

## Employee Retention Strategies In It Industry – A Study With Reference To Chennai City

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### ABSTRACT

The capacity or ability of an enterprise to retain its human capital for a long term is much important in the current scenario. The different strategies used for this by enterprises are termed as employee retention strategies. The present study attempts to identify the various factors that affects employee retention in the IT Sector in the Chennai city. The primary objective of this study is to evaluate the influence of employee retention methods on the personal aspects of the workforce within the organization. Additionally, it intends to quantify the correlation between organizational elements and employees' impression of the effectiveness of these retention strategies.. The primary data were collected from employees in Chennai IT park and 120 completed questionnaires were analysed using appropriate statistical test. The research highlights the crucial function that workplace flexibility, recognition, and management support play in developing employee contentment and dedication.

**Keywords:** Employee retention, Compensation, Personal Factors, Organisational Factors

### INTRODUCTION

The Indian IT industry employs thousands of people and provides 5.8% of the GDP of the nation. The growth of the Indian IT industry and its contribution to the global information technology sector are highly recognized. The major cities like Mumbai, Delhi, Chennai, Hyderabad, and Bangalore have become popular choice for Indian MNCs like Infosys, TCS, Wipro, Tech Mahendra, and others. Since skilled employees are in high demand in the dynamic field of information technology (IT), employee retention is now emerged as a major concern for firms operating in this sector Krishnamoorthy & Aisha (2022). Concerns regarding employee or talent retention techniques were present in the majority of developed and emerging nations worldwide Bennett & McWhorter (2017). The IT sector is dealing with numerous difficulties because of a lack of experience, knowledge, and long-term viability, besides many other factors. The need for highly skilled workers in the IT industry is growing rapidly due to the lack of available human resources, and employers across all global industries are finding it extremely difficult to retain their workforce Anbu & Gokulakrishnan (2023). In the instance that a worker leaves from the company, the management will have to deal with the added costs of finding, employing, and training a replacement. Therefore, in order to retain their best talent for a higher period of time, organizations must implement an employee retention strategy Raj (2017).

Employee retention is beneficial to both the company and the individual Shyam Nivedhan & Priyadarshini (2018). Identifying the factors that help or impede employee retention in IT companies is imperative, with a focus on the Chennai City. The study's aims are in line with the overarching objective of gaining a thorough understanding of the dynamics surrounding employee retention in the IT sector Raman et al., (2022). This study aims to provide important insights that can guide strategic decision-making within IT organizations by analyzing the factors influencing retention strategies, evaluating their effect on specific employees, and exploring the relationship between organizational factors and employee perceptions.

Chennai's IT sector is very important and has a big impact on the social, technological, and economic aspects of the city. The IT sector in Chennai is a significant employer, drawing in highly qualified workers from across the nation. It brings in a good deal of money, creates high-paying jobs, and makes a major GDP contribution to the city. The industry has a positive economic impact on a number of ancillary industries, which promotes general economic growth. Leading the way in technological innovation is the IT sector, which is responsible for developments in data analytics, software development, and artificial intelligence Nedungadi et al., (2023). The IT scene in Chennai is a fertile ground for innovation, encouraging teamwork, study, and advancement. Numerous IT firms in Chennai are global in scope, offering services and solutions to clients all over the world.

### **EMPLOYEE RETENTION**

A strategy used to encourage workers to be within the firm for a longer period is called employee retention. The capability of a business to hold onto its human capital is referred to as retention of employees. It is also referred to as a procedure that guarantees the sustainability of a business by incentivizing and motivating its resources to stay with it for a considerable amount of time Gorde & Ulhas Gorde (2019). Any company's retention rate is greatly impacted by factors such as job satisfaction, flexibility, pay, and organizational culture. For an organization to succeed, employee retention is essential because high turnover rates can cause major disruptions to workflow, result in the loss of important institutional knowledge, and increase the expenses for recruiting and training new staffs O. & C. (2018). Positive work environments, competitive pay, chances for professional growth, recognition, and efficient management-employee communication are all common components of successful retention initiatives. Employers seek to establish a work environment that promotes employee engagement, happiness, and loyalty since these factors eventually support the stability and productivity of the company as a whole Babatunde et al. (2023). There are six key factors that contribute to keeping highly skilled tech personnel in the company. These include pay, training, work-life policies, opportunities for professional growth, assistance from supervisors, and job features Dockel et al. (2006). The major factors affecting retention of employees can be explained as:

### **COMPENSATION**

Compensation, in the words of Milkovich and Newman, "it is regarded as among all reward kinds, one of the most crucial and critical elements in retention."

### **TRAINING AND DEVELOPMENT**

Most of the time, a business will make investments in the education and training of its employees with the expectation that they will pay those costs back and produce outcomes. It is one of the most important methods for keeping employees on staff.

### **REWARDS AND RECOGNITION**

The rewards conveys the idea that workers are appreciated in the company. Additionally, it is critical that every worker or employee feels valued, acknowledged, and appreciated at work. This is achieved through recognition. Loyalty is increased when coworkers, supervisors, team members, and customers recognize the employees Kaur & Dilawari (2015).

### **WORK – LIFE BALANCE**

Karatepe found that offering work-life harmony to employees lessens their desire to quit the company, and it is established that work-life balance and employees' decisions to stay are positively correlated Mehta et al. (2014).

### **WORK ENVIRONMENT**

Ramlall had emphasized that understanding each employee's unique needs inside the company is a prerequisite. This promotes dedication and gives the company a respectable work atmosphere. In order to keep and satisfy workers, they also need to put in place strong HR practices that guarantee a sufficient degree of privacy at work Ramlall (2003).

### **JOB SATISFACTION**

The extent to which job satisfaction affects performance, dedication, productivity, and absenteeism is significant. Moreover, job satisfaction lowers the expense of recruiting new staff members in addition to improving employee retention Murray & Murray (1999).

### **WELFARE**

Welfare facilities may be viewed as a strategy to increase employee retention in the company. Insurance and pensions are examples of welfare benefits that generally reduce turnover. The fringe benefit indicators takes a value of one if an employee receives paid maternity leave, employer-sponsored childcare, employer-funded education and training programs, or employer-funded insurance (life, health, and dental) Perera (2015).

## COMMUNICATION

In order to retain current employees and motivate them to give their all in their performance, communication strategies about career development and management are essential Singh et al., (2024). Most employees rank addressed open communication as their top priority and believe it to be of utmost importance. Additionally, providing employees with information through engaging, relevant, and personal communication gives the company a competitive edge Harris (2004).

## CAREER DEVELOPMENT

Growth on both a personal and professional level influences employee commitment to stay, as evidenced by opportunities for advancement within the company. Prospects for growth and recognition perform an inevitable role in impacting an employee's decision to remain with a company. It is also noted as a crucial component for chances for professional advancement. These consist of accurate career previews, internal promotions, and advancement plans Prince (2005).

From the existing literature, it is evident that these factors influence employee retention in companies. Retaining skilled employees inside the business can be facilitated by providing them with suitable compensation, relevant training and professional advancement opportunities, incentives and acknowledgment, a healthy work-life equilibrium, a positive work atmosphere, welfare benefits, job contentment, an efficient communication system, and opportunities for career progression Ashford et al. (1989).

## Need for the Study

Employees are the foundation of any organization, and this must be understood by the organizations. Today, finding and keeping the best talent for the organization is the biggest problem facing the IT sector. Keeping current personnel is the most crucial goal for every organization, as hiring outstanding people is more important to management (Steel et al. 1993). This is because a significant amount of cash paid for the initial training of new hires, making employee retention more important than recruitment Aggarwal (2018). Organizational leaders and Human Resources (HR) professionals need to understand what factors affect employee retention. The knowledge gathered from this research can help develop and improve strategic HR practices that will draw and keep elite talent in the competitive IT sector. The competition to acquire and retain human capital is extremely thought-provoking in the Indian corporate climate Panoch (2001). Excessive staff turnover can negatively affect an organization's performance as a whole, impede project continuity, and hinder knowledge transfer.

## Statement of the Problem

Businesses are under a lot of pressure from the competition in the IT sector to retain top talented personnel in the market Swaroopa & Sudhir (2019). Organizations must reconsider their approaches to identifying and retaining talent in light of the fierce competition for hiring fresh talent. Companies could grow impatient due to the high demand for Indian IT professionals worldwide, which offers a lot of job opportunities for employees and an expectation of job change Bama (2021). Organisations can address these challenges and cultivate a stable and dedicated workforce that supports long-term growth and success by devising retention strategies that work. The major objective of the paper is to offer practical insights that can guide the development of successful retention plans adapted to the particular circumstances of Chennai City's IT sector.

## Literature Review

In the words of Mehta (2014), employee loyalty and commitment have grown in importance as organizational strategies nowadays. For the long-term benefit of the company and its members, it is not only critical to have the greatest and most gifted workforce; it is also critical to be able to hold them. In the opinion of Babatunde (2023), any firm's most valuable asset is its workforce. Therefore, it makes sense for a company to value its assets and take all reasonable steps to preserve and protect them. Even though employee turnover is ultimately unavoidable, it should still be kept to a minimum. Krishnamoorthy (2022) in his study stated that Employee satisfaction is a significant issue, which contributes to the high rate of job switching in the service sector. Employees should be taken into account, despite the fact that organizations are investing a substantial amount of money in HR processes to reduce attrition. According to Dockel (2006), work/life policies, supervisor support, job features, and salary were the most relevant explanatory variables that showed a statistically significant influence on the increase in organizational commitment in technologically adept individuals. According to Prince (2005), the ability of internal candidates to perform well in the short term when filling open positions has typically been the main consideration in the hiring process. The possible impact of emphasizing career development in the employee transfer decision-making process is examined in his study. The unique professional development requirements and growth opportunities of each applicant serve as a crucial foundation for internal selection decisions in a career-focused transfer process. In the study, Khuong (2013) discovered that amongst the bank employees in Ho Chi Minh City (HCMC), Vietnam, job satisfaction, organizational environment, and incentives were related to organizational loyalty. These characteristics have an indirect and direct impact on employee loyalty through job satisfaction. The 201 workers of 11 banks participated in the study, and the researchers suggested that those elements be offered at work to encourage

employee loyalty. Waghmare (2008) suggested that employers must implement the procedures and policies necessary to guarantee employee dedication and retention. Retaining top talent helps organizations retain customers and clients as well. Having valuable employees on staff gives you a competitive edge (Verma & Biswas, (2023).

Mitchell (1982) investigated the connection between retention and employee benefits observed a gender disparity in the resignation pattern and came to the conclusion that men were more likely to be retained by a pension system than women were, and that women were less likely to be retained by the loss of fringe benefits. Spencer (1986) in his article "Employee voice and employee retention" examined the connection between voluntary turnover and employee opportunities to express dissatisfaction in 111 short-term general care hospitals. According to the study, there are many mechanisms for employee voice whether there is a union or not, and these mechanisms are linked to high retention rates. Empirical research on the impact of work and family benefits on the institutional commitment was conducted by Grover & Crooker (1995). The authors emphasized that benefits include childcare assistance, flexible scheduling, parental leave, and childcare details. Access to work/life policies was available to employees, and it significantly impact on the dedication of the organization. Additionally, the outcomes showed a notable reduced desire to leave their positions.

Thomas & Ganster (1995) demonstrated how supportive supervisors and the presence of work-life policies that promote families, especially schedule flexibility, had a direct positive impact on employees' perceptions of having control over their work and personal lives. Moreover, it denotes an immediate effect on behavioral, physiological, and psychological markers of stress. In turn, reduced levels of work-family conflict were linked to decreased levels of blood cholesterol, depression, somatic complaints, and job dissatisfaction. Mobley (1977) examined the mediating relationship in the correlation between employee turnover and job satisfaction. The model of turnover proposed that employment and surroundings have an impact on job satisfaction, which in turn influences thoughts of quitting, an assessment of the usefulness of searching for a job, a job search, an assessment of the alternatives, a contrast of the alternatives and the current position, an intention to leave or remain, and ultimately turnover or retention behavior Siddiqui (2012) in the study ascertained the correlation between the variables that influence faculty members' intentions to leave various Karachi colleges. The study's findings indicate that among the employees of various colleges in Karachi, six out of ten factors are significant predictors of intention to leave. To keep faculty members satisfied, special attention should be paid to the following six factors: principal, working conditions, salary, job security, recognition, and promotion.

Adamska-Chudzińska (2020) the study shows that an organization's ability to function is largely determined by its human capital rather than its financial or capital resources. Motivating support for employees—especially the gifted ones—must come in a timely way if an organization is to survive and thrive. Managers who use situational leadership methodologies to regularly adopt strategies that incorporate pertinent retention factors and incorporate them into their main business plan are the answer to the problem of employee retention.

Acquah (2018) The study discovered that elements that GRA employees believed affected their retention included skill recognition, a supportive and encouraging work environment, family support programs, positive working relationships with coworkers, and strong teamwork. According to the study, GRA uses a variety of retention strategies, including difficult work, high performance incentives and bonuses, chances for professional growth, pay increases on a regular basis, clear career ladders and opportunities for advancement, and a sense of community within the company. The findings of the study led to the adhering to suggestions being made: other enabling public sectors should establish a working environment that guarantees the realization of employee retention factors; all staff members should have access to employee retention tools; and a tripartite partnership between the ministry, governmental organizations, and educational institutions should ensure that staff retention resources and elements are implemented across all organizations, but especially in the public sector.

Subramanian et al. (2015) Academics, researchers, and HR managers in the field have been paying close attention to the crucial idea of retention. Crucial elements including information or need, search and method choice, behavior guided by goals, reinforcement in social settings, and achievement satisfaction are fundamentally what make up retention. Retention merits greater consideration for a number of reasons. Motivated workers come up with innovative methods for completing tasks. Irabor & Okolie (2019) An organization can achieve greater success by maintaining a highly trained, skilled, and competitive workforce; conversely, a lack of such talent can seriously impede growth. Furthermore, it has been observed that staff turnover is turning into a problem that costs a lot of money, time, and effort. Hence, every resignation that is avoided saves fund. Moreover, in order to increase employee retention, all firms must develop strategies that strengthen the workplace, raise morale among staff members, and improve job satisfaction. This, in turn, leads to elevated profits, customer contentment, and customer retention.

Okpara (2004) The impact of information technology (IT) on society is significant. Information systems' function in managing multinational corporations has been impacted by trade globalization, the rise of

information economies, and the expansion of the web and other worldwide networks of communication. The goal of this study was to find out how much personal factors, including gender, age, education, experience, and income, predict the job satisfaction of IT managers in Nigeria. According to the study, staff churn has a significant financial and customer satisfaction cost for a company. Sudhakaran & Senthilkumar (2019) The study emphasizes how important it is to look into the causes of technology workers' voluntary departures from their existing employers in order to have a successful retention plan. In addition to outlining a thorough retention strategy, this research offers some less talked-about retention ideas, such as making sure every employee is a good fit for their position, acting quickly to veto An employment offer that comes with a competitive compensation raise for the employee, and allowing other employees to request changes if they believe the employee is valuable to the company. Cappelli (1999) The collection of HRM techniques that a company uses to address high employee churn rates was called employee retention management in this study. Additionally, the majority of the researchers looked into how HRM practices affect organizational commitment, employee retention rates, and financial performance.

Yang (2012) This study put forth a conceptual model based on earlier research and postulated that affective commitment among frontline employees is facilitated by five HR practice constructs: information sharing, competence development, empowerment, recognition, and fair rewards. The outcome showed that affective commitment of contact employees is significantly influenced by high-involvement HR practices. Furthermore, it was discovered that affective commitment was a useful mediator between highly involved HR procedures and contact employees' civic engagement. Curtis & Wright (2001) It is imperative that managers and other key personnel comprehend the significance of employee commitment and retention, as well as the strategies involved in achieving it. It is important to incorporate policies and initiatives that promote employee stability and loyalty into the organization's daily operations and culture so that devoted workers are the rule rather than the exception. People who are fully dedicated to an organization want to stay members, they believe in and support the institution's values and objectives, and they are prepared to work hard on the organization's behalf. For the good of every employee in the company, they ought to be handled like a priceless resource that needs to be protected and preserved.

Conway & Briner (2002) In his study, the psychological contract—that is, whether an individual is employed full-time or part-time—is tested as an explanatory framework for differences in attitudes across work status. The analysis's findings demonstrate that full-time and part-time workers have different perspectives on a variety of dimensions, and that variations in some attitudes (like satisfaction) but not others (like affective commitment) could be explained by psychological contract fulfillment. Furthermore, analyses show that job status seldom modifies the associations between outcomes and psychological contract fulfillment, suggesting that part-time workers will respond to psychological contract modifications in a manner akin to that of full-time workers. Causes of turnover were identified by Dockel et al. (2006) from the point of view of the employee. Five categories of technical worker rewards were found to have an impact on turnover in the study. They are affiliation, careers, benefits, direct financial (cash), and job content. The study also recommended that internal factors that lead to employee dissatisfaction be addressed as a means of addressing turnover in research and development. It also offsets the external attraction of competing businesses.

According to Naggiar (2001), career development, non-financial compensation, orientation, and feedback give firms a competitive edge when it comes to employee retention. The company employs a number of tactics to keep workers happy, including financial compensation, financial incentives, and training, but it doesn't aid the company in keeping its staff motivated. Preyra & Pink (2001) looked into general attitudes of satisfaction as well as aspects like satisfaction with pay, coworkers, and supervisors. They discovered a negative correlation between turnover intentions and overall satisfaction. Pay or compensation satisfaction is particularly important since it could be interpreted as the reverse of relying on the purpose to motivate and keep employees. In the study by Saravanan & Tt (2017) shows that managing and keeping employees in this cutthroat environment is a challenging task. Applying appropriate retention strategies can significantly lower employee turnover rates, which is where HR managers come in. In order to create new plans and take appropriate action, management must have a thorough understanding of the changing needs of each and every employee. It is imperative for any organization to have a clear understanding of the reasons behind an employee's resignation and to take swift action to prevent such employee turnover. According to the study's findings, workers stay with a company that offers them a competitive salary and job security.

In her research, Agarwala (2003) found that tactics including autonomy, career goals, involvement, delegation, and a collaborative and encouraging work environment may be crucial for keeping employees on staff. The study also made clear that rather than forbidding or locking out employees from looking for more alluring and profitable opportunities outside the company, employers should cultivate employee loyalty in order to keep them on board for the long term. Brown & Yoshioka (2003) looked at how staff members felt about the young people's and leisure service organization's purpose. Employees expressed generally favorable opinions about the organization's mission. Additionally, it has to do with how happy employees are and how likely they are to stick with the company. However, employees frequently cite a lack of mission attachment as the primary reason

for their dissatisfaction with compensation. According to the study, the mission may be important in luring new hires but less successful in keeping existing ones. Ahuja et al. (2007) investigated the history of intention to switch among road warriors who work in information technology. In the computer and software services industry, those who work long workweeks at client sites away from home are known as road warriors. The study focused on how road warriors' work weariness and organizational commitment were impacted by perceived work overload, work-family conflict, reward equity, and job autonomy. The study went on to say that the work-family conflict is a major cause of stress for IT road warriors, who must juggle work and family obligations when working at a remote location for a week, and that the context of IT workers influences turnover intention.

### **Research Gap**

In addition to managing morale and organizational effectiveness issues that are linked with employee turnover, it is critical for any organization to comprehend and address employee retention issues. Employers must therefore anticipate how their staff members will react to changes in the competitive talent market. Following a literature review on employee retention strategies and organizational effectiveness from a variety of sources, the researcher concluded that there was a lack of attention to this relationship by earlier researchers. Hence the study is conducted to fulfil the identified research gap.

### **Objectives**

The study aims to achieve the following objectives:

- To identify the perception of employees on employee retention strategies in the IT Industry.
- To assess the influence of employee retention strategies of organisation on the personal factors of employees.
- To measure the relationship between organizational factors on the perception of employee's retention strategies.

### **Hypothesis**

H1: There is no significant difference in the perception of employee retention strategies between male and female employees

H2: There is no significant influence of employee retention strategies implemented by the organization on the personal factors of employees.

H3: There is no significant relationship between organizational factors and the perception of employee retention strategies.

### **Methodology**

Both an analytical and a descriptive methodology have been used in the study. For the study, data from both primary and secondary sources were employed. While the analytical methodology is used to measure the organizational effectiveness of the determinants and determine various factors influencing employee retention strategies in the IT industry, the descriptive methodology focuses on defining conceptual issues. The secondary information was gathered from the sources like journals, magazines, publications, reports, books, articles, research papers, thesis, etc. Chennai, as an urban city, significantly represents employees from various socioeconomic strata. The primary data were collected from employees in the IT industry, specifically software engineers from different Chennai-based IT firms by distributing structured questionnaires. The respondents were chosen at random. In this study, a closed-ended questionnaire with statements and multiple choice questions were employed. There were 150 questionnaires distributed in total and 120 responses were analysed and 30 responses were rejected as it was not filled properly.



## Results and Discussion

### Demographic Variables

**Table 1: Demographic Profile of Respondents**

Characteristic	Value	Frequency	Percentage (%)
Gender	Male	48	40
	Female	72	60
Age	Below 25	55	45.8
	26 – 35	38	31.7
	36 – 45	15	12.5
	Above 46	12	10
Educational Background	Under Graduate	37	30.8
	Post graduate	51	42.5
	Professional	32	26.7
Marital status	Married	50	41.7
	Unmarried	70	58.3
Organizational Hierarchy	Top-Level Executives	22	18.3
	Middle- level employees	77	64.2
	Low- level Employees	21	17.5
Total experience in this organization	0-5 Years	74	61.7
	6-10 Years	19	15.8
	11-15 years	15	12.5
	Above 15 years	12	10
Income (in Rupees)	Below 25,000	37	30.8
	25,000 –50,000	29	24.2
	50,000 –75,000	23	19.2
	Above 75,000	31	25.8

Source: Primary Data

Table 1 presents the demographic characteristics of those who took part, offering insights into the distribution of key factors such as gender, age, educational background, marital status, organizational hierarchy, total experience in the organization, and income levels. Of the study participants, 60% are women and 40% are men. This distribution points to a fairly balanced gender representation in the sample. With 45.8% of the population under 25, 31.7% between 26 and 35, 12.5% between 36 and 45, and 10% above 46, the age distribution is varied. Because a wide range of age groups are represented in this distribution, a thorough understanding of employee retention across various career stages is made possible. The educational backgrounds of the participants are diverse; of them, 30.8% possess an undergraduate degree, 42.5% a postgraduate degree, and 26.7% a professional qualification. Diverse viewpoints on employee retention can only be captured with this diversity in educational attainment.

There are 58.3% unmarried people and 41.7% married participants in the study. An individual's priorities as well as considerations regarding job satisfaction and retention may change depending on their marital status.

There is a good representation of the organizational hierarchy, with 18.3% of executives at the top, 64.2% in middle, and 17.5% in lower positions. This guarantees a fair assessment of retention tactics from various organizational perspectives. The total experience within the organization is distributed across different categories: 61.7% have 0–5 years, 15.8% have 6–10 years, 12.5% have 11–15 years, and 10% have more than 15 years of experience. This makes it possible to understand how tenure affects retention. The distribution of income is as follows: 30.8% make less than \$25,000, 24.2% make between \$25,000 and \$50,000, 19.2% make between \$50,000 and \$75,000, and 25.8% make more than \$75,000. To understand how compensation affects employee retention, retention strategies across income brackets must be examined. To sum up, the study participants' demographic characteristics are varied and encompass a range of dimensions that facilitate a thorough examination of the organization's employee retention strategies.

### 1. Examining the differences in Employee Retention Strategies Among Male and Female Employees

H1: There is no significant difference in the perception of employee retention strategies between male and female employees.

**Table 2: Group Statistics of Independent Sample t test**

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Total ER	Male	48	102.2083	18.84196	2.71960
	Female	72	96.8750	23.78480	2.80307

Source: Primary Data

The mean perception scores for employee retention (Total\_ER) are provided for two groups: Male and Female. The Male group has a mean of 102.2083 with a standard deviation of 18.84196, while the Female group has a mean of 96.8750 with a standard deviation of 23.78480.

**Table 3: Independent Sample t-test**

Independent Samples Test			
		Employee Retention	
		Equal variances assumed	Equal variances not assumed
Levene's Test for Equality of Variances	F	2.404	
	Sig.	.124	
t-test for Equality of Means	t	1.304	1.366
	df	118	114.421
	Sig. (2-tailed)	.195	.175
	Mean Difference	5.33333	5.33333
	Std. Error Difference	4.09011	3.90556

Source: Primary Data



The Levene's test statistic is 2.404 with a p-value of 0.124. Assuming equal variances, the t-test compares the means of the Male and Female groups. The t-statistic is 1.304 with 118 degrees of freedom, and the p-value is 0.195 (two-tailed). The mean difference is 5.33333, and the 95% confidence interval for the difference spans from -2.76620 to 13.43286. If equal variances are not assumed (according to the Levene's test), the t-statistic is 1.366 with 114.421 degrees of freedom, and the p-value is 0.175 (two-tailed). The mean difference and confidence interval are provided as well. The t-tests suggest that there is no statistically significant difference in the perception of employee retention between male and female employees, as both p-values are greater than the typical significance level of 0.05.

## 2. Influence of Employee Retention on the Personal Factors of Employees.

H2: There is no significant influence of employee retention strategies implemented by the organization on the personal factors of employees.

**Table 4: Model summary of Employee Retention Strategies on the personal factors of employees.**

Model Summary					
Model	R	R Square	Adjusted R Square	R	Std. Error of the Estimate
1	.651 <sup>a</sup>	.424	.382		3.00655

Source: Primary Data

From the above table, it is found that R value is 0.651, R<sup>2</sup> value is 0.424, Adjusted R<sup>2</sup> value is 0.382, Standard Error of the Estimate is 3.00655. This implies the independent variable explains 42.4% variance over the dependent factor personal factors of the employee. This leads to the verification of the regression fit as shown in the following ANOVA table.

**Table 5: ANOVA of Employee Retention Strategies on the personal factors of employees.**

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	737.955	8	92.244	10.205	.000 <sup>b</sup>
	Residual	1003.370	111	9.039		
	Total	1741.325	119			

Source: Primary Data

From the above table, it is clear that F value is 10.205, P value is 0.000 is statistically significant at 5%. This implies there is a deep relationship between retention strategies implemented by the organization on the personal factors of employees. The individual influence is identified in the following coefficient table.

**Table 6: Coefficients of Employee Retention Strategies on the personal factors of employees**

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.591	1.339		.441	.660
Compensation	.086	.095	.076	.906	.367
Training and Development	.439	.114	.362	3.864	.000
Rewards/Recognition	.074	.128	.057	.576	.566
Work –life Balance	-.130	.106	-.117	-1.225	.223
Work Environment	.132	.126	.106	1.051	.296
Welfare	.176	.102	.161	1.725	.087
Communication	-.053	.108	-.049	-.489	.626
Carrier Development	.184	.078	.220	2.368	.020

Source: Primary Data

Based on the co-efficient table provided, it is evident that development and training have a significant positive impact on the dependent variable. An increase of one unit in Training and Development is linked to a 0.439 increase in the dependent variable. The coefficient for the impact of rewards/recognition is positive, although it does not reach statistical significance ( $p > 0.05$ ). The variable of Career Development has a beneficial and statistically meaningful influence on the dependent variable. Welfare has a positive impact on the dependent variable, but the coefficient is marginally significant ( $p < 0.1$ ). Compensation, rewards/recognition, work-life balance, work environment and communication have no significant statistical influence on the personal factors of the staff as the significance value is higher than 0.05.

Based on the overall model's statistical significance (Table 2), there is evidence to reject the null hypothesis. However, when looking at individual variables (Table 3), many of them are not statistically significant, suggesting that specific factors may not significantly influence personal factors of employees.

The hypothesis "There is no significant influence of employee retention strategies implemented by the organization on the personal factors of employees" is rejected. The overall regression model is statistically significant ( $p < 0.05$ ), indicating that at least one of the independent variables (employee retention strategies) has a significant influence on the personal factors of employees.

H3: There is no significant relationship between organizational factors and the perception of employee retention strategies.

**Table 7: Correlation**

<b>Correlations</b>			
		Employee Retention	Organisational Variable
<u>Total_ER</u>	Pearson Correlation	1	.338**
	Sig. (2-tailed)		.000
	N	120	120
<u>Org_Var</u>	Pearson Correlation	.338**	1
	Sig. (2-tailed)	.000	
	N	120	120

Source: Primary Data

The correlation coefficient (r) provides valuable insights into the magnitude and trend of the linear relationship between the two factors. Based on the data, it appears that there is a slight positive association (correlation of 0.338) among the general impression of employee retention ("Total\_ER") and organizational factors ("Org\_Var"). The p-value of 0.000 is less than the commonly used significance level of 0.05, indicating that the correlation is statistically significant. The results show that there is a statistically significant, positive correlation between organizational factors and the perception of employee retention strategies. This implies that as organizational factors change, there is a tendency for the perception of employee retention strategies to change in a positive direction.

Hence null hypothesis "There is no significant relationship between organizational factors and the perception of employee retention strategies" is rejected.

### Findings

The major findings of the study are outlined as follows:

- The vast majority of those surveyed are female and majority has the age below 25.
- Majority of the respondents have the educational qualification post-graduation and are working as middle-level employee.
- Major percentage of respondents have less than five years of experience in the organisation.
- The findings of the poll revealed that there is no noticeable disparity in the perception of employee retention between male and female employees.
- Training and Development, Welfare, and Career development have been shown to have a beneficial effect on the personal factors of employees.
- Compensation, rewards/recognition, work-life balance, work environment and communication have no significant statistical influence on the personal factors of the employees.
- The study found that employee retention strategies influence the personal factors of employees.
- The paper also found that the organizational factors and the perception of employee retention strategies have a significant relation.

### Suggestion

The suggestions or recommendations of the study are:

- Support from management is crucial for retention. In order to retain top talent, employers should assist their staff by praising their hard work in order to advance their career ladder.
- IT companies should support their employees with good coordination and spiritual teamwork; they should also encourage work from home or flexible scheduling without penalizing them.
- IT companies should make an effort to provide potential employees with adequate rewards and recognition, as this fosters emotional bonds among staff members who intend to stay with the company.
- In order to draw and keep both fresh recruits and current team members, organizations must improve integration and employee engagement.

## Conclusion

To conclude, this study offers insightful information about employee retention strategies used in the IT sector. There were no discernible variations in retention perceptions based on gender. The research highlights the crucial function that workplace flexibility, recognition, and management support play in developing employee contentment and dedication. These results offer useful guidance to firms looking to improve employee retention and develop a strong, motivated workforce in the ever-changing IT environment.

## Future Research Directions

In order to evaluate the sustainability of tactics over time, longitudinal analyses should be taken into account in future research on personnel retention methods in Chennai's IT sector. A better insight could be obtained by comparative studies conducted in other cities or areas, qualitative methods such as interviews, and investigation of industry-specific and demographic aspects. Keeping up with changing trends requires researching the effects of developing technology, employee well-being programs, and the connection between innovation culture and retention. Investigations into global viewpoints, the impact of outside variables, and the function of employee feedback channels are also necessary. Furthermore, researching cross-functional cooperation inside companies can provide insight into the efficacy of a comprehensive retention strategy. The goal of these upcoming research avenues is to improve our understanding of the dynamics of employee retention in the dynamically shifting IT sector.

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