

## Original Research Article

### A Study On Employee Retention Strategies At Selected IT Companies, Hyderabad

#### Abstract:

Innovative, efficient, and effective strategies of an organisation to retain their best talents are called ~~as~~ employee retention strategies, a voluntary attrition is a dysfunctional employee turnover where ~~in which~~ the best employees of an organisation leave the organisation voluntarily. In the present-day scenario, ~~v~~Voluntary attrition is termed as the great resignation<sup>1</sup> In the IT sector, this great attrition has continued in the IT sector since the year 2020 and is predicted to continue till 2025 so employee retention has become a challenging task for IT sectors to retain their best talents. Every organisation to gain ~~competitive-competitive~~ advantage should follow ~~the~~ best retention strategies. At the end of ~~the~~ Year 2022, software industries recorded an average of 20 to 25%<sup>2</sup> attrition rate which is the highest record that the IT sector has ~~never~~ ever seen ~~from in the~~ past 10 years and now in the year 2023 it is 17-18% on average in ~~June-June~~ quarter and is even predicted to continue in the recession period in top IT industries., called Brain drain, so tracking the great talent exodus in IT sector has become a critical and ongoing Challenge for the IT industries

This paper empirically reviews the various available reviews of literature and research work already done and this paper also reveals that in addition to monetary benefits, there are many other retention strategies to retain the best talents. This paper also studies the perception of employees on employee retention strategies and the relationship between ~~the~~ demographic factors like gender, age, and experience towards employee retention strategies. Statistical tools like percentage, ~~m~~Mean, and ~~Aneva~~ ANOVA techniques have been used for data analysis. It is been observed that among the retention strategies, male employees strongly agreed that ~~work-life~~ work-life balance and participative management are the key retention strategies, employees of age group 20 to 30 strongly agreed that Mini MBA<sup>3</sup> programs and Moonlight policies<sup>4</sup> are the key retention strategies, which mean that each employee is unique in terms of their perception towards employee retention strategies. A strong employee value proposition (EVP) can act as the best retention Mantra.

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**Keywords:** Great resignation, Brain drain, Mini MBA programs, Moonlight policies, EVP Policy

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<sup>1</sup> Great Resignation - coined by Anthony Klotz (a professor of business administration at Texas A&M university) for mass exodus.

<sup>2</sup> 20- 25% given in 17 th December 2022 business standard e paper by Sunil chanmarkoti chief executive officer of teamlease Digital

<sup>3</sup> A mini Business Management Administration program which last less than 15 weeks

<sup>4</sup> It is an act of taking a job in addition to once regular employment

## Introduction

Employee retention is a phenomenon, ~~to of~~ actively ~~retain-retaining the~~ best talents by addressing their diversifying needs. Employee retention strategies are ~~the various policies and practices of an organisation-an organisation's various policies and practices~~ to stop the potential employee ~~from~~ leaving the organisation. ~~So-so~~ employee retention can be termed as ~~the~~ organisational ability to retain ~~the~~ best skills within the organisation. Each and every organisation is obliged to spend money and time on a new ~~joiner-candidate~~ to recruit, select, train, and ~~to~~ make him/her competent ~~to-in~~ his/her role. When such an employee leaves the organisation voluntarily then it causes ~~a~~ great loss to ~~the an~~ organisation. ~~The~~ costs associated with it are ~~many as depicted in Exhibit 1, herein.~~

Exhibit 1: Organisational costs due to loss of potential talent

Loss of skilled and talented employees,  
Decreased commitment of employees,  
Decreased morale of employees,  
Low productivity of the organisation,  
Cost of the manager's efforts to understand the remaining work left by the leaving employee.  
Costs of motivational loss,  
Loss in terms of time, like training time, mentor time, staff manager time, etc.

Source:

~~, loss of skilled and talented employees, decreased commitment of employees, decreased morale of employees, low productivity of the organisation, cost of manager to understand the remaining work left by the leaving the employee, loss of motivational costs, loss in terms of time, like training time, mentor time, staff manager time etc~~

Not only what is depicted above, but not only that it has been observed that an individual staying for a longer time in an organisation becomes loyal towards the organisation and becomes more familiar with the company's policies ~~where as whereas~~ the new employee needs time to adjust with other employees, work, and policies of the

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organisation. ~~So~~ skilled and long-standing employees are ~~the~~ worthy assets of an organisation. In the present era, there is a significant increase in voluntary attrition even in the ~~most~~ leading Information Technology (IT) companies which showed a great attrition rate of 20-25%. Business reports revealed that this attrition rate of 25%, is the highest in 10 years. This attrition is termed as great resignation in the IT sector. The Great resignation was carried out in the IT sector from the year 2020 to 2022 and it is continuing for the present year. ~~Attrition~~ The attrition rate is found to be 17-18% on average for the current year 2023. Exhibit 2 depicts the quarterly attrition rates of leading IT companies.

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Exhibit 2: Sample of attrition rates in IT companies

**TCS company:**

December Q3(FY 22-23) 21.3%,

March Q4(FY 23-24) 20.1%, and

June Q1 (FY 23-24) 17.8%.

**Infosys company:**

December Q3 ( FY 22-23) 24.3%,

March Q4 (FY 23-24) 21.9%,

June Q1( FY23-24) 17.3%.

**Wipro company:**

December Q3 (FY 22-23) 23.8%,

March Q4 (FY 23-24) 19.2%, and

June Q1 june (FY23-24) 17.3%.

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~~are, for example "TCS , December Q3(FY 22-23) it was 21.3%, in March Q4( FY 23-24) it was found to be 20.1%<sup>5</sup>in Q1 June(FY 23-24) was 17.8% ; Infosys Q3-December( FY 22-23) it was 24.3%, in March Q4 (FY 23-24)<sup>6</sup> 21.9%, now in juneQ1( FY23-24) 17.3%~~

<sup>5</sup> April 25 – www.hindubusinesstimes.com

<sup>6</sup> April 23 – www.livemint.com

Wipro Q3 December (FY 22-23) is 23.8% , in Q4 March (FY 23-24)<sup>7</sup> it is found to be 19.2%, Q1 June (FY23-24) was 17.3%.”

Exhibit 2 revealed by that different businesses reports which mean that recession is not stopping attrition, huge attrition rates are still seen in the Q1 June quarter of (FY 23-24), so every organisation has to analyse the reasons for this great resignation like employees' satisfaction levels of employee in terms of Monetary benefits, given by the organisation (Salary and remuneration, fringe benefits, insurance policy, compensation policy of the organisation, health and insurance benefits, retirement benefits, etc.) and non-monetary benefits given by the organisation including (Respect and appreciation, recognition, work/life balance), for which the Organisations should gather data from several sources like exit interviews, current employee focus groups, linkage research, predictive turnover studies, qualitative studies, etc., and should also analyse the losses associated with voluntary attrition. Organisations and should also analyse the benefits of employee retention like an increase in organisational productivity of the organisation, an increase in employees' morale of the employees, an increase in teamwork, and the reduction of reduces grievances and complaints within the organisation. So, in the present cut-throat global competition, employee retention is a critical and ongoing challenge of for an organisation. Nowadays, employees have multiple apathies like economic apathy, professional apathy, and familial y apathy and not only that. Each and every employee is unique. Notwithstanding, in addition to that, the COVID-19 pandemic has entirely changed the work scenario, people are working from home, hence so emotional contact with the employer is missing. so Consequently, in the present situation, the theory of Z given by Willam Ouchi<sup>8</sup> may works as an best appropriate retention Mantra to retain Human Assets of the organisation. This article sheds some light on Light on perennial critical ongoing problem of talent retention. This article studies about strategies like the Competitive monetary system, job security, health and safety measures, training and development

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<sup>7</sup> 13 Jan www.livemint.com

<sup>8</sup> William Ouchi ; Explained Japanese management style in his book theory Z which was later published by Asthwappa.

programs, human value system, ~~work/~~ life balance, hybrid work culture, Moonlight program, ESOP<sup>9</sup>s etc.

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## Review of Literature

Kumar, T.S. (2019) ~~he~~ studied the influence of factors such as working hours, conditions of working environment, training practices, and promotion facilities on the retention of employees. By using multiple regression ~~analysis~~ ~~analysis~~, he found that all the factors had a significant impact on ~~the~~ retention of employees and the promotion opportunities had a maximum positive significant relation with employee retention. ~~A-~~

~~Joseph~~ Divya and Dr. Sridevi, M.S. (2018) ~~they~~ studied ~~about~~ the ~~retention~~ factors to minimise ~~the~~ retention ~~and also studied about~~ ~~as well as~~ the importance of onboarding talents, a talent management strategy to retain the required talents and concluded that there existed a positive relationship between ~~an~~ effective onboarding process and retention of employees.

~~Dr. Radha Krishna~~ Murty, G. and ~~Shyam~~ Sundar, I. (2021) ~~they~~ studied the different causes for employee retention and how ~~turn-over~~ ~~turnover~~ intentions are prevailing among the employees of TCS, Accenture, Wipro, Infosys, and HCL. By using ~~the Anova~~ ANOVA technique it was found that turnover intentions are not sensitive to the companies. The reason for turnover is the same in all organisations, so the organisation has to implement ~~the~~ best retention strategies to minimise attrition.

Sheshagiri, M.S.R. and Gayatri, Y. (2018) ~~the objectives of the study~~ were to find and evaluate the most important factors of retention and attrition in ~~the~~ automobile sector, ~~for which they~~ ~~They~~ adopted ~~mean, percentage descriptive statistic~~ ~~techniques~~ and concluded that 26% of the employees were not satisfied with the workload, 80% of the employees are satisfied with the welfare schemes and recognition strategy of the organisation, and 75% of employees are satisfied with the employee engagement and training facilities provided by the automobile organisation.

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<sup>9</sup> Employee stock ownership plan

~~Asthana~~ Akansha(2018).~~In his studies he~~ listed out many retention strategies and tried to find the relationship between each factor and employee retention. Statistical techniques used are Cronbach's Alpha reliability statistics, t-test, ANOVA ~~and finding that and gave his findings as~~ gender of employees has no significant difference on employee retention.

~~Nishat~~ Faisal, MD(2012) explained how different types of organisational commitments affected the job characteristics and retention of employees in Qatar. They found that a significant, positive association existed between job characteristic variables and different types of organisation commitments. Autonomy in the job gave more satisfaction to the employees, skill variety ~~in job~~, task identity, ~~of job~~ and feedback about the employees' performance also gave job satisfaction to the employees of Qatar.

Ayodhyaram ~~s, G.~~(2012), ~~his~~ objectives were to study to what extent compensation benefits, training & development, and career growth, affect employees in their decision to stay with the organisation. Descriptive research methods like the chi square test, F-test, and t-test were used. He concluded that senior employees get greater personal satisfaction and a greater sense of accomplishment from the work when compared to ~~entry level~~ entry-level employees.

~~John E.~~ Sheridan (2017), studied how organisational al culture affected retention rates in about 904 college graduates who were recruited in six public accounting firms. After investigation, they found that the cultural values strongly influenced voluntary attrition of the employees and the voluntary attrition rates of the employees significantly affected the ~~organisation~~ organisation's performance.

## Objectives

1. To study various retention strategies of software companies
2. To study and analyse the perception of employees towards various retention strategies with respect to demographic factors
3. To ~~suggest~~ suggest the best retention strategies to retain the different types of employees

## **Hypotheses:**

H01: There is no significant difference between the ages of employees with respect to employee retention strategies

Ha1: There is a significant difference between the ages of employees with respect to employee retention strategies

H02: There is no significant difference between the experiences of employees with respect to employee retention strategies

Ha2: There is a significant difference between the experiences of employees with respect to employee retention strategies

## **Research Methodology:**

It is an enquiry about the perception of employees on the different retention strategies of the organisation based on their demographic factors such as gender age and experience. Primary data is collected with a Self-administered questionnaire which has been offered to different employees working in different software companies ..The data was collected through Likert's 5 point rating scale.

### **Sample design**

Sampling procedure:convenient sampling.

Sample size: The primary data is collected through a self administered mode of questionnaire which was given to 80 software employees.

Sampling techniques: Descriptive One way Anova technique.

### **Limitations of the study:**

The accuracy of the analysis and conclusion drawn depends upon the reliability of the data collected from the employees.

Questionnaire :<https://forms.gle/xwXwipLUGVq76Gm66>

## **Data Analysis & Interpretation**

### **Influence of age of employees on employee retention strategies**

These can be analysed through the following one-way Anova as stated in the table given below

Table :1

ANOVA –Age Vs Employee Retention strategies

		N	Mean	Std. Deviation	F Value	Sig. Value
Monetary policies	20-30	30	4.9	0.305	2.093	0.13
	30-40	44	4.93	0.255		
	40-50	6	4.67	0.516		
	Total	80	4.9	0.302		
Work from home	20-30	30	4.47	0.681	6.181	<b>0.003</b>
	30-40	44	4.73	0.585		
	40-50	6	3.83	0.408		
	Total	80	4.56	0.653		
Job security	20-30	30	3.67	0.758	17.44	<b>0.000</b>
	30-40	44	4.34	0.526		
	40-50	6	5	0		
	Total	80	4.14	0.725		
Health and safety Measures	20-30	30	3.53	0.629	23.059	<b>0.000</b>
	30-40	44	3.82	0.39		
	40-50	6	5	0		
	Total	80	3.8	0.604		
Training and skill development programs	20-30	30	4.77	0.504	7.389	<b>0.001</b>
	30-40	44	4.86	0.347		
	40-50	6	4.17	0.408		
	Total	80	4.78	0.449		
Compensation policies	20-30	30	4.57	0.504	5.949	<b>0.004</b>
	30-40	44	4.86	0.347		
	40-50	6	5	0		
	Total	80	4.76	0.428		
Human value system	20-30	30	4.83	0.379	2.594	0.081
	30-40	44	4.66	0.479		
	40-50	6	5	0		
	Total	80	4.75	0.436		
Work life balance of employees	20-30	30	4.3	0.596	12.895	<b>0.000</b>
	30-40	44	4.82	0.39		
	40-50	6	5	0		
	Total	80	4.64	0.534		
Hybrid work culture	20-30	30	4.8	0.407	4.512	<b>0.014</b>
	30-40	44	4.55	0.504		
	40-50	6	5	0		
	Total	80	4.68	0.471		
Employee morale	20-30	30	3.77	0.679	9.871	<b>0.000</b>
	30-40	44	4.32	0.561		
	40-50	6	4.67	0.516		
	Total	80	4.14	0.67		
Participating management	20-30	30	3.47	0.629	39.613	<b>0.000</b>
	30-40	44	4.59	0.497		
	40-50	6	4.67	0.516		
	Total	80	4.18	0.776		

Mini MBA programs	20-30	30	4.9	0.403	47.942	<b>0.000</b>
	30-40	44	4.66	0.479		
	40-50	6	3	0		
	Total	80	4.63	0.644		
Moonlight policy	20-30	30	4.37	0.718	14.129	<b>0.000</b>
	30-40	44	3.93	0.398		
	40-50	6	3.17	0.408		
	Total	80	4.04	0.625		
ESOP policy	20-30	30	4.8	0.407	0.694	0.503
	30-40	44	4.82	0.39		
	40-50	6	5	0		
	Total	80	4.83	0.382		

From the above table it is clearly evident that work from home (F value 6.181, P value 0.03) job security (F value 17.440, P value 0.0) health and safety measures(F value 23.059, P value 0.0) training and development (F value 7.389,P value 0.001) compensation policies (F value 5.949, P value 0.04) work life balance(F value 12.893, P value 0.00) hybrid work culture(F value 4.512, P value is 0.014) employee morale( F values 9.871, P value is 0.00) participative management( F value 39.613,P value is 0.00) Mini MBA programs(F value 47.942 P value 0.00) Moonlight policy( F value 14.129, P values 0.0) are statistically significant at 5% level of significance with respect to the age of the respondent.,Since P values are less than 0.05 which is a significant value, null hypothesis is rejected.This ensure that age of the employees has a significant influence on employee perception towards retention strategies in the organisation

The above finding leads to a mean wise comparison of significance results and it is found that 30-40 age group of employees strongly agreed for work from home as mean value(4.733).and also strongly agreed that training and skill development mean value 4.86 as the Important retention strategies to when compared with other age groups.It is found that 40-50 age groups of employees have different and strong perception on employees retention strategies when compared with other age group.These age group employee strongly agreed that job security (mean value is 5.0), health safety measure (mean value is 5.0), compensation policies (mean value 5.0) hybrid work culture (mean value is 5.0),work life balance (mean value is 5.0), employee morale (mean value is 4.67) Participative management (mean value is 4.67) are the important retention strategies .It is found that 20-30 age of employees perceived Mini -MBA program (mean value 4.90) moonlight policy (mean value 4.37) as the most important retention strategies .Hence it is concluded that, there is significant difference between age of

employee and employee retention strategies this ensures that the age of the employees has a significant influence on employee perception towards retention strategies, which mean null hypothesis is rejected alternative hypothesis is accepted.

**Influence of experience on employee retention strategies**

These can be analysed through the following one-way Anova as stated in the following of Anova table

Table :2

ANOVA –Experience Vs Employee Retention strategies

		N	Mean	Std. Deviation	F Value	Sig. Value
Monetary policies	0-2	8	5	0	2.798	<b>0.032</b>
	2-4	18	4.94	0.236		
	4-6	19	4.74	0.452		
	6-8	24	5	0		
	Above 8	11	4.82	0.405		
	Total	80	4.9	0.302		
Work from home	0-2	8	4.75	0.463	1.312	0.273
	2-4	18	4.61	0.502		
	4-6	19	4.53	0.772		
	6-8	24	4.67	0.637		
	Above 8	11	4.18	0.751		
	Total	80	4.56	0.653		
Job security	0-2	8	4	0.756	9.377	<b>0.000</b>
	2-4	18	3.44	0.784		
	4-6	19	4.16	0.375		
	6-8	24	4.54	0.509		
	Above 8	11	4.45	0.688		
	Total	80	4.14	0.725		
Health and safety Measures	0-2	8	3.75	0.707	3.964	<b>0.006</b>
	2-4	18	3.39	0.502		
	4-6	19	3.84	0.501		
	6-8	24	3.92	0.282		
	Above 8	11	4.18	0.982		
	Total	80	3.8	0.604		
Training and skill development programs	0-2	8	4.38	0.744	3.76	<b>0.008</b>
	2-4	18	4.89	0.323		
	4-6	19	4.95	0.229		
	6-8	24	4.79	0.415		
	Above 8	11	4.55	0.522		
	Total	80	4.78	0.449		
Compensation policies	0-2	8	4.75	0.463	5.841	<b>0.000</b>
	2-4	18	4.39	0.502		
	4-6	19	4.84	0.375		
	6-8	24	4.92	0.282		
	Above 8	11	4.91	0.302		
	Total	80	4.76	0.428		

Human value system	0-2	8	4.75	0.463	3.743	<b>0.008</b>
	2-4	18	4.83	0.383		
	4-6	19	5	0		
	6-8	24	4.54	0.509		
	Above 8	11	4.64	0.505		
	Total	80	4.75	0.436		
Work life balance of employees	0-2	8	4.5	0.535	12.632	<b>0.000</b>
	2-4	18	4.06	0.539		
	4-6	19	4.79	0.419		
	6-8	24	4.83	0.381		
	Above 8	11	5	0		
	Total	80	4.64	0.534		
Hybridwork culture	0-2	8	4.5	0.535	18.817	<b>0.000</b>
	2-4	18	4.94	0.236		
	4-6	19	4.95	0.229		
	6-8	24	4.21	0.415		
	Above 8	11	4.91	0.302		
	Total	80	4.68	0.471		
Employee morale	0-2	8	4.25	0.886	12.759	<b>0.000</b>
	2-4	18	3.61	0.502		
	4-6	19	3.79	0.419		
	6-8	24	4.5	0.511		
	Above 8	11	4.73	0.467		
	Total	80	4.14	0.67		
Participating management	0-2	8	3.63	0.916	13.555	<b>0.000</b>
	2-4	18	3.44	0.511		
	4-6	19	4.26	0.733		
	6-8	24	4.54	0.509		
	Above 8	11	4.82	0.405		
	Total	80	4.18	0.776		
Mini-MBA programs	0-2	8	5	0	12.681	<b>0.000</b>
	2-4	18	4.83	0.514		
	4-6	19	4.79	0.419		
	6-8	24	4.67	0.482		
	Above 8	11	3.64	0.809		
	Total	80	4.63	0.644		
Moonlight policy	0-2	8	5	0	13.459	<b>0.000</b>
	2-4	18	3.94	0.639		
	4-6	19	4.26	0.562		
	6-8	24	3.88	0.338		
	Above 8	11	3.45	0.522		
	Total	80	4.04	0.625		
ESOP policy	0-2	8	5	0	2.022	0.100
	2-4	18	4.72	0.461		
	4-6	19	4.95	0.229		
	6-8	24	4.71	0.464		
	Above 8	11	4.91	0.302		
	Total	80	4.83	0.382		

From the above table it is concluded that monetary policy (F value is 2.798,P Value 0.032),Job security (F value 9.377,P value 0.00) Health & safety measure (F value 3.964,P Value 0.006) Training and skill development (F value 3.760,P value 0.008) compensation policies (F value 5.841,P value 0.00) ,Human value system (F value 3.743,P value 0.008) work life balance (F value 12.632,P value 0.00) Hybrid work

culture (F value 18.817, P value 0.007) participating mgt (F 13.555 ,P 0.00) Astha programme (F value 12.681 ,P value 0.00),moonlight policy (F value 13.45 p value 0.00) are statistically significant at 5% level of significance. Since P values are less than 0.05 which is a significant value, null hypothesis is rejected and alternative hypothesis is accepted..Hence it is concluded that there is significant difference in the perception of employees with different experiences towards employee retention strategies The above finding leads to mean wise comparison, it is found that 0-2 years experience employee strongly agreed that monetary policy (mean value =5.0), Mini - MBA programs( Mean value=5.0) ,Moonlight policy (Mean Value =5.0) are the most important retention strategies of the Organisation. 4-6 years of experience employees strongly agreed that training and skill development (mean value =4.95), human value system (mean value=5.00) hybrid work Culture (mean value =4.95), are the key important retention strategies, 6-8 Years of experience employees agreed that monetary policy (mean value=5.0), job security (mean value =5.0),compensation policies (mean value 4.92) are important retention strategies. Employees with experience above 8 years agreed that health safety measures (mean value 4.18) Work life balance (mean value 5.0) employee morale(mean value 4.73) participative management (mean value 4.82) are the key retention strategies among all retention strategies of the organisation .This ensures that the experience of the employee has a significant influence on employee perception towards employee retention strategies of the organisation. hence null hypothesis is rejected, alternative hypothesis is accepted

### **Suggestions and recommendations**

Every organisation should design a best orientation program that greatly affects employee job satisfaction and perception of employees towards job. organisation should conduct stay interviews along with exit interviews. organisation should link groups, people of the organisation ,relationship with the co- workers has to be established by providing mentors employee referrals, as they foster team .Organisation has to provide realistic information about the job to the employee. A strongemployee value proposition(EVP) can be one of the best retention strategies, in the present day scenario through an employee value proposition an employer can positively affect retention and improve recruiting effects as the EVP includes benefits given to the

employees .EVPS should be creative and should attract the employees and should be communicated through company website advertising and should be communicated during interview process so that prospective talents can determine if they would make a good fit into the organisation. Provide employees with a road map of success by offering them what really they want like ESOP, Mini - MBA, programs, Moonlight policy performance bonuses etc During pandemic and after pandemic as employees are working from home, human contact with the employer is missing, which mean lack of Interactive and cyclic progressive human relation is missing between the employee and employer so organisation should plan for online employee engagement activities (Virtual employee engagement activities like virtual coffee breaks, introducing to the family members ,home tour ,solving puzzle with remote team member ,quarterly Christmas,spreadsheet pixel arts, online office games virtual birthday parties etc.) there should be constant reevaluation of employee retention strategies then only organisation can stay on current market standards In terms of both monetary and non monetary benefits offered to attract employees

## **Conclusion**

The Indian IT sector has grown by leaps and bounds, but at the same time the tendency of employees to switch organisations is also showing an increasing trend. so hiring and retaining competent talents has become one of the important strategies of any organisation . Retaining efficient and effective skill employees plays an important role in the organisation because their skills and competencies are central to the company to pose a challenge to other competitors. In the present hyper competitive environment where India has become the third largest start up ecosystem, limited available skills have to be scattered, which means hi-tech is driven by demand. Organisations have to balance demand and supply of employees. The present studies reveal that employees are unique in terms of their personal factors like age ,gender and experience it is been observed that gender ,age and experience has a significant influence on employee perception towards retention strategies, Null hypothesis is rejected and alternative hypothesis is accepted, so every organisation should have unique relevant and compelling retention strategies to retain the required talent.

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