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RESEARCH ARTICLE OPEN ACCESS

A Study on Retention Strategies for Persistent Systems Nagpur Campus

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Abstract:

Employee retention has become an important concern for organizations operating in the competitive Indian information technology sector. The present study aims to examine the retention strategies adopted at Persistent Systems, Nagpur Campus, and assess their relationship with employees' intention to remain with the organization. A descriptive research design is proposed, using primary data collected through a structured questionnaire from a sample of 100 employees, supported by secondary data from research papers, books and relevant organizational sources. The analysis will focus on compensation, career development, work-life balance, leadership support, recognition and employee engagement. The findings are expected to identify the retention practices most closely associated with employees continued organizational commitment. Standardized regression coefficients (β) and corresponding p-values will be reported only after statistical analysis of the collected data. The study may contribute to employee retention literature and help management strengthen human resource policies, improve employee satisfaction and develop sustainable retention practices within the Indian IT industry.

Keywords — **Employee Retention, Retention Strategies, Employee Engagement, Job Satisfaction, Information Technology Industry.**

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I. INTRODUCTION

In the present business environment, employee retention has become an important concern for organisations seeking sustainable growth and competitive advantage. The Indian information technology (IT) industry operates in a dynamic environment characterised by technological advancements, changing employee expectations and competition for skilled professionals. Employees contribute not only through their technical knowledge but also through innovation, teamwork and organisational performance. Therefore, retaining experienced and capable employees is essential for maintaining operational continuity, reducing recruitment costs and strengthening organisational effectiveness.

Employee retention refers to an organisation's ability to encourage employees to continue their employment over a considerable period. Effective retention strategies may include competitive compensation, career development opportunities, training, recognition, supportive leadership, employee engagement and work-life balance. However, the effectiveness of these practices may vary according to employees' expectations, professional goals and workplace experiences. Organisations must consequently understand employee perceptions before developing.

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The present study focuses on retention strategies at Persistent Systems, Nagpur Campus. The study seeks to understand how employees perceive existing retention practices and which organisational factors may influence their intention to remain with the organisation. Although employee retention has received considerable attention in management research, further organisation-specific investigation is useful for understanding the relative importance of different retention factors within the Indian IT context. Recent developments in employee expectations also highlight the need to examine retention beyond financial rewards alone.

II. REVIEW OF LITERATURE

2.1 Employee Retention in the Indian IT Industry

Haque (2024), in Retention of Tech Employees in India: Lessons from the Extant Literature, examined 72 articles published between 2010 and 2022 through an integrative literature review. The study distinguished between factors that encourage employees to leave and those that motivate them to remain. Its major contribution is the recognition that retention requires understanding both employee dissatisfaction and the positive reasons for staying. However, as a review-based study, it did not independently test the effectiveness of individual retention practices within a specific organisation.

Similarly, Murugan and Philimis (2025) examined recognition, compensation and work environment in the IT sector, focusing on Infosys. Their empirical approach involved a structured questionnaire administered to 200 IT professionals, with statistical techniques used to examine relationships between relevant factors. This approach provides a useful basis for evaluating employee perceptions through measurable variables.

2.2 Compensation, Recognition and Job Satisfaction

Compensation and recognition are important elements of employee retention because they influence perceptions of fairness, appreciation and professional value. Herzberg's Motivation-Hygiene Theory provides a useful theoretical explanation: salary, working conditions and organisational policies can reduce dissatisfaction, whereas achievement, recognition and responsibility may strengthen motivation.

Joseph, Linge and Muley (2025), in their study Herzberg's Motivation-Hygiene Theory and Employee Retention: Evidence from the IT & ITES Industry, applied this theoretical perspective to employee retention in the Indian IT and IT-enabled services context. The study offers a relevant framework for distinguishing basic employment conditions from factors that encourage professional fulfilment.

Murugan and Philimis (2025) also considered compensation and recognition alongside the work environment. This broader approach is useful because employees generally assess rewards in relation to workload, career prospects and the quality of organisational support. However, compensation policies may not produce lasting retention if employees experience limited advancement opportunities or inadequate managerial support.

2.3 Employee Engagement, Development and Intention to Stay

Salunkhe et al. (2024), in Impact of Human Resource Practice on Work Engagement and Turnover Intention in Information Technology Companies, studied employees from ten IT organisations located in Pune. Using convenience sampling and structural equation modelling, the researchers examined communication, training satisfaction, performance appraisal, pay satisfaction and development opportunities. The findings indicated that these HR practices positively influenced work engagement. The study is particularly relevant to the present research because it reflects the Maharashtra IT environment.

2.4 Organisational Culture, Leadership and Social Support

John and Kavatekar (2025) examined organisational culture and intention to stay among 384 employees of Indian-origin IT services companies in Bengaluru. Using Denison's Organisational Culture Model, factor analysis and regression, the researchers found a positive relationship between organisational culture and

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employees' intention to stay. Empowerment, coordination, organisational learning and clearly defined goals emerged as relevant cultural dimensions. However, the explanatory power of the reported regression model was limited, suggesting that culture alone cannot explain employees' retention decisions.

Mutsuddi and Sinha (2025) investigated supervisor support, co-worker support, external social support and social networks among 225 employees from selected IT organisations in the Delhi-NCR region. Their structural equation modelling analysis indicated that supervisor support influenced employees' intention to stay, while social networks mediated certain relationships involving supervisor and co-worker support.

III. RESEARCH GAP

Recent studies have examined employee retention through compensation, employee engagement, development, leadership and organisational culture. However, further research is required to understand how these factors influence employees' intention to remain in a specific organisational setting.

The present study addresses these gaps with reference to Persistent Systems, Nagpur Campus.

1. Existing studies largely focus on the IT industry or multiple organisations, with limited evidence specific to Persistent Systems, Nagpur Campus.
2. The Indian IT industry has diverse workforce expectations, but the retention challenges of employees working in Nagpur require further investigation.
3. Several studies examine individual retention factors, while the combined influence of compensation, career growth, recognition and work-life balance requires further assessment.
4. Further research is needed to examine how employee motivation, organisational support and engagement collectively relate to employees' intention to stay.
5. Managers require organisation-specific evidence to identify which retention practices employees consider most valuable.

IV. RESEARCH GAP

1. To study employee retention strategies followed at Persistent Systems, Nagpur Campus, and understand their relevance to employee retention.
2. To examine the relationship between compensation and employee retention by assessing employees' perceptions of salary, benefits and rewards.
3. To analyse the influence of career development opportunities on employees' intention to continue working with the organisation.
4. To assess the role of leadership support and recognition improving employee satisfaction, engagement and retention.

V. HYPOTHESES

- **Null Hypothesis (H_0):** There is a significant relationship between employee retention strategies and employees' intention to remain with Persistent Systems, Nagpur Campus.
- **Alternative Hypothesis (H_1):** Compensation satisfaction and career development opportunities have a significant positive relationship with employees' intention to remain with Persistent Systems.

VI. RESEARCH METHODOLOGY

Research methodology provides a systematic framework for examining employee retention strategies at Persistent Systems, Nagpur Campus. It explains the research design, data sources, sampling procedure, measurement of variables and analytical techniques used to understand employees' perceptions.

1. Research Design

The study follows a descriptive research design to understand employee retention strategies at Persistent Systems, Nagpur Campus. Quantitative approach will be used to analyse employees' opinions and workplace experiences.

2. Sources of Data

- **Primary Data:** Information will be collected from employees through a structured questionnaire.

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- **Secondary Data:** Relevant information will be gathered from books, research journals, published studies and official company sources.

3. Sampling Design

The study proposes a sample of 100 employees. Convenience sampling will be adopted based on employee availability and willingness to participate, subject to necessary permissions.

4. Measurement of Variables

The study will examine compensation, career development, recognition, leadership support, work-life balance and employee engagement. A five-point Likert scale will be used to record employees' perceptions and intention to remain with the organisation.

5. Data Collection

Questionnaires will be administered after explaining the purpose of the study. Participation will be voluntary, informed consent will be obtained, and respondents' information will be kept confidential.

6. Tools and Techniques

The collected data will be analysed using:

- Frequency and percentage analysis
- Tables and charts
- Mean and standard deviation
- Correlation analysis

VII. DATA ANALYSIS AND RESULTS

The data analysis focuses on employee perceptions of retention strategies at Persistent Systems, Nagpur Campus. The following tables illustrate four important factors: compensation, career development, leadership support and work-life balance.

TABLE I
DISTRIBUTION OF RESPONDENTS ACCORDING TO SATISFACTION WITH COMPENSATION

Sr. No	Respondent Category	Frequency	Percentage (%)
1	Strongly Agree	20	20%
2	Agree	35	35%
3	Neutral	25	25%
4	Disagree	15	15%
5	Strongly Disagree	5	5%
	Total	**100**	**100%**

Interpretation: The illustrative results indicate that the 55 respondents expressed satisfaction with compensation, while 25 remained neutral. The remaining 20 respondents expressed dissatisfaction. The responses represent different perceptions of salary and benefits among employees and provide a descriptive overview of compensation satisfaction.

2. Career Development Opportunities

TABLE II
DISTRIBUTION OF RESPONDENTS ACCORDING TO CAREER DEVELOPMENT OPPORTUNITIES

Sr. No	Respondent Category	Frequency	Percentage (%)
1	Strongly Agree	18	18%
2	Agree	32	32%
3	Neutral	28	28%
4	Disagree	16	16%
5	Strongly Disagree	6	6%
	Total	**100**	**100%**

Interpretation: The illustrative results show that the 50 respondent view career development opportunity positively, whereas 28 respondents remained neutral. The remaining 22 respondents expressed an unfavourable perception. The responses summarise employee opinions regarding professional growth, promotion opportunities and skill development.

3. Leadership Support and Employee Recognition

TABLE III
DISTRIBUTION OF RESPONDENTS ACCORDING TO LEADERSHIP SUPPORT AND RECOGNITION

Sr. No	Respondent Category	Frequency	Percentage (%)
1	Strongly Agree	22	22%
2	Agree	34	34%
3	Neutral	24	24%
4	Disagree	14	14%
5	Strongly Disagree	6	6%
	Total	**100**	**100%**

Interpretation: The illustrative findings indicate that 56 respondents viewed leadership support and recognition favourably. Meanwhile, 24 respondents remained neutral, and 20 expressed an unfavourable.

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The responses reflect that the differences in employee perceptions of managerial guidance, appreciation and workplace support.

4. Work-Life Balance and Intention to Stay

TABLE IV
DISTRIBUTION OF RESPONDENTS ACCORDING TO WORK-LIFE BALANCE AND INTENTION TO STAY

Sr. No	Respondent Category	Frequency	Percentage (%)
1	Strongly Agree	19	19%
2	Agree	33	33%
3	Neutral	27	27%
4	Disagree	15	15%
5	Strongly Disagree	6	6%
	Total	**100**	**100%**

Interpretation: The illustrative results show that 52 respondents expressed a favourable perception of work-life balance and intention to stay. A further 27 respondents remained neutral, while 21 expressed an unfavourable opinion. The responses summarise employee perceptions concerning workload, personal responsibilities and continued employment.

VI. CONCLUSIONS

The present study examines employee retention strategies at Persistent Systems, Nagpur Campus, with particular emphasis on compensation, career development, leadership support, recognition, work-life balance and employee engagement. These factors provide a basis for understanding employees' perceptions of workplace practices and their intention to remain with the organisation.

The study highlights the importance of fair compensation, professional growth, supportive leadership and a balanced work environment in developing effective employee retention strategies. The analysis framework provides scope to identify employee concerns and suggest improvements in human resource management. However, the actual influence of these factors must be established through genuine survey data and appropriate statistical testing.

The study is expected to contribute to the understanding of employee retention in the Indian IT industry and assist management in developing employee-oriented policies.

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