



SUSTAINABLE EMPLOYEE RETENTION STRATEGIES: BLENDED APPROACH FOR GEN X, GEN Y AND GEN Z FOR EMPLOYEES IN AN IT INDUSTRY.

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Introduction

Employee retention is one of the critical issues what a business faces in the present corporate world. When it comes to IT industry, this issue becomes more severe as the industry is more vulnerable to changes in the market variables especially labour (Kotler & Armstrong, 2000). Employees in the present industry are more tend to switch from one job profile to another as they find it hard to retain their skill set exclusive to the IT industry. This forces to Industry to find new, workable and creative ways to address the issue of employee retention. In technical terminology “Employee retention means all the efforts taken by the organisation to retain desirable employees by creating a conducive environment for employees to associate with the organisation for a long period” (Frank, Finnegan & Taylor, 2014). The whole problem becomes more complicated when different working generation, i.e., Generation X, Generation Y and Generation Z, have different expectation forcing the organisation to address them.

Generation X looks forward to a better working environment which fosters good relationship and helps in work-life balance (Rodriguez, Green,& Ree 2019). Every institution must know to identify, attract and retain new work force (McCordle 2016), Generation Y aims for a workplace with better social media interaction (Leinder et al., 2018), The use of social media is transforming the work environment and create a platform to communicate effectively (Retiz,2019). on the other hand, Generation Z prefers an organisation which foster trust, work, flexibility, freedom for creativity and have a global presence or outlook (McCordle 2015).

They look for short term engagement with organisation rather than long term commitment.(O’Malley 2016). Today in any organisation all three Generation employees are found working together. Hence the employer has to look at a blended approach to retain all Generation employees. This study provides sustainable strategies employers can adopt along with traditional strategies to retain their employees.

Research Methodology

This research study is descriptive and the sample population included employees working in the IT sector in Bangalore. 252 respondents from the IT sector have filled the questionnaire. The reliability score of the items on Training and Development, Performance Appraisal and Employee retention is above 0.8, which indicates the survey is reliable. The study examines the traditional strategies like Training and Development and Performance Appraisal on Employee retention along with other demographic variables. It also proposes a blended approach to retain all employees. Any organisation requires people not only with experience but also skill and knowledge.

Objectives of the study

The objectives of the study are as followed

- To study the effect of gender, education qualification, experience, on employee retention GEN X, GEN Y, GEN Z
- To find the relationship between work related factors and employee retention.
- To find the impact between work related factors on employee retention



Hypothesis

- H05: There is no significant effect of Training and Development on employee retention in the IT industry.
- H06: There is no significant effect of performance appraisal on employee retention in the IT industry.
- H01: There is No significant effect of Generation X, Y, and Z on employee retention
- H02: There is no significant effect of gender on employee retention in the IT industry.
- H03: There is no significant effect of education on employee retention in the IT industry.
- H04: There is no significant effect of experience on employee retention in the IT industry.

Analysis and Interpretation:

1. To study the effect of GEN X, GENY, GENZ on employee retention

Descriptive								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
GENX	76	3.8889	1.10476	.36825	3.0397	4.7381	2.00	5.00
GENY	84	3.4844	.91044	.22761	2.9992	3.9695	1.75	5.00
GENZ	92	3.6184	.81319	.13192	3.3511	3.8857	1.50	5.00
Total	252	3.6230	.87629	.11040	3.4023	3.8437	1.50	5.00

ANOVA					
Employee Retention					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.945	116	.472	.607	.548
Within Groups	46.665	135	.778		
Total	47.609	251			

H01: There is No significant effect of Generation X, Y, and Z on employee retention Interpretation:
From the above table there is no significant difference between Generation X, Y, and Z

2. To study the effect of Gender on employee retention

Employee Retention								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
MALE	112	3.7024	.87867	.13558	3.4286	3.9762	1.75	5.00
FEMALE	150	3.4643	.87065	.18999	3.0680	3.8606	1.50	5.00
Total	252	3.6230	.87629	.11040	3.4023	3.8437	1.50	5.00



ANOVA					
Employee Retention					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.794	116	.794	1.034	.313
Within Groups	46.815	135	.767		
Total	47.609	251			

H02: There is no significant effect of gender on employee retention in the IT industry. Interpretation:

There is no significant difference between Male and Female on employee retention as determined by one way above F value = 1.034, p value=. 313. It means that gender doesn't have any significant effect on employee retention. The null hypothesis is not rejected.

- To study the effect of Training and Development on employee retention.

ANOVA					
Employee Retention					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	28.854	116	2.885	8.000	.000
Within Groups	18.756	135	.361		
Total	47.609	251			

H05: There is no significant effect of Training and Development on employee retention in the IT industry.

Interpretation: There is a significant effect of training and development on employee retention as determined by one-way a nova F value = 8, p value=0.00. Hence the null hypothesis rejected.

- To study the effect of Performance Appraisal on employee retention

ANOVA					
Employee Retention					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	31.263	116	2.233	6.558	.000
Within Groups	16.346	135	.341		
Total	47.609	251			

H06. There is no significant effect of performance appraisal on employee retention in the IT industry. It can be observed that performance appraisal has a significant effect on employee retention as determined by one-way anova f value = 6.558, p value=0.00.

Hence the null hypothesis rejected

- To study the impact of job-related factors such as training and development on employee retention.

REGRESSION



Model	R	RSquare	AdjustedR Square	Std.Errorof The Estimate	Durbin-Watson
1	.788	.621	.609	.54822	1.897
a.Predictors:(Constant),TrainingandDevelopment,PerformanceAppraisal					
b.DependentVariable:EmployeeRetention					

Interpretation: There is a high positive correlation between the independent and dependent variable as the value of R=0.788. Also, the independent variable namely Training and Development, Explains 61% change in the dependent Variable i.e., Employee Retention.

Which indicates both variables are influential in the retention of the employees of the IT sector.

1. To find out the expectation of GEN X, GEN Y, GEN Z from the employer

GENERATION X,YandZ EXPECTATION_FROM_JOB					
Count					
		EXPECTATION_FROM_JOB			Total
		Quality ofLife, JobEnvironment,Rewards,Oppportunity	Standard ofLiving,Bettercompensation	Brand ofemployer	
GENERATION	GENX	37	23	17	76
	GENY	24	22	38	84
	GENZ	33	27	32	92
Total		94	72	86	252

Interpretation: The above table reveals the expectation of GEN Z. GENY and GENX employees prefer the quality of life in the workplace over Standard of Living or compensation of even gaining experience. The employer needs to focus on providing Good work Environment, Non-monetary rewards and opportunity to learn and grow. Besides these, today, employees prefer flexible working hours and less hierarchical structure for communication and the use of social media in the workplace.

Sustainable blended Approach

1. The employer should focus not only on monetary rewards but also on non-monetary rewards. As all employees do not always look for a hike in salary or benefits to remain in the organisation. They also look at ambience, infrastructure facilities and resources available to work in an organisation,
2. Job Autonomy also plays a vital role in making employees stay longer with the organisation. They must be considered to make all important decisions in the organisation.
3. The employer should focus on branding the organisation. Employees prefer to work in an institution of repute, as other employers will recognize their work after their association with the institution.
4. Use of the latest medium for communication, and sharing information is also essential. Employees feel bonded with the institution, which has a clear and quick communication system in place.
5. Job engagement should be done according to individual experience skill and knowledge. They feel



their full potential will be utilized when they are assigned a job based on their expertise. Active job engagements will give them the motivation to remain in the organisation.

Conclusion

The traditional method of employee retention is useful to engage employee long term with the organisation. The employer has to engage GEN X, GEN Y and GEN Z at the same time. So Sustainable blended approach such as respect, flexible working hours, employer branding, non-monetary rewards, job autonomy etc. will help in retaining employees and ensure employees remain for a more extended period in the organisation.

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