

Exploring Retention Strategies for Women Employees: A Study of Selected IT Organizations in India

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ABSTRACT

Retaining female employees in the Indian IT sector has become a major concern as companies strive to improve gender diversity, promote inclusion, and address issues such as work-life balance, career development, and gender pay parity. Organizations are adopting key strategies such as flexible work options like remote and hybrid models, enhanced maternity leave policies, and comprehensive return-to-work programs This study investigates the factors influencing the retention of women employees in the Indian IT industry. It explores key issues such as work-life balance, organizational culture, career development opportunities, and gender biases. The research adopts a mixed-methods approach, combining surveys, interviews, and focus group discussions with women employees from select IT organizations. Quantitative data is analyzed using statistical methods, while qualitative data is examined thematically. Findings reveal significant gaps in existing retention strategies and highlight the need for tailored initiatives to address the unique challenges faced by women in the sector. The study provides actionable recommendations for organizations to enhance retention, foster gender diversity, and drive long-term organizational success. Ethical considerations are upheld throughout the research



1. INTRODUCTION

The software and information technology are the swiftest expanding sectors in India. Over the years, it has witnessed a substantial increase in the participation of women in the workforce. Women now account for nearly one-third of the IT industry's workforce, making a remarkable impact through their contributions in technical and managerial roles. However, despite their growing presence, the retention of women employees in the IT sector remains a critical challenge. Attrition among women is influenced by various factors such as work-life balance concerns, career growth opportunities, and organizational culture, which necessitates a deeper exploration of retention strategies.

The role of gender diversity in enhancing organizational performance and fostering innovation has been widely recognized. Companies with diverse teams tend to perform better, as they bring in varied perspectives and problem-solving approaches. In this context, retaining talented women employees becomes a strategic imperative for IT organizations aiming to maintain competitiveness in a dynamic global market. However, the unique challenges faced by women in the workplace often hinder their long-term association with organizations. These challenges include societal expectations, care giving responsibilities, and gender biases, which frequently lead to career interruptions or stagnation. The importance of work-life balance cannot be overstated when it comes to retaining women in the IT sector. The demanding nature of IT jobs often clashes with familial and societal responsibilities, leading to higher stress levels and burnout among women employees.

Retention strategies for women employees in the Indian IT industry are crucial to addressing challenges like gender diversity, career advancement, and work-life balance. Several organizations have implemented tailored initiatives to retain female talent. Here are some common strategies. Organizations need to adopt employee-centric approaches, including telecommuting options, job-sharing arrangements, and extended parental leave policies, to enable women to navigate these challenges effectively. Additionally, fostering an inclusive workplace culture is critical to addressing issues of gender bias and discrimination. Women often encounter subtle forms of bias, such as being overlooked for leadership roles or facing unequal pay, which can erode their confidence and job satisfaction. By promoting gender-sensitive policies and providing equal opportunities for growth, IT organizations can create an environment where women feel valued and motivated to excel. This study focuses on analyzing the retention strategies adopted by select IT organizations in India to support and retain women employees. Through an in-depth examination of best practices and challenges, the study aims to provide actionable insights into creating workplaces that not only attract but also sustain women talent. Ultimately, fostering gender diversity and inclusivity in the IT industry will contribute to a more equitable and innovative ecosystem, benefiting both organizations and society at large.

Key Factors Affecting Retention

Retention of women employees in the Indian IT industry is influenced by various factors, ranging from organizational policies to societal expectations. Understanding these factors is crucial for organizations aiming to create effective strategies to retain women employees. The factors which affect the retention of specially women employees' retention are-

1. Work life Balance

Work life balance is one of the most significant challenges faced by women in the IT sector is achieving a balance between work and personal life. The flexible work arrangements are particularly beneficial for women in the IT sector, as they allow them to manage both career and family responsibilities effectively. This is particularly important in Indian culture, where women often have traditional roles as primary caregivers in the household (Srinivasan and karan, 2017). The demanding nature of IT jobs, coupled with societal expectations of women as primary caregivers, often leads to stress and burnout. Long working hours, frequent travel, and project deadlines can make it difficult for women to manage family responsibilities, resulting in higher attrition rates. Flexible work arrangements, such as work-from-home options and reduced work hours, play a vital role in addressing these concerns.

2. Career Advancement Opportunities

The factor is limited access to career advancement opportunities is another critical factor affecting retention. The women in Indian IT companies are more likely to stay with organizations that offer equal opportunities for career advancement. They suggest that career development programs and mentorship help women overcome the barriers to reaching senior positions (Chowdhary and Chakrabati, 2018). Women often face challenges such as unconscious bias, lack of mentorship, and fewer opportunities for leadership roles. Providing women with leadership training and opportunities for professional growth not only boosts their retention but also increases their commitment to the organization (Rani and Jain, 2015). So the organizations that invest in leadership development programs, up skilling initiatives, and mentorship opportunities are better positioned to retain their women employees.

3. Organizational Culture

A supportive and inclusive organizational culture is essential for retaining women employees. The organizations with inclusive cultures, where leadership actively promotes gender equality and diversity, are more successful at retaining female employees. Women are more likely to stay with organizations where they feel that their voices are heard, and their contributions are recognized (Sharma and Bhattacharya, 2019). Unfortunately, many women encounter subtle forms of bias,



such as being excluded from important projects or decision-making processes. A lack of gender sensitivity in workplace policies can further exacerbate these challenges. The presence of women in leadership positions, mentorship programs, and women-friendly policies can positively impact retention rates for women employees in Indian IT companies (Kaur and Malhotra, 2020). Companies that actively promote diversity and inclusion through training programs and policy reforms tend to create an environment where women feel valued and respected.

4. Compensation & Benefits

Compensation and benefits are vital for retaining women employees. Gender pay gaps, though reduced in many organizations, can still influence the retention of women in the IT industry. Women are more likely to stay with organizations that offer competitive salaries, performance-based incentives, and gender-neutral benefit packages. When women employees perceive a fair compensation structure, they are more satisfied with their jobs and are less likely to leave. They further note that providing benefits such as childcare assistance, health benefits, and retirement plans helps improve retention (Gupta and Sharma, 2020). Women are more inclined to stay in organizations that offer gender-sensitive benefits and compensation, reducing the likelihood of job dissatisfaction (Suri and Kapoor, 2019).

5. Workplace Safety

Concerns about workplace safety and harassment remain a significant deterrent for women in the IT sector. Fear of reporting incidents, inadequate grievance mechanisms, and a lack of action against perpetrators can drive women away from organizations. A zero-tolerance approach to harassment, coupled with robust grievance redressal mechanisms, is essential for fostering a secure work environment. The women employees are more likely to stay with organizations that offer job security, especially during uncertain economic times. This sense of security is often more pronounced in companies with a long-standing reputation for stability and consistent growth (Verma and Sharma, 2019).

6. Gender Bias and Discrimination

Gender pay gaps and unequal benefits can also contribute to attrition among women employees. When women perceive that their contributions are undervalued or not adequately compensated, they are more likely to seek opportunities elsewhere. Transparent pay structures and equitable benefits packages can help address this issue. The gender bias in performance evaluations and promotion opportunities is a significant barrier to the retention of women employees in the IT sector. Addressing these biases through policies, training programs, and awareness initiatives can help reduce turnover among women (Singh and Kumar, 2018). The physical and mental health of employees plays a critical role in retention. Stress, burnout, and lack of access to mental health resources disproportionately affect women, especially those balancing multiple roles. The implementing zero-tolerance policies for gender discrimination and promoting fairness in the workplace can improve job satisfaction and retention rates for women employees (Rani, 2017).

Retention Strategies in select IT Organizations

Retention of women employees in the Indian IT industry has become a strategic priority for organizations striving to foster diversity and inclusion. Various initiatives have been implemented by leading IT companies to address the unique challenges faced by women in the workplace. Employee retention emphasizes that career development programs like mentoring, training, and providing clear paths for advancement significantly impact employee satisfaction and retention (Hassan and Kaur, 2021). The career growth and developmental opportunities are crucial in retaining high-performing employees in knowledge-intensive sectors like IT (Gavaerts et al, 2011). The employees in the IT industry are more likely to remain with organizations that respect work-life balance (Clark, 2000).

One of the most prominent strategies is the adoption of flexible work arrangements, including remote work, hybrid models, and flexible working hours. The flexible working arrangements (e.g., remote work, flexible hours) contribute positively to job satisfaction, which in turn influences retention (Dadwal et al., 2025; Kelliher and Anderson, 2011). These arrangements help women manage their professional and personal responsibilities effectively, particularly those with care giving duties. Some organizations also provide childcare facilities and eldercare support, reducing the stress associated with familial obligations.

Leadership development programs and mentoring programs are key to empowering women and ensuring career progression. The transformational leadership, which inspires employees through vision, inspiration, and respect, positively impacts employee retention (Bass, 1990). By offering opportunities to up skill, take on leadership roles and access mentorship from senior leaders, organizations help women overcome barriers to growth. Programs like "return-to-work" schemes also enable women to rejoin the workforce after career breaks, fostering inclusivity and long-term engagement.

The organizational culture is a significant determinant of employee retention, especially in knowledge-based industries like IT (Cameron and Quinn, 2011). To ensure a safe and supportive work environment IT companies are empowering anti-harassment policies grievance redressal mechanism and diversity training, for employees. In a supportive work environment, where employees feel valued and appreciated, directly correlates with retention rates (Taris et al., 2017). So creating an atmosphere of mutual respect and equal opportunity is essential for sustaining women employees' morale and satisfaction.

Several organizations actively promote gender diversity initiatives, setting measurable goals for increasing the representation



of women at all levels. The inclusive work environments lead to higher employee satisfaction and retention, especially among underrepresented groups in IT (Shore et al., 2011). The diverse teams in the tech sector perform better and have higher retention rates compared to homogeneous teams. Regular feedback and surveys help align retention strategies with employee expectations, ensuring continuous improvement. Retention strategies in the Indian IT industry continue to evolve with a growing recognition of the importance of diversity and inclusion, contributing to better organizational outcomes and a more balanced workforce.

2. LITERATURE REVIEW

The retention of women employees in the Indian IT industry has garnered considerable attention in academic and industry research due to its implications for gender diversity, organizational performance, and societal progress. Studies highlight that gender-diverse organizations outperform their counterparts in innovation and financial performance. However, while the entry of women into the IT workforce has improved, their retention remains a challenge, especially at mid-career and leadership levels. The workplace policies often fail to account for the unique challenges women face, leading to higher attrition rates (Baral and Bhargava, 2011).

The retention gets affected by the women having dual responsibilities of work and family which causes stress and fatigue. In the Indian context, societal norms further intensify these pressures (Greenhaus and Allen, 2011). Haque (2024) concludes that addressing both quitting behaviors and staying intentions is crucial for retaining tech employees. The psychological empowerment fosters dedication, loyalty, integrity, allegiance, and trustworthiness among employees, serving as a positive aspect in the retention of professionals (Panda et al., 2021). The flexible work arrangements and supportive management can alleviate these challenges, making it easier for women to continue their careers in IT (Rajeshwari and Sundaram, 2020). In India the patriarchal societal structure compounds these pressures, often forcing women to prioritize family obligations over career aspirations (Upadhyaya and Vasavi, 2006). The conflicts arising from dual responsibilities of work and family, disproportionately impacting women (Greenhaus and Powell, 2006). The policies like telecommuting and part-time work significantly enhance retention (Goyal and Shrivastava, 2020) and the access to supportive supervisors and robust family-friendly policies improves job satisfaction among women employees (Rajadhyaksha and Smita, 2004).

One of the key barriers of retention is career progression barriers, such as the "glass ceiling," have been widely documented. The role of unconscious bias and limited mentorship in restricting women's growth in male-dominated industries like IT (Powell and Butterfield, 2013). The leadership development programs and sponsorship opportunities are critical for breaking these barriers. Organizations with robust career development frameworks see higher retention rates among women (Kapur and Mehta, 2019). A supportive organizational culture is crucial for retaining women employees. The very subtle forms of bias and exclusion can discourage women from continuing their careers (Eagly and Carli, 2007).

The role of diversity training, anti-harassment policies, and inclusive work environments in enhancing job satisfaction and loyalty among women (Sharma and Singh, 2019). Family responsibilities significantly impact women's career trajectories. The traditional gender roles in India place an unequal burden on women, often forcing them to prioritize family over work (Bharat, 2001). Organizations that offer maternity benefits, childcare support, and re-entry programs post-career breaks are more successful in addressing this issue (Rao and Kumar, 2020).

Research Gap

The investigations revealed that existing literature tends to focus on specific aspects of employee attrition and retention, rather than providing a comprehensive view. Some publications primarily explore the causes of employee attrition, identifying factors such as job dissatisfaction, lack of career growth, and work-life imbalance. Other studies concentrate on the strategies companies use to retain their workforce, including flexible work arrangements, career development opportunities, and competitive compensation packages. Additionally, a few papers discuss the impacts of attrition on businesses, such as increased recruitment costs, loss of organizational knowledge, and reduced productivity.

Further, some research delves into the methods used to measure attrition, such as employee turnover rates, exit interviews, and predictive analytics. However, a significant gap exists in the literature as no single study comprehensively examines all aspects of employee attrition and retention. Specifically, there is a lack of integrated research addressing the causes of attrition, its impact on businesses, the methods employed to assess it, and the strategies used by companies to retain women employees in particular.

This gap is especially notable in the context of the Indian IT industry, where women employees face unique challenges such as work-life balance issues, gender biases, and limited career advancement opportunities. A holistic study encompassing all these dimensions would provide valuable insights for organizations aiming to develop effective retention strategies tailored to women employees, while also mitigating the adverse effects of attrition on business performance. Filling this gap is essential for fostering gender diversity and ensuring long-term organizational success.

In Delhi NCR, there are 37 information technology organizations spanning hardware, software, and BPO sectors (Adhikari, 2009). According to Aon's (Allied Officers Network) 2023-24 Annual Salary and Turnover Survey, while India's overall attrition rate dropped marginally from 21.4% in 2022 to 18.7% in 2023, the IT sector continues to struggle with high



employee turnover rates. Despite the significance of this challenge, no comprehensive, systematic study has been conducted to address and mitigate this persistent issue in the union territory. Therefore, a focused effort is being proposed to investigate the problem in detail and develop actionable solutions tailored to the unique dynamics of the Delhi NCR IT landscape.

Objectives of the Study

1. To identify the key factors influencing retention of women employees in IT organizations.
2. To examine the effectiveness of existing retention strategies implemented by selected IT firms in India.
3. To suggest measures enhancing retention tailored to women employees in Indian IT Industry.

3. RESEARCH METHODOLOGY

The study adopts a mixed-methods approach to comprehensively analyze the factors affecting the retention of women employees in the Indian IT industry. This approach combines qualitative and quantitative methods to ensure a robust understanding of the research objectives. The study employs a descriptive research design to identify key factors, examine retention strategies, and provide actionable recommendations. Descriptive design is well-suited for capturing current practices and perceptions across a wide population (Creswell, 2014). Data is collected through semi-structured questionnaire from women employees in select Indian IT organizations. The survey captures quantitative data on factors like job compensation and benefits, job satisfactions, career growth opportunities, organizational culture, work place safety, and work-life balance, while interviews and focus groups provide qualitative insights into organizational culture, gender biases, and perceived retention strategies. Secondary data includes literature reviews of prior studies, industry reports, and organizational policies provide contextual and comparative data.

The study utilized a convenient sampling method, a common approach in non-probability sampling, to collect primary data from employees in five IT companies located in Delhi NCR. This method focuses on gathering information from participants (employees) who are easily accessible to the researcher. In contrast, a census survey was employed to gather detailed and accurate data from employers, capturing insights across various subdivisions of the population.

The IT companies included in the study were Genpact , Deloitte, Ninety Nine Oranges Technologies, IBM, Accenture, and Affle India Pvt. Ltd. The sample comprised 550 employees of these five companies.

A purposive sampling technique is employed to select participants from different levels (entry, mid, and senior) across various IT organizations. The sample size is determined based on the principle of saturation in qualitative research and statistical representativeness for quantitative analysis (Patton, 2015.) Informed consent, confidentiality, and anonymity of participants are maintained throughout the study in alignment with ethical research practices (Bell and Bryman, 2007). A pilot study was conducted with a small sample of women employees from select Indian IT organizations to test the survey instrument's reliability and clarity. This step helped refine the questions and address ambiguities, ensuring the validity of the main study (Van Teijlingen and Hundley, 2001). Feedback was incorporated for improved accuracy.

Data Analysis

Table-1: Demographic profile of respondents

S. No.	Personal Profile	Attributes	No of Respondents	Percentage
1.	Age	18-25 years	152	46.1
		26-35 years	132	40.0
		36 years & above	46	13.9
2.	Gender	Male	175	53.0
		Female	155	46.9
3.	Marital status	Married	150	45.4
		Unmarried	180	54.5
5.	Experience	Up to 5 years	112	33.94
		5-7 years	138	41.82



	8-10 years	58	17.58
	Above 10 years	22	6.67

Source: Primary data

From the analysis of the above table the majority of the respondents (46.1%) fall within the 18-25 age group, indicating a young workforce in the IT sector. The 26-35 years group constitutes 40%, reflecting mid-career professionals. Only 13.9% are 36 years or older, suggesting lower retention in senior age groups. Male respondents make up 53%, while females constitute 46.9%. This highlights the gender imbalance in the workforce, emphasizing the need for gender-focused retention strategies. A higher proportion of respondents are unmarried (54.5%) compared to married individuals (45.4%). This distribution might reflect career-focused priorities in early professional years. The employee's opinion about attrition which vary due to the length of his stay in the company, i.e. the number of years of experience of the respondents. It was also obtained for analyzing. 112 (33.9%) respondents have up to 5 years of experience, 41.2% respondents have between 5-7 years of experience, 17.5% respondents have 8 to 10 years of experience, and only 6.67% respondents have more than 10 years of experience.

Factor analysis was conducted to identify and group related variables, with factor loadings summarized in Table 2. This method helps establish relationships among variables and condenses a large number of them into smaller, more manageable sets called factors. Factor analysis is a multivariate statistical technique used for simplifying data while maintaining essential relationships between variables. Correlation analysis was employed to explore relationships between variables. When only two variables are studied, it is referred to as simple correlation. Studies involving more than two variables are categorized as partial or multiple correlations. To determine whether the data followed a normal distribution, the Kolmogorov-Smirnov test was utilized, as outlined by Chakravarti, Laha, and Roy (1967). The test results indicated that the p-values for all variables—both for workers and employers—exceeded 0.5. This outcome confirmed the data's suitability for parametric analysis. Detailed test results are presented in the subsequent sections.

Factor analysis is a data reduction and summarization technique (Malhotra and Dash, 2011). In this study, factor analysis was employed to achieve the desired objectives by analyzing the collected data.

Table-2: Factor loading, Mean and Standard Deviation

S. No	Construct	Variables	Factor Loading	Mean	SD
1	Nature of Job	Autonomy and Decision-Making	0.851	3.4	1.303
2		Role Clarity and Expectations	0.734	3.77	0.971
3		Job Stability and Security	0.883	3.07	1.337
4		Career Growth and Development Opportunities	0.893	3.4	0.894
5		Job Scope and Complexity	0.842	3.43	0.774
6		Skill Requirements and Competencies	0.826	3.93	0.868
1	Working Conditions	Physical Work Environment	0.865	2.8	1.297
2		Work Hours and Flexibility	0.827	2.97	1.497
3		Availability of Advanced Technology and Tools	0.764	3.17	1.416
4		Team Collaboration Platforms and Accessibility	0.822	3.53	1.279
5		Physical Office Environment	0.816	3.3	1.393
6		Internet Connectivity and Network Infrastructure	0.918	3.07	1.311
1	Motivational Policies	Financial Rewards and Compensation	0.839	3.93	0.868
2		Recognition and Appreciation	0.879	3.17	1.44
3		Work-Life Balance and Flexibility	0.893	3.47	1.167
4		Opportunities for Creativity and Innovation	0.821	3.3	1.368



5		Alignment of Personal goals and Organizational goals	0.825	3.57	1.04
1	Organizational policies	Equal Opportunity and Non-Discrimination Policy	0.837	2.93	1.413
2		Leave and Attendance Policy	0.858	3.8	1.031
3		Performance Management Policy	0.695	3.17	1.315
4		Health and Safety Compliance Policy	0.609	3.2	1.324
5		Workplace Harassment and Anti-Bullying Policy	0.881	3.43	1.305
1	Compensation & benefits	Good Payroll and Salary Structure Policy	0.906	3.83	0.592
2		Performance based Incentive and Bonus Policy	0.895	3.23	1.455
3		Insurance and Retirement Benefits Policy	-0.787	3.33	1.466
4		Training and Development Assistance	-0.926	3.17	1.416
5		Profit Sharing	-0.747	3.07	1.363
6		Health and Wellness Programs	-0.864	3.2	1.472
1	Career Development Opportunities	Availability of workshops & online courses	-0.765	2.97	1.402
2		Access to experienced mentors or coaches	-0.913	3.17	1.392
3		Clear pathways for career progression,	0.951	2.87	1.383
4		Opportunities of Job Rotation and Cross-Training	0.964	3.4	1.07
5		Leadership Development Programs	0.778	3.17	1.44
1	Superior-Subordinate relationship	Frequency, openness, and clarity of communication	0.746	3.27	1.461
2		Leadership approach used by the superior	0.811	2.8	1.324
3		Mutual respect and trust	0.855	2.97	1.351
4		Feedback and Recognition by superior	0.749	3	1.339
5		Involvement of subordinates in decision making	0.712	3.47	1.196
6		Conflict Resolution Mechanisms	0.798	3.63	0.85
7		Clear workload and task delegation	0.738	3.1	1.348
8		Level of support and mentorship	0.768	3.2	1.375
1	Organizational HRD policies	Employee Engagement and Motivation	0.742	3.13	1.408
2		Continuous training and development	0.788	3.3	1.466
3		Open-door policy	0.731	3.53	1.279
4		Periodical performance appraisal	0.649	3.3	1.393
5		Succession planning	0.721	3.07	1.311
6		Merit /performance based promotions	0.798	3.93	0.868
1	Organizational Culture	Leadership and Management Style	0.821	3.17	1.44
2		Core Values and Ethical Principles	0.738	3.47	1.167
3		Conflict Resolution Mechanisms	0.853	3.3	1.368



4		Organizational Structure	0.731	3.57	1.04
5		Technology and Tools	0.912	2.93	1.413
6		openness, creativity,	0.836	3.8	1.031

Source: Primary data

This above table presents data related to different constructs in an organization, measuring several variables that impact various aspects of the work environment. Each row contains the factor loading, which is a measure of the strength and direction of the relationship between the variable and its underlying construct, as well as the mean and standard deviation (SD) of the responses for each variable.

Factor Loading indicates how strongly each variable is related to the overall construct. Higher values (closer to 1) suggest a strong relationship; while lower values (closer to 0) indicate a weaker relationship. For instance, the factor loading for "Autonomy and Decision-Making" under "Nature of Job" is 0.851, indicating a strong relationship with the overall "Nature of Job" construct. Mean represents the average response for each variable. A higher mean typically indicates a more positive response or stronger perception of that variable. For example, "Skill Requirements and Competencies" has a mean of 3.93, which could suggest that employees perceive their skills as being well-matched to their job requirements. Standard Deviation(SD) measures the variability or spread of the responses. A lower standard deviation indicates that responses are more consistent, while a higher SD suggests more variation. For example, "Work Hours and Flexibility" has an SD of 1.497, which shows that there is more variability in how respondents perceive the flexibility of their work hours.

The variables like "Career Growth and Development Opportunities" and "Job Stability and Security" show strong factor loadings (0.893 and 0.883), indicating that these aspects are very important for employees' overall perception of their job. The mean scores for these variables also suggest that employees may feel moderately satisfied, but there is room for improvement.

From the construct working conditions-"Internet Connectivity and Network Infrastructure" has the highest factor loading (0.918), suggesting that this is a crucial element in employees' perceptions of their working conditions. The mean score of 3.07 suggests that employees may not be fully satisfied with this aspect."Work-Life Balance and Flexibility" and "Recognition and Appreciation" from the construct motivation have high factor loadings, suggesting that these are significant drivers of employee motivation. However, with mean scores around 3.17 to 3.93, there may still be potential for improvement. Variables such as "Good Payroll and Salary Structure Policy" and "Performance-based Incentive and Bonus Policy" have relatively strong factor loadings (0.906 and 0.895), but negative factor loadings for some variables (like "Insurance and Retirement Benefits Policy") suggest that certain compensation aspects may not be as well perceived."Opportunities of Job Rotation and Cross-Training" has a high factor loading (0.964) from the construct **Career Development Opportunities**, indicating that employees see this as a key factor in their career development.

From the construct Superior-Subordinate Relationship the variables like "Frequency, openness, and clarity of communication" and "Mutual respect and trust" show strong relationships with this construct, highlighting the importance of a positive relationship between superiors and subordinates. The variable like "Technology and Tools" and "Openness, Creativity" are key aspects of organizational culture, with relatively high factor loadings (0.912 and 0.836), suggesting these factors are significant in shaping the overall culture in the organization.

Findings

From the analysis of data collected by the researcher the key factors which affect the retention of women employees in Indian IT sector are Career Growth and Development Opportunities (0.893) , Job Stability and Security (0.883), Internet Connectivity and Network Infrastructure (0.918) , Physical Work Environment (0.865), Work-Life Balance and Flexibility (0.893) , Recognition and Appreciation (0.879), Work-Life Balance and Flexibility (0.893) , Recognition and Appreciation (0.879) , Mutual Respect and Trust (0.855) , Clear Workload and Task Delegation (0.738), Leadership and Management Style (0.821) and Core Values and Ethical Principles (0.738) are crucial for retention. These variables indicate that women employees in the Indian IT industry place high importance on long-term job security and opportunities for career progression.

For retention of women employees the organizations should focus on providing clear career progression pathways (0.951), job rotation (0.964), and leadership development programs (0.778) to encourage women employees to grow within the company. The organization can frame policies that promote work-life balance (0.893) and flexible work hours. Organizations should ensure that they have a supportive work environment where women can manage both their personal and professional commitments effectively. Organization must offer policies like giving recognition and appreciation (0.879), financial rewards (0.839), performance-based incentives (0.895) to employees, alongside fostering a positive superior-subordinate relationship (e.g., mutual respect and trust (0.855)), can create a supportive environment that encourages long-term commitment. Investment in technology and tools (0.912), ensuring good internet connectivity (0.918), and a conducive physical office environment (0.816) can improve the retention of women employees by providing them with a comfortable and efficient workspace.



4. CONCLUSION AND RECOMMENDATIONS

This study highlights the multifaceted factors influencing the retention of women employees in the Indian IT sector. Key determinants such as career growth opportunities, job stability, work-life balance, physical work environment, mutual respect, and recognition emerged as significant drivers for retention. The research findings underscore the importance of creating a supportive and inclusive workplace environment to address the specific needs and expectations of women employees. Hence, organizations should prioritize career growth and development by creating clear and transparent career progression pathways, offering job rotation programs to diversify skillsets, and implementing leadership development initiatives to prepare women for senior roles. Work-life balance and flexibility should also be emphasized through the introduction of flexible work hours, hybrid work options, and support systems such as childcare facilities and family welfare programs, fostering a culture that respects and values employees' personal commitments.

The study also affirms that tailored retention strategies, such as clear career progression pathways, leadership development programs, and flexible work policies, significantly enhance retention rates. Furthermore, the adoption of technology and infrastructure improvements positively impacts the efficiency and comfort of women employees, fostering long-term commitment. By addressing these aspects, organizations can better navigate the challenges of retaining a diverse workforce, improving not only employee satisfaction but also organizational effectiveness and sustainability. Lastly, fostering an inclusive and ethical organizational culture is vital. Strengthening core values, promoting diversity and inclusion initiatives, and maintaining transparency in task delegation and workload distribution can help create an equitable workplace. Regular reviews of HR policies should also be conducted to adapt to evolving employee needs and industry challenges. By adopting these strategies, IT organizations can effectively retain women employees, ensuring a more diverse, innovative, and sustainable workforce.

Significance and Rationale of the Study

The study addresses the critical issue of retaining women employees in the Indian IT industry, a sector that significantly contributes to the economy yet struggles with gender diversity at senior levels. By examining the factors influencing retention, the study highlights challenges like work-life imbalance, gender bias, and limited career advancement. The research is significant as it provides insights into creating inclusive workplaces, reducing attrition costs, and improving organizational productivity. Findings of this study will benefit HR professionals, policymakers, and organizations in designing strategies to retain talented women employees, thereby fostering diversity, innovation, and long-term sustainability in the IT industry.

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