-RESEARCH ARTICLE-

EFFICACY IN EMPLOYEE RETENTION WITH AGILE EMPLOYEES IN SAUDI ORGANIZATIONS

VimalaVenugopal Muthuswamy

Business Administration Department
King Faisal University, Alhasa, Saudi Arabia
Email: fmuthuswamy@kfu.edu.sa
https://orcid.org/0000-0002-6662-9990

─**Abstract**─

Efficacy in employee retention with agile employees is a timely requirement in the wake of a global health pandemic. Employers must undertake a concerted effort to develop and cultivate an atmosphere that encourages current employees to stay employed by framing rules and practices in a way that addresses their employees' needs and demands. A successful retention plan can also be used to acquire new employees. For an employer, obtaining knowledgeable people for the job is critical, but maintaining the employee-employer relationship and ensuring the retention of employees is even more critical. There is no shortage of opportunity for a talented individual. Many firms employ talent management to find such employees. Therefore, the aim of the study was to assess the factors that may help to increase employee retention by reducing employee turnover retention. To achieve the study objectives, the researcher employs a descriptive research study and collects data from 400 employees working in Saudi-based organizations. The collected data is analyzed using various statistical techniques including t-test, chi-square test and regression analyses to test the study hypothesis. The findings of the study provide useful recommendations for lowering an organization's attrition rate. This study attempts to assist managers in identifying the sensitive elements that improve employee turnover by delivering the best suggestions or solutions; in doing so, it seeks to assist management in transforming those points of vulnerability into strengths.

Keywords: Agile Employee, Efficacy, Employee Retention, Recruitment tools, Talent management, Attrition

1. INTRODUCTION

In many businesses, employee retention has become a major concern. The longer a person stays with your company, the more skills they get. Ideally, employees should stay for long periods of time in order for the company to make steady success(Chawla, 2021). When the greatest employees leave, new staff are hired to replace them, but a sizeable amount of knowledge and skill is lost. High turnover leads to low morale and, in some cases, damages the organization's external reputation(Chin, 2018). Employee retention is frequently observed in industries due to reasonable job expectations, professional advancement, appraisals, work-life balance, and training. Employee retention in firms boosts production and efficiency by motivating employees and ensuring their growth and learning. When an effective and skilled employee decides to quit a company, the company (or its management) must step in and investigate the reasons for their quitting or resigning(Al Mamun et al., 2017).

The goal of this study is to investigate several factors that influence employee retention in Saudi organisations. The priority given by management to the role of leadership in retaining personnel in an organization has been noted. Researchers and practitioners alike are studying the impact of leadership with bated breath. According to most academics, leadership has a significant impact in an organization's bottom-line success as it helps retain keeping personnel. In addition to organizational and social difficulties, leaders represent the entire organization and its social structure, deal with a variety of issues related to public policy(Lofquist et al., 2018).(Meshael Ahmed et al., 2021), in their research, says that the employees who resigned from the company due to the fact that there was no growth and promotion or salaries increment even for experienced employees. In addition, some respondents claimed that they look for a new job finding because they want to develop their skills and knowledge.

Karali (2020)in his research shows that employee turnover rates can be reduced to a great extent, because leadership is mainly recognised as the most significant determinant in retaining employees. His research states that different leadership styles are followed in organisations and there are different types of leaders who influence their subordinates and employees. Leadership qualities may quickly transform the mentality of employees, resulting in increased productivity in the workplace. Leadership has a direct cause and effect link with the organization's success. The leaders oversee employee motivation and retention. Leaders have a considerable amount of power over the people around them, and they are responsible for achieving the most out of the company's resources, the most essential of which is the workforce(Luo et al., 2019).Employees nowadays are always on the lookout for the ideal opportunity, and if they are dissatisfied with their job or organizational culture, they will leave. It is critical for leaders to manage their people with effective retention tactics, facilitating real dedication and providing employees with employee empowerment, job security, performance appraisal, and improved remuneration and salary to retain personnel in the organization. Losing a key employee

may be a big loss for a firm; consequently, effective leaders can assist in building a clear vision, expressing that vision to their staff, and resolving internal issues(Markina et al., 2019).

Based on the above literature, the current study frames and seeks to answer the following research questions.

1. What are the factors influencing employees to move to another organisation?

2. What factors influence employees to continue working in the same organisation?

3. How does an organisation face challenges of retention of employees?

4. Whether the existing retention strategies are suitable and affordable?

2. LITERATURE REVIEW

2.1   Employee Turnover Intention

In today's workplaces, employee turnover is a key problem for managers(Chawla, 2021). To begin, it may be expensive to hire and educate new staff to perform at a level that is suitable over time, rather than just replace existing ones(Chin, 2018). As a result, the quality, consistency, and stability of services offered by firms to clients and customers may be negatively affected by high levels of personnel turnover (Trevor and Nyberg 2008). It is not unexpected that a considerable amount of research has been done to determine the most important determinants of employee turnover (Naidoo, 2018). Managers and organisations can greatly benefit from these findings in their efforts to reduce employee turnover. Employee turnover can be explained by a wide range of factors including demographics (e.g., age, level of education, gender, length of service), the quality of the employee-organizational relationship (EOR), and other factors such as affective commitment, and perceptions of support from management(D. Wang, 2021). Nevertheless, despite the large amount of research, the effect sizes and directions of most antecedents vary widely between settings and populations(Gambino, 2018), highlighting the complexity of defining and assessing predictors of staff turnover. This suggests that more research is needed to uncover additional factors that contribute to employee turnover. Due to the fact that motivating sources influence employee turnover in addition to job satisfaction and organisational commitment, researchers have recently focused on employee work motivation as a predictor of employee turnover(Jang et al., 2018). Previous research has demonstrated that employees' goal orientation and intrinsic motivation can predict employee turnover and intention to leave, respectively. Sungu et al. (2019)showed that employees who left had higher levels of mastery aspirations than those who stayed. Previous research has demonstrated a negative correlation between intrinsic motivation and turnover intention in various cultural contexts(E. Wang et al., 2019). As a result of these findings, it can be concluded that employee turnover is caused by both mastery goals and intrinsic motivations. Still, the role of these motivational

factors as predictors of employees' intention to leave the company has not been investigated in detail.

2.2 Employee Orientation

Employee involvement is essential for the successful implementation and practise of initiatives in an organisation(Neirotti, 2020). The RBV asserts that employees play a critical role in implementing corporate strategy and enhancing the efficiency of businesses(Markey, 2018). According to academics, Employee orientation is essential for an organisations' performance because it addresses the concerns of the company's employees and fosters an environment that values their contributions(Dimitrova et al., 2021). Because of this, employee orientation is a broad term that relates to a company's desire to meet the demands of its employees(Lam et al., 2019). Within existing literature, Employee orientation has been endorsed as an organisational philosophy for developing customer-conscious employees with a significant influence on customers' perceived service quality and satisfaction using several conceptualizations, such as internal marketing, internal operations, and part-time marketers(Markey, 2018). Employee orientation is claimed to have a greater impact on a company's customer-related outcomes. Researchers like Li et al. (2018)have suggested that there is no correlation between a company's financial performance and its employee orientation; however, more recent research by Huda (2020) has found a positive correlation. This mismatch necessitates an investigation of the relationship(s) between employee orientation and company performance.

2.3 Organizational Commitment

The literature has classified employee attitudes and attachments to their organisations as loyalty, devotion, and commitment. Becker first established the concept of commitment in 1960, defining it as one mechanism causing consistent human behaviour(Berberoglu, 2018). Various studies on organisational commitment were later conducted in the 1970s. Lyman Porter conducted an insightful study on organisational commitment and employee turnover intentions(Al-Jabari et al., 2019). Porter examined the link between organisational commitment, work satisfaction, and turnover intentions using a sample of psychiatric technicians. This study is significant since it uses the first organisational commitment questionnaire(Presbitero et al., 2019). Furthermore, Morrow stated that personal values, profession, job (characteristics), and union play a role in defining worker commitment(Lambert et al., 2021). The idea that organisational commitment is "a collection of different obligations to various groups that compose the organisation" was developed by Reichers in 1985(Presbitero et al., 2019). Meyer and Allen later conceptualised the three-component model of organisational commitment. They further defined organisational commitment as "Affective", "Continuance" and "Normative". Employees with high levels of affective commitment stay because they "want to", those with high levels of continuation commitment stay because they "need to" and those with normative commitment stay because they "should"(Hoff et al., 2020). Researchers

define organisational commitment as "a psychological state that describes an employee's relationship with the organisation and influences their decision to stay or leave"(Lambert et al., 2021). Personal traits, organisational structure, tenure, compensation, training, and work values are frequently encountered antecedents of organisational commitment, as are increased employee performance, motivation, and decreased turnover intentions(Hoff et al., 2020). An important factor in organisational commitment is job motivation. Extrinsic motivation leads to affective and normative commitment(Berberoglu, 2018). Affective and normative commitment levels are also found to be favourable, with a statistically significant difference in normative commitment levels amongst respondents with different educational degrees(Al-Jabari et al., 2019).

2.4   Organizational Environment

Organisations focus on connecting businesses to cut information costs and more effectively deploying resources in changing environments(Afanasyev et al., 2019). With his meta-analysis, Khan et al. (2021)confirms prior findings that divestiture activities rise when uncertainty or generosity are high. When environmental uncertainty decreases, corporations react by acquiring(Kuenzi et al., 2020).Aside from corporate changes, studies reveal that environmental changes impact product and differentiation strategies at the business unit level. In the context of dynamic customer preferences and highly competitive innovation, product innovation is critical(Chou et al., 2018)Therefore, it is no surprise that studies show a link between environmental dynamism, unpredictability, and creativity(Afanasyev et al., 2019). Differentiation is seen as a successful aspect in tackling dynamism(Chou et al., 2018). In such dynamic circumstances, improving delivery performance, manufacturing flexibility and agility, and quality can differentiate the operational approach(Kuenzi et al., 2020).

2.5   Job Satisfaction

Job satisfaction is a critical employee outcome that is influenced by work environment. Despite extensive studies on job happiness, substantial levels of job discontent among employees persist (Chin, 2018). An increasing amount of research links job satisfaction and work environment quality(Seren Intepeler et al., 2019). Employees reported feeling more satisfied with their jobs when they were able to meet their patients' requirements. Researchers have found a strong positive association between structural empowerment and job satisfaction(Meshael Ahmed et al., 2021). Employee job satisfaction is crucial to fulfilling quality outcomes, patient satisfaction, and employee retention problems(D. Wang, 2021). However, only a few empirical studies have been conducted to properly characterise and identify the direct and indirect methods by which managers affect change in individuals and patient outcomes.

The strategies of retaining talent are examined byBibi et al. (2018), using benchmark retention rates, costs, and outcomes as goals. The study looked at reasons why employees leave and focuses on what measures the company uses to keep them on board, such as monetary and non-monetary incentives. Yelamanchili (2018) focuses on the challenges of managing an effective information technology (IT) workforce in the public sector and among state IT employees. A study was conducted with the goal of determining the reasons of employee turnover, analyzing the effects of employee turnover on productivity, and determining feasible strategies for minimizing turnover(Chin, 2018). According to the findings, employee retention is a result of listening to and collaborating with them. The study by Seren Intepeler et al. (2019)was carried out to assess the effects of remuneration on employee retention. The conclusion was that the optimal wage system supports employee commitment, which leads to staff attraction and retention. A study of 362 software development personnel was done by Shaniand Senthilkumar (2020). According to the findings, IT enterprises should improve their human resource management in terms of retention. This aids the industry's ability to retain employees. In his study, Choi (2019) focus on the concept of flexible work arrangements, employees' attitudes about flexible work arrangements, and the various flexible work techniques used by businesses. According to their findings, new employees place a high value on flexible work arrangements and regard them as a valuable benefit.

2.6   Objectives and Hypothesis of the Study

Based on the above literature, the following hypotheses of the study are postulated in line with the objectives of the study.

1.To identify and analyse the retention strategies (factors) influencing employee turnover intentions.

Hypothesis for objective 1:

H1: Employee Orientation as a Retention Strategy has a significant and direct impact on

Employee Turnover.

H2: Organisational Commitment as a Retention Strategy has a significant and direct

impact on Employee Turnover.

H3: Organisational Environment as a Retention Strategy has a significant and direct

impact on Employee Turnover Intention.

2. To assess the level of job satisfaction and examine the influence of job satisfaction in

addressing the attrition of employees.

Hypothesis for objective 2:

H4: Job Satisfaction has a significant and direct impact on Employee Turnover Intention

3. To analyse the influence of socio demographic aspects on retention strategy dimensions, job satisfaction and turn over intentions.

Hypothesis for objective 3:

H5: There is no significant difference in the mean score of three types of retention

Strategies

H6: There is no significant difference in the mean score of three types of retention

Strategies and experience of employees

H7: There is no significant difference in the mean score of three types of retention Strategies and age of respondents

2.7   Research Framework

In comparison to major corporations, staff turnover is higher in small and medium-sized businesses. As a result, they have a stronger need for Employee Retention Strategies and Policies, which is why the researcher conducted the current research with Saudi Arabian SMEs. To meet the study's goals, a single framework is conceptualized (See Figure 1). To begin, the dependent dimension of Employment Turnover Intention is influenced by four constructs or dimensions: i) Employee Orientation, (ii) Organisational Commitment, (iii) Organisational Commitment, and iv) Job satisfaction. The study attempts to offer valuable suggestions to decrease the attrition level in an organization. This study supports managements to discover the key factors leading to employee turnover and aims to guide managements in transforming points of vulnerability into strength by offering practically useful and insightful suggestions or solutions.

The study is descriptive in nature and aims to identify and describe the factors to be considered in the formulation of Employee Retention policies and strategies. The study also explains the relationship and the dependability of employee retention with the organizational factors and job satisfaction and retention through a comprehensive conceptual framework. Data was collected through structured questionnaires. The construct of employee turnover intention was measured by a 4-items scale (Chin, 2018). The 6-items scale adapted from the study of Deng et al. (2019) was used to measure employee orientation. Similarly, the scales of organizational environment, organizational commitment and job satisfaction were measured using 7-items, 3-items and 5-items respectively (Seren Intepeler et al., 2019). All the scale were measured at 5-point Likert scale ranging from 1=Strongly Disagree to 5=Strongly Agree and

established reliability with Cronbach's Alpha value > 0.7. One set of questionnaires was given to the employees and the second set of Questionnaire was given to the HR managers working in IT firms using the convenience sampling technique. A total sample of 400 respondents has been taken for the study. SPSS was used to analyse the hypothesis. The data analysis was done using the statistical tools such as Regression, Independent T-Test and Chi-Square test.
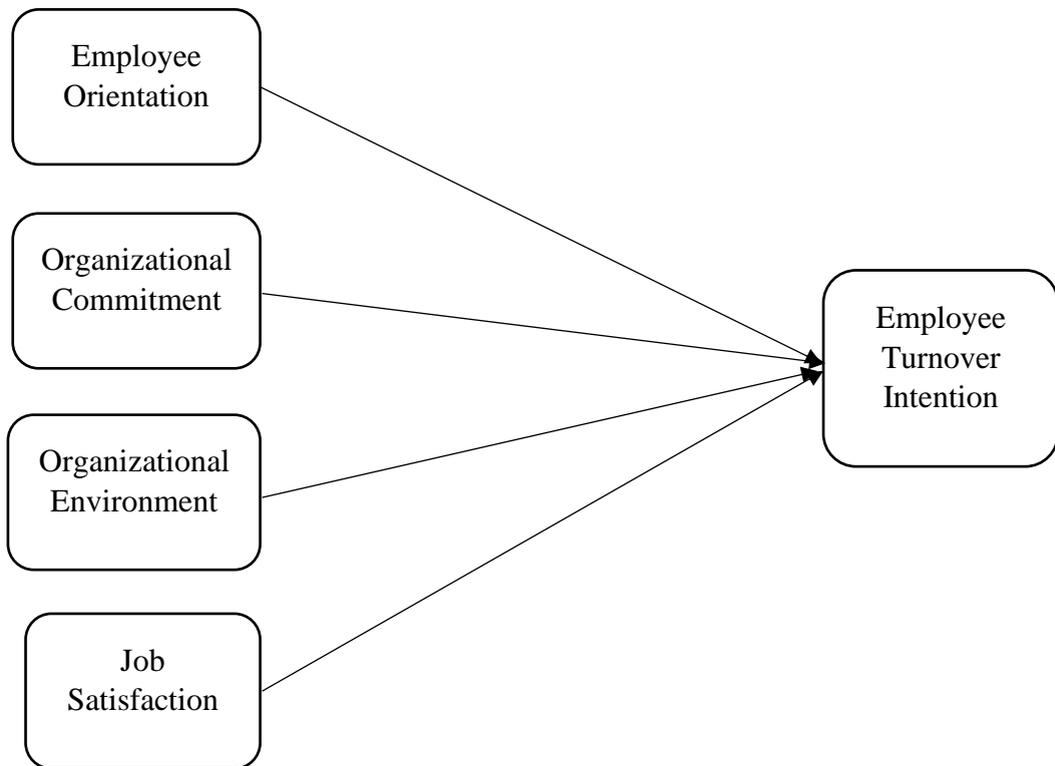

Figure 1: Research Framework

3. RESEARCH METHODOLOGY

3.1 Analysis & Interpretation

3.1.1 Demographic Profile

Gender The total number of respondents of the study are 400, out of whom 251(62.7%) respondents are male and female respondents are 149 (37.3%). In the IT industry, majority of the employees are male who may continue to stay in the company for a longer period if the organization provides them with a feasible work environment; however, female employees may have their own personal reasons to quit the organization, even if the work environment is feasible for them to continue.

Age Group: Age wise distribution of the respondents reveals that as many as 143 (35.8%) belong to the age group of 'less than 30'years, 123(30.8%) in the age group of '31 to 50'years and 134(33.5%) in the age group of 'more than 50'years. In the IT industry, the percentage of younger employees is more, hence they look for more challenging jobs and better salaries which results in employee turnover.

Educational Status: Of the total respondents, as many as 154 (38.5%) are graduates,135(33.8%) are postgraduates and 111(27.8%) are professionals. Results depicts that there is a need for more professionals in the IT Industry as the percentage of professionals is less compared to the percentage of graduates working in the IT sector.

Work Experience: Of the total respondents, as many as 262(65.5%) have less than or equal to 3 years of experience, and 138(34.5%) have more than 3 years of experience. Results show that the major percentage of the employees have less than 3 years of experience proving that the employee turnover is more among those employees with less experience.

Designation of the Employees: Of the total respondents, as many as 141 (35.3%) are working as junior software engineers, 71(17.8%) as senior software engineers, 91(22.8%) as trainee executive, and 97(24.3%) as support executives. It is evident that the IT industry needs more of junior software engineers who work under the leadership of senior software engineers because of which good coordination between them will be made possible, thus reducing the employee turnover.

3.1.2 Hypotheses Testing

The Table 1 below presents the results of the regression analysis used to test the direct relationship among the research constructs.

Accordingly, it is observed that EMPLOYEE ORIENTATION has a direct and significant influence on Employee Turnover Intention dimension (ß = - 0.370; CR= - 5.106, p = 0.000, p<0.05). Thus, H1 could be fully asserted. The interpretation is that for one unit increase in the rating scale of agreement on EMPLOYEE ORIENTATION construct, one could expect about 0.370 times (more than one thirds (time), in other words, for every 10 new employees, according to the ratings of employee orientation dimension, one would expect 4 employees to continue in the same organisation i.e., four employees can be retained in the organisation) decline in Employee Turnover Intention dimension.

Table 1: Direct Effect Results

Relationships between Exogenous and Endogenous			Standard Estimate	S.E	C.R	P value
Turnover Intention	←	Employee Orientation	- 0.370	0.100	5.106	0.000*
Turnover Intention	←	Organisational Commitment	- 0.307	0.139	4.348	0.000*
Turnover Intention	←	Organisational Environment	-0.210	0.181	2.686	0.007*
Turnover Intention	←	Job satisfaction	-0.179	0.079	2.841	0.004*

*Source: SPSS Output * Significance at 5 % level.*

Similarly, ORGANISATIONAL COMMITMENT has a direct and significant influence on Employee Turnover Intention (ß = - 0.307; CR= - 4.348, p = 0.000, p<0.05). Thus, H2 could be fully asserted. The interpretation is that, for one unit increase in the rating scale of agreement on ORGANISATIONAL COMMITMENT construct, one could expect about 0.308 times (approximately one thirds in other words for every 10 new employees, according to the ratings of organisational commitment dimension one would expect 4 employees to continue in the same organisation i.e., four employees can be retained in the organisation) decline in the rating scale of agreement on Employee Turnover Intention dimension.

Furthermore, ORGANISATIONAL ENVIRONMENT has a direct and significant influence on Employee Turnover Intention (ß = - 0.210; CR= - 2.686, p = 0.007, p<0.05). Thus, H3 could be fully asserted. The interpretation is that, for one unit increase in the rating scale of agreement on ORGANISATIONAL ENVIRONMENT construct, one could expect about 0.210 times (approximately one fifth, in other words for every10 new employees, according to the ratings of organisational environment dimension, one would expect 2 employees to continue in the same organisation i.e., two employees can be retained in the organisation) decline in the rating scale of agreement on Employee Turnover Intention dimension.

Finally, JOB SATISFACTION has a direct and significant influence on employee Turnover Intention (ß = - 0.179; CR= - 2.841, p = 0.004, p<0.05). Thus, H4could be fully asserted. The interpretation is that, for one unit increase in the rating scale of agreement on JOB SATISFACTION construct, one could expect about - 0.179 times (approximately nearly one fifth time. in other words, for every 10 new employees, according to the ratings of organisational environment dimension one would expect 2 employees to continue in the same organisation i.e., two employees can be retained in the organisation) decline in the rating scale of agreement on Employee Turnover Intention dimension.

Similarly, Table 2 below presents the result of t-test which are used to analyse the difference in means rating scores in the level of agreement on Employee Orientation, Organisational Commitment, Organisational Environment, Job Satisfaction and Employee Turnover Intention dimensions between male and female respondents working in IT sectors.

Table 2: T-Test Results Based on Gender

Construct	Gender	N	Mean	SD	t value	P value
Employee Orientation	Male	250	33.27	7.05	0.536	0.592
	Female	149	32.88	6.93		
Organisational Commitment	Male	250	35.72	6.08	0.695	0.487
	Female	149	35.28	6.21		
Organisational Environment	Male	250	36.89	6.03	0.948	0.344
	Female	149	36.29	6.34		
Job Satisfaction	Male	250	14.76	3.35	0.295	0.768
	Female	149	14.66	3.34		
Employee Turnover Intention	Male	250	10.90	3.70	-0.323	0.747
	Female	149	11.02	3.39		

Source: SPSS output

It is observed from the independent t-test result depicted that there is no significant difference in mean rating scores of levels of agreement between male and female respondents with respect to Employee Orientation, Organisational Commitment, Organisational Environment, Job Satisfaction and Employee Turnover Intention dimensions. Hence, the null hypothesis (H05) is accepted, and the alternative hypothesis (H1, 5) is rejected.

Likewise, Table 3 below presents the results of t-test used to analyse the difference in means rating scores on level of agreement on Employee Orientation, Organisational Commitment, Organisational Environment, Job Satisfaction and Employee Turnover Intention dimensions of respondents having less than 3 years and greater than 3 years of work experience in the IT sector.

It is observed from the independent t-test result depicted in Table 3 that there is no significant difference in mean rating scores of levels of agreement between respondents having less than 3 years and greater than 3 years of work experience in IT sector with respect to Employee Orientation, Organisational Commitment, Organisational Environment, Job Satisfaction and Employee Turnover Intention dimensions. Hence, the null hypothesis (H0,6) is accepted, and alternative hypothesis (H1, 6) is rejected.

Table 3: T-Test Results Based on Experience

Construct	Experience	N	Mean	SD	t value	P value
Employee Orientation	Less than 3 years	262	33.05	7.12	-0.175	0.863
	Greater than 3 years	138	33.18	6.82		
Organisational Commitment	Less than 3 years	262	35.42	6.36	-0.495	0.621
	Greater than 3 years	138	35.74	5.68		
Organisational Environment	Less than 3 years	262	36.65	5.94	-0.0033	0.974
	Greater than 3 years	138	36.67	6.53		
Job Satisfaction	Less than 3 years	262	14.75	3.30	0.190	0.849
	Greater than 3 years	138	14.68	3.43		
Employee Turnover Intention	Less than 3 years	262	10.99	3.66	0.383	0.702
	Greater than 3 years	138	10.85	3.44		

Source: SPSS output

Furthermore, Table 4 below presents the results of Chi-square test used to analyse that the level of agreement on employees' turnover intention is associated (dependent) on age group of the employees (i.e., Higher the age group, lesser is the intention (agreement) of leaving the organisation).

Table 4: Cross Tabulation between Level of Agreement on Employees' Turnover Intention and Age Group of the Respondents

Age group	Level of agreement					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Total
Less than 30 years	0 (0.0)	31(20.1)	58(37.7)	40(26.0)	25(16.2)	154(100.0)
31-50 years	1(0.7)	17(12.6)	59(43.7)	39(28.9)	19(14.1)	135(100.0)
More than 50 years	0 (0.0)	17(15.3)	52(46.8)	29(26.1)	13(11.7)	111(100.0)
	1 (0.3)	**65**(16.3)	**169**(42.3)	**108**(27.0)	**57**(14.2)	**400**(100.0)

Note: Parentages are provided in parenthesis

Pearson Chi-Square Value (table 4) = 7.150

Asymptotic significance (p-value) = 0.521

From the Chi-square test result (Table 4), it is observed that p-value is 0.521 (chi-square = 7.150) which is greater than the significant alpha level of 0.05(at 95 per cent confidence level). Hence, the hypothesis (H7) that there is an association between the levels of agreement on Employees' Turnover Intention and the age group is rejected. In other words, irrespective of the age group of the respondents, the views on the statement that irrespective of the age group, percentage of the respondents either agreeing or disagreeing on the issue of Employees' intention to leave the organisation remains the same. In essence, there is no statistical evidence to accept or conclude that the hypothesis of the higher the age group, the lesser the intention (agreement) of leaving the organization, is valid.

4.   DISCUSSION

The present study was conducted with an aim to assess the relationship between employee orientation, organizational commitment, organizational environment, job satisfaction and employee turnover intention. The findings of the study revealed a significant and negative relationship between i) employee orientation, ii) organizational commitment, iii) organizational environment and job satisfaction. The findings are in line with previous studies which claimed that employee orientation is a significant predictor of employee retention(Dimitrova et al., 2021). Similarly, Karali (2020) discussed that committed employees are more likely to espouse high performance work activities that lead to employees' higher intent to stay in the organization. Likewise, the study of Seren Intepeler et al. (2019) inferred that work environment is a critical and decisive factor for employees to stay in their current organization. Finally, Chin (2018) found that satisfied employees have less intention to leave than their counterparts.

It is observed from the independent t-test result that there was no significant difference in mean rating scores of levels of agreement between male and female respondents with respect to Employee Orientation, Organisational Commitment, Organisational Environment, Job Satisfaction and Employee Turnover Intention dimensions, leading the author interpret that there is no difference in the opinion expressed by male and female employees relating to the employee turnover intentions. Moreover, on the basis of the independent t-test results, there is no significant difference in mean rating scores of level of agreement between respondents having less than 3 years and greater than 3 years of work experience in IT sector with respect to Employee Orientation, Organisational Commitment, Organisational Environment, Job Satisfaction and Employee Turnover Intention dimensions, interpreting that there is no difference in the opinion expressed by employees having experience of less than 3 years and employees having experience of more than 3 years relating to employee turnover intentions.

5.   Conclusion

An organization should carefully plan not just for recruitment and selection but should think of retaining the available talented workforce. Since employee attrition is expensive in more than one way and damages the organization's reputation, simply investing on recruitment and selection becomes a futile exercise. For this reason, organizations are continuously struggling to devise proper retention strategies. By considering the changes in the external environment, an organization should review and revise retention strategies on a regular basis. The study has identified three major factors to be analysed to reduce employee turnover such as Employee Orientation, Organisational Commitment, and Organisational Environment. The study shows the vitality of job satisfaction in both the sectors for employee retention. Thus, creating proper environment and evolving better Employee Retention strategies can result in invaluable benefit to the organization in both quantitative and qualitative terms. Since 'a rupee saved is a rupee earned' organizations need to focus on increasing their savings by avoiding attrition and promoting suitable and flexible retention policies.

6.   IMPLICATIONS & SUGGESTIONS

According to the findings of this study, employee orientation, organisational environment, organisational commitment, and work satisfaction were all found to be negatively associated with an employee's intention to leave a company. Detailed study results indicate that considering the demographics on the research outcomes has a positive impact on the research outcomes. In this context, organisational and unit managers can increase employee participation in decision-making and provide them with the opportunity to realise their own value. They can also improve inter-disciplinary communication (with support from peers/co-workers and managers/supervisors) and enhance team cooperation by fostering a collaborative environment. Additionally, they can assist workers in enriching their credentials through regular and continuous training programmes, providing employees a stronger hand by providing access to resources, and developing new ideas on tactics to boost their organisational commitment and job satisfaction levels. It will also be beneficial for an organisation in maintaining a healthy organisational structure if communication and cooperation are improved, participatory management is established, and employees' abilities and qualifications are enhanced.

7.   ACKNOWLEGEMENT

8. REFERENCES

Afanasyev, V. V., Ivanova, O. A., Rezakov, R. G., Afanasyev, I. V., & Kunitsyna, S. M. (2019). Organizational environment for the schoolchildrens' professional identities: establishing, modelling, efficiency expectations and long-term development. *International journal of civil engineering and technology, 10*(2), 1612. Retrieved from http://www.iaeme.com/ijciet/issues

Al-Jabari, B., & Ghazzawi, I. (2019). Organizational Commitment: A Review of the Conceptual and Empirical Literature and a Research Agenda. *International Leadership Journal, 11*(1).

Al Mamun, C. A., & Hasan, M. N. (2017). Factors affecting employee turnover and sound retention strategies in business organization: A conceptual view. *Problems and Perspectives in Management, 15*(1), 63-71. Retrieved from https://www.ceeol.com/search/article-detail?id=620104

Berberoglu, A. (2018). Impact of organizational climate on organizational commitment and perceived organizational performance: empirical evidence from public hospitals. *BMC Health Services Research, 18*(1), 399. doi:https://doi.org/10.1186/s12913-018-3149-z

Bibi, P., Ahmad, A., & Majid, A. H. A. (2018). The impact of training and development and supervisor support on employees retention in academic institutions: The moderating role of work environment. *Gadjah Mada International Journal of Business, 20*(1), 113-131. Retrieved from https://search.informit.org/doi/abs/10.3316/INFORMIT.569509524542345

Chawla, S. (2021). Factors Affecting Employee Retention Strategies Hospitality Sector. *Turkish Journal of Computer and Mathematics Education (TURCOMAT), 12*(10), 1861-1872. doi:https://doi.org/10.17762/turcomat.v12i10.4670

Chin, C. L. (2018). The influence of job satisfaction on employee turnover intention in the manufacturing industry of Malaysia. *Journal of Arts & Social Sciences, 1*(2), 53-63.

Choi, S. (2019). Flexible Work Arrangements and Employee Retention: A Longitudinal Analysis of the Federal Workforces. *Public Personnel Management, 49*(3), 470-495. doi:https://doi.org/10.1177/0091026019886340

Chou, S.-F., Horng, J.-S., Liu, C.-H., & Gan, B. (2018). Explicating restaurant performance: The nature and foundations of sustainable service and organizational environment. *International Journal of Hospitality Management, 72*, 56-66. doi:https://doi.org/10.1016/j.ijhm.2018.01.004

Deng, G., Zhao, D., Lio, J., et al. (2019). Strategic elements of residency training in China: transactional leadership, self-efficacy, and employee-orientation culture. *BMC Medical Education, 19*(1), 355. doi:https://doi.org/10.1186/s12909-019-1792-7

Dimitrova, N. G., & van Hooft, E. A. (2021). In the eye of the beholder: Leader error orientation, employee perception of leader, and employee work-related

outcomes. *Academy of Management Discoveries, 7*(4), 530-553. doi:https://doi.org/10.5465/amd.2019.0184

Gambino, B. (2018). Test Performance Variation Between Settings and Populations. *Journal of Gambling Studies, 34*(4), 1085-1108. doi:https://doi.org/10.1007/s10899-017-9728-9

Hoff, T., Lee, D. R., & Prout, K. (2020). Organizational commitment among physicians: A systematic literature review. *Health Services Management Research, 34*(2), 99-112. doi:https://doi.org/10.1177/0951484820952307

Huda, K. N. (2020). Measuring the functional effectiveness of employee orientation program conducted in the private commercial banks of Bangladesh. *Journal of Human Resource Management, 23*(2), 4-14. Retrieved from https://www.ceeol.com/search/article-detail?id=954762

Jang, J., & Kandampully, J. (2018). Reducing Employee Turnover Intention Through Servant Leadership in the Restaurant Context: A Mediation Study of Affective Organizational Commitment. *International Journal of Hospitality & Tourism Administration, 19*(2), 125-141. doi:https://doi.org/10.1080/15256480.2017.1305310

Karali, M. (2020). Leadership and its Impact on Employee Retention in Saudi Arabia. *7*(1), 38-58. Retrieved from https://www.paperpublications.org/upload/book/Leadership%20and%20its%20Impact%20on%20Employee-1468.pdf

Khan, S., Mishra, S., & Ansari, S. (2021). Role of organizational culture in promoting employee development: a review of literature. *Linguistics and Culture Review, 5*(S3), 585-595. doi:https://doi.org/10.21744/lingcure.v5nS3.1630

Kuenzi, M., Mayer, D. M., & Greenbaum, R. L. (2020). Creating an ethical organizational environment: The relationship between ethical leadership, ethical organizational climate, and unethical behavior. *Personnel Psychology, 73*(1), 43-71. doi:https://doi.org/10.1111/peps.12356

Lam, L. W., & Xu, A. J. (2019). Power imbalance and employee silence: The role of abusive leadership, power distance orientation, and perceived organisational politics. *Applied Psychology, 68*(3), 513-546. doi:https://doi.org/10.1111/apps.12170

Lambert, E. G., Leone, M., Hogan, N. L., Buckner, Z., Worley, R., & Worley, V. B. (2021). To be committed or not: a systematic review of the empirical literature on organizational commitment among correctional staff. *Criminal Justice Studies, 34*(1), 88-114. doi:https://doi.org/10.1080/1478601X.2020.1762082

Li, C., Sun, L.-Y., & Dong, Y. (2018). Innovating via building absorptive capacity: Interactive effects of top management support of learning, employee learning orientation and decentralization structure. *Creativity and Innovation Management, 27*(4), 431-443. doi:https://doi.org/10.1111/caim.12261

Lofquist, E. A., & Matthiesen, S. B. (2018). Viking leadership: How Norwegian transformational leadership style effects creativity and change through

organizational citizenship behavior (OCB). *International Journal of Cross Cultural Management, 18*(3), 309-325. Retrieved from https://doi.org/10.1177/1470595818806326

Luo, A., Guchait, P., Lee, L., & Madera, J. M. (2019). Transformational leadership and service recovery performance: The mediating effect of emotional labor and the influence of culture. *International Journal of Hospitality Management, 77*, 31-39. doi:https://doi.org/10.1016/j.ijhm.2018.06.011

Markey, R. (2018). Introduction: Global patterns of participation. In *Models of Employee Participation in a Changing Global Environment* (pp. 3-22): Routledge, 3-22.

Markina, I., Zhylinska, O., & Bolshakova, Y. (2019). Leadership Excellence in Management of Sustainable Development of Meat-Processing Enterprises. In *Sustainable Leadership for Entrepreneurs and Academics* (pp. 433-442): Springer, 433-442. Retrieved from https://link.springer.com/chapter/10.1007/978-3-030-15495-0_44.

Meshael Ahmed, A., & Yosra, H. (2021). Employees' Job Satisfaction and Retention in Saudi Arabia. *PalArch's Journal of Archaeology of Egypt / Egyptology, 18*(14), 94-103. Retrieved from https://www.archives.palarch.nl/index.php/jae/article/view/8274

Naidoo R. The competition fetish in higher education: Shamans, mind snares and consequences. European Educational Research Journal. 2018;17(5):605-620. doi:10.1177/1474904118784839

Neirotti, P. (2020). Work intensification and employee involvement in lean production: new light on a classic dilemma. *The International Journal of Human Resource Management, 31*(15), 1958-1983. doi:https://doi.org/10.1080/09585192.2018.1424016

Presbitero, A., Newman, A., Le, H., Jiang, Z., & Zheng, C. (2019). Organizational commitment in the context of multinational corporations: a critical review and directions for future research. *The International Journal of Human Resource Management, 30*(1), 188-218. doi:https://doi.org/10.1080/09585192.2018.1511614

Seren Intepeler, S., Esrefgil, G., Yilmazmis, F., et al. (2019). Role of job satisfaction and work environment on the organizational commitment of nurses: a cross-sectional study. *Contemporary Nurse, 55*(4-5), 380-390. doi:https://doi.org/10.1080/10376178.2019.1673668

Shani and U.S. Senthilkumar (2020) Employee perception towards the retention strategy of IT industry in Coimbatore, International Journal of Services and Operations Management, 2020, vol. 36, issue 1, 94-109

Sungu, L. J., Weng, Q., & Xu, X. (2019). Organizational commitment and job performance: Examining the moderating roles of occupational commitment and transformational leadership. *International Journal of Selection and Assessment, 27*(3), 280-290. doi:https://doi.org/10.1111/ijsa.12256

Trevor, Charlie & Nyberg, Anthony. (2008). Keeping Your Headcount When All About You Are Losing Theirs: Downsizing, Voluntary Turnover Rates, and The Moderating Role of HR Practices. Academy of Management Journal. 51. 259-276. 10.5465/AMJ.2008.31767250

Wang, D. (2021). Research on the Influence of Employee-Organization Relationship and Psychological Contract on Employee Loyalty. *UMT-POLY Journal, 18*(1), 365-377. Retrieved from https://so06.tci-thaijo.org/index.php/umt-poly/article/view/249024

Wang, E., Hu, H., Mao, S., & Liu, H. (2019). Intrinsic motivation and turnover intention among geriatric nurses employed in nursing homes: the roles of job burnout and pay satisfaction. *Contemporary Nurse, 55*(2-3), 195-210. doi:https://doi.org/10.1080/10376178.2019.1641120

Yelamanchili, R. K. (2018). Relationship between leader behavior and subordinate intention to remain: Mediating role of critical thinking and empowerment. *Academy of Strategic Management Journal, 17*(1), 1-15. Retrieved from https://www.proquest.com/openview/b1c722066f4ba5546fe9887130d47e6f/1?pq-origsite=gscholar&cbl=38745