link between employee satisfaction with retention criteria and organizational commitment. The study also discovered that retention variables linked to human resource management techniques impact employees' willingness to depart. The findings are important for managers who want to keep employees with inadequate abilities and provide useful markers for developing effective retention strategies.

Zia (2012) investigated the impact of corporate team building initiatives on employee morale and retention. According to the study, team performance, team development, team assessment, individual contribution, and coordination all have a long-term beneficial association with employee morale and retention. It has been discovered that team cohesiveness has no meaningful influence on employee morale or retention.

Shore (2013) investigated retention methods and the problems of a high-growth corporation in South Korea. It has been demonstrated that younger employees and supervisors may be going toward reduced power distance, less uncertainty avoidance, and higher degrees of individualism. According to the findings, the foundation or environment upon which retention variables are superimposed may eventually contribute to an increase in retention levels. As a result, one method is to do nothing and wait for the society to become more individualistic, and conventional workplace ideals in Korea must adapt

Tews et al. (2013) investigated the effect of fun activities and management support for fun on employee performance and turnover in the hotel sector. Social gatherings, productivity contests, team building exercises, public celebrations of professional successes, and personal indicators are examples of fun activities. Manager support for fun, in turn, mimics whether managers enable and encourage people to have fun on the job in general. According to the study, fun activities have a positive influence on performance, and management support for fun has a positive impact on minimizing turnover. Surprisingly, management approval of fun has a detrimental impact on performance. Hence, whether or not fun is ultimately useful is dependent on the type of fun and the targeted human resource outcome.

Terera and Ngirande (2014a) investigated the influence of incentives on work satisfaction and employee retention in order to give suggestions to organizational policymakers on potential ways/strategies to increase employee retention based on the study findings. Employee awards, according to the study, contribute to staff retention but not work happiness.

Terera and Ngirande (2014b) investigated the influence of training on employee job satisfaction and retention at a specific tertiary institution. According to the findings, there is no link between training and staff retention. Employee job satisfaction and retention, on the other hand, have a considerable positive link.

According to Uppal (2015), work satisfaction and organizational commitment have a cyclical relationship with desire to quit the company and position. The two phenomena associated with the intention to leave the employment inevitably pass through practically all determinants and results. As a result, the study proposed that companies add satisfiers and commitment boosters in a structured manner to deal with such intents in order to reduce the consequences of individual and organizational performance.

Sharma and Misra (2015) created an 18-item scale to assess employee retention in Indian information technology (IT) personnel. The study found four factors: appreciation and stimulation, internal career prospects, work-life balance, and intention to stay.

Ruvimbo and Hlanganipai (2016) investigated the impact of Human Resource Management practices such as compensation, performance evaluation practices, reward practices, and managerial leadership practices on organizational commitment and employee retention of nurses in a public hospital setting in South Africa. According to the study, effective human resource methods such as salary and incentive systems, performance assessment techniques, and management leadership practices minimize nurse turnover and promote employee organizational commitment.

Sutanto and Kurniawan (2016) investigated the influence of recruiting, employee retention, and labor relations on employee performance in Indonesia's batik business in Solo City. Employee performance was shown to be significantly influenced by recruiting, retention, and labor relations, according to the findings.

Sathyanarayana et al. (2017) investigated the factors that influence employee engagement in the Indian IT sector. According to the report, the issue is not only in recruiting, but also in retaining employees who are pleased or content with their given jobs and activities. The researcher identified seven essential factors: supervision, working environment quality, information dependability, communication, information quality, salary and benefits, assessment process, degree of satisfaction, and organizational commitment.

Vandana (2017) investigated the relationship between organizational health and job satisfaction and employee retention. On several aspects, the study emphasized numerous themes relating to employee retention, organizational health, and work happiness. It has been found that organizational health and work satisfaction are associated, interrelated, and have a direct and positive effect on employee retention.

Potgieter and Snyman (2018) investigated the impact of personal characteristics on employment retention in the financial services sector. Employees self-report on personal qualities such as emotional intelligence and self-esteem in relation to job retention considerations. Personal variables such as job features, career possibilities, supervisor support, and work-life balance were discovered in the regression analysis to predict employee talent retention. Furthermore, the findings revealed that there are no substantial changes in personal and retention characteristics based on geographical location.

Vui-Yee and Paggy (2018) investigated the impact of job characteristics on employee retention. Based on self-determination theory, job characteristics include task and knowledge qualities. The findings indicated that work fulfillment would play a mediating role, with gender and educational level serving as control factors. The varied ages of Gen Y have no variations in the investigated relationships to promote employee retention in the workplace.

According to Park and McQuaid et al., (2019), "work happiness causes job performance, job retention, motivation, and encouragement." And staff retention variables are discussed in terms of the roles played by long-term workers, the impact of employee turnover, and a successful employment retention policy for growth. The core contemporary industries of information technology and engineering, as well as how employers' retention strategies seek to impact staff retention in their firms. Several studies on employee retention have been undertaken from the employees' point of view, focusing on their inclination to quit or stay. The study "focused on the perspectives of CEOs who had also created their firm since they are decision-makers with the ability to change retention rules."

Zhang et al., (2020), studied the causal factor of "job satisfaction reasonable and impartial income for specific work done by employee, Impressive promotion mechanism, Employee fair old-age security such as pension schemes, reasonable workload, and providing employee psychological coping execution for work stress reliance, which immediately affect employee retention."

Cherukur et al. (2020) investigate the numerous retention tactics used in the IT business, as well as the influence on employee satisfaction with these retention strategies. The descriptive research technique was used as the research design in this study, and samples for the purpose of finding were obtained from 180 respondents using primary data. Frequency analysis, Mean analysis, Independent T-test, One way ANOVA analysis, and Regression analysis were used to analyze the study findings. In the IT business, regression analysis is used to find employee happiness awards retention tactics. The results show that the majority of respondent workers are extremely happy with the development and recognition strategies implemented by IT businesses.

Manoj S and Renee Namrata (2021) performed a research to determine the organizational efficacy and theory framework in the IT sector with regard to employee retention strategies. The findings of a study project on employee retention tactics in the IT sector, with a focus on Bengaluru. The findings reveal substantial differences between demographic factors, organizational variables, and staff efficacy in the IT sector. In order to accomplish higher organizational objectives, IT industries must discover a method to boost employee retention. Furthermore, the company must comprehend the possible grievances that keep workers from leaving. There is no singular policy for retaining employees in the IT business, which is continuously striving to better HR practices.

Mahabub Basha et al. (2022) study the elements that influence employee retention in software organizations. A sample of seven software businesses in Bangalore was chosen for the study, and a structured questionnaire based on several facets of the software industry was created. An effort is made to determine the efficacy of employee retention in the IT business and how practicable it is to retain personnel for a lengthy period of time. According to the findings of this research study, there is a significant association between age, gender, years of experience, and salary and perks.

Isaac Mensah Nyame (2024) Employee turnover presents a significant challenge in Ghana's IT industry, undermining the sector's growth and development. Technology managers in Ghana are struggling to retain skilled employees, who are frequently lured away by competing companies offering more attractive compensation packages and greater opportunities for professional growth. A key recommendation for technology managers in Ghana is to implement retention strategies such as competitive compensation packages, opportunities for professional development, work-life balance initiatives, and recognition and reward programs, all of which are crucial for reducing employee turnover. The implications for positive social change include the potential for technology leaders to cultivate a more stable and productive IT workforce, which can enhance economic prosperity and accelerate technological advancement in Ghana.

Haque, F. (2024) aims to focus on the issue of high employee turnover in the Indian tech industry. An integrative review is conducted to analyse the past and current state of literature, as well as prepare a research agenda for future studies. Two broad perspectives have been established in the literature: the reasons for quitting and the explanations for staying. By means of a comprehensive review, this paper combines these two aspects of literature and suggests factors under organization's control to retain competent tech employees. Originality/value The study is designed to integrate the two theoretical viewpoints of employee turnover literature by consolidating the reasons behind quitting behaviour and staying intention. Codes combining the two aspects are presented as a valuable resource to retain tech talent.

Malinis, A., & Tan, T. A. (2025) investigates the impact of employees' perceptions of their organization's environment, social practices, and governance (ESG) on their likelihood of remaining employed with the company. This study applied social identity and job embeddedness theories to examine the impact of ESG perceptions on employee retention. A structured survey using a Likert scale was used to collect the data from 382 employees in the growing information technology and business process management sector of Cebu City. The results indicate that sustainable and responsible practices are not only relevant to customers but also integral to retaining employees. This study contributes to the growing recognition of the beneficial effects of ESG factors on employee retention.

OBJECTIVES OF THE STUDY
The main aim of the study is to study and analyze the current employee retention strategies of IT companies.

HYPOTHESIS OF THE STUDY
- There will be differential perception on employee retention strategies.

RESEARCH METHODOLOGY
In this study, the Diagnostic-Descriptive Research Design was applied. So because problem is tied to human resource department, this study technique is perfect. Primary and secondary data were used in the current investigation. To obtain primary data, a structured questionnaire and a Google form were employed. Secondary information was collected from IT sector publications, news letters, journals, papers, and websites of a firm. This Cronbach alpha examination is employed to assess a guitar's dependability. The sample size of the study were 300 taken from selected 10 IT companies of NCR region. The ANOVA test is used to determine whether or not there is a statistically significant variation in the dependant variable across many groups. The t-test for independent samples compares the means of two unrelated groups on the same continuous, dependent variable.

TABLE 1 DIMENSIONS ABBREVIATION

DIMENSION	ABBREVIATION
D1- (CES)	Communication Effectiveness Strategies
D2- (EBS)	Employee Benefit Strategies
D3- (TDS)	Training and Development Strategies
D4- (MOS)	Management / Organizational Strategies
D5- (RRS)	Reward and Recognition Strategies
D6- (EISS)	Employee Ideas and Suggestions Strategies
D7- (OS)	Orientation Strategies

SAMPLE DETAILS
The present study is based on replies from respondents working in 10 IT companies: Infosys, Wipro, Tech Mahindra, HCL, Mindtree, Sonata, HP, IBM, Shell, and E & Y.

TABLE 2: NAME OF THE COMPANY

NAME OF THE COMPANY	N	%	Cumulative %
Infosys	30	10.0	10.0
Wipro	30	10.0	20.0
HCL	30	10.0	30.0
Tech Mahindra	30	10.0	40.0
E & Y	30	10.0	50.0
HP	30	10.0	60.0
IBM	30	10.0	70.0
Mindtree	30	10.0	80.0
Shell	30	10.0	90.0
Sonata	30	10.0	100.0
Total	300	10.0	

Source: Field Survey

The present study is based on replies from respondents working in 10 IT companies: Infosys, Wipro, HCL, Tech Mahindra, E & Y, HP, IBM, Mindtree, Shell, and Sonata. Each company's samples are picked at random from a sample size of 30. The total number of respondents selected for this study is 300. Table 2 and Figure 1 provide a brief summary of the sample size from each of the firms.
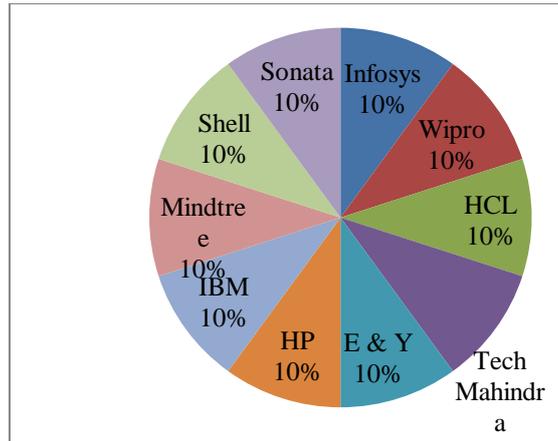
FIG 1: NAME OF THE COMPANY

The 10 firms that were chosen took a sample. The researcher obtained 30 samples from each firm. Infosys, Wipro, HCL, Tech Mahindra, E & Y, HP, IBM, Mindtree, Shell, and Sonata are among the 10 firms. This is seen in Figure 1 above. The researcher has 300 samples in total.

TABLE 3: COMPANY EDUCATING EMPLOYEES ABOUT ORGANIZATION VISION, MISSION AND EXPECTATIONS

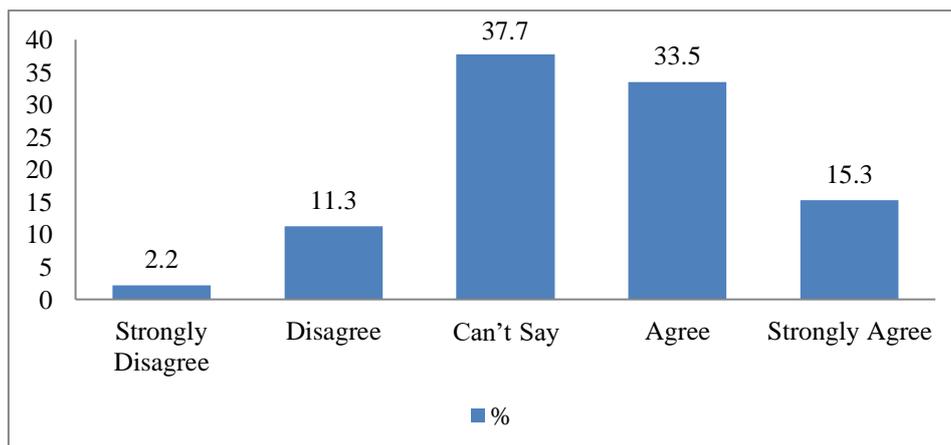| SCALE	N	%
StronglyDisagree	7	2.2
Disagree	34	11.3
Can'tSay	113	37.7
Agree	100	33.5
StronglyAgree	46	15.3
Total	**300**	**100.0**

Source: Field Survey

FIG 2: COMPANY EDUCATING EMPLOYEES ABOUT ORGANIZATION VISION, MISSION AND EXPECTATIONS

According to the above data, 7(2.2%) respondents strongly disagree, 34(11.3%) respondents disagree, 113(37.7%) respondents believe they can't say, 100(33.5%) respondents agree, and 46(15.3%) respondents strongly agree on this statement.

COMPANY HAS REWARD SYSTEM LINKED TO PERIOD OF STAY

TABLE 4: COMPANY HAS REWARD SYSTEM LINKED TO PERIOD OF STAY

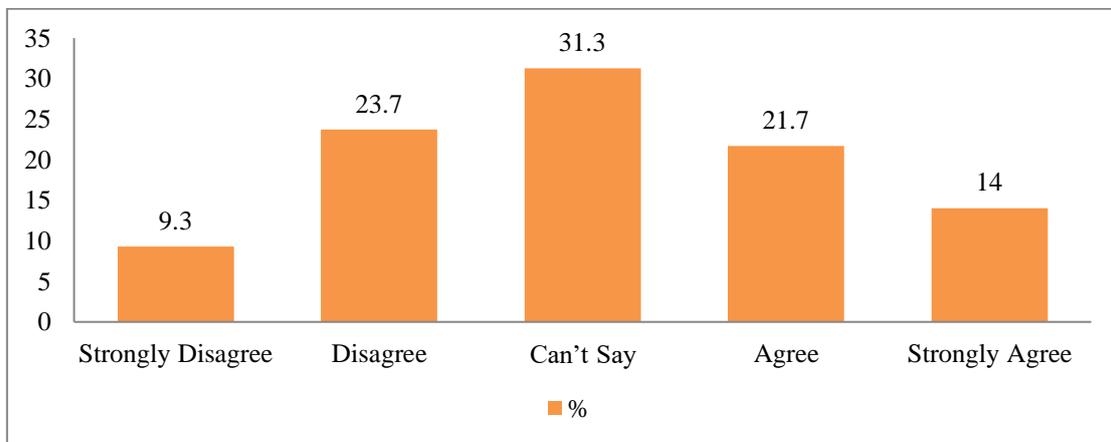| SCALE	N	%
StronglyDisagree	28	9.3
Disagree	71	23.7
Can'tSay	94	31.3
Agree	65	21.7
StronglyAgree	42	14.0
Total	**300**	**100.0**

Source: Field Survey

FIG 3: COMPANY HAS REWARD SYSTEM LINKED TO PERIOD OF STAY

According to the above table, out of 300 responses, 28(9.3%) strongly disagree, 71(23.7%) highly disagree, 94(31.3%) strongly disagree, 65(21.7%) strongly agree, and 42(14%) strongly agree with this statement.

TABLE 5: COMPANY HAS THE PROCESS OF REHIRING OF EMPLOYEES

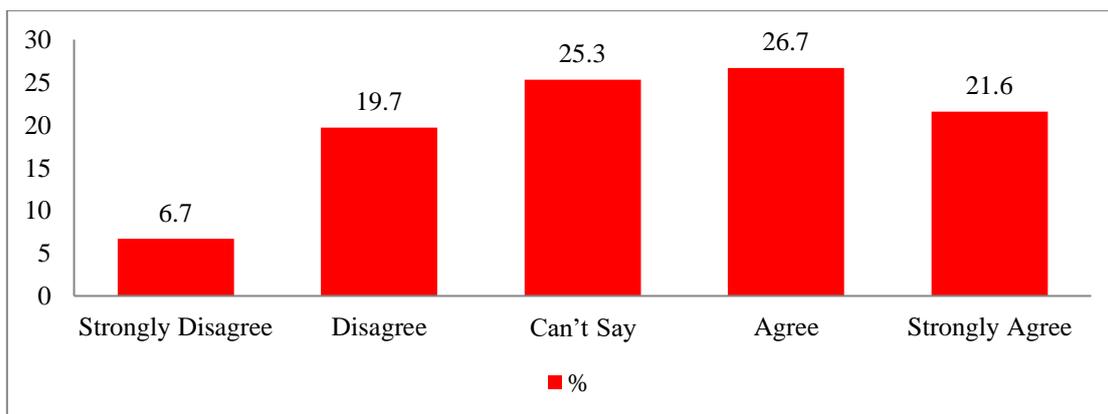| SCALE	N	%
StronglyDisagree	20	6.7
Disagree	59	19.7
Can'tSay	76	25.3
Agree	80	26.7
StronglyAgree	65	21.6
Total	**300**	**100.0**

Source: Field Survey

FIG 4: COMPANY HAS THE PROCESS OF REHIRING OF EMPLOYEES

According to the above data, 20(6.7%) respondents strongly disagree, 59(19.7%) respondents disagree, 76(25.3%) respondents believe they can't say, 80(26.7%) respondents agree, and 65(21.6%) respondents strongly agree with this statement.

TABLE 6: COMPANY PROVIDING LEADERSHIP TRAINING

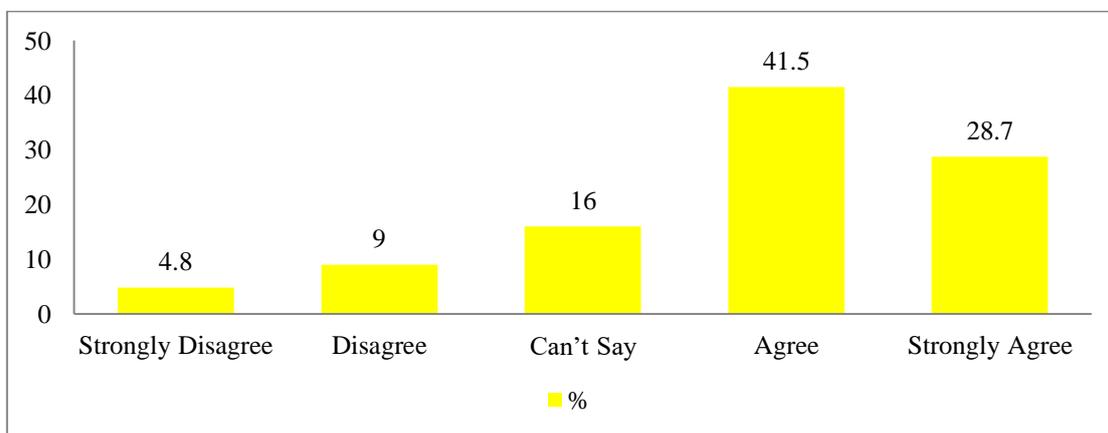| SCALE	N	%
StronglyDisagree	15	4.8
Disagree	27	9.0
Can'tSay	48	16.0
Agree	125	41.5
StronglyAgree	86	28.7
Total	**300**	**100.0**

Source: Field Survey

FIG 5: COMPANY PROVIDING LEADERSHIP TRAINING

According to the above data, 15(4.8%) respondents strongly disagree, 27(9%) respondents disagree, 48(16%) respondents believe they can't say, 125(41.5%) respondents agree, and 86(28.7%) respondents highly agree with this statement.

HYPOTHESIS TESTING
H1: There will be differential perception on employee retention strategies
Explorative Factor Analysis identifies seven retention techniques, and these diverse elements load to the relevant dimension. Table 7 and Figure 6 provide the descriptive statistics for these dimensions.

TABLE 7: DESCRIPTIVE STATISTICS OF H1

DIMENSIONS	N	MINIMUM	MAXIMUM	MEAN	STD. DEVIATION	VARIANCE
CES	300	1.00	5.00	3.27	1.00	1.00

EBS	300	1.50	5.00	4.00	.77	0.59
TDS	300	1.00	5.00	3.90	.76	0.58
MOS	300	1.00	5.00	3.16	1.20	1.44
RRS	300	1.00	5.00	4.23	.83	0.69
EISS	300	1.00	5.00	3.82	.86	0.74
OS	300	1.00	5.00	3.55	.80	0.64

Source: Field Survey

Because all of the questions in each dimension are on a Likert scale of 1 to 5, the average of each dimension is between 1 and 5. Each dimension's minimum and maximum values are 1 and 5, respectively. The RRS dimension has a higher average of 4.23 with a standard deviation of 0.83157 than any other dimension. MOS dimension average is 3.16 with standard deviation of 1.20, which is lower than any other dimension.
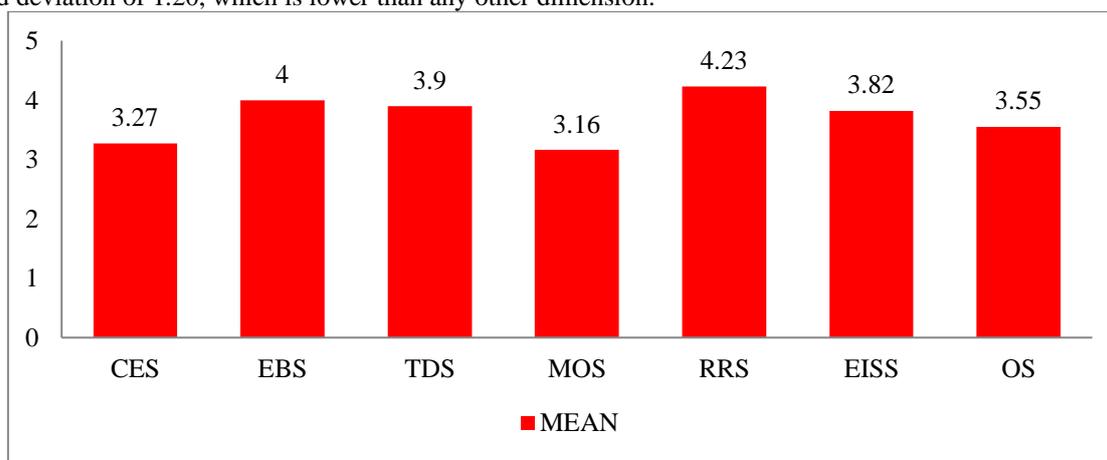

FIG 7: RETENTION STRATEGIES

TABLE 8: ANOVA FOR RETENTION STRATEGIES

Source of Variation	SS	Df	MS	F	P-value	F crit
Between Groups	558.91	6	93.15	114.41	0.00	2.1007
Within Groups	3413.83	4193	0.81			
Total	3972.74	4199				

Source: Field Survey

The average score of different retention tactics differs from one another. The mean sum of squares between the various retention techniques is greater than the mean sum of squares within the various retention strategies, as seen in Table 7 of the ANOVA results. As the p value is 0.00, the F ratio of 114.41 is statistically significant with 6 and 4199 degrees of freedom at 5%. As a result, it is possible to conclude that perceptions of employee retention tactics differ considerably, and the hypothesis of unequal perception of employee retention techniques may be accepted.

CONCLUSIONS

By examining and analysing the current staff retention tactics of IT firms, it was discovered that each organisation uses their own strategy based on their own convenience. There are various retention strategies, but they can all be broadly classified under seven different headings: management or organisational strategies, orientation strategies, communication effectiveness strategies, training and development strategies, reward and recognition strategies, employee benefit strategies, and employee ideas and suggestion strategies. Companies use communication effectiveness tactics to keep their personnel. All critical information should be delivered from top management to lower level management via a correct route. Employee retention is also influenced by the training and development plan. Training is essential for new employees to learn the job. Existing staff must also keep up with the latest technologies and broaden their job responsibilities. After investigation and interpretation, it was discovered that workers had similar perspectives on staff retention tactics. Different tactics viewed by employees have a reciprocal and linear connection. It was discovered that perception differs depending on the degree of employee.

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