Strategies to Retain Employees in the IT Industry in India

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ABSTRACT

Although the Information Technology (IT) sector accounts for the highest contribution to Gross Development Product in India, it has high employee turnover. This turnover is a waste of investment and detracts from organizations' knowledge and experience pools. Person organization (PO) fit theories posit that when people are hired by and for organizations (not just individual jobs), they are less likely to quit. This study examines the benefits provided by IT firms to retain their employees and how these benefits' effectiveness vary by designation and firm. It does so by employing the 'work environment congruence' approach to PO fit. Moreover, it proposes how to build a strategic model of the mix of benefits for retaining staff at different position levels (designations) in the firm. Findings show that preferred benefits differ by designation. For all factors except location, organization does not play an important role in retention, but designation impacts it in all the factors.

Keywords: Retention strategies, Retaining employees, Information technology, Indian IT industry.

INTRODUCTION

The Information Technology (IT) sector is important to India's economic and social development and provides the highest relative market share of the nation's Gross Development Product. However, employee turnover has emerged as a major challenge to the IT sector. The rate of attrition increases with the skill levels of employees (Cho & Lewis, 2012) and is also impacted by experience, with the highest

level of turnover occurring in the first four years of employment (Elkjaer & Filmer, 2015; Malhotra, 2004; Yiu & Saner, 2008). One prominent reason for staff turnover in the IT sector is demand for higher pay packages (Ganco et.al., 2015). Turnover has many repercussions for firms, such as waste of financial investments (Perez, 2008) and a reduction in the combined knowledge and experience of a firm's workforce (Hancock et al., 2013).

Firms need to retain their human resources as these are their highest source of competitive advantage in what is known as the resource-based view (RBV) (Holland et al., 2007; Ostroff & Bowen, 2016). Employers aim to be the "employer of choice" (Bellou et al., 2015) and strategically attract, retain, and motivate its employees. However, retention varies significantly among industries and organizations due to different cultures, policies and procedures, and management (Sheridan, 1992). Research suggests that Person Organization (PO) fit can play a significant role in retaining employees in high turnover jobs (McCulloch & Turban, 2007) by enhancing the environmental and value congruence of employees with the firm (Amos & Weathington, 2008; Steers & Mowday, 1981). When people are hired into an organization and not just for 'jobs,' their satisfaction with organizational factors (salary and career advancement) increases, and they display significantly better work attitudes, lower turnover intention, and higher work performance (Elkjaer & Filmer, 2015; Kristof, 1996).

Given all of this, this study aims to examine how to retain employees in IT firms by employing the 'work environment congruence' and 'value congruence' approaches to PO fit in two Indian technology firms: Tata IT Consultancy Services (TCS) and Infosys (Arthur, 2001). It aims to identify the organizational factors that aid in enhancing this approach to PO fit, leading to employee retention. The study also shows how the preferences for the retention mix of benefits varies by designation in IT firms, with the term designation in this article referring to the kind of work that an employee conducts in their job position at a firm. Organizations can build a retention policy based on this bundle of benefits to attract and retain individuals (Morrow & Wirth, 1989). This research primarily focuses on the first three designations of software engineers working in India's leading tier 1 IT firms.

LITERATURE REVIEW

India is the most sought-after destination for firms outsourcing their IT services (Presbitero et al., 2016) and the IT industry needs a shift in focus from recruitment to retention (Kumar & Arora, 2012). Many studies acknowledge that Human Resource Management (HRM) practices that fit the value systems of employees, like competitive remuneration, training and development, opportunities for career development, financial participation like profit sharing (Richter & Schrader, 2016), employee ownership plans (Carberry, 2012), and work-life balance policies, increase employees' PO fit, thereby increasing the firm's retention rate, and

enhancing employer branding (Cascio, 2014). Thite (2010) explains that organizational factors are behind the turnover in the Indian IT sector, and PO fit assessment is vital for employee retention. The strategies to enhance PO fit and thereby increase staff retention used by firms include offering voice mechanisms (Spencer, 1986), adopting 'commitment' HRM policies (Arthur, 1994), like meaningful work, fair hiring, training, performance appraisal (Cho & Lewis, 2012) and providing intrinsic motivation through career advancement and relationship building (Bertelli, 2007; Kim, 2005; Astakhova,2016; Garg & Rastogi,2006; Moynihan & Landuyt, 2008). The majority of research on this topic propounds that PO fit is an important predictor of employee retention, however, to the best of our knowledge, no work has explored how PO fit can be used to develop a retention mix of benefits differing by designation in IT organizations. This research gap is what this article seeks to address: how differences in employee designations in the IT sector affect their PO fit and their preferred mix of offered retention benefits (Backhaus, 2016; Pasewark & Viator, 2006).

THEORETICAL FRAMEWORK & HYPOTHESIS DEVELOPMENT

The concept of PO is derived from Person-Environment fit (Shin, 2004) and based on the theory of work adjustment (Bretz & Judge, 1994). This theory posits that individuals who fit well within organizations have positive work-related outcomes (Spurk et al., 2019; Menezes, 2015), such as intent to remain with their firm (Ostroff & Bowen, 2016) which can be explained by the 'work environment congruence' and 'value congruence' approaches (Westerman & Cyr, 2004) of PO fit. Additionally, PO fit is an important predictor of job satisfaction and organizational commitment (Van Vianen et al., 2007; Grima et al., 2021), and higher physical and mental wellbeing (Carless, 2005), contributing to reduced staff turnover. PO fit has been extensively used to recruit for high-turnover jobs (McCulloch & Turban, 2007; Williams & Dreher, 1992). Weathington & Tetrick (2000) posit that organizational factors affect the PO fit of the employees, thereby affecting their intent to stay, and therefore the firm's employee retention (Black & Lynch, 1996). In this study, we carry out an investigation of the perception of organizational factors using two-way ANOVA analysis to understand its variation in different designations and organizations. Figure 1 depicts the research framework

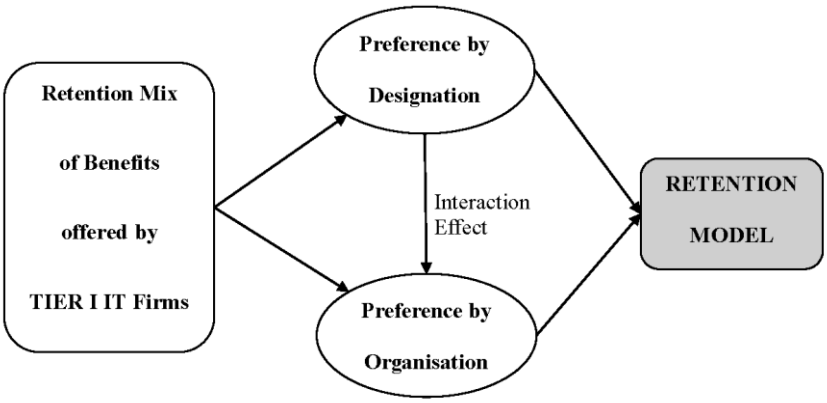

Figure 1. The research framework.

The organizational factors (mix of benefits) offered to employees currently employed by tier 1 Indian IT firms were identified through an extensive literature review, interviews with employees working in the IT firms and brainstorming with subject experts, displayed in table 1. A total of six categories were created by academic experts performing semantic analysis independently (Poba-Nzaou et al., 2016; Vorhauser-Smith, 2012) and then comparing and labeling. Intercoder reliability was determined using the Cohen Kappa statistic.

Table 1. Categories of retention mix of benefits.

Benefit	Includes	Sources
Employee benefits	Welfare measures like fringe benefits, higher education support, recreational facilities	Batt & Valcour, 2003; Cascio, 2014; Fairris, 2004; Fletcher et al., 2018; Guchait & Cho, 2010; Presbitero et al., 2016; Sakazume, 2002; Wagar & Rondeau, 2006; Yamamoto, 2011.
Family-friendly practices	Support for mental wellbeing like flexible timings, work from home option, choice of location	
Work-life balance practices	Supervisor support, peer support, and mentoring	
Company identification	Practices for provisioning of information like communication channels, acceptance of ideas	
Self-enlightenment	Opportunities for career advancement, nature and type of work	
Other factors	Remuneration, training & development, recognition and job security	

DEVELOPMENT OF HYPOTHESIS

A core premise of this article is that although organizations offer similar benefits to all their designations, a different mix should be offered to each based on the differences in their level of experience and opportunities (Nishii et al., 2008). The RBV supports this proposition, customizing retention strategies for a particular designation (Jones et al., 2009; Presbitero et al., 2016; Watson et al., 2004). Intent to remain with a firm varies by organization (Fletcher et al., 2016; Yamamoto, 2008) and designation, which defines the type of job the person conducts (Ishiyama, 2011;

Yamamoto, 2013). Therefore, the intent to stay with a firm varies by designation and organization. This article tests eight hypotheses, laid out below.

Firms adopt strategic HRM practices like remuneration to retain valuable employees (Chadee & Raman, 2012; Scullion et al., 2010). Firms offer attractive remuneration packages in the specialty jobs market where there is a dearth of skilled professionals, adding incentives and perks to retain employees (Ferguson & Brohaugh, 2009). Satisfaction with remuneration is significant in managing employee's decision to quit (Motowidlo, 1983; Hoffman & Woehr 2006). Therefore, we can hypothesize that an employee's satisfaction with their remuneration is a retention factor that varies by designation and organization, also referred to as H1.

IT sector employees face the challenge of obsolescence of their skill set in relatively shorter periods than other industries (Presbitero et al., 2016). Training and development are essential to upgrading the skills of IT employees and have been seen to improve employee retention (Armstrong-Stassen & Ursel, 2009), specifically in job learning practices in the IT sector (Egan et al., 2004). Organizations which invest in Human Resource Development (HRD) initiatives to develop employee potential (Cascio, 2014) and provide a continuous learning environment through innovative tools improve employee retention (O'Leonard, 2013; Schmidt & Bjork; 1992). Therefore, we can hypothesize that an employee's satisfaction with training and development opportunities is a retention factor that varies by designation and organization, also referred to as H2 (Astakhova & Porter, 2015).

'Family friendliness' refers to firms adopting measures to help employees with their family responsibilities (Yamamoto, 2011; Lambert & Lambert,2012). It includes work-life balance and family-friendly practices. Work-life balance practices include supervisor support (Paul & Anantharaman, 2003) through mentoring (Cascio & Aguinis, 2011) and are seen to lower withdrawal cognition by positively affecting employee attitudes (Batt & Valcour, 2003). When individuals believe that supervisors and management are protective of and generous towards their workers, they experience value congruence with the firm (Presbitero et al., 2016). Mentoring, another work-life balance practice (Lawrence, 2011), has proven to be a useful tool to retain young employees in IT industries (Long et al., 2012; Tsuda, 1993). Peer support is essential in a continuous learning environment such as the IT sector (Cascio, 2014). Therefore, we can hypothesize that the perception of work-life balance practices is a retention factor that varies by designation and organization, also referred to as H3.

To promote employees' work-life balance, organizations indulge in 'family-friendly practices,' such as flexibility of place of work (Rau & Hyland, 2002), as it positively impacts employees' job satisfaction, morale and engagement (Atkinson & Hall, 2011). Other practices involve the flexi-timings option, working part-time, long breaks for major life events, sabbatical, work from home option, etc. Such options have been seen to highly reduce attrition (TNN, 2016). Therefore, we can hypothesize that satisfaction with family-friendly practices is a retention factor that varies by designation and organization, also referred to as H4.

In the Indian IT industry, more than 80 percent of workers are continually seeking better job opportunities (Guchait & Cho, 2010; Griffin & Moorhead, 1981), as it raises their morale, self-esteem and trust in the firm. Therefore, one needs to understand the triggers of turnover to ensure the retention of employees (Presbitero et al., 2016). When a job becomes monotonous, especially in the IT industry, employee absenteeism and dissatisfaction increase (Batt et al., 2005; Roy, 2010), making retention a challenging task. Firms attempt to enlighten employees through allocating tasks that match their knowledge, skills, abilities, and interests (Samuel & Chipunza, 2009). Therefore, we can hypothesize that 'self-enlightenment' is a retention factor that varies by designation and organization, also referred to as H5.

Firms implement various recognition and reward measures which act as a positive reinforcement (Presbitero et al., 2016) that reduces employees' intent to quit (Long et al., 2012). On the other hand, multiple periodic appraisals generate a sense of insecurity among employees in the Indian IT sector (Ferguson & Brohaugh, 2009) and affect the retention of employees (Van Vianen, et al., 2007). Based on this, we can hypothesize that employees' perception of recognition by the firm and job security are retention factors that vary by designation and organization, also referred to as H6.

Fringe benefits provide instrumental value, serving as end benefits to employees (Van Vianen, et al., 2007). These include family health insurance coverage, retirement savings, employee stock ownership plans, paying dividends, and allowances (Yamamoto, 2011), besides offering sabbaticals and recreational facilities (Akhtar et al., 2015; Kossivi et al., 2016). By engendering improved job attitudes and organizational attachment, employee benefits increase employees to stay, serving as a major retention factor for firms (Fairris, 2004; Wagar & Rondeau, 2006). Based on this, we can hypothesize that employees' satisfaction with 'employee benefits' is a retention factor that varies by designation and organization, also referred to as H7.

Employer branding influences employees' choice of firms (Bellou et al., 2013) while also boosting their work attitudes through image identification (Gberevbie, 2010; Karatepe, 2013; Silbert, 2005). Additionally, influential industry leaders in any given economic environment belong to firms with positive employer brands (Cascio, 2014). Firms, therefore, enhance their image by adopting favorable HRM policies such as the provision of effective communication channels (Guchait & Cho, 2010), especially among millennials (Cascio, 2014), who value informal and continuous feedback. Additionally, open-door policies, addressing grievances (Baltes et al., 1999; Dibble, 1999), bulletins on the Intranet and blogs also build the company image (De Vos & Meganck, 2009; Heeks, 2015). Employee empowerment and autonomy are two major techniques essential for company identification and raising employees' self-esteem (Laura, 2013; Whiting & Williams, 2013). Based on this, we can hypothesize that the employees' perception of their 'company identification' is a retention factor that varies by designation and organization, also referred to as H8.

RESEARCH METHODOLOGY

This study employed a survey method based on the Person-Environment fit by Shin (2004) and the theory of work adjustment by Bretz & Judge (1994). The survey was used to gauge the preferred mix of benefits held by respondents working at the first three level designations (starting from the entry point into the engineering cadre of the firm) in tier 1 Indian IT firms. The three levels of designations are widely termed to be System Engineer/Software Engineer, Senior System Engineer/IT Analyst and Project Lead/Assistant Consultant. Answers were given on a Yes/No dichotomous scale (Creswell & Poth, 2015; McElroy, 2014). Using Google Forms and deploying non-probability purposive and snowballing sampling, 581 valid responses were received during three months of data collection from December, 2021 to March, 2022. Using a sample size calculator (Creative Research Systems, 2012; Ostroff et al., 2005) we determined that the 581 responses is above the required sample of 384 to ensure a 95 percent confidence level and five percent confidence interval. After collecting the data and inputting it into software (Statistical Package for the Social Sciences, version 23), the two-way ANOVA was applied to carry out our analysis.

Since the questionnaire was administered electronically and was not targeted to a specific location, it cannot be said with confidence that the survey covered all the locations of the two firms researched in India. The firms also have offices outside India, creating cross-cultural factors that affect retention and work outcomes. These factors were not incorporated into this study. There may have been a self-reporting bias for respondents due to employee's reluctance to spare time and express their opinions in the survey (Roberts & Illardi, 2003; Knippenberg, 2000; Grima et al., 2020).

RESULTS

H1 was split into the three parts below to apply the two-way ANOVA.

Designation
H10: Perception of Remuneration for each designation is the same.
H11: Perception of Remuneration for each designation is different.

Organization
H10: Perception of Remuneration for each organization is the same.
H11: Perception of Remuneration for each organization is different.

Interaction
H10: Perception of Remuneration for all interactions is the same.
H11: Perception of Remuneration for all interactions is different.

Table 2. Results of two-way ANOVA for Remuneration as a retention factor.

Tests of Between-Subjects Effects					
Dependent Variable: Remuneration					
Source	**Type III Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Corrected Model	74.857[a]	5	14.971	9.033	0.000
Intercept	3,906.717	1	3,906.717	2,357.128	0.000
Designation	73.234	2	36.617	22.093	0.000
Organization	0.605	1	0.605	0.365	0.546
Designation * Organization	2.230	2	1.115	0.673	0.511
Error	953.008	575	1.657		
Total	4,994.000	581			
Corrected Total	1,027.866	580			
a. R Squared = .073 (Adjusted R Squared = .065)					

Table 3. Descriptive statistics for designation and perception of remuneration.

1. Designation				
Dependent Variable: Remuneration				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	2.102	.094	1.916	2.288
Level 2	2.870	.092	2.689	3.052
Level 3	2.861	.093	2.679	3.043

Observing the significance values, all null hypotheses except for 'designation' can be accepted, implying that the Perception of Remuneration for each designation is not the same. When comparing the mean values of different designations, Remuneration is the most attractive as a retention factor for level 2 and level 3 engineers and the least attractive for level 1 engineers in both firms (tables 1, 2 and 3). A summary of the results for all other factors is presented below (and in tables 4 to 40 in the appendix):

- For *t* training, all null hypotheses except for designation are accepted. This implies that the perception of training as a retention factor differs significantly from the designation. Comparing mean scores, training is the most attractive retention factor for designation level two.
- Perception of supervision as a retention factor differs significantly from the designation, as all null hypotheses except for designation can be accepted. Comparing mean scores, supervision is most attractive as a retention factor for designation levels one and two.
- Perception of relationship with colleagues has a significant impact on retention for different designations. Here again, the null hypotheses for organization and interaction effect are accepted, while for designation, it is rejected. After comparing the mean scores across designations, we find that this is most influential at designation level two.
- Similarly, the perception of career advancement as a retention factor differs significantly among designations. Career advancement is the most attractive for designation level three as a retention factor.
- The designation seems to significantly impact the perception of engineers towards the type of work irrespective of organization. When comparing the mean scores, the most important factor is for level three engineers.
- Perception of recognition varies with the designation. It is most attractive for level one workers and highly attractive for level three workers.
- Job security perception varies by designation, and mean scores suggest that it is most attractive for level one engineers.
- Fringe benefits are significant for different designations, thereby rejecting the null hypothesis for designation. It is most attractive for level one engineers.
- The importance of location as a retention factor varies with both the designation and the organization individually, but the particular combination of the two does not impact its importance to workers. Comparing the mean scores for different designations, it can be seen that location matters the most to level one engineers. At the same time, location is most attractive for engineers working at Infosys.
- Perception of higher education support varies significantly with the designation. It is the most attractive aspect for level one engineers.
- Flexible timings are significant for different designations and are more enticing for level two engineers.

- Perceptions of the 'work from home option' vary with the designation, and mean scores suggest that level three engineers are most attracted to it.
- Designations impact the perception of engineers towards mentoring, and it is the most attractive aspect for level three engineers.
- Designation plays a significant role in impacting the engineers' perceptions of communication platforms. It is the most important factor for level one and level two engineers.
- Since the significance level for organization and interaction effect is greater than 0.05, the null hypothesis is accepted, but rejected for the designation. Comparing the mean scores, acceptance of ideas is an important factor for retention for level three engineers.
- Designation does impact the perception of extra-curricular activities. The mean score values suggest that level one engineers in IT firms find this factor the most attractive.
- The designation of an engineer impacts their perception of company size, image, and retention. Comparing mean scores, this factor is most important for level three engineers, followed by level one engineers.

Summarizing the above results, in all the retention factors except location, organization does not play an important role, while designation impacts employee's perception in all the factors.

DISCUSSION, MANAGERIAL IMPLICATIONS AND CONCLUSION

This study focuses primarily on the theory of work adjustment. It posits that when an organization attempts to enhance the PO fit of an employee, due to the intrinsic motivation, positive attitudes and positive work-related outcomes at play, the employee's intent to remain with the firm increases. Because of this, the study identified retention mixes of benefits offered by IT firms and how the perception of preference by different designations varies in them. This study follows the 'Bundle of HRM practices' approach (Guchait & Cho, 2010; Morita, 2006; Snell & Dean, 1992) for each designation, as the combination of these practices, if applied strategically, is most effective at managing employee performance and turnover (Byle & Holtgraves, 2008). The study findings confirm the proposition of RBV: that retention strategies need to be customized for each designation in the firm, as intent to remain also varies by job level (Jones et al., 2009; Presbitero et al., 2016; Watson et al., 2004; Menezes, 2015).

Findings from this study can help IT organizations to develop retention strategies targeted at different designations. Remuneration, training, supervision, relationships with colleagues, career advancement opportunities, type of work,

recognition, job security, fringe benefits, location of posting, higher education support, flexible timings, work from home options, mentoring, communication platforms, acceptance of ideas and company size and image, were used to identify the benefits desired by employees. The findings support the premise that organizational factors affect the PO fit of employees (Weathington & Tetrick, 2000), and that individuals who fit with their organizations have positive work-related outcomes (Spurk et al., 2019) and are content (Ostroff & Bowen, 2016; Sood et al., 2022) which can be explained by the 'work environment congruence' and 'value congruence' approaches of PO fit (Westerman & Cyr, 2004; McElroy et al., 2014).

Based on the two-way ANOVA applied to the retention mix of benefits for each organization and designation, preferred benefits differ significantly by designation. While the inner circle represents the retention benefits commonly preferred by all designations, the outer circles represent a specific preference for each designation (figure 2). The most attractive factors for retaining level one employees are training and development, recognition and job security, company identification, work-life balance practices, employee benefits, and family-friendly practices (Richter & Schrader, 2016; Tziner & Birati, 1996; Sood, 2022; Yerpudee et al., 2022). The primary reason for this is attraction towards the reputation and size of large organizations. Besides this, at the entry-level, security is of utmost importance, in addition to lucrative compensation and benefits. To move up the career ladder, employees also seek educational and supervisor support to remain motivated (HiringEmployees, 2014). This is consistent with previous literature that HRD initiatives at firms support employee growth through an environment which fosters continuous learning (Bertelli, 2007; Cascio, 2014; Snell & Youndt, 1995).

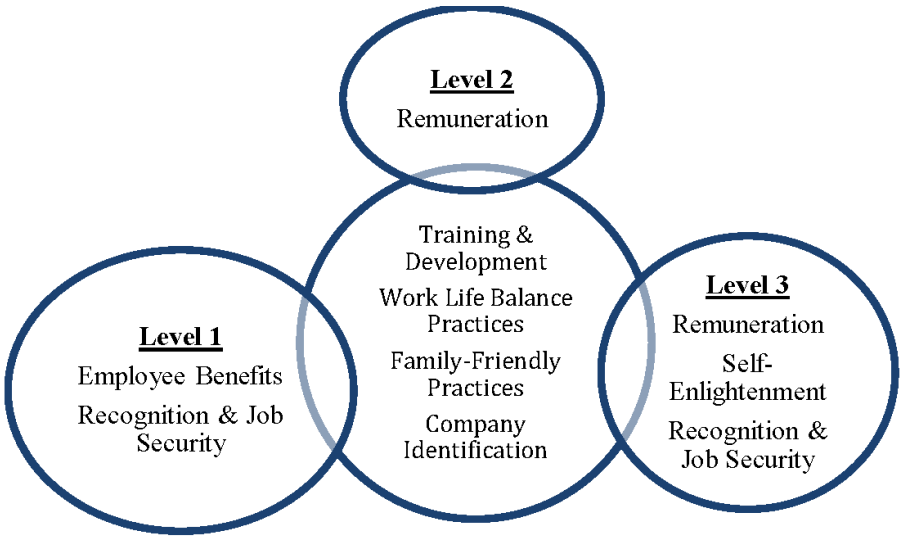

Figure 2. *Model depicting preferred retention mix of benefits.*

Apart from the common preferences at level two in the IT sector, remuneration appears to be a major inducement for retention (Scott et al., 2012; Varma et al., 2022).

They are more interested in better-paying jobs than in enhancing their skills and abilities in their present position. This is similar to the characterization of gig economies where employees continually hop between jobs in search of better pay packages and benefits (Ferguson & Brohaugh, 2009), and also makes the employee feel valuable to the firm (Chadee & Raman, 2012; Murray, 1999). In addition, they seek flexible timing and communication platforms for to address grievances and express ideas and emotions. Such practices promote work-life balance, thereby enhancing job outcomes and reducing staff turnover (Presbitero et al., 2016; TNN, 2016). This also allows employees to voice their opinions through effective communication channels and promotes employer branding and identifying with the company (Guchait & Cho, 2010; Laura, 2013).

At level three in the IT sector, remuneration, company identification, self-enlightenment, recognition and job security, family-friendly practices, and work-life balance practices are the most important factors for staff retention (Cappelli, 2000; Hayhurst et al., 2005). Since job roles and responsibilities are often in managerial and leadership areas, employees seek a mentor to attain a work-life balance and empowerment and platforms for expressing their voice and ideas. Mentoring is seen to positively affect work-life balance (Cascio & Aguinis, 2011) and lowers withdrawal cognition through the positive impact on their attitudes (Batt & Valcour, 2013). They also need flexibility in location and recognition of their efforts. At this level, company size and image matter a lot, and that is also why job-hopping increases at higher levels (Hamori, 2010; Kowske et al., 2010). Although the organization does not affect the preferred mix of benefits, 'Location' was significant for TCS since it offers choices of location to employees throughout their careers. TNN (2016) also supports the notion that offering work hour and location flexibility to employees helps reduce staff turnover.

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APPENDIX

Table 4. Results of two-way ANOVA for pay as retention factor.

Tests of Between-Subjects Effects					
Dependent Variable: Pay					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	74.857[a]	5	14.971	9.033	.000
Intercept	3906.717	1	3906.717	2357.128	.000
Designation	73.234	2	36.617	22.093	.000
Organization	.605	1	.605	.365	.546
Designation * Organization	2.230	2	1.115	.673	.511
Error	953.008	575	1.657		
Total	4994.000	581			
Corrected Total	1027.866	580			
a. R Squared = .073 (Adjusted R Squared = .065)					

Table 5. Descriptive statistics for designation and perception of pay.

1. Designation				
Dependent Variable: Pay				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	2.102	.094	1.916	2.288
Level 2	2.870	.092	2.689	3.052
Level 3	2.861	.093	2.679	3.043

Table 6. Results of two-way ANOVA for training.

Tests of Between-Subjects Effects					
Dependent Variable: Training					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	91.976[a]	5	18.395	11.080	.000
Intercept	4224.875	1	4224.875	2544.851	.000
Designation	86.601	2	43.300	26.082	.000
Organization	3.613	1	3.613	2.177	.141
Designation * Organization	.003	2	.002	.001	.999
Error	954.596	575	1.660		
Total	5327.000	581			
Corrected Total	1046.571	580			
a. R Squared = .088 (Adjusted R Squared = .080)					

Table 7. Descriptive statistics for designation and perception of training.

1. Designation				
Dependent Variable: Training				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	2.201	.095	2.015	2.387
Level 2	3.147	.092	2.965	3.329
Level 3	2.798	.093	2.616	2.980

Table 8. Results of two-way ANOVA for supervision.

Tests of Between-Subjects Effects					
Dependent Variable: Supervision					
Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	132.599[a]	5	26.520	16.356	.000
Intercept	4406.904	1	4406.904	2717.938	.000
Designation	129.642	2	64.821	39.978	.000
Organization	1.259	1	1.259	.776	.379
Designation * Organization	.424	2	.212	.131	.878
Error	932.313	575	1.621		
Total	5543.000	581			
Corrected Total	1064.912	580			
a. R Squared = .125 (Adjusted R Squared = .117)					

Table 9. Descriptive statistics for designation and perception of supervision.

1. Designation				
Dependent Variable: Supervision				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	2.886	.093	2.599	2.959
Level 2	3.355	.091	3.175	3.534
Level 3	2.179	.092	2.002	2.369

Table 10. Results of two-way ANOVA for relationship with colleagues as retention factor.

Tests of Between-Subjects Effects					
Dependent Variable: Relationship with colleagues					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	168.343[a]	5	33.669	20.444	.000
Intercept	4284.755	1	4284.755	2601.810	.000
Designation	167.530	2	83.765	50.864	.000
Organization	.433	1	.433	.263	.608
Designation * Organization	1.365	2	.682	.414	.661
Error	946.931	575	1.647		
Total	5483.000	581			
Corrected Total	1115.274	580			
a. R Squared = .151 (Adjusted R Squared = .144)					

Table 11. Descriptive statistics for designation and perception of relationship with colleagues.

1. Designation				
Dependent Variable: Relationship with colleagues				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	2.048	.094	1.863	2.233
Level 2	3.375	.092	3.194	3.556
Level 3	2.780	.092	2.599	2.961

Table 12. Results of two-way ANOVA for career advancement opportunity as retention factor.

Tests of Between-Subjects Effects					
Dependent Variable: Career advancement					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	107.288[a]	5	21.458	12.497	.000
Intercept	4508.497	1	4508.497	2625.831	.000
Designation	105.440	2	52.720	30.705	.000
Organization	.030	1	.030	.017	.895
Designation * Organization	.005	2	.002	.001	.999
Error	987.263	575	1.717		
Total	5690.000	581			
Corrected Total	1094.551	580			
a. R Squared = .098 (Adjusted R Squared = .090)					

Table 13. Descriptive statistics for designation and perception of career advancement opportunity.

1. Designation				
Dependent Variable: Career advancement				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	2.276	.096	2.087	2.465
Level 2	2.810	.094	2.625	2.995
Level 3	3.330	.094	3.145	3.515

Table 14. Results of two-way ANOVA for nature and type of work as retention factor.

Tests of Between-Subjects Effects					
Dependent Variable: Nature of work					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	131.679[a]	5	26.336	16.738	.000
Intercept	4497.779	1	4497.779	2858.556	.000
Designation	129.996	2	64.998	41.309	.000
Organization	.894	1	.894	.568	.451
Designation * Organization	1.015	2	.507	.322	.725
Error	904.731	575	1.573		
Total	5615.000	581			
Corrected Total	1036.410	580			
a. R Squared = .127 (Adjusted R Squared = .119)					

Table 15. Descriptive statistics for designation and perception of nature and type of work.

1. Designation				
Dependent Variable: Nature of work				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	2.167	.092	1.986	2.347
Level 2	2.916	.090	2.739	3.093
Level 3	3.322	.090	3.146	3.499

Table 16. Results of two-way ANOVA for recognition as retention factor.

Tests of Between-Subjects Effects					
Dependent Variable: Recognition					
Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	120.873[a]	5	24.175	14.007	.000
Intercept	4629.501	1	4629.501	2682.357	.000
Designation	119.880	2	59.940	34.729	.000
Organization	.025	1	.025	.014	.905
Designation * Organization	.274	2	.137	.079	.924
Error	992.397	575	1.726		
Total	5839.000	581			
Corrected Total	1113.270	580			
a. R Squared = .109 (Adjusted R Squared = .101)					

Table 17. Descriptive statistics for designation and perception of recognition.

1. Designation				
Dependent Variable: Recognition				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	3.361	.096	3.176	3.546
Level 2	2.244	.094	2.054	2.433
Level 3	2.923	.094	2.737	3.108

Table 18.Results of two-way ANOVA for job security as retention factor.

Tests of Between-Subjects Effects					
Dependent Variable: Job Security					
Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	121.874[a]	5	24.375	15.615	.000
Intercept	4561.650	1	4561.650	2922.284	.000
Designation	120.305	2	60.153	38.535	.000
Organization	1.144	1	1.144	.733	.392
Designation * Organization	1.938	2	.969	.621	.538
Error	897.568	575	1.561		
Total	5660.000	581			
Corrected Total	1019.442	580			
a. R Squared = .120 (Adjusted R Squared = .112)					

Table 19. Descriptive statistics for designation and perception of job security.

1. Designation				
Dependent Variable: Job Security				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	3.356	.092	3.180	3.532
Level 2	2.233	.090	2.053	2.413
Level 3	2.875	.090	2.699	3.052

Table 20. Results of two-way ANOVA for fringe benefits as retention factor.

Tests of Between-Subjects Effects					
Dependent Variable: Fringe Benefits					
Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	67.277[a]	5	13.455	8.876	.000
Intercept	4771.155	1	4771.155	3147.298	.000
Designation	57.874	2	28.937	19.088	.000
Organization	.227	1	.227	.150	.699
Designation * Organization	3.911	2	1.956	1.290	.276
Error	871.673	575	1.516		
Total	5791.000	581			
Corrected Total	938.950	580			
a. R Squared = .072 (Adjusted R Squared = .064)					

Table 21. Descriptive statistics for designation and perception of fringe benefits.

1. Designation				
Dependent Variable: Fringe Benefits				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	3.231	.090	3.058	3.405
Level 2	2.461	.088	2.283	2.638
Level 3	2.965	.089	2.791	3.138

Table 22. Results of two-way ANOVA for location as retention factor.

Tests of Between-Subjects Effects					
Dependent Variable: Location					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	76.131[a]	5	15.226	10.175	.000
Intercept	4708.789	1	4708.789	3146.693	.000
Designation	75.878	2	37.939	25.353	.000
Organization	.097	1	.097	.065	.019
Designation * Organization	1.286	2	.643	.430	.651
Error	860.444	575	1.496		
Total	5731.000	581			
Corrected Total	936.575	580			
a. R Squared = .081 (Adjusted R Squared = .073)					

Table 23.Descriptive statistics for designation and perception of location.

1. Designation				
Dependent Variable: Location				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	3.286	.090	3.113	3.458
Level 2	2.395	.088	2.219	2.571
Level 3	2.919	.088	2.747	3.092

Table 24. Descriptive statistics for organization and perception of location.

2. Organization				
Dependent Variable: Location				
Organization	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Infosys	2.854	.068	2.720	2.988
TCS	2.280	.076	2.230	2.829

Table 25. Results of two-way ANOVA for higher education support as retention factor.

Tests of Between-Subjects Effects					
Dependent Variable: Higher education support					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	115.663[a]	5	23.133	13.784	.000
Intercept	4796.951	1	4796.951	2858.465	.000
Designation	113.918	2	56.959	33.941	.000
Organization	.009	1	.009	.005	.941
Designation * Organization	.812	2	.406	.242	.785
Error	964.940	575	1.678		
Total	5979.000	581			
Corrected Total	1080.602	580			
a. R Squared = .107 (Adjusted R Squared = .099)					

Table 26. Descriptive statistics for designation and perception of higher education support.

1. Designation				
Dependent Variable: Higher education support				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	3.408	.093	3.225	3.591
Level 2	2.316	.095	2.130	2.503
Level 3	2.956	.093	2.773	3.139

Table 27. Results of two-way ANOVA for flexible timings as retention factor.

Tests of Between-Subjects Effects					
Dependent Variable: Flexible working hours					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	104.354[a]	5	20.871	13.620	.000
Intercept	4566.189	1	4566.189	2979.862	.000
Designation	100.978	2	50.489	32.949	.000
Organization	.830	1	.830	.541	.462
Designation * Organization	.697	2	.348	.227	.797
Error	881.101	575	1.532		
Total	5659.962	581			
Corrected Total	985.455	580			
a. R Squared = .106 (Adjusted R Squared = .098)					

Table 28. Descriptive statistics for designation and perception of flexible timings.

1. Designation				
Dependent Variable: Flexible working hours				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	2.267	.091	2.089	2.446
Level 2	3.289	.089	3.114	3.463
Level 3	2.913	.089	2.738	3.088

Table 29. Results of two-way ANOVA for work from home option as retention factor.

Tests of Between-Subjects Effects					
Dependent Variable: Work from home option					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	129.976[a]	5	25.995	17.407	.000
Intercept	4522.266	1	4522.266	3028.258	.000
Designation	120.793	2	60.397	40.444	.000
Organization	.497	1	.497	.333	.564
Designation * Organization	3.638	2	1.819	1.218	.297
Error	858.680	575	1.493		
Total	5600.981	581			
Corrected Total	988.655	580			
a. R Squared = .131 (Adjusted R Squared = .124)					

Table 30. Descriptive statistics for designation and perception of work from home option.

1. Designation				
Dependent Variable: Work from home option				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	2.175	.090	1.999	2.351
Level 2	3.262	.088	3.090	3.435
Level 3	2.991	.088	2.818	3.163

Table 31. Results of two-way ANOVA for mentoring as retention factor.

Tests of Between-Subjects Effects					
Dependent Variable: Mentoring in firm					
Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	127.822[a]	5	25.564	17.448	.000
Intercept	4337.169	1	4337.169	2960.130	.000
Designation	124.337	2	62.169	42.430	.000
Organization	3.114	1	3.114	2.125	.145
Designation * Organization	2.870	2	1.435	.979	.376
Error	842.488	575	1.465		
Total	5371.000	581			
Corrected Total	970.310	580			
a. R Squared = .132 (Adjusted R Squared = .124)					

Table 32. Descriptive statistics for designation and perception of mentoring.

1. Designation				
Dependent Variable: Mentoring in firm				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	2.119	.089	1.944	2.293
Level 2	2.897	.087	2.726	3.067
Level 3	3.238	.087	3.068	3.409

Table 33. Results of two-way ANOVA for communication problems as retention factor.

Tests of Between-Subjects Effects					
Dependent Variable: Communication platforms					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	98.920[a]	5	19.784	12.147	.000
Intercept	4566.507	1	4566.507	2803.732	.000
Designation	95.452	2	47.726	29.303	.000
Organization	1.735	1	1.735	1.065	.302
Designation * Organization	.732	2	.366	.225	.799
Error	936.517	575	1.629		
Total	5675.981	581			
Corrected Total	1035.437	580			
a. R Squared = .096 (Adjusted R Squared = .088)					

Table 34. Descriptive statistics for Designation and perception of communication problems.

1. Designation				
Dependent Variable: Communication platforms				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	2.897	.092	2.717	3.077
Level 2	3.284	.092	3.104	3.464
Level 3	2.288	0.094	2.104	2.472

Table 35. Results of two-way ANOVA for acceptance of ideas as retention factor.

Tests of Between-Subjects Effects					
Dependent Variable: Acceptance of ideas					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	149.642[a]	5	29.928	18.016	.000
Intercept	4461.837	1	4461.837	2685.890	.000
Designation	142.669	2	71.335	42.941	.000
Organization	.357	1	.357	.215	.643
Designation * Organization	3.314	2	1.657	.997	.369
Error	955.198	575	1.661		
Total	5661.000	581			
Corrected Total	1104.840	580			
a. R Squared = .135 (Adjusted R Squared = .128)					

Table 36. Descriptive statistics for designation and perception of acceptance of ideas.

1. Designation				
Dependent Variable: Acceptance of ideas				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	2.120	.095	1.935	2.306
Level 2	2.327	.093	2.145	2.509
Level 3	2.924	.093	2.742	3.106

Table 37. Results of two-way ANOVA for extra-curricular activities as a retention factor.

Tests of Between-Subjects Effects					
Dependent Variable: Extra-curricular activities					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	101.482[a]	5	20.296	13.496	.000
Intercept	4483.046	1	4483.046	2980.903	.000
Designation	100.423	2	50.211	33.387	.000
Organization	.587	1	.587	.390	.532
Designation * Organization	.884	2	.442	.294	.745
Error	864.755	575	1.504		
Total	5528.000	581			
Corrected Total	966.238	580			
a. R Squared = .105 (Adjusted R Squared = .097)					

Table 38. Descriptive statistics for designation and perception of extra-curricular activities.

1. Designation				
Dependent Variable: Extra-curricular activities				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	3.211	.088	3.038	3.383
Level 2	2.219	.090	2.042	2.396
Level 3	2.962	.088	2.789	3.135

Table 39. Results of two-way ANOVA for company size and image as retention factor.

Tests of Between-Subjects Effects					
Dependent Variable: Company Size Image					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	106.287[a]	5	21.257	12.646	.000
Intercept	4485.537	1	4485.537	2668.435	.000
Designation	103.421	2	51.710	30.762	.000
Organization	1.152	1	1.152	.685	.408
Designation * Organization	.246	2	.123	.073	.929
Error	966.553	575	1.681		
Total	5629.000	581			
Corrected Total	1072.840	580			
a. R Squared = .099 (Adjusted R Squared = .091)					

Table 40. Descriptive statistics for designation and perception of company size and image.

1. Designation				
Dependent Variable: Company Size Image				
Designation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Level 1	2.841	.093	2.658	3.024
Level 2	3.297	.093	3.115	3.480
Level 3	2.255	.095	2.068	2.442