Addressing attrition in the Indian IT industry: Evaluating the efficacy of a motivation and engagement model

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Abstract: This study traces the development of the Indian IT sector from TCS’s founding in 1967 to its emergence as a multibillion-dollar sector in 2023. Many IT firms were set up in India after the establishment of the firm TCS with Tier 1 and Tier 2 categories, based on their size, revenue, and other factors, etc. Analyzed are two of the issues of the IT sector: a high attrition rate and low employee engagement. The reasons behind these are identified, and a methodology is created to raise employee satisfaction and lower the attrition rate in the Indian IT industry. News articles in publications including Times of India, Hindustan Times, Deccan Herald, Economic Times, and LiveMint provided information about the Indian IT industry. Google Scholar provided keywords such as “Indian IT Sector,” “Employee Motivation,” “Employee Engagement,” “Job Satisfaction,” and “Attrition.” For every keyword searched from 1980 to 2022, the top 20 referenced papers were found. A total of 77 publications were reviewed, and their abstracts were examined to determine their applicability to the study question. Additionally, a number of OB and HRM textbooks were searched for information about the keywords. Definitions of motivation, employee engagement, job satisfaction, and attrition rate that are pertinent to the research study are created from a systematic literature analysis, giving these concepts more conceptual clarity. A model that connects attrition rate, job satisfaction, employee engagement, and motivation is built. Theoretical inferences of the model are examined, including the inclusion of individual characteristics, organisational commitment, and turnover intentions. The model’s practical implications, such as its application in the business world and in nations with different cultural norms, are examined. Lastly, a discussion of the study’s limitations is included, as the model was created using a limited number of variables.

Keywords: attrition rate, employee engagement, Indian IT industry, job satisfaction, motivation

1. Introduction

Outsourcing, Consultancy, and IT services make up India’s IT industry. According to the Indian Brand Equity Foundation (2021), it makes up 7.4% of India’s GDP. In the fiscal year 2022, it is projected to be worth US$ 227 billion (The Indian Express, 2022). In 2021–2022, the Indian IT sector expanded by 15.5% annually (Phadnis, 2022). According to The Indian Express (2022), the Indian IT sector generates US $49 billion in income domestically and US $178 billion in revenue internationally, with the United States generating two-thirds of these exports (Times of India, 2017). In March 2022, 5 million individuals were working in the IT and BPO sectors (The Indian Express, 2022). According to the NASSCOM, the IT-BPO industry is expected to reach a valuation of US$350 billion by 2025–2026, and this value is expected to increase during this decade (Kurup, 2021).

1.1. Growth of Indian IT firms

The establishment of Tata Consultancy Services (TCSs) in 1967 by the Tata Group, entrusted with the responsibility of designing computerized punch cards for TISCO (Tata Iron and Steel Corporation) workers, set the groundwork for the future growth of the Indian IT industry (Pallathadka et al., 2021). With the creation of the SEEPZ in suburban Mumbai in 1973, India started exporting electronics and IT services on an experimental basis (Pallathadka et al., 2021). In 1977, the TCS completed projects for Burroughs Inc., its first international client. By the 1980s, the SEEPZ accounted for the majority of India’s IT exports (Global Services, 2009). In 1991, India’s economic liberalization contributed to the growth of the country’s IT industry. Software Technology Parks of India (STPIs) were established in 1991 by the Department of Electronics (Bharti, 2022). The STPI established software technology parks in several Indian towns, and each software park offered businesses access to satellite links (Bharti, 2022). A wireless radio link served as the local connection (Bharti, 2022).
In 1993, the government allowed individual companies to have their own dedicated satellite links, which allowed work done in India to be transmitted abroad directly. The client's office could communicate with these satellite links with confidence. The introduction of internet services by the VSNL on August 15, 1995, contributed to the expansion of the Indian IT sector. Under Jaswant Singh's leadership, the NDA government established the National Task Force on Information Technology and Software Development in 1998. In 1998, the task team produced two findings that looked forward (Vikraman, 2017). In its assessment of India's technological situation, the task group made 108 recommendations for an IT action plan (Vikraman, 2017). The report was produced using experiences from central government agencies, state government agencies, software companies, and universities (Vikraman, 2017). A large portion of its recommendations aligned with the viewpoints of organisations such as the World Bank, ITU, and WTO (Vikraman, 2017). The task force also considered Singapore's and other countries' experiences with comparable programmes (Vikraman, 2017).

1.2. IT and Telecom Policy

The New Telecom Policy was developed in 1999 by Pramod Mahajan's Ministry of Information Technology (The Indian Express, 2006). More telecommunication services were made available on the market by the New Telecom Policy, which did not support the Fixed License Fee Agreement and established a revenue sharing model for cellular and basic telecom services (The Economic Times, 2015). Telecom equipment and optical fibers have lower excise duties (The Economic Times, 2015). This decreased the costs of telecom networks and boosted the teledensity in India, thereby heightening the growth of the Indian IT sector (The Economic Times, 2015).

When Indian IT companies assisted various Western organisations with software updates to help maintain track of date and time at the dawn of the 21st century, the Y2K problem in 1999–2000 helped build the credibility of Indian IT enterprises in the West. The percentage of GDP in the Indian IT sector increased from 1.2% in 1998 to 7.4% in 2021 as a result of waves of Indian start-ups in the 21st century (Kumar & Rakheja, 2022). Services such as AI platforms, SaaS, analytics platforms, ERP systems, financial services, and digital marketing website design are provided by a large number of IT firms in India.

1.3. Advantages of India as an IT Hub

India has advantages as an IT hub because of its highly qualified labor, affordable training expenses, lower salaries, and reasonably competent IT infrastructure. Many Indian IT firms are successful with strong quarterly profits and high market capitalization values, yet they struggle with issues such as high employee turnover and low employee engagement (Biswas, 2022). There are numerous reasons for the high attrition rate in the IT industry. Many firms have automated their procedures since the COVID-19 epidemic, which has increased demand for new positions and encouraged individuals to work for those companies (Singh, 2022). Additionally, there has been an increase in brand-new tech start-ups and unicorns that provide prospective hires with tough tasks, stock options, and greater compensation (Malik, 2021). Talent from former IT divisions has been pilfered by software product firms that offer a library of IT products, such as solutions for cyber security, automation, storage, networking, analytics, e-commerce, and communication. Many young graduates in their 20s who work as software engineers are considering alternative career paths. Many are quitting their employment to pursue new career paths and higher education. The US has experienced a spike in demand for IT services since emerging from the COVID-19 cloud, which has taken the Indian supply market by surprise. A large number of Indian software engineers are searching the West for IT projects (Naik, 2022). The outcome is that following the COVID-19 outbreak, there is a greater need for IT services than there are IT engineers available. Due to the significant attrition that has occurred, software engineers are now looking for new jobs.

1.4. Challenges of the Indian IT Sector

The Indian IT sector is facing numerous challenges as a result of the high attrition rate in the software industry. Because it takes 43 days to hire an individual and 8 months to educate them to become completely productive, it has resulted in productivity bottlenecks (Miller, 2021). Project completion is delayed as a result. Because training and recruitment expenses account for 150% of an employee's income, high attrition rates have also resulted in higher recruitment and training expenditures for businesses (Miller, 2021). Because of high attrition rates, which require staff to take on the responsibilities of departing employees, leading to increased workloads, there is a significant rate of burnout among current employees (Miller, 2021). Employee morale is lowered by excessive burnout, and some employees are forced to leave the company. If the departing employee was close to other staff members, this increased the attrition rate and caused a snowball effect (Markovich, 2019). Organizations then focus on operational HR tasks such as hiring and training while ignoring strategic HR responsibilities such as competence mapping, succession planning, and building learning organizations, which causes human capital to stagnate (Miller, 2021). Elevated rates of employee turnover can impede production and negatively affect product quality, thereby worsening the customer experience (Miller, 2021). As a result, customers may be compelled to use competitors' services. An organization's reputation is also severely damaged by a high
attrition rate, as it indicates a lack of motivation, engagement, and satisfaction among its workforce (Miller, 2021). They damage the company’s reputation and that of the industry (Markovich, 2019).

1.5. Attrition Measures Implemented

Numerous IT organisations have implemented measures to reduce attrition after observing elevated rates. These measures include the following (Basu & Verma, 2022).

- Mentoring and coaching opportunities for high posted employees
- Recruitment and training
- Upskilling and reskilling
- Promotions
- ESOPs
- Flexible benefits
- Work–life balance
- Flexible working schemes such as working from home
- Long-term career paths
- Cutting edge work
- Rewards and recognition for top performers

These actions, however, are a response to lower attrition rates; the IT businesses do not have a long-term strategy or strategies to lower attrition rates within their own organisations. This raises the question of what long-term plans and strategies IT businesses should develop to lower attrition rates and identify the HR procedures that contribute to attrition inside the organization. This raises the issue of employee engagement within the company. According to a Gallup poll, only 13% of workers worldwide and 33% of workers in the United States are engaged (Mann & Harter, 2015). More than 250 IT businesses in the USA and India use engagement surveys, according to the Leena AI, Employee Engagement and Hybrid Workplace Report 2022 (Sureban, 2022). Half of these businesses complete surveys once a year, and no procedure has been implemented (Sureban, 2022). The HR team is responsible for 70% of engagement, whereas mid-level managers account for 8% (Sureban, 2022). However, there are numerous reasons why engagement has not increased (Mann & Harter, 2015).

1.6. Reasons for Less Engagement

- The engagement questionnaires are not customized for the position or company.
- The subjective assessments of different parts of the job form the basis of engagement surveys, which do not provide a tangible means of measuring the degree of participation.
- Employees are under pressure to submit information that their bosses wish to hear.
- There is a lack of clarity regarding the definition of the construct for different types of jobs and the elements that influence engagement; phrases such as job involvement and satisfaction are sometimes used interchangeably with engagement, even though they have different meanings.
- Employee engagement is being used more as a survey than as an HR strategy, or HR tools that are intended to boost employee engagement—such as the performance management system which are not in place (Gruman & Saks, 2011).

1.7. Causes for Attrition in the Software Sector

Barpanda & Athira (2022) found a number of causes for attrition in the software sector. Career possibilities, pay and benefits, performance evaluation systems, advanced education, individual motivations, work environment, autonomy and freedom, organisational stability, brand image, and manager relationships were highlighted as important HR factors influencing turnover. Work environment, leadership, team and coworker dynamics, training and career development, compensation and remuneration, organisational policies, and well-being were among the factors highlighted by Anitha, (2014) as determining factors of employee engagement. There is little doubt that the factors influencing employee engagement and HR attrition are related. This demonstrates a connection between employee engagement and attrition. Harter et al. (2002) conducted a meta-analysis of engagement and related outcomes, such as attrition, and found that engagement predicted attrition. Saks (2006) constructed a model of the antecedents and outcomes of engagement, and one of those outcomes was the intention to quit.

1.8. Employee Engagement Model in the IT Industry

As a result, a model for increasing employee engagement in the IT industry is required to lower the attrition rate. It is necessary to identify some of the factors that influence employee engagement and to ascertain the mechanism by which employee engagement influences other factors that affect a company’s attrition rate. To quantify the constructs, encourage engagement, and stop attrition, a model connecting all the constructs that contribute to engagement and the constructs that lead to attrition from engagement must be developed.
2. Research Methodology

The Indian IT business was researched using news items from website magazines such as LiveMint, the Economic Times, the Hindustan Times, and the Times of India. The articles needed to construct the model were identified using Google Scholar. To find relevant publications, specific keywords such as attrition in the IT sector, job happiness, employee engagement, motivation, and the IT industry in India were entered into Google Scholar. The data were collected between June 10, 2022, and December 12, 2022. The authors examined articles published between 1980 and 2022, obtaining the top 20 cited articles for each term and perusing the abstracts of those papers to ascertain their pertinence to the research dilemma. A total of seventy-seven articles spanning five keywords were chosen for examination and investigation. Additionally, Robbins, Armstrong, and Ashwathappa's OB and HRM text volumes included information regarding the fundamentals of human resource management and development.

2.1. Review of Literature

To build a model to lower the attrition rate in the IT industry, this section addresses defining the constructs and developing the links among them.

2.2. Motivation

The word ‘motive’ originates from the Latin motivator, which means to arouse (Pakdel, 2013). According to Plato, humans are composed of three parts: their rational, emotional, and dietary makeup. According to Aristotle, emotional and nutritional factors have an impact on motivation. Rene Descartes distinguished between the body and the mind as the two components of motivation (Pakdel, 2013). The mind was depicted as an active component, and the body was depicted as a passive aspect. Inactive motivation is driven by the body's need for security and to slake hunger and thirst. The body needs this to stay healthy and strong. The senses are how the body communicates with the outside world and obtains what it needs. However, the mind is moral and intellectual in nature, and it uses willpower to motivate people. Descartes believed that motivation comes from will (Pakdel, 2013). Different people define motivation in different ways.

According to Judge et al. (2012), motivation is the level of effort, tenacity, and focus that leads to achieve a goal. The identification of needs and the actions taken to meet those needs constitute motivation. According to Pakdel (2013), motivation is the interest that drives behavior. This interest may originate from one's own internal self or from the outside world. Understanding the reasons behind a behavior and observing its intensity are what motivate people.

Liem and Martin (2012) define engagement as behavior that is in line with the energy and drive, whereas motivation is the drive and energy to work hard, learn new things, and realize one's potential. According to Judge et al. (2012), motivation is hence the constructive thinking toward the goals that propels engagement to reach the goals. Content theory and process theory are the two theories of motivation. Content theories address an individual's wants and ensure that they act in a way that satisfies those needs. According to Judge et al. (2012), this approach addresses internal influences that affect an individual. Process theories address the objectives, incentives, sanctions, and surroundings that shape an individual's behavior (Judge et al., 2012). These ideas address issues that are outside of the person.

The organization's motivation system is fueled by goals, rewards, fairness, and meeting workers' needs. To meet the demands of the workforce, influence their conduct to achieve objectives, and guarantee their involvement, specific HR procedures are implemented. Thus, the existence of organisational elements that meet workers' requirements and encourage their engagement with the company and their work constitutes motivation.

2.3. Employee Engagement

According to Kahn (1990), engagement is defined as an employee's attachment to a role that allows them to express themselves physically, emotionally, and intellectually while doing the role. According to Maslach et al. (2000), engagement is the opposite of burnout. Maslach et al. (2000) state that whereas burnout is typified by cynicism, weariness, and inefficiency, engagement is characterized by vigor, involvement, and efficacy.

Engagement is defined by Schaufeli et al. (2002) as a positive, rewarding state of mind associated with work that is distinguished by vitality, devotion, and immersion (Saks, 2006). According to Saks (2006), vigor is the amount of effort one puts into one's task, dedication is one's passion for it, and absorption is one's level of engrossment. These definitions, however, are unable to distinguish between engagement as a behavior, attitude, or motivating cause.

May et al. (2004) defined engagement as job involvement and flow. Harter et al. (2002) described engagement as excitement, contentment, and involvement with work. According to May et al. (2004), job participation refers to a mindset of psychological affiliation with one's work, whereas flow is the all-encompassing feeling experienced when acting with complete involvement. Individuals who are in flow are driven by their work and do not require outside incentives to keep them going.

Employee engagement was divided into two categories (Saks, 2006): work engagement and organisational engagement. Job happiness, organisational citizenship, and organisational commitment were differentiated from employee
engagement. Employee engagement was found to have an impact on job happiness, organisational commitment, and citizenship behavior. According to Saks (2006), employee engagement is a special and distinct construct composed of behavioral, emotional, and cognitive elements related to each employee's performance in their specific role.

Three categories of involvement were identified by (Macey & Schneider, 2008): trait engagement, state engagement, and behavioral engagement. These definitions, however, only consider possessing positive characteristics, a positive outlook, and positive behavior when performing a role. Nevertheless, workplace learning and development are not included in these criteria. Accordingly, employee engagement was described by (Shanamuga & Vijayadurai, 2014) as a quantifiable level of an employee's positive or negative attachment to their work, coworkers, and organization, which determines the willingness to learn and perform at work. According to this definition, engagement refers to quality, performance, attitude, and learning.

2.4. Job Satisfaction

According to Hoppock (1935), a person's ability to claim, "I am satisfied with my job" is a result of a mix of psychological, environmental, and physiological factors. He did not truly explain how satisfaction is formed; he only described a few external elements that contribute to satisfaction. Job satisfaction was defined by Spector (1964) as one's attitude toward one's job and all of its facets. It is the sentiments about the job that you enjoy or despise. Armstrong (2006) described job satisfaction as both an attitude and a set of feelings. Positivity in the workplace is correlated with good job satisfaction.

According to (George et al., 2008), job satisfaction encompasses not only one's attitude toward the work itself but also one's attitude toward coworkers, managers, compensation, and other aspects of employment. Job satisfaction has been defined by Hussain & Mohamed (2011) as the sense of fulfillment that results from meeting needs through job performance. Motivation, organisational learning, the work environment, stress, performance management, and transformational leadership are some of the factors that precede job happiness (Asif et al., 2017). Work performance has several antecedents in the workplace. Next, depending on the individual's preference for rewards and recognition, job performance is acknowledged and rewarded, which eventually results in job satisfaction (Hussain & Mohamed, 2011). The antecedents of employee engagement are consistent with the characteristics that lead to job satisfaction.

According to Judge et al. (2012), there are three main components of attitude: cognitive, affective, and behavioral. According to Vorina et al. (2017), job satisfaction can be defined as one's attitudes, feelings, and experiences regarding one's job and work environment since it is an outcome of one's performance on the job. A person's beliefs are its cognitive component, their feelings are its emotional component, and their experiences are its behavioral component.

2.5. Attrition Rate

According to Campion (1991), turnover is the result of an employee's individually motivated choice behavior that drives him or her to look for alternative options outside of the company. The ratio of departing employees to the average number of employees in a given year is known as the attrition rate. An industry's or company's attrition rate can be computed quarterly or annually.

2.5.1. The connection between engagement and motivation

Three psychological factors—meaningfulness, safety, and availability—are thought to be necessary for motivation (Kahn, 1990). In 2004, May et al. listed HR practices based on these three psychological criteria.

Role fit and job enrichment led to meaningfulness. Workplace rewards, positive relationships with coworkers, and helpful supervisory interactions all contributed to safety. Availability was made possible by the allocation of resources. Maslow's (1954) hierarchy of wants states that availability meets esteem requirements, safety serves physiological, social, and security needs, and meaningfulness satisfies self-actualization and esteem needs. Alderfer (Judge et al., 2012) asserts that relatedness and availability are related, safety and existence are associated, and meaningfulness and growth are related.

Six engagement elements were identified by Maslach et al. (2000) and are connected to the following Herzberg factors (Judge et al., 2012):

1. Motivator: Meaningful and Valuable Work
2. Sustainable workload: The role of hygiene
3. Sensations of Control and Choice: A Driving Force
4. Acceptable Acknowledgment and Compensation: An Incentive
5. Healthy Work Environment: The Role of Hygiene
6. Justice and Fairness: The Hygiene Factor

The antecedents of engagement—job enrichment, incentives and recognition, perceived organisational support, perceived supervisor support, procedural justice, and distributive justice—were created using social exchange theory (SET) in conjunction with these studies (Saks, 2006). Penna (2007) developed a hierarchical model of several employee engagement elements, placing meaningfulness at the top and compensation and working conditions at the bottom. This paradigm is
interchangeable with Abraham Maslow’s 1954 hierarchy of needs model. Work environment, leadership, team and coworker dynamics, training and career development, compensation and remuneration, organisational policies, and well-being were among the factors highlighted by Anitha (2014) as determining factors of employee engagement. De-La-calle-durán & Rodríguez-Sánchez, 2021] finally developed a 5C model of participation during the COVID-19 epidemic, with the 5Cs being conciliation, cultivation, confidence, compensation, and communication. Security requirements are related to conciliation, as are esteem needs for cultivation, social needs for confidence, physiological and esteem needs for compensation, and social needs for communication. As a result, the requirements for motivation are equivalent to the factors of engagement, and motivation is the result of the variables of engagement. Engagement is thus caused by motivation. As a result, the first hypothesis, H1, is constructed.

H1: Employee engagement is caused by motivation.

2.6. Relationship between job satisfaction and engagement

Harter et al. (2002) examined engagement as a component of job satisfaction and presented the results for several business units. On the other hand, (Saks, 2006) demonstrated that engagement leads to job satisfaction. In the Indian IT industry, the relationship between job satisfaction and employee engagement was examined by Kamalanabhan et al. (2009). Thakur (2014) demonstrated that job satisfaction was a result of employee engagement, with an $R^2$ value of 0.532. Vorina et al. (2017) tested how employee engagement affects job satisfaction among Slovenians working in the public and private sectors. Job satisfaction and employee engagement had a correlation coefficient of 0.84, and the $R^2$ value of 0.70 indicated a strong fit between the two variables.

Finally, (Berry & Morris, 2008) developed a model that demonstrated how engagement characteristics influence job satisfaction and linked these characteristics to the intent to leave one’s job. This demonstrates how job satisfaction is a function of employee involvement. Thus, the second hypothesis, H2, is generated.

H2: Job satisfaction is caused by employee engagement.

2.7. Relationship between attrition and job satisfaction

March and Simon created one of the first turnover models in 1958 (Haran & Niederman, 2022). They defined equilibrium as the situation in which the employee's contribution and the pay it offers are equal. The employee left the company when the compensation offered by the organization did not match the contribution made by the worker. Perceived work desirability and perceived ease of movement are two motivating factors that interact to determine the equilibrium between an individual's contribution and organisational pay. Organisational factors and job satisfaction affect how desirable a job is perceived. Perceived opportunities outside of the organization influence one's perception of mobility ease. Using this model, Haran & Niederman (2022) demonstrated how job satisfaction, which is directly impacted by supervisory justice, determines attrition. They did, however, overlook a number of other organisational elements, such as engagement, work environment, and rewards, which can influence job satisfaction and forecast turnover.

Farrell et al. (1981) showed that a key effect of work satisfaction was turnover. In a meta-analysis, Hellman (1997) demonstrated a negative correlation between job satisfaction and turnover intent as well as a negative relationship between turnover intent and job satisfaction. Kabungaidze et al. (2013) demonstrated a relationship between job satisfaction and turnover intentions among teachers in rural South African schools. As a result, work satisfaction affects attrition or turnover rates. Thus, hypothesis H3 is reached.

H3: The attrition rate and job satisfaction are inversely correlated.

3. Results

A motivation and engagement model to lower the attrition rate in the Indian IT sector is developed by combining the three hypotheses H1, H2, and H3. Engagement is the result of motivation, which is exemplified by the existence of engagement-driving elements. Worker engagement increases job satisfaction, and job satisfaction levels determine turnover rates. Figure 1 displays the completed model that connects all four structures. Therefore, it is critical for employers and supervisors to comprehend employee needs and develop work environments, job descriptions, and goals that meet those needs to increase employee engagement and lower the attrition rate in the IT industry. Employee motivation and engagement are boosted by this. High levels of job satisfaction are also exhibited by highly engaged employees. A high degree of job satisfaction contributes to a lower attrition rate.

4. Discussion

This study outlines a comprehensive model for enhancing employee engagement in the Indian IT sector to reduce attrition rates. It integrates three main hypotheses: motivation leads to employee engagement, employee engagement results in job satisfaction, and job satisfaction inversely correlates with attrition rates. This paper emphasizes the importance
of understanding employee needs, creating supportive work environments, and implementing valid, reliable measurement tools for motivation, engagement, and job satisfaction. These efforts aim to foster high levels of job satisfaction among employees, subsequently lowering attrition rates. The research paper also outlines a motivation and engagement model aimed at reducing attrition rates in the Indian IT sector. It establishes that employee engagement results from motivation, which then enhances job satisfaction and subsequently reduces turnover rates. This paper stresses the importance of understanding employee needs and creating a conducive work environment that fosters motivation and engagement, leading to higher job satisfaction and lower attrition rates. Recommendations for improving employee engagement through tailored interventions based on assessing motivation, engagement, and job satisfaction levels are also discussed. Future research directions include empirical testing of the model within the IT industry and expanding the model to include additional variables such as organizational commitment and turnover intention.

5. Final considerations

The Indian IT sector was briefly introduced, with emphasis placed on how it developed from the founding of the TCS in 1967 to its creation as a multibillion-dollar company in 2021. The analysis was performed on two issues that the Indian IT sector is currently dealing with: poor employee engagement and a high attrition rate. After determining the root causes of these variables, a strategy was developed to increase employee engagement and lower the turnover rate of the IT industry.

The approach evaluated and categorized several components that lead to employee involvement as motivation. As a result, the Indian IT industry needs to inspire its workers to achieve high levels of engagement and monitor the relationships among engagement, motivation and job satisfaction. Next, it is important to ascertain how these variables and the attrition rate relate to one another. Thus, to lower the turnover rate, the focus should be on inspiring, involving, and gratifying employees.

This research has limitations as well as consequences for academicians and managers. Managers need to embrace employee engagement as a strategy that flows from the highest levels of HR management down to the lowest level of HRM, and they need to perceive it as more than just surveys. CEOs and senior HR managers are responsible for comprehending the needs of workers at all organisational levels and developing goals, a work environment, and remuneration plans that meet those demands. Employee engagement in their responsibilities is contingent upon the organization's ability to meet its requirements, maintain a positive work environment, and assign meaningful tasks. They will be satisfied when their hard work is acknowledged and rewarded, which can lower the organization’s attrition rate.

Engagement surveys should be conducted every six months, contingent on the nature of the work and the employee’s position within the company. They ought to be specifically designed for the role and the work. In addition to being objective, they should also include essay-style questions that will aid responding employees in defending their engaging behaviors. To accurately assess the levels of engagement, managers should also have their subordinates complete engagement surveys. It is necessary to compile a database with the engagement levels of different employees, highlighting their strong and weak points as well as offering recommendations for raising engagement levels. It is necessary to identify the actions of middle-level managers and supervisors that lead to subordinate involvement and to hold them accountable for such actions. The 360-degree feedback should be used to examine these behaviors, in which peers, seniors, subordinates, and customers rate middle-level managers and supervisors on these traits.

Researchers and academics might also consider the theoretical ramifications of this concept. According to Kular & Kingston Business School (London, 2008), individual elements that influence involvement include well-being, age, tenure, gender, personality, perception, and emotions. It is necessary to determine how these impacts engage in order to incorporate them into the model and produce a more thorough engagement model. One mediating variable that can be utilized to mediate the association between attrition rate and job satisfaction is organisational commitment. Additionally, the model can be expanded by utilizing turnover intention, which is a predictor of the attrition rate. Finally, to determine this model's validity and dependability, it must undergo empirical testing inside the IT industry. It also has to be tested internationally to determine its validity and cross-cultural reliability.

This study has a number of limitations. There are just four constructions in the model, making it basic. To identify motivational factors, it's crucial to review previous studies on the elements and drivers of engagement. A comprehensive motivation survey should then be crafted based on these identified variables. Similarly, understanding the drivers of participation in the IT industry is essential. This can be achieved by considering job roles and titles, and creating a detailed survey on employee engagement.

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