


Managing Retention as a Stratagem for Employee Job Satisfaction and Organizational Competitiveness in the ITeS Sector

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ABSTRACT

In this continuously changing contemporary economy, organizations, particularly ITeS, have to be able to antedate technological innovations and compete with other enterprises globally. This need makes important a company's ability to evolve through its employees' learning and continuous development. Securing and retaining skilled employees plays a significant role in this process, as employees' knowledge and skills are essential to an organizations capability to be economically competitive. This is possible only when the employees are satisfied with the work and the organizational strategies adopted to retain them. Therefore, the study focuses on the organizational retention strategies that influence employee job satisfaction. The results indicate that the six constructs have a significant positive association with job satisfaction. Further, the demographic variables have a significant association with the employee retention constructs. The ITeS organizations could use the conclusions to identify the downsides and make necessary improvements in enhancing employee job satisfaction.

KEYWORDS

Competitive, Employee, Information Technology-Enabled Services (ITeS), Organization, Retention, Satisfaction, Strategies

INTRODUCTION

Human capital has become an important resource on which the information technology-enabled services (ITeS) has been relying upon. The ITeS segment includes units like call centres, medical transcription, medical billing and coding, back-office operations, revenue claims processing, legal databases, content development, payroll services, logistics management, human resource (HR) services, geographical information system (GIS), web-related services, and so on have to formulate certain strategies to retain the human resource in their organizations. The rapid changes in technology and internet-related activities has made the ITeS sector more advanced and competitive. The technological evolution such as cloud storage, big data, the Internet of things, artificial intelligence and various other platforms have helped organizations to tackle the market challenges and managing various products and services. This helps in updating the product or services offered by the enterprises and enhance customer satisfaction (Clexab, 2019).

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The ITeS segment is playing a substantial role in sprouting the economic reforms as the provider of human resource and various processes. The Indian ITeS segment slowly started making a terrifying global presence. This segment has changed its status by the integration of both horizontal and vertical value chain process. The outsourcing segment flourished and made its mark in the global IT-enabled services sector based on viable price with specified quality of service of the organizations in process transfer and human capital (ICSI, 2018). The research and market report for 2018-20 stated that globalization has caused labour arbitrage shifting the business operations to less expensive locations. Labour arbitrage is viewed as one of the potential benefits of business and knowledge process outsourcing segments. The organizations incorporating outsourcing policies need not necessarily invest in resources or fear managing their available resources (RandM, 2018). Despite their trials, the ITeS can retain the employees and the rate is still very high in this sector.

The ministry of information technology has recognized the ITeS segment as a distinct part of the IT industry. The revenue generated by the Indian IT-ITeS segment collectively is USD 141 billion in the year 2016-17 and has grown to USD 151 billion for the year 2017-18, with an approximate growth rate of 7 per cent. During the year 2017-18, the ITeS sector was a moderate performer by contributing USD 28.4 billion to the Indian economy. The growth rate was 9.2 per cent over the previous year and the cumulative annual growth rate was 9.19 per cent for the last five years. The total direct employment in the IT/ITeS sector was around 1,05,000 employees and reached 3.96 million during the year 2017-18 and is anticipated to grow by about 4 per cent which is a substantial achievement for the segment (Meity, 2018).

The organizations are facing certain difficulties such as recruiting experienced and skilled employees, motivating the employees, increasing their morale, and making them contribute towards the organization. Organizations have been trying to apply certain strategies to retain the employees in the organization. The competitive environment is driving the global market and trust in the process providing cost savings, a flexible work environment and increased operational performance (PWC, 2005). The retention activities are the business activities designed for increasing employee's commitment towards the organization by providing them numerous opportunities for excelling and grow by outperforming other employees (Bogdanowicz & Bailey, 2002). Employee retention is influenced by the demand for experienced individuals particularly at the supervisory level making the management provide incentives and salary increments to attract efficient and rebel employees leaving organizations. The companies are focusing on the employees who can perform under high pressure and stressful working environment (Patro, 2020). With the effect of uncertain conditions, most of the employees try to leave one organization and serve other organizations after investing in the recruitment and training process (Taylor & Bain, 2005).

The ITeS need to ensure that employee retention is an ongoing process and not a program. The employee retention processes must focus on what the employee gets out of the job (Patro, 2014). There are various reasons for not able to retain the employees in the organizations such as lack of infrastructure, proper working environment, provision of welfare and safety measures (Patro, 2015), effective performance appraisal process (Patro, 2019), fair remuneration, lack of career growth opportunities, improper work time schedules, sexual harassment, high level of targets, customer complaints, and so on (Patro, 2016b). Alshurideh (2019) stated that employee retention is the main target for all organizations since recruiting qualified employees with potential is essential for any organization. However, retention is more important than recruiting, because the organization is spending more to train the new employee, and according to research, the cost of replacing an old employee with a new one will be up to twice the old employee's annual salary. According to Irshad and Afridi (2010), when an employee quits the job, the enterprise not only loses the employee but also the knowledge about production/sales, the loyal customers and clients, information on existing ventures/projects and the history of the organization. Therefore, the ITeS sector need to identify the needs of the employees and so the experienced and skilled workforce. When organizations retain talented employees for a long period, it will help in getting more productivity and profitability.

REVIEW OF THE LITERATURE

The present-day economic background has been transforming drastically and endures to do so. Societal advancements such as globalization, technological innovations, and rising worldwide competition are triggering pressure on organizations to maintain their competitive edge (Burke & Ng, 2006), at least by securing skilled and talented employees. Therefore, the management must provide opportunities for the employees to develop and learn (Bernsen *et al.*, 2009), such that they will be able to maintain their capacities as effective employees, resist idleness, and retained by the organizations (Herman, 2005). Employee retention is one of the major snags experienced by ITeS enterprises in the competitive environment. The challenge is to align the organizational objectives goals with the growing demand for a balanced organizational climate that meets basic human needs and where work is synonymous with personal fulfilment (Teixeira & França, 2013). Zoeb-Ur-Rahman, *et al.* (2020) stated that factors such as a good leadership hinging on the level of quality management, good working conditions/environment and providing for greater work-life balance are considered as some of the variables which attribute to successful employee retention.

Arnold (2005) identified that the workplace factors such as rewards, leadership style, career opportunities, training and development of skills, physical working conditions, and work-life balance, have an indirect influence on retention. Hytter (2007) found that the personal premises of loyalty, trust, commitment, and identification and attachment with the organization have a direct influence on employee retention. Gberville (2010) suggested ten strategies of employee retention such as payment of monthly salaries to employees, relatively good monthly salary and allowances, provision of vehicle, housing and furniture loan facilities, health insurance scheme, job security, regular promotion, health care services to employees' families, maternity leave with full pay for female employees and regular training of employees (Patro, 2017). Sultana and Bushra (2013) attempted to fill the gaps by analyzing the impact of three R's i.e. Respect, Recognition and Rewards on the satisfaction level of the employees and concluded that certain steps must be taken by the ITeS organizations to relieve the employees from the workload through job rotation, change in work location and other recreational activities. Magaisa and Musundire (2022) stated that lack of appropriate rewarding systems and recognition, work-life balance, inadequate training and development opportunities, lack of effective communication, lack of effective management and leadership decisions, lack of innovation and lack of succession planning are the major factors that lead to employee turnover in the Zimbabwean manufacturing sector. Employees are in need of job satisfaction, a good working environment, effective and efficient leadership, attractive remuneration, fringe benefits, job fit and career development.

Beauregard and Henry (2009) stated that the provision of flexible employment, communication, and family-friendly work policies, telecommuting, wellbeing programmes, employment conditions and social and community practice would motivate employees towards achieving the organizational objectives. Patro (2014) concluded that the adoption of employee retention policies is imperative for every organization. This makes the enterprises reduce the turnover cost, loss of company knowledge, interruption of work, regaining the efficiency, increase the productivity, and sustain in the competitive market. Silbert (2005) argued that talented employees have many opportunities to find a good job, workplace or position elsewhere, therefore, to retain these competent employees, organizations should create a friendly environment that promotes supervisor support. Tuzun and Kalemci (2013) also prompted that supervisor support positively influences employee retention. However, Kristiana, *et al.*, (2021) demonstrates that each chosen recruitment strategy has its own set of challenges, requiring each organization to assess its own strengths and weaknesses. Psychological ownership is positively related to employee retention in the company which is obtained through direct and mediating effects of employee commitment and involvement. The integration stage as the most complex stage and determines the success of mergers and acquisitions needs attention for organizations engaged in the start-up sector.

According to Mangi, *et al.* (2011) an attractive and clean working environment encourages individual employees to complete their work more effectively and is expected to have a positive impact on the retention and commitment of the employees. Ollukkaran and Gunaseelan (2012) stated that the working environment tends to have positive or negative effects on certain job outcomes, like involvement, commitment and the intention to stay with the organization. Bibi, *et al.* (2018) found that training and development and the support of the supervisors had a significant relationship with the retention of employees. Moreover, the work environment had a moderated relationship between training and development, supervisors support, and employees' retention. Vui-Yee and Paggy (2020) study indicated that job characteristics, in terms of task and knowledge characteristics, alone do not affect employee retention among Gen Y employees. Work fulfilment was found to be a mediator in the job characteristics–employee retention relationship. Naim and Lenka (2018) found that mentoring, strategic leadership, social media, and knowledge sharing have a great potential to foster competency development. Competency development is critical to evoke affective commitment of Generation Y employees, which in turn results in intention to stay forth.

Wassem, *et al.* (2019) indicated that capacity building has a positive and significant impact on employee performance. In contrast, managerial support has an insignificant impact on employees' performance. However, the impact of capacity building and managerial support on employee performance is positive and significantly moderated by employee retention. Das and Baruah (2013) argued that managers need to pay attention to factors such as compensation and reward, safety at work, training and development, supervision support, culture, work environment and fairness in the organization. Silva, *et al.* (2019) study stated that age, gender, and marital status are not important for the employees' permanence and that the promotion of training, opportunities for advancement, salaries, and fair benefits are more valued, as well as the employee's interest in ascending professionally. Rombaut and Guerry (2020) study found that the retention strategies compensation and recognition are found to have a positive average treatment effect on the entire population, while training and flexibility do not. However, with personalized treatment learning, the treatment effect on the individual level can be estimated. This results in an ability to profile employees with the highest estimated treatment effect. Nayak, *et al.*, (2021) develops a theoretical model that establishes the relationship between knowledge sharing and knowledge integration that plays a major role in employee satisfaction as well as retention of employees in the organization. The results stated that knowledge integration was positively related to psychological contract, employee retention, and employee satisfaction. Further, suggest the mediating impact of the psychological contract in the relationship between knowledge contract and employee retention as well as employee satisfaction.

Samuel and Chipunza (2009) identified that there is a strong relationship between job security and employee retention. This is because job security creates a stable environment and contributes to the psychological well-being of the employee. Employee recognition can be achieved on the individual level or the team level. Compensation and rewards are considered by many studies to be the best way of retaining employees (Patro, 2016a). These can be financial, such as salary, pension, insurance or bonuses, or can be indirect through meals, clothing or extra vacation days (Bansal, 2014). Gharib, *et al.* (2017) stated that training and professional development have no significant impact on staff retention, while other variables (rewards system, job security and job satisfaction) have a statistically significant effect on staff retention. Moreover, job satisfaction has more effect than rewards system and job security on staff retention. Al Kudri, *et al.* (2020) found that the economic security, psychological security, affiliation, and self-actualization factors had a significant positive relationship with employee retention, and in turn, employee retention indicated a significant association with organizational performance (Patro & Kamakula, 2016). Ikram, *et al.*, (2021) stated that the internal branding practices have a significant impact on employee's intention to stay within the organization, and intra-sample analysis suggests few comprehensible variations with respect to private and public academic institutions.

Learning opportunities perceived by managers and technicians presented significant positive correlations with the intention to stay and significant negative correlations with the intention to leave the organization. No relation was identified between perceived learning opportunities and manager retention (Steil, *et al.*, 2020). Hassan and Govindhasamy (2020) identified that both extrinsic and intrinsic reward are the factors influencing retaining Gen Y in manufacturing companies. Frye, *et al.*, (2020) study indicated that work environment significantly influences Generation Y employees job satisfaction, followed by empowerment, pay, and relationships with managers, which in turn, influences employee commitment and intention to remain in the organization. Choy and Kamoche (2021) investigated the perceptions of managers and frontline employees toward employee retention. The authors categorized stabilizing and destabilizing factors of job change into four themes *viz.*, job nature, industry factors, organizational factors, and personal factors. The study found that the key factors influencing employee turnover include high customer contact, anti-social working hours, working environment, office location, supervisor and co-worker relations, remuneration, and career prospect.

Abeysekera (2007) stated that there is a non-significant relationship between supervisor support and employee's retention. Rahman, *et al.* (2015) argued that a high employee turnover rate leads to a loss of knowledge and skills which ultimately affects organizational productivity, quality and profitability. With more talented employees leaving, new or inexperienced employees have to be hired to replace them which may affect the organization's efficiency. Sija (2022) identified that employee recognition and job satisfaction are stronger predictor in influencing employees' retention in the private hospitals. Other determinants like working environment, compensation and benefits and work-life balance were not strongly supported however been highlighted by respondents as important factors too. Moreover, some unique factors like training and development, fairness, leadership skills among leaders or managers and hospital facilities and equipment were regarded as crucial factors for getting management attention in retaining the talents in the hospitals. Krishna, *et al.*, (2022) research revealed that the correlation between employee retention (ER) and transformational leadership (TL), and transformational leadership (TL) and perceived organizational support (POS) are statistically relevant. Further, it is found that if successfully applied, TL may contribute to improved retention of workers and promote the retention of the institutions' best assets.

Hence, employee retention is a very imperative problem that every organization must tackle smoothly to increase organizational competitiveness. Observing sensibly into many organizations, especially ITeS, the organizational retention strategies are highly competitive and the management should try to provide their best to retain the employees of their competitors. When the employees are satisfied with their job, they could work more efficiently and helps in increasing organizational competitiveness. Therefore, it is essential to retain talented and skilled employees by the organizations.

RESEARCH OBJECTIVES

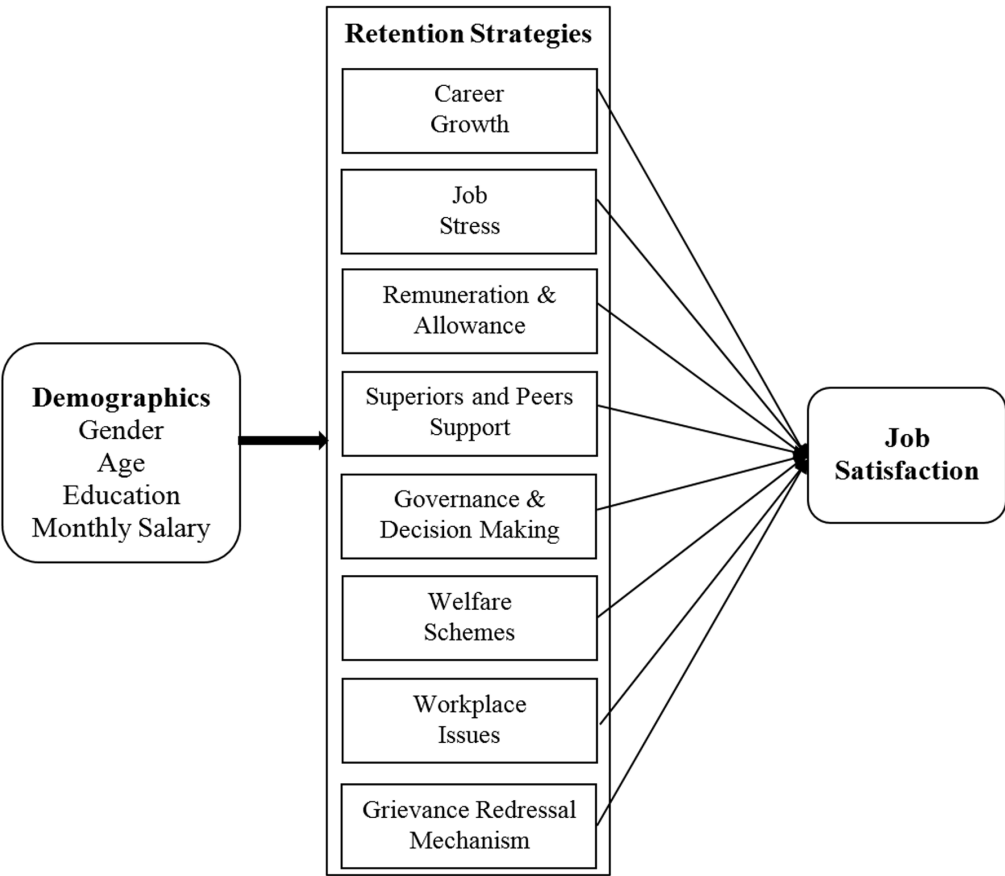
The objective of the study is to:

1. Analyze the various factors influencing the employees to join ITeS organizations.
2. Identify the various employee's retention strategies adopted by the ITeS organizations.
3. Analyze the influence of demographic factors on organizational retention strategy constructs.
4. Examine the association between organizational retention strategy constructs and employee job satisfaction.

RESEARCH FRAMEWORK AND HYPOTHESES

The study assesses the various retention strategies adopted in ITeS organizations and examines their influence on employee's job satisfaction and organizational competitiveness. For this purpose, the organizational retention factors identified are career growth, job stress, remuneration and allowances, superior and peer support, governance and decision making, welfare schemes, workplace issues, grievance redressal mechanism, and job satisfaction. The demographic variables include gender, age distribution, education, marital status, number of organizations worked, work experience, and monthly salary. The research framework related to the association between demographic factors, retention constructs and job satisfaction is shown in figure 1.

Figure 1. Research Framework



Based on the literature review, the study formulated the following hypotheses:

- H1:** Demographic factors have a significant influence on organizational retention strategies.
- H2:** Career growth has a significant association with job satisfaction.
- H3:** Job stress has a significant association with job satisfaction.
- H4:** Remuneration & allowance have a significant association with job satisfaction.
- H5:** Superiors and peers support have a significant association with job satisfaction.

- H6:** Governance & decision making have a significant association with job satisfaction.
H7: Welfare schemes have a significant association with job satisfaction.
H8: Workplace issues have a significant association with job satisfaction.
H9: Grievance redressal mechanism has a significant association with job satisfaction.

METHODOLOGY

To pursue the objectives of the study, the data from both secondary and primary sources were collected and analyzed. The secondary data sources include various market research reports, annual reports, journals, magazines, and other online sources. The primary data includes the employees performing their duties in ITeS organizations in Visakhapatnam district of Andhra Pradesh state in India. The Visakhapatnam district is considered for the study based on the number of ITeS organizations and employees working in these organizations. The opinions are collected from lower to top-level management employees through online mode. Based on the population size, a snowball sampling technique was used. The sample size was determined based on the Krejcie and Morgan (1970) table and thus, the sample size of the study was 300. To get the responses, a structured online questionnaire covering the demographic variables and organizational retention factors was developed ad set to the respondents through links on the email. The questions are constructed with 5 points Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). To analyze the collected data, descriptive statistics techniques frequency, percentages, Garrett scores, and mean values are used. To test the hypotheses, the inferential statistical techniques ANOVA and multi regression method are applied. IBM SPSS software was used for the statistical analysis.

DEMOGRAPHIC PROFILE OF THE RESPONDENTS

The demographic profile of the respondents regarding gender, age distribution, education, marital status, number of organizations worked, work experience, and monthly salary is shown in Table 1.

Table 1. Demographic Profile of the Respondents (n=300)

Variable	Frequency	Percent
Gender		
Female	115	38.3
Male	185	61.7
Age		
Below 25 Years	69	23.0
26 - 30 Years	109	36.3
31 - 35 Years	55	18.3
36 - 40 Years	40	13.3
41 - 45 Years	18	6.0
Above 45 Years	9	3.0
Education		
Graduate	158	52.7
Postgraduate	142	47.3
Marital Status		
Married	171	57.0
Unmarried	129	43.0

Table 1 continued on next page

Table 1 continued

Variable	Frequency	Percent
No. of Organizations worked		
None	74	24.7
One	112	37.3
Two	93	31.0
Three	16	5.3
Above Three	5	1.7
Work Experience		
Below 5 Years	73	24.3
6 - 10 years	127	42.3
11 - 15 years	56	18.7
16 - 20 Years	33	11.0
Above 20 Years	11	3.7
Monthly Salary		
Below Rs.15,000	9	3.0
Rs.16,000 - Rs.25,000	84	28.0
Rs.26,000 - Rs.35,000	97	32.3
Rs.36,000 - Rs.45,000	68	22.7
Above Rs.45,000	42	14.0

The analysis reveals that the respondents representing 61.7 per cent are males and 38.3 per cent are females. The age-wise distribution of the respondents shows that 36.3 per cent are in the age category of 31-35 years and 23 per cent are below the age of 25 years. The respondents with 18.3 per cent are in the age group of 31-35 years, 13.3 per cent respondents are with 36-40 years of age, 6 per cent are in the age group of 41-45 years, and only 3 per cent are above 45 years of age. The educational qualifications show that 52.7 per cent of the respondents are graduates, while 47.3 per cent are postgraduates. The marital status of the respondents reveals that 57 per cent are married and 43 per cent are unmarried. The analysis concerning the number of organizations they worked on before joining the current job shows that 37.3 per cent of the respondents worked in one organization, 31 per cent of the respondents working in two organizations, and 24.7 per cent of the respondents this is the first job. There is 5.3 per cent of the respondents who worked in three organizations and 1.7 per cent of the respondents have worked in more than three organizations.

The work experience status shows that 42.3 per cent of the respondents have 6-10 years of experience and 24.3 per cent have below 5 years of experience. There are 18.7 per cent of the respondents with 11-15 years of work experience, 11 per cent with 16-20 years of experience, and 3.7 per cent of respondents having above 20 years of work experience. Regarding the monthly salary, 32.3 per cent of the respondents are earning between Rs.26,000 - Rs.35,000, 28 per cent of the respondent's salary is between Rs.16,000 - Rs.25,000, and 22.7 per cent earn between Rs.36,000 - Rs.45,000. There is 14 per cent of the respondents earning above Rs.45,000 whereas, only 3 per cent are earning below Rs.15,000.

FACTORS INFLUENCING TO JOIN THE ORGANIZATIONS

The employee's perception towards various retention factors enabling the employees to opt for IT-enabled organizations is analyzed. The Garrett Scores and ranks of the various factors influencing the respondents to join the organization are shown in Table 2.

Table 2. Factors Influencing to Join the Organization (n=300)

Rank	Factors	Garrett Score
1	Fair remuneration and allowances	57.74
2	Better career growth opportunities	54.97
3	The brand image of the organization	53.90
4	Decent work environment	53.37
5	Work is more challenging and creative	52.45
6	It is my dream Job	51.54
7	Advantage of geographical location	51.21
8	Job is very secure	51.02
9	Opportunity to work overseas	50.59
10	Good Working hours	45.89
11	To gain some job experience	45.62
12	Recognition, Respect and dignity in the society	44.28

The Garrett Scores and ranks of the various factors influencing the respondents to join the industry are shown in Table 2. Out of the twelve factors, fair remuneration and allowance got the highest rank with a score of 57.74. the second and third highest ranked factors are better career growth opportunities and brand image of the organizations with 54.97 and 53.90 scores respectively. Decent work environment got the fourth rank with 53.37 scores, work is more challenging and creative secured fifth rank with a score of 52.45. The other positively ranked factors influencing to join the industry are it is my dream job (51.54), the advantage of geographical location (51.21), the job is very secure (51.02), the opportunity to work overseas (51.59), good working hours (45.89), to gain some job experience (45.62), and recognition, respect and dignity in the society (44.28).

DESCRIPTIVE STATISTICAL ANALYSIS

The perception of the employees working in IT-enabled service organizations towards the various retention strategies adopted in their organizations is analyzed using nine organizational factors. They are career growth, job stress, remuneration and allowances, superior and peer support, governance and decision making, welfare schemes, workplace issues, grievance redressal mechanism, and job satisfaction. The results of descriptive statistics on retention, factor loadings, average variance extracted, composite reliability and Cronbach's alpha for internal consistency, reliability and validities are presented in Table 3.

Table 3. Descriptive Statistics, Factor Loadings and Validities

Constructs and Variables	Mean	FL	AVE	CR	CA
Career Growth	3.91		0.523	0.867	0.815
Encouraging employees to learn new technology	4.11	.683			
Support employees for their career progression	3.99	.792			
Conduct contemporary training programs	3.92	.693			
Unbiased appraisal system	3.91	.785			
Provide diversified opportunity	3.81	.691			
Offer timely promotions and rewards	3.70	.685			
Job Stress	4.05		0.505	0.859	0.851
Odd working hours and insufficient intervals	4.21	.686			
Tolerating customers with different temperaments	4.14	.690			
Handling customer queries within a limited time	4.02	.760			
Feeling undervalued	3.98	.751			
Rigidity in providing leaves	3.98	.683			
Excessive monitoring at the workplace	3.97	.690			

Table 3 continued on next page

Table 3 continued

Constructs and Variables	Mean	FL	AVE	CR	CA
Remuneration and Allowances	3.87				
Salary and allowances are given in time	4.01	.779	0.514	0.840	0.759
Efforts are recognized through cash Incentives	3.99	.691			
Annual increments are provided	3.85	.766			
Offer fair compensation for work	3.79	.694			
Pay plans are upgraded with market competitiveness	3.73	.646			
Superior and Peers Support	3.84				
Employees respect each other & give reliable feedback	4.01	.892	0.633	0.895	0.791
Formal group meetings are held frequently	3.89	.791			
Peers are always supportive	3.78	.676			
Healthy communication among staff members	3.77	.796			
Superiors always encourage subordinates	3.74	.807			
Governance and Decision Making	3.81				
Offer delegation of authority to employees	3.88	.767	0.579	0.873	0.862
Employee suggestions are valued in decision making	3.84	.687			
Good governance is equitable and inclusive	3.83	.784			
High standards of corporate governance	3.75	.782			
Transparency in policies, processes and information	3.72	.782			
Welfare Schemes	3.80				
Indoor games for recreation	4.11	.718	0.554	0.882	0.846
Employee referral schemes	3.82	.817			
Yoga / Meditation amenities	3.79	.757			
Conducts regular health checkups to employees	3.76	.724			
Offer transportation facilities to employees	3.71	.706			
Provide medical leaves and insurance schemes	3.63	.739			
Workplace Issues	4.00				
Group politics at the workplace	4.19	.780	0.565	0.886	0.858
Language discrimination	4.17	.715			
Gender discriminations	4.02	.726			
Workplace bullying	3.95	.731			
Interpersonal conflict	3.88	.809			
Stress and health issues	3.80	.743			
Grievance Redressal Mechanism	3.74				
Organized procedure for resolving conflicts	4.01	.709	0.515	0.841	0.901
Grievance handling procedure is satisfactory	3.98	.726			
An unbiased mechanism in settling disputes	3.79	.647			
Quick response for employee complaints	3.72	.716			
Employee conflicts are resolved within a sensible time	3.22	.783			
Job Satisfaction	3.84				
Provide good working environment and facilities	3.96	.721	0.503	0.858	0.874
No partiality in the allocation of work	3.94	.659			
Peer group relations are healthy at the workplace	3.90	.683			
Work is more challenging and creative	3.87	.689			
No favouritism in recognition of work	3.68	.788			
There is more scope for individuals to develop	3.66	.709			

Note: FL-Factor Loadings, AVE-Average Variance Extracted, CR-Composite Reliability, CA-Cronbach's Alpha

The analysis reveals that among the nine constructs, job stress got the highest rating with a mean value of 4.05. The second and third highest-rated factors are workplace issues and career growth with 4.00 and 3.91 respectively. The other significantly rated factors are remuneration and allowances (3.87), job satisfaction (3.84), superior and peer support (3.84), governance and decision making (3.81), welfare schemes (3.80), and grievance redressal mechanism (3.74). It is pertinent to note that all the factors have a significant influence on employee's retention strategies adopted by ITeS organizations.

In the case of career growth, the highly-rated variable is encouraging employees to learn new technology with a mean value of 4.11 followed by support employees for their career progression and conduct contemporary training programs with 3.99 and 3.92 respectively. The other positively rated variables are the unbiased appraisal system (3.91), provides diversified opportunity (3.91), and offer timely promotions and rewards (3.70). About job stress, odd working hours and insufficient intervals got the highest rating with a mean value of 4.21. The other significantly rated variables are tolerating customers with different temperaments (4.14), handling customer queries within a limited time (4.02), feeling undervalued (3.98), rigidity in providing leaves (3.98), and excessive monitoring at the workplace (3.97). The respondent's perception of remuneration and allowances reveals that the highly-rated variable is salary and allowances are given in time (4.01). The other variables efforts are recognized through cash incentives (3.99), annual increments are provided (3.85), offer fair compensation for work (3.79), and pay plans are upgraded with market competitiveness (3.73) are also significantly rated by the respondents.

The analysis concerning superior and peers support shows that the highly-rated variable is employees respect each other & give reliable feedback with a mean value of 4.01 followed by the variables formal group meetings are held frequently (3.89), peers are always supportive (3.78), healthy communication among staff members (3.77), and superiors always encourage subordinates (3.74). In the case of governance and decision making, offer delegation of authority to employees is the highly-rated variable with a mean value of 3.81. The other significantly rated variables are employee suggestions are valued in decision making (3.84), good governance is equitable and inclusive (3.83), high standards of corporate governance (3.75), and transparency in policies, processes and information (3.72). The respondent's perception of welfare schemes discloses that indoor games for recreation (4.11) is a highly rated variable followed by employee referral schemes (3.82) and yoga/meditation amenities (3.79). The other significantly rated variables are conducted regular health checkups to employees (3.76), offer transportation facilities to employees (3.71), and provide medical leaves and insurance schemes (3.63).

About the workplace issues, the highly-rated variable is group politics at the workplace with a mean value of 4.19. The other significantly rated variables are language discrimination (4.17), gender discriminations (4.02), workplace bullying (3.95), interpersonal conflict (3.88), and stress and health issues (3.80). In the case of grievance redressal mechanism, the organized procedure for resolving conflicts (4.01) got the highest rating from the respondents followed by the variables grievance handling procedure is satisfactory (3.98), an unbiased mechanism in settling disputes (3.79), quick response for employee complaints (3.72), and employee conflicts are resolved within a sensible time (3.22). The respondent's perception of job satisfaction reveals that the highest-rated variable is provided good working environment and facilities with a mean value of 3.96. The variables, no partiality in the allocation of work (3.94), peer group relations are healthy at the workplace (3.90), work is more challenging and creative (3.87), no favouritism in recognition of work (3.68), and there is more scope for individuals to develop (3.66) also show positive perceptions from the respondents.

The study conducted a confirmatory factor analysis to test the validity of the constructs, including factor loadings, average variance extracted (AVE), and composite reliability as shown in Table 3. All the factor loadings are greater than 0.5 on their expected factor, thus, the construct validity is acceptable (Cheung, Chang, & Lai, 2000). AVE is used to measure the variance to the measurement error captured by the indicators. All the values of AVEs are greater than the cutoff value of 0.5. Additionally, the reliability of each construct is measured using the composite reliability (CR) and

Cronbach's alpha. The results show that all constructs have higher scores than that of the acceptable level of CR and alpha 0.7. Every scale item is statistically significant at the significance level of 0.05. Thus, the data have good convergent validity.

Table 4. Correlation Coefficient Matrix and Roots of the AVEs (shown as diagonal elements)

Construct	1	2	3	4	5	6	7	8	9
Career Growth	0.523	0.505	0.514	0.633	0.579	0.554	0.565	0.515	0.503
Job Stress	0.383	0.512	0.469	0.522	0.503	0.424	0.347	0.211	
Remuneration & Allowances	0.070	0.387	0.362	0.512	0.514	0.325	0.469		
Superiors & Peers Support	0.060	0.494	0.430	0.562	0.467	0.528			
Governance & Decision Making	0.140	0.367	0.471	0.473	0.482				
Welfare Schemes	0.412	0.383	0.346	0.517					
Workplace Issues	0.321	0.248	0.427						
Grievance Redressal Mechanism	0.247	0.421							
Job Satisfaction	0.269								

The square root of each factor's AVE and its correlation coefficients with other factors and summarized results are shown in Table 4. The square root of each factor's AVE is larger than its corresponding correlation coefficients with other factors, showing good discriminant validity.

RESULTS AND INTERPRETATION

The relationship among the retention constructs, career growth, job stress, remuneration & allowances, superiors & peers support, governance & decision making, welfare schemes, workplace issues, grievance redressal mechanism, job satisfaction and demographic factors (gender, age, education, and monthly salary) is analyzed. Consequently, the influence of retention constructs and job satisfaction is also examined.

The ANOVA and coefficient results stating the relationship between retention constructs and demographic factors is shown in table 5. It can be observed that the f-statistic value for career growth ($F=0.554$; $p=0.046<0.05$), job stress ($F=0.516$; $p=0.024<0.05$), remuneration & allowances ($F=1.1725$; $p=0.022<0.05$), superiors & peers support ($F=0.474$; $p=0.045<0.05$), governance & decision making ($F=1.244$; $p=0.021<0.05$), welfare schemes ($F=0.334$; $p=0.004<0.05$), workplace issues ($F=0.515$; $p=0.025<0.05$), grievance redressal mechanism ($F=2.011$; $p=0.092<0.05$), and job satisfaction ($F=1.348$; $p=0.011<0.05$) have a significant positive relationship with demographic factors gender, age, education and monthly salary.

Table 5. Influence of Demographics and Retention Strategies: ANOVA and Coefficient Results

Model		F	Sig.	Beta	t	Sig.
Career Growth	(Constant)	0.554	0.046*		11.92	.000
	Gender			-.046	-1.01	.011*
	Age			-.039	-0.76	.047*
	Education			.032	0.70	.042*
	Monthly salary			.024	0.46	.043*
Job Stress	(Constant)	0.516	0.024*		12.69	.000
	Gender			.007	0.16	.875
	Age			-.049	-0.95	.035*
	Education			.016	0.35	.027*
	Monthly salary			-.023	-0.45	.656
Remuneration & Allowance	(Constant)	1.172	0.022*		10.45	.000
	Gender			-.056	-1.25	.022*
	Age			-.071	-1.38	.017*
	Education			.043	0.95	.041*
	Monthly salary			.051	0.99	.025*
Superiors and Peers Support	(Constant)	0.474	0.045*		11.24	.000
	Gender			-.055	-1.22	.022*
	Age			-.018	-0.35	.028*
	Education			-.005	-0.11	.012*
	Monthly salary			-.009	-0.17	.068
Governance & Decision Making	(Constant)	1.244	0.021*		16.84	.000
	Gender			-.019	-0.42	.004*
	Age			-.105	-2.05	.041*
	Education			.002	0.04	.065
	Monthly salary			.087	1.68	.094
Welfare Schemes	(Constant)	0.334	0.004*		15.91	.000
	Gender			.004	0.09	.031*
	Age			-.041	-0.80	.043*
	Education			-.038	-0.84	.041*
	Monthly salary			.029	0.56	.577
Workplace Issues	(Constant)	0.515	0.025*		15.56	.000
	Gender			.043	0.96	.037*
	Age			-.040	-0.78	.036*
	Education			.034	0.75	.046*
	Monthly salary			.016	0.31	.056
Grievance Redressal Mechanism	(Constant)	2.011	0.092*		16.77	.000
	Gender			-.018	-0.40	.087
	Age			-.095	-1.86	.064
	Education			-.018	-0.41	.080
	Monthly salary			.142	2.76	.006*
Job Satisfaction	(Constant)	1.348	0.011*		11.52	.000
	Gender			-.039	-0.87	.035*
	Age			-.107	-2.09	.037*
	Education			.012	0.27	.006*
	Monthly salary			.069	1.33	.015*

Note: * indicates P values are significant at 0.05 level

The coefficients values state that in the case of career growth, gender ($\beta = -0.046$) and age ($\beta = -0.039$) show negative significant influence, whereas education ($\beta = 0.032$) and monthly salary ($\beta = 0.024$) show a positive significant influence on career growth. Regarding job stress the factors, gender ($\beta = 0.007$) and education ($\beta = 0.016$) have a significant positive influence, however, age ($\beta = -$

0.049) and monthly salary ($\beta=-0.023$) have a significant negative influence on job stress. In the case of remuneration & allowance, gender ($\beta=-0.056$) and age ($\beta=-0.071$) show negative significant influence, whereas education ($\beta=0.043$) and monthly salary ($\beta=0.051$) show a positive significant influence on employee retention. Concerning superiors and peers support, all the demographic factors gender ($\beta=-0.055$), age ($\beta=-0.018$), education ($\beta=-0.005$) and monthly salary ($\beta=-0.009$) show a positive significant influence on employee retention.

The factor governance & decision-making shows that gender ($\beta=-0.019$) and age ($\beta=-0.105$) show a negative significant influence on employee retention. However, education ($\beta=0.002$) and monthly salary ($\beta=0.087$) do not show a significant influence on employee retention strategies. In the case of welfare schemes, gender ($\beta=0.004$) shows a positive significant influence, whereas, age ($\beta=-0.047$) and education ($\beta=-0.038$) show a negative significant influence on retention strategies. However, monthly salary ($\beta=0.029$) do not show a significant influence on employee retention. Regarding workplace issues, gender ($\beta=0.043$) and education ($\beta=0.034$) show a significant positive influence on employee retention, and age ($\beta=-0.040$) have a significant negative impact, while, monthly salary ($\beta=0.016$) do not have a significant influence on retention strategies. In the case of grievance redressal mechanism, monthly salary ($\beta=0.142$) have a significant positive influence on retention, whereas gender ($\beta=-0.018$), age ($\beta=0.095$), and education ($\beta=0.018$) do not show a significant influence on retention strategies. The factor job satisfaction shows that the variables education ($\beta=0.012$) and monthly salary ($\beta=0.069$) have a positive significant influence, while gender ($\beta=-0.039$) and age ($\beta=-0.107$) have a negative significant influence on retention.

The ANOVA results stating the association between the employee retention constructs (career growth, job stress, remuneration & allowances, superiors & peers support, governance & decision making, welfare schemes, workplace issues, grievance redressal mechanism) and job satisfaction is shown in table 6.

Table 6. Influence of Retention Strategies and Job Satisfaction: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
Career Growth	Regression	1.28	4		1.104	0.012*
	Residual	286.78	295	.321		
	Total	288.06	299	.579		
Job Stress	Regression	1.16	4		.627	0.045*
	Residual	278.69	295	.291		
	Total	279.86	299	.563		
Remuneration & Allowances	Regression	3.24	4		1.017	0.002*
	Residual	341.61	295	.809		
	Total	344.84	299	.690		
Superiors and Peers Support	Regression	1.42	4		.567	0.126
	Residual	370.77	295	.355		
	Total	372.19	299	.749		
Governance & Decision Making	Regression	1.81	4		0.815	0.055
	Residual	179.64	295	.452		
	Total	181.44	299	.363		
Welfare Schemes	Regression	0.67	4		2.132	0.018*
	Residual	247.09	295	.167		
	Total	247.76	299	.499		
Workplace Issues	Regression	0.93	4		.746	0.034*
	Residual	223.23	295	.232		
	Total	224.16	299	.451		

Table 6 continued on next page

Table 6 continued

Model		Sum of Squares	df	Mean Square	F	Sig.
Grievance Redressal Mechanism	Regression	2.93	4	.731	1.238	0.042*
	Residual	179.98	295	.364		
	Total	182.90	299			

Predictor: Job Satisfaction

Note: * indicates P values are significant at 0.05 level

The results reveal that the f-statistic value for the constructs career growth ($F=1.104$; $p=0.012<0.05$), job stress ($F=0.627$; $p=0.045<0.05$), remuneration & allowances ($F=1.107$; $p=0.002<0.05$), welfare schemes ($F=2.132$; $p=0.018<0.05$), workplace issues ($F=0.746$; $p=0.04<0.05$), grievance redressal mechanism ($F=1.238$; $p=0.042<0.05$) have a significant positive association with the predictor job satisfaction. However, the constructs superiors & peers support ($F=0.567$; $p=0.126>0.05$) and governance & decision making ($F=0.815$; $p=0.055>0.05$) do not have a significant association with job satisfaction.

To test the significance of each hypothesis path in the research model, standardized estimates for all specified paths, as well as standard errors and test statistics for each path are analyzed. It can be observed that the constructs related to employee retention strategies have a significant positive association with job satisfaction. The coefficients values for each factor concerning retention strategies are assessed in Table 7. The results reveal that the constructs career growth ($\beta=0.083$), job stress ($\beta=0.187$), remuneration & allowance ($\beta=0.25$), welfare schemes ($\beta=0.375$), workplace issues ($\beta=0.512$), and grievance redressal mechanism ($\beta=0.268$) shows significant beta coefficients in association with job satisfaction. The retention constructs superiors and peers support ($\beta=0.128$) and governance & decision making ($\beta=0.461$) do not show a significant beta coefficient in association with job satisfaction.

Table 7. Coefficients: Hypotheses Test Outcomes

Model	B	S.E.	t	Sig.	Result
Career Growth	0.083	0.076	1.132	0.009*	Supported
Job Stress	0.187	0.107	1.172	0.026*	Supported
Remuneration & Allowance	0.325	0.082	2.768	0.000*	Supported
Superiors and Peers Support	0.128	0.067	3.361	0.341	Not Supported
Governance & Decision Making	0.461	0.049	2.543	0.061	Not Supported
Welfare Schemes	0.375	0.066	3.771	0.000*	Supported
Workplace Issues	0.512	0.073	1.184	0.037*	Supported
Grievance Redressal Mechanism	0.268	0.070	4.631	0.016*	Supported

Predictor: Job Satisfaction

Note: * indicates the p values are significant at 0.05 and 0.001 level

The overall analysis indicates that the demographic variables (gender, age, education and monthly salary) have a significant association with the employee retention constructs supporting hypothesis H1. The results specify that the six constructs career growth, job stress, remuneration & allowance, welfare schemes, workplace issues, and grievance redressal mechanism have a significant positive association with job satisfaction supporting the hypothesis H2, H3, H4, H7, H8, and H9.

Subsequently, the two retention constructs superiors and peers support and governance & decision making do not show significant association with job satisfaction, thus, rejecting the hypothesis H5 and H6. The ITeS sector organizations could use the findings of the study to identify the drawbacks and make necessary improvements in enhancing the employee's job satisfaction by deploying more information and knowledge management systems to retain the employees.

CONCLUSION

The findings of the study indicate that the ITeS organizations are adopting a range of good retention practices while dealing with concerns about skills shortages, employee turnover, and changes in legislation. The study state that the demographic variables have a significant influence on organizational retention strategies. The Garrett scores indicate that fair remuneration and allowance, better career growth opportunities and brand image of the organizations are the most influential factors to join the ITeS sector. The analysis reveals that the constructs, job stress, workplace issues, and career growth are highly significant retention strategies. The results specify that the six constructs career growth, job stress, remuneration & allowance, welfare schemes, workplace issues, and grievance redressal mechanism have a significant positive association with job satisfaction. However, the constructs superiors and peers support and governance & decision making do not show significant association with job satisfaction.

The management needs to give greater attention to employer and employer relationship as well as develop a transparent governance and decision-making mechanism. Effective communication among the superior and subordinates will ensure a high level of job satisfaction also will increase organizational competitiveness. Having an effective and manageable employee retention strategy is necessary for this competitive environment and at the same time is inevitable. Therefore, organizations should strive to implement effective HR strategies to retain talented and efficient employees' because they are the real assets of the organization. The study indicated that to commendably manage retention, it is imperative to consider organizational branding. In addition to competitive advantages gained, motivating, attracting and retaining the talent pool are also experienced by a respectable organization.

MANAGERIAL IMPLICATIONS

The employees generally look for organizations having an inspiring work environment that boost their quality of work life. The management can frame certain strategies and clear procedures to retain the employees in the organization. Every individual's vision will be to work with the best employer in the market. therefore, the organization that succeeds in creating a reputation as an employer of choice have more possibility of retaining employees with minimum effort. The employees play a key role in the growth of any organization and hence, their job satisfaction at the workplace is essential. The management can support the employees in their career progression by providing diversified opportunities, contemporary training programs on new and innovative technology, the prospects for higher education, timely promotions and an unbiased appraisal system. The management should create awareness among employees that their work is vital and valued by the organization, and this leads to high employee motivation and morale. Also, diagnose the strengths of the employees and support them to improve in the lagging areas to increase their efficiency.

The organizations can organize training, counselling and development programs for the employees. Encourage the best performers to share their experiences with their peers and superiors. Organizations need to plan for a high standard of corporate governance and transparency in organization policies. Proper delegation of authority and making them responsible for the achievement of the objectives will make the employees more accountable towards the organization. A structured retention strategy targeted recruitment and hiring policies, and interpersonal relationship policies should be adopted in the organizations so that the employees can be retained for a longer time and attrition problem can be

reduced to nought. The organizations should create a friendly environment so that the employee feels cheerful at work. The management can create a platform where the employees can freely express their views, ideas and suggestions. The organizations by maintaining a respectable employee-employer relationship and satisfying the basic needs of the employees can create good opinion towards the management and increases job satisfaction.

LIMITATIONS AND FUTURE RESEARCH

Although the study was conducted sensibly, certain limitations were unavoidable due to the accessibility of different techniques. Most importantly, the construct job satisfaction and organizational competitiveness are varied, thus, it was not possible to trace every aspect of the same as it would require extensive time for its exploration. This study cannot be generalized for the whole population of the country as it includes ITeS employees from the Visakhapatnam district only. Also, the participants may have been concerned with providing information about their feelings and suggesting practical ideas on minimizing the job switching problem, minimize the turnover issue, and increase the employee retention rate.

This study is expected to help other researchers to concern deeper about the factors which influence the employee's job satisfaction and organizational competitiveness. Nonetheless, future research might also explore whether different categories of employees from both industrial and service organizations i.e. knowledge workers, professionals, labourers, software engineers, and other employees working in large scale organizations were retained by differing practices and strategies. Additionally, future research could directly seek the views of union representatives for their insights into challenges in retention and their involvement in employment relations decision making in the sectors. Further studies could emphasize more on, discovering alternatives to retain retirement-age workers for expertise and knowledge, utilization of clear positioning methods to address retention and job satisfaction. The studies could analyze the factors influencing enhancing organizational competitiveness.

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