THE IMPACT OF TALENT MANAGEMENT AND ORGANISATIONAL CULTURE

ON EMPLOYEE RETENTION IN IT INDUSTRY IN INDIA

by

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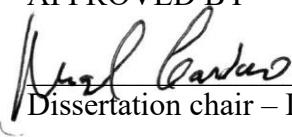
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Dedication

This research is dedicated to my family members who stood with me in the tough times.

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ABSTRACT

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This dissertation explores the intricate relationship between talent management practices and organizational culture in the context of employee retention within India's IT industry. The study aims to address the pressing challenge of retaining skilled professionals in a sector characterized by rapid technological advancements, intense competition, and high turnover rates. Talent management, encompassing strategies for attracting, developing, and retaining employees, is critical for organizational success. Equally important is organizational culture, which shapes the work environment and influences employee satisfaction and commitment.

The research employs a quantitative approach, utilizing purposive sampling to gather data from IT professionals in Bangalore, Chennai, and Pune. 660 IT professionals selected as sample size for the existing study. The study investigates various talent management practices, including recruitment, training, performance management, career

development, employee engagement, recognition, and succession planning. It also examines the impact of organizational culture on employee retention, focusing on aspects such as inclusiveness, work-life balance, leadership, and innovation.

The findings reveal that effective talent management practices, when aligned with a supportive organizational culture, significantly enhance employee retention. Recruitment and Onboarding, career development, and employee engagement are identified as the most crucial practices. Additionally, a positive organizational culture that promotes inclusiveness, flexibility, and recognition fosters employee loyalty and reduces turnover.

The study highlights the importance of continuous learning and development, flexible work arrangements, and a culture of recognition in retaining IT professionals. It also underscores the need for organizations to adapt to the evolving expectations of employees, particularly in terms of work-life balance and well-being. By integrating talent management with a strong organizational culture, IT companies can build a resilient workforce, minimize turnover costs, and achieve long-term success in a competitive market.

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CHAPTER I:

INTRODUCTION

1.1 Introduction

IT in India has now emerged as a strong global power with substantial inputs towards the creation of the economic landscape of the nation and, in the process, positioning India among the top-most destination for outsourcing services globally (Raut, 2024). The growth curve of this industry is, however rapid, with swift technological upgradation, stiff competition, and high demand for an efficient workforce, which increases the challenges to retain talent. Employee retention has emerged as a major challenge for IT companies, because it directly influences productivity, innovation, and the long-term success of an organization.

Talent management, which is a set of strategies to attract, develop, and retain competent employees, is critical in addressing retention challenges. It ensures that the employees feel valued, involved, and aligned with the organization's goals. Likewise, organizational culture, which consists of shared values, beliefs, and practices, defines the working environment of an organization and largely influences employee job satisfaction and commitment. An affirmative and inclusive environment fosters a sense of belonging, encourages collaborative work, and enhances commitment, while a poisonous culture can lead to dissatisfaction and higher turnover (Singh, 2021).

The management of employees and work culture is very important in India's IT industry. The workforce is primarily young, tech-savvy workers who want to grow in their careers, have a good work-life balance, and share the same values as their organization. Companies that do well in combining strong employee management practices with a supportive work culture are more likely to keep their best employees and stay competitive.

This paper discusses the effect of talent management and organizational culture on employee retention in India's IT sector. It investigates the relationship between these factors to determine the significant strategies and practices that can assist IT companies in retaining their employees and increasing their job satisfaction(Das, 2022). This will make the companies perform better and be sustainable in the rapidly changing industry.

1.2 Talent Management: Meaning and Definitions

Talent management is a strategic process of organizations in attracting, developing, motivating, and retaining productive employees to help the organizations achieve their business objectives (Venkatesh, 2016). The practice includes an elaborate range of practices directed toward talent identification, development of competencies among the workforce, and alignment with the objectives of the organization. Besides this, talent management is the best way of ensuring a stable workforce that responds to changes in market situations and incites innovation.

Definitions of Talent Management

Collings and Mellahi (2009): Talent management includes the actions and processes by which critical jobs within the organization enable it to maintain its competitive advantages. It has to do with forming a group of skilled and highly performing employees. It also has to do with forming an exclusive system meant to fill up these jobs with capable workers while keeping them loyal to the organization.

Lewis and Heckman (2006): Talent management is the process that helps ensure adequate employees are available for the right jobs in an organization to attain its goals.

Tansley et al. (2007): Talent management is the planned approach to sourcing, developing, engaging, retaining, and using people who possess incredible potential and are uniquely valuable to an organization.

Berger and Berger (2011): Talent management is a collection of processes, programs, and cultural practices within an organization made to attract, develop, use, and keep talented people in order to meet strategic goals and future business.

1.3 Importance of talent management

Talent management is an element of the contemporary dynamic and competitive global environment in which it has become a strategic tool for organisational success. One of the benefits of talent management is to attract and hold high-quality employees. In competitive employment, organizations will be better suited to attract talent if they put in place stronger talent management measures (Ismail *et al.*, 2018). Companies would reduce employee attrition and, therefore, can build loyalty when they provide appropriate development opportunities to their employees coupled with recognition, and a welcoming workplace environment.

Also, managing talent improves how well an organization performs by increasing productivity and new ideas. Employees who are engaged and well-managed work more efficiently and come up with creative solutions that help the business grow. Making sure talent strategies match business goals means that employee skills support the organization's vision and aims, while succession planning gets future leaders ready for smooth changes and long-term stability.

Talent management fills the most critical skill gaps in a fast-changing world of technology. Training and retraining programs prepare employees for new jobs, which makes it easier for them to adapt to changes such as automation and AI. This adaptability also helps organizations be flexible and strong, making it possible for businesses to respond to crises and change direction quickly when the market shifts (Howaniec, Karyy and Pawliczek, 2022).

Also, managing talent helps employees feel engaged and satisfied. Good workplace culture, support of work-life balance, and acknowledging success help employees give their best efforts. All these activities enhance the image of the company and thus make it more attractive to the new job seekers, as well as enhance the customers' view of the business.

Diversity, equity, and inclusion are part of any good talent management practice. Diverse groups bring new ways of looking at things and promoting innovative solutions, which results in more effective decision-making and global competitiveness. Firms that have DEI also show social responsibility, which employees and stakeholders appreciate most (Al- Dalahmeh, 2020).

It directly influences the financial outcome because talent management helps in reducing turnover costs and, hence, improving profitability through increased employee performance. It also ensures sustainable development since it promotes responsible leadership and innovation, thereby integrating organizational goals into the global SDGs.

Organizations will thrive in a fast-moving world if talent management is appropriately placed. The workforce will then be adequately prepared to handle the challenges, add value to business growth, and put companies at an industry leadership edge in addition to providing for long-term sustainability (Ingram, 2016).

1.4 The Relationship between Talent Management and Organizational Culture

It is often seen that talent and management in organizations are interlinked, affecting and enriching each other. While talent management is the set of strategies aimed at attracting, developing, and retaining competent employees, organizational culture refers to the collective values, beliefs, and practices guiding employee behaviour and interaction

in an organization. Together, these factors form a synergistic system to promote organizational success(S., Harsha and V., 2019).

A good culture forms the foundation of successful talent management in an organization. A favourable and inclusive culture attracts the best talent because employees are attracted to work where their values would align with that of the organization's ethos. For example, an innovative culture attracts talent in creative problem solving, while one of collaboration attracts team-spirited individuals. Also, it leads to employee engagement and loyalty, a critical component in retention strategies used in talent management (Järvi and Khoreva, 2019).

Conversely, talent management practices build and maintain organizational culture. The process of recruiting, onboarding, and training has all aspects oriented toward the reinforcement of cultural values. For instance, hiring people suited to the norms of the company's culture maintains alignment, while training programs instil and perpetuate desired behaviours and attitudes. Performance management systems that reward culturally aligned behaviours further solidify those values and promote a cohesive, high-performing environment.

It is also a way of evolving organizational culture by being a bridge. As the business grows or adapts to the changes in the market, it may require changes in culture for it to be relevant. The organizations can reskill employees, hire for new competencies, and groom leaders who embody the desired cultural shift through talent management. This way, cultural transformation takes place seamlessly without disrupting organizational effectiveness.

Ultimately, a strong relationship between talent management and organizational culture fosters sustainability and resilience. Talent strategies are far better embedded when they are interwoven into a culture of inclusiveness, adaptability, and innovation;

organizations are far better equipped to respond to problems and take advantage of opportunities within a shifting business environment(Puja Sareen and Mishra, 2016).

Talent management and organizational culture are each reinforcing the other. Organizational culture provides context for effective talent practices, but talent management itself ensures that a vibrant, adaptable, and appropriately aligned culture has been created toward strategic goals, thus creating thriving workplaces that are attractive to talented people, enable their development and retention, and ensure long-term success.

1.5 The Relationship between Talent Management and Employee Retention

This is the most important link between talent management and retaining employees since effective talent management greatly influences an organization's ability to retain its best performers and reduce the turnover rates (Hongal and Kinange, 2020). Talent management comprises a variety of strategies that aid the attraction, development, engagement, and retention of people, which further leads to good people experience and long-term job satisfaction.

Career advancement and development is part of talent management that has a direct influence with employee turnover. Employee satisfaction is also understood by a belief that there are career paths within an organization and opportunities to advance, or training opportunities within an organization. Another critical component of talent management includes skills enhancement, training and development and leadership development helping employees to achieve career growth resulting in high employee commitment to organizational objectives.

Another important concept discusses an alignment of employee goals with organisational goals. Talent management aligns the employee's personal objectives with the firm's mission, vision and corporate values. Such practices are beneficial because they

make the employee understand how important he is to the success of the company. The feeling of having something very meaningful to do regularly helps boost the retention rates rather dramatically.

In addition, there is clear evidence of the link between performance management and retention. The feedback given constantly, goals set realistically and rewarding excellent performers make employees recognize that the talent management program values them (Farzaneh, Mirkamali and Pourkarimi, 2018). Organizations that engage their employee in periodic assessment and provide constructive criticism as well as commending well done work helps improve the morale of the employees. In other words, those who feel appreciated, are more likely to stay with the organization than individuals who do not feel so.

Another important consideration that impacts on the retention is work-life balance. The strategies that aim at improving the quality of employees include measures such as welfarism; flexible working hours; opportunities for remote work, etc., that lead to mental health support. In brief, the study shows that when employees perceive that the employer has concern of their work-life balance, they are likely to be committed to their job and remain with the employer for some time.

Secondly, organizational culture that is consistent to promote organisational culture that is congruent with the values and choice of the workers also encourages retention. Talent management requires organisations to look for people with those sort of attitudes as this will ensure that the employees hired feel at home and therefore are dedicated to the organisation. Also, creating a culture of inclusion, teamwork and support fosters the employee not to disengage or quit working (Järvi and Khoreva, 2019).

Talent management is directly and proximately related with retaining employees as they receive opportunities for development, organisational and personal goal, appreciation,

flexible working hours, and organisational culture. Thus, it is clear that by identifying these areas, talent management strategies do not only maintain key employees but also raised the loyalty and motivation level of performers, thus become an essential factor of the organizational success.

1.6 Employee Retention in IT Industry

IT industry recruits and retains its employees in a challenging effort because the market is highly competitive, technology transforms rapidly, and the demand for expertise is considerable in India. India has emerged as the preferred destination for a large number of multinationals and start-ups and the biggest problem that IT companies are grappling with here is how to retain their talented employees (Puja Sareen and Mishra, 2016). There are several key reasons for the high turnover in the worker population in this sector and organizations have to ensure that the optimum strategies to deal with such problems are implemented in order to retain employees.

1. Competitive Compensation and Benefits

A survey in the IT industry shows that remuneration is one of the principal factors motivating employee loyalty. The reason why we have wage inflation in the IT sector is that there is a demand for skilled IT people more specialized in unique things including artificial intelligence, blockchain, or data science (Hongal and Kinange, 2020). Many organizations must ensure that they present standard remunerations with appropriate wage scales, production-based incentives, stocks, and health-care benefits. Other forms of incentives also form part of this perspective and include; retirement benefits, insurance, wellness programs etc.

2. Career Growth and Development

Opportunities of skill development and growth Mauldin anticipated in organizing IT professionals are thus critical. It is never a final destination to build computer science skill sets, but rather the progression of always being able to learn more and be updated with the current advancement of technology (Nwanisobi and Christopher, 2020). Employers who offer the chance for training, certification and leadership development will ensure they retain most of their workers. Today, clear career fluidity and advancement, successful mentorship programs, and the ability to get an assignment on engaging and inventive work increase employee satisfaction and retention.

3. Work-Life Balance and Flexibility

The profile of the IT industry probably provides the worst work culture in India where it is common to find people working for long hours or in cases of contract personnel working under severe time constraints. However, with the recent increased focus on the wellbeing of employees work-life balance has now translated to a major factor of retention. Today, work flexibility has become common among IT companies such as giving employees' flexible hours, working from home and having paid leave to attend to other issues (Jose Hejase *et al.*, 2016). Many of them contribute to policy styles that raise employee satisfaction, lower stress and burnout, and in turn diminish turnover.

4. Recognition and Rewards

Rewarding of the employees is also very important in employees retention. In the IT industry as employees engage in complex projects that may take a long time to complete, it is important to appreciate their work and give them feedback as appropriate. Other ways that organizations may transform their work settings include offering incentives like employee of the month, peer to peer recognition and annual awards (Liu, 2021). This gives

employees a good working environment and retainment culture where many feel compelled to remain with the organization.

5. Organizational Culture and Work Environment

According to the findings, therefore, the development of a healthy organizational culture is critical in IT industry with respect to the issue of employee turnover. Engagement is one of the benefits of valuing the community, supporting, and including all people in business organizations (Musakuro, 2022). The employees' commitment would follow the right direction when they have identified with the organization's values and objectives. Moreover, firms that support creativity and problem-solving allow their workers to increase their job satisfaction and reduce turnover.

6. Job Security and Career Stability

Since there are so many transitioning in the IT industry, job security is a big issue for many workers due to the increasing incidences of automations and outsourcing. IT companies which ensure job security, convey corporate objectives and plan for the career development of their employees to a large extent can reduce these worries. I finally come to realize that career stability should be maintained particularly to skilled personnel to decrease the turn over rates.

7. Employee Engagement

Feedback, Employee participation in decision making, and helping employees find meaning in their work highly contributes to retention. Any IT company that supports its employees' contribution to project, product or business strategy formulation usually has high levels of engagement and low turnover level (Thajudeen, 2019). Many people respond well to surveys, team building activities, and town hall meetings are a nice way to stay connected with your company.

8. Leadership and Management Style

There is agreement that good leadership as well as management contributes positively in the modern times to the training as well as retention of IT human capital. In their endeavor to seek employer's blessings, the employees wish to get directors who are friendly, realistic and helpful. When managers are encouraging, explain what needs to be done, give constructive criticism, and support their subordinates in growth they contribute to the fulfillment of order conditions (Pauli and Pocztowski, 2019). On the other hand, good management or over management can cause a lot of employees to get frustrated and even quit.

9. Opportunities for Innovation

The IT field has strong tendencies to be built upon the idea, and employees prefer to continue working in the organization that enables them to use their talents in the innovative project. Employers, who provide chances, engage in experimenting, foster the development of new technologies, and accept employees' suggestions for new ideas for creating things are favorable for high performers (Lewis and Heckman, 2006). It is through such chances that employees feel their contributions to an organization and to the company are valuable.

10. Employee Well-being and Support

Especially, employee well-being programmes dealing with mental health, stress and worksite wellness are on the rise as feasibility in order to ensure IT professionals retention. Thus, IT organizations providing counselling, stress reduction and mental health support are considered more employee bend and likely to enjoy lower turnover rates (Singh Lakhawat and Singh, 2019).

Loyalty on the IT industry employee in India entails a multi-dimensional approach to support the numerous needs of the employees. Reasons that motivate employees to stay

with their employer include compensation package, promotional opportunities, flexible working hours, clarity of acknowledgement of work done, and favorable organizational culture. Those aspects of the working environment in IT companies, which foster a climate of trust, innovation and well-being, are likely to help managers retain talented stars, and hence minimize turnover and increase the organizational life cycle.

1.7 Research Problem

This research problem- 'The Impact of Talent Management and Organisational Culture on Employee Retention in the IT Industry in India aims at analyzing the diverse dynamics between Talent management practices, Organisational culture employee retention in light of the Information Technology industry within the culturally diverse context of India. There are major challenges to retaining key talent in the IT industry, namely intense competition the upward pressure on wages, and the increasing requirement for new, and different technological competencies. Therefore, organizations require understanding how talent management policies including recruitment, training, career development, performance management affect the retention of employees. Moreover, organisational culture which incorporates; physical environment, leadership practices, working conditions, flexibility, and engagement levels play an important part in influencing employees' attitudes and behaviours towards the organisation. The study objectives of the research are to understand how talent management and organizational culture work together to contribute to better retention practices and outcomes focusing on counterfactual IT firms in India. It must be said that this work is aimed to show the effective strategies in the field of the employees' retention in the industry as well as the development of the significant role of the organisational culture and the talent management in the long-term perspective for the IT business success.

1.8 Purpose of Research

The aim of the research proposal on "The role of organisational culture in the relationship between talent management practices and employee retention in IT industry in India" is to analyze the relationship between talent management practices and organisational culture in retaining employees in the IT industries of the country. It involves finding out how effective methods for talent management for instance; recruitment, training and development, and performance management impact on the turnover rates. However, it also aims at understanding the function of organisational culture, such as work climate, managerial attitudes and practices, employee motivation and prospects of work/family interface on employees' organisational identification and organisational commitment.

This research aims to fill this knowledge gap through identifying and analyzing the relationships between talent management and organisational culture in promoting employee retention in the competitive Indian IT industry. Thus, the general goal of the study is to suggest guidelines for IT companies to enhance the knowledge of key factors affecting employee satisfaction and commitment. The study will also fill the gap in knowledge and add to the theoretical framework of talent management of organizational culture and employee retention in the midst of fluctuating IT environment, which can assist academic researchers and actors in the field to inform their practice and build new knowledge.

1.9 Significance of the Study

The importance of this study on The Impact of Talent Management and Organisational Culture on Employee Retention in the IT Industry in India is in the ability to look at how some of the challenges being faced by the IT field regarding staff retention affects the industry's growth in a highly competitive and dynamic market.

Addressing Talent Retention Challenges: The research is important because it develops and investigates factors critical to high tech employee turnover and to allow organizations to pinpoint weaknesses in human capital management and cultural practices to reinforce a climate conducive to employee retention when talent and skill are so important.

Practical Insights for IT Organizations: This study will help to identify the best practices for IT firms in terms of talent management strategies that fits best the organizational culture of the firms thus provides the best results in terms of attracting, engaging and retaining talent without the need for heavy recruitment expenses or frequent turnover that hampers the stability of the organizations.

Improving Organizational Performance: Retaining talent is a crucial practice that promotes the productivity, enthusiasm and creativity in the workforce. We therefore find that talent management, engendered by a sound organizational culture, has a measurable relationship with competitiveness, satisfaction and creativity. It will provide a clear blueprint for improving these factors to create better organizational performance and a sustainable positive return in a very competitive environment.

Contribution to Academic Literature: The study will add to the existing literature in the fields of talent management, organizational culture, as well as turnover intentions and retention in the IT sector especially in India. It will also facilitate future work that investigates other problems within the same contexts as those featured in this book.

Support for Policy and Decision-Making: The solutions of the present study will help both the HR managers and the organizational leaders to make the right decisions regarding the policies, personnel management activities, and organizational cultural change processes that will lead to building the more sustainable and motivated workforce.

Importance of the study depicts from the fact that it can lead to the discovery of useful recommendations that could assist the management of IT companies to enhance the rate of employee retention, enhance practices of talent management and encourage a positive organizational culture, all of which are critical in retaining the competitive advantage in the rapidly growing Indian IT sector.

1.10 Research Purpose and Questions

This research seeks to achieve the following research questions and objectives:

1. To identify and explore the role of talent management practices in employee retention enhancement within the Indian IT industry.

2. To assess the impact of organisational culture on employee satisfaction and commitment.

3. To analyse talent management and organisational culture in terms of employee retention.

4. To explore and examine key challenges and opportunities that IT organisations face in India, while retaining skilled professionals.

1.11 Key Terms Included in the Study

 a) **Talent Management**: The overall effort of identifying, recruiting, training, maintaining and deploying workforce with the right talent to satisfy

organizational objectives. The human resource management process of recruitment and training as well as development, performance management, and succession planning are contained in this program.

b) **Organisational Culture**: Organizational culture can be defined as the ideas that influence behaviour and work and presentations of workplace citizens. It covers areas ranging from leadership practices, organisational culture, interactions, as well as experiences of employees.

c) **Employee Retention**: The workers' capacity to remain with the organization for an extended period. It encompasses approaches of preventing high employee turnover rate and enhancing the satisfaction, employee loyalty and commitment.

d) **IT Industry**: This refers to the industry responsible for designing, deploying and executing technology-centred solutions, services and products. In the context of this study, IT industry refers to the growing Information Technology industry in India that covers software development, IT consulting and IT outsourcing services.

CHAPTER II:

REVIEW OF LITERATURE

2.1 Theoretical Framework

There has been a plethora of revise in literature related to talent management, organisational culture, and employee retention in the IT sector, which emphasizes how strategically human resource practices play to ensure loyalty from employees and avoid turnover. Several studies have been conducted, where it has been amplified that the primary drivers of retention within organizations were the effective implementation of talent management strategies such as career development, recognition, and competitive compensation. More importantly, a robust organisational culture with inclusive and flexible characteristics and support from leadership is said to influence employee engagement and job satisfaction towards retention. Gaps persist on the understanding of these factors in interaction within the context of India's unique IT industry, specifically relating to the prevalent leadership styles, generational differences, and technology as an area of involvement with talent. Much more needs to be studied in detail on these dynamics so that actionable can be developed for the retention of this highly sought profession.

Overview of Talent Management and Organisational Culture

Talent management and organisational culture are crucial in keeping skilled staff within the IT industry in a competitive market like India (Raut, 2024). Talent management refers to those strategies and practices organisations use to attract, develop, and retain top talent, ranging from recruitment to performance management as well as career development initiatives (Singh, 2021). These practices are especially relevant in the IT sector because the rapid advancement of technology, which demands qualifications and

knowledge of a professional employee and its demand in an industry, makes for a high turnover rate and increased competition between that shortage supply and, therefore the employees(Das, 2022). Institutionalized process and atmosphere in sharing thoughts, values, and beliefs within an organisation in deciding on matters as well as constructing working environments-a positive organisational culture, inclusive of features such as inclusiveness, trust, and support-can be said to influence motivation, satisfaction, and loyalty among staff (Ingram, 2016a; Ismail, Mardhiyah Nor Aziz, Ati Norazman, & Anisah Atab Yaakoub, 2018; Venkatesh, 2016). Building an innovative yet collaborative culture in Indian IT firms certainly is the prime talent magnetizer. Talent management aligned with organisational cultures that are indicative of values and expectations has been shown to strengthen commitment and reduce turnover. Thus, making competent talent management connect with a culture supporting it is a strong determinant that creates a resilient workforce in comparison with competitors in the IT industry (Ingram, 2016a).

Talent management and organisational culture are interconnected and critical functions for improving employee retention and overall organisational success, particularly in India's IT sector, where intense attrition and competition for skilled talent create continuous challenges (Hongal & Kinange, 2020). Talent management involves a series of deliberate processes — recruitment, onboarding, training, performance management, and career development — aimed at optimizing workforce effectiveness and providing avenues for employee growth and fulfilment. In this IT sector, it is driving the need for such practice areas to balance some of these skill gaps (Puja Sareen & Mishra, 2016). In addition, high turnovers require practices to be designed to reduce turnover and create a consistent talent pipeline. Companies that are putting investment in talent management, thereby giving employees opportunities to upskill, acquire new competencies, and make greater advancements in their careers, generally find increased loyalty and engagement, especially

in younger professionals interested in the growth and learning trajectory (Hongal & Kinange, 2020).

Organisational culture also plays a big role in determining whether employees are tied into and motivated by the workplace. Culture refers to shared values, beliefs, behaviors, and norms that establish a unique social and psychological environment for an organisation (Puja Sareen & Mishra, 2016). There is evidence to suggest that a positive culture will result in values like inclusivity, innovation, trust, and flexibility with feelings of belonging, raising job satisfaction, and influencing the level of retention at any organisation (Järvi & Khoreva, 2019). For instance, the more an IT firm establishes inclusive and collaborative culture, the lesser its rate of attrition is likely because employees are more likely to be respected, valued, and motivated to stay. This is inversely in contrast with a rigid or competitive culture that can force skilled employees to seek either a more supportive or flexible work environment, resulting in high turnover (S., Harsha, & V., 2019).

Crucially, if talent management practices align with the organisation's culture, then benefits would be synergistic (Ingram, 2016b). A supportive culture that is growth-promoting, innovative, and employee-centric will work in tandem with the practice of career development and recognition (Vijay kumar thota, 2013). The synergistic alignment thus reinforces organisational values, and, in so doing, further burrows deeper into the commitment employees feel for the organisation. According to researchers, it enhances a better workforce that can embrace and react to variations because it commits to long-term goals. For instance, an organisation of IT with the culture of continuous learning and innovation will better operate in terms of the implementation of learning and development programs because the ideas resonate well with the personal and professional values of the employees (Lewis & Heckman, 2006).

Of course, in India's highly competitive IT industry, where most of the employees have many other job opportunities lying in wait to offer an exit, the absorption of talent management inside a positive organisational culture can be a great enabler (Skoumpopoulou, Stalker, & Kohont, 2019). Organisations that recognize this interdependence could retain their top talent better and ensure an integrated and motivated workforce toward maintaining competitive advantage (Pagheh, 2019). A culture that shows the organisation's commitment to assisting employees in growth and satisfaction will ensure that the talent management practice does not only attract professionals but also retain them in the long run, thus fostering a healthy workforce.

Talent Management in India's IT Sector

Today, talent management is an imperative strategically for India's IT companies, driven by their struggles against fast-paced technology evolution and high turn-over rates. Competition within the industry is on the rise and is becoming more intense with the need for specialized skills in higher demand from organisations (Sharma & Rathore, 2020). Talent management, therefore, must increase its robust and strong practices on attracting, developing, and retaining skilled professionals. Targeted recruitment, learning and development, performance management, and a competitive compensation package are the core elements of talent management (Poorhosseinzadeh & Subramaniam, 2013). Companies now recruit much more by using niche or targeted recruitment strategies to bring on board talent with niche skills that appeal to the new direction within the industry. For many IT firms, continuous learning and development programs also need to be better utilized because regular upskilling would not only enhance productivity but would also evoke the loyalty of employees who are aware of the career growth prospects within the organisation (Busi, Alfnes, & Fauske, 2015).

Performance management and reward package also play a critical role in retaining top talent, more particularly in the context of an IT professional working in a very mobile professional environment where he may have the choice of moving to better opportunities in another firm or another country. Competitive performance-based compensation can be a major motivator for an employee to stay with the firm. In addition, a performance management system that recognizes and rewards individual inputs creates a high-performance culture supporting retention. Talent management is important in India's IT sector at a time like this because improvement in these aspects allows companies to successfully reduce attrition while nurturing a skilled workforce-and hence sustain their competitive edge in this evolving technology landscape (Sheehan, Grant, & Garavan, 2017).

Talent management is an important need for competition and reducing high attrition rates, as is so common in this industry. Simply put, it is extreme demand in high-skilled areas such as software development, data science, AI, and cybersecurity (Collings, Scullion, & Vaiman, 2015). As such, the pressure has arisen to not only attract but retain the skilled people who can drive innovation and operational success. These have caused many Indian IT companies to implement holistic talent management strategies, addressing specific requirements at every stage of the career (Singh Lakhawat & Singh, 2019).

Targeted recruitment is also one of the underlying principles of talent management for IT companies. Most IT jobs require very specialized skills and competencies. Companies target finding employees with specific technical skills and competencies while avoiding generic recruitment (Valverde, Scullion, & Ryan, 2013). More firms rely on technology-enabled tools like data-driven recruitment and skills-based assessment to hire the right candidates for a specific job who are also a good organisational fit. It will improve

the quality of hire, and it helps retain talent as employees will more likely feel engaged to work that well relates to their skills and career interests.

Learning and development opportunities form another pillar of effective talent management in the IT industry. In this field, technology is always changing, and the professionals in this arena must constantly upgrade their knowledge to ensure that they remain relevant. IT firms often provide more in-house training programs, certifications, or access to online courses. It is not uncommon for some to collaborate with technological giants or educational institutions to offer such opportunities (Singh Lakhawat & Singh, 2019). By investing in continuous learning, it improves the adaptability and productivity of the workforce in addition to building employee loyalty. Many employees, especially the younger professionals, appreciate career development. So, it raises the opportunity to retain them with the company where this can be supported.

Performance management and competitive pay are two sides of the same coin. Innovation in performance management is continuously undertaken by IT companies to ensure regular feedback, objective setting, and recognition of individual as well as teams' achievements. Dynamic formats of performance management replace the annual appraisal system, which keeps a feeling of recognition in the minds of employees and adds motivation. Competitive compensation plans must be in place, along with performance-based incentives, bonuses, and stock options (Ates, Garengo, Cocca, & Bititci, 2013). Now, compensation is very important in the IT sector of the economy, because here the employees are so skilled and tend to look elsewhere if they do not have the expectation, they see in an employer met.

Many IT companies also include a wide variety of wellness and work-life balance programs as part of their talent management processes. The post-pandemic world in which we now live is changing the expectations of employees for flexibility work options, mental

health options, and work-life balance (Al- Dalahmeh, 2020). Those companies that do attempt to meet these needs-through hybrid work options, wellness programs, and mental health provisions-then report larger percentages of content and retained employees. This shift notes that talent management goes beyond just career-related rewards into overall employee wellbeing.

The competitive and fast-paced environment has shaped talent management in India's IT sector, but those that implement strong recruiting activities with continuous learning as well as rewards and recognition for their employees also ensure the needs to keep better employee well-being (Rostam, 2019). Such holistic approaches to talent management are considered increasingly a critical factor for sustaining the growth of an organisation and establishing a robust talent pipeline for India's booming IT industry.

Organisational Culture and Employee Retention

In general, organisational culture plays an especially important role in the retention of employees in sectors like the IT industry of India where it is a huge incentive to stay in work. The nature of culture would be said as the set of shared values, beliefs, and practices that guide day-to-day experiences among employees in terms of how they feel about their roles, colleagues, and the company at large (Mihelič, Pearce, & Zupan, 2021). In fact, when the organisation culture meets employees' values and needs, then that type of feeling delivers a sense of belonging and loyalty, and minimizes the turnover rate. Thus, for the Indian IT industry - where job mobility is high - a supportive and engaging culture can be a huge differentiator in improving employee satisfaction with their own organisation and commitment to it. Studies have shown that an inclusive collaborative culture and a work-life balance are of prime importance in retaining talent as they meet the basic and diverse needs of the employees (Graham, 2022).

The aspect where most leadership affects organisational culture is the retention. Leaders who, for instance, create an open, participative environment enhance the sense of autonomy and connection to the job, such as leaders who allow for feedback, recognize employees' achievements, and have a platform that engages employees in decision-making. Such leadership is important in this fast-paced and team-based projects environment of the IT industry of India (Krishnan & Scullion, 2017). Employees should feel valuable and have a voice in the overall direction of the organisation so they wish to stay longer, as such feelings augment the sense of purpose and job satisfaction. Thus, great leadership goes beyond just fostering positive culture but rather reconfirms the employees' commitment to the organisation decreasing attrition opportunity.

There is also the matter of flexibility and work-life balance, which are important dimensions of organisational culture, but have become more relevant with the emergence of remote and hybrid work models. Most IT companies believe that flexible policies allowing greater control over one's work schedule tend to lead to higher retention among employees. Employees with a good balance between work and personal life are often more satisfied, which leads to loyalty toward the organisation (Kravariti & Johnston, 2020). On the other hand, if a culture is heaping heavy demands on employees without supporting work-life balance, the outcome is burnout and finally turnover. It is in the IT sector of India that usually high workloads and deadlines call for an increasing need for flexibility and support. Firms like those would retain talent much better than others and attract more diversified talent.

Ethical values and inclusivity in organisational culture enhance retention much more since they provide a work atmosphere where employees are valued and respected. Any culture which makes fairness and transparency coupled with equal opportunities will ensure that more employees trust and commit. The importance of diverse perspectives

increases the importance of inclusivity programs and policies against discrimination lately, since business organisations realize that representation of different people's views is important (Pocztowski & Pauli, 2021). An inclusive and ethical culture at work is likely to make the employees loyal and eventually reduce attrition in the IT sectors of India, which have a high diversity level amongst its employees. With this belief, the workforce would be more committed and less likely to seek better opportunities elsewhere if they feel that the organisation supports ethical practices and values diverse viewpoints.

An organisational culture well-designed that meets professional and personal needs of employees is an excellent retention strategy for employees in India's IT industry. By creating a supportive, flexible, and inclusive work environment, companies can improve employee satisfaction and loyalty, the most essential factors in sustaining a stable and qualified workforce (Watson, 2008). Moreover, those organisations that emphasize these cultural aspects are likely not only to retain but also to attract new professionals in sufficient numbers because such organisations are viewed as desirable places to work. In a very competitive market, therefore, a robust organisational culture is a strategic advantage for companies to build and maintain a resilient, motivated workforce.

Linking Talent Management and Organisational Culture with Employee Retention

To optimize employee retention, especially in industries such as IT, which sees the most skilled talent being highly sought after but high in mobility as well, the talent management process needs to be linked to organisational culture (Waheed Almannai, Mohammed Arbab, & Znad Darwish, 2017). Aligned talent management strategies with a supporting organisational culture will then lead to creating a more holistic experience for employees, attracting loyalty, satisfaction, and engagement. Talent management encompasses activities such as recruitment, training, career development, and performance

management (Gallardo-Gallardo, Thunnissen, & Scullion, 2020; Ibrahim, 2023). And all these activities play important roles in the employee segment for addressing needs. When these practices are part of an organisational culture closely aligned with the values and aspirations of employees, retention is much more substantial. Employees who feel the company cares about their success, health, and well-being are most likely to stay; they believe in the practice of a workplace that represents their professional goals and personal ethos.

One of the most important aspects of such linkage is the fact of learning and development opportunities in a culture of continuous improvement and innovation. Indeed, in an ever-changing field of study like IT, where technology forces aggressive upskilling and reskilling, involvement in strategic upskilling and reskilling practices in the workplace demonstrates concern for the long-term growth of the employee. When the culture of learning is imbedded in the organisation, employees are encouraged to take up new challenges and expand their skills, improving their job satisfaction and loyalty. This culture-oriented talent development approach particularly Favors the retention of young professionals, whom often consider career growth and acquisition of skills equally as valuable as salary (Ghosh, Sengupta, Narayanamurthy, & Ishizaka, 2023). At the same time, by cultivating a culture that focuses on continuous learning, IT companies not only retain the best but also develop the skills of future generations.

Another vital element that would connect talent management to the organisational culture was the role of recognition and rewards in people management. A recognition culture dovetails well with performance-based talent management, where people are recognized not only for the attainment of objectives but also to develop the organisation's culture and values. In such a culture, every employee at every level would feel valued, hence boosting their morale and commitment to the organisation (Montero Guerra,

Danvila-del-Valle, & Méndez Suárez, 2023). Companies that are actively individual contribution aware with a very vibrant profession in India tend to open up and amaze IT professionals with a will to stay much longer. A recognition-rich culture supported by talent management strategies to reward innovation and teamwork reinforced by leaders can significantly enhance retention by building the situation where employees perceive their contributions to be seen and valued.

Talent management and culture complement each other by facilitating retention through the implementation of flexibility at work. In response to the COVID-19 pandemic, most employees have become accustomed to expecting flexibility through work-from-home or split schedules or flexible hours. If talent management practices, including flexible work arrangements, are part of an organisational culture within trust and autonomy, then employees are more likely to gain a positive work-life balance. IT companies that shift toward such expectations by building a culture that supports the notion of work-life balance and takes care of an individual's needs also have better retention because employees are in a position to align their professional life with their personal life. A more flexible culture also attracts a much larger talent pool, increasing the possibility for an organisation to attract and retain skilled professionals at various career stages and from diverse backgrounds (Ziad, 2015).

In the long run, relating talent management with a powerful organisational culture helps in retaining employees by making it an engaging, respectful, and motivating environment. It helps in attracting, developing, and keeping the right talent to build a much more resilient workforce that can maintain and see through industry changes. Those that are better at aligning these two areas tend to get a competitive advantage since they are much better placed to create the desired culture of positivity and performance orientation, which leads employees to stay and grow with the organisation (Järvi & Khoreva, 2019).

By integrating talent management with a culture that is more about employee well-being and growth, Indian companies in the IT sector can develop greater workforce stability, minimize turnover costs, and encourage strong long-term growth within a challenging and ever-changing market.

Challenges in Talent Management for Employee Retention

The fast pace of change and high competition in the IT sector creates high demand for skilled talent. Upskilling and reskilling become significant challenges that talent management encounters in employee retention, due to the constant changing nature of technologies. It's an industry that evolves rapidly, and professionals are usually required to update their skills in order to remain relevant (Puja Sareen & Mishra, 2016). But continuing learning experience takes a lot of time and large investments in terms of financial resources. When the companies are incapable of doing this, stagnation in the jobs is realized, and turnover tends to be more probable as employees look for actual opportunities elsewhere to grow.

A tougher challenge is maintaining competitive compensation and benefits packages that would effectively retain a highly skilled employee. IT employees tend to be somewhat aggressive as far as compensation is concerned, often attracting enormous offers from competing firms that could be within the country or elsewhere, and the organisation will have to provide it with competitive compensation packages (Manthena, 2022). It is financially not feasible for smaller firms or startups to provide such offers, so it experienced great turnovers on account of better pay and fringe benefits. Besides paycheques, benefits go much more beyond it, and other incentives such as pay-for-performance bonuses, stock options, and work life benefits such as flexible scheduling and telecommuting become very

important for employees. For firms with thin budgets, keeping employees would be an ongoing challenge by providing a good package balancing profit with sustainability.

Organisational culture itself can also be an opposing factor towards talent management. This is the case in cultures that violate the expectations or the needs of the labour force. For example, cultures that are more traditional, have strong hierarchical structures and are structured based on seniority often will be opposing factors for effective talent management (Jose Hejase et al., 2016). This would come in the form of employees, especially the more youthful employees, expecting an inclusive, collaborative, and flexible work environment. A rigid or overly competitive culture may become stressful and even lead to burnout where the employee moves on to greener pastures and workplaces that make an employee feel cared for. It is sometimes hard to close the gap of organisational culture with what the employees expect. Strong ingrained practices in an organisation or leadership styles not easily changed are some of the organisations (Al Ariss, Cascio, & Paauwe, 2014).

The further challenge in talent management for retention involves leadership's part. Leaders and managers nourish talent, but not all leaders have the right skills or perspective to work in supporting good staff retention. Bad leadership, which disregards employee engagement, development, and recognition, can easily lead to a disengaged workforce with low morale (Pestonjee, Barot, & Chhaniwal, 2017). As such, in the IT sector where teamwork and innovation are the order of the day, leaders who do not champion open communication, creativity, and employee development inadvertently contribute to a higher attrition rate. Developing such leaders, therefore, becomes important yet challenging for talent retention (Boštjančič & Slana, 2018).

Finally, work-life balance remains a challenge in talent management in the IT industry, given the tight project deadlines with very high expectations from the clients

forcing them to work at such high speeds with immense stress (Liu, 2021). In most of these situations, the likely outcome will be employees leaving for a life where work does not hog their lives as much. Such talent management practices as flexible work arrangements, mental health support, and wellness programs would help to alleviate these concerns, but they require some planning and resources (R. Musakuro, 2022). The companies that cannot address these work-life balance concerns face a retention problem because increasingly, employees are choosing based on their mental and physical well-being.

The issues involved with talent management for employee retention in the IT sector are multifaceted, as they cover enhancing the skills, compensation, culture, leadership, and work-life balance. Resolving these demands a proactive approach, ensuring strategic moving forward to create an environment in which employees feel valued and supported to become motivated. Indeed, within an industry that continues to advance, only companies that are able to calibrate their talent management approach to the challenges will remain

Opportunities to strengthen retention in the IT sector include creating a conducive, growth-oriented environment that values employees and has clear career paths. The most effective always is investment in learning and development programs, allowing employees to continuously upgrade skills. Technologies change very quickly, and employees often ask for workplaces with upskilling or reskilling opportunities in their lines of work to remain competitive (R. N. Musakuro, 2022). Those companies and their culture with defined learning programs, partnerships in educational platforms, and access to certifications tend to encourage growth within the company and enhance engagement, thereby fostering loyalty among employees. This also gives way for internal promotion of more developed careers within the organisation, so therefore less likely to have turnover because the employees can envision this long-term opportunity growing in the same organisation.

Other opportunity includes flexible work arrangements that provide a work-life balance. Companies that adapt to the norm of remote and hybrid working and give employees the authority to control their schedules in such arrangements are ahead of the curve in retaining talent. Flexibility is now the biggest priority for most employees, who feel that the ability to achieve a balance between their personal and professional lives is critical (Al- Dalahmeh, 2020). Actually, providing for these options that include flexible hours, work from home, and wellness programs increases job satisfaction and even retainment. A culture that respects the work-life balance also reduces burnout—a common cause of attrition in high-demand sectors like IT. Flexible work arrangements allow companies to meet today's employees' evolving expectations and build a resilient workforce that is likely to stay.

Another area for retention enhancement is creating a culture of recognition and reward. People like to stay with organisations that recognize and celebrate their contributions. Companies can create a healthy and motivating work environment by the implementation of recognition programs, performance-based rewards, and clear career progression paths. This is much more important in the IT sector due to project-based work, which is undertaken with often tight deadlines and high expectations (Jooss, Lenz, & Burbach, 2022). Recognition programs in the achievement of individuals and team performance can enhance morale and a sense of belonging, as it keeps the employees in the company. But other than financial incentives, more performance-based incentives that can be granted, such as paid time off, developmental opportunities, or wellness benefits, may even increase the commitment of employees to the organisation.

Initiatives on the diversity and inclusion side also pose an important opportunity toward retention. An inclusive workplace is going to be one where people respect and value each other's contributions, so such D&I-focused IT firms are more likely to attract diverse

talent and build greater innovation as well as broader perspectives (Nwanisobi & Christopher, 2020). Such policies, mentorship programs, and unbiased hiring all communicate the value that brings diverse perspectives and experiences into an organisation by each employee. Such practices not only foster engagement in the employees but also build an atmosphere where they become more likely to stay because they feel they are part of a respectful and supportive environment.

Lastly, the ability to leverage technology in managing talent is becoming increasingly relevant in retention in the IT industry. Advanced tools and HR platforms promise to optimize talent management, from on-boarding to performance evaluation and engagement surveys. These platforms can source insights into employee needs and pain points, with which the employer can better respond (Hongal & Kinange, 2020). Through analytics, HR is able to track and even identify the turnover trends so steps may be taken proactively before such issues lapse into attrition. Technology-enabled personalized learning plans, goal tracking, and real-time feedback make engaged and supported employees feel more strengthened in their connectiveness with the company.

IT retention will be improved with an organisation that has an open door to opportunities prioritized on employee growth, well-being, and engagement. Organisational culture that encourages continuous learning, flexibility, recognition, inclusiveness, and technological support will generally help in ensuring employees are valued and motivated to stay (Nawangsari & Sutawidjaya, 2019; Pauli & Pocztowski, 2019). These strategies improve retention and concurrently build a more robust workforce the organisation is better invested in and better suited to respond to changes in the industry for long-term success.

2.2 Research Gap:

The sheer volumes of studies on talent management, organisational culture, and employee retention do not point to a knowledge gap within the specifics of the same concerning the IT industry in India. Overall, the context in which this sector operates is one of rapid technological turbulence together with significant employee mobility and intense global competition that brings levelling opportunities and challenges as defined by extant literature. While many studies have investigated talent management broadly or in a Western framework, not many of these studies take on an in-depth analysis that suits the needs, expectations, and behaviours of Indian IT professionals. First, in light of such acute turnover rates in the Indian IT sector and the resultant steep need for specialized skills, a focused analysis of how talent management and organisational culture uniquely impact retention in this space would help develop much more effective retention strategies.

In addition, although some studies acknowledge that organisational culture is a retention factor, there is relatively little known about how specific dimensions of culture, such as inclusiveness, work-life balance, and leadership, influence retention in different employee segments in the IT sector. For instance, how organisational culture impacts the retention of junior as opposed to senior IT employees or those holding technical versus managerial positions remains underrepresented. Most studies have failed to consider the interplay between talent management practices, including learning and development, performance recognition, and flexible work policies, with broader organisational culture in determining employee loyalty. Such a closer examination would allow firms to understand more clearly how to create a cohesive culture and talent management strategy tailored to meet the diverse needs of the IT workforce and retain scarce talent in this market.

There is a scarcity of empirical research on how data-driven talent management tools and analytics influence retention in the Indian IT sector. When the digital

transformation of every organisation changes how an organisation approaches HR, learning the ways in which such new data-driven talent management practices, like personal learning plans, future probabilities of retention, and sending back real-time feedback, might help improve retention could all the difference. This gap in current research may result in difficulties for organisations to optimize the benefits of technology in response to the high turnover rates. Future research can fill these gaps and help IT firms develop strategies with actionable implications that can retain talent, making the workforce stronger and more resilient in India's ever-changing IT industry.

2.3 Summary

In a nutshell, the overall relationship between talent management, organisational culture, and employee retention becomes of extreme importance in addressing challenges to leave to India's IT sector for ever. Organisations moving ahead with activities to retain skilful professionals in the competitive environment must ensure its practice of talent management aligns with positive organisational culture. Companies that emphasize continuous learning and development, work environments that are flexible, and recognition-driven cultures are more likely to encourage workforce loyalty and engagement. In addition, embracing diversity and inclusion initiatives and using technology to make talent management processes easier for employees will allow an organisation to create an environment in which not only the best talent is attracted but also retained as employees commit to the organisation long-term.

However, it is apparent that the existing literature shows a lot of lacunas in understanding the particular factors related to retention within the country's unique IT sector. Lacunas point towards intensive research that analyses the way organisational culture and practices concerning talent management differentially influence retention

among employees at various levels, functions, and positions. There also happens to be an underdeveloped area concerning the application of technology in talent management and retention.

Only a balanced approach that couples talent management strategies with an emerging organisational culture, as supported by evidence, will assist IT firms to come with a lower turnover rate and develop a more sustainable and committed workforce. Closing this gap in existing research and building better retention strategies that resonate with the shifting dynamics of the Indian IT industry is very crucial for companies.

CHAPTER III:

METHODOLOGY

3.1 Research Methodology

The research plans to seek help from prominent regional, national, and international journals as well as books published in the domains of Information Technology, Talent Management, Organizational Performance, Organizational Culture, and Employee Retention. The secondary data is going to be obtained from this source while the primary data will be collected using the technique of purposive sampling.

3.2 Overview of Research Problem

This research problem- 'The Impact of Talent Management and Organizational Culture on Employee Retention in the IT Industry in India aims at analyzing the diverse dynamics between Talent management practices, Organisational culture employee retention in light of the Information Technology industry within the culturally diverse context of India. There are major challenges to retaining key talent in the IT industry, namely intense competition the upward pressure on wages, and the increasing requirement for new, and different technological competencies. Therefore, organizations require understanding how talent management policies including recruitment, training, career development, performance management affect the retention of employees. Moreover, organisational culture which incorporates; physical environment, leadership practices, working conditions, flexibility, and engagement levels play an important part in influencing employees' attitudes and behaviours towards the organisation. The study objectives of the research are to understand how talent management and organizational culture work together to contribute to better retention practices and outcomes focusing on counterfactual IT firms in India. It must be said that this work is aimed to show the effective

strategies in the field of the employees' retention in the industry as well as the development of the significant role of the organisational culture and the talent management in the long-term perspective for the IT business success.

3.3 Operationalizing the theoretical constructs

Operationalization of the theoretical constructs for "The Impact of Talent Management and Organisational Culture on Employee Retention in the IT Industry in India" ensures that the intangible concepts are articulated in precise, quantifiable terms to enable structured analysis and real-world implementation.

Talent Management refers to the strategic practices used by organizations to attract, develop, retain, and utilize employees effectively. It can be operationalized by examining metrics such as recruitment effectiveness, training and development participation, performance management systems, and career progression opportunities. Recruitment effectiveness is measured by indicators like time-to-hire, offer acceptance rates, and the quality of new hires. The performance of training programs can be evaluated through the measurement of employee engagement metrics, the results of satisfaction surveys, and improved performance after training. Similarly, career development can be measured through tracking internal promotions, the availability of upskilling opportunities, and employee opinions regarding the ability to grow within the organization. Performance management systems are instituted through the regularity and quality of feedback sessions, performance reviews, and consistency of individual goals and organizational goals.

Organisational Culture comprises shared values, beliefs, attitudes, and practices that affect the behaviour and interactions of employees. It can be understood by examining the work environment, leadership styles, communication methods, and support for new ideas. A good work environment is measured by how employees feel about inclusivity,

teamwork, and safety at work. Leadership style is judged through employee feedback surveys and leadership assessments that find qualities like being friendly, open, and including others in decisions. Communication effectiveness is the clarity, frequency, and openness of the communication in an organization. The innovation support will be judged based on how many times employees are allowed to present and implement their new ideas. Clear information in these areas can be obtained using the Organizational Culture Assessment Instrument.

Employee Retention shows how well a company keeps its workers over time and reduces turnover. This idea is measured using numbers and descriptions, like the rate of people leaving, how long employees stay, and why they leave on their own or are let go. Turnover rates are figured out by comparing the number of employees who leave a company during a set time to the total number of workers. The length of time employees stay helps find patterns of people leaving, and exit interviews give details about why employees choose to leave. Employee satisfaction surveys that measure job happiness, work-life balance, and commitment to the organization are also used to see how well employees stay.

More appropriate constructs to the study include employee engagement, which can be operationalized by measures of levels of enthusiasm, commitment, and agreement with organizational goals, usually by engagement surveys and participation in the organization's endeavours. Work-life balance is the other important variable, which will be measured in terms of existence of flexible working arrangements, level of stress, and employee perceptions of workload manageability. Finally, leadership style is operationalized by the ways in which managers motivate and guide their teams. Indicators may include perceptions of leadership effectiveness among employees as well as feedback about the decision-making processes.

By putting these ideas in clear, measurable terms, the study now has a solid foundation to investigate how talent management and organizational culture work together to affect employee retention in the IT industry in India. The method of doing this ensures that findings are based on real evidence and thus are useful for professionals working in the industry.

3.4 Research Purpose

The aim of the research proposal on "The role of organisational culture in the relationship between talent management practices and employee retention in IT industry in India" is to analyse the relationship between talent management practices and organisational culture in retaining employees in the IT industries of the country. It involves finding out how effective methods for talent management for instance; recruitment, training and development, and performance management impact on the turnover rates. However, it also aims at understanding the function of organisational culture, such as work climate, managerial attitudes and practices, employee motivation and prospects of work/family interface on employees' organisational identification and organisational commitment.

This research aims to fill this knowledge gap through identifying and analysing the relationships between talent management and organisational culture in promoting employee retention in the competitive Indian IT industry. Thus, the general goal of the study is to suggest guidelines for IT companies to enhance the knowledge of key factors affecting employee satisfaction and commitment. The study will also fill the gap in knowledge and add to the theoretical framework of talent management of organizational culture and employee retention in the midst of fluctuating IT environment, which can assist

academic researchers and actors in the field to inform their practice and build new knowledge.

3.4.1. Research Questions

This research seeks to achieve the following research questions and objectives:

1. To identify and explore the role of talent management practices in employee retention enhancement within the Indian IT industry.
2. To assess the impact of organisational culture on employee satisfaction and commitment.
3. To analyse talent management and organisational culture in terms of employee retention.
4. To explore and examine key challenges and opportunities that IT organisations face in India, while retaining skilled professionals.

3.4.2. Hypothesis of the study

H01: There is no significant role of talent management practices in employee retention enhancement within the Indian IT industry.

Ha1: There is significant role of talent management practices in employee retention enhancement within the Indian IT industry.

H02: There is no significant impact of organisational culture on employee satisfaction and commitment.

Ha2: There is significant impact of organisational culture on employee satisfaction and commitment.

H03: There is no significant analysis related to talent management and organisational culture in terms of employee retention.

Ha3: There is significant analysis related to talent management and organisational culture in terms of employee retention.

H04: There are no significant key challenges and opportunities that IT organisations face in India, while retaining skilled professionals.

Ha4: There are significant key challenges and opportunities that IT organisations face in India, while retaining skilled professionals.

3.5 Research Design and Research Approach

The study will make use of the quantitative approach in order to establish how talent management and organizational culture affect employee retention in the Indian IT industry. This design adapts quantitative research methods, which have been useful for exploring questions at hand while providing a proper understanding of topics under study. A cross-sectional research design has been used for this study to collect data at one point in time. This is done in the context of IT employees in India and their perceived relationship between talent management practices and organizational culture.

3.6 Population and Sample

1) **Population or Universe: -** The participants in this study are the employees working in the Information Technology sector in Bangalore, Chennai, and Pune cities of India. These cities therefore form the population for the research.

2) **Sampling technique: - Purposive sampling technique** will be used for the existing research.

3) **Sample size: -** The target examined to randomly collect 660 samples from the population area under consideration by the present study. Total Population of IT Professionals 4475715. Calculating sample size using Cochran's formula:

$$n = \frac{Z^2 \cdot p \cdot (1 - p)}{e^2 + \left(\frac{Z^2 \cdot p \cdot (1-p)}{N} \right)}$$

Where:

N= 4170000

Z=1.96 (Z-SCORE for a 95% confidence level)

P=0.5 (assumed proportion)

E=0.05 (margin of error)

The sample size is virtually 384.13. For prevalent study, the sample size gets determined 660 as in case of a higher size of samples more will turn out to be conclusive or precise results.

Table 2.1 Sample size and source

S.No.	Name of City	Total population of IT professionals	Sources of Population	#of respondents selected for data collection
1.	Bangalore	35,00,000	https://en.wikipedia.org/wiki/Economy_of_Bangalore#:~:text=As%20of%202020%2C%20IT%20firms%20in%20Bengaluru,sectors%2C%20out%20of%20nearly%204.4%20million%20employees	220
2.	Chennai	6,00,000	https://en.wikipedia.org/wiki/Software_industry_in_Chennai	220
3.	Pune	70,000	https://techbehemoths.com/blog/the-ict-industry-in-pune-companies-performance	220
Total		41,70,000		660

3.7 Participant Selection

The existing study selected **Information Technology Professionals** working in cities of Bangalore, Chennai, and Pune in India.

3.7.1 Instrumentation

For quantitative analysis Statistical Package for Social Sciences (SPSS) software version 26.0 used.

3.8 Data Collection Procedures

1) **Questionnaire design:** A self-structured questionnaire will be designed, pilot tested and then used to collect data towards answering the problem as identified. The questionnaires will use the 5-point Likert scale technique that is appropriate

for this study since it is useful for collecting data systematically in an observable and measurable way and one that is suitable for statistical analysis. The study aims at qualitatively establishing relationships between a given set of variables.

2) **Sources of data**

a) **Primary data:** The existing study will be exploratory and primary data will be collected through survey and questionnaire method.

b) **Secondary data:** Secondary data includes data collected from numerous sources, such as published and unpublished research works, books, magazines, government reports, brochures, journals, periodicals, papers presented at several conferences, internet websites, and much more. Therefore, in this regard, a comprehensive literature review was carried out to collect secondary data that would enable the identification of different variables, current issues, and clarify the concepts.

3.9 Tools and techniques of data analysis:

To analyse collected data SPSS 26.0 will be used. The list of tools that will be used during analysis are as follows:

Details of Tools applied in data analysis

a) **Frequency and percentage Method:** It calculates frequency and percentage distributions to obtain percentages, normally applied to counts or data items about age, occupation, gender, and marital status.

Formula:

$$\% = \frac{f}{N} \times 100$$

Where: % = Percent
f = Frequency
N = Number of cases

b) **Mean:**

It refers to the average or dominant value in a collection of numeric data. Calculating the sum of all the values in that data set, followed by division by the number of values it holds, would result in obtaining the mean-or the average-for the given set.

$$Mean = \frac{Sum\ of\ All\ Data\ Points}{Number\ of\ Data\ Points}$$

$$Mean = Assumed\ Mean + \frac{Sum\ of\ All\ Deviations}{Number\ of\ Data\ Points}$$

c) **Standard Deviation**

The standard deviation is a number that tells how spread out the data is from its average. It is the square root of the variance.

$$\sigma = \sqrt{\frac{\Sigma\ [x - \overline{x}\ ]^2}{n}}$$

σ = standard deviation

Σ = sum of

x = each value in the data set

$\overline{x}$ = mean of all values in the data set

n = number of value in the data set

d) T test

A t-test is one form of statistical test which can be applied to compare averages of two groups. It may be applied to hypothesis testing. Often, a t-test is used to check if a process or treatment has a real effect on the group in question, or whether the groups under comparison are distinct.

Type	T-statistic	Degrees of freedom
One-sample t-test	$t = \dfrac{\overline{x} - \mu_0}{s/\sqrt{n}}$	df = n – 1
Paired t-test	$t = \dfrac{\overline{X}_D - \mu_0}{s_D/\sqrt{n}}.$	df = n – 1

e) Chi-square   Test

The Chi-Square statistic may be evaluated using comparison with a critical value

that would be obtained based on the chi-square distribution, in order to determine if observed cell totals are significantly different from those expected.

The formula of Chi-square is as follows:

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

X2= The test static

$\sum$= The sum of

O= Observed frequency

E= Expected frequency

As represented in the above formula, the Chi-Square analysis based on the difference between what is the actual observed frequency in the data and what would be expected frequency if there was no association exist among the variables.

f) Correlation Analysis

The correlation test is used to measure the relationship among two or more variables. The strength of association that exists between two variables can be measured with the help of correlation coefficients.
.

$$r = \frac{n(\Sigma xy) - (\Sigma x)(\Sigma y)}{\sqrt{[\, n\Sigma x^2 - (\Sigma x)^2\,]\,[\, n\Sigma y^2 - (\Sigma y)^2\,]}}$$

g) Regression Analysis

Within statistical modelling, the field of regression analysis deals with a collection of methods that statistically estimate relationships between a dependent variable and one or more independent variables

$$Y = a + bX$$

$$b = \frac{N\sum XY - (\sum X)(\sum Y)}{N\sum X^2 - (\sum X)^2} \qquad a = \frac{\sum Y - b\sum X}{N}$$

Where,

N = number of observations, or years

X = a year index (decade)

Y = population size for given census years

h) ANOVA

The analysis of variance (ANOVA) is a set of statistical models along with their corresponding estimation techniques, including the "variation" within and between groups, which are used to analyze the differences in group means within a sample

i) Exploratory Factor Analysis:

The most widely used methodologies in the field of language assessment are exploratory factor analysis and SEM. EFA is considered a data-oriented method, which is used mainly as a probing technique to explain the underlying relationships between variables.

3.10 Ethical Considerations

The research plan will have ethics rules that help in protecting participants' rights and their privacy. All participants will be asked for their informed consent and promised that in the results of the study, their identities would remain secret. It will further be guided by the ethical provisions for research using human subjects outlined by the research institution.

3.11. Limitations of the Study

1. The study is limited only to selected IT employees belonging to the cities of Bangalore, Chennai, and Pune.
2. It will adopt the sample survey method for carrying out the research and cover a total of 660 employees working in the cities of Bangalore, Chennai, and Pune.
3. The bulk of fieldwork was upon the sector of Information Technology; though, scope for researches over other sectors remains unexplored.

3.12 Conclusion

The study throws up important insights regarding how talent management practices and organizational culture have implications for employee retention in the Indian IT industry. Research will identify major factors such as opportunities in career development, work-life balance, and levels of engagement; cultural factors including inclusiveness, trust, and teamwork help an employee to remain. The results will therefore allow information technology firms to match a supportive organizational culture with talent management strategies further enhancing employee job satisfaction and reducing turnover in the workplace or organization. In this way, the intention of this study is to address the retention issue and along with that goal, enhance and guide academic discourses and actual human resource practice.

CHAPTER IV:

RESULTS

4.1 Introduction

The existing study aims to study the Impact of Talent Management and Organisational Culture on Employee Retention in IT Industry in India which is a study among information technology (IT) employees. In the result section, entire analysis is divided into two sections. The Section one is about the demographic analysis which relates to city, age, gender, marital status, education, income, service period, type of family and size of family factors. The demographic analysis is shown using frequency, percentage method and graphs. The second section deals with tick marks and Likert scale-based statements exposed to the study and include analysis on the talent management practices that are implemented in IT company, IT company identify high-potential talent in the organization, the role of talent management practices in employee retention enhancement within the Indian IT industry in organisation, organization assess the impact of organizational culture on employee satisfaction and commitment, organisation analyse talent management and organisational culture in terms of employee retention, challenges and opportunities that IT organizations face in India while retaining skilled professionals and recommendations for developing talent management practices within IT industry. Therefore, in this study, the sample size is 660 IT employees. Different quantitative tools specified for assessing the questionnaire including "mean, standard deviation, t test, Regression, Correlation, ANOVA, Chi-square, Exploratory factor analysis." Result section keeps in mind this before crafting the following research questions:

1. To identify and explore the role of talent management practices in employee retention enhancement within the Indian IT industry.

2. To assess the impact of organisational culture on employee satisfaction and commitment.

3. To analyse talent management and organisational culture in terms of employee retention.

4. To explore and examine key challenges and opportunities that IT organisations face in India, while retaining skilled professionals.

4.2 Discussion of Results

Table 4.1 Sample city wise distribution

City wise distribution	Frequency	Percentage
Bangalore	220	33.33%
Chennai	220	33.33%
Pune	220	33.33%
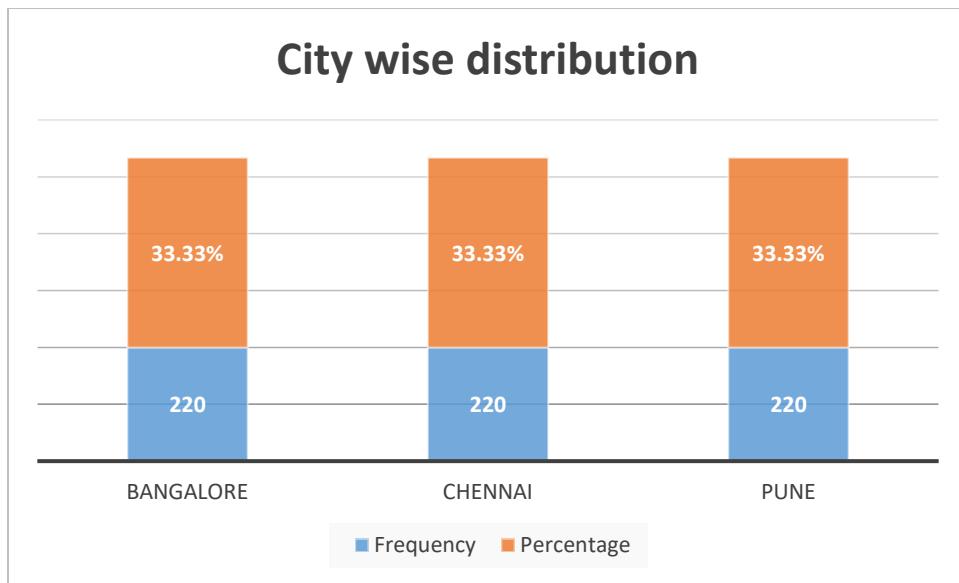
Figure 4.1 City wise distribution

Table 4.1, analyzed the city wise distribution and stated that all the selected cities are equally responsive and participative in the existing study that is Bangalore (N=220,33.33%), Chennai (N=220, 33.33%) and Pune (N=220, 33.33%).

Table 4.2 Age wise distribution

Age wise Distribution	Frequency	Percentage
Below 20	183	27.72%
20 to 30 years	196	29.69%
30 to 40 years	148	22.42%
Above 40 years	133	20.15%
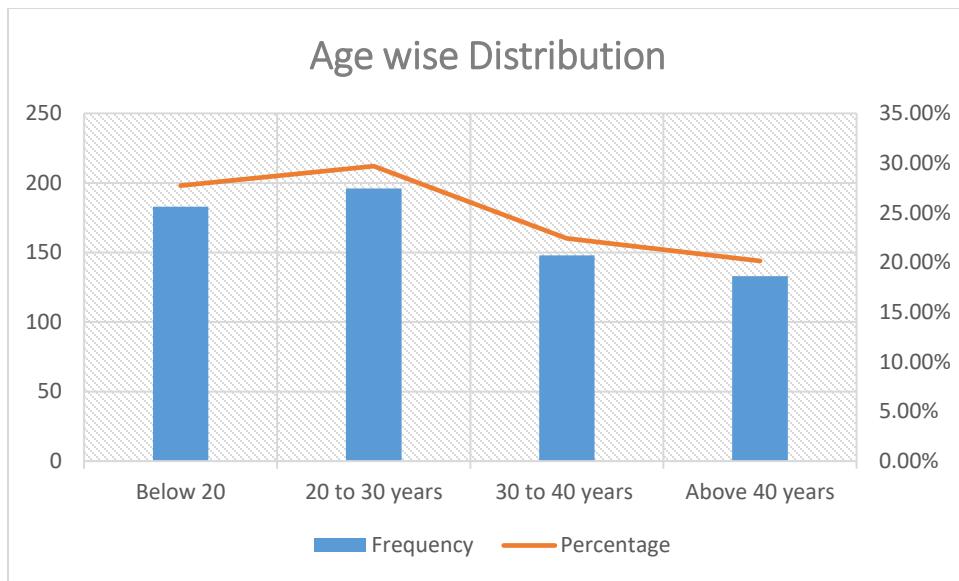
Figure 4.2 Age wise distribution

Table 4.2, analyzed the age wise distribution and stated that majority of respondents in the study having age 20-30 years (N=196, 29.69%) followed by below 20 years age (N=183, 27.72%). Above 40 years of age (N=133, 20.15%) respondents found to be least participative in the current research.

Table 4.3 Gender distribution

Gender	Frequency	Percentage
Female	282	42.72%
Male	378	57.27%
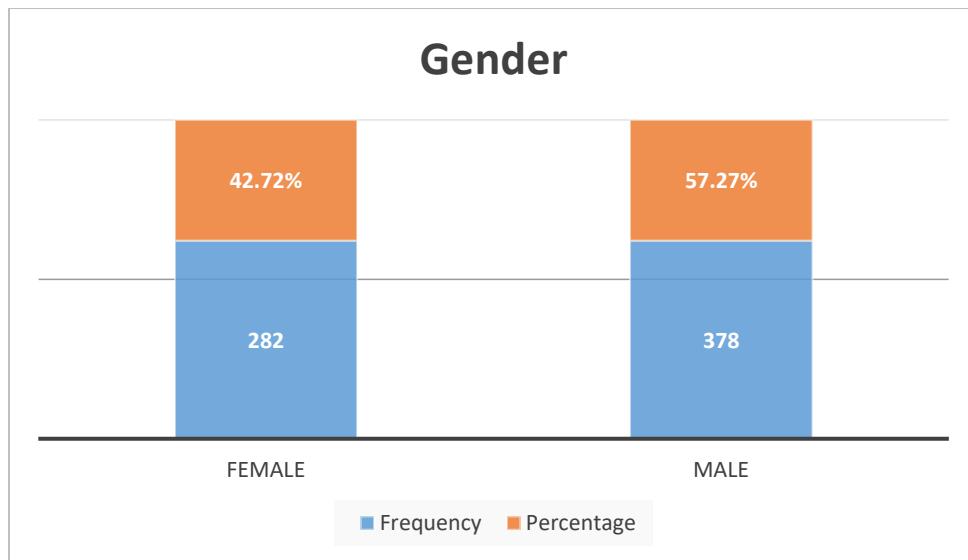
Figure 4.3 Gender distribution

Table 4.3, conducted the gender analysis and stated that majority of respondents in the existing study found to be male (N=387, 57.27%) participative and only few females (N=282, 42.72%) found to participative in the current study.

Table 4.4 Marital Status coverage

Marital Status	Frequency	Percentage
Single	292	44.24%
Married	212	32.12%
Others	156	23.63%
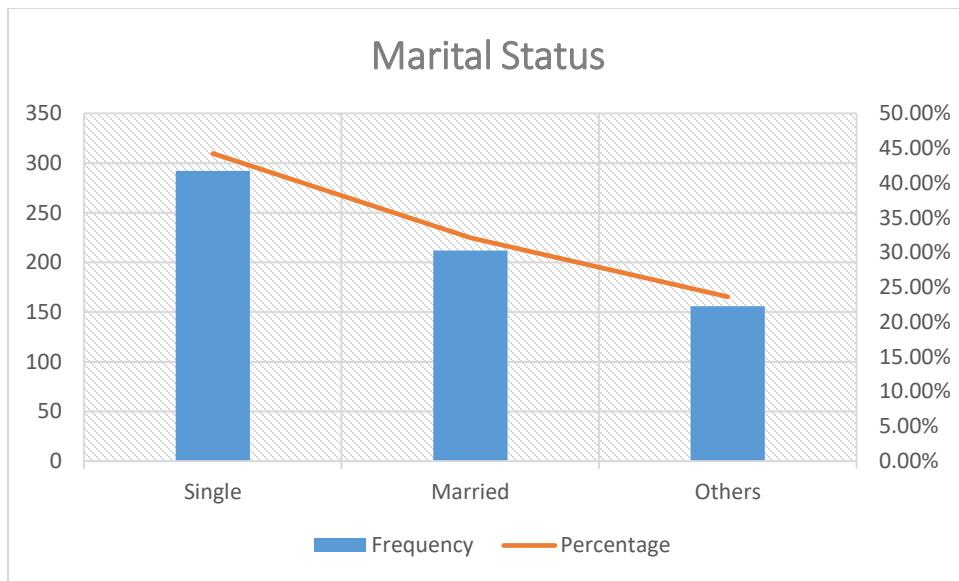
Figure 4.4 Marital Status

Table 4.4, analysed the marital status and stated that majority of respondents found to be single (N=292, 44.24%) followed by married (N=212, 32.12%) respondents. Others (N=156, 23.63%) found to be least participative in the study.

Table 4.5 Educational Qualification

Educational Qualification	Frequency	Percentage
Below Graduate	124	18.78%
Graduate	197	29.84%
Post Graduate	169	25.60%
Above Post Graduate	170	25.75%
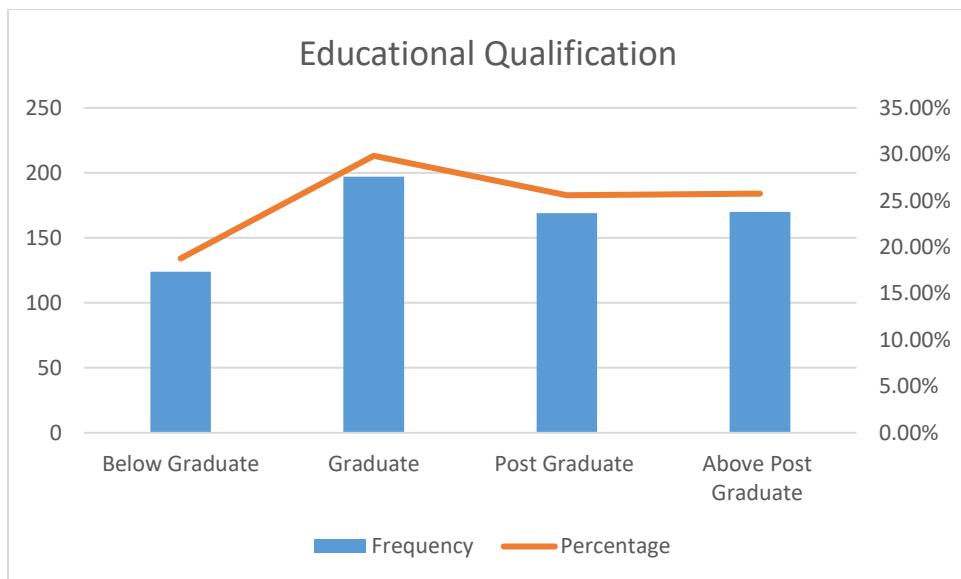
Figure 4.5 Educational Qualification

Table 6, analysed the educational qualification of selected respondents in the current study and stated that majority of respondents having graduation (N=197, 29.84%) degree followed by above post-graduation (N=170, 25.75%) degree. Below graduate (N=124, 18.78%) qualification found to be least in the study.

Table 4.6 Monthly Income

Monthly Income (in Rs.)	Frequency	Percentage
Below 25,000	123	18.63%
25,001 to 50,000	303	45.90%
50,001 to 1,00,000	112	16.96%
Above 1,00,000	122	18.48%
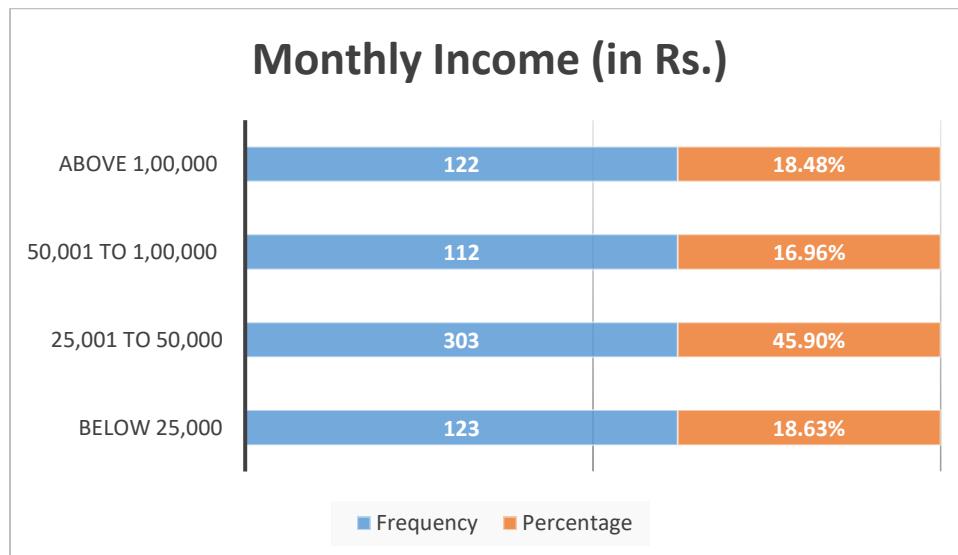
Figure 4.6 Monthly Income

Table 4.6, analysed the monthly income of the study and documented that majority of respondents having income Rs. 25,001 to 50,000 (N=303, 45.90%) followed by below Rs. 25000 (N=123, 18.63%). Rs. 50,001 to 1,00,000 (N=112, 16.96%) found to be least monthly income in the study.

Table 4.7 Number of Years of Experience

Years of Experience in IT	Frequency	Percentage
Less than 5 years	137	20.75%
5 to 10 years	276	41.81%
10 to 20 years	97	14.69%
More than 20 years	150	22.72%
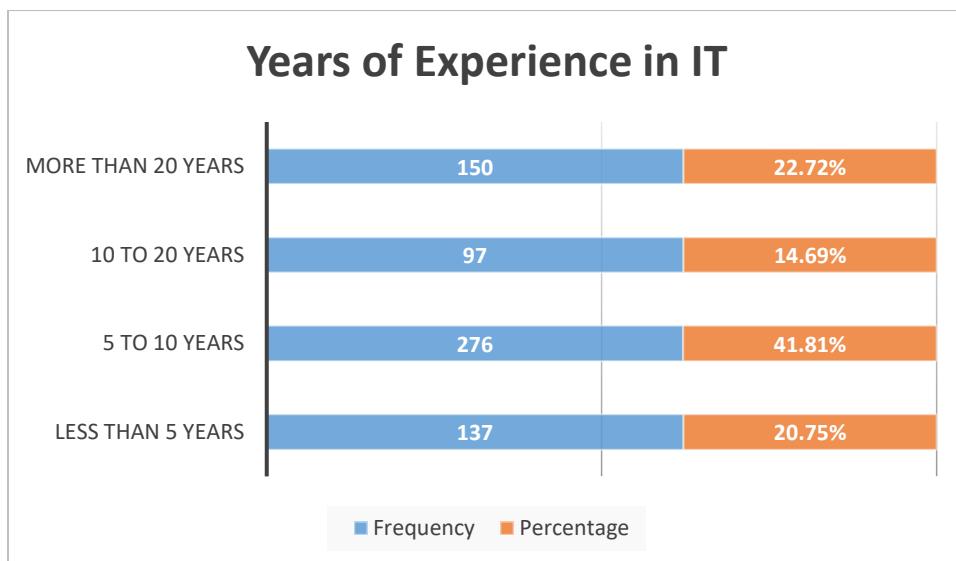
Figure 4.7 Number of Years of experience

Table 8 analysed years of experience in IT industry and stated that majority of respondents having 5-10 years (N=276, 41.81%) in the IT industry followed by more than 20 years

(N=150, 22.72%). 10-20 years (N=97, 14.69%) of IT experience among respondents found to be least in the study.

Table 4.8 Type of Family

Type of Family	Frequency	Percentage
Nuclear Family	367	55.60%
Joint Family	293	44.39%
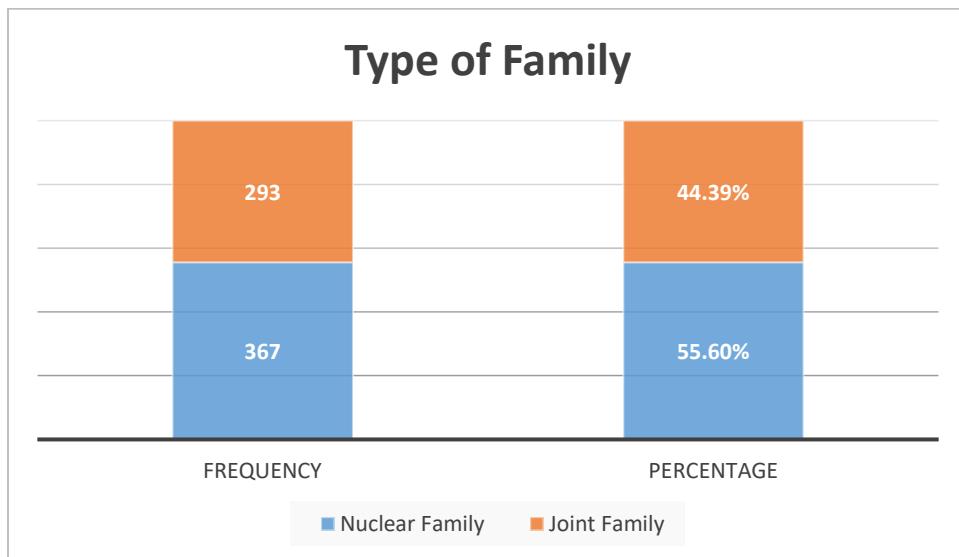
Figure 4.8 Type of Family

Table 4.8, analyzed the type of family in the study and stated that majority of respondents live in nuclear family (N=367, 55.60%). Only few lives in joint family (N=293, 44.39%).

Table 4.9 Family Size

Size (no. of persons in your family)	Frequency	Percentage
2	313	47.42%
3 to 5	178	26.96%
5 to 10	114	17.27%
More than 10	55	8.33%
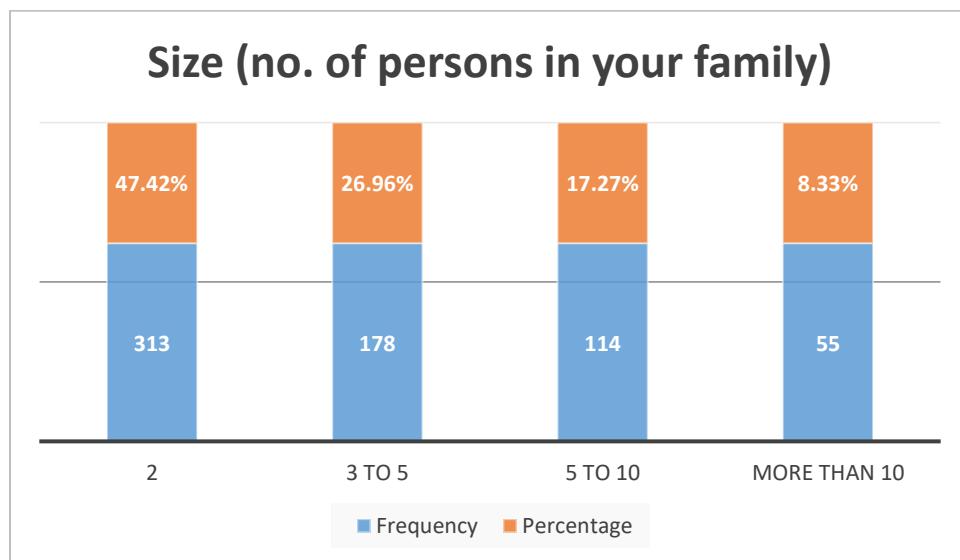
Figure 4.9 Family Size

Table 4.9, analyzed the size of family and stated that majority of respondents having 2 members (N=313, 47.42%) in their family followed by 3 to 5 members (N=178, 26.96%). More than 10 members (N=55, 8.33%) found to be least in the study.

4.3 Discussion of Research Question A

Research Question A: To identify and explore the role of talent management practices in employee retention enhancement within the Indian IT industry.

Q9. What talent management practices are implemented in your IT company? (Mark ✓)

Table 4.10 Reliability Statistics (Q9)

Reliability Statistics	
ronbach's Alpha	N of Items
.866	13

Table 4.9, analyzed the internal consistency among the selected variables in the study and stated that the estimated value of Cronbach's Alpha is .866 (N=13) which is less than the permissible limit of 0.60 of reliability statistics. Therefore, the study can further explored various statistical tests.

Table 4.10 Descriptive Statistics (Q9)

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Recruitment and onboarding	660	1	5	4.40	.614
Training and development	660	1	5	4.18	.779
Performance management	660	1	5	4.26	.704
Career development	660	1	5	4.38	.654
	N	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**
Employee engagement and well being	660	1	5	4.36	.694
Recognition and rewards	660	1	5	4.23	.756
Succession Planning	660	1	5	4.23	.699
Diversity and Inclusion	660	1	5	4.19	.825
Technology integration in HR processes	660	1	5	3.97	.939
Retention strategies	660	1	5	3.74	1.064
Corporate Social Responsibility (CSR) involvement	660	1	5	4.18	.820

Flexible working arrangements	660	1	5	3.89	.913
Gamification in learning and engagement	660	1	5	4.05	.880
Valid N (listwise)	**660**				

Table 4.10, analyzed the descriptive statistics related to talent management practices that are implemented in respondents' IT company and stated that "Recruitment and onboarding" (Mean=4.40 and Standard Deviation= .614) followed by "Career development" (Mean=4.38 and Standard Deviation=.654) are the most important talent management practices followed by respondents' IT company. "Retention strategies" (Mean=3.74 and Standard Deviation= 1.064) found to be the least important talent management practices implemented in the respondents' IT company. Therefore, the findings of descriptive study stated that "Recruitment and onboarding" is the most important talent management practices in the IT Company.

Table 4.11 One-Sample Statistics (Q9)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Recruitment and onboarding	660	4.40	.614	.024
Training and development	660	4.18	.779	.030

Performance management	660	4.26	.704	.027
Career development	660	4.38	.654	.025
Employee engagement and well being	660	4.36	.694	.027
Recognition and rewards	660	4.23	.756	.029
Succession Planning	660	4.23	.699	.027
Diversity and Inclusion	660	4.19	.825	.032
Technology integration in HR processes	660	3.97	.939	.037
Retention strategies	660	3.74	1.064	.041
Corporate Social Responsibility (CSR) involvement	660	4.18	.820	.032
Flexible working arrangements	660	3.89	.913	.036
Gamification in learning and engagement	660	4.05	.880	.034

Table 4.11, analyzed one sample statistics related to talent management practices that are implemented in respondents' IT company and stated that "Recruitment and onboarding" (Mean=4.40 and Standard Deviation= .614 and Standard Error= .024) followed by "Career development" (Mean=4.38 and Standard Deviation=.654 and Standard Error= .025) are the most important talent management practices followed by respondents' IT company. "Retention strategies" (Mean=3.74 and Standard Deviation=

1.064 and Standard Error= .041) found to be the least important talent management

practices implemented in the respondents' IT company. Therefore, the findings of one

sample study stated that "Recruitment and onboarding" is the most important talent

management practices in the IT Company.

Table 4.12 One-Sample Statistics (Q9)

					95% Confidence Interval of the Difference	
One-Sample Test						
		Test Value = 0				
	t	**df**	**Sig. (2-tailed)**	**Mean Difference**	**Lower**	**Upper**
Recruitment and onboarding	184.106	659	.000	4.402	4.35	4.45
Training and development	137.762	659	.000	4.176	4.12	4.24
Performance management	155.463	659	.000	4.258	4.20	4.31
Career development	172.165	659	.000	4.380	4.33	4.43
Employee engagement and well being	161.254	659	.000	4.358	4.30	4.41
Recognition and rewards	143.687	659	.000	4.230	4.17	4.29
Succession Planning	155.643	659	.000	4.232	4.18	4.29

Diversity and Inclusion	130.548	659	.000	4.192	4.13	4.26
Technology integration in HR processes	108.779	659	.000	3.974	3.90	4.05
Retention strategies	90.276	659	.000	3.738	3.66	3.82
Corporate Social Responsibility (CSR) involvement	130.904	659	.000	4.180	4.12	4.24
Flexible working arrangements	109.523	659	.000	3.892	3.82	3.96
Gamification in learning and engagement	118.066	659	.000	4.045	3.98	4.11

Table 4.12, analyzed t test related to talent management practices that are implemented in respondents' IT company and stated that "Recruitment and onboarding" (t=184.106) followed by "Career development" (t=172.165) are the most important talent management practices followed by respondents' IT company. "Retention strategies" (t=90.276) found to be the least important talent management practices implemented in the respondents' IT company. Therefore, the findings of t test stated that "Recruitment and onboarding" is the most important talent management practices in the IT Company.

Table 4.13 Anova (Q9)

	ANOVA	Sum of Squares	df	Mean Square	F	Sig.
Recruitment and onboarding	Between Groups	27.501	4	6.875	20.368	.000
	Within Groups	221.097	655	.338		
	Total	248.598	659			
Training and development	Between Groups	32.528	4	8.132	14.510	.000
	Within Groups	367.084	655	.560		
	Total	399.612	659			
Performance management	Between Groups	41.068	4	10.267	23.584	.000
	Within Groups	285.144	655	.435		
	Total	326.212	659			
Career development	Between Groups	34.715	4	8.679	23.031	.000
	Within Groups	246.829	655	.377		
	Total	281.544	659			
Employee engagement and well being	Between Groups	41.046	4	10.261	24.302	.000
	Within Groups	276.567	655	.422		
	Total	317.612	659			
Recognition and rewards	Between Groups	47.684	4	11.921	23.711	.000
	Within Groups	329.310	655	.503		
	Total	376.994	659			
Succession Planning	Between Groups	43.118	4	10.779	25.360	.000
	Within Groups	278.414	655	.425		
	Total	321.532	659			
Diversity and Inclusion	Between Groups	72.784	4	18.196	31.717	.000
	Within Groups	375.778	655	.574		
	Total	448.562	659			
Technology integration in HR processes	Between Groups	91.275	4	22.819	30.547	.000
	Within Groups	489.287	655	.747		
	Total	580.562	659			
Retention strategies	Between Groups	105.608	4	26.402	27.019	.000
	Within Groups	640.045	655	.977		
	Total	745.653	659			
	Between Groups	78.157	4	19.539	35.027	.000
	Within Groups	365.387	655	.558		

Corporate Social Responsibility (CSR) involvement	Total	443.544	659			
Flexible working arrangements	Between Groups	117.510	4	29.377	44.557	.000
	Within Groups	431.852	655	.659		
	Total	549.362	659			
Gamification in learning and engagement	Between Groups	256.168	4	64.042	164.844	.000
	Within Groups	254.468	655	.389		
	Total	510.636	659			

Table 15 conducted the ANOVA analysis and stated that all the selected variables in the existing study having permissible limit less than .005 that is in all selected variables the estimated value of significance is .000. Hence, the dependent variable ("Talent management practices") have significant relationship with independent variables ("Recruitment and onboarding, Training and development, Performance management, Career development, Employee engagement and well-being, Recognition and rewards, Succession Planning, Diversity and Inclusion, Technology integration in HR processes, Retention strategies, Corporate Social Responsibility (CSR) involvement, Flexible working arrangements and Gamification in learning and engagement") in the study.

Q10. How does your IT company identify high-potential talent in the organization? (Mark ✓)

Table 4.14 Reliability Statistics (Q10)

Reliability Statistics	
Cronbach's Alpha	No. of Items
.809	14

Table 4.14, analyzed the internal consistency among the selected variables in the study and stated that the estimated value of Cronbach's Alpha is .809 (N=14) which is less than the permissible limit of 0.60 of reliability statistics. Therefore, the study can further explored various statistical tests.

Table 4.15 Descriptive Statistics (Q10)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Performance review and appraisal	660	1	5	4.30	.892
KPIs and project performance analysis	660	1	5	4.36	.728
Recommendations by team leaders or managers	660	1	5	4.14	.832
Use of talent assessment tools, psychometric tests, and skill matrices	660	1	5	4.14	.881
Peer reviews and 360-degree feedback	660	1	5	4.37	.773
Employees who persistently surpass their working targets	660	1	5	4.15	.820

Involvement and performance in training and developmental programs	660	1	5	3.80	.983
HR analytics and data-driven insights into employee performance	660	1	5	3.19	1.148
Contributions to innovation and problem-solving	660	1	5	4.51	.719
Monitoring the level of workforce engagement and commitment to organizational values	660	1	5	3.81	1.004
By nomination or application processes open to employees for critical projects or roles	660	1	5	4.62	.618
People at leadership levels are assessed during succession planning sessions	660	1	5	4.50	.689
Hackathons, competitions, or other skill show platforms	660	1	5	4.03	.964

				4.12	.797
Feedback from senior leaders through mentorship or sponsorship	660	1	5	4.12	.797
Valid N (listwise)	**660**				

Table 4.15, analyzed the descriptive statistics related to identification of high-potential talent in the organization and stated that "By nomination or application processes open to employees for critical projects or roles" (Mean=4.62 and Standard Deviation= .618) followed by "Contributions to innovation and problem-solving" (Mean=4.51 and Standard Deviation= .719) are the most important ways to identify high-potential talent in the respondents' IT company. "HR analytics and data-driven insights into employee performance" (Mean=3.19 and Standard Deviation= 1.148) is the least important way followed by respondents' IT companies to identify high-potential talent in the organization. Therefore, the findings of descriptive study stated that "By nomination or application processes open to employees for critical projects or roles" is the most effective way to identify high-potential talent in the organization.

Table 4.16 One-Sample Statistics (Q10)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Performance review and appraisal	660	4.30	.892	.035

KPIs and project performance analysis	660	4.36	.728	.028
Recommendations by team leaders or managers	660	4.14	.832	.032
Use of talent assessment tools, psychometric tests, and skill matrices	660	4.14	.881	.034
Peer reviews and 360-degree feedback	660	4.37	.773	.030
Employees who persistently surpass their working targets	660	4.15	.820	.032
Involvement and performance in training and developmental programs	660	3.80	.983	.038
HR analytics and data-driven insights into employee performance	660	3.19	1.148	.045
Contributions to innovation and problem-solving	660	4.51	.719	.028

Monitoring the level of workforce engagement and commitment to organizational values	660	3.81	1.004	.039
By nomination or application processes open to employees for critical projects or roles	660	4.62	.618	.024
People at leadership levels are assessed during succession planning sessions	660	4.50	.689	.027
Hackathons, competitions, or other skill show platforms	660	4.03	.964	.038
Feedback from senior leaders through mentorship or sponsorship	660	4.12	.797	.031

Table 4.16, analyzed one sample statistics related to identification of high-potential talent in the organization and stated that "By nomination or application processes open to employees for critical projects or roles" (Mean=4.62 and Standard Deviation= .618 and Standard error=.024) followed by "Contributions to innovation and problem-solving" (Mean=4.51 and Standard Deviation= .719 and Standard error=.028)

are the most important ways to identify high-potential talent in the respondents' IT company. "HR analytics and data-driven insights into employee performance" (Mean=3.19 and Standard Deviation= 1.148 and Standard error=.045) is the least important way followed by respondents' IT companies to identify high-potential talent in the organization. Therefore, the findings of one sample study stated that "By nomination or application processes open to employees for critical projects or roles" is the most effective way to identify high-potential talent in the organization.

Table 4.17 One-Sample Test (Q10)

One-Sample Test							
				Test Value = 0			
						95% Confidence Interval of the Difference	
	t	**Df**	**Sig. (2-tailed)**	**Mean Difference**	**Lower**	**Upper**
Performance review and appraisal	123.653	659	.000	4.299	4.23	4.37
KPIs and project performance analysis	153.707	659	.000	4.356	4.30	4.41
Recommendations by team leaders or managers	127.601	659	.000	4.137	4.07	4.20
Use of talent assessment tools, psychometric tests, and skill matrices	120.591	659	.000	4.136	4.07	4.20

Peer reviews and 360-degree feedback	145.218	659	.000	4.367	4.31	4.43
Employees who persistently surpass their working targets	130.105	659	.000	4.152	4.09	4.21
Involvement and performance in training and developmental programs	99.232	659	.000	3.797	3.72	3.87
HR analytics and data-driven insights into employee performance	71.439	659	.000	3.192	3.10	3.28
Contributions to innovation and problem-solving	161.168	659	.000	4.512	4.46	4.57
Monitoring the level of workforce engagement and commitment to organizational values	97.492	659	.000	3.809	3.73	3.89

By nomination or application processes open to employees for critical projects or roles	192.252	659	.000	4.621	4.57	4.67
People at leadership levels are assessed during succession planning sessions	167.804	659	.000	4.502	4.45	4.55
Hackathons, competitions, or other skill show platforms	107.546	659	.000	4.035	3.96	4.11
Feedback from senior leaders through mentorship or sponsorship	132.819	659	.000	4.123	4.06	4.18

Table 4.18, analyzed t test related to identification of high-potential talent in the organization and stated that "By nomination or application processes open to employees for critical projects or roles" (t=192.252) followed by "Contributions to innovation and problem-solving" (t=161.168) are the most important ways to identify high-potential talent in the respondents' IT company. "HR analytics and data-driven insights into employee performance" (t=71.439) is the least important way followed by respondents' IT companies to identify high-potential talent in the organization. Therefore, the findings of t test stated that "By nomination or application processes open to employees for

critical projects or roles" is the most effective way to identify high-potential talent in the organization.

Table 4.18 Anova (Q10)

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Performance review and appraisal	Between Groups	11.626	4	2.907	3.709	.000
	Within Groups	512.483	654	.784		
	Total	524.109	658			
KPIs and project performance analysis	Between Groups	19.197	4	4.799	9.522	.000
	Within Groups	330.129	655	.504		
	Total	349.326	659			
Recommendations by team leaders or managers	Between Groups	34.196	4	8.549	13.264	.000
	Within Groups	421.512	654	.645		
	Total	455.709	658			
Use of talent assessment tools, psychometric tests, and skill matrices	Between Groups	34.730	4	8.682	11.922	.000
	Within Groups	476.998	655	.728		
	Total	511.727	659			
Peer reviews and 360-degree feedback	Between Groups	14.123	4	3.531	6.100	.000
	Within Groups	379.144	655	.579		
	Total	393.267	659			
	Between Groups	26.411	4	6.603	10.385	.000
	Within Groups	416.437	655	.636		

Employees who persistently surpass their working targets	Total	442.848	659			
Involvement and performance in training and developmental programs	Between Groups	49.009	4	12.252	13.653	.000
	Within Groups	587.785	655	.897		
	Total	636.794	659			
HR analytics and data-driven insights into employee performance	Between Groups	62.105	4	15.526	12.610	.000
	Within Groups	806.457	655	1.231		
	Total	868.562	659			
Contributions to innovation and problem-solving	Between Groups	21.853	4	5.463	11.216	.000
	Within Groups	319.050	655	.487		
	Total	340.903	659			
Monitoring the level of workforce engagement and commitment to organizational values	Between Groups	68.874	4	17.219	18.953	.000
	Within Groups	595.071	655	.909		
	Total	663.945	659			
By nomination or application processes open to employees for critical projects or roles	Between Groups	14.114	4	3.529	9.744	.000
	Within Groups	237.189	655	.362		
	Total	251.303	659			
People at leadership levels are assessed during succession planning sessions	Between Groups	32.385	4	8.096	18.898	.000
	Within Groups	280.613	655	.428		
	Total	312.998	659			

Hackathons, competitions, or other skill show platforms	Between Groups	106.433	4	26.608	34.460	.000
	Within Groups	505.765	655	.772		
	Total	612.198	659			
Feedback from senior leaders through mentorship or sponsorship	Between Groups	124.095	4	31.024	68.892	.000
	Within Groups	294.964	655	.450		
	Total	419.059	659			

Table 20 conducted the ANOVA analysis and stated that all the selected variables in the existing study having permissible limit less than .005 that is in all selected variables the estimated value of significance is .000. Hence, the dependent variable ("Identification of high-potential talent in the organisation") have significant relationship with independent variables in the study.

Q11. Please indicate the extent to which the role of talent management practices in employee retention enhancement within the Indian IT industry in your organisation?

Table 4.19 Reliability Statistics (Q11)

Reliability Statistics	
Cronbach's Alpha	N of Items
.913	24

Table 4.19, analyzed the internal consistency among the selected variables in the study and stated that the estimated value of Cronbach's Alpha is .913 (N=24) which is less than

the permissible limit of 0.60 of reliability statistics. Therefore, the study can further explored various statistical tests.

Table 4.20 Reliability Statistics (Q11)

	N	Minimum	Maximum	Mean	Std. Deviation
Descriptive Statistics					
Talent management practices help in balancing the various recruitment strategies within an organization, which include competitive remunerations, benefits package, and a unique value proposition to attract more professional individuals in the organization.	660	1	5	4.10	.889

Organizations provide employees with necessary skills for career advancement through holistic training and development programs	660	1	5	4.13	.845
Well-defined career paths and opportunities to advance indicate a commitment of an organization towards the professional development of its workers	660	1	5	4.18	.753
Regular review, feedback processes, and award schemes are vital in ensuring the worth of its employees is identified and appreciated	660	1	5	4.35	.633

Flexibility and telecommuting options and wellness programs in the talent management policy help create an environment that alleviates stress and burnout as commonly experienced by IT professionals working in demanding careers	660	1	5	4.38	.647
Talent management practices engage employees through involving them in the decision-making process, solving problems, and aligning job responsibilities with organizational goals	660	1	5	4.36	.731

Some of the specific retention strategies that organizations can embrace include customized benefits, mentorship programs, and leadership development initiatives through proactive identification of issues such as dissatisfaction, employee turnover trends, and workplace challenges	660	1	5	4.42	.641
Talent management strategies that correspond with the personal and professional aspirations of employees cultivate a sense of community	660	1	5	4.17	.818

Organizations that emphasize competency mapping and the alignment of individual abilities with job functions guarantee that employees perceive their talents are being employed optimally	660	1	5	4.40	.614
Talent management strategies, in the swiftly transforming information technology sector, through ongoing education by way of certifications, workshops, and collaboration with educational platforms like Coursera or Udemy, ensure the employees stay relevant	660	1	5	4.17	.778

The organizational culture becomes constructive with the recruitment practices, the leadership positions available for marginalized groups, and the employee resource organizations that encourage diversity and inclusion by fostering an inclusive work environment	660	1	5	4.26	.704
Succession planning in talent management will ensure that the best employees are prepared for leadership positions	660	1	5	4.38	.654
Recognition programs, including awards, bonuses, and public recognition of accomplishments, are a part of talent management	660	1	5	4.36	.694

Extensive onboarding programs allow new employees to integrate easily with the organizational culture	660	1	5	4.23	.756
Using human resources technology, such as artificial intelligence-based tools for employee engagement assessment, as well as predictive analytics that identify potential turnover risks, and tailored suggestions on career trajectory, will optimize talent management strategies	660	1	5	4.23	.699

Organizations that include wellness initiatives in their talent management strategies—offering mental health support, fitness programs, and workshops on stress management—demonstrate care for their employees, which translates to loyalty and commitment	660	1	5	4.19	.825
Open communication about corporate goals, changes, and achievements through open channels breeds trust	660	1	5	3.97	.939

A data-driven approach in talent management would enable organizations to spot trends related to turnover, predict risks before they happen, and address the issue of retention in advance of an escalation	660	1	5	3.74	1.064
Regional and demographic variations in India in talent management practices ensure policies remain relevant and effective for diverse needs such as that of working parents, relocation, or local community involvement	660	1	5	4.18	.820

The talent management program should invest in leadership programs, and it helps retain mid-level managers and aspiring leaders	660	1	5	3.89	.913
A collaborative environment that allows employees to share ideas, work in teams, and participate in cross-functional projects will enhance engagement and reduce isolation, leading to retention	660	1	5	4.05	.880

Flexibility in career paths, including the opportunity to change roles within the organization or to take sabbaticals, shows that an organization is adaptive to employee needs and promotes commitment over the long run	660	1	5	3.98	.913
Tailored talent management strategies for generational priorities—mentoring for younger employees or stability for senior employees—will boost retention in all areas	660	1	5	3.53	1.102
CSR engagement of employees through volunteering and sustainability projects can help to develop a sense of purpose	660	1	5	4.39	.732

Valid N (listwise)	**660**				

Table 4.20, analyzed the descriptive statistics related to the role of talent management practices in employee retention enhancement within the Indian IT industry in respondents' organisation and stated that "Some of the specific retention strategies that organizations can embrace include customized benefits, mentorship programs, and leadership development initiatives through proactive identification of issues such as dissatisfaction, employee turnover trends, and workplace challenges" (Mean=4.42 and Standard Deviation=.641) followed by "Organizations that emphasize competency mapping and the alignment of individual abilities with job functions guarantee that employees perceive their talents are being employed optimally" (Mean=4.40 and Standard Deviation=.614) are the most important role of talent management practices in employee retention enhancement within the Indian IT industry in respondents' organisation. "Tailored talent management strategies for generational priorities— mentoring for younger employees or stability for senior employees—will boost retention in all areas" (Mean=3.53 and Standard Deviation=1.102) is the least important role of talent management practices in employee retention enhancement within the Indian IT industry in respondents' organisation.

Table 4.21 KMO & Bartlett's Test (Q11)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.925
Bartlett's Test of Sphericity	Approx. Chi-Square	6293.955
	Df	276

	Sig.	.000

Table 4.21, considered "KMO and Bartlett's Test" and revealed the value of KMO is .925, and this is approximately equal to 1. So, the sample size is big, and it is fine to conduct factor analysis. The significance value of "Bartlett's test of sphericity" is.000, which is lower than .005 (threshold). So, it means the correlation matrix is not identical to the identity matrix. Hence, we are able to perform more exploratory factor analysis.

Table 4.22 Communalities (Q11)

Communalities		
	Initial	**Extraction**
Talent management practices help in balancing the various recruitment strategies within an organization, which include competitive remunerations, benefits package, and a unique value proposition to attract more professional individuals in the organization.	1.000	.437
Organizations provide employees with necessary skills for career advancement through holistic training and development programs	1.000	.489
Well-defined career paths and opportunities to advance indicate a commitment of an organization towards the professional development of its workers	1.000	.435
Regular review, feedback processes, and award schemes are vital in ensuring the worth of its employees is identified and appreciated	1.000	.493

Flexibility and telecommuting options and wellness programs in the talent management policy help create an environment that alleviates stress and burnout as commonly experienced by IT professionals working in demanding careers	1.000	.626
Talent management practices engage employees through involving them in the decision-making process, solving problems, and aligning job responsibilities with organizational goals	1.000	.538
Some of the specific retention strategies that organizations can embrace include customized benefits, mentorship programs, and leadership development initiatives through proactive identification of issues such as dissatisfaction, employee turnover trends, and workplace challenges	1.000	.472
Talent management strategies that correspond with the personal and professional aspirations of employees cultivate a sense of community	1.000	.493
Organizations that emphasize competency mapping and the alignment of individual abilities with job functions guarantee that employees perceive their talents are being employed optimally	1.000	.477
Talent management strategies, in the swiftly transforming information technology sector, through ongoing education by way of certifications, workshops, and collaboration with educational platforms like Coursera or Udemy, ensure the employees stay relevant	1.000	.491

The organizational culture becomes constructive with the recruitment practices, the leadership positions available for marginalized groups, and the employee resource organizations that encourage diversity and inclusion by fostering an inclusive work environment	1.000	.599
Succession planning in talent management will ensure that the best employees are prepared for leadership positions	1.000	.611
Recognition programs, including awards, bonuses, and public recognition of accomplishments, are a part of talent management	1.000	.605
Extensive onboarding programs allow new employees to integrate easily with the organizational culture	1.000	.579
Using human resources technology, such as artificial intelligence-based tools for employee engagement assessment, as well as predictive analytics that identify potential turnover risks, and tailored suggestions on career trajectory, will optimize talent management strategies	1.000	.535
Organizations that include wellness initiatives in their talent management strategies—offering mental health support, fitness programs, and workshops on stress management—demonstrate care for their employees, which translates to loyalty and commitment	1.000	.495
Open communication about corporate goals, changes, and achievements through open channels breeds trust	1.000	.450

A data-driven approach in talent management would enable organizations to spot trends related to turnover, predict risks before they happen, and address the issue of retention in advance of an escalation	1.000	.501
Regional and demographic variations in India in talent management practices ensure policies remain relevant and effective for diverse needs such as that of working parents, relocation, or local community involvement	1.000	.580
The talent management program should invest in leadership programs, and it helps retain mid-level managers and aspiring leaders	1.000	.540
A collaborative environment that allows employees to share ideas, work in teams, and participate in cross-functional projects will enhance engagement and reduce isolation, leading to retention	1.000	.562
Flexibility in career paths, including the opportunity to change roles within the organization or to take sabbaticals, shows that an organization is adaptive to employee needs and promotes commitment over the long run	1.000	.584
Tailored talent management strategies for generational priorities—mentoring for younger employees or stability for senior employees—will boost retention in all areas	1.000	.407
CSR engagement of employees through volunteering and sustainability projects can help to develop a sense of purpose	1.000	.597
Extraction Method: Principal Component Analysis.		

Factor analysis communalities quantify the amount to which factors explain a variable's variance. The communalities of a variable are its typical values; they reflect the extent to which all factors explain the variance of said variable. The more information extracted, the more the communality is high and close to 1. When the communality is 0.40 and above, this is considered strong evidence in factor analysis. Estimated communalities in Table 4.22 are close to 1 and well above 0.40. The total explained variance can hence be evaluated now.

Table 4.23 Total Variance Explained (Q11)

		Initial Eigenvalues		Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	.343	34.763	34.763	8.343	34.763	34.763	4.063	16.928	16.928
2	.048	8.535	43.298	2.048	8.535	43.298	4.036	16.817	53.745
3	.503	6.262	49.560	1.503	6.262	49.560	3.796	15.815	69.560
4	975	4.061	53.621						
5	958	3.992	57.613						

6	869	3.619	61.232						
7	823	3.430	64.662						
8	788	3.282	67.944						
9	748	3.116	71.061						
10	666	2.777	73.837						
11	640	2.668	76.505						
12	586	2.441	78.947						
13	553	2.304	81.251						
14	535	2.229	83.480						
15	517	2.154	85.634						
16	480	1.999	87.633						
17	447	1.863	89.497						

18	434	1.810	91.307					
19	404	1.684	92.991					
20	401	1.671	94.662					
21	376	1.566	96.228					
22	329	1.371	97.599					
23	304	1.268	98.867					
24	272	1.133	100.000					
Extraction Method: Principal Component Analysis.								

The total variance explained in the factor analysis is one of the measures of how well the component or factor can explain variation in a factor analysis. Its eigenvalue is the total amount of total variation that the factor explains. The first component is by far more important than the second and third combined in terms of explaining variation. In exploratory factor analysis (EFA), % variance is the % variance explained by each factor. The value of % variance in table 4.23 estimated value (69.560) is greater than 60%. For this reason, we can construct (rotated) component matrix.
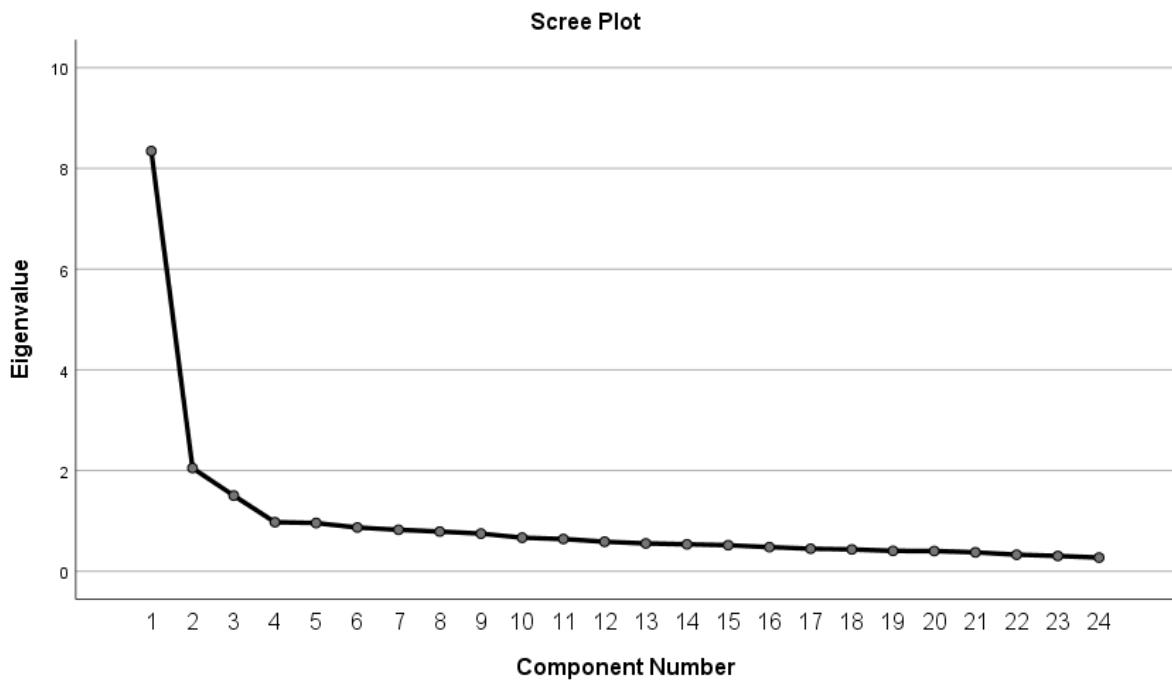
Figure 4.10 Scree Plot (Q11)

A scree plot is a line graph that displays the eigenvalues of the factor in a factor analysis. This is a typical result of factor analysis software and it is using for determining the factor retention. The number of factors immediately before the "bend" in the scree plot is the "cut off" and indicates how much variance each of the factors explains. It is also possible to use scree plots to find the optimal number of components to match up with the study's data. In figure 10 of scree plot factors 2-24 shows strong factor retention.

Table 4.24 Rotated Component Matrix2 (Q11)

Rotated Component Matrix[a]			
	Component		
	1	2	3
Talent management practices help in balancing the various recruitment strategies within an organization, which include competitive remunerations, benefits package, and a unique value proposition to attract more professional individuals in the organization.	.588		
Organizations provide employees with necessary skills for career advancement through holistic training and development programs	.540		
Well-defined career paths and opportunities to advance indicate a commitment of an organization towards the professional development of its workers	.570		
Regular review, feedback processes, and award schemes are vital in ensuring the worth of its employees is identified and appreciated	.635		
Flexibility and telecommuting options and wellness programs in the talent management policy help create an environment that alleviates stress and burnout as commonly experienced by IT professionals working in demanding careers	.758		

Talent management practices engage employees through involving them in the decision-making process, solving problems, and aligning job responsibilities with organizational goals	.711		
Some of the specific retention strategies that organizations can embrace include customized benefits, mentorship programs, and leadership development initiatives through proactive identification of issues such as dissatisfaction, employee turnover trends, and workplace challenges	.568		
Talent management strategies that correspond with the personal and professional aspirations of employees cultivate a sense of community	.629		
Organizations that emphasize competency mapping and the alignment of individual abilities with job functions guarantee that employees perceive their talents are being employed optimally	.569		
Talent management strategies, in the swiftly transforming information technology sector, through ongoing education by way of certifications, workshops, and collaboration with educational platforms like Coursera or Udemy, ensure the employees stay relevant			.622

The organizational culture becomes constructive with the recruitment practices, the leadership positions available for marginalized groups, and the employee resource organizations that encourage diversity and inclusion by fostering an inclusive work environment			.699
Succession planning in talent management will ensure that the best employees are prepared for leadership positions			.728
Recognition programs, including awards, bonuses, and public recognition of accomplishments, are a part of talent management			.720
Extensive onboarding programs allow new employees to integrate easily with the organizational culture			.708
Using human resources technology, such as artificial intelligence-based tools for employee engagement assessment, as well as predictive analytics that identify potential turnover risks, and tailored suggestions on career trajectory, will optimize talent management strategies			.657
Organizations that include wellness initiatives in their talent management strategies—offering mental health support, fitness programs, and workshops on stress management—demonstrate care for their employees, which translates to loyalty and commitment		.495	
Open communication about corporate goals, changes, and achievements through open channels breeds trust		.617	

A data-driven approach in talent management would enable organizations to spot trends related to turnover, predict risks before they happen, and address the issue of retention in advance of an escalation	.685	
Regional and demographic variations in India in talent management practices ensure policies remain relevant and effective for diverse needs such as that of working parents, relocation, or local community involvement	.542	
The talent management program should invest in leadership programs, and it helps retain mid-level managers and aspiring leaders	.697	
A collaborative environment that allows employees to share ideas, work in teams, and participate in cross-functional projects will enhance engagement and reduce isolation, leading to retention	.714	
Flexibility in career paths, including the opportunity to change roles within the organization or to take sabbaticals, shows that an organization is adaptive to employee needs and promotes commitment over the long run	.724	
Tailored talent management strategies for generational priorities—mentoring for younger employees or stability for senior employees—will boost retention in all areas	.613	
CSR engagement of employees through volunteering and sustainability projects can help to develop a sense of purpose		.674

Extraction Method: Principal Component Analysis.	
Rotation Method: Varimax with Kaiser Normalization.	
a. Rotation converged in 5 iterations.	

A rotated component matrix is a technique used in factor analysis to improve the interpretation of data by transforming the original components or factors. The rotation aims to create a simpler structure with coefficients that are close to zero or as large as possible. The rotated component matrix is also known as the loadings. In table 26 the estimated value of rotated component matrix is greater than 0.40 in case of all the factor items that makes the underlying patterns and relationships in the data easier to understand.

4.3 Discussion of Research Question B

Research Question B: To assess the impact of organizational culture on employee satisfaction and commitment.

Q12. How does your organization assess the impact of organizational culture on employee satisfaction and commitment?

Table 4.25 Reliability Statistics (Q12)

Reliability Statistics	
Cronbach's Alpha	N of Items
.843	22

Table 4.25, analyzed the internal consistency among the selected variables in the study and stated that the estimated value of Cronbach's Alpha is .843 (N=22) which is less than the permissible limit of 0.60 of reliability statistics. Therefore, the study can further explored various statistical tests.

Table 4.26 Descriptive Statistics (Q12)

Descriptive Statistics					
		Minimum	Maximum	Mean	Std. Deviation
Regular employee engagement surveys to assess the levels of satisfaction and alignment with the organizational values	660	1	5	1.31	.461
Utilize 360-degree feedback in order to understand cultural fit and leadership effectiveness	660	1	5	1.32	.468
Conduct focus group discussions or interviews with employees to understand the influences of culture	660	1	5	4.43	.741
Evaluating employee attrition rates and exit interview data to identify relevant trends about the organization's culture	660	1	5	4.32	.801

Review of involvement in corporate events, initiatives, or cultural activities	660	1	5	4.30	.892
Productivity and performance measures as determinants of employees' satisfaction levels	660	1	5	4.36	.728
Pulse surveys or rapid polls to receive instant feedback on cultural dimensions	659	1	5	4.14	.832
Managerial feedback to ensure that employee behavior is aligned with the core organizational values	660	1	5	4.14	.881
Internal communications through town halls or team meetings to improve cultural cohesion	660	1	5	4.37	.773
Analyzing the trends of employee recognition and reward programs for identification of cultural impact	660	1	5	4.15	.820
Applying HR analytics to correlate cultural factors with employee retention and commitment	660	1	5	3.80	.983

Anonymous feedback by suggestion boxes or online platforms	660	1	5	3.19	1.148
Evaluate the effectiveness of diversity, equity, and inclusion initiatives as a metric for cultural maturity	660	1	5	4.51	.719
Track results of wellness initiatives alongside work-life balance initiatives	660	1	5	3.81	1.004
Implement annual culture assessments to track alignment between declared values and current practice	660	1	5	4.62	.618
Measure the level of employee involvement in the decision-making process as a measure of inclusiveness and empowerment	660	1	5	4.50	.689
Measure participation and feedback from mentorship or leadership development programs as cultural indicators	660	1	5	4.03	.964

Apply psychometric tools or cultural assessment surveys to evaluate alignment between organizational culture and individual values	660	1	5	4.12	.797
Analysing the effectiveness of cross-functional collaboration and teamwork in terms of cultural cohesiveness	660	1	5	4.10	.889
Tracking trends related to employee referrals, which indicate the level of satisfaction towards work environment	660	1	5	4.13	.845
Comparison analysis between effective teams and cultural practices to know what works best	660	1	5	4.18	.753
Monitoring the execution and employee sentiment of CSR initiatives against cultural values	660	1	5	4.35	.633
Valid N (listwise)	**660**				

Table 4.26, analyzed the descriptive statistics related to respondents' organization assess the impact of organizational culture on employee satisfaction and commitment and stated that "Implement annual culture assessments to track alignment between declared values and current practice" (Mean=4.62 and Standard Deviation= .618) followed by

"Evaluate the effectiveness of diversity, equity, and inclusion initiatives as a metric for cultural maturity" (Mean=4.51 and Standard Deviation= .719) are the important factors related to respondents' organization to assess the impact of organizational culture on employee satisfaction and commitment. "Regular employee engagement surveys to assess the levels of satisfaction and alignment with the organizational values" (Mean=1.31 and Standard Deviation= .461) is the least important factors related to respondents' organization to assess the impact of organizational culture on employee satisfaction and commitment. Therefore, the findings of descriptive statistics stated that in order to assess the impact of organizational culture on employee satisfaction and commitment of respondents' organisation Implement annual culture assessments to track alignment between declared values and current practice.

Table 4.27 KMO & Bartlett's Test (Q12)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.888
Bartlett's Test of Sphericity	Approx. Chi-Square	3266.269
	df	231
	Sig.	.000

Table 4.27, considered "KMO and Bartlett's Test" and revealed the value of KMO is .888, and this is approximately equal to 1. So, the sample size is big, and it is fine to conduct factor analysis. The significance value of "Bartlett's test of sphericity" is.000, which is lower than .005 (threshold). So, it means the correlation matrix is not identical to the identity matrix. Hence, we are able to perform more exploratory factor analysis.

Table 4.28 Communalities (Q12)

Communalities		
	Initial	**Extraction**
Regular employee engagement surveys to assess the levels of satisfaction and alignment with the organizational values	1.000	.835
Utilize 360-degree feedback in order to understand cultural fit and leadership effectiveness	1.000	.541
Conduct focus group discussions or interviews with employees to understand the influences of culture	1.000	.458
Evaluating employee attrition rates and exit interview data to identify relevant trends about the organization's culture	1.000	.412
Review of involvement in corporate events, initiatives, or cultural activities	1.000	.524
Productivity and performance measures as determinants of employees' satisfaction levels	1.000	.594
Pulse surveys or rapid polls to receive instant feedback on cultural dimensions	1.000	.536
Managerial feedback to ensure that employee behavior is aligned with the core organizational values	1.000	.608
Internal communications through town halls or team meetings to improve cultural cohesion	1.000	.540

Analyzing the trends of employee recognition and reward programs for identification of cultural impact	1.000	.402
Applying HR analytics to correlate cultural factors with employee retention and commitment	1.000	.486
Anonymous feedback by suggestion boxes or online platforms	1.000	.504
Evaluate the effectiveness of diversity, equity, and inclusion initiatives as a metric for cultural maturity	1.000	.519
Track results of wellness initiatives alongside work-life balance initiatives	1.000	.570
Implement annual culture assessments to track alignment between declared values and current practice	1.000	.573
Measure the level of employee involvement in the decision-making process as a measure of inclusiveness and empowerment	1.000	.583
Measure participation and feedback from mentorship or leadership development programs as cultural indicators	1.000	.495
Apply psychometric tools or cultural assessment surveys to evaluate alignment between organizational culture and individual values	1.000	.583
Analyzing the effectiveness of cross-functional collaboration and teamwork in terms of cultural cohesiveness	1.000	.569

Tracking trends related to employee referrals, which indicate the level of satisfaction towards work environment	1.000	.554
Comparison analysis between effective teams and cultural practices to know what works best	1.000	.672
Monitoring the execution and employee sentiment of CSR initiatives against cultural values	1.000	.657
Extraction Method: Principal Component Analysis.		

Factor analysis communalities quantify the amount to which factors explain a variable's variance. The communalities of a variable are its typical values; they reflect the extent to which all factors explain the variance of said variable. The more information extracted, the more the communality is high and close to 1. When the communality is 0.40 and above, this is considered strong evidence in factor analysis. Estimated communalities in Table 4.28 are close to 1 and well above 0.40. The total explained variance can hence be evaluated now.

Table 4.29 Total Variance Explained (Q12)

	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.533	25.150	25.150	5.533	25.150	25.150	2.488	11.310	11.310
2	1.851	8.414	33.564	1.851	8.414	33.564	2.450	11.137	22.446

3	1.176	5.347	38.912	1.176	5.347	38.912	2.362	10.737	33.183
4	1.102	5.011	43.922	1.102	5.011	43.922	2.227	10.124	43.308
5	1.045	4.750	48.672	1.045	4.750	48.672	1.138	5.174	58.482
6	1.006	4.574	53.246	1.006	4.574	53.246	1.048	4.764	63.246
7	.992	4.507	57.753						
8	.958	4.356	62.110						
9	.821	3.733	65.843						
10	.791	3.594	69.437						
11	.744	3.384	72.821						
12	.703	3.194	76.015						
13	.681	3.096	79.111						
14	.642	2.920	82.031						
15	.571	2.596	84.627						
16	.553	2.513	87.140						
17	.539	2.449	89.589						
18	.526	2.393	91.981						
19	.498	2.263	94.245						
20	.455	2.067	96.312						
21	.428	1.947	98.260						
22	.383	1.740	100.000						

Extraction Method: Principal Component Analysis.

The total variance explained in the factor analysis is one of the measures of how well the component or factor can explain variation in a factor analysis. Its eigenvalue is the total amount of total variation that the factor explains. The first component is by far more important than the second and third combined in terms of explaining variation. In

exploratory factor analysis (EFA), % variance is the % variance explained by each factor. The value of % variance in Table 4.29, estimated value (63.246) is greater than 60%. For this reason, we can construct (rotated) component matrix.
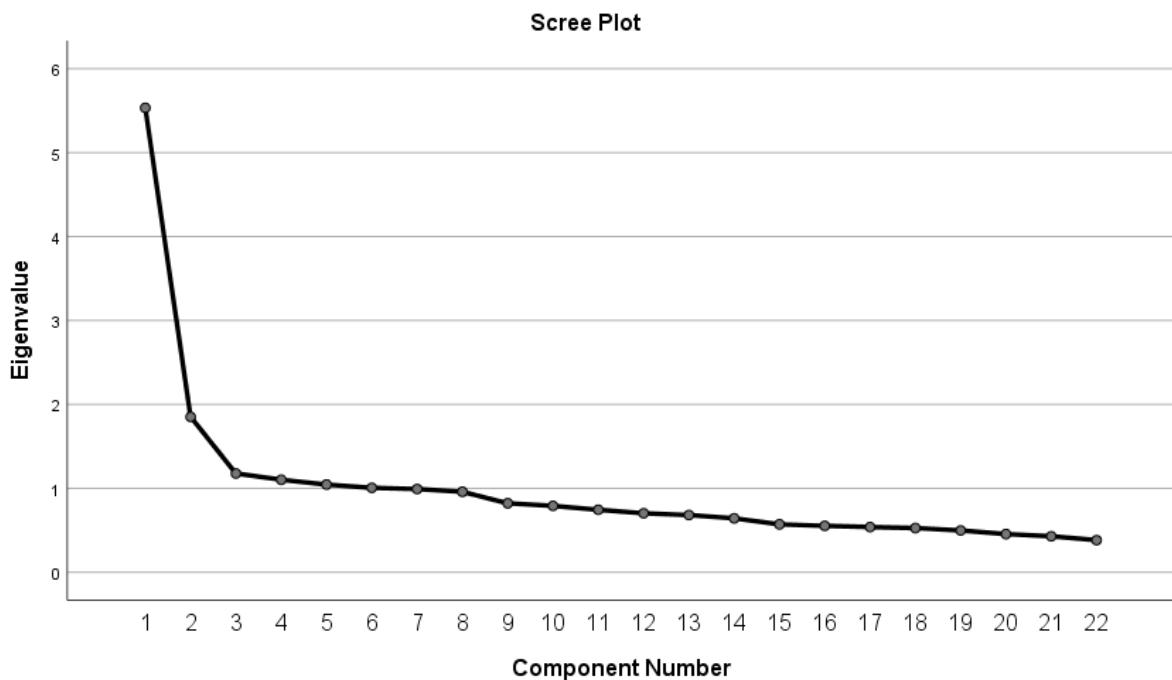
Figure 4.11 Scree Plot (Q12)

A scree plot is a line graph that displays the eigenvalues of the factor in a factor analysis. This is a typical result of factor analysis software and it is using for determining the factor retention. The number of factors immediately before the "bend" in the scree plot is the "cut off" and indicates how much variance each of the factors explains. It is also possible to use scree plots to find the optimal number of components to match up with the study's data. In Figure 4.11, of scree plot factors 2-22 shows strong factor retention.

Table 4.30 Rotated Component Matrix2 (Q12)

Rotated Component Matrix[a]						
	Component					
	1	2	3	4	5	6
Regular employee engagement surveys to assess the levels of satisfaction and alignment with the organizational values	.909					
Utilize 360-degree feedback in order to understand cultural fit and leadership effectiveness	.668					
Conduct focus group discussions or interviews with employees to understand the influences of culture	.487					

Evaluating employee attrition rates and exit interview data to identify relevant trends about the organization's culture	.471				
Review of involvement in corporate events, initiatives, or cultural activities		.687			
Productivity and performance measures as determinants of employees' satisfaction levels		.459			
Pulse surveys or rapid polls to receive instant feedback on cultural dimensions		.413			
Managerial feedback to ensure that employee behavior is aligned with the core organizational values			.477		

Internal communications through town halls or team meetings to improve cultural cohesion			.681			
Analyzing the trends of employee recognition and reward programs for identification of cultural impact			.520			
Applying HR analytics to correlate cultural factors with employee retention and commitment				.640		
Anonymous feedback by suggestion boxes or online platforms				.684		
Evaluate the effectiveness of diversity, equity, and inclusion initiatives as a metric for cultural maturity					.588	

Track results of wellness initiatives alongside work-life balance initiatives					.447	
Implement annual culture assessments to track alignment between declared values and current practice					.694	
Measure the level of employee involvement in the decision-making process as a measure of inclusiveness and empowerment					.703	
Measure participation and feedback from mentorship or leadership development programs as cultural indicators					.475	

Apply psychometric tools or cultural assessment surveys to evaluate alignment between organizational culture and individual values					.507	
Analysing the effectiveness of cross-functional collaboration and teamwork in terms of cultural cohesiveness					.551	
Tracking trends related to employee referrals, which indicate the level of satisfaction towards work environment						.578
Comparison analysis between effective teams and cultural practices to know what works best						.803
Monitoring the execution and employee sentiment of CSR initiatives against cultural values						.765

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 13 iterations.

A rotated component matrix is a technique used in factor analysis to improve the interpretation of data by transforming the original components or factors. The rotation aims to create a simpler structure with coefficients that are close to zero or as large as possible. The rotated component matrix is also known as the loadings. In table 4.30 the estimated value of rotated component matrix is greater than 0.40 in case of all the factor items that makes the underlying patterns and relationships in the data easier to understand.

4.3 Discussion of Research Question C

Research Question C : To analyse talent management and organisational culture in terms of employee retention.

Q13. How does your organisation analyse talent management and organisational culture in terms of employee retention? (Mark ✓)

Table 4.31 Reliability Statistics (Q13)

Reliability Statistics	
Cronbach's Alpha	N of Items
.861	12

Table 4.31, analysed the internal consistency among the selected variables in the study and stated that the estimated value of Cronbach's Alpha is .861 (N=12) which is less than the permissible limit of 0.60 of reliability statistics. Therefore, the study can further explored various statistical tests.

Table 4.32 Descriptive Statistics (Q13)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Employee Feedback Mechanisms	660	1	5	4.38	.654
Client satisfactory/loyalty rate	660	1	5	4.36	.694
Referral information	660	1	5	4.23	.756
Segmentation analysis	660	1	5	4.23	.699
Performance reviews and Feedback	660	1	5	4.19	.825
Employee turnover trends in performance rates of high performers	660	1	5	3.97	.939
New Employee Adaptation & Integration	660	1	5	3.74	1.064
Promotion, Tenure, and Reassignment	660	1	5	4.18	.820
Manager and Leadership Influence	660	1	5	3.89	.913

Employment Benefits	660	1	5	4.05	.880
Duality of Work and Leisure	660	1	5	3.98	.913
Employee Well Being on Metrics and Data Analysis	660	1	5	3.53	1.102
Valid N (listwise)	**660**				

Table 4.32, analyzed the descriptive statistics related to respondents' organisation analyses talent management and organizational culture in terms of employee retention and stated that "Employee Feedback Mechanisms" (Mean=4.38 and Standard Deviation= .654) followed by "Client satisfactory/loyalty rate" (Mean=4.36 and Standard Deviation= .694) are the prime factors related to respondents' organisation analyse talent management and organizational culture in terms of employee retention. "Employee Well Being on Metrics and Data Analysis" (Mean=3.53 and Standard Deviation= 1.102) is the least important factor related to respondents' organisation analyse talent management and organisational culture in terms of employee retention. Therefore, the findings of descriptive statistics stated that "Employee Feedback Mechanisms" is the major reason that respondents' organisation analyse talent management and organisational culture in terms of employee retention.

Table 4.33 Corelations (Q13)

		Employee Feedback Mechanisms	Client satis facto ry/lo yalty rate	Ref erra l info rma tion	Seg ment ation anal ysis	Perf orm ance revi ews and Fee dbac k	Empl oyee turno ver trend s in perfo rman ce rates of high perfo rmers	New Emp loye e Ada ptati on & Inte grati on	Pr om oti on, Te nur e, an d Re ass ign me nt	Man ager and Lea ders hip Infl uenc e	Emp loym ent Bene fits	Dual ity of Wor k and Leis ure	Employe e Well Being on Metrics and Data Analysis
Emplo yee Feedb ack Mecha nisms	P e a r s o n C	1	519	525	471	309	241	222	328	209	236	265	.187

	o r r e l a ti o n											
	ig. (2 - t a il e d)		.000	.00 0	.000	0.00 0	.000	.000	.00 0	.000	.000	.000	0.000
		660	60	60	60	60	60	60	60	60	60	60	660

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Client satisfactory/loyalty rate	Pearson Correlation	.519		542	464	367	273	215	294	257	333	316	.242
	Sig. (2-t	0.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	0.000

	a il e d)													
		660												660
			60	60	60	60	60	60	60	60	60	60		
Referr al inform ation	P e a r s o n C o r r e l a ti o n	.525		542		528	294	252	239	25 3	242	283	306	.206

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	ig. (2-tailed)	0.000		.000		.000	.000	.000	.000	.00 0	.000	.000	.000	0.000
			660											660
				60	60	60	60	60	60	60	60	60	60	
Segme ntation analysi s	e a r s o n C o r	.471		464	528		396	335	211	30 0	289	323	322	.309

	r e l a t i o n												
	Sig. (2-tailed)	0.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	0.000
		660	60	60	60	60	60	60	60	60	60	60	660
Performance review	Pea	.309	367	294	396		439	310	341	285	381	386	.325

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s and Feedback	r s o n C o r r e l a t i o n												
	i g . (2 - t a il e	0.000		.000	.00 0	.000		.000	.000	.00 0	.000	.000	.000	0.000

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d)												
		660	60	60	60	60	60	60	60	60	60	60	660
Employee turnover trends in performance rates of high performers	Pearson Correlation	.241	273	252	335	439		481	323	416	407	380	.311
	Sig.	0.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	0.000

	(2-tailed)												
		660											660
			60	60	60	60	60	60	60	60	60	60	
New Employee Adaptation & Integration	Pearson Correla	.222	215	239	211	310	481		451	513	345	369	.363

	tion												
	Sig. (2-tailed)	0.000		.000	.000	.000	.000	.000		.000	.000	.000	.000	0.000
		660		60	60	60	60	60	60		60	60	60	660
Promotion, Tenure, and Reassignment	Pearson	.328		294	253	300	341	323	451		435	365	394	.215

	C o r r e l a ti o n												
	S i g . (2 - t a il e d)	0.000	.000	.00 0	.000	.000	.000	.000		.000	.000	.000	0.000
		660	60	60	60	60	60	60	60	60	60	60	660

Manager and Leadership Influence	Pearson Correlation	.209			257	242	289	285	416	513	435		438	458	.334
	Sig. (2-t		0.000		.000	.000	.000	.000	.000	.000	.000		.000	.000	0.000

	a il e d)													
		660	60	60	60	60	60	60	60	60	60	60		660
Emplo yment Benefi ts	P e a r s o n C o r r e l a ti o n	.236		333	283	323	381	407	345	36 5	438		694	.433

	S i g . (2 - t a il e d)	0.000		.000	.00 0	.000	.000	.000	.000	.00 0	.000		.000	0.000
		660	60	60	60	60	60	60	60	60	60	60		660
Dualit y of Work and Leisur e	P e a r s o n C o r	.265	316	306	322	386	380	369	39 4	458	694			.460

	relation												
	Sig. (2-tailed)	0.000		.000	.000	.000	.000	.000	.000	.000	.000	.000		0.000
		660		60	60	60	60	60	60	60	60	60	60	660
Employee Well	Pea	.187		242	206	309	325	311	363	215	334	433	460	1

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Being on Metrics and Data Analysis	r s o n C o r r e l a t i o n											
	i g . (2 - t a il e	0.000	.000	.00 0	.000	.000	.000	.000	.00 0	.000	.000	.000

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	d)												
		660											660
			60	60	60	60	60	60	60	60	60	60	
Correl ation is signifi cant at the 0.01 level (2- tailed).													

Table 4.33, analysed the correlation analysis and stated that all the selected variables of existing study are having significance value 0.000 hence, there is positive and strong degree of association among the variables in the study. For Instance, Employee Feedback Mechanisms is positively correlated with Client satisfactory/loyalty rate, Referral information, Segmentation analysis, Performance reviews and Feedback, Employee turnover trends in performance rates of high performers, New Employee Adaptation & Integration, Promotion, Tenure, and Reassignment, Manager and Leadership Influence, Employment Benefits, Duality of Work and Leisure and Employee Well Being on Metrics and Data Analysis. "Likewise, all other variables are positively correlated with each other. Hence, the estimated values of corelation lies between -1 to +1."

Table 4.34 Model Summary (Q13)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
	.396[a]	.357	.341	.678	.157	10.026	12	647	.000

a. Predictors: (Constant), Employee Well Being on Metrics and Data Analysis, Employee Feedback Mechanisms, Employee turnover trends in performance rates of high performers, Promotion, Tenure, and Reassignment, Performance reviews and Feedback, Manager and Leadership Influence, Referral information, Employment Benefits, Segmentation analysis, Client satisfactory/loyalty rate, New Employee Adaptation & Integration, Duality of Work and Leisure

Table 4.34, assessed the first step of regression analysis that is model summary and documented that R square (N=.357) and an Adjusted R square value (N=.341) is "close to each other and greater than 30%. Moreover, significance F value is also .000 which is less than .005." Therefore, dependent variable, namely, "analyses of organisation related to talent management and organisational culture in terms of employee retention" is significantly influenced by independent variables "Employee Feedback Mechanisms, Client satisfactory/loyalty rate, Referral information, Segmentation analysis, Performance reviews and Feedback, Employee turnover trends in performance rates of high performers, New Employee Adaptation & Integration, Promotion, Tenure, and Reassignment, Manager and Leadership Influence, Employment

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Benefits, Duality of Work and Leisure and Employee Well Being on Metrics and Data Analysis.

Table 4.35 Anova a (Q13)

ANOVA[a]						
Model	Sum of Squares	df	Mean Square		F	Sig.
Regression	55.304	12	4.609		10.026	.000[b]
Residual	297.399	647	.460			
Total	**352.703**	**659**				
a. Dependent Variable: Analyses of organisation related to talent management and organisational culture in terms of employee retention						
b. Predictors: (Constant), Employee Well Being on Metrics and Data Analysis, Employee Feedback Mechanisms, Employee turnover trends in performance rates of high performers, Promotion, Tenure, and Reassignment, Performance reviews and Feedback, Manager and Leadership Influence, Referral information, Employment Benefits, Segmentation analysis, Client satisfactory/loyalty rate, New Employee Adaptation & Integration, Duality of Work and Leisure						

Table 4.35, assessed the ANOVA analysis which is second step of regression analysis and documented that total estimated value is 352.703 (Total) with degree of freedom 659. Estimated significance value is .000 which is less than the acceptable threshold limit of .005. Therefore, dependent variable, namely, "analyses of organisation related to talent

management and organisational culture in terms of employee retention" is significantly influenced by independent variables "Employee Feedback Mechanisms, Client satisfactory/loyalty rate, Referral information, Segmentation analysis, Performance reviews and Feedback, Employee turnover trends in performance rates of high performers, New Employee Adaptation & Integration, Promotion, Tenure, and Reassignment, Manager and Leadership Influence, Employment Benefits, Duality of Work and Leisure and Employee Well Being on Metrics and Data Analysis.

4.3 Discussion of Research Question D

Research Question D: To explore and examine key challenges and opportunities that IT organisations face in India, while retaining skilled professionals.

Q14. What are the key challenges that IT organizations face in India while retaining skilled professionals? (Mark ✓)

Table 4.36 Reliability Statistics (Q14)

Reliability Statistics	
Cronbach's Alpha	N of Items
.851	8

Table 38, analysed the internal consistency among the selected variables in the study and stated that the estimated value of Cronbach's Alpha is .851 (N=8) which is less than the permissible limit of 0.60 of reliability statistics. Therefore, the study can further explored various statistical tests.

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Table 4.37 Descriptive Statistics (Q14)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Employment Perks and Pay Expectations	660	1	5	4.40	.614
Burnout &Work Life Balance	660	1	5	4.18	.779
Attrition of Women in Tech	660	1	5	4.26	.704
Limited promotions/ Career Advancement	660	1	5	4.38	.654
Skills deficiency and technological differences	660	1	5	4.36	.694
Cultural Mismatch	660	1	5	4.23	.756
Retention of Leadership Talent	660	1	5	4.23	.699
Remote Work and Global Opportunities	660	1	5	4.19	.825
Valid N (listwise)	**660**				

Table 4.37, assessed descriptive statistics related to the key challenges that IT

organizations face in India while retaining skilled professionals and stated that

"Employment Perks and Pay Expectations" (Mean=4.40 and Standard Deviation=.614)

followed by "Limited promotions/ Career Advancement" (Mean=4.38 and Standard

Deviation=.654) are the key challenges that IT organizations face in India while retaining skilled professionals. "Burnout &Work Life Balance" (Mean=4.18 and Standard Deviation=.779) is the least important challenge that IT organizations face in India while retaining skilled professionals. Therefore, the findings of descriptive statistics study stated that "Employment Perks and Pay Expectations" is the key challenge that IT organizations face in India while retaining skilled professionals.

Table 4.38 One-Sample Statistics (Q14)

	N	Mean	Std. Deviation	Std. Error Mean
One-Sample Statistics				
Employment Perks and Pay Expectations	660	4.40	.614	.024
Burnout & Work Life Balance	660	4.18	.779	.030
Attrition of Women in Tech	660	4.26	.704	.027
Limited promotions/ Career Advancement	660	4.38	.654	.025
Skills deficiency and technological differences	660	4.36	.694	.027
Cultural Mismatch	660	4.23	.756	.029
Retention of Leadership Talent	660	4.23	.699	.027

Remote Work and Global Opportunities	660	4.19	.825	.032

Table 4.38, assessed one sample statistics related to the key challenges that IT organizations face in India while retaining skilled professionals and stated that "Employment Perks and Pay Expectations" (Mean=4.40 and Standard Deviation=.614 and Standard Error=.024) followed by "Limited promotions/ Career Advancement" (Mean=4.38 and Standard Deviation=.654 and Standard Error=.025) are the key challenges that IT organizations face in India while retaining skilled professionals. "Burnout &Work Life Balance" (Mean=4.18 and Standard Deviation=.779 and Standard Error=.030) is the least important challenge that IT organizations face in India while retaining skilled professionals. Therefore, the findings of one sample statistics study stated that "Employment Perks and Pay Expectations" is the key challenge that IT organizations face in India while retaining skilled professionals.

Table 4.39 One-Sample Test (Q14)

One-Sample Test						
	Test Value = 0					
					95% Confidence Interval of the Difference	
	t	Df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Employment Perks and Pay Expectations	18 4.106	6 59	.000	4.402	4.35	4.45

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Burnout & Work Life Balance	127.762	659	.000	4.176	4.12	4.24
Attrition of Women in Tech	155.463	659	.000	4.258	4.20	4.31
Limited promotions/ Career Advancement	172.165	659	.000	4.380	4.33	4.43
Skills deficiency and technological differences	161.254	659	.000	4.358	4.30	4.41
Cultural Mismatch	143.687	659	.000	4.230	4.17	4.29
Retention of Leadership Talent	155.643	659	.000	4.232	4.18	4.29
Remote Work and Global Opportunities	130.548	659	.000	4.192	4.13	4.26

Table 4.39, assessed t test related to the key challenges that IT organizations face in India while retaining skilled professionals and stated that "Employment Perks and Pay Expectations" (t=184.106) followed by "Limited promotions/ Career Advancement" (t=172.165) are the key challenges that IT organizations face in India while retaining skilled professionals. "Burnout &Work Life Balance" (t=127.762) is the least important challenge that IT organizations face in India while retaining skilled professionals. Therefore, the findings of t test stated that "Employment Perks and Pay Expectations" is the key challenge that IT organizations face in India while retaining skilled professionals.

Table 4.40 Chi-Square Tests (Q14)

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	120.876[a]	12	.000
Likelihood Ratio	101.661	12	.000
Linear-by-Linear Association	48.277	1	.000
N of Valid Cases	660		
a. 7 cells (35.0%) have expected count less than 5. The minimum expected count is .08.			

There is chi square test used to determine whether two or more variables are significantly independent or dependent. It can also be used to infer something about a population's distribution from a sample. The calculated value of Pearson chi-square value in table 4.40 is .000, which is less than .005. Hence in this study, the selected recommendation variables are very independent.

4.3 Key Opportunities

Q15. What are the key opportunities that IT organizations face in India while retaining skilled professionals? (Mark ✓)

Table 4.41 Reliability Statistics (Q15)

Reliability Statistics	
Cronbach's Alpha	N of Items
.848	11

Table 4.41, analysed the internal consistency among the selected variables in the study and stated that the estimated value of Cronbach's Alpha is .848 (N=11) which is less than the permissible limit of 0.60 of reliability statistics. Therefore, the study can further explored various statistical tests.

Table 4.42 Descriptive Statistics (Q15)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Training & Development	660	1	5	4.42	.614
Compensation and Benefits	660	1	5	4.18	.779
Performance Management System and Improvement	660	1	5	4.16	.704
Work Culture and Inclusion	660	1	5	4.40	.654

Human Capital and Recruitment	660	1	5	4.36	.694
Mentorship and Career Progression	660	1	5	4.23	.756
Your Diversity and Inclusion Strategy	660	1	5	4.23	.699
Internationalisation and Travel	660	1	5	4.19	.825
Organizations Structure & Design Tools	660	1	5	3.97	.939
Career Development and Upskilling	660	1	5	3.74	1.064
Flexible Work Arrangements	660	1	5	4.18	.820
Valid N (listwise)	**660**				

Table 4.42, assessed descriptive statistics related to the key opportunities that IT organizations face in India while retaining skilled professionals and stated that "Training & Development" (Mean=4.42 and Standard Deviation=.614) followed by "Work Culture and Inclusion" (Mean=4.40 and Standard Deviation=.654) are the key opportunities that IT organisations face in India while retaining skilled professionals. "Career Development and Upskilling" (Mean=3.74 and Standard Deviation=1.064) is the least important challenge that IT organisations face in India while retaining skilled professionals. Therefore, the findings of descriptive statistics study stated that "Training &

Development" is the key opportunity that IT organisations face in India while retaining skilled professionals.

Table 4.43 One-Sample Statistics (Q15)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Training & Development	660	4.42	.614	.024
Compensation and Benefits	660	4.18	.779	.030
Performance Management System and Improvement	660	4.26	.704	.027
Work Culture and Inclusion	660	4.40	.654	.025
Human Capital and Recruitment	660	4.36	.694	.027
Mentorship and Career Progression	660	4.23	.756	.029
Your Diversity and Inclusion Strategy	660	4.23	.699	.027
Internationalisation and Travel	660	4.19	.825	.032

Organizations Structure & Design Tools	660	3.97	.939	.037
Career Development and Upskilling	660	3.74	1.064	.041
Flexible Work Arrangements	660	4.18	.820	.032

Table 4.43, assessed one sample statistics related to the key opportunities that IT organizations face in India while retaining skilled professionals and stated that "Training & Development" (Mean=4.42 and Standard Deviation=.614 and Standard Error=.024) followed by "Work Culture and Inclusion" (Mean=4.40 and Standard Deviation=.654 and Standard Error=.025) are the key opportunities that IT organisations face in India while retaining skilled professionals. "Career Development and Upskilling" (Mean=3.74 and Standard Deviation=1.064 and Standard Error=.041) is the least important challenge that IT organisations face in India while retaining skilled professionals. Therefore, the findings of descriptive statistics study stated that "Training & Development" is the key opportunity that IT organisations face in India while retaining skilled professionals.

Table 4.44 One-Sample Test (Q15)

					95% Confidence Interval of the Difference	
One-Sample Test						
Test Value = 0						
	t	Df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Training & Development	184.106	659	.000	4.402	4.35	4.45
Compensation and Benefits	137.762	659	.000	4.176	4.12	4.24
Performance Management System and Improvement	155.463	659	.000	4.258	4.20	4.31
Work Culture and Inclusion	172.165	659	.000	4.380	4.33	4.43
Human Capital and Recruitment	161.254	659	.000	4.358	4.30	4.41
Mentorship and Career Progression	143.687	659	.000	4.230	4.17	4.29
Your Diversity and Inclusion Strategy	155.643	659	.000	4.232	4.18	4.29
Internationalisation and Travel	130.548	659	.000	4.192	4.13	4.26

Organizations Structure & Design Tools	108.779	659	.000	3.974	3.90	4.05
Career Development and Upskilling	90.276	659	.000	3.738	3.66	3.82
Flexible Work Arrangements	130.904	659	.000	4.180	4.12	4.24

Table 4.44, assessed t test related to the key opportunities that IT organizations face in India while retaining skilled professionals and stated that "Training & Development" (t=184.106) followed by "Work Culture and Inclusion" (t=172.165) are the key opportunities that IT organisations face in India while retaining skilled professionals. "Career Development and Upskilling" (t=90.276) is the least important challenge that IT organisations face in India while retaining skilled professionals. Therefore, the findings of descriptive statistics study stated that "Training & Development" is the key opportunity that IT organisations face in India while retaining skilled professionals.

Table 4.45 Chi-Square Tests (Q15)

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	87.460[a]	12	.000
Likelihood Ratio	88.334	12	.000

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Linear-by-Linear Association	31.275	1	.000
N of Valid Cases	**660**		
a. 9 cells (45.0%) have expected count less than 5. The minimum expected count is .04.			

There is chi square test used to determine whether two or more variables are significantly independent or dependent. It can also be used to infer something about a population's distribution from a sample. The calculated value of Pearson chi-square value in table 4.44 is .000, which is less than .005. Hence in this study, the selected recommendation variables are very independent.

4.7 Recommendations

Q16. What are the recommendations for developing talent management practices within IT industry? (Mark ✓)

Table 4.46 Reliability Statistics (Q16)

Reliability Statistics	
Cronbach's Alpha	N of Items
.861	9

Table 4.46, analysed the internal consistency among the selected variables in the study and stated that the estimated value of Cronbach's Alpha is .861 (N=9) which is less

than the permissible limit of 0.60 of reliability statistics. Therefore, the study can further explored various statistical tests.

Table 4.47 Descriptive Statistics (Q16)

	N	Minimum	Maximum	Mean	Std. Deviation
Descriptive Statistics					
Focus on Continuous Learning and Development	660	1	5	4.38	.647
Establish Clear Career Progression Paths	660	1	5	4.36	.731
Use Data Analytics for Talent Management	660	1	5	4.42	.641
Improve Employee Engagement and Communication	660	1	5	4.15	.818
Promote Inclusion and Diversity	660	1	5	4.40	.614
Provide Flexible Work Arrangements	660	1	5	4.17	.779
Improve Employee Recognition and Reward Programs	660	1	5	4.26	.704

	N		Mean	Std. Deviation	Std. Error Mean
Develop Leadership	660	1	5	4.38	.654
Offer Competitive Compensation Packages	660	1	5	4.36	.694
Valid N (listwise)	**660**				

Table 4.48, analysed descriptive statistics related to the recommendations for developing talent management practices within IT industry and stated that "Use Data Analytics for Talent Management" (Mean=4.42 and Standard Deviation=.641) followed by "Promote Inclusion and Diversity" (Mean=4.40 and Standard Deviation=.614) are the recommendations for developing talent management practices within IT industry. "Improve Employee Engagement and Communication" (Mean=4.15 and Standard Deviation=.818) is the least important recommendations for developing talent management practices within IT industry. The findings of the descriptive statistics stated that "Use Data Analytics for Talent Management" is the key recommendations for developing talent management practices within IT industry.

Table 4.48 One-Sample Statistics (Q16)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Focus on Continuous Learning and Development	660	4.38	.647	.025
Establish Clear Career Progression Paths	660	4.36	.731	.028

Use Data Analytics for Talent Management	660	4.42	.641	.025
Improve Employee Engagement and Communication	660	4.15	.818	.032
Promote Inclusion and Diversity	660	4.40	.614	.024
Provide Flexible Work Arrangements	660	4.17	.779	.030
Improve Employee Recognition and Reward Programs	660	4.26	.704	.027
Develop Leadership	660	4.38	.654	.025
Offer Competitive Compensation Packages	660	4.36	.694	.027

Table 4.48, analysed one sample statistics related to the recommendations for developing talent management practices within IT industry and stated that "Use Data Analytics for Talent Management" (Mean=4.42 and Standard Deviation=.641 and Standard Error=.025) followed by "Promote Inclusion and Diversity" (Mean=4.40 and Standard Deviation=.614 and Standard Error=.024) are the recommendations for developing talent management practices within IT industry. "Improve Employee Engagement and Communication" (Mean=4.15 and Standard Deviation=.818 and Standard Error=.032) is the least important recommendations for developing talent management practices within IT industry. The findings of one sample statistics stated that

"Use Data Analytics for Talent Management" is the key recommendations for developing talent management practices within IT industry.

Table 4.49 One-Sample Test (Q16)

					95% Confidence Interval of the Difference	
One-Sample Test						
				Test Value = 0		
	t	Df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Focus on Continuous Learning and Development	173.806	659	.000	4.384	4.33	4.43
Establish Clear Career Progression Paths	153.074	659	.000	4.358	4.30	4.41
Use Data Analytics for Talent Management	187.145	659	.000	4.420	4.37	4.47
Improve Employee Engagement and Communication	131.097	659	.000	4.174	4.11	4.24
Promote Inclusion and Diversity	184.106	659	.000	4.402	4.35	4.45
Provide Flexible Work Arrangements	137.630	659	.000	4.175	4.11	4.23

Improve Employee Recognition and Reward Programs	155.463	659	.000	4.258	4.20	4.31
Develop Leadership	172.165	659	.000	4.380	4.33	4.43
Offer Competitive Compensation Packages	161.254	659	.000	4.358	4.30	4.41

Table 4.49, analysed t test related to the recommendations for developing talent management practices within IT industry and stated that "Use Data Analytics for Talent Management" (t=187.145) followed by "Promote Inclusion and Diversity" (t=184.106) are the recommendations for developing talent management practices within IT industry. "Improve Employee Engagement and Communication" (t=131.097) is the least important recommendations for developing talent management practices within IT industry. The findings of t test stated that "Use Data Analytics for Talent Management" is the key recommendations for developing talent management practices within IT industry.

Table 4.50 One-Sample Test (Q16)

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Focus on Continuous Learning and Development	Between Groups	60.282	3	20.094	61.049	.000
	Within Groups	215.588	655	.329		
	Total	275.869	658			

		Sum of Squares	df	Mean Square	F	Sig.
Establish Clear Career Progression Paths	Between Groups	55.339	3	18.446	40.798	.000
	Within Groups	296.146	655	.452		
	Total	351.484	658			
Use Data Analytics for Talent Management	Between Groups	64.904	3	21.635	68.948	.000
	Within Groups	205.840	656	.314		
	Total	270.744	659			
Improve Employee Engagement and Communication	Between Groups	91.453	3	30.484	57.217	.000
	Within Groups	349.509	656	.533		
	Total	440.962	659			
Promote Inclusion and Diversity	Between Groups	248.598	3	82.866	50.192	.000
	Within Groups	.000	656	.000		
	Total	248.598	659			
Provide Flexible Work Arrangements	Between Groups	69.521	3	23.174	46.079	.000
	Within Groups	329.411	655	.503		
	Total	398.932	658			
Improve Employee Recognition and Reward Programs	Between Groups	60.899	3	20.300	50.192	.000
	Within Groups	265.314	656	.404		
	Total	326.212	659			
Develop Leadership	Between Groups	59.907	3	19.969	59.104	.000
	Within Groups	221.637	656	.338		
	Total	281.544	659			
Offer Competitive Compensation Packages	Between Groups	42.943	3	14.314	34.188	.000
	Within Groups	274.669	656	.419		
	Total	317.612	659			

Table 4.50, conducted the ANOVA analysis and stated that all the selected variables in the existing study having permissible limit less than .005 that is in all selected variables the estimated value of significance is .000. Hence, the dependent variable. Recommendations for developing talent management practices within IT industry have significant relationship with independent variables ("Focus on Continuous Learning and Development, Establish Clear Career Progression Paths, Use Data Analytics for Talent Management, Improve Employee Engagement and Communication, Promote Inclusion and Diversity, Provide Flexible Work Arrangements, Improve Employee Recognition and Reward Programs, Develop Leadership, Offer Competitive Compensation Packages") in the study.

4.8 Hypothesis Testing Results

Table 4.51 Hypothesis Testing Results

S.No.	Hypothesis Statements	Decision
H01	There is no significant role of talent management practices in employee retention enhancement within the Indian IT industry.	Rejected
Ha1	There is significant role of talent management practices in employee retention enhancement within the Indian IT industry.	Accepted

H02	There is no significant impact of organisational culture on employee satisfaction and commitment.	**Rejected**
Ha2	There is significant impact of organizational culture on employee satisfaction and commitment.	**Accepted**
H03	There is no significant analysis related to talent management and organisational culture in terms of employee retention.	**Rejected**
Ha3	There is significant analysis related to talent management and organisational culture in terms of employee retention.	**Accepted**
H04	There are no significant key challenges and opportunities that IT organisations face in India, while retaining skilled professionals.	**Rejected**
Ha4	There are significant key challenges and opportunities that IT organisations face in India, while retaining skilled professionals.	**Accepted**

4.9 Summary and Conclusion

The existing study aims to identify and explore the role of talent management practices in employee retention enhancement within the Indian IT industry; to assess the impact of organisational culture on employee satisfaction and commitment; to analyse talent management and organisational culture in terms of employee retention; to explore and examine key challenges and opportunities that IT organisations face in India, while retaining skilled professionals.

At first, study analysed the demographic analysis. The results of demographics stated that all the selected cities equally responsive and participative in the existing study that is Bangalore, Chennai and Pune. Then analysed the age wise distribution and stated that majority of respondents in the study having age 20-30 years. Gender analysis conducted and stated that majority of respondents in the existing study found to be male. Then analysed the marital status and stated that majority of respondents found to be single. Educational qualification of selected respondents in the current study and stated that majority of respondents having graduation. The study analysed the monthly income and documented that majority of respondents having income Rs. 25,001 to 50,000. The study analysed years of experience in IT industry and stated that majority of respondents having 5-10 years of experience. The study analysed the type of family in the study and stated that majority of respondents live in nuclear family. The study analysed the size of family and stated that majority of respondents having 2 members.

The second section of the study starts with the analysis of talent management practices that are implemented in IT Company and stated that "Recruitment and onboarding" is the most important talent management practices in the IT Company. Then study stated that "By nomination or application processes open to employees for critical projects or roles" is the most effective way to identify high-potential talent in the

organisation. Then study related to the role of talent management practices in employee retention enhancement within the Indian IT industry in respondents' organisation and stated that "Some of the specific retention strategies that organizations can embrace include customized benefits, mentorship programs, and leadership development initiatives through proactive identification of issues such as dissatisfaction, employee turnover trends, and workplace challenges." Afterwards, the study related to respondents' organization assess the impact of organizational culture on employee satisfaction and commitment and stated that "Implement annual culture assessments to track alignment between declared values and current practice" is the important factor related to respondents' organization to assess the impact of organizational culture on employee satisfaction and commitment. The study related to respondents' organisation analyse talent management and organisational culture in terms of employee retention and stated that "Employee Feedback Mechanisms" is the prime factor related to respondents' organisation analyse talent management and organisational culture in terms of employee retention. "Employment Perks and Pay Expectations" is the key challenge that IT organizations face in India while retaining skilled professionals. "Training & Development" is the key opportunity that IT organisations face in India while retaining skilled professionals. "Use Data Analytics for Talent Management" is the key recommendation for developing talent management practices within IT industry.

CHAPTER V:

DISCUSSION

In the discussion section of the study, the findings of this study are discussed in light of the research questions highlighting the impact of talent management on organisational culture and employee retention in Indian IT industry. The results reveal that strategic talent management (recruitment, training, career development and performance management) matters a great deal in keeping talented professionals in a highly competitive sector. Furthermore, rich organisational culture, based on leadership support, employee engagement and a good workplace environment enhances the feeling of belonging and commitment, among the IT employees. In the spirit of critiquing these dynamics, this section compares them to other literature and provides insights into the implications for IT firms seeking to achieve higher workforce stability and lower instability. The following research questions are discussed in the existing study:

1. To identify and explore the role of talent management practices in employee retention enhancement within the Indian IT industry.

2. To assess the impact of organisational culture on employee satisfaction and commitment.

3. To analyse talent management and organisational culture in terms of employee retention.

4. To explore and examine key challenges and opportunities that IT organisations face in India, while retaining skilled professionals.

5.1 Discussion on Research Question A

RQ A: To identify and explore the role of talent management practices in employee retention enhancement within the Indian IT industry.

Multidimensional role of talent management practices in the employee retention of the Indian IT industry. The competitive and dynamic nature of sector is such that companies need to do strategic talent management to attract, develop and retain the skilled professionals (Kaliannan *et al.*, 2023). According to this study's findings, and employee retention can not only be attributed to robust recruitment strategies, comprehensive training program, career development programs, and performance management system.

One of the telltale signs of this is the retention rate in companies that invest in structured career progression paths is significantly high. People like to grow and enjoy work if they know how to do it! IT firms can create such environment through their offering of mentorship programs, leadership development initiatives, and cross functional training, so as to encourage employees to envision as long as possible inside the company (Kravariti and Johnston, 2020).

Then, compensation and benefits do matter when it comes to retention. Job satisfaction is through competitive salary packages, incentives and non-monetary rewards like work-life balance policies and flexible work arrangement. This gives the study the backing that organizations concentrating on employee well-being, for example, mental health programs and wellness benefits retain talent more (Järvi and Khoreva, 2019).

Organisational culture and leadership effectiveness are also determinants of sink retention. The levels of employee commitment are higher in an organization with positive workplace culture that promotes inclusivity, transparency, and recognition. Such leadership styles as open communication, employee participation, as well as

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acknowledgement of employees' achievements not only create the feeling of belonging, but also inspire IT professionals.

Additionally, employee engagement activities like team building activities, feedback mechanisms and work environment that enable innovation help instil a sense of purpose and loyalty. Companies that provide a platform to employees for airing views and participating in decision making would make the company more dedicated to that organization (Cappelli and Keller, 2014).

Larger, more positive influences like supplier competition and remuneration had to be balanced out by the challenges faced by Indian IT industry such as high attrition, skill gap and intensified competitive job market. As stated by the study, organizations need to reposition their talent management strategies to keep up with changing workforce expectations and technology. This will be taking further steps to implementation of data-driven approach, using AI-driven HR analytics and creating programmes for continuous learning through upskilling supports.

In brief, employee retention in the Indian IT industry is dependent on effective talent management. Organizations which spend time and money to invest in career development, employee well-being and leader excellence, can generate a sustainable competitive advantage by preventing top talent from walking away. The future research may perhaps examine how the new technologies have an impact on talent management as well as changing expectations of IT professionals in post pandemic working environment (Collings and Mellahi, 2009).

5.2 Discussion on Research Question B

RQ B: To assess the impact of organisational culture on employee satisfaction and commitment.

It is important to evaluate how organizational culture impacts on employee satisfaction and commitment, as that helps us to evaluate how workplace values, norms and practices influence in the behaviour and attitudes of employees. Organizational culture defined as shared beliefs and values based on which people within organization do interact, take decisions, and create the work environment (Alias, Noor and Hassan, 2014). A feeling of belonging and purpose in a strong and positive culture gives employees a sense of satisfaction and the idea of being in an organisation where they are committed and involved. Employees who are aligned with their organization's culture are going to be more engaged, motivated and loyal, resulting in lower turnover rates and higher productivity.

Leadership style is a major organizational culture determiner of employee satisfaction. Leaders of high-performance work environment create a positive work environment by promoting a culture of open communication, trust and recognition. Such "When" is when employees feel valued and heard and their job satisfaction increases as the commitment levels increase. On the other hand; a rundown or malign culture, for example, experiencing poor correspondence, micromanagement or the absence of regard may prompt dissatisfaction and debasement, which should adversely affect employee hold and execution (Oladapo, 2014).

In addition, flexibility, inclusivity and organizational culture generated by workplace practices like organisational culture are important too. Work life balance, diversity and continuous learning in a culture that promotes are good for the wellbeing and satisfaction of employees. It is better to have employees that perceive growth opportunities and a supportive work environment, as that results in them staying connected to your organization (Isfahani and Boustani, 2014). On the other hand, low morale associated or working in a culture that does not promote career advancement or

put employee well-being at the top of their list will end up with low morale and less commitment.

Furthermore, organizational values and ethical practices which have an impact on organizational culture are also extended to the organizational commitment. Employees will feel more purposeful and loyal when they link to their company's mission, vision and ethical standards. It encourages the employees to commit because of the one thing, they feel proud of being part of an organisation that matches their value and it has an impact on the culture. However, if employees' values don't tie with that organization's culture, they can disengage and resign (Baharin and Hanafi, 2018).

Finally, organizational culture plays a major role in determining employee satisfaction and organizational commitment because organizational culture largely determines the nature of the work relationships, leadership approaches and professional growth opportunities. A positive and inclusive culture helps in creating a job satisfaction, motivation and long-term commitment, whereas a negative culture leads to engagement and high employee turnover (Ezenwobodo and Samuel, 2022). Constantly measuring the organization culture and adapting it according to employee expectations helps the organization to improve the overall performance of the culture.

5.3 Discussion on Research Question C

RQ C: To analyse talent management and organisational culture in terms of employee retention.

In the IT industry, skilled professionals are scarce, hence the competition to staff technical roles is very high. Talent management and organisational culture are major determinants of employee retention. It is clear that talent management practices such as recruitment, training, career development and performance management have a very

important role in the employees' choice of staying with an organization (Narayanan, 2016; Narayanan, Rajithakumar and Menon, 2019; Fahma Diena Achmada, Budi Eko Soetjipto and Sopiah, 2022). For reducing turnover rates, companies invest in talent management that gives an environment of people feeling valued, motivated and aligned to organisational goal.

Organized organisation culture has a major role to play in the construction of employees' expertise and perceptions with respect to work. Retention drives culture. A strong and positive culture fosters a feeling of belonging, a drive to be collaborative, and job satisfaction. From the cultural element includes leadership style, communication practice, life work balance, and the recognition mechanism that led the employees to their commitment to an organisation. On the other hand, a toxic or non-supportive culture will get into disengagement, dissatisfaction and very high attrition rates.

Retention is about the interplay or balance between the two components, talent management and organisational culture. Organisations that have a time management strategy that cohered with their cultural values, form a cohesive work environment which reduces the chance of staff turnover as well as increase loyalty. Additionally, the policies that are aimed at employees encompass supporting programs for professional growth, flexible work hours, and transparent career development are also used to retain work willingly.

Again, in IT where the fast technological development, highly competitive job markets and workforce mobility determine the talent management strategies of companies should be adapted constantly to adapt they adjustments with employee expectations (Puja Sareen and Mishra, 2016). Such is a robust organisational culture that encourages innovation, inclusivity and career growth that makes a talent management

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initiative very effective. Therefore, the organisations that have the best chances to keep their top talent are those that invest in talent management and supportive culture.

5.4 Discussion on Research Question D

RQ D: To explore and examine key challenges and opportunities that IT organisations face in India, while retaining skilled professionals.

However, due to rapid technological advancements, evolving worker expectations, and global competition, Indian IT organizations and other companies find it difficult to retain skilled professionals. According to me one of the major issues is the high attrition rate in IT. This means that they normally change jobs because of better salary, career propelling and work-life balance (Hongal and Kinange, 2020). Competition for talent has become particularly keen with the advent of the opportunity for global jobs – with the increasing prevalence of remote work, as well. Besides, the cost of living in the major IT hubs such as Bengaluru, Chennai, and Pune continue to rise, forcing professionals to search for better pays in other locations, resulting into a persistent concern with companies' ability to retain staff.

The second critical challenge is the gap that exists between employee's expectations and organisational policies. It's no secret that many IT professionals desire the flexibility, hybrid work models, as well as a strong work culture and organizational atmosphere that encourages innovation and growth. Businesses which do not offer this simply risk losing top talent. More importantly, there is also a greater focus on reskilling and upskilling with places being dictated by ever changing technologies (Nwanisobi and Christopher, 2020). If companies fail to provide continuous learning programs to employees, they may become stagnant which may tempt the employees to seek other opportunities. Workplace stress and burnout are also still real topics that are very

common with many employees that get overworked and have too many unrealistic performance expectations that push them out.

Nonetheless, Indian IT organisations have some opportunities to enhance employee retention. Personalised career development plans, mentorship programs, as well as competitive compensations packages adds a strong focus on talent management strategy can increase job satisfaction (Lewis and Heckman, 2006). Organisations which place employee well-being through mental health initiatives, flexible work policies and positive work culture can foster trusted long-term employees. Additionally, spending on innovation in artificial intelligence and automation can lower routine employment and give the workers a chance to partake in more engaging work that strengthens retention rates.

The second key opportunity is providing sense of purpose and engagement. Nowadays, many IT professionals are on the hunt for jobs that yoke to their worths and are rewarding. Companies which actively participate in social impact initiatives, sustainability and innovation will be attractive to and retain employees who wish to be a part of a broader mission (Al- Dalahmeh, 2020; Urme, 2023). Also, using employee data driven insights to anticipate employee preferences and pre-emptively meet their concerns will make notice retention strategies easier. Indian IT organisations, if ever responding to industry trends and employee needs, can successfully face the challenges to retain competent professionals and keep a pole position in the global competition.

CHAPTER VI

SUMMARY, IMPLICATIONS AND RECOMMENDATIONS

6.1 Implications of the study

1. Theoretical Implications

a) **Bridging Research Gaps**: Your study enriches the literature on the employment of both talent management and organizational culture as key factors determining retention of IT employees in India.

b) **New Frameworks and Models**: If your study creates such a conceptual model, other future researchers may use the framework to analyse similar retention challenges in these emerging economies.

c) **Context-Specific Insights**: The study enriches global debate on workforce retention by focusing on India's IT industry.

2. Managerial Implications

a) **Enhanced Talent Management Strategies**: The best IT firms will refine recruitment and training, and development strategies to give people a feeling of being valued and engaged, reducing turnover.

b) **Cultural Alignment**: Organizations need to be creating a culture that correlates to what the employees want which is a work life balance, professional growth and inclusive work environment.

c) **Retention through Career Development**: Reducing attrition rates, structured career paths, mentorship schemes and skill enhancement programs can be implemented.

d) **Employee Engagement Practices**: To increase the job satisfaction of employees, HR leaders should take on the mission to deliver continuous feedback, employer recognition programs, and well-being initiatives.

3. Policy-Related Implications

a) **HR Policy Reforms**: The information can help IT companies tweak compensation, diversity and flexible work policy to make retention easier.

b) **Government and Industry Collaboration**: Insights can be used by policymakers and industry bodies to design initiatives which help the IT workforce stability by way of tax benefits for companies offering employee retention programs.

c) **Upskilling and Reskilling Initiatives**: This study can promote national level programmes that train IT professionals with up-to-date skills thus minimizing vulnerability for voluntarily turnover caused by outdated technology.

4. Strategic Implications

a) **Competitive Advantage**: Pursuing a strong talent management practice and an excellent organizational culture can give birth to an enduring competitive advantage for IT firms in two ways: the ability to retain skilled employees thereby reducing hiring costs and enhancing productivity.

b) **Employer Branding**: If organizations have high retention rates, they can bolster their employer brand and become easier to sell to top talent within the industry.

c) **HR Digital Transformation**: However, findings may inspire IT companies to switch to AI enabled HR analytics and automation tools that will enable them to predict the employee attrition trends and start taking proactive steps to decrease the attrition.

d) **Personalized Employee Value Propositions**: The study provides companies with insights for personalizing their career development plan, benefits and incentives for their different employee segments.

5. Technological Implications

a) **AI and HR Analytics for Retention**: AI based predictive analytics could be leveraged by IT firms to predict attrition risks in advance and take pre-emptive measures for enhancement in employees' retention.

b) **Hybrid Work and Digital Culture**: The results may help IT firms improving hybrid work models and digital work environments while retaining culture and engagement even in the remote setting.

c) **Gamification of Employee Engagement**: Gamification can be integrated by organizations in learning and development, reward and performance management to motivate trainees and enhance loyalty.

6. Sustainability Implications

a) **Sustainable Workforce Planning**: The result of this study should benefit organizations in their long-term workforce sustainability strategies by attenuating frequent hiring cycles and its related costs and environment impact.

b) **Reduced Employee Turnover's Environmental Impact**: An excessive amount of attrition will result in there being a high on boarding and training expenses.

Indirectly, sustainable retention practices can also contribute to reduce energy use and waste.

c) **Alignment with ESG Goals**: Social responsibility enhances when the standards are aligned with Environmental, Social, and Governance (ESG) and by retaining firms towards creating a positive work culture and well-being.

7. Societal Implications

a) **Work-Life Balance and Mental Health**: With work, you may be able to press the importance of work-life balance and mental health support in talent management and HR policies that foster employee well-being.

b) **Diversity and Inclusion**: Belonging can be created through a culture which includes diversity, equity and inclusion DEI) initiatives and bolsters retention within the organization.

c) **Skill Development and National Economic Growth**: Having an IT workforce that is stable means the country is continuing to have a continuous supply of experienced professionals, thereby making it a part of a major global IT hub and its associated economic development.

6.2 Recommendations of the Study

1. Enhancing Talent Management Strategies

a) **Structured Career Development Programs**: IT firms should provide clear career progression pathways, mentorship programs, and leadership development initiatives to retain top talent.

b) **Continuous Learning & Upskilling**: Organizations must invest in reskilling and upskilling programs, integrating AI, cloud computing, and blockchain training to align with industry demands.

c) **Data-Driven HR Strategies**: Implement AI-powered HR analytics to predict attrition trends and personalize retention strategies.

2. **Strengthening Organisational Culture**

   a) **Work-Life Balance & Well-Being Initiatives**: To increase job satisfaction, present flexible work arrangements, mental health support and employee wellness programs.

   b) **Inclusive and Transparent Communication**: Make the feedback channels one and open communication another and encourage the employees to share feedbacks and participate in decision making.

   c) **Recognition and Reward Systems**: Increase employee motivation by developing performance-based incentives, regular appreciation programs, non-monetary recognition etc.

3. **Improving Employee Engagement and Job Satisfaction**

   a) **Hybrid Work Culture Optimization**: It can enhance digital collaboration tools and virtual team building activities to ensure remote or hybrid work settings engagement.

   b) **Gamification of HR Processes**: Gamify learning and rewards to increase the participation of the employee in the training, performance evaluation, and team building exercises.

c) **Personalized Employee Experience**: Provide personalized HR policies and created benefits that relate to employee needs, as well as provide personalized career development opportunity.

4. Strengthening Leadership and Management Practices

a) **Managerial Training Programs**: Develop train managers that would train in transformational leadership, emotional intelligence, and conflict resolution to prepare for a culture that supports work.

b) **Decentralized Decision-Making**: Facilitate participative leadership, which provides more autonomy and some control in role for employees.

c) **Regular Performance Feedback**: Moving towards forming feedback culture that's better with continuous feedback rather than annual reviews.

5. Policy Recommendations for HR and Government Bodies

a) **Industry-Level Employee Retention Policies**: Standardized retention frameworks that take into account India's tech workforce should be created by IT firms along with their industry associations.

b) **Government-Funded Reskilling Initiatives**: Government's collaboration with the IT companies to support skill development and retention programs through financial support.

c) **Tax Incentives for Retention Programs**: Some incentives to companies engaged in long term employee engagement and wellbeing activities can be introduced by policymakers.

6.3 Summary

The existing study aims to study the Impact of Talent Management and Organisational Culture on Employee Retention in IT Industry in India which is a study among information technology (IT) employees. Entire analysis is divided into two sections. The Section one is about the demographic analysis which relates to city, age, gender, marital status, education, income, and service period, type of family and size of family factors. The demographic analysis is shown using frequency, percentage method and graphs. The second section deals with tick marks and Likert scale-based statements exposed to the study and include analysis on the talent management practices that are implemented in IT company, IT company identify high-potential talent in the organization, the role of talent management practices in employee retention enhancement within the Indian IT industry in organisation, organization assess the impact of organizational culture on employee satisfaction and commitment, organisation analyse talent management and organisational culture in terms of employee retention, challenges and opportunities that IT organizations face in India while retaining skilled professionals and recommendations for developing talent management practices within IT industry. Therefore, in this study, the sample size is 660 IT employees. Different quantitative tools specified for assessing the questionnaire including "mean, standard deviation, t test, Regression, Correlation, ANOVA, Chi-square, Exploratory factor analysis." Result section keeps in mind this before crafting the following research questions:

1) To identify and explore the role of talent management practices in employee retention enhancement within the Indian IT industry.

2) To assess the impact of organisational culture on employee satisfaction and commitment.

3) To analyse talent management and organisational culture in terms of employee retention.

4) To explore and examine key challenges and opportunities that IT organisations face in India, while retaining skilled professionals.

The existing study aims to identify and explore the role of talent management practices in employee retention enhancement within the Indian IT industry; to assess the impact of organisational culture on employee satisfaction and commitment; to analyse talent management and organisational culture in terms of employee retention; to explore and examine key challenges and opportunities that IT organisations face in India, while retaining skilled professionals.

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onboarding" is the most important talent management practices in the IT Company. Then study stated that "By nomination or application processes open to employees for critical projects or roles" is the most effective way to identify high-potential talent in the organisation. Then study related to the role of talent management practices in employee retention enhancement within the Indian IT industry in respondents' organisation and stated that "Some of the specific retention strategies that organizations can embrace include customized benefits, mentorship programs, and leadership development initiatives through proactive identification of issues such as dissatisfaction, employee turnover trends, and workplace challenges." Afterwards, the study related to respondents' organization assess the impact of organizational culture on employee satisfaction and commitment and stated that "Implement annual culture assessments to track alignment between declared values and current practice" is the important factor related to respondents' organization to assess the impact of organizational culture on employee satisfaction and commitment. The study related to respondents' organisation analyse talent management and organisational culture in terms of employee retention and stated that "Employee Feedback Mechanisms" is the prime factor related to respondents' organisation analyse talent management and organisational culture in terms of employee retention. "Employment Perks and Pay Expectations" is the key challenge that IT organizations face in India while retaining skilled professionals. "Training & Development" is the key opportunity that IT organisations face in India while retaining skilled professionals. "Use Data Analytics for Talent Management" is the key recommendation for developing talent management practices within IT industry.

APPENDIX A

SURVEY COVER LETTER

Dear Respondent,

I wish to introduce myself as a scholar pursuing research on "The Impact of Talent Management and Organisational Culture on Employee Retention in IT Industry in India." In this context I request you to kindly spare sometime to answer this questionnaire. I look forward to your support and co-operation to enable me in the successful completion of my research. The information provided will be strictly applied to academic purpose only.

APPENDIX B

INFORMED CONSENT

{Sample Text Sample Text Sample Text Sample Text Sample Text Sample Text Sample Text }

APPENDIX C

INTERVIEW GUIDE

Part-I

Demographic profile

Name of Respondent: _____

City:

_____

Q 1. Age

    A) Below 20   B) 20 to 30 years

    C) 30 to 40 years   D) Above 40 years

Q2. Gender

A) Male   B) Female

Q3. Marital Status

A) Single   B) Married

C) Others

Q 4. Educational Qualification

    A) Below Graduate   B) Graduate

    C) Post Graduate   D) Above Post Graduate

Q 5. Monthly Income (in Rs.)

    A) Below 25,000   B) 25,001 to 50,000

    C) 50,001 to 1,00,000   D) Above 1,00,000

Q 6. Years of experience in IT

    A) Less than 5 years   B) 5 to 10 years

    C) 10 to 20 years   D) More than 20

years

Q 7. Type of Family

A) Nuclear Family   B) Joint Family

Q8. Size (no. of persons in your family)

A) 2   B) 3 to 5

C) 5 to 10   D) More than 10

Part- II

Q9. What talent management practices are implemented in your IT company? (Mark ✓)

- Recruitment and onboarding
- Training and development
- Performance management
- Career development

- Employee engagement and well being

- Recognition and rewards

- Succession Planning

- Diversity and Inclusion

- Technology integration in HR processes

- Retention strategies

- Corporate Social Responsibility (CSR) involvement

- Flexible working arrangements

- Gamification in learning and engagement

Q10. How does your IT company identify high-potential talent in the organization? (Mark ✓)

- Performance review and appraisal

    o KPIs and project performance analysis

    o Recommendations by team leaders or managers

    o Use of talent assessment tools, psychometric tests, and skill matrices

    o Peer reviews and 360-degree feedback

    o Employees who persistently surpass their working targets

    o Involvement and performance in training and developmental programs

    o HR analytics and data-driven insights into employee performance

    o Contributions to innovation and problem-solving

    o Monitoring the level of workforce engagement and commitment to organizational values

- By nomination or application processes open to employees for critical projects or roles
- People at leadership levels are assessed during succession planning sessions
- Hackathons, competitions, or other skill show platforms
- Feedback from senior leaders through mentorship or sponsorship

Q11. Please indicate the extent to which the role of talent management practices in employee retention enhancement within the Indian IT industry in your organisation?

S.NO.	Statements	Strong Disagree	Disagree	Neutral	Agree	Strong Agree
1.	Talent management practices help in balancing the various recruitment strategies within an organization, which include competitive remunerations, benefits package,					

	and a unique value proposition to attract more professional individuals in the organization.				
2.	Organizations provide employees with necessary skills for career advancement through holistic training and development programs				
3.	Well-defined career paths and opportunities to advance indicate a commitment of an organization towards the				

	professional development of its workers.					
4.	Regular review, feedback processes, and award schemes are vital in ensuring the worth of its employees is identified and appreciated.					
5.	Flexibility and telecommuting options and wellness programs in the talent management policy help create					

	an environment that alleviates stress and burnout as commonly experienced by IT professionals working in demanding careers.					
6.	Talent management practices engage employees through involving them in the decision-making process, solving problems, and aligning job responsibilities with organizational goals.					

7.	Some of the specific retention strategies that organizations can embrace include customized benefits, mentorship programs, and leadership development initiatives through proactive identification of issues such as dissatisfaction, employee turnover trends, and workplace challenges.					
8.	Talent management strategies that correspond with					

	the personal and professional aspirations of employees cultivate a sense of community.				
9.	Organizations that emphasize competency mapping and the alignment of individual abilities with job functions guarantee that employees perceive their talents are being employed optimally.				
10.	Talent management strategies, in the				

	swiftly transforming information technology sector, through ongoing education by way of certifications, workshops, and collaboration with educational platforms like Coursera or Udemy, ensure the employees stay relevant.				
11.	The organizational culture becomes constructive with the recruitment practices, the leadership				

	positions available for marginalized groups, and the employee resource organizations that encourage diversity and inclusion by fostering an inclusive work environment.					
12.	Succession planning in talent management will ensure that the best employees are prepared for leadership positions.					
13.	Recognition programs,					

	including awards, bonuses, and public recognition of accomplishments, are a part of talent management.					
14.	Extensive onboarding programs allow new employees to integrate easily with the organizational culture.					
15.	Using human resources technology, such as artificial intelligence-based tools for employee					

	engagement assessment, as well as predictive analytics that identify potential turnover risks, and tailored suggestions on career trajectory, will optimize talent management strategies.					
16.	Organizations that include wellness initiatives in their talent management strategies— offering mental health support, fitness programs, and workshops on stress					

	management—demonstrate care for their employees, which translates to loyalty and commitment.					
17.	Open communication about corporate goals, changes, and achievements through open channels breeds trust.					
18.	A data-driven approach in talent management would enable organizations to spot trends related to turnover, predict					

	risks before they happen, and address the issue of retention in advance of an escalation.					
19.	Regional and demographic variations in India in talent management practices ensure policies remain relevant and effective for diverse needs such as that of working parents, relocation, or local community involvement.					
20.	The talent management program should					

	invest in leadership programs, and it helps retain mid-level managers and aspiring leaders.					
21.	A collaborative environment that allows employees to share ideas, work in teams, and participate in cross-functional projects will enhance engagement and reduce isolation, leading to retention.					
22.	Flexibility in career paths, including the opportunity to					

	change roles within the organization or to take sabbaticals, shows that an organization is adaptive to employee needs and promotes commitment over the long run.					
23.	Tailored talent management strategies for generational priorities— mentoring for younger employees or stability for senior employees—will boost retention in all areas.					

S.NO.	Statements					
24.	CSR engagement of employees through volunteering and sustainability projects can help to develop a sense of purpose.					

Q12. How does your organization assess the impact of organizational culture on employee satisfaction and commitment?

S.NO.	Statements	Strong Disagree	Disagree	Neutral	Agree	Strong Agree
1.	Regular employee engagement surveys to assess the levels of satisfaction and alignment with the organizational values.					
2.	Utilize 360-degree feedback in order to understand cultural fit and leadership effectiveness.					

3.	Conduct focus group discussions or interviews with employees to understand the influences of culture.						
4.	Evaluating employee attrition rates and exit interview data to identify relevant trends about the organization's culture.						
5.	Review of involvement in corporate events, initiatives, or cultural activities.						
6.	Productivity and performance measures as determinants of employees' satisfaction levels.						
7.	Pulse surveys or rapid polls to receive instant feedback on cultural dimensions.						

8.	Managerial feedback to ensure that employee behavior is aligned with the core organizational values.					
9.	Internal communications through town halls or team meetings to improve cultural cohesion.					
10.	Analyzing the trends of employee recognition and reward programs for identification of cultural impact.					
11.	Applying HR analytics to correlate cultural factors with employee retention and commitment.					

12.	Anonymous feedback by suggestion boxes or online platforms.					
13.	Evaluate the effectiveness of diversity, equity, and inclusion initiatives as a metric for cultural maturity.					
14.	Track results of wellness initiatives alongside work-life balance initiatives.					
15.	Implement annual culture assessments to track alignment between declared values and current practice.					
16.	Measure the level of employee involvement in the decision-making process as a measure of inclusiveness and empowerment.					

17.	Measure participation and feedback from mentorship or leadership development programs as cultural indicators.					
18.	Apply psychometric tools or cultural assessment surveys to evaluate alignment between organizational culture and individual values.					
19.	Analyzing the effectiveness of cross-functional collaboration and teamwork in terms of cultural cohesiveness.					
20.	Tracking trends related to employee referrals, which indicate the level of satisfaction towards work environment					

21.	Comparison analysis between effective teams and cultural practices to know what works best.					
22.	Monitoring the execution and employee sentiment of CSR initiatives against cultural values					

Q13. How does your organisation analyse talent management and organisational culture in terms of employee retention? (Mark ✓)

- Employee Feedback Mechanisms
    - client satisfactory/loyalty rate
    - referral information
    - segmentation analysis
    - Performance reviews and Feedback
    - Employee turnover trends in performance rates of high performers
    - New Employee Adaptation & Integration
    - Promotion, Tenure, and Reassignment
    - Manager and Leadership Influence
    - Employment Benefits
    - Duality of Work and Leisure
    - Employee Well Being on Metrics and Data Analysis

Q14. What are the key challenges that IT organizations face in India while retaining skilled professionals? (Mark ✓)

- Employment Perks and Pay Expectations
- Burnout & Work Life Balance
- Attrition of Women in Tech
- Limited promotions/ Career Advancement
- Skills deficiency and technological differences
- Cultural Mismatch
- Retention of Leadership Talent
- Remote Work and Global Opportunities

Q15. What are the key opportunities that IT organizations face in India while retaining skilled professionals? (Mark ✓)

- Training & Development
- Compensation and Benefits
- Performance Management System and Improvement
- Work Culture and Inclusion
- Human Capital and Recruitment
- Mentorship and Career Progression
- Your Diversity and Inclusion Strategy
- Internationalisation and Travel
- Organizations Structure & Design Tools
- Career Development and Upskilling
- Flexible Work Arrangements

Q16. What are the recommendations for developing talent management practices within IT industry? (Mark ✓)

- Focus on Continuous Learning and Development

    o Establish Clear Career Progression Paths

    o Use Data Analytics for Talent Management

    o Improve Employee Engagement and Communication

    o Promote Inclusion and Diversity

    o Provide Flexible Work Arrangements

    o Improve Employee Recognition and Reward Programs

    o Develop Leadership

    o Offer Competitive Compensation Packages

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