

Employee Retention in the Information Technology Sector

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Abstract

IT companies must pay close attention to employee retention if they want to stay competitive in the continually changing technical environment. Through an empirical investigation, the variables of recognition, salary, and work environment are highlighted as important elements influencing employee retention. The goal of the study is to offer important insights into the complicated dynamics that affect the retention of qualified IT professionals through a thorough analysis of these important drivers. In order to collect information from a varied sample of IT workers representing a range of positions and experience levels, the study uses a mixed-methods approach that combines quantitative surveys and qualitative interviews. The research design allows for a nuanced understanding of the interplay between recognition, compensation, and work environment in shaping employee attitudes and intentions to stay with their current employers. Additionally, the study explores the impact of competitive compensation packages on retention, shedding light on the nuanced relationship between financial rewards and job satisfaction. Furthermore, the research delves into the role of work environment in shaping employee perceptions of job satisfaction and engagement. Factors such as workplace flexibility, team dynamics, and organizational culture are examined to understand their contribution to overall employee retention.

Introduction

An organisation is a group of people working together to achieve common objectives. Employees who take their jobs seriously and care about the company's mission and goals are essential to the success of any organisation. The importance of personnel retention is underscored by the growing competition. Loss of work may be caused by a variety of causes, including changes in employment, resentment, marriage, and parenthood. Retaining competent and talented employees has become a strategic requirement for organisations seeking sustainable success in the fast-paced and changing Information Technology (IT) sector (Bella & Sentamilselvan, 2023). The relevance of comprehending the variables that affect employee retention in this industry has increased as a result of the convergence of technology improvements and an increasingly competitive labour market. With an emphasis on the effects of recognition, salary, and work environment, this empirical study intends to analyse the complex nature of employee retention in the IT industry. The IT industry is regarded for being inventive and dynamic, drawing people with a variety of backgrounds and skill sets. The retention of knowledgeable and experienced staff becomes crucial as organisations continuously work

to stay ahead in this ever-changing industry. However, the difficulties in keeping IT specialists are complicated and go beyond conventional employment concerns. (Aczel *et al.*, 2021). Competitive pay has long been seen as a pillar of retention tactics, but recent changes in workforce dynamics have highlighted the equally important role of non-financial elements like recognition and work environment. In the context of this study, recognition refers to a wide range of practises, from informal praise to formal rewards and possibilities for professional advancement. The investigation's central premise holds that employees are more likely to create a sense of belonging, job satisfaction, and loyalty to their organisation if they feel appreciated for their contributions. Understanding how recognition practises affect employee retention is crucial for organisational leaders trying to promote a healthy and stimulating work culture because the IT industry places a premium on innovation and creativity. Employee retention in the IT industry is still significantly influenced by compensation, a traditional but undoubtedly important element. While offering competitive salary and benefits helps to entice top talent, their impact on long-term employee retention is more complicated. Through an analysis of both the direct effects of compensation on job satisfaction and retention as well as the complicated interactions with other factors like recognition and work environment, this study aims to clarify the intricacies surrounding compensation. Employee experiences are greatly influenced by the workplace's physical and cultural features, which together make up the work environment. The modern IT professional values both the work's nature and the environment in which it is carried out (Popel *et al.*, 2020). Factors such as adaptability, group dynamics, and corporate culture contribute to the overall work environment and can have a significant influence on an employee's choice to remain or pursue opportunities elsewhere.

This investigation aims to thoroughly examine these components, while also recognizing the distinct characteristics of the IT sector that set it apart from other industries. As we delve into the complexities of retaining employees in the IT sector, it is crucial to acknowledge the broader context of talent management challenges faced by organizations in today's world. The global nature of the IT industry, combined with the emergence of remote work and the growing significance of achieving work-life balance, adds layers of intricacy to the puzzle of employee retention. Low retention rates can lead to subpar performance, organisational instability, and financial inefficiencies depending on the degree of commitment to the job, job happiness, and intention to leave. The intention to remain in an organisation refers to a person's purposeful desire to keep their current employment, as opposed to the intention to quit, which denotes a desire to leave the firm soon. Due to the fact that they describe different behaviours, these two notions do not quantify the same phenomena. The same factors might or might not have an impact on an employee's choice to stay or depart. This study investigates the elements that influence employee retention in the IT industry and suggests possible directions for future investigation.

2 LITERATURE REVIEW

Hypothesis (H1): Recognition has a significant positive relationship with employees; intention to stay in the IT sector.

There is evidence to support a link between employee intention and recognition that is positive. Employee recognition, according to research, has favourable benefits on things like productivity, retention, morale, motivation, job satisfaction, and engagement (Konovalova, 2021). Additionally, it has been discovered that employee recognition significantly affects psychological functioning and well-being, which in turn affects employee intention (María *et al.*, 2015). Nevertheless, levels of employee involvement have not improved considerably over the past few years despite the ubiquity of employee appreciation programmes (Greg *et al.*, 2015). This implies that while acknowledgment is crucial, other elements may also affect an employee's desire. In conclusion, increasing engagement and job satisfaction in organisations is essential for influencing employee intention through employee recognition initiatives (Paul, 2017).

Hypothesis 2 (H2): Compensation has a significant positive relationship with employees; intention to stay in the IT sector.

There is evidence to support a favourable correlation between employee intention and compensation. Compensation is a strong determinant of employee dedication and performance, according to several studies (Asriani *et al.*, 2020). Additionally, research has demonstrated that offering rewards and incentives can boost employee performance and make it simpler for businesses to reach their objectives (Ebito *et al.*, 2013). The impact of salary on employee intention, however, can differ based on other criteria like job satisfaction and intents to leave the company (Kuvaas., *et al.* 2018). Overall, these results indicate that compensation is a critical factor in determining employee intention and that organisations should take this into account when [developing their compensation policies](#).

Hypothesis 3 (H3): Career development has a significant positive relationship with employees; intention to stay in the IT sector.

Employee intention and professional growth have a good relationship (Aguwamba *et al.*, 2019) (Ayesha *et al.*, 2020) (Nuri *et al.*, 2016) Numerous studies have revealed that employee turnover intention is significantly impacted by career advancement and development. Employee career growth is also influenced by HRM tactics and employee perception. Additionally, individuals' career happiness and organisational commitment are enhanced through personal and organisational career development. Additionally, career commitment is favourably connected with career planning and

management, highlighting the significance of career growth in developing commitment. According to these findings, organisations ought to give professional development chances top priority in order to increase employee intention and dedication.

Hypothesis 4 (H4): Job security has a significant positive relationship with employees; intention to stay in the IT sector.

The likelihood of a job is correlated positively with employee intention (Chuanyan *et al.*, 2021). studied the relationship between job security and intent to remain among Turkish workers. Human resource managers should concentrate on the perceived job security component of employment to retain valuable personnel with the organisation because perceived job security is strongly and favourably related to intention to stay (Zeytinoglu *et al.*, 2012) focused on the governmental sector, studied the impact of various human resource practises on employees' job satisfaction and organisational commitment, as well as on job turnover. How the HR practises under investigation were found to have good correlations with work satisfaction and organisational commitment, which suggest a desire to stay (Mehreza & Bakria 2019)

Hypothesis 5 (H5): Job autonomy has a significant positive relationship with employees; intention to stay in the IT sector.

The research on the connection between employee intention and job autonomy is contradictory. While some research reveals a substantial correlation between employee intention and job autonomy, other studies do not. Yang and Zhao discovered a positive relationship between occupational autonomy and psychological well-being, which may have an impact on employee intention (Nursiha *et al.*, 2021). On the other hand, Shahzad et al. discovered that among academicians in private universities, job autonomy was not substantially associated with turnover intention (Qiwei *et al.*, 2019). It is important to remember that the relationship between job autonomy and employee intention may be mediated by the existence of other characteristics, such as social support and boredom. Therefore, depending on the individual environment and the presence of other influencing factors, the link between job autonomy and employee intention may change.

Hypothesis 6 (H6): Job satisfaction has a significant positive relationship with employees; intention to stay in

the IT sector.

Numerous studies have shown a link between work satisfaction and employees' intentions to leave their jobs. In Karachi, Ali and Asim discovered a substantial negative link between job satisfaction and intention to leave the profession among nurses. This correlation included satisfaction with organisational policies and strategies, supervision, pay levels, task clarity, and career advancement (Hassan *et al.*, 2021). Similar findings were made by Bayad and Anwar, who discovered a link between job satisfaction and employees' decision to leave their jobs at a private Erbil hospital (Bayad *et al.*, 2021). Furthermore, Aziz *et al.* discovered that employee commitment was positively impacted by job happiness, demonstrating a connection between job satisfaction and intention to remain at private colleges in Kurdistan (Adelina *et al.* 2020) These results imply that higher levels of job satisfaction are linked to fewer employee turnover intentions.

Hypothesis 7 (H7): Job flexibility has a significant positive relationship with employees; intention to stay in the IT sector.

There is evidence to support a link between employee intention to leave their work and employment flexibility. employment satisfaction, which is frequently influenced by employment flexibility, is positively connected with the intention to leave the job, according to research by Giovanis and Ali & Anwar (Eleftherios & Giovanis, 2019) (Bayad *et al.*, 2021). Furthermore, Yoon & Lee's research in the hospitality sector revealed that flexibility, particularly layoffs and incentives, had a substantial impact on turnover intention (Eleftherios & Giovanis, 2016). According to these results, workers who have more flexible work schedules are more likely to think about leaving their current position. It's crucial to note, though, that Moheet's study underlines the advantages of workplace flexibility, including improved job satisfaction and employee engagement, which may help reduce the likelihood of turnover. (Seong *et al.*, 2015). Overall, job flexibility might increase employee happiness but it can also increase the likelihood of turnover.

2.1 Problem Statement

Factors such as adaptability, group dynamics, and corporate culture contribute to the overall professional setting and have a substantial impact on an employee's decision to remain or explore alternative opportunities. This investigation endeavors to thoroughly examine these components, while acknowledging the distinctive qualities of the IT sector that set it apart from other industries. As we delve into the intricacies of staff retention in the IT sector, we encounter a critical challenge faced by the Information Technology (IT) sector, which is at the forefront of innovation and digital progress, namely, the retention of its skilled workforce. The rapid evolution and intense competition within the industry have heightened the necessity to comprehend and address the factors that influence

employee retention. This analysis concentrates on three pivotal determinants—recognition, compensation, and work environment—in an attempt to unravel the intricate issue of retaining IT professionals. Recognition, which holds immense importance in an industry that values creativity and innovation, necessitates the identification of specific practices that resonate with IT professionals and impact their morale and dedication. While competitive compensation has traditionally been a fundamental aspect of talent attraction, understanding its intricate connection with job satisfaction and overall retention presents a challenge, particularly in the face of continuous disruptions in the industry. The work environment, which encompasses both physical and cultural aspects, exerts a significant influence on employee experiences. In the globalized and increasingly remote nature of the IT workforce, comprehending the nuanced elements of the work environment becomes crucial. This study aims to identify and comprehend these complexities, providing practical insights to organizations that aspire to establish and maintain a contented and high-achieving IT workforce in an ever-changing landscape.

3 Proposed Methodology

The present study employs a mixed-methods approach to thoroughly explore the intricate dynamics that influence the retention of employees in the Information Technology (IT) sector. By utilizing a cross-sectional design, the study intends to utilize a stratified random sampling technique to ensure representation across various roles, levels of experience, and organizational sizes within the IT industry. A total of 200 participants were chosen for data collection. It is important to note that the determination of this sample size was made using SPSS (Statistical Package for the Social Sciences), indicating a statistical approach aimed at ensuring the strength and reliability of the analysis. The distribution of this survey will be done electronically, with the sample size being determined through statistical power calculations. The 200 participants, who are considered as the outcome variable measuring an employee's commitment and desire to continue working in the IT sector, represent the target population for this investigation. The quantitative phase of the study involves the administration of a structured questionnaire, which has been developed using validated scales, to measure recognition, compensation, work environment, and intentions of retention. On the other hand, the qualitative phase will consist of in-depth interviews with a subset of survey participants in order to gain deeper insights into their experiences. The use of surveys and questionnaires proves to be essential as an effective means of engaging a broad and diverse audience is through the use of online surveys that are conducted on user-friendly platforms. This digital strategy ensures accessibility for participants, enabling them to provide insights at their convenience and promoting a comprehensive and cost-effective data collection process. The anonymity offered by online surveys encourages genuine responses, thus providing researchers with real-world information on consumer preferences. Thematic analysis will be employed to analyse the qualitative data, allowing for the identification of patterns and themes related to recognition, compensation, and work environment. The analysis of both quantitative and qualitative data will be carried out using descriptive statistics, correlation analysis, regression analysis, and thematic coding in order to uncover relationships and

predictors of retention intentions. Throughout the study, ethical considerations such as informed consent, confidentiality, and data security will be of utmost importance. While acknowledging the potential limitations related to generalizability and self-reporting bias, this methodology aims to provide a strong foundation for comprehending and addressing the challenges of employee retention in the dynamic IT sector.

4 Variables

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1. Dependent Variable
2. Intention to Stay in the IT Sector: This is the outcome variable that measures an employee's commitment and desire to continue working in the IT sector.
3. Independent Variable
4. Recognition: The extent to which employees feel acknowledged and appreciated for their contributions.
5. Compensation: The level of financial rewards and benefits offered to employees.
6. Career Development: Opportunities for advancement and skill enhancement within the IT sector.
7. Job Security: The perception of job stability and protection from layoffs.
8. Job Autonomy: The degree of independence and control employees have over their work.
9. Job Satisfaction: Overall contentment and happiness with one's job.
10. Job Flexibility: The degree to which employees can balance work and personal life through flexible work arrangements.
11. Mediating and Moderating Variables
12. Mediating Variable:

Job Engagement: The degree to which employees are emotionally and cognitively engaged in their work. This variable may mediate the relationship between some independent variables and intention to stay.

Moderating Variable:

Organizational Culture: The organizational culture may moderate the relationship between some independent variables and intention to stay. It can enhance or diminish the effects of factors like recognition, job satisfaction, and job flexibility.

Control Variables:

Demographic Variables: Age, gender, education level, and years of experience in the IT sector will be controlled for to account for potential demographic influences on the dependent variable.

5 RESULT AND DISCUSSION

5.1 Frequency Table

Table 1: Frequency Table 1

CATEGORY	FREQUENCY	PERCENTAGE
AGE		
20 – 25	87	43.5
25 – 30	69	34.5
30 – 35	19	9.5
35 and above	25	12.5
GENDER		
Male	111	55.5
Female	80	40.0
Non-binary/third gender	9	4.5
EDUCATION		
Bachelor degree	69	34.5
Master degree	94	47.0
Ph.D.	13	6.5
Others	24	12.0

EXPERIENCE		
0-2 Years	73	36.5
2-4 Years	62	31.0
4-6 Years	34	17.0
6 and above	31	15.5

Table 1 provides a comprehensive examination of the demographic data, offering valuable insights into the characteristics of the surveyed population across various categories. When considering the distribution of age, a significant portion, amounting to 43.5%, falls within the age range of 20 to 25, closely followed by individuals aged 25 to 30 at 34.5%. The demographic dispersion reveals a gradual decrease in participation as age increases, with 9.5% falling within the age group of 30 to 35 and 12.5% aged 35 and above. In terms of gender representation, the majority, comprising 55.5%, identify as male, while 40.0% identify as female, and a smaller proportion, namely 4.5%, identify as non-binary or third gender. The educational backgrounds within the surveyed group exhibit diversity, with 34.5% holding bachelor's degrees, 47.0% holding master's degrees, 6.5% holding Ph.D. degrees, and 12.0% possessing other educational qualifications. Concerning professional experience, the majority of respondents have accumulated 0-2 years of experience, amounting to 36.5%, followed by those with 2-4 years at 31.0%. The percentage gradually declines as the level of experience increases, with 17.0% having 4-6 years of experience and 15.5% having 6 years and above.

5.2 Frequency table on Intention to Stay in the IT Sector

Table 2: Frequency Table 2

CATEGORY	FREQUENCY	PERCENTAGE
The commitment of employees to stay in the IT sector is significantly influenced by various factors, such as job satisfaction, work environment, and career advancement opportunities.		
Strongly Disagree	5	2.5
Disagree	44	22.0

Neutral	8	4.0
Agree	72	36.0
Strongly Agree	71	35.5
Higher levels of job satisfaction among IT professionals are positively correlated with their intention to stay in the sector, highlighting the importance of creating a satisfying work experience.		
Strongly Disagree	1	.5
Disagree	48	24.0
Neutral	8	4.0
Agree	81	40.5
Strongly Agree	62	31.0
Organizational culture plays a substantial role in shaping employees' commitment to the IT sector, with a positive culture fostering retention and a negative culture potentially leading to turnover.		
Strongly Disagree	5	2.5
Disagree	44	22.0
Neutral	8	4.0
Agree	84	42.0
Strongly Agree	59	29.5
Ongoing professional development and training opportunities contribute significantly to employees' intention to stay in the IT sector, emphasizing the importance of investing in continuous skill enhancement.		

Strongly Disagree	5	2.5
Disagree	42	21.0
Neutral	9	4.5
Agree	97	48.5
Strongly Agree	47	23.5

Table 2 demonstrates the findings of the survey regarding the factors that impact employees' dedication to remaining within the IT industry. The determinants that emerge as crucial are job satisfaction, work environment, and opportunities for career advancement. It is worth noting that a significant majority of respondents, 71% strongly agree and 35.5% agree, acknowledge the significant influence of these factors on their commitment, thus emphasizing their vital role in retaining employees. The correlation between job satisfaction and the intention to remain in the IT sector is evident, as 71% strongly agree and 40.5% agree. This highlights the pivotal role that a fulfilling work experience plays in retaining IT professionals. Furthermore, the significance of fostering a positive organizational culture is underscored, with 42% agreeing and 29.5% strongly agreeing that it greatly impacts commitment. Moreover, an overwhelming majority of 48.5% agree and 23.5% strongly agree that such opportunities significantly contribute to their intention to stay.

5.3 Frequency Table on Recognition

Table 3: Frequency Table 4.3

CATEGORY	FREQUENCY	PERCENTAGE
The extent to which employees feel acknowledged and appreciated for their contributions significantly influences their overall job satisfaction and engagement.		
Strongly Disagree	1	.5
Disagree	45	22.5
Neutral	8	4.0

Agree	69	34.5
Strongly Agree	77	38.5
Employee motivation and commitment to organizational goals are positively impacted by the level of recognition and appreciation they receive in the workplace.		
Strongly Disagree	5	2.5
Disagree	41	20.5
Neutral	8	4.0
Agree	80	40.0
Strongly Agree	66	33.0
Recognition, in various forms such as verbal praise, awards, or promotions, plays a crucial role in shaping employee morale and fostering a sense of value within the organization.		
Strongly Disagree	3	1.5
Disagree	44	22.0
Neutral	8	4.0
Agree	84	42.0
Strongly Agree	61	30.5
Perceived recognition of employees contributes to a positive work environment, fostering a sense of loyalty and dedication among the workforce.		
Strongly Disagree	5	2.5

Disagree	45	22.5
Neutral	11	5.5
Agree	94	47.0
Strongly Agree	45	22.5

Table 3 presents the perceptions of employees in relation to the acknowledgment and appreciation they receive in the workplace, with a specific focus on its impact on job satisfaction, engagement, motivation, and commitment to organizational goals. When it comes to feeling recognized and appreciated for their contributions, a significant proportion of respondents expressed agreement, with 38.5% strongly agreeing and 34.5% agreeing. However, a noteworthy 22.5% disagreed to varying extents, indicating a range of sentiments within the workforce. Notably, 40.0% agreed and 33.0% strongly agreed that recognition has a positive influence on their motivation and commitment. The majority (72.5%) agreed, with 42.0% expressing agreement and 30.5% strongly agreeing. Additionally, a substantial 47.0% agreed and 22.5% strongly agreed, suggesting a widespread belief that perceived recognition is associated with a positive work environment. Conversely, a combined percentage of 28.0% disagreed, revealing that there is a segment of the workforce who have reservations about the relationship between perceived recognition and a positive work atmosphere.

5.4 Frequency Table on Compensation

Table 4: Frequency Table 4

CATEGORY	FREQUENCY	PERCENTAGE
Employees generally decide that the level of financial rewards and benefits significantly impacts their job satisfaction and retention within the organization.		
Strongly Disagree	1	.5
Disagree	46	23.0
Neutral	9	4.5

Agree	109	54.5
Strongly Agree	35	17.5
Employees tend to approve that perceptions of fairness in compensation structures play a crucial role in influencing their motivation and commitment to their roles and the organization.		
Strongly Disagree	5	2.5
Disagree	43	21.5
Neutral	8	4.0
Agree	98	49.0
Strongly Agree	46	23.0
There is a general agreement among employees that non-monetary benefits, such as health insurance and professional development opportunities, contribute significantly to their overall satisfaction with their compensation packages.		
Strongly Disagree	3	1.5
Disagree	47	23.5
Neutral	9	4.5
Agree	94	47.0
Strongly Agree	47	23.5
Employees commonly agree that competitive compensation packages are essential for attracting and retaining high-quality talent in a competitive job market.		
Strongly Disagree	5	2.5

Disagree	47	23.5
Neutral	10	5.0
Agree	104	52.0
Strongly Agree	34	17.0

The table provided in Figure 4 presents an overview of the viewpoints of employees regarding the impact of financial rewards and benefits on their job satisfaction and retention within the organizational context. A significant majority, amounting to 72.0%, expressed their agreement that the level of financial rewards has a substantial influence on their job satisfaction and retention. Conversely, 23.0% held differing opinions to varying degrees, indicating a noteworthy but not predominant portion of the workforce with contrasting perspectives on the importance of financial incentives. Regarding perceptions of fairness in compensation structures, a distinct pattern emerged, with 72.0% of respondents concurring that these perceptions play a pivotal role in influencing their motivation and commitment to both their roles and the organization. Furthermore, a combined 28.5% expressed varying degrees of disagreement, suggesting a multitude of viewpoints on the significance of non-monetary benefits.

5.5 Frequency Table on Career Development

Table 5: Frequency Table 5

CATEGORY	FREQUENCY	PERCENTAGE
IT professionals commonly decide that skill enhancement programs and training opportunities positively impact their professional development and job performance within their organizations.		
Strongly Disagree	1	.5
Disagree	47	23.5
Neutral	10	5.0
Agree	102	51.0

Strongly Agree	40	20.0
general agreement among IT professionals that mentorship and guidance play a crucial role in shaping their career trajectories, contributing to their overall job satisfaction and success.		
Strongly Disagree	5	2.5
Disagree	41	20.5
Neutral	10	5.0
Agree	100	50.0
Strongly Agree	44	22.0
IT professionals tend to approve that a supportive organizational culture for career development positively influences their retention.		
Strongly Disagree	5	2.5
Disagree	42	21.0
Neutral	10	5.0
Agree	105	52.5
Strongly Agree	38	19.0
Employees in the IT sector generally decide that the availability of opportunities for career advancement significantly influences their job satisfaction and commitment to their current organization.		
Strongly Disagree	1	.5
Disagree	47	23.5

Neutral	11	5.5
Agree	93	46.5
Strongly Agree	48	24.0

The table provided in Figure 5 offers valuable insights into the viewpoints of IT professionals regarding various facets of their professional growth and job contentment. Initially, a considerable 71.0% of IT professionals hold the belief that skill enhancement programs and training opportunities exert a positive impact on their professional development and job performance. This collective opinion is demonstrated by 51.0% agreeing and 20.0% strongly agreeing, indicating a widespread recognition of the value of continual learning within the IT industry. However, a minority of 23.5% expressed varying degrees of disagreement, implying reservations about the efficacy of such programs. Secondly, an overwhelming majority, amounting to 72.0%, are of the opinion that mentorship contributes to their overall job satisfaction and success. Nevertheless, 23.0% expressed disagreement, highlighting a segment of IT professionals who may not perceive mentorship as a crucial factor in their career progression. Thirdly, the data suggests a general approval among IT professionals for a supportive organizational culture that fosters career development, as 71.5% acknowledge its positive influence on retention. Lastly, in terms of opportunities for career advancement, a significant majority of IT professionals, comprising 70.5%, firmly believe that the availability of such prospects greatly impacts their job satisfaction and commitment to their present organization.

5.6 Frequency Table on Job Security

Table 6: Frequency Table 6

CATEGORY	FREQUENCY	PERCENTAGE
Employees generally agree that the perception of job security significantly influences their overall job satisfaction and commitment to their current organization.		
Strongly Disagree	5	2.5
Disagree	41	20.5
Neutral	9	4.5

Agree	95	47.5
Strongly Agree	50	25.0
The level of job security perceived by employees has an impact on their willingness to take risks and contribute innovative ideas within the workplace.		
Strongly Disagree	3	1.5
Disagree	44	22.0
Neutral	9	4.5
Agree	92	46.0
Strongly Agree	52	26.0
Effective communication from organizational leadership during times of change or uncertainty plays a crucial role in shaping employees' perceptions of job security		
Strongly Disagree	5	2.5
Disagree	41	20.5
Neutral	10	5.0
Agree	86	43.0
Strongly Agree	58	29.0
The provision of training and upskilling opportunities contributes to employees' feelings of job security, positively impacting their job performance and engagement.		
Strongly Disagree	1	.5

Disagree	49	24.5
Neutral	8	4.0
Agree	95	47.5
Strongly Agree	47	23.5

The data elucidated in table 6 furnishes insights into employees' perceptions concerning job security and its various components in relation to overall job satisfaction and commitment. In the first instance, a majority of employees, constituting 72.5%, hold the belief that the perception of job security exerts a substantial influence on their overall job satisfaction and commitment to their present organization. This consensus is evidenced by 47.5% indicating agreement and 25.0% strongly concurring, thereby implying a widespread acknowledgment of the significance of job security in fostering positive employee sentiments. Secondly, a noteworthy 72.0% of employees opine that job security impacts their propensity to engage in innovative endeavors, while 23.5% expressed disagreement or neutrality. A majority of employees, amounting to 71.0%, acknowledge the favourable association between training opportunities and job security. 28.0% expressed disagreement or neutrality, thereby underscoring the diversity of opinions within the workforce regarding the role of training in job security.

5.7 Frequency Table on Job Autonomy

Table 7: Frequency Table 7

CATEGORY	FREQUENCY	PERCENTAGE
The level of job autonomy significantly influences employees' job satisfaction and overall job performance within their roles.		
Strongly Disagree	5	2.5
Disagree	44	22.0
Neutral	9	4.5

Agree	83	41.5
Strongly Agree	59	29.5
Employees' sense of motivation and engagement in their daily tasks and responsibilities is positively impacted by their perceptions of job autonomy.		
Strongly Disagree	19	9.5
Disagree	51	25.5
Neutral	9	4.5
Agree	74	37.0
Strongly Agree	47	23.5
Effective communication and feedback play a crucial role in shaping employees' experience of job autonomy, contributing to their job satisfaction and performance.		
Strongly Disagree	20	10.0
Disagree	46	23.0
Neutral	10	5.0
Agree	81	40.5
Strongly Agree	43	21.5
Variations in the degree of job autonomy across different organizational structures and industries have notable effects on employees' job satisfaction and work outcomes.		
Strongly Disagree	11	5.5

Disagree	54	27.0
Neutral	10	5.0
Agree	81	40.5
Strongly Agree	44	22.0

The presented table 7 provides valuable insights into the perceived influence of job autonomy on employees' job satisfaction and overall job performance, as well as the factors that affect their sense of autonomy. Initially, a considerable portion of participants, accounting for 71.0%, hold the belief that the level of job autonomy significantly affects their job satisfaction and overall job performance. In contrast, 24.5% expressed differing degrees of disagreement, highlighting a segment of the workforce with varying perspectives on the impact of autonomy. Secondly, the data indicates that 60.5% of individuals believe that job autonomy has a positive impact on their motivation and engagement. However, 35.0% expressed disagreement or neutrality, revealing a significant diversity of opinions regarding the relationship between autonomy and motivation. A majority, totalling 62.0%, acknowledge the significance of communication and feedback in influencing their perception of autonomy. On the other hand, 33.0% expressed disagreement or neutrality, suggesting that a substantial number of employees may not consider communication and feedback as significant factors contributing to their experience of autonomy.

5.8 Frequency Table on Job Satisfaction

Table 8: Frequency Table 8

CATEGORY	FREQUENCY	PERCENTAGE
Employees' overall contentment and happiness with their job are influenced by factors such as workplace culture, job autonomy, and compensation.		
Strongly Disagree	5	2.5
Disagree	44	22.0
Neutral	9	4.5

Agree	86	43.0
Strongly Agree	56	28.0
The alignment between employees' personal values and the values of the organization has a substantial impact on their levels of job satisfaction.		
Strongly Disagree	18	9.0
Disagree	50	25.0
Neutral	9	4.5
Agree	77	38.5
Strongly Agree	46	23.0
The quality of relationships with colleagues and supervisors plays a significant role in shaping employees' job satisfaction within the workplace.		
Strongly Disagree	19	9.5
Disagree	47	23.5
Neutral	10	5.0
Agree	81	40.5
Strongly Agree	43	21.5
Career development opportunities and recognition for accomplishments contribute positively to the overall job satisfaction of employees in various organizational settings.		
Strongly Disagree	10	5.0

Disagree	55	27.5
Neutral	10	5.0
Agree	82	41.0
Strongly Agree	43	21.5

Table 8 presents valuable insights regarding the factors that impact the overall job contentment and satisfaction of employees. Initially, respondents widely acknowledged the influence of workplace culture, job autonomy, and compensation on their happiness at work. A significant 71.0% believe that these factors contribute to their overall contentment. A substantial 61.5% (38.5% in agreement and 23.0% strongly in agreement) perceive this alignment to have a significant effect on their levels of job satisfaction. Nevertheless, 34.0% expressed disagreement or neutrality, indicating a diversity of opinions regarding the importance of values alignment in job satisfaction. A majority, comprising 62.0%, recognized the role of relationships in shaping their job satisfaction. However, 33.0% expressed disagreement or neutrality, suggesting that there are varying perspectives on the significance of interpersonal relationships in the workplace. Specifically, 62.5% identified these factors as influential.

5.9 Frequency Table on Job Flexibility

Table 9: Frequency Table 9

CATEGORY	FREQUENCY	PERCENTAGE
Employees' ability to balance work and personal life is influenced by the availability of flexible work arrangements, such as remote work or flexible hours		
Strongly Disagree	1	.5
Disagree	48	24.0
Neutral	8	4.0
Agree	81	40.5

Strongly Agree	62	31.0
Perceived job flexibility is a significant factor that influences employees' job satisfaction and commitment to their current organization.		
Strongly Disagree	5	2.5
Disagree	44	22.0
Neutral	8	4.0
Agree	85	42.5
Strongly Agree	58	29.0
The support and policies of an organization regarding job flexibility play a crucial role in shaping employees' experiences and attitudes towards their work-life balance.		
Strongly Disagree	5	2.5
Disagree	42	21.0
Neutral	9	4.5
Agree	99	49.5
Strongly Agree	45	22.5
Variations in the implementation of job flexibility across different industries and organizational structures have notable effects on employees' well-being and job performance.		
Strongly Disagree	1	.5
Disagree	45	22.5

Neutral	8	4.0
Agree	69	34.5
Strongly Agree	77	38.5

The table provided in Table 9 provides insight into the perspectives of employees with regard to the influence of flexible work arrangements on their work-life balance, job satisfaction, and organizational commitment. Initially, a significant majority, comprising a total of 71.5% (40.5% in agreement and 31.0% strongly in agreement), recognize that their ability to manage their work and personal life is affected by the availability of flexible work arrangements such as remote work or flexible hours. However, 28.0% expressed disagreement or neutrality, indicating a segment of the workforce with differing opinions on the impact of flexible work arrangements on work-life balance. A considerable majority of 71.5% acknowledge the importance of job flexibility in shaping their satisfaction and commitment. Nevertheless, 26.5% expressed disagreement or neutrality, underscoring the existence of employees who may not consider job flexibility as a critical factor in their job satisfaction and commitment.

6 Result

6.1 Factor Analysis

Table 10: Factor Analysis

FACTORS	NO. OF ITEMS	CRONBACH'S ALPHA
(ISIT) Intention to Stay in the IT Sector	4	.982
Recognition	4	.982
Compensation	4	.982
(CD) Career Development	4	.982
(JS) Job Security	4	.982
(JA) Job Autonomy	4	.982

(Satisfaction) Job Satisfaction	4	.982
(JF) Job Flexibility	4	.982

The information on the reliability of various factors, as measured by the Cronbach's alpha coefficient, is presented in Table 10. Cronbach's alpha serves as an indicator of internal consistency, assessing the degree to which a set of items within a survey or test consistently measures a specific construct. Each factor in the table, comprising four items, demonstrates exceptional internal consistency, as evidenced by Cronbach's alpha coefficients of .982. This indicates a high degree of correlation among the items within each factor, resulting in a robust and dependable measurement of the respective constructs. Notably, factors such as Intention to Stay in the IT Sector, Recognition, Compensation, Career Development, Job Security, Job Autonomy, Job Satisfaction, and Job Flexibility exhibit an exceedingly reliable and consistent set of items for assessing their intended constructs. The presence of high Cronbach's alpha coefficients, such as .982 in this instance, suggests a strong interrelationship among the survey items and a consistent measurement of the underlying factors.

6.2 T – Test

Table 11: T – Test

	t	df	Sig. (2-tailed)
ISIT	50.358	199	.000
Recognition	49.994	199	.000
Compensation	51.990	199	.000
CD	53.202	199	.000
JS	51.121	199	.000
JA	48.342	199	.000
J Satisfaction	48.348	199	.000

JF	52.055	199	.000
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The outcomes of statistical tests, such as ANOVA or t-tests, are displayed in Table 11. All the examined factors exhibit statistically significant findings, as indicated by p-values below .05 ($p < .05$). This implies a substantial level of confidence in rejecting the null hypothesis, which typically assumes no significant disparity or correlation. A p-value lower than .05 provides adequate evidence to refute this assumption. The t-values, which express the extent of divergence relative to the variability in the data, are particularly noteworthy for each factor. This further bolsters the statistical significance of the observed distinctions. The degrees of freedom (df) signify the number of values that can freely vary in the final calculation of a statistic. In this particular context, the degrees of freedom remain consistent at 199 for all factors. The findings, demonstrating a significant p-value of .000 for all factors, indicate the existence of meaningful disparities or associations in the data pertaining to each of these constructs.

6.3 Descriptive Statistics

Table 12: Descriptive Statistics

	Mean	Std. Deviation
(ISIT) Intention to Stay in the IT Sector	3.7525	1.05382
Recognition	3.7775	1.06856
Compensation	3.6475	.99218
(CD) Career Development	3.6738	.97655
(JS) Job Security	3.7238	1.03014
(JA) Job Autonomy	3.5000	1.02390
(J Satisfaction) Job satisfaction	3.5025	1.02451
(JF) Job Flexibility	3.7688	1.02388

The presentation of descriptive statistics is given in Table 12, encompassing the mean (also known as the average) and standard deviation for various factors that were measured in a survey. The mean values offer valuable insight into the central tendency or average score for each individual factor. With regards to the Intention to Stay in the IT Sector (ISIT), the respondents demonstrate a mean score of 3.7525, indicating a moderate level of intention to stay. The mean scores for Recognition and Compensation are 3.7775 and 3.6475, respectively, signifying moderate levels of perceived recognition and satisfaction with compensation. In terms of Career Development (CD), the mean value is 3.6738, suggesting a moderate level of perceived opportunities for career advancement. As for Job Security (JS), the mean value is 3.7238, indicating a moderate level of perceived job security. Job Autonomy (JA) has a mean value of 3.5000, suggesting a moderate level of perceived autonomy in job roles. Job Satisfaction (J Satisfaction) and Job Flexibility (JF) have mean scores of 3.5025 and 3.7688, respectively, reflecting moderate levels of job satisfaction and perceived job flexibility.

6.4 HYPOTHESIS TEST

6.4.1 Hypothesis 1

Table 13: Hypothesis 1

		ISIT	Recognition
Pearson Correlation	Recognition	.000	.853
	ISIT	.853	.000

The correlation matrix, specifically the Pearson correlation coefficients, is displayed in Table 13, showcasing the relationship between two variables: ISIT (Intention to Stay in the IT Sector) and Recognition. The Pearson correlation coefficient quantifies the magnitude and direction of a linear association between two variables, with values ranging from -1 to 1. A positive value indicates a positive correlation, while a negative value implies a negative correlation. A coefficient of 0 suggests the absence of a linear relationship. In this specific instance, the diagonal elements of the matrix represent the correlation of each variable with itself, which is invariably 1. Thus, the Pearson correlation between ISIT and itself is 1, and the correlation between Recognition and itself is also 1. The correlation coefficient between ISIT and Recognition is 0.853, indicating a strong positive correlation. The table signifies that the correlation between ISIT and Recognition is statistically significant. A p-value below the conventional threshold of 0.05 would indicate statistical significance.

6.4.2 Hypothesis 2

Table 14: Hypothesis 2

		ISIT	Compensation
Pearson Correlation	ISIT	.000	.787
	Compensation	.787	.000

Table 14 presents a correlation that demonstrates a robust and positive linear relationship between the intention of employees to remain in the IT sector (ISIT) and their perceptions regarding compensation. The coefficient of 0.787, which signifies the strength of this correlation, indicates a close association between these two variables. A p-value that is statistically significant would suggest that the observed correlation is unlikely to have occurred by mere chance. The table indicates a strong positive correlation between employees' intention to stay in the IT sector and their perceptions of compensation. This implies that individuals who have a greater inclination to remain in the IT sector also tend to hold more positive views regarding the compensation packages they receive. Recognizing and comprehending this correlation is of utmost importance for [organizations when it comes to managing strategies](#) for employee retention and ensuring that compensation is aligned with the intentions and expectations of employees within the IT sector.

6.4.3 Hypothesis 3

Table 15: Hypothesis 3

		ISIT	CD
Pearson Correlation	ISIT	.000	.879
	CD	.879	.000

Table 15 illustrates the robust positive correlation and positive linear association between employees' inclination to remain in the IT industry (ISIT) and their perceptions of career advancement prospects. The strength of this correlation, as denoted by the coefficient of 0.879, suggests a highly significant relationship between these two variables. Although the p-values corresponding to these correlation coefficients are not explicitly provided in the table, a statistically significant p-value would signify that

the observed correlation is unlikely to have transpired by chance alone. The table discloses a remarkably strong positive correlation between employees' intention to stay in the IT sector and their perceptions of career development opportunities. Comprehending and leveraging this correlation can prove indispensable for organizations in formulating efficacious strategies to enhance employee retention and contentment within the IT sector.

6.4.4 Hypothesis 4

Table 16: Hypothesis 4

		ISIT	JS
Pearson Correlation	ISIT	.000	.883
	JS	.883	.000

Table 16 illustrates the presence of a correlation coefficient of 0.883 between ISIT and Job Security (JS), indicating a remarkably strong positive correlation. This robust positive correlation implies a sturdy and positive linear relationship between employees' intention to remain in the IT sector (ISIT) and their perceptions of job security. The significance of this correlation, denoted by the coefficient of 0.883, suggests a highly meaningful association between these two variables. A p-value that is statistically significant would indicate that the observed correlation is unlikely to have transpired due to random chance. The table unveils a powerful positive correlation between employees' intention to remain in the IT sector and their perceptions of job security. Comprehending and capitalizing on this correlation can prove to be crucial for organizations as they devise strategies to enhance employee retention and satisfaction within the IT sector. Specifically, this can be achieved by addressing and reinforcing perceptions of job security.

6.4.5 Hypothesis 5

Table 15: Hypothesis 5

		ISIT	JA
Pearson Correlation	ISIT	.000	.795
	JA	.795	.000

The correlation matrix is presented in Table 15. The correlation coefficient between ISIT and Job Autonomy (JA) is 0.795, indicating a strong positive correlation. This significant positive correlation implies a robust and positive linear relationship between employees' intention to remain in the IT sector (ISIT) and their perceptions of job autonomy. In essence, as employees demonstrate a greater intention to stay in the IT sector, there is a corresponding rise in their favourable perceptions of job autonomy, and vice versa. The strength of this correlation, with a coefficient of 0.795, signifies a highly meaningful connection between these two variables. Although the p-values associated with these correlation coefficients are not provided in the table, a statistically significant p-value (typically below 0.05) would strengthen the argument that the observed correlation is unlikely to be a result of chance.

6.4.6 Hypothesis 6

Table 16: Hypothesis 6

		ISIT	J Satisfaction
Pearson Correlation	ISIT	.000	.672
	J Satisfaction	.672	.000

This discernible and positive linear relationship between employees' intention to remain in the IT sector (ISIT) and their levels of job satisfaction is indicated by a moderate positive correlation. The coefficient of 0.672, which denotes the strength of the correlation, signifies a meaningful association between these two variables. Although the table does not provide the p-values associated with these correlation coefficients, a statistically significant p-value would provide support for the notion that the observed correlation is unlikely to have occurred by random chance. The recognition and utilization of this correlation can be of great importance for organizations in shaping strategies to enhance employee retention and satisfaction within the IT sector, ensuring that employees' intentions align with their overall job satisfaction.

6.4.7 Hypothesis 7

Table 17: Hypothesis 7

	ISIT	JF
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Pearson Correlation	ISIT	.000	.888
	JF	.888	.000

Table 17 displays a correlation matrix that employs Pearson correlation coefficients to examine the relationship between two variables. The correlation coefficient of 0.888 between ISIT and Job Flexibility (JF) indicates a remarkably strong positive correlation. This significant positive correlation implies a robust and positive linear association between employees' intention to remain in the IT sector (ISIT) and their perceptions of job flexibility. Although the p-values associated with these correlation coefficients are not included in the table, a p-value that is statistically significant would reinforce the assertion that the observed correlation is unlikely to have arisen by chance. The table demonstrates a highly pronounced positive correlation between employees' intention to remain in the IT sector and their perceptions of job flexibility. Recognizing and capitalizing on this correlation can be crucial for organizations striving to develop strategies that enhance employee retention and satisfaction within the IT sector, specifically by emphasizing and promoting job flexibility.

6.5 Regression Analysis

Table 18: Regression Table 1

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	160.738	1	160.738	528.141	.000 ^b
	Residual	60.261	198	.304		
	Total	220.999	199			
a. Dependent Variable: ISIT						
b. Predictors: (Constant), Recognition						

The overall performance of the regression model is assessed by means of the "Regression" row. Within Table 18, the sum of squares for the regression is recorded as 160.738, with 1 degree of freedom, thus leading to a mean square of 160.738. The F-statistic, serving as a gauge for the model's overall significance, amounts to 528.141, while the corresponding p-value stands at .000, thereby signifying a highly significant association between the predictor variable (Recognition) and

the dependent variable (ISIT). The “Residual” row offers insights into the unexplained variance present in the model. Specifically, the sum of squares for the residuals registers at 60.261, accompanied by 198 degrees of freedom, ultimately resulting in a mean square of 0.304. The regression analysis implies that the model, which encompasses Recognition as a predictor, holds substantial significance in terms of forecasting the variation in ISIT.

Table 19: Regression Table 2

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	136.858	1	136.858	322.056	.000 ^b
	Residual	84.140	198	.425		
	Total	220.999	199			
a. Dependent Variable: ISIT						
b. Predictors: (Constant), Compensation						

Table 19 presents the results indicating that the sum of squares for the regression is 136.858, possessing 1 degree of freedom, thereby leading to a mean square value of 136.858. The assessment of the overall significance of the model, known as the F-statistic, yields a value of 322.056, accompanied by a p-value of .000. This exceedingly low p-value implies a profoundly significant relationship between the predictor variable (Compensation) and the dependent variable (ISIT). The “Residual” row furnishes details regarding the unexplained variance within the model. The sum of squares for the residuals amounts to 84.140, with 198 degrees of freedom, generating a mean square value of 0.425. The regression analysis demonstrates that the model, incorporating Compensation as a predictor, significantly explains the variation observed in ISIT.

Table 20: Regression Table 3

Model		Sum of Squares	df	Mean Square	F	Sig.
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1	Regression	170.683	1	170.683	671.655	.000 ^b
	Residual	50.316	198	.254		
	Total	220.999	199			
a. Dependent Variable: ISIT						
b. Predictors: (Constant), CD						

Table 20 presents the computation of the sum of squares for the regression, yielding a value of 170.683. The degrees of freedom for this analysis is 1, leading to a mean square of 170.683. The evaluation of the model's overall significance is determined by the F-statistic, which is calculated to be 671.655. Additionally, the associated p-value is reported as .000. This remarkably low p-value indicates a highly significant relationship between the predictor variable, Career Development, and the dependent variable, ISIT. Within the "Residual" row of the table, valuable insights into the unexplained variance of the model can be derived. The sum of squares for the residuals is found to be 50.316, with 198 degrees of freedom, resulting in a mean square of 0.254. Hence, it can be deduced that Career Development exhibits statistical significance as a predictor of the intention to remain in the IT sector, as evidenced by the low p-value associated with the F-statistic.

Table 21: Regression Table 4

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	172.437	1	172.437	703.082	.000 ^b
	Residual	48.561	198	.245		
	Total	220.999	199			
1. Dependent Variable: ISIT						
b. Predictors: (Constant), JS						

Table 21 presents the computation of the sum of squares for the regression, yielding a value of 172.437, where there is one degree of freedom. Consequently, a mean square of 172.437 is obtained. The F-statistic, which evaluates the overall significance of the model, is determined to be 703.082, while the corresponding p-value is observed to be .000. The exceedingly low p-value signifies a highly significant association between the predictor variable, namely Job Security, and the dependent variable, namely ISIT. Furthermore, the sum of squares for the residuals is quantified as 48.561, given that there are 198 degrees of freedom. This leads to the determination of a mean square of 0.245. Consequently, Job Security emerges as a statistically noteworthy predictor of the intention to remain in the IT sector, as evidenced by the low p-value associated with the F-statistic.

Table 22: Regression Table 5

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	139.547	1	139.547	339.220	.000 ^b
	Residual	81.452	198	.411		
	Total	220.999	199			
a. Dependent Variable: ISIT						
b. Predictors: (Constant), JA						

Table 22 exhibits the sum of squares for the regression, which amounts to 139.547, accompanied by a single degree of freedom, resulting in a mean square of 139.547. The F-statistic, serving as an assessment of the overall significance of the model, assumes the value of 339.220, while the corresponding p-value stands at .000. The extremely low p-value underscores the existence of a highly significant relationship between the predictor variable (Job Autonomy) and the dependent variable (ISIT). The sum of squares pertaining to the residuals is 81.452, encompassing a total of 198 degrees of freedom, and leading to a mean square of 0.411. The "Total" row amalgamates the explained and unexplained variances, yielding a total sum of squares equal to 220.999, along with 199 degrees of freedom. The F-statistic of 339.220, complemented by a p-value of .000, strongly suggests that the link between Job Autonomy and the intention to remain in the IT sector is highly unlikely to have emerged by mere chance. Consequently, Job Autonomy emerges as a statistically significant predictor of the intention to remain in the IT sector, as corroborated by the low p-value associated with the F-statistic.

Table 23: Regression Table 6

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	99.878	1	99.878	163.273	.000 ^b
	Residual	121.121	198	.612		
	Total	220.999	199			
a. Dependent Variable: ISIT						
b. Predictors: (Constant), J satisfaction						

Table 23 presents the findings indicating that the sum of squares for the regression analysis is 99.878, accompanied by 1 degree of freedom, yielding a mean square of 99.878. The F-statistic, which evaluates the overall significance of the model, is computed as 163.273, along with an associated p-value of .000. Furthermore, the sum of squares for the residuals is determined to be 121.121, with 198 degrees of freedom, resulting in a mean square of 0.612. The “Total” row amalgamates the explained and unexplained variances, displaying a total sum of squares amounting to 220.999 and 199 degrees of freedom. Notably, Job Satisfaction emerges as a statistically significant predictor of the intention to stay in the IT sector, as indicated by the low p-value linked to the F-statistic.

Table 24: Regression Table 7

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	174.396	1	174.396	740.951	.000 ^b
	Residual	46.603	198	.235		
	Total	220.999	199			

a. Dependent Variable: ISIT

b. Predictors: (Constant), JF

The regression's sum of squares amounts to 174.396, featuring 1 degree of freedom, and consequently yielding a mean square of 174.396. Evaluating the model's overall significance, the F-statistic registers at 740.951, with an associated p-value of .000. The residuals' sum of squares stands at 46.603, accompanied by 198 degrees of freedom, thus resulting in a mean square of 0.235. The "Total" row amalgamates the explained and unexplained variances, presenting a total sum of squares equal to 220.999, along with 199 degrees of freedom. The F-statistic of 740.951, together with a p-value of .000, strongly implies that the likelihood of the relationship between Job Flexibility and the intention to stay in the IT sector transpiring by mere chance is highly improbable. Thus, Job Flexibility emerges as a statistically significant precursor to the intention to remain in the IT sector, as is evident in the reduced p-value associated with the F-statistic.

7 Discussion

In this extensive inquiry, we have conducted an exploration of a myriad of factors that impact employees' inclination to persist in the IT field. We have scrutinized hypotheses pertaining to recognition, remuneration, professional growth, job security, job independence, job contentment, and job adaptability. Our findings have furnished us with valuable insights into the correlation between these factors and employees' dedication to remain in the realm of information technology. Primarily, we have unearthed a significant positive association between recognition and employees' intention to persist, thereby affirming the pivotal role of acknowledgment in fostering allegiance within the workplace. This discovery aligns with existing literature that accentuates the importance of recognition in engaging and retaining personnel. Contrary to our original hypothesis, we have observed a statistically significant positive nexus between remuneration and employees' inclination to stay within the IT sector. This underscores the critical role of competitive compensation packages in influencing employees' decisions to remain in the industry, which is consistent with established connections between financial rewards and retention. Moreover, our investigation has substantiated the alternative hypothesis by unveiling a significant positive relationship between job independence and employees' intention to stay. This underscores the escalating importance of endowing employees with autonomy and decision-making authority in contemporary workplaces, especially in the domain of information technology. Our study has yielded valuable insights for [human resource practitioners](#) and organizational leaders in the IT sector. Comprehending the significance of factors such as recognition, compensation, professional growth, job independence, job contentment, and job adaptability can inform strategic initiatives aimed at retaining talent within the industry. By addressing these aspects, organizations can establish an environment that fosters employee

retention and sustains a proficient workforce in the ever-evolving IT sector. While acknowledging the limitations of our investigation, future research can delve deeper into specific aspects to further enhance our understanding of the factors that exert influence on employee retention in the IT sector.

8 Conclusion

In conclusion, the exhaustive examination of seven hypotheses pertaining to employee retention in the IT sector provides valuable insights for organizational strategies. The rejection of the null hypothesis in relation to recognition indicates a significant positive correlation between acknowledgment and the inclination of employees to remain, thus highlighting the pivotal role of recognition in fostering loyalty. Similarly, the positive association between compensation and employees' intention to stay challenges the null hypothesis, thereby underlining the necessity for organizations to align their compensation systems with industry standards in order to retain talent. By confirming the alternative hypothesis, our findings underscore the importance of career development programs in influencing employees' decisions to continue working in the IT field. Interestingly, conventional notions of job security did not exhibit a statistically significant relationship, thereby signifying the need for organizations to explore alternative approaches to cultivate stability. The positive connections observed between job autonomy, job satisfaction, job flexibility, and employees' intention to stay underscore the significance of organizational flexibility and employee empowerment in the ever-changing IT landscape. As organizations navigate the evolving demands of the IT industry, comprehending and strategically addressing these factors will be imperative for talent retention and the preservation of a skilled workforce.

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