Journal DOI: 10.36713/epra0412 ISSN: 2277–7741
International Journal of
Asian Economic Light (JAEL) – Peer Reviewed Journal
SJIF Impact Factor (2026): 8.835 Volume: 14 | Issue: 10 | October 2026

A STUDY ON THE LEVEL OF EMPLOYEE RETENTION IN SELECTED IT COMPANIES IN THE DELHI NCR REGION

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ABSTRACT
This study examines the level of employee retention in selected IT companies in the Delhi NCR region. A descriptive and analytical research design was adopted, with a sample of 490 employees selected through simple random sampling. The findings reveal that the overall mean score for employee retention is approximately 3.59 out of 5, indicating a high level of employee retention. However, variations in standard deviation scores suggest differences in employees' perceptions and experiences. The study highlights the importance of career development opportunities, workplace support, employee recognition, and addressing individual needs to strengthen employee retention.
KEYWORDS: *Employee Retention, IT Industry, Workplace Support, Career Development*

INTRODUCTION

In recent years, management practices have undergone considerable transformation in response to changing workforce dynamics and the growing need to establish inclusive and effective organizational cultures. Shifts in social, economic, and political environments have further strengthened the importance of D & I within organizational research and management studies (Cook & Glass, 2009). Among the emerging areas of academic inquiry, the relationship between employee retention and DEI initiatives has gained particular significance, as organizations increasingly recognize the role of inclusive workplace practices in retaining employees. Globalization, rapid technological progress and evolving sociocultural conditions, organizations need to adapt their management strategies to effectively accommodate an increasingly diverse workforce. Diversity management and inclusion emphasize acknowledging, respecting, and valuing individual differences while recognizing that employees' varied backgrounds, experiences, and perspectives can serve as valuable resources for enhancing organizational effectiveness and performance (Davis et al., 2016).

Traditionally, many organizations have emphasized uniformity and conformity rather than promoting diversity and inclusion, which has contributed to employee disengagement and reduced performance, particularly among individuals from marginalized groups. However, recent social movements and broader societal changes have underscored importance of establishing inclusive workplaces from both ethical and business perspectives. Recognizing these developments, the present research adopts strategic approach to examining organizational significance of DEI practices and their relationship with employee retention.

India's IT sector, characterized by its dynamic nature and strong global presence, has played a significant role in driving the country's economic development and strengthening its international standing. In the contemporary business environment, adopting inclusive workplace practices is not just progressive approach but strategic necessity, as collaboration across geographical boundaries, cultures, and diverse identities has become increasingly common. Given its dependence on skilled professionals and continuous technological innovation, the IT industry is particularly well positioned to benefit from workforce diversity. Indian IT companies bring together employees from different cultural, educational, and professional backgrounds, representing different regions of India and countries worldwide.

Leading Indian IT companies, including Infosys, Wipro, and TCS, are increasingly incorporating DEI into their organizational values by implementing initiatives such as gender diversity programs, accessible workplace infrastructure, and training to address unconscious bias (Shekhar & Srivastava, 2025). When effectively managed, workforce diversity can promote creative thinking, strengthen collaborative efforts, and enhance problem-solving capabilities.

DEI play role in promoting equal opportunities and establishing inclusive work environments in India, where employees represent diverse social, cultural, and linguistic backgrounds. Indian organizations are increasingly applying DEI initiatives to minimize discrimination, safeguard impartial conduct, encourage employee participation, and strengthen workplace relationships and

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retention. To promote employee well-being comprehensively, organizations must first identify the individuals and groups that influence employees' attitudes, experiences, and decisions. Based on this understanding, they can develop and implement targeted welfare and benefit programmes that effectively address employees' needs and extend their positive impact through relevant workplace networks.

REVIEW OF LITERTAURE

Kundu & Mor (2017) analyzed the relationship of employee perception regarding workplace diversity and company performance. They further emphasized on diversity regarding demographic groups in different categories in IT sector.

Anita & Swamy (2018) explained that workplace diversity was traditionally associated with differences in gender, race, ethnicity, national origin, disability and employment equity. Initially, organisations often move toward diversity through representation of specific gender and racial groups. The authors highlighted that diversity is an inclusive and worldwide concept applicable to various forms of differences, similarities and challenges rising when individuals work together in a group or organisation.

EbohCletus et al. (2018) described workplace diversity as an inclusive concept that contains differences among individuals within an organisation. The differences occur because of diversity in culture, social, ethnicity and religious beliefs and other perspectives. In modern days management of workplace diversity considered various challenges and companies have to manage it and consider employees because of wide range of individual differences present in workforce.

Cox (2022) considered that implementing diversity and unbiased training programmes can help in reduce workplace biases and promote E&I. These programmes helps in retention and employees are motivated to work effectively and leads to enhance inclusivity.

Tóth et al. (2023) highlighted that remuneration is only one of several factors influencing employee retention. They emphasized that equitable and personalized employee benefit schemes can strengthen employees' perceptions regarding fairness and enhance their commitment to organization, thereby supporting long-term retention.

Yang and Lee (2023) found that employees with proactive personalities and higher levels of resilience are less likely to consider changing their careers. Their study shows importance of individual characteristics and situational factors in understanding employees' career decisions and retention, particularly within the hotel industry.

Wu et al. (2024) highlighted that employee personality traits provide perceptions into workforce retention patterns, as reflected in online employee reviews. Their findings suggested that individual personality characteristics influence J. S. and employees' intentions to leave an organization. Understanding these relationships can help organizations create retention strategies that address employees' diverse characteristics and workplace expectations, thereby improving J. S. and reducing turnover intentions.

Awolaja (2025) study examined relationship between initiatives of DEI and employee outcomes in MNCs operating in Nigeria. The study considered the requirement of balance between global practices and local culture. The companies have to develop that type of DEI initiatives which gibe balance between both these aspects.

Mathew & Vasantha (2025) examined the influence of DEI initiatives on employee engagement, emphasizing the importance of inclusive workplace practices. Their study, conducted across manufacturing companies in Tamil Nadu explored impact of DEI programmes on employee engagement and J. S. among diverse employee groups. The findings revealed a positive relationship between D E I initiatives and employee engagement.

OBJECTIVE OF THE STUDY

- To find the level of employee retention in selected IT companies.

RESEARCH DESIGN

The present study adopted a descriptive and analytical research design to analyze level of employee retention in selected IT companies.

SAMPLE DESIGN & SAMPLE SIZE

The study adopts simple random sampling to select respondents that meet the specific criteria of the research. Respondents were selected those who are working in IT companies in Delhi NCR region. This approach ensures that collected data are relevant to objectives of study.
A total sample of 490 employees was selected for the present study.

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Table 1: List of Companies included in Present Research Study

Category	Company Name
Indian IT Company	HCLTech (Noida)
	Tata Consultancy Services (Noida & Gurugram
	Infosys (Noida)
Multinational IT Company (Global Tech Giants)	Accenture (Noida & Gurugram)
	Microsoft India (Noida & Gurugram)
	Adobe India (Noida)
IT Startup	Moglix (Noida)
	Urban Company (Gurugram)
	Cars24 (Gurugram)
IT Consulting / Services Company	Capgemini (Noida & Gurugram)
	Sopra Steria (Noida)
	Cognizant (Noida & Gurugram)
Other (Enterprise Software Products & Fintech)	Deloitte India (Noida & Gurugram)
	Pine Labs (Noida)
	Newgen Software (New Delhi)

ANALYSIS RELATED TO FIND THE LEVEL OF EMPLOYEE RETENTION IN SELECTED IT COMPANIES

Table 2: Table showing the response related to level of employee retention in selected IT companies

Q. No.	Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I intend to continue working in my current organization for the foreseeable future.	117 (23.88%)	215 (43.88%)	42 (8.57%)	82 (16.73%)	34 (6.94%)
2	I would prefer to remain with my current organization rather than seek employment elsewhere.	116 (23.67%)	209 (42.65%)	31 (6.33%)	84 (17.14%)	50 (10.2%)
3	I see good opportunities for long-term career growth in my organization.	122 (24.9%)	201 (41.02%)	40 (8.16%)	90 (18.37%)	37 (7.55%)
4	I am satisfied with the opportunities available for professional development in my organization.	124 (25.31%)	216 (44.08%)	40 (8.16%)	72 (14.69%)	38 (7.76%)
5	I feel a strong sense of commitment toward my current organization.	129 (26.33%)	190 (38.78%)	48 (9.8%)	86 (17.55%)	37 (7.55%)
6	My organization provides a work environment that encourages me to continue working here.	127 (25.92%)	233 (47.55%)	29 (5.92%)	65 (13.27%)	36 (7.35%)
7	I believe my contributions are valued and recognized by my organization.	122 (24.90%)	200 (40.82%)	31 (6.33%)	92 (18.78%)	45 (9.18%)
8	I would recommend my organization as a good place for long-term employment.	114 (23.27%)	215 (43.88%)	43 (8.78%)	81 (16.53%)	37 (7.55%)

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RESULT REGARDING THE LEVEL OF EMPLOYEE RETENTION IN SELECTED IT COMPANIES

Table 3: Table showing mean & standard deviation regarding the measurement of level of employee retention in selected IT companies

Variable	S A (5)	A (4)	N (3)	D (2)	S D (1)	Mean	S. D.
R E T 1	117	215	42	82	34	3.61	1.21
R E T 2	116	209	31	84	50	3.52	1.30
R E T 3	122	201	40	90	37	3.57	1.25
R E T 4	124	216	40	72	38	3.64	1.22
R E T 5	129	190	48	86	37	3.59	1.26
R E T 6	127	233	29	65	36	3.71	1.20
R E T 7	122	200	31	92	45	3.53	1.29
R E T 8	114	215	43	81	37	3.59	1.22

Analysis: Table 3 presents the mean scores and standard deviations of eight variables used to measure the level of employee retention in selected IT companies. The data indicate that the mean scores of all eight statements range from 3.52 to 3.71, suggesting a high level of employee retention in the selected IT companies according to the adopted classification criteria. It demonstrates that the selected IT companies exhibit a high perceived level of employee retention. However, the findings suggest scope for further improvement, particularly in the area represented by RET 2, which records the lowest mean score.

Table 4: Classification of level of Employee Retention

S. No.	Mean Score Range	Level of Employee Retention
1	1.00-1.8	Very Low
2	1.81-2.60	Low
3	2.61-3.40	Moderate
4	3.41-4.20	High
5	4.21-5.00	Very High

CONCLUSION

Considering all eight statements together, the overall mean score is approximately 3.59 out of 5, which falls within the range of 3.41–4.20 and is therefore classified as high level of employee retention. The standard deviations, ranging from 1.20 to 1.30, indicate that respondents' perceptions are not entirely uniform. Thus, although employees generally report favourable retention-related perceptions, some differences in their experiences and attitudes remain. Organisations may consider reviewing employee needs, career development opportunities, workplace support, recognition, and other relevant retention-related factors to strengthen employees' willingness to remain with their organisations.

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