

# A Study on Job Satisfaction and Employee Retention at IT Sector

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***Abstract***—Employee satisfaction and employee retention have become critical areas of concern for organisations operating in the modern technology-driven business environment. The present research paper examines the factors influencing job satisfaction and employee retention at Google India. The study is based entirely on secondary data collected from published journals, industry reports, company publications, Glassdoor India, LinkedIn Workforce Reports, and NASSCOM reports. The research aims to identify the major determinants of employee satisfaction and evaluate the effectiveness of retention strategies adopted by Google India.

The findings indicate that Google India maintains significantly higher employee satisfaction levels and lower attrition rates compared to the Indian IT industry average. Factors such as compensation and benefits, organisational culture, work environment, career development opportunities, work-life balance, and employee recognition contribute substantially to employee satisfaction and long-term retention. The study further reveals that Google India’s people-centric HR practices and inclusive work culture have enabled the company to establish itself as one of the most preferred employers in India.

The paper concludes that organisations seeking sustainable competitive advantage must focus on employee well-being, transparent career growth, effective leadership, and continuous learning opportunities. Recommendations have been suggested to further improve managerial effectiveness, diversity practices, and career progression transparency within the organisation.

***Index Terms***—Job Satisfaction, Employee Retention, Human Resource Management, Organisational Culture, Work-Life Balance, Employee Engagement, Google India, IT Sector

## I. INTRODUCTION

In today’s highly competitive and rapidly changing business environment, human

resources are regarded as one of the most valuable assets of an organisation. Modern organisations no longer compete solely on the basis of technology, products, or financial strength; instead, they increasingly rely on the knowledge, creativity, innovation, and commitment of their employees to achieve long-term success. Particularly in the technology sector, where innovation and adaptability are critical, organisations must ensure high levels of employee satisfaction and retention in order to maintain productivity, operational efficiency, and competitive advantage.

Job satisfaction refers to the level of contentment, fulfilment, and positive emotional response employees experience regarding their jobs and workplace environment. It is influenced by several factors such as compensation and benefits, work culture, leadership quality, career growth opportunities, recognition, organisational policies, and work-life balance. Employees who are satisfied with their jobs are generally more motivated, productive, loyal, and committed towards organisational goals. High job satisfaction also improves employee morale, teamwork, creativity, and overall organisational performance.

Employee retention, on the other hand, refers to the ability of an organisation to retain skilled and talented employees for a longer period of time. Retaining experienced employees is extremely important because high employee turnover creates financial as well as operational challenges for organisations. Frequent attrition increases recruitment and training costs, disrupts workflow, reduces team efficiency, and results in the loss of organisational knowledge and expertise. Therefore, organisations continuously focus on developing effective human resource management strategies that can improve employee satisfaction and encourage long-term organisational commitment.

The Indian technology industry has witnessed remarkable growth over the last decade and has emerged as one of the largest employment-generating sectors in the country. The rapid expansion of information technology services, digital transformation, artificial intelligence, cloud computing, and software development has significantly increased the demand for skilled professionals. However, this growth has also intensified competition among companies to attract and retain highly talented employees. The industry continues to face challenges such as high attrition rates, employee burnout, job switching, and changing employee expectations, especially after the COVID-19 pandemic.

In this competitive environment, Google India has established itself as one of the most admired and preferred employers in the Indian technology sector. The company is widely recognised for its employee-friendly policies, innovative organisational culture, attractive compensation packages, learning opportunities, and excellent work environment. Google India consistently reports higher employee satisfaction ratings and lower attrition rates compared to many other leading technology companies operating in India. The organisation strongly focuses on employee well-being, diversity and inclusion, career development, flexibility, and innovation-driven work culture, which contribute significantly to employee engagement and organisational loyalty.

Google India's ability to maintain a positive work culture and high retention levels makes it an important case for studying employee satisfaction and retention practices in the modern corporate

environment. Understanding the factors responsible for Google India's success in managing its workforce can provide valuable insights not only for academic research but also for business organisations seeking to improve their human resource management practices.

The present research paper aims to analyse the major factors influencing job satisfaction and employee retention at Google India. The study also evaluates the effectiveness of the company's HR policies and organisational practices in maintaining employee engagement and reducing attrition. Furthermore, the research attempts to identify the relationship between employee satisfaction and long-term retention while providing recommendations for further improvement in organisational practices.

The study is primarily based on secondary data collected from published research papers, industry reports, company publications, employee review platforms such as Glassdoor and AmbitionBox, LinkedIn Workforce Reports, and NASSCOM reports. The findings of the study will help in understanding the importance of employee-centric policies in improving organisational performance and sustaining long-term business growth in the technology sector.

## II. LITERATURE REVIEW

The concepts of job satisfaction and employee retention have received significant attention from researchers, management experts, and human resource professionals over the past several decades. In the modern corporate environment, especially within the technology sector, organisations increasingly recognise that employee satisfaction plays a critical role in improving organisational productivity, innovation, and long-term business sustainability. A large number of studies have examined the relationship between organisational culture, employee motivation, work environment, compensation, leadership practices, and employee retention.

Several studies have highlighted the importance of employee satisfaction and organisational culture in improving retention rates within technology companies.

Researchers have consistently found that employees who experience positive workplace environments, supportive leadership, growth opportunities, and fair compensation are more likely to remain committed to their organisations for longer periods of time.

Kumar and Sharma (2020) conducted a study on job satisfaction among IT professionals in Bengaluru. Their research revealed that work-life balance, career growth opportunities, and quality of supervision significantly influence employee satisfaction levels among employees working in technology organisations. The study found that employees who receive flexible work schedules, supportive managers, and clear career advancement opportunities demonstrate higher job satisfaction and lower turnover intentions. The researchers also concluded that modern employees value flexibility and personal well-being alongside financial rewards, making work-

life balance an essential factor in employee retention strategies.

Mishra and Gupta (2021) examined the relationship between organisational culture and employee retention in Indian multinational corporations. Their findings suggested that organisations with strong organisational cultures characterised by transparency, teamwork, employee empowerment, and open communication experience significantly lower attrition rates compared to companies with weak organisational cultures. The study highlighted that a positive work culture creates a sense of belonging and emotional attachment among employees, thereby improving organisational commitment and engagement. Employees working in collaborative environments were found to be more motivated, productive, and willing to remain with the organisation for a longer duration.

Verma, Singh, and Patel (2022) conducted research focusing on the impact of monetary and non-monetary rewards on employee satisfaction in the Indian IT sector. Their study concluded that competitive salaries alone are insufficient to maintain long-term employee satisfaction. Non-monetary rewards such as recognition programmes, flexible work arrangements, health benefits, career development opportunities, and employee wellness initiatives also contribute significantly to employee motivation and retention.

The researchers observed that employees are more likely to remain loyal to organisations that value their contributions and provide both professional and personal support systems.

Sharma and Krishnamurthy (2023) emphasised the importance of learning and development programmes in improving employee retention within technology companies. According to their research, continuous learning opportunities help employees enhance their technical skills, leadership abilities, and career prospects.

Employees who receive regular training, mentorship, and opportunities for professional growth feel more confident, motivated, and satisfied with their jobs. The study further concluded that organisations investing heavily in employee development programmes experience higher engagement levels and lower employee attrition rates compared to organisations with limited learning opportunities.

A study conducted by Mehta and Joshi (2023) analysed the impact of the post-pandemic work environment on employee expectations in the Indian IT sector. The researchers found that employees increasingly prioritise flexibility, remote working options, mental health support, and work-life balance when evaluating employers. The study highlighted that organisations failing to adapt to changing employee expectations experienced higher turnover rates during and after the COVID-19 pandemic. In contrast, companies offering hybrid work models, wellness programmes, and employee support systems were more successful in retaining talented

employees.

Similarly, Gupta and Nair (2024) highlighted the positive impact of diversity, equity, and inclusion (DEI) initiatives on employee satisfaction and organisational commitment.

Their study found that employees working in inclusive workplaces where equal opportunities, fairness, and respect are promoted report higher satisfaction levels and stronger emotional attachment towards the organisation. The researchers concluded that organisations that actively support gender diversity, equal growth opportunities, and inclusive leadership practices are more successful in attracting and retaining skilled professionals.

In addition to academic studies, industry reports published by organisations such as NASSCOM, Deloitte India, LinkedIn Workforce Reports, and Glassdoor India also provide important insights into employee satisfaction and retention trends within the Indian technology industry. These reports consistently indicate that companies offering strong organisational culture, career development opportunities, competitive compensation, flexible work policies, and employee wellness initiatives perform better in terms of employee engagement and retention.

### III. OBJECTIVES OF THE STUDY

The study is based on the following objectives:

1. To identify the major factors influencing job satisfaction among employees at Google India.
2. To analyse employee retention trends and attrition patterns at Google India.
3. To examine the relationship between job satisfaction and employee retention.
4. To evaluate the effectiveness of HR practices adopted by Google India.
5. To suggest recommendations for improving employee satisfaction and retention strategies.

### IV. RESEARCH METHODOLOGY

The study relies entirely on secondary data collected from credible academic, industrial, and organisational sources. Secondary data refers to information that has already been collected, analysed, and published by researchers, institutions, companies, and professional organisations for purposes other than the current study. The use of secondary data is appropriate for this research because direct access to internal employee information and primary survey responses from Google India employees was not feasible within the scope of the project.

#### Research Design

The present study adopts a descriptive and analytical research design. The descriptive research design has been used to describe the existing level of job satisfaction and employee retention at Google India. It helps in understanding various factors such as work environment, compensation, career growth opportunities, organisational culture, leadership quality, and employee well-being that influence

employee satisfaction.

The analytical research design has been used to analyse and interpret the collected data in order to identify patterns, relationships, and trends between job satisfaction and employee retention. The study also compares Google India's employee satisfaction and retention performance with the overall Indian IT sector and other leading technology companies.

This research design helps in providing a detailed and systematic understanding of employee-related practices within the organisation.

#### Research Approach

The study follows a qualitative and quantitative research approach based entirely on secondary data sources. The qualitative approach has been used to understand organisational culture, employee experiences, management practices, and HR policies through published literature, employee reviews, and company reports. The quantitative approach has been used to analyse statistical information such as satisfaction ratings, attrition percentages, employee tenure, and comparative HR metrics.

The research approach is mainly analytical in nature because it focuses on examining the relationship between employee satisfaction and employee retention through interpretation of available data and industry reports.

#### Source of Data

The study is based entirely on secondary data collected from reliable and authentic sources. Secondary data refers to information that has already been collected and published by organisations, researchers, institutions, and companies for different purposes.

The major sources of data used in the study are:

- Glassdoor India Reports
- LinkedIn India Workforce Reports
- NASSCOM Annual Reports
- Deloitte India Reports
- Published Research Journals
- Company Annual Reports and HR Reports
- AmbitionBox Employee Reviews
- Articles from business magazines, newspapers, and online databases

These sources provided information regarding employee satisfaction scores, attrition rates, work-life balance, compensation practices, organisational culture, employee engagement, and retention strategies within the Indian technology sector.

#### Data Collection Method

The present study uses the secondary data collection method. Data has been collected from published reports, research papers, online employee review platforms, industry surveys,

company publications, and professional databases. Information related to employee satisfaction, organisational culture, compensation, work environment, career growth opportunities, and employee retention trends was gathered from these sources.

The collected data was carefully examined, organised, and interpreted to ensure reliability and relevance to the objectives of the study. Statistical data such as percentages, ratings, and comparative figures were used to analyse employee satisfaction and retention performance at Google India. The data collection process mainly focused on gathering recent information from the period 2020–2025 to ensure the study reflects current trends and workforce practices in the Indian technology industry.

### V. DATA ANALYSIS AND INTERPRETATION

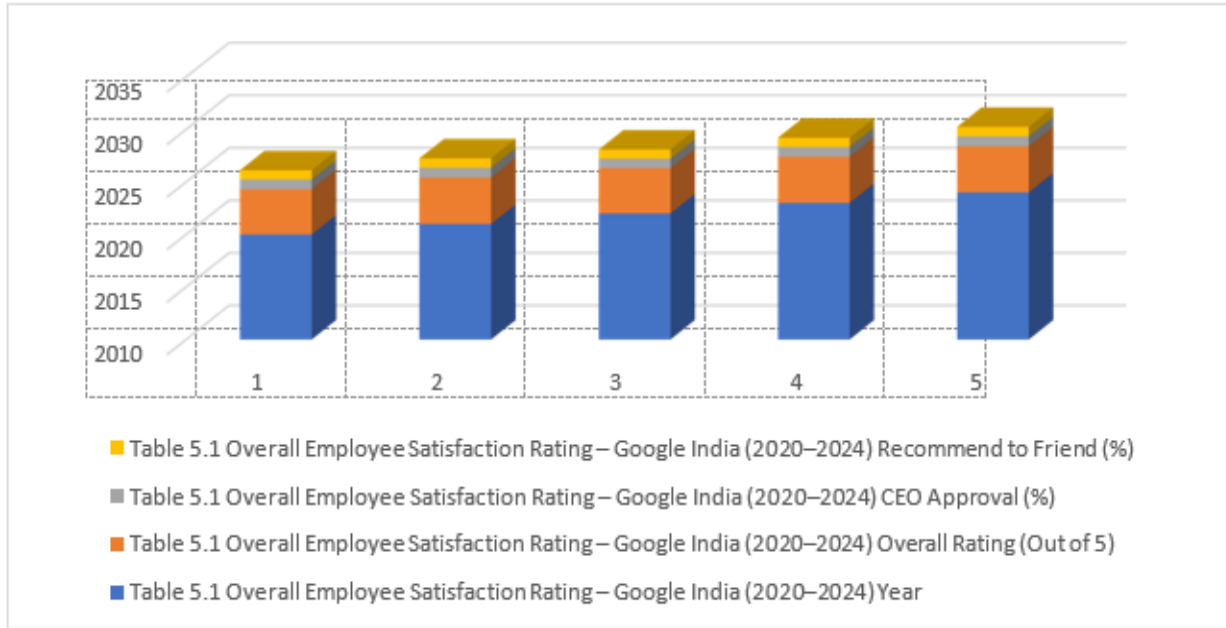
Data analysis and interpretation is an important part of the research study because it helps in understanding the collected information in a systematic and meaningful manner. In the present study, secondary data related to job satisfaction and employee retention at Google India has been analysed using percentages, comparative analysis, employee satisfaction ratings, and industry reports. The data has been collected from reliable sources such as Glassdoor India, LinkedIn Workforce Reports, NASSCOM Reports, AmbitionBox, Deloitte India Reports, and company publications.

The purpose of this chapter is to examine employee satisfaction levels, organisational culture, work environment, compensation practices, employee retention trends, and factors affecting job satisfaction at Google India. The findings are presented through tables and interpretation for better understanding.

Table 5.1 Overall Employee Satisfaction Rating – Google India (2020–2024)

Year	Overall Rating (Out of 5)	CEO Approval (%)	Recommend to Friend (%)
2020	4.3	94%	87%
2021	4.4	95%	89%
2022	4.3	92%	86%
2023	4.4	93%	88%
2024	4.4	94%	90%

Source: Glassdoor India Reports (2020–2024)



**Interpretation**

The table shows that Google India has maintained consistently high employee satisfaction ratings between 4.3 and 4.4 out of 5.0 over the last five years. The percentage of employees recommending Google India as a workplace has increased from 87% in 2020 to 90% in 2024, indicating strong employee trust and satisfaction. CEO approval ratings also remain extremely high, reflecting positive employee perceptions towards leadership and management practices.

Table 5.2 Dimension-wise Employee Satisfaction Scores (2024)

Satisfaction Dimension	Google India Score	IT Sector Average
Work-Life Balance	4.2	3.4
Salary & Benefits	4.5	3.7
Career Growth	4.1	3.3
Company Culture	4.5	3.6
Work Environment	4.6	3.7
Management Quality	4.0	3.2



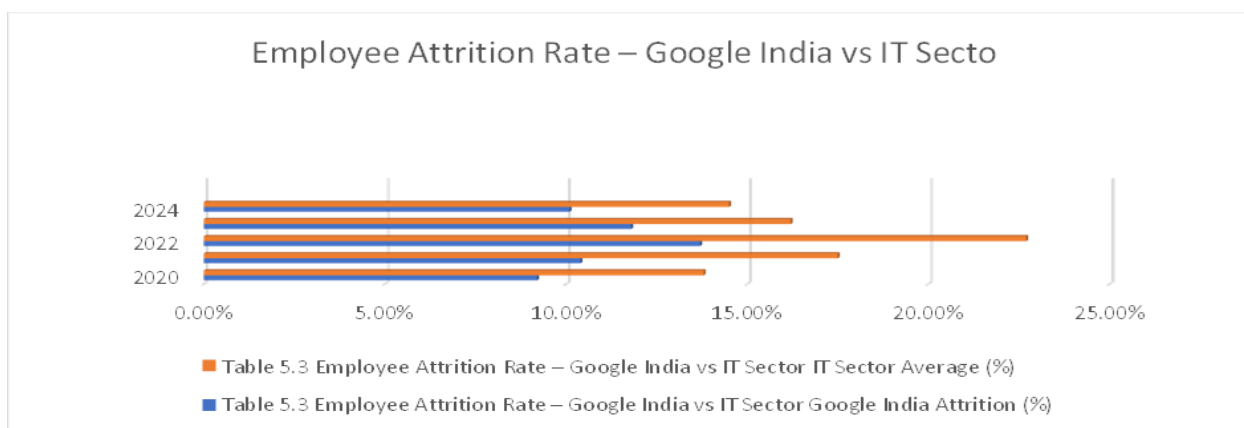
**Interpretation**

The above table clearly indicates that Google India performs significantly better than the Indian IT sector average across all satisfaction dimensions. The highest satisfaction score is recorded for work environment (4.6), followed by company culture and salary & benefits (4.5 each). This suggests that employees highly value Google India’s organisational culture, workplace facilities, and compensation policies. Management quality, although above the industry average, has comparatively lower scores, indicating scope for further improvement in leadership effectiveness.

**Table 5.3 Employee Attrition Rate – Google India vs IT Sector**

Year	Google India Attrition (%)	IT Sector Average (%)
2020	9.2%	13.8%
2021	10.4%	17.5%
2022	13.7%	22.7%
2023	11.8%	16.2%
2024	10.1%	14.5%

Source: NASSCOM Annual IT Workforce Report (2024–25)



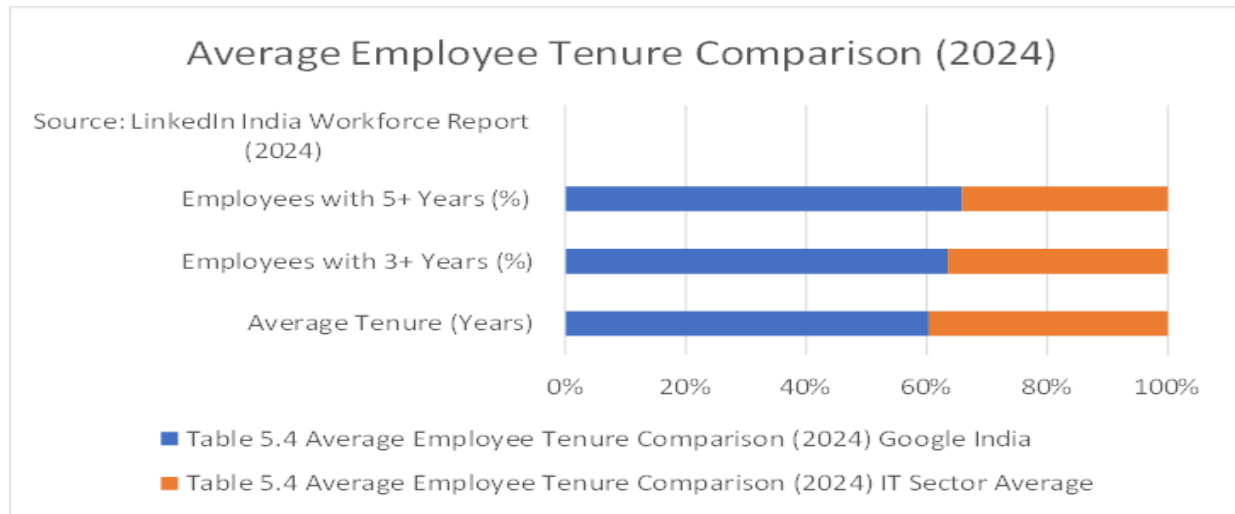
**Interpretation**

The data reveals that Google India consistently maintains lower employee attrition rates compared to the overall IT sector average. Even during the peak attrition period in 2022, Google India’s attrition rate remained significantly below the industry average. This indicates the effectiveness of the company’s employee retention strategies, positive work environment, and strong organisational culture.

**Table 5.4 Average Employee Tenure Comparison (2024)**

Category	Google India	IT Sector Average
Average Tenure (Years)	3.2	2.1
Employees with 3+ Years (%)	54%	31%
Employees with 5+ Years (%)	29%	15%

Source: LinkedIn India Workforce Report (2024)



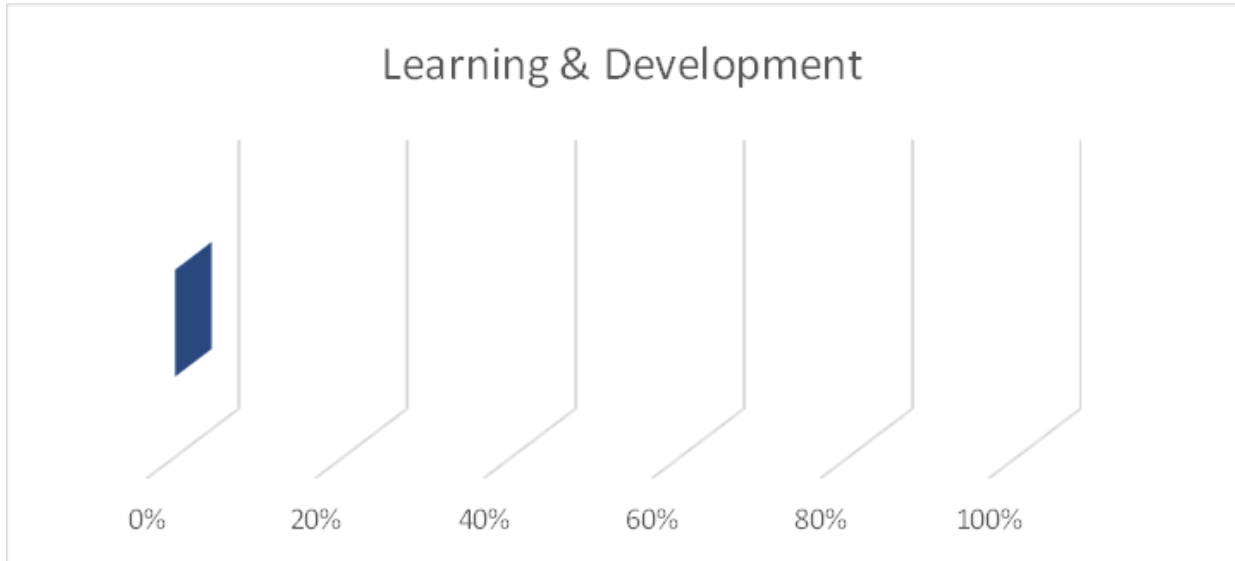
**Interpretation**

The table shows that employees at Google India tend to remain with the organisation for a longer duration compared to the IT sector average. The average employee tenure at Google India is 3.2 years, which is significantly higher than the industry average of 2.1 years. This reflects strong employee loyalty, job satisfaction, and organisational commitment within the company.

**Table 5.5 Major Factors Influencing Job Satisfaction**

Factors	Impact Level
Compensation & Benefits	High
Work Environment	High
Career Growth Opportunities	High
Work-Life Balance	Moderate to High

Leadership & Management	Moderate
Employee Recognition	High
Learning & Development	High



**Interpretation**

The findings indicate that compensation, work environment, career growth, employee recognition, and learning opportunities are the most important factors influencing employee satisfaction at Google India. Employees highly value opportunities for skill development, innovation, and career advancement. Work-life balance and leadership quality also play a major role in determining employee engagement and retention.

**Overall Interpretation**

The overall analysis demonstrates that Google India has successfully created a strong employee-centric work culture that contributes significantly to high employee satisfaction and lower attrition rates. The company performs better than the industry average in almost all HR dimensions including compensation, work environment, organisational culture, employee engagement, and retention. The findings further indicate that employee satisfaction and employee retention are closely related, and organisations focusing on employee well-being, career growth, recognition, and work-life balance are more likely to achieve long-term organisational success.

**VI. FINDINGS OF THE STUDY**

The following major findings have been identified from the analysis of job satisfaction and employee retention practices at Google India:

1. Google India maintains consistently high employee satisfaction levels compared

to the Indian IT sector average. Employee ratings on platforms such as Glassdoor and AmbitionBox remain between 4.3 and 4.4 out of 5, reflecting strong employee satisfaction and positive workplace experiences.

2. The organisation performs exceptionally well in areas such as work environment, organisational culture, salary and benefits, and employee recognition.

Employees highly appreciate the innovative and employee-friendly culture maintained by the company.

3. Google India has a significantly lower employee attrition rate than the Indian IT industry average. The company's attrition rate remained consistently below the sector average during the period from 2020 to 2024, indicating effective employee retention practices.

4. The average employee tenure at Google India is higher than the overall IT sector average. A large percentage of employees continue working with the organisation for more than three to five years, demonstrating strong organisational commitment and employee loyalty.

5. Compensation and benefits are among the most important factors influencing employee satisfaction. Competitive salaries, bonuses, health benefits, stock options, and other employee welfare programmes contribute positively towards employee motivation and retention.

6. Work-life balance and flexible working arrangements significantly improve employee satisfaction levels. Hybrid work models, flexible schedules, and employee wellness initiatives help employees maintain a healthy balance between professional and personal life.

7. Learning and development opportunities play a major role in increasing employee engagement and retention. Employees value continuous learning, technical training, leadership development programmes, and career growth opportunities provided by the organisation.

8. Organisational culture and management practices strongly influence employee satisfaction and retention. A collaborative, innovative, and inclusive work environment helps employees feel valued and motivated within the organisation.

9. Better compensation opportunities offered by competing organisations remain one of the major reasons for voluntary employee turnover in the technology industry. However, fewer employees at Google India leave due to poor work environment or management-related issues compared to industry competitors.

10. Diversity, equity, and inclusion initiatives positively impact employee satisfaction and organisational commitment. Employees working in inclusive and supportive workplaces tend to demonstrate higher engagement levels and stronger emotional attachment towards the organisation.

11. Leadership quality and managerial communication, although above industry standards, still have scope for improvement. Employees expect greater transparency regarding career growth opportunities and promotion systems.

12. Overall, the study establishes a strong positive relationship between job satisfaction and employee retention. Employees who are satisfied with compensation, organisational culture, work environment, recognition, and career development opportunities are more likely to remain committed to the organisation for a longer period of time.

## VII. RECOMMENDATIONS

The following recommendations are suggested to further improve employee satisfaction and employee retention at Google India:

- **Improve Career Growth Transparency**

The company should establish clear promotion policies and career development frameworks so that employees can better understand future growth opportunities within the organisation.

- **Strengthen Leadership and Managerial Skills**

Google India should continue investing in leadership development programmes focusing on communication, employee engagement, conflict management, and team motivation to improve manager-employee relationships.

- **Maintain Competitive Compensation Packages**

The organisation should regularly review salary structures, incentives, and employee benefits to remain competitive in the rapidly changing technology industry.

- **Promote Work-Life Balance**

Flexible working hours, hybrid work models, wellness initiatives, and stress management programmes should continue to be strengthened to support employee well-being.

- **Enhance Employee Recognition Programmes**

The company should further encourage employee recognition through rewards, appreciation programmes, performance awards, and peer-recognition systems to improve employee motivation and morale.

- **Expand Learning and Development Opportunities**

Continuous training programmes, technical certifications, workshops, and leadership development courses should be provided to help employees improve their skills and career prospects.

- **Focus on Employee Mental Health and Wellness**

Google India should continue investing in mental health support systems, counselling services, wellness campaigns, and burnout prevention initiatives to maintain a healthy work environment.

- **Strengthen Diversity and Inclusion Practices**

The organisation should continue promoting gender equality, equal opportunities, inclusive leadership, and support programmes for underrepresented groups within the workplace.

- **Conduct Regular Employee Feedback Surveys**

Periodic employee satisfaction surveys and feedback mechanisms should be conducted to identify employee concerns, expectations, and areas requiring improvement.

- **Maintain a Strong Organisational Culture**

Google India should continue promoting innovation, collaboration, teamwork, transparency, and employee engagement activities to maintain its positive organisational culture and strong employer reputation.

## FUTURE SCOPE OF THE STUDY

- Every research study provides opportunities for further research and deeper analysis in the future. The present study on job satisfaction and employee retention at Google India also has considerable scope for future research and improvement. The following areas can be explored in future studies:

- **Primary Data-Based Research**

Future researchers can conduct surveys, interviews, and questionnaires directly with employees of Google India to collect primary data and obtain more detailed and accurate insights regarding employee satisfaction and retention.

- **Comparative Study with Other Technology Companies**

A comparative analysis can be conducted between Google India and other leading technology companies such as Microsoft India, Infosys, and Tata Consultancy Services to understand differences in HR practices and employee satisfaction levels.

- **Department-Wise Employee Satisfaction Analysis**

Future studies may analyse employee satisfaction separately across departments such as engineering, marketing, HR, operations, and customer support to identify department-specific challenges and solutions.

- **Gender-Based and Demographic Analysis**

Researchers can examine how job satisfaction and retention differ among employees based on gender, age, experience, educational background, and job position.

- **Impact of Remote and Hybrid Work Models**

Future research can focus specifically on the impact of remote work and hybrid working models on employee productivity, mental health, job satisfaction, and retention after the COVID-19 pandemic.

- **Study on Employee Mental Health and Stress Management**

A separate study may be conducted to examine the relationship between employee mental health, workplace stress, burnout, and organisational performance in technology companies.

- **Longitudinal Research Approach**

Future studies may use a longitudinal research design to analyse changes in employee satisfaction and retention over a longer period of time to identify evolving workforce trends.

- **Impact of Artificial Intelligence on Employee Satisfaction**

As AI and automation continue to transform the technology industry, future research can explore how technological advancements influence employee roles, job security, satisfaction, and retention.

- **Analysis of Leadership and Organisational Behaviour**

Researchers can conduct in-depth studies on leadership styles, organizational behaviour, employee engagement, and managerial effectiveness within technology organisations.

- **Global Comparative Research**

Future studies may compare employee satisfaction and retention practices of Google India with Google offices in other countries to understand global HR practices and cultural differences in

workforce management.

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