

INFLUENCE OF DEMOGRAPHIC PROFILE OF EMPLOYEES ON THE PERCEPTION OF EMPLOYEES RETENTION STRATEGY

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ABSTRACT

In the present environment, one of the most difficult challenges is retaining qualified people. The paucity of highly skilled workers has boosted their demand. This study entitled "Influence of demographic profile of employees on the perception of IT employee's retention strategy". The main aim of the study is to identify the impact of employee's demographic profile on retention strategies. Primary and secondary data were used for investigation. To obtain primary data, a structured questionnaire and a Google form were employed and data collected from 10 IT companies. Secondary information was collected from IT sector publications, newsletters, journals, papers, and websites of a firm. The ANOVA test is used to determine whether or not there is a statistically significant variation in the dependant variable across many groups. The result of the study is shows that the age, gender, type of company, and experience has no effect on the impression of employee retention strategy.

Keywords; IT industries, Retention strategies, demographic profile of employees,

INTRODUCTION

The term strategy means a large scale future oriented plans of management for interacting with the competitive environment to achieve the company objectives. An employee retention strategy should include a plan for redressing employee grievances and the different ways and means to address the issues of employees. This may include employees problem relating to remuneration, work related like their role, work assigned, or any other problem. According to Miller & Dess "Strategy is a set of policy or decisions made in an attempt to facilitate companies to attain their goals".

According to Porter (1996) Strategy means executing various actions to those performed by rival competitors or doing the same activities differently. Employee retention refers to the capability of an institute to maintain its workforce. The Talent management programs are gaining importance these days. This has given more scope to employee retention. Retention of employees is not just keeping the employees in the job but it is all about satisfying labourers and making them to get job satisfaction.

Employee retention means the rules, regulations, policies, strategies and practices followed by the companies to retain the valuable and efficient employees. Earlier companies were following "revolving door policy" to fill the vacant positions. But nowadays they spend lot of money to train and retain the employees. Employees are the asset of the company. If the company wants to be successful it should gain the trust and loyalty of the employees. The employees should be rewarded properly so that they will be retained in the company for a longer duration.

According to Samuel and Chipunza (2009), the main idea of retention is to find different ways and means to avoid the talented employees from leaving the company as this may have negative impact on efficiency and effectiveness. According to Chaminade (cited in Chibowa et al. 2010) "Retention is a intended shift by a company to form an surroundings which engages workers for a extended period". Employee retention refers to the numerous policies and practices which let

the employees adhere to an organization for a more extended period of time. Regardless of the size of the organization, if the businesses are unable to retain their talented employees, it is even very tough for their survival, given in a management study guide (as cited in Mohammad, 2015). The retention practice techniques are used in the organization for encouraging employees to remain within the organization for a maximum period or until the completion of the project (Das and Baruah, 2013; Sandhya and Kumar, 2011). Furthermore, it is concerned with keeping or encouraging employees to remain in an organization for a maximum period.

Frank et al., (2004) described Retention as “the effort by an employer to keep desirable workers to meet business objectives.” Chaminade (2007) clearly stated that “Retention is a voluntary move by an organization to create an environment which engages employees for the long term.” In the Harvard Business Review Series of “Retaining Top employees” by Get Les Mckeown's (2010-11), Employee retention is defined as “A systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs.” In one another study, Mehta et al., (2014) defined employee retention as “a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements.” According to Workforce Planning for Wisconsin State Government (2015), employee retention is “a systematic effort to create and foster an environment that encourages employees to remain employed by having policies and practices in place that address their diverse needs.”

The above definitions clearly stated the importance of employee retention in the organization. It also insisted the employers also need to focus on various aspects in the business scenario for retaining the talented pool in the organization. Furthermore, most of the businesses are aware of the importance of maintaining a skilled workforce and are adopting many strategies for employee retention. Top management values their employees and they know how to keep them glued to the organization. Employees stay and leave organizations for various reasons.

LITERATURE REVIEW

Cadiz, Truxillo and Fraccaroli (2015) identified age differences within the Gen Y cohort in terms of job characteristics and work fulfillment effect on employee retention for enlightened than using an open account of generational stereotypes to recognize age differences at the workplace.

Cloutier et al., (2015) studied the importance of developing strategies for employee retention. Successful employee retention is essential for an organization's growth, stability and revenue. Organizations can attain employee retention by developing four strategies. They are effective communication, hire a diverse workforce, hire appropriately skilled people and offer employees development as well as training programs. The study further highlighted without suitable implemented strategies for employee retention; the organization may face high employee turnover rates. The outcome of the study is to increase the longevity of an employee's tenure is better for the organization's overall performance.

Alias, et al. (2016) determined the relationships between talent management practices (managerial support, employee career development, and rewards and recognition), employee engagement, and employee retention within IT organizations in Selangor. The results of Pearson correlation analysis indicated that talent management practices have a positive correlation with employee engagement.

Anitha (2016) indicated that most of the employees remain in the organization due to the benefits they get in being on the job based on their continuance commitment and due to the

obligation values they have in giving something back to the organization (normative commitment). It also specified that affective commitment need not reflected on employee retained in the organization.

Azeez (2017) identified the direct relationship between HRM practices and job satisfaction leading employee retention. The researcher stated that if the HRM practices are well managed and organized, the needs and demands of both the employees and organization, it will lead employees' satisfaction towards the job, the organization and reduces employee turnover. Thus, job satisfaction and turnover negatively correlated to one another. The model also clearly defined the HRM factors exist in the organization will not only help to attract new employees but will lead to retaining the existing employees in the organization. Satisfied employees always retain in the job and organization.

Chiekezie et al., (2017) in their study found that if management fails to formulate, administer and implement a good compensation policy that would allow them to retain their talented employee; these employees might leave their job if they find a better offer elsewhere.

Ambrosius (2018) highlighted organizational support and perceived career opportunity are negatively related to intention to leave the organization, whereas training and development are positively associated with employee intention to leave the organization among Brazilian employees' in the multinational corporations (MNCs) stemming from emerging markets.

Atouba (2018) results indicated from multiple regression and mediation analyses showed that employee work participation is adversely associated with workers' turnover intentions. Additionally, the results showed that organizational identification, and both internal communication adequacy and organizational identification, mediated the relationship between employee work participation and turnover intention.

Al-Dmour and Masa'deh Ra'ed et al. (2019) revealed "Factors under focusing on wages, rewards, structure, job satisfaction, employee stress management, training and career development and promotion potentiality. When the employees feel their job is secure in lengthy-term, employee will stay and perform for completion of project an improved evaluation of reducing turnover rate. Job security can flash workers to develop the long-term program in individual lives, they feel self-satisfied at work, that leads to a modification in employee job performance.

Roy, et al.(2019) said creating and keep execute jobs, developing and enforcing reinforcement to achievement to activity, reward & recognition, investing on training to support mechanisms on job satisfaction.

Shetty, et al. (2020) shows that "the current lockdown to flatten the COVID-19 curve, Changed the stylepeople work, especially those in the organized sector. A large number of employees in the organized sector continued to work during the lockdown, But work from home (WFH). While the IT sector familiar with the idea, This first for employees in another sector. Working from home entrancing to job, as they save time and money on the regular travel, eat home-cooked fresh meals and stay close together to their loved ones, but it has not genuinely taken off in a big way in India".

Dzuima & Ingaldy et al., (2020) found that cheerful and satisfied employee execute reinforced his responsibility, become more responsible, state of mind part of the endeavor.

Khdour (2021) revealed that “employee behavior is considerably impressed by the activity of the management as it avail in support the internal connection and in rising up the employee retention and trade name & image. The assemblage of the cross-sectional study advises that companies should aggressively commit to the development of their human resource managers to upgrade the organization sector as a brand”.

Manoj S and Renee Namrata (2021) conducted a study to find out the organizational effectiveness and theoretical framework with respect to employee retention strategies in the IT industry. Findings of a research work on employee retention strategies in IT industry with specific reference to the city of Bengaluru. The result shows significant differences between demographic variables, organizational variables and its effectiveness of employees in the IT industry. IT industries need to find a way to increase employee retention in order to achieve greater organizational goals. In addition, the organization must understand the potential grievances that prevent employees from leaving. IT industry which constantly seeks to improve HR practices and there is no single policy for retaining employees.

Sugandha Sinha (2022) determine what all strategies used by employers to retain their potential employees for a long term in an organization using a survey of Employers and Employees of selected companies. The study is done to establish specific objectives: To understand Relations between Employers and Employees, participatory management, pay & reward satisfaction, and training & development are independent elements in the research model. Recognition Incentives Participation, ingenuity and originality, regular performance, communication, organizational commitment, working environment, rules and regulations, encouragement, relationship, satisfaction, periodical performance, communication, organizational support, working environment, staff retention is critical to productivity, and adopting recognition will greatly enhance employee retention.

Jagadeesh Kumar et al. (2022) focused on employer branding on the employee retention among 230 respondents from selected IT Companies (TCS, Wipro, IBM and Accenture) in Bangalore. Everybody is seeking for good jobs. Employment is first concern for the society now a-days. Working in a reputed institution has become a status symbol as well. As we are choosing any product by checking their credibility through the brand image they are having, in the same way people are seeking for jobs in the organizations having good brand image in the market. Employer brand is the image which helps the organization in attracting good talent in the market. This study used a convenience sampling method to collect primary data through Google Forms. It is found that there is relationship between Employer Branding and Employee Retention selected IT Companies and also evident that retention strategies of selected IT companies are significantly influence on the employer branding.

OBJECTIVES OF THE STUDY

- To identify the influence of demographic profile of the respondents on the perception of employee retention strategy.

HYPOTHESIS

H: Respondents with different Demographical factors differ significantly in their perception on employee retention strategies.

RESEARCH METHODOLOGY

For fulfill the objectives of the study is to identify the impact of employees demographic profile on retention strategies, Primary and secondary data were used for investigation. To obtain primary data, a structured questionnaire and a Google form were employed and data collected from 10 IT companies. Secondary information was collected from IT sector publications, news letters, journals, papers, and websites of a firm. The sample size of the study were 300 taken from selected 10 IT companies of NCR region. The ANOVA test is used to determine whether or not there is a statistically significant variation in the dependant variable across many groups.

ANALYSIS AND INTERPRETATIONS

GENDER

By stating the aforementioned hypothesis, the various retention techniques differ in terms of employee gender. There are 233 male responses and 67 female respondents. Table 1 and Figure 1 depict their perspectives on various retention tactics.

TABLE 1: DESCRIPTIVE STATISTICS OF HYPOTHESIS

DIMENSIONS	GENDER	N	MEAN	SD	SD. ERROR MEAN
CES	Male	233	3.23	.98	.04
	Female	67	3.39	1.04	.08
EBS	Male	233	3.98	.78	.03
	Female	67	4.06	.73	.06
TDS	Male	233	3.91	.75	.03
	Female	67	3.85	.80	.06
MOS	Male	233	3.13	1.18	.05
	Female	67	3.22	1.24	.10
RRS	Male	233	4.23	.85	.03
	Female	67	4.20	.76	.06
EISS	Male	233	3.82	.88	.04
	Female	67	3.80	.77	.06
OS	Male	233	3.56	.81	.03
	Female	67	3.49	.75	.06

(CES- Communication Effectiveness Strategies, EBS- Employee Benefit Strategies, TDS- Training and Development Strategies, MOS- Management / Organizational Strategies, RRS- Reward and Recognition Strategies, EISS- Employee Ideas and Suggestions Strategies, and OS- Orientation Strategies)

Males have higher average perception scores for EBS, TDS, RRS, EISS, and OS than females, whereas females have higher average perception scores for CES and MOSS.

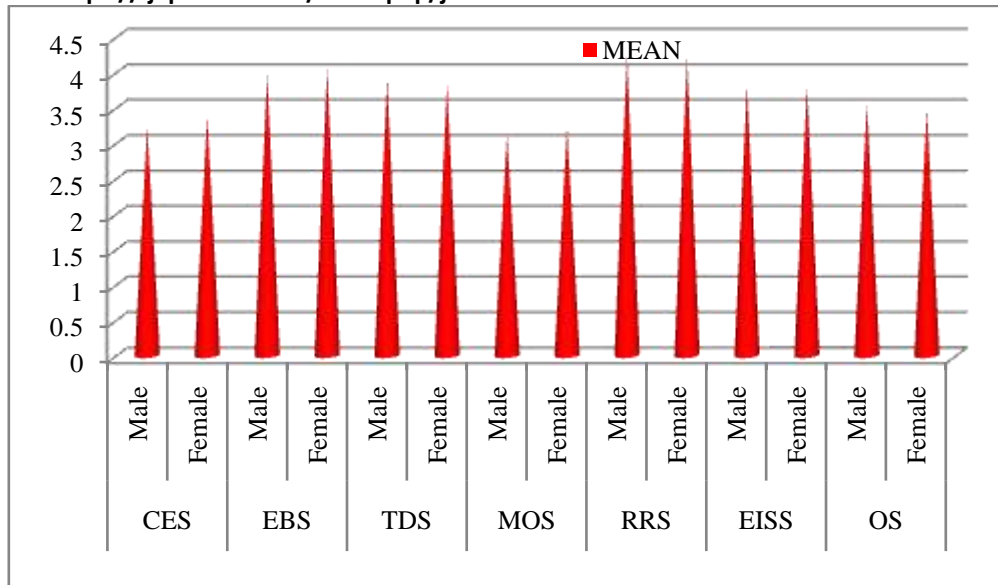


FIG 1: RETENTION STRATEGIES

TABLE 2: INDEPENDENT SAMPLE T TEST

Dimensions	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	t	df	Sig. (2-tailed)
CES	.05	.82	-1.63	298	.10
EBS	.12	.72	-1.04	298	.29
TDS	1.35	.25	.86	298	.39
MOS	.22	.64	-.71	298	.48
RRS	.95	.33	.34	298	.73
EISS	2.21	.14	.13	298	.89
OS	1.49	.22	.79	298	.43

Source: Field Survey

Because the F test of Levene's statistics is negligible for all retention techniques, the hypothesis of equality of variance cannot be rejected. The t test value of all retention techniques, namely CES, EBS, TDS, MOS, RRS, EISS, and OS, does not differ substantially since all of these strategies have a t test value of p greater than 0.05. As a result, male and female perceptions of all tactics are not significantly different. As a result, the premise that male and female respondents had dramatically different perspectives on staff retention techniques may be rejected.

EDUCATIONAL LEVELS

By stating the aforementioned premise, the various retention techniques differ in terms of employee education levels. In the study, education levels are categorised as Bachelor's Degree, Master's Degree, Doctoral Degree, and Other. Table 3 and Figure 2 depict their perspectives on various retention tactics.

TABLE 3: DESCRIPTIVE STATISTICS

DIMENSIONS	EDUCATIONAL LEVEL	N	MEAN	STD. DEVIATION	STD. ERROR
CES	Bachelor's Degree	8	3.23	1.21	.31
	Master's Degree	237	3.24	1.01	.05
	Doctorate Degree	50	3.33	.95	.09
	Other	5	3.82	.78	.25
	Total	300	3.27	1.00	.04
EBS	Bachelor's Degree	8	4.32	.77	.19
	Master's Degree	237	3.97	.76	.03
	Doctorate Degree	50	4.06	.85	.08
	Other	5	4.17	.75	.24
	Total	300	4.00	.77	.03
TDS	Bachelor's Degree	8	4.01	.78	.20
	Master's Degree	237	3.90	.76	.03
	Doctorate Degree	50	3.95	.68	.06
	Other	5	3.22	1.14	.36
	Total	300	3.90	.76	.03
MOS	Bachelor's Degree	8	2.89	1.13	.29
	Master's Degree	237	3.18	1.21	.05
	Doctorate Degree	50	3.06	1.12	.11
	Other	5	3.43	1.45	.45
	Total	300	3.16	1.20	.05
RRS	Bachelor's Degree	8	4.04	.71	.18
	Master's Degree	237	4.22	.85	.04
	Doctorate Degree	50	4.29	.71	.07
	Other	5	4.23	1.05	.33
	Total	300	4.23	.83	.03
EISS	Bachelor's Degree	8	3.75	.91	.23
	Master's Degree	237	3.84	.86	.04
	Doctorate Degree	50	3.71	.87	.08
	Other	5	3.80	.54	.17
	Total	300	3.82	.86	.03
OS	Bachelor's Degree	8	3.55	.80	.21
	Master's Degree	237	3.55	.81	.04
	Doctorate Degree	50	3.51	.75	.07
	Other	5	3.83	.96	.30
	Total	300	3.55	.80	.03

Source: Field Survey

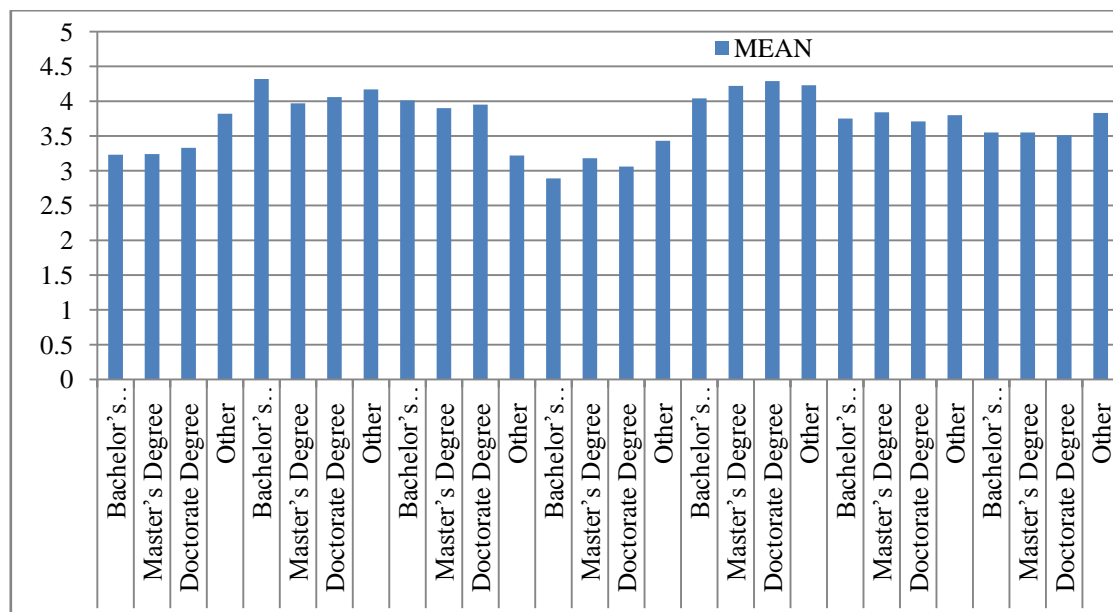


FIGURE 2: RETENTION STRATEGIES

TABLE 4: ANOVA FOR RETENTION STRATEGIES

DIMENSIONS	GROUPS	SUM OF SQUARES	DF	MEAN SQUARE	F	SIG.
CES	Between Groups	3.81	3	1.27	1.26	.29
	Within Groups	597.37	296	1.00		
	Total	601.18	299			
EBS	Between Groups	2.47	3	.83	1.38	.25
	Within Groups	356.84	296	.59		
	Total	359.31	299			
TDS	Between Groups	5.13	3	1.71	2.97	.03
	Within Groups	343.66	296	.58		
	Total	348.79	299			
MOS	Between Groups	3.06	3	1.02	.71	.55
	Within Groups	861.33	296	1.45		
	Total	864.38	299			
RRS	Between Groups	.90	3	.30	.44	.73
	Within Groups	413.31	296	.69		
	Total	414.22	299			
EISS	Between Groups	1.63	3	.54	.74	.53
	Within Groups	439.32	296	.74		
	Total	440.95	299			
OS	Between Groups	.97	3	.32	.50	.68
	Within Groups	383.97	296	.64		
	Total	384.95	299			

Source: Field Survey

The average score of different retention tactics differs from one another. According to the ANOVA results in Table 4, the F ratio of all techniques is very low and statistically insignificant with 3 and 296 degrees of freedom at 5%. As a result, it can be stated that perceptions of employee retention tactics do not change considerably across educational levels, and the hypothesis that respondents with different educational levels differ significantly in their perceptions of employee retention techniques may be rejected.

YEARS OF EXPERIENCE

By presenting the aforementioned premise, the various retention techniques differ in terms of years of experience of the personnel.

TABLE 5: DESCRIPTIVE STATISTICS

DIMENSIONS	EXPERIENCE	N	MEAN	SD	SD. ERROR
CES	Less than 1 years	188	3.25	1.01	.05
	1-5 years	74	3.29	.99	.08
	6-10 years	10	3.07	1.17	.26
	More than 10 years	28	3.41	.86	.12
	Total	300	3.27	1.00	.04
EBS	Less than 1 years	188	4.04	.77	.04
	1-5 years	74	3.87	.77	.06
	6-10 years	10	4.23	.78	.17
	More than 10 years	28	3.99	.77	.10
	Total	300	4.00	.77	.03
TDS	Less than 1 years	188	3.95	.75	.04
	1-5 years	74	3.81	.78	.06
	6-10 years	10	3.94	.67	.15
	More than 10 years	28	3.81	.83	.11
	Total	300	3.90	.76	.03
MOS	Less than 1 years	188	3.19	1.23	.06
	1-5 years	74	3.11	1.13	.09
	6-10 years	10	2.60	1.17	.26
	More than 10 years	28	3.20	1.16	.16
	Total	300	3.16	1.20	.05
	Less than 1 years	188	4.30	.79	.04

RRS	1-5 years	74	4.14	.91	.08
	6-10 years	10	3.78	.82	.18
	More than 10 years	28	4.15	.78	.11
	Total	300	4.23	.83	.03
EISS	Less than 1 years	188	3.82	.89	.05
	1-5 years	74	3.87	.78	.06
	6-10 years	10	4.00	.38	.08
	More than 10 years	28	3.60	.89	.12
	Total	300	3.82	.86	.06
OS	Less than 1 years	188	3.56	.79	.04
	1-5 years	74	3.50	.81	.07
	6-10 years	10	3.35	.86	.19
	More than 10 years	28	3.65	.83	.11
	Total	300	3.55	.80	.03

Source: Field Survey

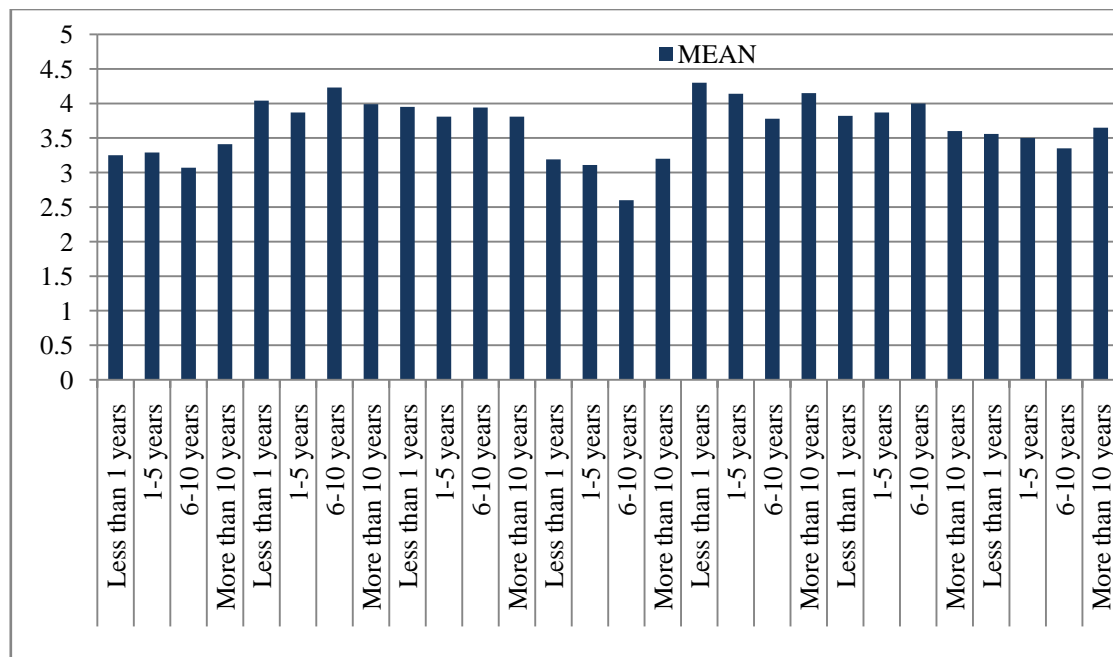


FIG 3: RETENTION STRATEGIES

The survey categorises experience levels as less than one year, one to five years, six to ten years, and more than ten years. Table 5 and Figure 3 depict employees' perceptions of various retention tactics based on their years of experience.

The average score of different retention tactics differs from one another. According to the ANOVA results in Table 6, the F ratio of all techniques is very low and statistically insignificant

with 3 and 296 degrees of freedom at 5%. As a result, except for the RRS strategy, perceptions of employee retention strategies do not differ significantly by level of experience, and the hypothesis that respondents with different years of experience differ significantly in their perceptions of employee retention strategies can be rejected.

TABLE 3: ANOVA FOR RETENTION STRATEGIES

DIMENSIONS	GROUPS	SUM OF SQUARES	DF	MEAN SQUARE	F	SIG.
CES	Between Groups	2.03	3	.68	.67	.57
	Within Groups	599.15	296	1.01		
	Total	601.18	299			
EBS	Between Groups	4.03	3	1.34	2.25	.08
	Within Groups	355.28	296	.59		
	Total	359.31	299			
TDS	Between Groups	2.41	3	.80	1.38	.247
	Within Groups	346.38	296	.58		
	Total	348.79	299			
MOS	Between Groups	7.43	3	2.48	1.72	.161
	Within Groups	856.96	296	1.44		
	Total	864.38	299			
RRS	Between Groups	7.75	3	2.58	3.787	.010
	Within Groups	406.47	296	.68		
	Total	414.22	299			
EISS	Between Groups	3.55	3	1.18	1.61	.18
	Within Groups	437.39	296	.73		
	Total	440.95	299			
OS	Between Groups	1.80	3	.60	.935	.42
	Within Groups	383.14	296	.64		
	Total	384.95	299			

Source: Field Survey

CONCLUSIONS

In the present environment, one of the most difficult challenges is retaining qualified people. The paucity of highly skilled workers has boosted their demand. For qualified and talented personnel, there is a large scope and strong career opportunities. The result of the study is shows that the gender will have no effect on retention methods. Male and female respondents' perspectives on staff retention techniques will not differ considerably. Educational level will also not differ significantly in their perception on employee retention strategies. Number of years of

experience will not affect the retention strategies. It was discovered that secondary characteristics such as age, gender, type of company, and experience have no effect on the impression of employee retention strategy.

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