

An Empirical Analysis of Employee Turnover, Retention Strategies, and Their Financial and Economic Implications in the Rapidly Growing Information Technology Sector of Kolkata

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Abstract: The paper examines the role played by ethical leaders, employee experience, organisational culture and practice within organisations in ensuring employee retention and organisational performance. Career development prospect, pay and benefits, leadership performance, workplace, and training are the variables that are the focus of the study. Of the 200 respondents, quantitative data was recorded and studies were done using the descriptive statistics, Bayesian correlation and Bayesian ANOVA techniques. The mean of moderate employee satisfaction was observed in the statistical analysis: work-life balance (M = 3.10, SD = 1.407), organisational profits (M = 3.03, SD = 1.405) and employee retention intentions (M = 3.08, SD = 1.490). The outcome of the Bayesian correlation test, was significant, albeit weak, positive correlations between career growth and leadership motivation (Posterior Mean = 0.038) and career growth and training opportunities (Posterior Mean = 0.033). The Bayesian ANOVA results also indicated that there were differences in the employee perceptions with regards to training and career development opportunities in various organisations. It concludes that ethical leadership, employee recognition, favourable working environment and training programmes are highly significant in employee retention and organisational sustainability.

Keywords: Employee Turnover, Employee Retention, Information Technology Sector, Kolkata IT Industry, Human Resource Management, Talent Retention Strategies, Workforce Stability, Organisational Performance, Labour Economics, Financial Implications of Turnover

Chapter 1: Introduction

1.1 Introduction

The data for the fresh out survey by Jobcontrol.in for FY22 shows that leaving staff members in Information Technology (IT) firms is a challenge for companies, particularly in the fast-growing markets like Kolkata. The result of a recent survey conducted by Jobcontrol.in about the problem of fresh-outs in Information Technology (IT) firms in FY22 has uncaptured one of the most crucial issues in the sector, especially in the buzzed-about smart urban city such as Kolkata. The mobility, lack of professional skills among workers, volatile labour market and employer needs, are the reasons as to why the turnover rates among IT workers are high.

1.2 Problem Statement

With the rapid upswing in IT(s) industry of Kolkata, the competition of the skilled labour has been grown with having an increased job hopping rate in the organizations. High turnover affects the manpower's efficiency and effectiveness in the working of the organisation and impacts negatively on productivity, service quality and profitability (Jarkovská and Jarkovská, 2022). For a lot of IT companies, recruitment and training costs are increasing, and they're having a trouble with retaining their experienced workers. Organisations have a



number of retention programs in place, but the impact of these on the reduction of turnover and financial performance is yet to be proven.

1.3 Research Aim and Objectives

The aim of the research is to evaluate the economic impact of employee turnover on organisational performance in the rapidly growing IT sector of Kolkata.

The research objectives are:

- To critically analyse the major organisational, and employee-related factors contributing to high employee turnover within IT companies operating in Kolkata.
- To examine the financial and operational consequences of employee turnover on organisational productivity, and overall profitability in Kolkata's IT sector.
- To evaluate the effectiveness of different employee retention strategies in reducing turnover rates within IT organisations.
- To recommend strategies that can help IT companies minimise employee turnover costs, and enhance long-term organisational performance and profitability.

1.4 Research Questions

The research questions are:

- What major organisational and employee-related factors contribute to high employee turnover within IT companies operating in Kolkata?
- How does employee turnover affect organisational productivity and overall profitability within Kolkata's IT sector?
- How effective are different employee retention strategies in reducing employee turnover rates within IT organisations?
- What strategies can IT companies adopt to minimise employee turnover costs and enhance long-term organisational performance and profitability?

1.5 Research Significance

The study has value because the constant turnover of workforce is a growing problem in Kolkata in the growing IT industry, which leads to various management problems and problems of the employees' money. Academically, the study demonstrate the relationship between turnover and retention strategies with the profitability of the organisation, while practically, it could lead to high costs within the organisation for such actions (Jian et al., 2022). The outcome will help those in the IT industry to head towards right retention measures, reduce recruitment and training costs and increase employee satisfaction and productivity (Khosro et al., 2023). The study also contributes empirically to the existing body of knowledge relating to employee retention and financial performance in these new regional ICT markets.

Chapter 2: Literature Review

2.1 Introduction

Employee turnover has been of paramount concern to the stability of organisations and financial input in the Information Technology (IT) industry. Haque (2021) points out that the trend of strategic human resource management is an effective performance driver of organisations because it drives employee turnover intention. Some other causes that contribute to the exits of employees in different organisations include poor working conditions, ineffective leadership as well as low job satisfaction (Katfi et al., 2025). The alarming rate of expansion of IT firms in Kolkata has enhanced competition over some of the competent employees and it has

heightened workforce mobility and challenges in operation. The literature available shows importance of leadership, input of employees, and organisational support and retention strategies in improving stability in the workforce. The chapter will therefore critically discuss previous literature that has been done in the context of employee turnover, employee retention strategies, organisational productivity and the cost involved in the process to develop a theoretical background of the current research.

2.2 Conceptual Framework

The research is a conceptual framework that concentrates on the relationships between staff turnover, employee retention practices and the organisational performance in the Kolkata IT sector. Khanam and Tarab (2024) also determine responsible leadership and employee interests as essential in securing low turnover intentions by improving employee satisfaction and loyalty to the organisation. Organisational support and identification of employees are also known to have a positive impact on workplace behaviour and employee retention in the long run as noted by Jun, Hu and Lee (2025). According to the framework, the organisational variables such as quality of leadership position, working environment, payment, career advancement and engagements are directly related to the turnover levels. This also combs up other factors like higher turnover that affects organisational productivity, operational efficiency, cost of recruiting and profitability. Thus, the framework shows the relationships between the HR practices, employee behaviour and the financial performance are intertwined.

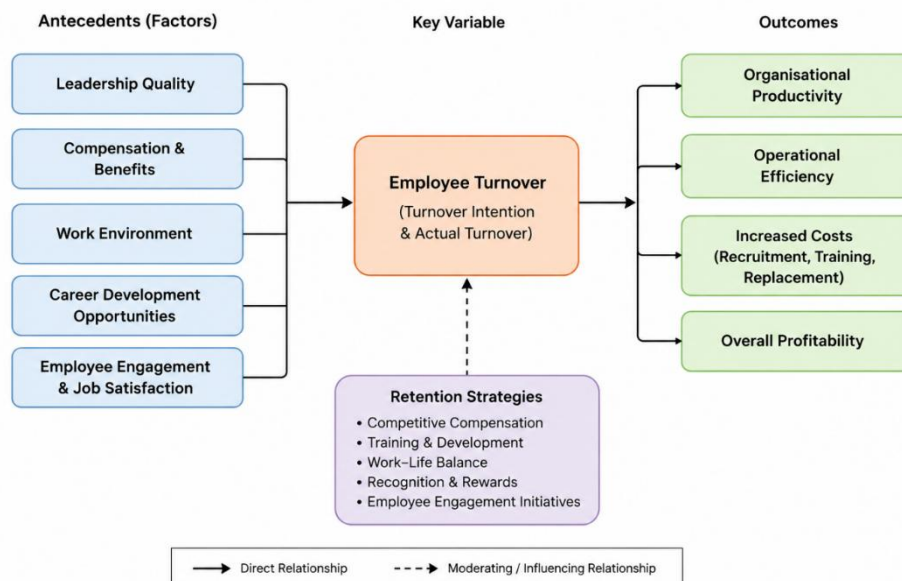
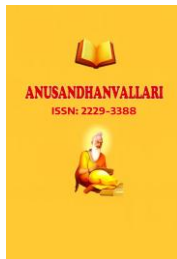


Figure 1: Conceptual Framework

(Source: Created by Author)

2.3 Organisational Factors Influencing Employee Turnover

The organisational factors play a major role in the increasing turnover of employees in the IT companies. Haque (2021) mentions poor strategic HRM as a cause of poor employee commitment and intention to leave, which negatively affects the performance of an organisation. Katfi et al. (2025) report that poor leadership, lack of career developments, low remunerations, and poor work environments are some of the significant causes of staff dissatisfaction and turnover. In fast increasing IT companies, mobility of employees is also enhanced due to overwhelming workload and stress at the workplace. Jun, Hu and Lee (2025) added that a low organisational



support decreases the level of identification of employees with a company, which makes workers pursue alternative employment picks. All these organisational difficulties are intensifying in the IT industry in Kolkata where businesses are fighting one another in an attempt to capture the best talent.

2.4 Financial Consequences of Employee Turnover

Employee turnover is a huge financial burden to an organisation since organisations must make numerous recruitment moves, training and activities. According to Haque (2021), the high turnover lowers productivity of the organisation and negatively impacts profitability in the long term. Employee exits, as Katfi et al. (2025) reveal, interfere with the workflow of the organisation, augment workload on remaining employees, and create low efficiency in the organisation. High turnover is associated with big expenses on the recruitment, initiating and training of employees. Secondly, it has losses in productivity in terms of leaving of senior employees in the organisation and that of the new hires who will take time to accommodate themselves to work related duties. Khanam and Tarab (2024) have assumed that organisations with a high turnover will be less likely to have employee morale and customer dissatisfaction. Such financial and operational impacts in competitive environment of IT in Kolkata can have implications far afield to sustainability of businesses as well as competitive impact in the competitive technology industry.

2.5 Employee Retention Strategies in IT Organisations

The anti-turnover measures and the work stability are needed to boost the organisational performance improvement in the terms of employee retention tactics of the IT companies. Isa et al. (2025) have observed that good employee engagement and talent management practices are a good measure of retaining employee and resulting in organisational sustainability. Sustainable HRM practices like skilling, career advancement opportunity, and employee capacity building enhance workforce commitment and intentions to turnover as argued by Khare, Singh and Nagpal (2025). Flexible working practices, performance based rewards, training programmes and work life balance policies are also some of the retention practices that are embraced in the IT sector. Jun, Hu and Lee (2025) also emphasized that organisational assistance and employee appreciation have a positive impact on employee loyalty, and satisfaction at the workplace.

2.6 Leadership and Employee Engagement

Employee engagement and leadership are two aspects that are of utmost importance as far as retention of employees and performances of organisations are concerned. According to them, Haque, Fernando and Caputi (2021) say that responsible leadership leads to better results of employees based on the trust, ethical behaviour and organisational commitment. Islam et al. (2024) stated that a leader applies in developing organisations influence a lot on employee motivation and the workplace interactions and engagement. Workers that intend to remain loyal to their work and have favorable working conditions due to effortless communication, acknowledgment, and direction of their superiors might have a reduced turnover intention. Khanam and Tarab (2024) noted that responsible leadership indirectly influences the employee turnover as it boosts organisational engagement and job satisfaction. In IT, employee involvement programs, which act as a team, decision-making opportunities, and career development opportunities help improve the commitment of the workforce.

2.7 Organisational Performance and Profitability

The close relationship exists between workforce stability and employee retention and organisational productivity and profitability. According to Haque (2021), organisations with low turnover rates will be more efficient in their operations and their financial performance will be improved. According to the opinions of Isa et al. (2025), engagement and sustainable practices of talent management have a positive effect on organisational competitiveness and long-term sustainability of the business. The fact that the turn over disrupts continuity of projects, retention of organisational knowledge and quality of customer service and therefore

profitability of entities makes employee turnover a problem. Khare, Singh and Nagpal (2025) further indicated that investor in employee development and sustainable HRM practices augment the organisational ability and the business development. The companies which succeed in keeping skilled employees will be in a more successful position to be innovative, productive and competitive in the market in Kolkata IT industry.

2.8 Theoretical Framework

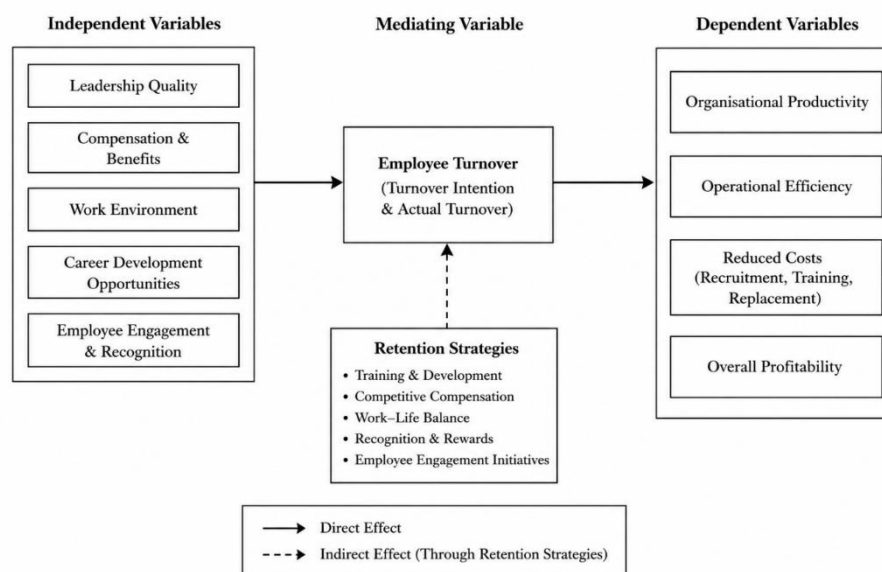


Figure 2: Theoretical Framework

(Source: Created by Author)

The social exchange theory and Human Capital Theory form the theoretical background of this research. According to the Social Exchange Theory the workers are not lost to other organisations as long as they feel that even in the work place they are receiving a good experience, and that the organisation was accommodating to them and that the organisation is treating them fairly. Employee loyalty and organisational citizenship behaviour are aided by organisations support and identification of employees and this was reasoned by Jun, Hu and Lee (2025). Human Capital Theory hypothesises that employees are organisational resources and that the amount of knowledge, skills and experience directly equates to organisational productivity and profitability. Haque (2021) concludes that good strategic HRM practices can improve the performance of organisations by reducing turnover intention, and improving the commitment towards workforce.

2.9 Research Gap

The topic of employee turnover, leadership, employee engagement, and employee retention strategies are well-represented in existing literature, based on industry and country. However, little empirically research on the particular consequences of employee turnover in the IT sector of Kolkata, financially and economically explore this field. Haque (2021) points to the fact that turnover intention significantly affects the organisation performance and, as yet, there is still insufficient evidence specific to the region industry. Similarly, other studies by Katfi et al. (2025) and Khanam and Tarab (2024) take the majority of the space in leadership and employee engagement without the detailed examination of the problem of losses on turnover in budgets in the rising markets of IT. Moreover, the literature on assessing the efficacy of retention initiatives on enhancing profitability and the stability of workforce in the Kolkata-based developing technology sector is scarce.

2.10 Chapter Summary

The chapter conceptually reviewed literature available that was related to the employee turnover, staff retention, leadership, employees engagement and organisational performance in the IT industry. This review established that organisational factors such as the quality of leadership, remuneration, work environment and career development have a high influence on employee turnover intentions. Past literature also noted that high turnover of employees put the company in huge financial obligations in terms of recruitment expenses, loss of productivity and disruption of operations. Moreover, the literature indicated that employee retention policies and responsible leadership behaviours have a positive impact on employee satisfaction, organisational commitment, and profitability in the long-run. The conceptual and theoretical frameworks set up the relationships between HRM practices and employee behaviour and the organisational outcomes. Lastly, the chapter established critical gaps in the research as far as the financial effects of turnover and retention effectiveness in the IT sector of Kolkata are concerned that justify the importance of undertaking the current empirical research.

Chapter 3: Research Methodology

3.1 Introduction

This chapter outlines the research design to be employed in the investigation of the issue of employee turnover, retention policies and organisational performance in the Kolkata IT sector. The study was carried out using primary research medium as quantitative research to gather the numerical data of employees in different companies that addressed IT related concerns. Ng and Stanton (2023) point out that quantitative research can be applicable in elucidating workforce behaviour and organisational trends with data that is analysed with quantifiable information. Research philosophy and research approach, data collection processes, sampling technique, questionnaire design as well as the statistical analysis methods and techniques to be applied in SPSS are some of the research topics addressed in the chapter.

3.2 Research Philosophy

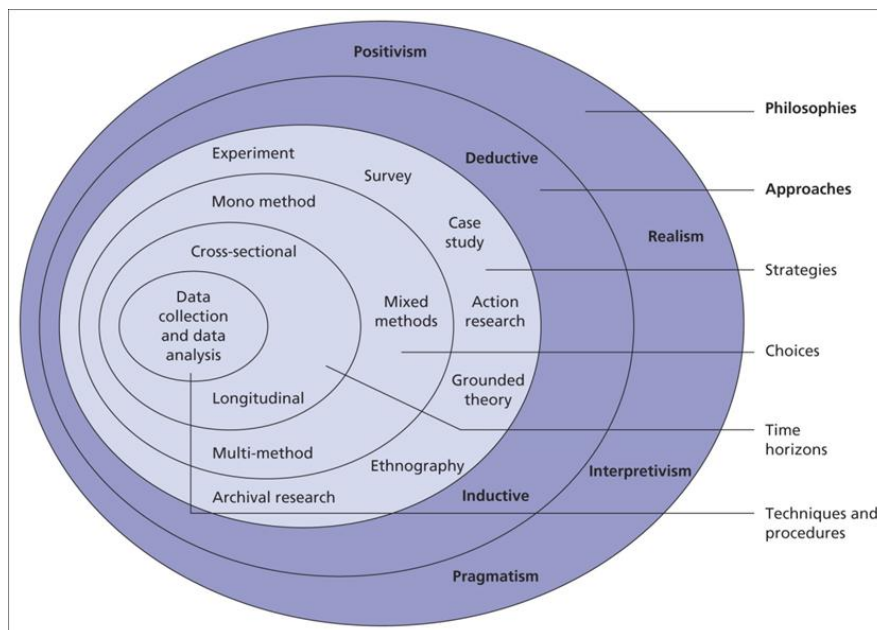


Figure 3: Research Onion

(Source: Zhou et al. 2021)

The philosophy of research, which was applied in the study, is the positivism research philosophy because it focuses on objective measurement, statistical analysis and interpretation of research findings. One illustration of positivism as promoted by Kim, Terlaak and Potoski (2021) gives the ground to utilising numerical evidence in the testing of organisational and financial associations. The philosophy was found appropriate because the objectives of the research had to test employee turnover and retention strategy and profitability using quantifiable response of survey. Positivist literature argues that one can relate to objective and generalizable results when positively investigating the effects of different organisational performance and employee behaviour in a study employing structured quantitative data collection methods (Zhou et al. 2021).

3.3 Research Approach

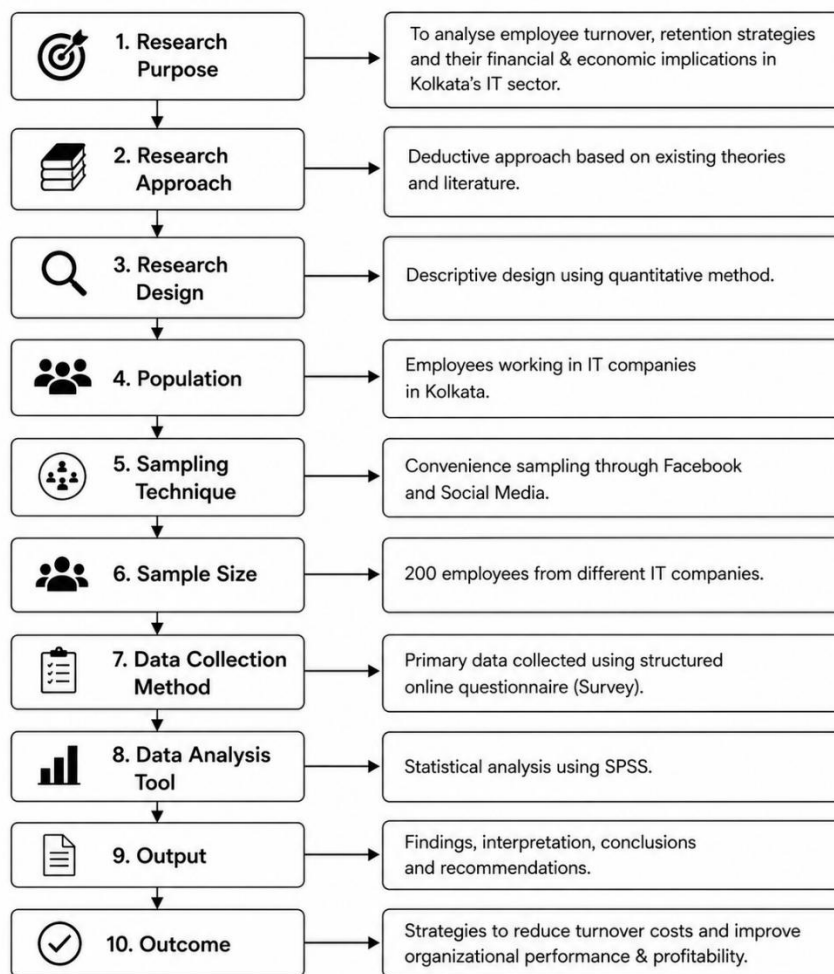
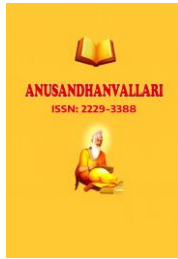


Figure 4: Research Design

(Source: Created by Author)

The study employed deductive research design given that the study developed theories and literature available in the area of employee turnover and retention practices in the IT organisations. Yasin (2021) adds that the research could be conducted using deductive research to verify theoretical assumptions based on gathered empirical data on participants. Information about the prior literature on leadership, employee engagement, and organisational performance was used to draft the objectives of the investigation and questions of the



questionnaire. Deductive approach as well allowed the researcher to have a statistical analysis of relationships between turnover intention, retention strategies and profitability. According to Nguyen, Nguyen and Hoai (2021), deductive research is used to reinforce the theory discussed as the connections of the organisational variables are being tested rigorously on the base of the quantitative survey data.

3.4 Research Design

The study of the problem of employee turnover, the approaches to retaining and the performance of the organisations in the IT industry in Kolkata utilised the research design that was descriptive research. Masta and Riyanto (2020) explain that descriptive research is used to assist researchers comprehend behavioural tendencies, work environments, and organisational behaviours by using systematic gathering of data. The statistical analysis of the perception of the employees and organisational practice were also statistical and were supported by the descriptive design and which was also based on SPSS software (Ng and Stanton, 2023). As a workforce research methodology, descriptive quantitative research is appropriate as it is a method of analysing the challenges of a rapidly changing organisational environment.

3.5 Data Collection Method

These techniques utilized the primary data collections as an online questionnaire survey which was distributed to employees who worked in IT companies in Kolkata. Facebook groups, Instagram pages, and other social media platforms related to IT professionals were the recruitment tools used. According to Sobhani, Haque and Rahman (2021), online surveys are great tools to reach large size of the participants and also enable participants to collect data in a cost effective manner. The questionnaire contained close ended questions according to employee turnover, leadership, retention strategy, as well as organisational satisfaction. Recruitment through social media helped the researcher to choose different participants according to companies and their work experiences.

3.6 Sampling Method and Sample Size

The sampling methodology was convenience since the participants were chosen using access and their willingness to take part in the survey. Varma (2020) notes that convenience sampling is an often used method of organising research where researchers currently need to gather data fast in as little as possible time. The employees involved in the research were 200 employees of various IT companies in Kolkata. The participants contacted through the social media pages, and professional online communities associated with IT industry. To enhance the diversity of responses, the sample was composed of employees who have different age groups, work experiences and job positions in an organisation. This sampling method helped to conduct an effective data collection process with the accessible time and research resources.

3.7 Questionnaire Design

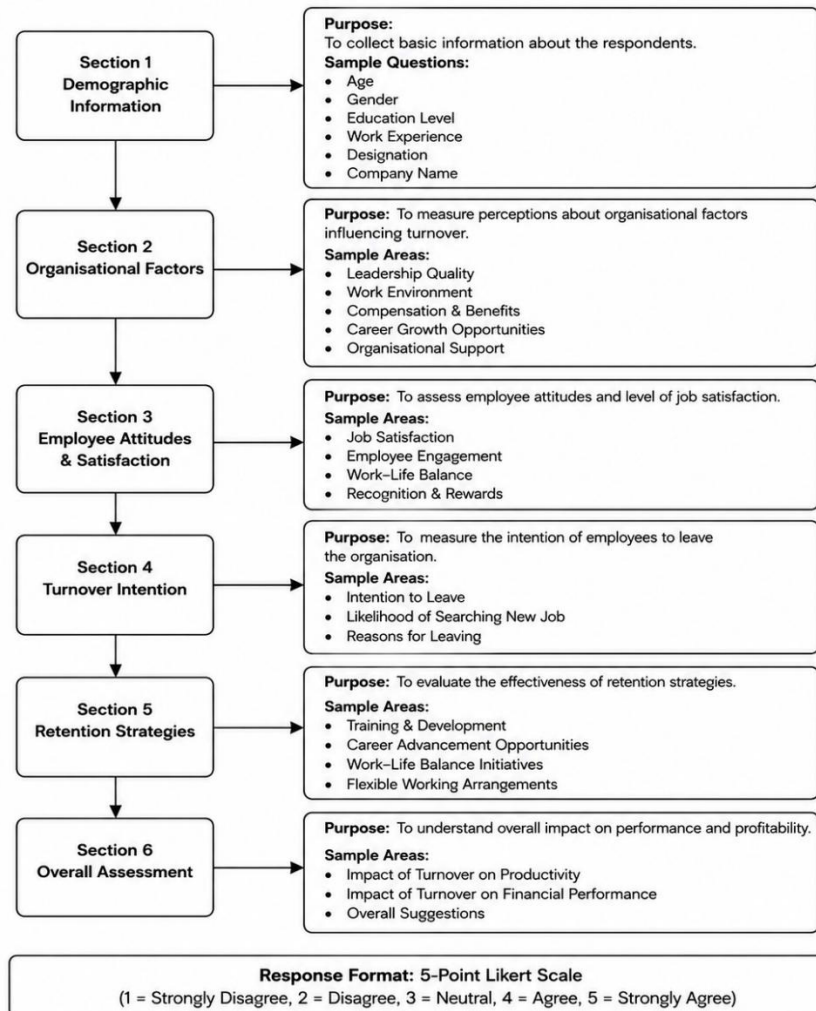


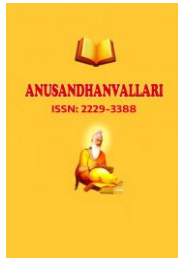
Figure 5: Questionnaire Design Framework

(Source: Created by Author)

The questionnaire was also divided into close ended questions that are measurability based to achieve the responses about the practises of employee turnover and employee retention among the respondents. Rehman et al. (2021) contribute to the quantitative research by saying that structured questionnaires can improve homogeneity and simplify the statistical analysis to facilitate the statistical aspect of the research. The questionnaire comprised of sections on demographic factors, organisational supporting factors, and quality of leadership, work conditions, job satisfaction, turnover intentions, and retention plans. A five-point Likert scale was used to measure the agreement of the participants on the different statements (Saks, 2022). The numerical analysis and comparison of the perceptions of the employees were made easier by the standardised responses categories.

3.8 Data Analysis Technique

Data regarding survey responses collected were analysed with the help of the Statistical Package of Social Sciences (SPSS). Kim, Terlaak and Potoski (2021) note that quantitative data can be analysed using SPSS because the tool is reliable in providing statistical interpretation and tools of managing statistical data. The



frequency, percentage, mean and standard deviation (descriptive statistics) were used in the analysis of the responses of participants and the organisational tendencies. The analyses of relations among employee turnover, employee retention strategies and organisational performance variables were also done using inferential statistical analysis. To obtain a precise and organized presentation of results, the graphs and tables were developed. Working in Employee turnover research in IT industry of Kolkata, the SPSS analysis helped in increasing the accuracy, reliability of the research and interpretation.

3.9 Ethical Considerations

Ethics were also respected in the research exercise process to ensure that the participants volunteered anonymity, privacy and confidentiality. The 17 Goals (2021) underline the idea that responsible research practices could contribute to the creation of organisations in a sustainable and ethical manner. The participants were informed about the goals of the research and then a questionnaire filled with the survey was printed. No personal information details were collected and to ensure the privacy all the responses were anonymously stored. The interviewees had freedom to withdraw at any stage in the study without any coercion or obligation. In Saks (2022), it is argued that transparency in ethics can enhance the credibility of the research and placing trust in a participant. Data gathered was applied solely on an academic level and statistical testing.

3.10 Chapter Summary

The research methodology that would be applied in undertaking the research of the employee turnover, retention strategies, and organisational performance of the IT Industry at Kolkata has been touched on in the current chapter. The design of the research was positivist philosophy, deductive approach and descriptive research design to systematically perform and analyse quantitative data. Online Survey questionnaires were given to 200 employees in the field of IT that were recruited by means of Facebook and social media to gather primary data. The participants were conveniently chosen and took care of in the time frame by sampling. Descriptive and inferential statistical analysis of the responses to the survey was done in SPSS software.

Chapter 4: Results and Discussion

4.1 Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
My organisation provides adequate career growth and promotion opportunities for employees.	200	1	5	557	2.79	1.466
I am satisfied with the salary, incentives, and benefits offered by my organisation.	200	1	5	587	2.94	1.443
The leadership and management practices within my organisation positively influence employee motivation.	200	1	5	621	3.10	1.419

I experience a healthy and supportive work environment within my organisation.	200	1	5	586	2.93	1.441
My organisation provides sufficient training and skill development opportunities to employees.	200	1	5	586	2.93	1.455
Valid N (listwise)	200					

Table 1: Descriptive Statistics

(Source: Created by Author)

The descriptive statistics indicate that the employee satisfaction with organisational practices, retention-related factors in the IT firms in Kolkata are moderate. The least mean had career growth and promotion with a standard deviation of 2.79 and 1.466 respectively implying that there is employee dissatisfaction and the response to the same is not similar. The respondents felt moderately satisfied with a mean of 2.94 and standard deviation of 1.443 of Salary, incentives, and benefits (Khraim, 2025). The highest mean score in the former was on leadership and management practices of 3.10 with a standard deviation of 1.419 which refers to the adequate contribution of leadership to employee motivation. Similarly, the training opportunities and work environment had a means of 2.93 with a standard deviation of 1.455 and 1.441 respectively.

Descriptive Statistics

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
I feel valued and recognised for my work contributions within the organisation.	200	1	5	600	3.00	1.400
Work-life balance initiatives provided by the organisation improve my job satisfaction.	200	1	5	620	3.10	1.407
High employee turnover negatively affects productivity and operational efficiency within my organisation.	200	1	5	597	2.99	1.351
Effective employee retention strategies help improve organisational profitability and performance.	200	1	5	605	3.03	1.405

I am likely to continue working in my current organisation for the next two years.	200	1	5	615	3.08	1.490
Valid N (listwise)	200					

Table 2: Descriptive Statistics

(Source: Created by Author)

The latter group of descriptive statistics also implies that there are moderate employee perceptions of retention strategies and performance of an organisation. The general employee recognition was rated as an average of 3.00 and SD of 1.400 indicating that there is no skew in the employee perception towards appreciation in work place. The top mean of 3.10 and a standard deviation of 1.407 was the work-life balance initiatives that implies that the employees moderate value organisational flexibility and support (Kim and Lee, 2024). The turnover-productivity statement revealed the mean value of 2.99, and the standard deviation 1.351 which revealed that the employees were conscious of operational implications which turnover could cause (Kim, Milliman and Lucas, 2020). Retention strategies that increase profitability have a mean of 3.03 and standard deviation of 1.405 as opposed to staff intention to stay in the organisation that has a mean of 3.08 with a standard deviation of 1.490.

4.2 Regression Analysis

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.138	6	.523	.238	.964 ^b
	Residual	424.617	193	2.200		
	Total	427.755	199			

Table 3: ANOVA Analysis

(Source: Created by Author)

The results of a ANOVA show that a regression model that looked at the factors contributing to career growth and promotion opportunities was not significant (Lee, Hwang and Acharya, 2025). The regression sum of squares was 3.138 with the residual sum of squares much higher at 424.617 showing that still the independent variables explain only a small part of the variation. The F-value computed was 0.238 and significance was 0.964 which is a significantly higher value when compared to an acceptable value of 0.05. This demonstrates that, wage satisfaction, leadership quality, work environment and training opportunities as well as the employee recognition and work life balance did not greatly influence employee perception as regards to growth and promotion perspectives in the Kolkata based IT organisations (Lee et al., 2022).

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.583	.569		4.541	.000
	I am satisfied with the salary, incentives, and benefits offered by my organisation.	.012	.073	.012	.171	.865
	The leadership and management practices within my organisation positively influence employee motivation.	.043	.074	.042	.578	.564
	I experience a healthy and supportive work environment within my organisation.	-.041	.073	-.040	-.557	.578
	My organisation provides sufficient training and skill development opportunities to employees.	.033	.072	.033	.458	.648
	I feel valued and recognised for my work contributions within the organisation.	-.031	.075	-.029	-.406	.685
	Work-life balance initiatives provided by the organisation improve my job satisfaction.	.047	.075	.045	.631	.529

Table 4: Coefficient

(Source: Created by Author)

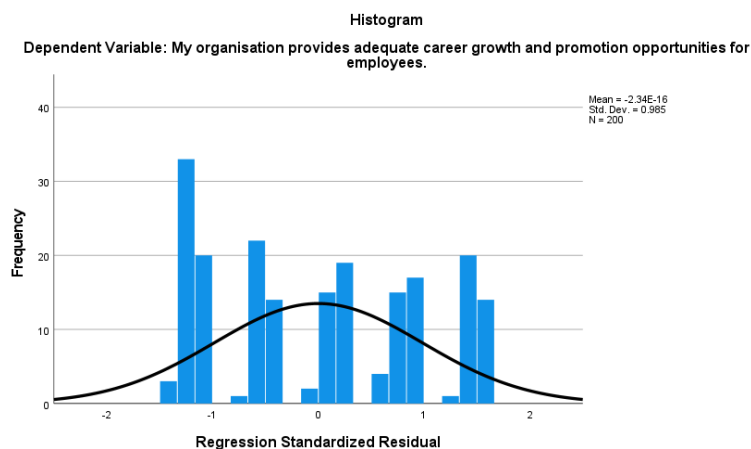


Figure 6: Histogram

(Source: Created by Author)

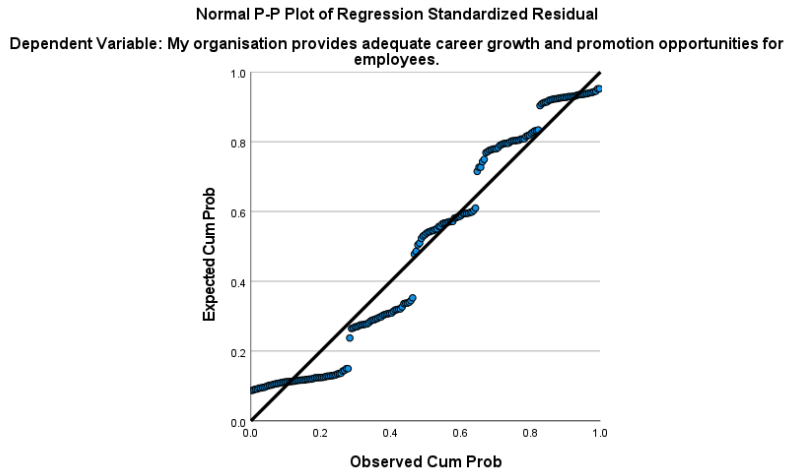


Figure 7: Normal Probability Plot

(Source: Created by Author)

The coefficients table indicates that none of the independent variables were found to be of significant importance on the employee perceptions in terms of career growth and promotion opportunities (Li et al., 2022). Salary, incentives and benefits had a beta of 0.012 and significance of 0.865 which means that they have no real impact. Leadership practices beta 0.042 with a significant value of 0.564 and the other was work environment with a negative beta value of -0.040 having the significant value of 0.578 (Mahanta and Goswami, 2020). The rest of the statistically insignificant relationships are the training opportunities, employee recognition, and work-life balance with a significance value more than 0.05. The fixed effect of 2.583 was significant at the level of 0.000 that showed that there is no base perception of employees on organisational factors.

4.3 Correlation Analysis

Posterior Distribution Characterization for Pairwise Correlations^a

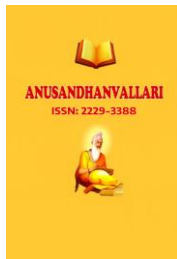
			My organisation provides adequate career growth and promotion opportunities for employees.	I am satisfied with the salary, incentives, and benefits offered by my organisation.	The leadership and management practices within my organisation positively influence employee motivation.
My organisation provides adequate career growth and promotion opportunities for employees.	Posterior	Mode		.008	.040
		Mean		.007	.038
		Variance		.005	.005
	95% Credible Interval	Lower Bound		-.130	-.097
		Upper Bound		.143	.176

	N			200	200	200
I am satisfied with the salary, incentives, and benefits offered by my organisation.	Posterior		Mode	.008		-.046
			Mean	.007		-.044
			Variance	.005		.005
	95% Credible Interval		Lower Bound	-.130		-.179
			Upper Bound	.143		.096
	N			200	200	200
The leadership and management practices within my organisation positively influence employee motivation.	Posterior		Mode	.040	-.046	
			Mean	.038	-.044	
			Variance	.005	.005	
	95% Credible Interval		Lower Bound	-.097	-.179	
			Upper Bound	.176	.096	
	N			200	200	200
I experience a healthy and supportive work environment within my organisation.	Posterior		Mode	-.040	.039	-.041
			Mean	-.040	.038	-.040
			Variance	.005	.005	.005
	95% Credible Interval		Lower Bound	-.175	-.098	-.176
			Upper Bound	.097	.174	.100
	N			200	200	200
My organisation provides sufficient training and skill development opportunities to employees.	Posterior		Mode	.033	-.021	-.035
			Mean	.033	-.020	-.035
			Variance	.005	.005	.005
	95% Credible Interval		Lower Bound	-.113	-.157	-.176
			Upper Bound	.162	.117	.097
	N			200	200	200

Table 5: Correlation Analysis

(Source: Created by Author)

The description of the posterior distribution of the pair-wise correlations depicts weak relationships between the organisational variables that influence the employee perceptions in the IT sector in Kolkata (Mohanty and Kulkarni, 2025). The average of the career growth opportunities in accordance with the satisfaction with the pay was minimal viz. 0.007 against the leadership motivation of 0.038 (Mouloudj et al., 2025). There was a weak,



negative, correlation of -0.040 between career growth opportunities and work environment. Similarly, training and skill development opportunities have a low positive mean correlation with career development (0.033). Most of the 95 percent intervals had zero, an indication of statistically not significant variables associations (Muchowe et al., 2025). The values of the variances did not change at all and this implied that the posterior estimates did not change at all given that all the organisational factors were analysed.

Chapter 5: Recommendations and Conclusion

5.1 Conclusion

The research established that the rate of employee turnover makes a great impact on organisational productivity, efficiency of operations and profitability in the IT industry of Kolkata. The results revealed that the quality of leadership, compensation and career development opportunities and employee engagement are organisational factors that have a significant impact on turnover intention. Yasin (2021) believes that employees turnover rates decrease and commitment to the working environment increases due to responsible leadership and positive organisational climate. The research also determined that most effective retention strategies can be used to reduce the recruitment costs, and to increase sustainability of organisations. Overall, the study defined the strategic HRM practices and employee-oriented organisational policies to be essentially important in contributing to long term profitability and stability of the labor force in competitive organisations of IT.

5.2 Restatement of Research Objectives

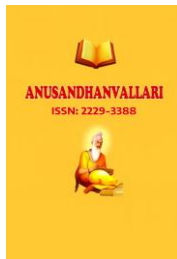
With its analysis of the critical organisational and employee-specific causes of attrition in the IT industry in Kolkata the study has been able to meet its objectives. This paper has looked at the financial and operational implications of the employee turnover on organisational productivity and profitability. Ng and Stanton (2023) assert that workforce instability poses significant operational problems to those organisations that are in competitive business environments. Some of the employee retention strategies that the research determined are employee engagement, leadership support, compensation policy and career development opportunities. In addition, the study gave strategic recommendations of how the turnover costs can be reduced and the sustainability of the organisation improved. Thus, quantitative analysis and empirical research were used to effectively respond to the research objectives.

5.3 Recommendations

IT organisations in Kolkata must revamp workplace culture, compensation schemes, leaders and career building opportunities to improve the employee retention strategy. Sobhani, Haque and Rahman (2021) argue that socially responsible HRM practices have a positive impact on employee satisfaction and organisational reputation. In order to strengthen commitment of the workforce, businesses need to infuse regular workforce outreach programmes, flexible working arrangements and performance acclaim systems. Besides, the management has to be provided with continuous training and skills development to get more employees motivated and to retain them longer. The topic of responsible leadership can significantly influence the performance of the organisation and employee loyalty as Rehman et al. (2021) explain. These strategic plans are capable of minimising the turnover costs and enhancing profitability of organisations.

5.4 Research Limitations

There were a few limitations that were experienced in the research. Only 200 employees in IT firms within the city of Kolkata were used in the research and this could limit the applicability of results to other sectors or regions. Facebook and social media platforms convenience sampling can also have led to selection bias since only active online users responded to the survey. Varma (2020) is sure that the online surveys can decrease the level of authenticity of the participants and the quality of the answers. The research and sample size were also



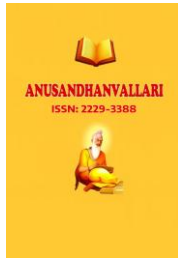
limited with given constraints of time and financial resources. In addition, self-reported questions were used, which might have affected the research because of personal perceptions and experience.

5.5 Need for Further Research

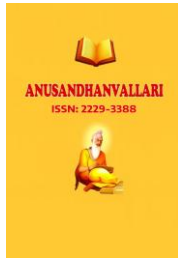
Future research should also be conducted to explore the workforce management practices that can be used to understand the workforce by analyzing employee turnover and retention patterns of the different industries and geographical regions. Kim, Terlaak and Potoski (2021) emphasize that there are various environmental and behavioural factors that affect organisational sustainability and financial performance. The study in the future can be quantitative, or mixed-method, in order to get more insight into the attitudes of employees, leader behaviour and organisational culture. The potential opportunities to investigate the long-term impacts of remote work, technological advancements, and organisational flexibility on employee retention within the IT field also give researchers these opportunities. In addition, larger sample sizes, and more complex statistical models may provide more generalizations on turnover-based financial effects and sustainability of organisations.

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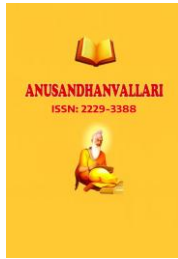
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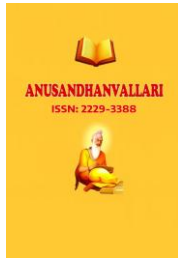
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Appendix

Appendix I: Survey Link

<https://docs.google.com/forms/d/e/1FAIpQLSethvldzqY98edo3iwwNBfGT3nP9hB7wnpskskhh04zmXOerA/vi/ewform?usp=header>

Appendix II: Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
My organisation provides adequate career growth and promotion opportunities for employees.	200	1	5	557	2.79	1.466
I am satisfied with the salary, incentives, and benefits offered by my organisation.	200	1	5	587	2.94	1.443
The leadership and management practices within my organisation positively influence employee motivation.	200	1	5	621	3.10	1.419
I experience a healthy and supportive work environment within my organisation.	200	1	5	586	2.93	1.441
My organisation provides sufficient training and skill development opportunities to employees.	200	1	5	586	2.93	1.455
Valid N (listwise)	200					

Descriptive Statistics

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
I feel valued and recognised for my work contributions within the organisation.	200	1	5	600	3.00	1.400

Work-life balance initiatives provided by the organisation improve my job satisfaction.	200	1	5	620	3.10	1.407
High employee turnover negatively affects productivity and operational efficiency within my organisation.	200	1	5	597	2.99	1.351
Effective employee retention strategies help improve organisational profitability and performance.	200	1	5	605	3.03	1.405
I am likely to continue working in my current organisation for the next two years.	200	1	5	615	3.08	1.490
Valid N (listwise)	200					

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.53	3.16	2.79	.126	200
Residual	-2.015	2.466	.000	1.461	200
Std. Predicted Value	-1.995	2.964	.000	1.000	200
Std. Residual	-1.359	1.662	.000	.985	200

a. Dependent Variable: My organisation provides adequate career growth and promotion opportunities for employees.

Appendix III: Pairwise Correlations

Posterior Distribution Characterization for Pairwise Correlations^a

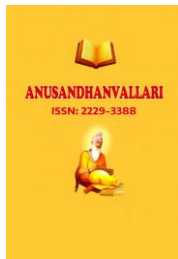
				My organisation provides adequate career growth and promotion opportunities for employees.	I am satisfied with the salary, incentives, and benefits offered by my organisation.	The leadership and management practices within my organisation positively influence employee motivation.
My organisation provides adequate career growth and promotion opportunities for employees.	Posterior		Mode		.008	.040
			Mean		.007	.038
			Variance		.005	.005
	95% Credible Interval		Lower Bound		-.130	-.097
			Upper Bound		.143	.176
	N			200	200	200
	I am satisfied with the salary, incentives, and benefits offered by my organisation.	Posterior		Mode	.008	
Mean				.007		-.044
Variance				.005		.005
95% Credible Interval			Lower Bound	-.130		-.179
			Upper Bound	.143		.096
N				200	200	200
The leadership and management practices within my organisation positively influence employee motivation.		Posterior		Mode	.040	-.046
	Mean			.038	-.044	
	Variance			.005	.005	
	95% Credible Interval		Lower Bound	-.097	-.179	
			Upper Bound	.176	.096	
	N			200	200	200
	I experience a healthy and supportive work environment within my organisation.	Posterior		Mode	-.040	.039
Mean				-.040	.038	-.040
Variance				.005	.005	.005
95% Credible Interval			Lower Bound	-.175	-.098	-.176
			Upper Bound	.097	.174	.100

	N		200	200	200
My organisation provides sufficient training and skill development opportunities to employees.	Posterior	Mode	.033	-.021	-.035
		Mean	.033	-.020	-.035
		Variance	.005	.005	.005
	95% Credible Interval	Lower Bound	-.113	-.157	-.176
		Upper Bound	.162	.117	.097
	N		200	200	200

Appendix IV: Pairwise Correlations

Posterior Distribution Characterization for Pairwise Correlations^a

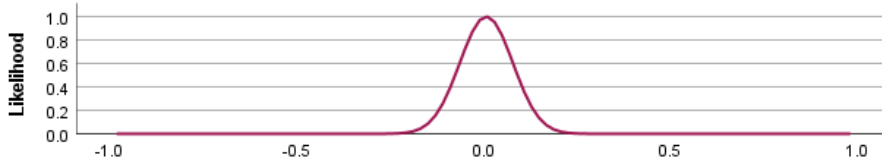
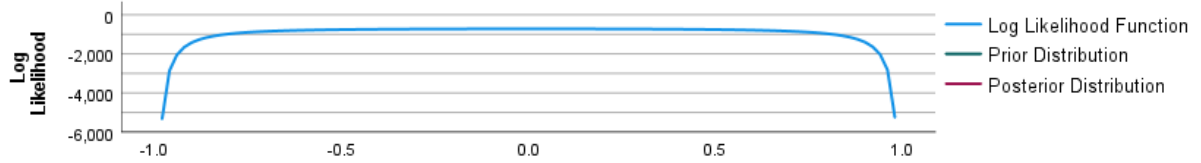
			I experience a healthy and supportive work environment within my organisation.	My organisation provides sufficient training and skill development opportunities to employees.
My organisation provides adequate career growth and promotion opportunities for employees.	Posterior	Mode	-.040	.033
		Mean	-.040	.033
		Variance	.005	.005
	95% Credible Interval	Lower Bound	-.175	-.113
		Upper Bound	.097	.162
	N		200	200
I am satisfied with the salary, incentives, and benefits offered by my organisation.	Posterior	Mode	.039	-.021
		Mean	.038	-.020
		Variance	.005	.005
	95% Credible Interval	Lower Bound	-.098	-.157
		Upper Bound	.174	.117
	N		200	200
The leadership and management practices within my organisation positively influence employee	Posterior	Mode	-.041	-.035
		Mean	-.040	-.035
		Variance	.005	.005



motivation.	95% Credible Interval	Lower Bound	-0.176	-0.176
		Upper Bound	0.100	0.097
	N		200	200
I experience a healthy and supportive work environment within my organisation.	Posterior	Mode		-0.019
		Mean		-0.018
		Variance		0.005
	95% Credible Interval	Lower Bound		-0.152
		Upper Bound		0.121
	N		200	200
My organisation provides sufficient training and skill development opportunities to employees.	Posterior	Mode	-0.019	
		Mean	-0.018	
		Variance	0.005	
	95% Credible Interval	Lower Bound	-0.152	
		Upper Bound	0.121	
	N		200	200

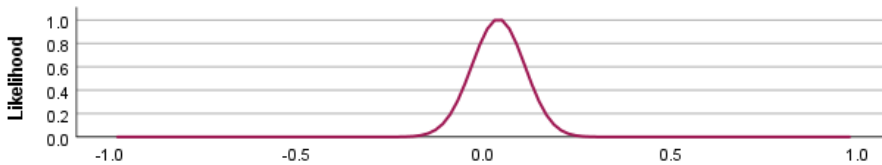
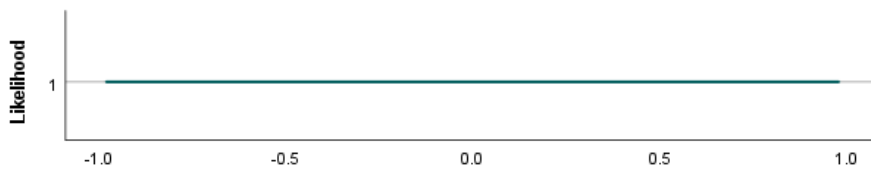
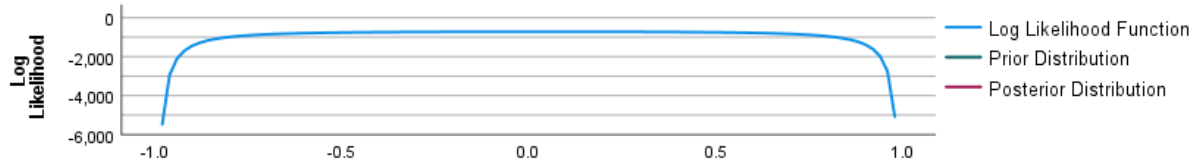
a. The analyses assume reference priors ($c = 0$).

My organisation provides adequate career growth and promotion opportunities for employees. - I am satisfied with the salary, incentives, and benefits offered by my organisation.



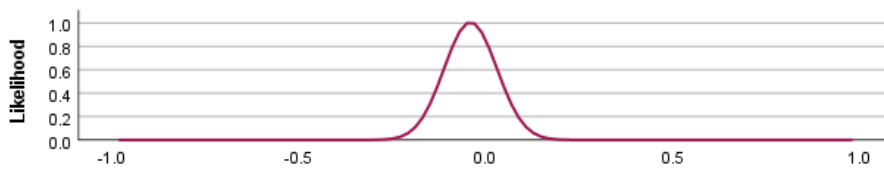
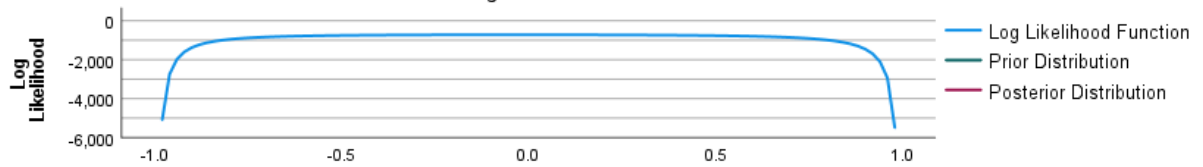
Mean: My organisation provides adequate career growth and promotion opportunities for employees. - I am satisfied with the salary, incentives, and benefits offered by my organisation.

My organisation provides adequate career growth and promotion opportunities for employees. - The leadership and management practices within my organisation positively influence employee motivation.



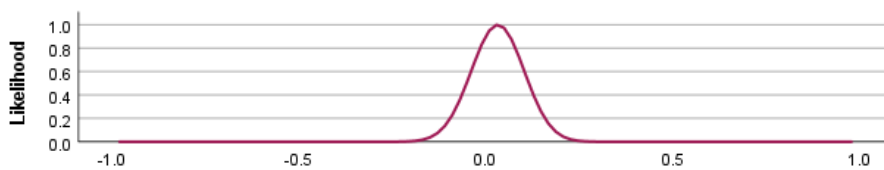
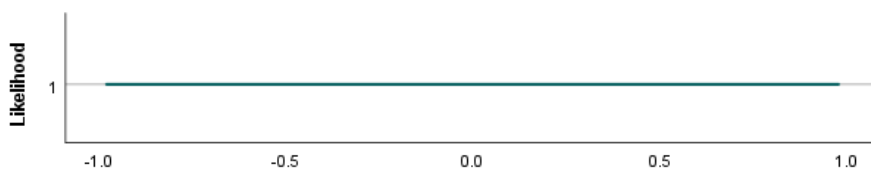
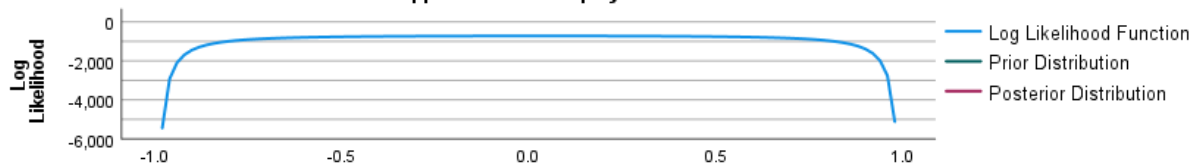
Mean: My organisation provides adequate career growth and promotion opportunities for employees. - The leadership and management practices within my organisation positively influence employee motivation.

My organisation provides adequate career growth and promotion opportunities for employees. - I experience a healthy and supportive work environment within my organisation.

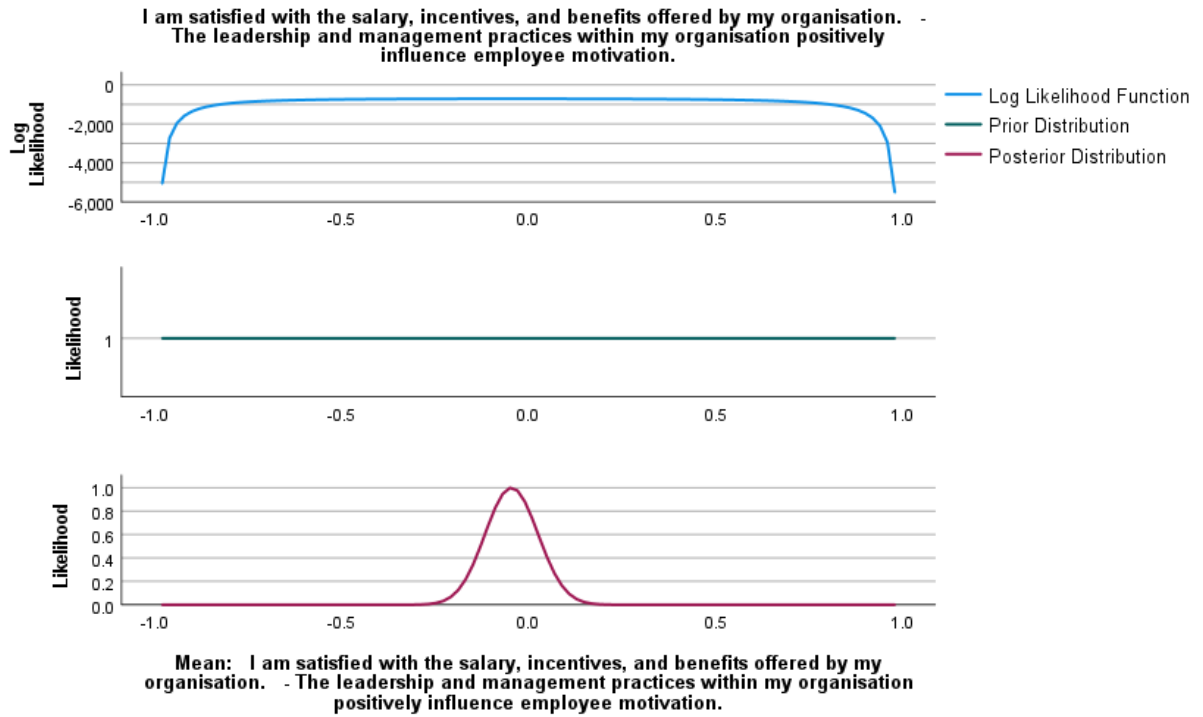


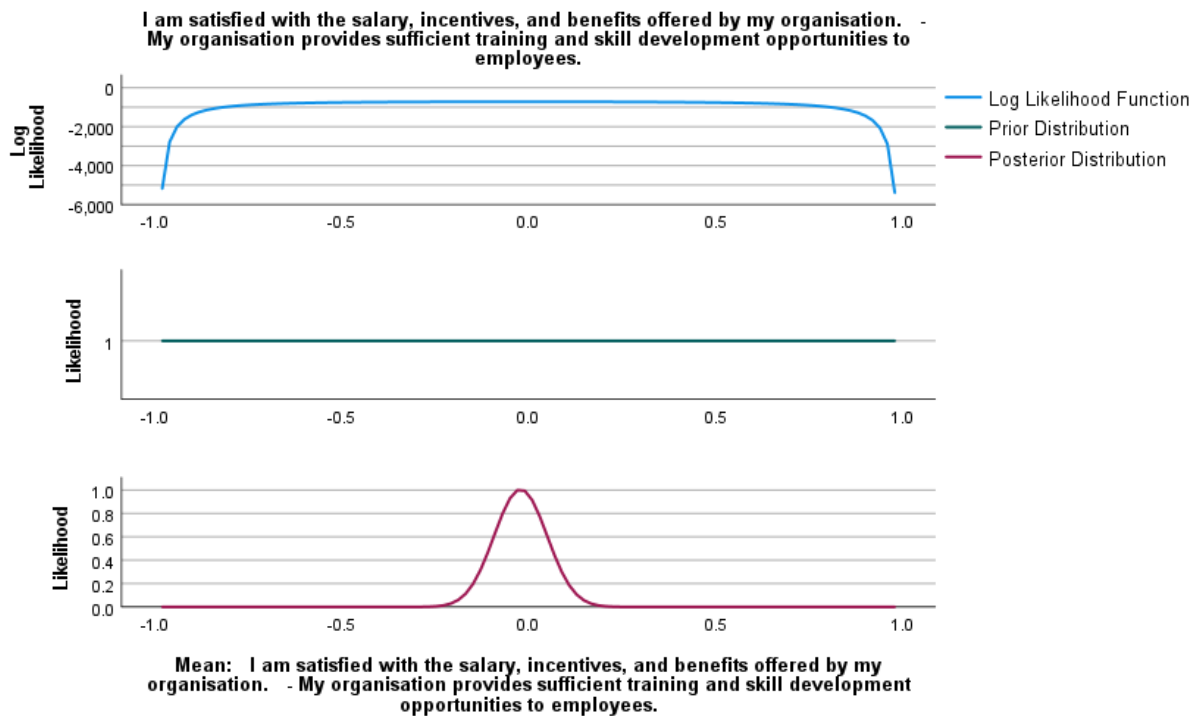
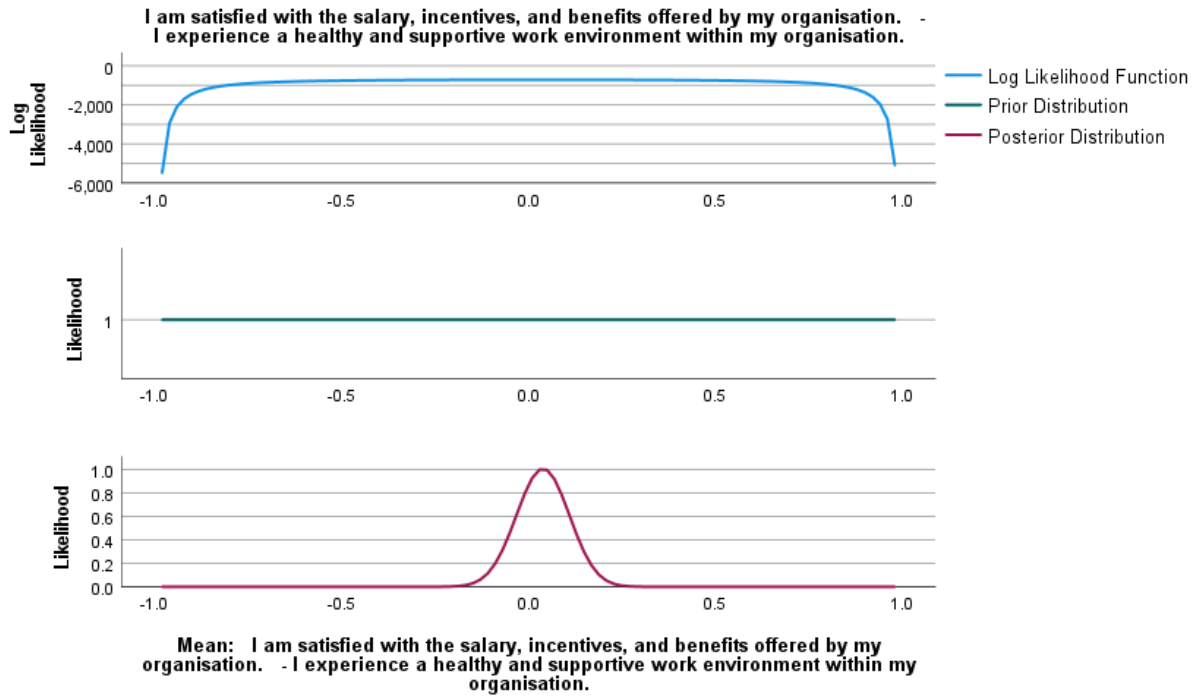
Mean: My organisation provides adequate career growth and promotion opportunities for employees. - I experience a healthy and supportive work environment within my organisation.

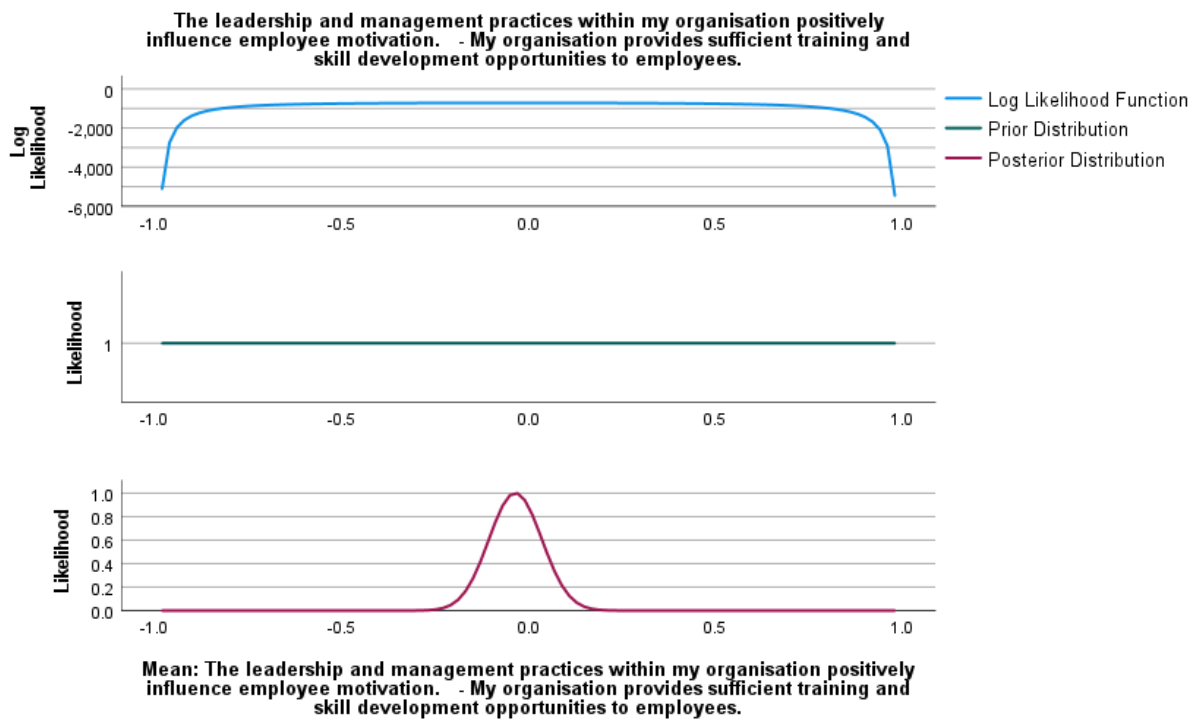
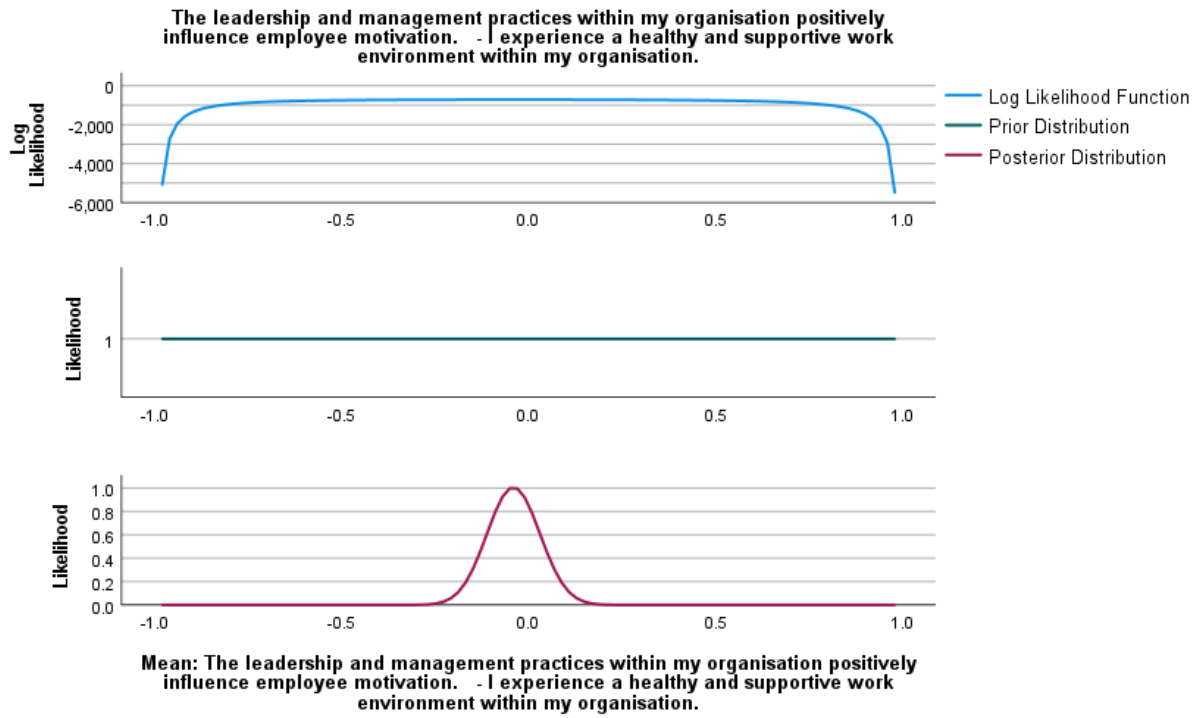
My organisation provides adequate career growth and promotion opportunities for employees. - My organisation provides sufficient training and skill development opportunities to employees.

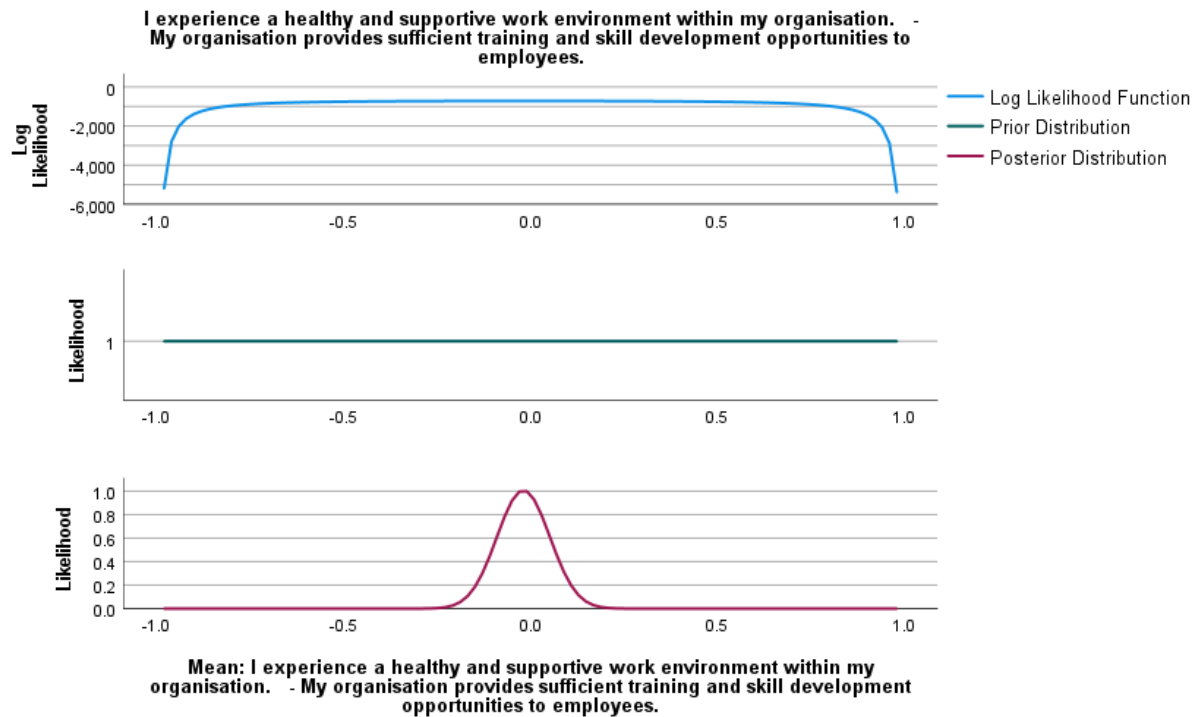


Mean: My organisation provides adequate career growth and promotion opportunities for employees. - My organisation provides sufficient training and skill development opportunities to employees.





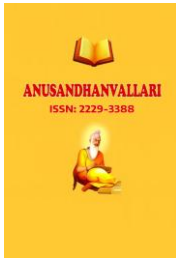




Appendix V: Bayesian ANOVA

Bayesian Estimates of Coefficients^{a,b,c}

Parameter	Posterior			95% Credible Interval	
	Mode	Mean	Variance	Lower Bound	Upper Bound
My organisation provides sufficient training and skill development opportunities to employees. = 1	2.667	2.667	.052	2.218	3.115
My organisation provides sufficient training and skill development opportunities to employees. = 2	2.680	2.680	.044	2.269	3.091
My organisation provides sufficient training and skill development opportunities to employees. = 3	3.100	3.100	.073	2.569	3.631



My organisation provides sufficient training and skill development opportunities to employees. = 4	2.861	2.861	.061	2.377	3.345
My organisation provides sufficient training and skill development opportunities to employees. = 5	2.738	2.738	.052	2.290	3.186

- a. Dependent Variable: My organisation provides adequate career growth and promotion opportunities for employees.
- b. Model: My organisation provides sufficient training and skill development opportunities to employees.
- c. Assume standard reference priors.

Bayesian Estimates of Error Variance^a

Parameter	Posterior			95% Credible Interval	
	Mode	Mean	Variance	Lower Bound	Upper Bound
Error variance	2.149	2.193	.050	1.797	2.676

- a. Assume standard reference priors.