

**EFFECTIVENESS THROUGH RENDERING SERVICE CONDITIONS,  
WORKING CONDITIONS AND WELFARE MEASURES TOOLS FOR  
EMPLOYEES RETENTION IN IT SECTOR AT COIMBATORE CITY – AN  
INTEGRATIVE APPROACH.**

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**PREAMBLE**

In the dynamic landscape of contemporary workplaces, the retention of talented employees remains a paramount concern for organizations striving for sustained success and growth. The retention strategies implemented in the domains of service conditions, working conditions, and welfare measures. It is to comprehensively examine the significance of the association between employees' gender and the retention strategies practiced by organizations. By scrutinizing the intricate relationships within service conditions, working conditions, and welfare measures, we aim to uncover nuanced insights into how gender influences and shapes the retention landscape. It revolves around understanding the impact of employees' experience on the adoption and effectiveness of retention strategies. We aim to elucidate the intricate dynamics between experience levels and the strategies implemented in service conditions, working conditions, and welfare measures, contributing to a holistic understanding of employee retention practices. The exploration the direct and indirect effects of various independent variables on the factors associated with practiced retention strategies. The comprehensive analysis focusses about, we seek to unravel the intricate web of relationships and dependencies within the realms of service conditions, working conditions, and welfare measures, offering a nuanced perspective on the multifaceted nature of employee retention. In conclusion, this research endeavors to provide valuable insights into the intricate dynamics between employee demographics, retention strategies, and the multifaceted dimensions of service conditions, working conditions, and welfare measures. Through a rigorous examination we aim to contribute to the growing body of knowledge that informs strategic decision-making in the platform of human resource management.

**Objectives of the Study**

- To study the significance of association between employee’s experience and practiced retention strategies in service conditions, working conditions and welfare measures in IT Sector of Coimbatore City.
- To identify the direct and indirect effects of independents variables on factors related to practiced retention strategies in service conditions, working conditions and welfare measures of IT Sector at Coimbatore City.

**Association between employee gender and service conditions for retention**

Gender		Overall opinion about satisfaction of Service conditions for Retention					
		Highly dissatisfied	Dissatisfied	Neutral	Satisfied	Highly satisfied	Total
Male	Frequency	83	65	47	47	18	260
	%	16.6%	13.0%	9.4%	9.4%	3.6%	52.0%
Female	Frequency	41	32	62	37	68	240
	%	8.2%	6.4%	12.4%	7.4%	13.6%	48.0%
Total	Frequency	124	97	109	84	86	500
	%	24.8%	19.4%	21.8%	16.8%	17.2%	100.0%

**Source: Primary data**

The provided table highlights variations in employee satisfaction levels based on gender. Among female respondents, the percentage of highly satisfied employees is notably high at 13.6%, whereas for male respondents, it is lower at 3.6%. Conversely, male respondents exhibit higher percentages of satisfied (9.4%) and dissatisfied (13.4%) employees compared to female respondents. Neutral recommendations are more prevalent among female respondents (12.4%), while highly dissatisfied employees are more common among males (16.6%). To explore the relationship between employee gender and service conditions for retention, a chi-square test is employed to test the specified hypothesis.

**Chi-Square Tests**

<b>Pearson Chi-Square</b>	<b>Calculated Chi-square Value</b>	<b>Df</b>	<b>P-Value</b>	<b>S/NS</b>	<b>Remarks</b>
Gender	57.068 <sup>a</sup>	4	.000*	S	Rejected

**\*P<0.01 S-Significant**

The chi-square test reveals a highly significant p-value of .000\*, which is less than 0.01. As a result, the null hypothesis (Ho) is rejected, and the alternative hypothesis (H1) is accepted. The analysis concludes that there is a significant relationship between employee gender and service conditions for retention.

**Association between employee experience and service conditions for retention**

<b>Experience</b>		<b>Overall opinion about satisfaction of Service conditions for Retention</b>					
		<b>Highly dissatisfied</b>	<b>Dissatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Highly satisfied</b>	<b>Total</b>
Below 5 years	Frequency	31	8	20	29	37	125
	%	6.2%	1.6%	4.0%	5.8%	7.4%	25.0%
5-10 years	Frequency	71	22	37	30	7	167
	%	14.2%	4.4%	7.4%	6.0%	1.4%	33.4%
11-15 years	Frequency	10	24	9	5	36	84
	%	2.0%	4.8%	1.8%	1.0%	7.2%	16.8%
Above 15 years	Frequency	12	43	43	20	6	124
	%	2.4%	8.6%	8.6%	4.0%	1.2%	24.8%
Total	Frequency	124	97	109	84	86	500
	%	24.8%	19.4%	21.8%	16.8%	17.2%	100.0%

**Source: Primary data**

The presented table highlights variations in employee satisfaction levels based on experience. Highly satisfied employees are more prevalent among those with below 5 years of experience (7.4%), while the lowest percentage is observed among respondents with 5-10 years of experience (1.4%). Similarly, satisfied employees show a higher percentage in the below 5 years experience category (5.8%) and a lower percentage in the 11-15 years experience category (1.0%). The neutral recommendation percentage is higher among respondents with 5-10 years of experience (7.4%) and lower among those with 11-15 years of experience (1.8%). Dissatisfied employees are more common among those with 11-15 years of experience (4.8%) and less common among those with below 5 years of experience (1.6%). Highly dissatisfied employees exhibit a higher percentage in the 5-10 years experience

category (14.2%) and a lower percentage in the below 5 years experience category (2.0%). To explore the relationship between employee experience and service conditions for retention, a chi-square test is employed to test the specified hypothesis.

**Chi-Square Tests**

<b>Pearson Chi-Square</b>	<b>Calculated Chi-square Value</b>	<b>Df</b>	<b>P-Value</b>	<b>S/NS</b>	<b>Remarks</b>
Experience	166.961 <sup>a</sup>	12	.000*	S	Rejected

**\*P<0.01 S-Significant**

The chi-square test indicates a highly significant p-value of .000\*, which is below 0.01. As a result, the null hypothesis (Ho) is rejected, and the alternative hypothesis (H1) is accepted. The analysis concludes that there is a significant relationship between employee experience and service conditions for retention.

**Association between gender and working conditions for retention**

<b>Gender</b>		<b>Overall opinion about satisfaction of working conditions for Retention</b>					
		<b>Highly dissatisfied</b>	<b>Dissatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Highly Satisfied</b>	<b>Total</b>
Male	Frequency	63	14	107	28	48	260
	%	12.6	2.8	21.4	5.6	9.6	52.0
Female	Frequency	30	73	16	46	75	240
	%	6.0	14.6	3.2	9.2	15.0	48.0
Total	Frequency	93	87	123	74	123	500
	%	18.6	17.4	24.6	14.8	24.6	100.0

**Source: Primary data**

The provided table highlights varying percentages of recommendations based on satisfaction levels among male and female respondents. Highly Satisfied recommendations are more prevalent among females (15.0%) and less common among males (9.6%). Similarly, Satisfied recommendations are higher among females (9.2%) and lower among males (5.6%). Neutral recommendations are more common among males (21.4%) and less prevalent among females (3.2%). Dissatisfied recommendations exhibit a higher percentage among females (14.6%) and a lower percentage among males (2.8%). Highly Dissatisfied recommendations are more prevalent among males (12.6%) and less common among females (6.0%).

To explore the relationship between employee gender and satisfaction with working conditions for retention, a chi-square test is employed to test the specified hypothesis.

**Chi-Square Tests**

<b>Pearson Chi-Square</b>	<b>Calculated Chi-square Value</b>	<b>df</b>	<b>P-Value</b>	<b>S/NS</b>	<b>Remarks</b>
Gender	128.758 <sup>a</sup>	4	.000*	S	Rejected

*\*P<0.01 S-Significant*

The chi-square test reveals a highly significant p-value of .000\*, below the 0.01 threshold. As a result, the null hypothesis (Ho) is rejected, and the alternative hypothesis (H1) is accepted. The analysis conclusively establishes a significant relationship between employee gender and satisfaction with working conditions for retention.

**Association between employee experience and working conditions for retention**

<b>Experience in IT Industry</b>		<b>Overall opinion about satisfaction of working conditions for Retention</b>					
		<b>Highly dissatisfied</b>	<b>Dissatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Highly Satisfied</b>	<b>Total</b>
Below 5 years	Frequency	37	8	27	24	29	125
	%	7.4	1.6	5.4	4.8	5.8	25.0
5-10 years	Frequency	21	43	45	24	34	167
	%	4.2	8.6	9.0	4.8	6.8	33.4
11-15 years	Frequency	10	30	11	7	26	84
	%	2.0	6.0	2.2	1.4	5.2	16.8
Above 15 years	Frequency	25	6	40	19	34	124
	%	5.0	1.2	8.0	3.8	6.8	24.8
Total	Frequency	93	87	123	74	123	500
	%	18.6	17.4	24.6	14.8	24.6	100.0

*Source: Primary data*

The provided table highlights varying percentages of recommendations based on satisfaction levels and employee experience groups. Highly Satisfied recommendations are more prevalent among respondents with 5-10 years and above 15 years of experience (6.8%) and less common among those with 11-15 years of experience (5.2%). Satisfied recommendations show higher percentages among respondents with below 5 years and 5-10 years of experience (4.8%) and lower percentages among those with 11-15 years of experience (1.4%).

Neutral recommendations are more common among respondents with 5-10 years of experience (9.0%) and less prevalent among those with 11-15 years of experience (2.2%). Dissatisfied recommendations are more prevalent among respondents with 10 years of experience (8.6%) and less common among those with below 5 years of experience (1.6%). Highly Dissatisfied recommendations exhibit higher

percentages among respondents with below 5 years of experience (7.4%) and lower percentages among those with 11-15 years of experience (2.0%).

To explore the relationship between employee experience and satisfaction with working conditions for retention, a chi-square test is employed to test the specified hypothesis.

**Chi-Square Tests**

<b>Pearson Chi-Square</b>	<b>Calculated Chi-square Value</b>	<b>Df</b>	<b>P-Value</b>	<b>S/NS</b>	<b>Remarks</b>
Experience	75.855 <sup>a</sup>	12	.000*	S	Rejected

**\*P<0.01 S-Significant**

The chi-square test reveals a highly significant p-value of .000\*, which is below the 0.01 threshold. Consequently, the null hypothesis (Ho) is rejected, and the alternative hypothesis (H1) is accepted. The analysis concludes that there is a significant relationship between employee experience and satisfaction with working conditions for retention.

**Association between employee gender and welfare measures for retention**

<b>Gender</b>		<b>Overall opinion about satisfaction of welfare conditions for Retention</b>					
		<b>Highly dissatisfied</b>	<b>Dissatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Highly Satisfied</b>	<b>Total</b>
Male	Frequency	54	59	74	49	24	260
	%	10.8%	11.8%	14.8%	9.8%	4.8%	52.0%
Female	Frequency	46	10	84	12	88	240
	%	9.2%	2.0%	16.8%	2.4%	17.6%	48.0%
Total	Frequency	100	69	158	61	112	500
	%	20.0%	13.8%	31.6%	12.2%	22.4%	100.0%

**Source: Primary data**

The presented table highlights variations in the percentage of recommendations based on satisfaction levels and employee gender. Recommendations from Highly Satisfied respondents are more prevalent among males (17.6%) and less common among females (4.8%). Similarly, recommendations from Satisfied respondents are higher among males (9.8%) and lower among females (2.4%). Neutral recommendations are more common among females (18.8%) and less prevalent among males (14.8%). Recommendations from Dissatisfied respondents are more prevalent among males (11.8%) and less

common among females (2.0%). Highly Dissatisfied recommendations exhibit higher percentages among males (10.8%) and lower percentages among females (9.2%).

To explore the relationship between employee gender and working conditions for retention, a chi-square test is employed to test the specified hypothesis.

**Chi-Square Tests**

<b>Pearson Chi-Square</b>	<b>Calculated Chi-square Value</b>	<b>df</b>	<b>P-Value</b>	<b>S/NS</b>	<b>Remarks</b>
Gender	94.435 <sup>a</sup>	4	.000*	S	Rejected

**\*P<0.01 S-Significant**

The chi-square test indicates a highly significant p-value of .000\*, falling below the 0.01 threshold. As a result, the null hypothesis (Ho) is rejected, and the alternative hypothesis (H1) is accepted. The analysis concludes that there is a significant relationship between employee gender and working conditions for retention.

**Association between employee experience and welfare measures for retention**

<b>Experience</b>		<b>Overall opinion about satisfaction of Welfare measures for Retention</b>					
		<b>Highly dissatisfied</b>	<b>Dissatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Highly Satisfied</b>	<b>Total</b>
Below 5 years	Frequency	15	5	22	28	55	125
	%	3.0%	1.0%	4.4%	5.6%	11.0%	25.0%
5-10 years	Frequency	55	30	54	21	7	167
	%	11.0%	6.0%	10.8%	4.2%	1.4%	33.4%
11-15 years	Frequency	7	12	16	6	43	84
	%	1.4%	2.4%	3.2%	1.2%	8.6%	16.8%
Above 15 years	Frequency	23	22	66	6	7	124
	%	4.6%	4.4%	13.2%	1.2%	1.4%	24.8%
Total	Frequency	100	69	158	61	112	500
	%	20.0%	13.8%	31.6%	12.2%	22.4%	100.0%

**Source: Primary data**

The provided table highlights variations in the percentage of recommendations based on satisfaction levels and employee experience. Recommendations from Highly Satisfied respondents are more prevalent among those with below 5 years of experience (11.0%) and less common among those with 5-10 years of experience (1.4%). Similarly, recommendations from Satisfied respondents are higher

among those with below 5 years of experience (5.6%) and lower among those with 11-15 years and above 15 years of experience (1.2%).

Neutral recommendations are more common among those with above 15 years of experience (13.2%) and less prevalent among those with 11-15 years of experience (3.2%). Recommendations from Dissatisfied respondents are more prevalent among those with 5-10 years of experience (6.0%) and less common among those with below 5 years of experience (1.0%). Highly Dissatisfied recommendations exhibit higher percentages among those with 5-10 years of experience (11.0%) and lower percentages among those with 11-15 years of experience (1.4%).

To explore the relationship between employee experience and working conditions for retention, a chi-square test has been employed to test the specified hypothesis.

**Chi-Square Tests**

<b>Pearson Chi-Square</b>	<b>Calculated Chi-square Value</b>	<b>Df</b>	<b>P-Value</b>	<b>S/NS</b>	<b>Remarks</b>
Experience in IT Industry	181.671 <sup>a</sup>	12	.000*	S	Rejected

*\*P<0.01 S-Significant*

The chi-square test reveals a highly significant p-value of .000\*, falling below the 0.01 threshold. As a result, the null hypothesis (Ho) is rejected, and the alternative hypothesis (H1) is accepted. The analysis concludes that there is a significant relationship between employee experience and working conditions for retention.

**Path Analysis**

Path analysis involves multiple regression analyses while assuming causal relationships between independent and dependent variables. It decomposes correlation coefficients into separate paths of influence, considering chronologically intermediate variables with links to both correlated variables. The technique calculates both direct and indirect effects of independent variables on the dependent variable.

**Direct and indirect effects of independents variables on factors related to attitude about job for Attrition (Standardized coefficients – Beta)**

<b>VARIABLE CODE</b>	<b>VARIABLE NAME</b>	<b>STANDARDIZED COEFFICIENTS – BETA</b>
X <sub>1</sub>	<i>Service Conditions For Retention</i>	-0.384
X <sub>2</sub>	<i>Working Conditions For Retention</i>	-0.157



X <sub>3</sub>	Welfare Measures For Retention	0.178
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**Source: Primary Data**

The table indicates significant correlation coefficients between certain independent factors and the ratio of return on total assets related to attitude about job attrition. Specifically, X1 (Service Conditions for Retention) has a coefficient of -0.384, X2 (Working Conditions for Retention) has a coefficient of -0.157, and X3 (Welfare Measures for Retention) has a coefficient of 0.178. Other variables directly impact job attrition, and their combined effects with other variables are reasonable, though statistically not significant. In summary, X3 positively contributes to the attitude about job attrition, while X1 and X2 have negative contributions.

**Direct and indirect effects of independents variables on factors related to service condition for retention (Standardized coefficients – Beta)**

Variable code	Variable name	Standardized coefficients – beta
X <sub>1</sub>	Recruitment policy in force	-0.232
X <sub>2</sub>	Quality of services for employee	-0.170
X <sub>3</sub>	Training programmes made by the organization	-0.317
X <sub>4</sub>	Promotion policy in practice	-0.029
X <sub>5</sub>	Transfer policy in practice	-0.110
X <sub>6</sub>	Leave rules	<b>0.048</b>
X <sub>7</sub>	Grievance redressal procedure in the organization	<b>0.317</b>
X <sub>8</sub>	Recognized as individuals	-0.293
X <sub>9</sub>	respect to employee family responsibilities	<b>0.186</b>
X <sub>10</sub>	Quality supervision/ Mentor	<b>0.053</b>
X <sub>11</sub>	Supervisor’s good follow up on issues	-0.308
X <sub>12</sub>	Support from mid-level managers	-0.081
X <sub>13</sub>	Support from high-level managers	-0.035
X <sub>14</sub>	Clear sense of direction from management	-0.524

**Source: Primary Data**

The table shows that in relation to service conditions for retention, certain independent factors exhibit significant correlation coefficients with the ratio of return on total assets. Notably, X1 (Recruitment policy in force), X2 (Quality of services for employees), X3 (Training programs made by the organization), X7 (Grievance redressal procedure in the organization), X9 (Respect for employee family responsibilities), and X10 (Quality supervision/Mentor) have positive contributions, while X4, X5, X8, X11, X12, X13, and X14 have negative contributions. Other variables have direct and indirect impacts on job attrition, but their

combined effects are statistically insignificant. This insight reveals a mixed impact of these factors on service conditions for retention.

**Direct and indirect effects of independents variables on factors related to working condition for retention (Standardized coefficients – Beta)**

<b>Variable code</b>	<b>Variable name</b>	<b>Standardized coefficients – beta</b>
X <sub>1</sub>	Hours of work	-0.025
X <sub>2</sub>	Rest intervals	-0.025
X <sub>3</sub>	Flexible working time	<b>0.312</b>
X <sub>4</sub>	Safety arrangements made by the organization	-0.305
X <sub>5</sub>	Work place atmosphere	-0.144
X <sub>6</sub>	Fun at Work	<b>0.091</b>

*Source: Primary Data*

The table indicates that concerning working conditions for retention, specific independent factors have significant correlation coefficients with the ratio of return on total assets. Notably, X<sub>3</sub> (Flexible working time) and X<sub>6</sub> (Fun at work) have positive contributions, while X<sub>1</sub> (Hours of work), X<sub>2</sub> (Rest intervals), X<sub>4</sub> (Safety arrangements made by the organization), and X<sub>5</sub> (Workplace atmosphere) have negative contributions. Other variables have direct and indirect impacts on job attrition, but their combined effects are statistically insignificant. In summary, this insight reveals that X<sub>3</sub> and X<sub>6</sub> positively contribute to working conditions for retention, while X<sub>1</sub>, X<sub>2</sub>, X<sub>4</sub>, and X<sub>5</sub> have negative contributions.

**Direct and indirect effects of independents variables on factors related to welfare measures for retention (Standardized coefficients – Beta).**

<b>Variable code</b>	<b>Variable name</b>	<b>Standardized coefficients – beta</b>
X <sub>1</sub>	Safety Measure taken by the management	<b>0.095</b>
X <sub>2</sub>	Compensation	-0.093
X <sub>3</sub>	Motivation of Career and Personal Growth	-0.193
X <sub>4</sub>	First aid facilities	<b>0.147</b>
X <sub>5</sub>	Medical facilities	<b>0.209</b>
X <sub>6</sub>	Housing facilities	<b>0.178</b>
X <sub>7</sub>	Employees Benefit Scheme (PF , Insurance, Gratuity)	<b>0.267</b>
X <sub>8</sub>	Children Education allowances	<b>0.275</b>
X <sub>9</sub>	Recreation facilities	-0.211
X <sub>10</sub>	Infrastructure	<b>0.218</b>

*Source: Primary Data*

The table illustrates that in relation to welfare measures for retention, specific independent factors have notable correlation coefficients with the ratio of return on total assets. Notably, X1 (Safety measures taken by the management), X4 (First aid facilities), X5 (Medical facilities), X6 (Housing facilities), X7 (Employee Benefit Scheme - PF, Insurance, Gratuity), X8 (Children Education allowances), and X10 (Infrastructure) have positive contributions, while X2 (Compensation), X3 (Motivation of Career and Personal Growth), and X9 (Recreation facilities) have negative contributions. Other variables have direct and indirect impacts on job attrition, but their combined effects are statistically insignificant. In summary, this insight reveals that X1, X4, X5, X6, X7, X8, and X10 positively contribute to welfare measures for retention, while X2, X3, and X9 have negative contributions.

### **Conclusion:**

In conclusion, the findings of this study underscore the critical importance of organizational employment service conditions, working conditions, and welfare measures as significant relations in retention strategies in the Information Technology industry, particularly in Coimbatore City. Human resource managers are encouraged to carefully consider these factors when formulating and implementing retention strategies. Additionally, the role of working conditions, including factors like flexible work timings, cooperative teams, and a positive work atmosphere, is highlighted as directly influencing employee decisions to stay or leave an organization. The recommendations include adopting comprehensive retention strategies, addressing service conditions and working conditions, and continuously improving various aspects such as recruitment policies, training programs, and safety arrangements.

Furthermore, the study recognizes the Information Technology industry's effective practices in welfare measures and suggests that organizations shall continue focusing on compensation, motivation for career and personal growth, and recreation facilities for employee families as integral components of retention strategies. The practical implications derived from the study provide valuable insights for organizations aiming to enhance employee retention. In essence, this study serves as a guide for human resource professionals and organizations in the Information Technology industry in Coimbatore City, emphasizing the need for a well-rounded and dynamic approach to retention strategies that considers the diverse factors influencing employee commitment and satisfaction.

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