

Beyond the Paycheck: Developing and Validating the Employee Retention Enhancement Scale (ERES) in the Indian Corporate Sector

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Abstract

In India's rapidly evolving corporate landscape, employee retention has emerged as a strategic imperative rather than a routine HR concern. High attrition, particularly in tech-intensive sectors, jeopardizes organizational performance, disrupts culture, and drains critical talent. Addressing this urgent challenge, the present study introduces and validates the Employee Retention Enhancement Scale (ERES), a multidimensional diagnostic tool designed to uncover the complex drivers behind employee retention. Built through a mixed-method approach, ERES spans six key dimensions: Employee Well-being, Career Development and Progression, Sustainability and Company Values, Work Environment and Relationships, Workplace Amenities Satisfaction, and Job Stressors. Data were gathered from 125 corporate employees across India using a structured questionnaire, and the scale demonstrated strong psychometric robustness (Cronbach's $\alpha = 0.886$; KMO = 0.751), along with validated construct and content alignment. The findings spotlight both enablers and inhibitors of retention, highlighting the significance of well-being, career progression, value alignment, positive culture and recognition, while flagging job stress, stagnation, and poor infrastructure as critical risk zones. What sets ERES apart is its contextual relevance to Indian workplaces and its ability to generate role, tenure, and location specific insights, allowing HR professionals to move from one size fits all approaches to targeted, precision-based strategies. By integrating psychological theories with strategic HR principles, ERES goes beyond traditional commitment scales to offer richer, evidence based perspectives.

Keywords: Attrition, Career Development, Career Progression, Employee Retention, Employee Well-being, Scale Development.

JEL Classifications: M12, M14, M15, M53, M54, M51

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1. Introduction

While the dream workplace inspires loyalty, passion, and a sense of belonging, the reality is far less romantic, where open doors swing both ways, and managing attrition becomes not just a challenge, but a strategic imperative.

In today's dynamic business landscape, employee attrition has moved far beyond being a routine HR concern, it has become a strategic fault line that can determine whether an organization achieves sustained growth or falls into stagnation. As companies shift from a survival mindset to actively pursuing competitive advantage, the ability to retain skilled employees has emerged as a critical organizational priority. This challenge is particularly pronounced in India's fast expanding software solutions sector, where the need for top-tier talent has created an intensely competitive environment. The sector's rapid growth has resulted in an insatiable demand for skilled professionals, leading to elevated attrition levels as employees are drawn toward roles that offer accelerated career progression, higher compensation, and broader professional exposure (Khan, 2020).

In this evolving scenario, retaining talent is not a peripheral concern, it is central to organizational sustainability. As Wakabi (2016) observes, employee retention now transcends its traditional association with HR and has become a cornerstone of overall business strategy. Retention reflects an organization's capacity to maintain a committed, skilled, and stable workforce through effective policies, practices, and engagement mechanisms. The cost of failing to retain employees is not limited to recruitment, onboarding, and training expenditures. More critically, high turnover disrupts team synergy, erodes institutional memory, and undermines service delivery capabilities, thereby weakening the firm's competitive edge (Khan, 2020). To address this challenge, organizations must design and implement proactive retention frameworks that preserve human capital and ensure business continuity. Central to these frameworks is the cultivation of positive organizational behavior marked by trust, mutual respect, recognition, and inclusivity. Such environments not only boost morale and job satisfaction but also deepen employees' emotional and psychological attachment to the organization (Akther & Tariq, 2020; Khan, 2020).

Moreover, organizational culture plays a decisive role in influencing retention outcomes. Companies that align job roles with employee strengths, offer meaningful career development opportunities, and foster supportive environments are more likely to retain their talent (Wakabi, 2016). A culture that instills a sense of purpose, engagement, and belonging can serve as a buffer against the lure of external opportunities. Equally important are initiatives that support employee well-being, professional development, and work life balance all of which are foundational to building a motivated and loyal workforce (Akther & Tariq, 2020; Shahid, 2018). When employees feel genuinely valued not just as resources but as individuals their likelihood of staying increases significantly (Shahid, 2018). Additionally, alignment between individual values and organizational goals, facilitated by strategic human resource management (HRM) practices, strengthens long-term commitment (Akther & Tariq, 2020). However, employee retention is not static, it is shaped by a variety of individual and

organizational factors, including career milestones, peer relationships, and external job market dynamics. Events such as promotions, internal role transitions, and competing job offers play a crucial role in shaping employees' decisions to stay or leave (Liu et al., 2023). In this context, strengthening internal social capital, creating continuous learning pathways, and maintaining inclusive practices are essential to building a resilient and future-ready workforce (Omer et al., 2025). A transparent and consistent communication is a key enabler of trust and psychological safety both vital for enhancing retention. Keeping employees informed, involved, and acknowledged helps reduce uncertainty and reinforces organizational commitment (Liu et al., 2023). Organizations that base their retention strategies on evidence driven insights and employee feedback are better positioned to reduce turnover, enhance performance, and ensure long-term organizational success (Sawaneh & Kamara, 2019; Artelt & Gregoriades, 2023).

Given these imperatives, employee turnover has emerged as one of the most urgent challenges confronting organizations, carrying profound implications for performance, innovation, and workforce well-being. This challenge is especially critical in sectors where skilled talent is limited, and the exit of key employees can significantly disrupt organizational stability and growth. In response, there is a pressing need to develop a new, empirically grounded measurement scale that captures the multifaceted nature of employee retention. Such a scale would enable organizations to better understand the complex interplay of psychological, organizational, and environmental factors that drive retention and attrition. By offering a data-informed and context-sensitive diagnostic tool, this study aims to support evidence-based interventions that enhance employee commitment, reduce turnover, and ultimately strengthen organizational resilience.

1.1 Background of the Study

This study is situated within the Indian corporate sector, where industries face increasing challenges in attracting and retaining top talent amid rising attrition. The ability to retain high-performing employees is directly linked to organizational efficiency, innovation, and long-term viability. High turnover rates not only incur substantial operational costs but also compromise team dynamics and deplete critical knowledge resources. To address this, the study systematically explores the internal and external factors driving employee turnover and proposes evidence-based strategies to build a committed, engaged workforce. The objectives of this research are threefold: (i.) to identify the key drivers of employee turnover within the Indian corporate context, (ii.) to develop effective, context specific strategies and interventions to reduce attrition, and (iii.) to design and validate the ERES as a practical tool for measuring and strengthening employee retention efforts. The structure of this paper is designed to ensure a systematic and logical progression, thereby enhancing clarity and coherence in the presentation of the research. The paper commences with the introduction, which delineates the background, objectives, and significance of the study. This is followed by a literature review, which critically examines existing research, identifies theoretical and empirical gaps, and establishes the foundation for the current study. The methodology section subsequently outlines the research design, sampling strategies, data collection techniques, and analytical procedures employed

to ensure methodological rigor. The data analysis and results section then presents a comprehensive examination of the collected data, offering insights into key patterns and relationships. The findings section synthesizes the key insights derived from the analysis, contextualizing them within the broader research landscape. Furthermore, the managerial implications provide practical recommendations for organizations, drawing upon the study's outcomes to inform strategic decision-making. Finally, the paper concludes with the conclusion, summarizing the principal contributions, acknowledging the study's limitations, and proposing directions for future research.

2. Literature Review

Employee retention is widely recognized as a process that begins at the recruitment stage. Attracting and retaining top talent are both critical for organizational sustainability, and one of the most effective ways to achieve this is by presenting an authentic image of the organization to prospective employees. Such authenticity draws candidates who are more likely to align with the organization's culture (Marx, 1995). Research further demonstrates that alignment between the recruit and the organizational environment significantly enhances retention outcomes (Denton, 1992). Lynn (1997) stresses the importance of thoughtful hiring practices, supported by transparent communication regarding job roles, working conditions, and opportunities for career progression. In a complementary perspective, Taylor and Cosenza (1997) recommend that job seekers also evaluate organizational culture prior to joining, suggesting that retention is most effective when there is mutual alignment between employer and employee.

Communication emerges consistently in the literature as a cornerstone of retention strategies. Carney (1998) highlights that communication should begin at the earliest stage of employment, as attrition is most likely to occur within the first two weeks of joining. Early and consistent communication, particularly emphasizing the significance of the employee's role, fosters belongingness and a sense of purpose. Similarly, Lynn (1997) argues that fairness and transparency necessitate clear articulation of organizational policies from the outset, thereby aligning expectations and cultivating trust. The communication of corporate values also plays a pivotal role in employee motivation and engagement. Taylor and Cosenza (1997) assert that the explicit transmission of organizational values enhances employee commitment, while Lynn (1997) further emphasizes that engaging employees in organizational goal achievement fosters stronger alignment and a deeper sense of purpose.

Another critical determinant of retention is the organization's demonstrated value of its employees, often reflected through training and development initiatives. Marx (1995) conceptualizes training as a strategic investment that conveys organizational commitment to employee growth. In this context, training not only enhances skills but also signals long-term support for employees, thereby strengthening loyalty and reducing turnover (Lynn, 1997). Lynn further notes that development initiatives can redirect employee focus from short-term financial incentives to sustainable career progression, contributing to long-term retention. Contrary to common assumptions,

compensation is not typically the primary driver of employee turnover. Mendonsa (1998) argues that dissatisfaction with pay rarely serves as the initial motivator for job change. Instead, compensation tends to function as a secondary or “background” factor, influencing decisions only when other elements of job satisfaction are absent. Branch (1998) supports this view, contending that monetary rewards alone cannot secure retention if employees experience dissatisfaction with their overall work environment.

Given these insights, scholars advocate for a holistic approach to retention. Byrne (2005) proposes a structured multi-step framework: (i) ensure alignment between organizational values and vision, (ii) promote transparent and honest communication to build trust, (iii) identify employee preferences to tailor rewards, (iv) benchmark compensation against industry standards, and (v) design benefits packages that resonate with both employee expectations and organizational philosophy. This comprehensive perspective emphasizes that retention is most effective when organizational strategies are simultaneously value-driven, transparent, and employee-centric.

2.1 Scale Development

The development of the ERES involved a systematic, multi-step process designed to capture the multidimensional nature of retention in the Indian corporate sector. The scale construction adhered to established psychometric procedures, ensuring both conceptual rigor and statistical validity.

Steps in developing the ERES

Step 1- Defining the test

The initial step involved clearly defining the construct of interest, employee retention and identifying how it extends beyond existing instruments. Unlike traditional measures that focus primarily on commitment or turnover intention, ERES aims to integrate a broader set of variables thereby offering a more comprehensive diagnostic tool.

Step2- Selecting a scaling method

To assign measurable values to employee responses, the study employed multiple scaling approaches. As outlined by Stevens (1946), three levels of measurement were utilized: nominal, ordinal, and scale (interval). The Likert scale (Likert, 1932), a five-point scale ranging from “Strongly Disagree” to “Strongly Agree,” formed the primary measurement technique, providing nuanced insights into employee perceptions. Rational scale construction principles were also applied, ensuring internal consistency by requiring positive correlations among items and between individual items and the overall score.

Step 3- Constructing the items

The construction of items represents a critical stage in scale development, as it directly influences the validity and reliability of the measurement instrument. Scales are widely used to quantify abstract constructs such as attitudes, perceptions, and behaviors, and their effectiveness

depends largely on the precision with which items are formulated. Careful design, thoughtful wording, and systematic refinement are essential to ensure that items consistently capture the intended construct across diverse respondents. This process is not only technical but also conceptual, requiring a balance between theoretical alignment and practical clarity.

At this stage, several key considerations guide item construction:

i. Uniformity of Content - A fundamental question is whether the items should display uniformity or diversity in content. For theory-driven assessments, it is generally advisable to maintain uniformity so that all items reflect the underlying construct consistently and avoid construct contamination.

ii. Excess of Items - It is recommended to initially include more items than required, often as much as twice the intended number. This strategy ensures that weaker items can later be removed during the pilot testing phase without compromising the overall robustness of the scale.

iii. Role of the Table of Specifications (TOS) - The TOS serves as a blueprint for test design. It specifies the content areas to be covered and the cognitive processes to be evaluated, ensuring comprehensive representation of the construct.

iv. Contribution of the Content by Process Matrix - As proposed by Millman and Greene (1989), the Content by Process Matrix provides a systematic mapping of items across domains and cognitive levels. It outlines the exact number of items to be included for each domain and defines the combinations required to capture different cognitive processes.

v. Structuring the Assessment with TOS - The TOS structures the assessment by offering a holistic view of item allocation across various content domains, such as Demographics, Employee Well-being, Career Development and Progression, Sustainability, Work Environment, and Retention Factors. It also links each domain to corresponding cognitive levels, thereby ensuring both breadth and depth in construct coverage.

Response Descriptor

Response descriptors, also referred to as response categories or response options, constitute the predefined alternatives presented to participants when responding to survey or questionnaire items. These descriptors play a critical role in structured research methodologies by providing respondents with a systematic framework to articulate their thoughts, attitudes, behaviors, and preferences in a consistent and measurable format. The primary function of response descriptors is to facilitate the quantification and categorization of qualitative data, thereby enabling researchers to convert subjective perceptions and experiences into objective, analyzable information. This structured transformation is fundamental for statistical analysis and interpretation, contributing to reliable empirical insights that inform decision-making (DeVellis, 2016). The selection of response descriptors is guided by the nature of the research inquiry and the characteristics of the data being collected, ensuring alignment with the study's objectives (Bryman & Bell, 2011). In this study, a

diverse set of response descriptors has been employed to ensure comprehensive data collection across multiple dimensions.

To capture demographic characteristics, both open-ended and multiple-choice questions were utilized. For instance, participant names were collected through an open-ended text field, allowing for individual identification without predefined constraints. In contrast, categorical demographic variables such as gender, age, marital status, educational qualifications, monthly income, and work experience were measured using multiple-choice formats. These demographic factors are significant, as they influence various aspects of employee well-being, career trajectories, work-life balance, and job satisfaction (Poornima & Jesiah, 2018; Singh, 2019). The structured response options for these variables enhance consistency in data collection, enabling demographic segmentation and cross-group analyses.

The core dimensions of this study, Employee Well-being, Career Development and Progression, Sustainability and Company Values, Work Environment and Relationships, Workplace Amenities Satisfaction, and Job Stressors were assessed using a combination of dichotomous scales, Likert 5-point scales, and ranking-type questions. Each dimension was examined using response formats that best captured the complexity of the construct under investigation.

Employee Well-being: Employee well-being was measured through a combination of dichotomous (yes/no) questions and Likert-scale items to assess the availability and perceived effectiveness of well-being resources, stress management programs, and inclusivity initiatives. These measurement tools enabled the study to capture both the presence of well-being policies and employees' subjective experiences. The theoretical foundation for this dimension is grounded in Social Exchange Theory (Blau, 1964), which posits that perceived organizational support fosters employee loyalty (Schwarz et al., 2025). Additionally, Conservation of Resources Theory (Hobfoll, 1989; Naalu, 2021) underscores employees' tendency to protect valued resources, including their physical and mental well-being. Employees who perceive threats to these resources such as excessive work-related stress or burnout are more likely to consider job mobility (Naalu, 2021). Organizations that actively prioritize employee well-being through wellness programs, mental health initiatives, and work-life balance policies can mitigate attrition risks (Al-Suraihi et al., 2021). The use of Likert scales facilitated nuanced response patterns, while ranking tasks required participants to prioritize the relative importance of well-being initiatives.

Career Development and Progression: Career development and progression were assessed using Likert-scale items that measured employees' satisfaction with professional development opportunities, supplemented by ranking-type questions evaluating the perceived effectiveness of various career progression strategies. This approach is informed by Event Systems Theory (Morgeson et al., 2015) and Career Shock Theory (Liu et al., 2023), which highlight the role of career events in shaping retention-related decisions. These theories suggest that significant career events, such as promotions, training opportunities, or their absence directly influence job attitudes and turnover

intentions (Liu et al., 2023). Employees who perceive stagnation in career progression are more likely to seek external opportunities (Mishra, 2024). Consequently, well-structured career development initiatives serve not only to enhance employee engagement but also as a key retention strategy (Sinha, 2020; Khan, 2020).

Sustainability and Company Values: To examine perceptions of sustainability and corporate values, Likert-scale items were employed to measure employees' alignment with organizational sustainability efforts and ethical principles, while ranking tasks captured the relative importance attributed to different sustainability aspects. This dimension is anchored in Social Identity Theory (Tajfel & Turner, 2004) and Psychological Contract Theory (Rousseau, 1989). Social Identity Theory posits that employees who strongly identify with an organization's mission and ethical values experience enhanced organizational commitment, which in turn reduces turnover intentions (Sawaneh & Kamara, 2019). Additionally, Psychological Contract Theory (Rousseau, 1989) suggests that organizations that fulfill implicit promises such as adhering to stated ethical and sustainability commitments enhance employees' perceptions of fairness and reciprocity. Conversely, breaches in the psychological contract can result in disengagement and increased attrition (Sheridan, 1992; Singh, 2019).

Work Environment and Relationships: Work environment and interpersonal relationships were evaluated through Likert-scale measures assessing workplace dynamics, leadership support, and collaboration quality, as well as ranking-type questions prioritizing factors influencing retention decisions. These metrics are underpinned by Job Embeddedness Theory (Mitchell et al., 2001; Nawaz & Pangil, 2016), which explains how social ties, organizational fit, and perceived sacrifices influence employees' decisions to remain with an employer. In addition to structured scales, open-ended response options and multiple-choice questions were incorporated to capture nuanced feedback on job satisfaction, attrition motivations, and retention considerations (Bryman & Bell, 2011).

Workplace Amenities Satisfaction: Workplace amenities were evaluated using Likert-scale measures to assess employee satisfaction with various organizational provisions, including physical infrastructure, wellness initiatives, and support services. These amenities, while often perceived as peripheral, play a central role in shaping employee experiences and influencing retention strategies. Guided by Herzberg's Two-Factor Theory, amenities are categorized as hygiene factors that, when adequately addressed, help mitigate dissatisfaction and contribute to a stable work environment (Almaaitah et al., 2017). The Job Embeddedness Theory reinforces the idea that employees are more likely to remain with organizations that offer comfort, connectedness, and community (Tej et al., 2021). In addition, Social Exchange Theory highlights that visible investments in employee well-being such as flexible workspaces, health programs, and career development opportunities, foster a reciprocal sense of loyalty and commitment. Modern organizations are increasingly recognizing the strategic value of amenities as signals of organizational care. When employees feel that their well-being is prioritized through inclusive practices, recognition, and growth opportunities, they are more

inclined to stay (Islam et al., 2024; Hannay & Northam, 2000). Amenities thus function not only as retention tools but also as reinforcements of a positive organizational culture. Furthermore, when amenities are aligned with principles of fairness, inclusion, and work-life balance, they enhance trust, engagement, and overall satisfaction (Sawaneh & Kamara, 2019). As such, high-quality workplace amenities serve as visible and impactful expressions of appreciation, reducing turnover and reinforcing long-term organizational commitment (Schwarz et al., 2025; Chinwuba, 2023).

Job Stressors: Job-related stressors were assessed through structured Likert-scale items and ranking questions to capture the intensity and frequency of stress inducing factors such as work overload, role ambiguity, and interpersonal conflict. These stressors are critical determinants of employee retention, as they directly impact job satisfaction, organizational commitment, and individual well-being. According to the Job Demands-Resources (JD-R) model, excessive job demands deplete employees' physical and emotional resources, increasing strain and ultimately leading to higher turnover intentions (Zhang et al., 2023). Chronic exposure to stress not only reduces performance, creativity, and concentration but also heightens the risk of absenteeism and disengagement (Bashir & Durrani, 2014; Çelik, 2018; Poornima & Jesiah, 2018). Moreover, prolonged stress undermines organizational commitment, a key component of retention, by weakening employees' emotional attachment and loyalty to the organization (Raišienė et al., 2023). The absence of adequate organizational and social support exacerbates these challenges, diminishing productivity and adversely affecting overall performance and competitiveness (Al-Suraihi et al., 2021; Chang, 2024). In line with Social Exchange Theory, when employees perceive a lack of support or fairness, they may reciprocate with counterproductive work behaviors, such as absenteeism, reduced work quality, or even workplace sabotage (Chinwuba, 2023). Such behaviors can contribute to a toxic work environment, further intensifying stress and accelerating attrition. Additionally, peer turnover and coworker mistreatment can have contagion effects, lowering morale and impairing team cohesion (Liu et al., 2023). To mitigate these risks, organizations must proactively identify and address job stressors through targeted interventions, cultivate a psychologically safe and inclusive work environment, and invest in employee well-being strategies. This not only enhances retention but also fosters a resilient, committed, and high-performing workforce (Grecco et al., 2021; Pieters et al., 2022).

The integration of Employee Well-being, Career Development and Progression, Sustainability and Company Values, Work Environment and Relationships, Workplace Amenities Satisfaction and Job Stressors provides a comprehensive and multidimensional approach to understanding the determinants of employee retention. The significance of these factors is well established through both theoretical frameworks and empirical studies. The incorporation of diverse response descriptors including dichotomous scales, Likert scales, and ranking items enhances the precision of data collection, ensuring a robust analytical foundation.

Novelty of the Current Scale

The ERES developed in this study presents notable conceptual and methodological advancements over existing measurement instruments such as the Organizational Commitment Scale (Dhar et al., 2002) and the Turnover Intention Scale (Ike, 2023). In terms of construct structure, prior tools typically focus on unidimensional aspects such as affective and normative commitment or job dissatisfaction often neglecting the broader range of factors influencing employee retention. The present scale addresses this limitation through a multidimensional framework comprising six empirically derived constructs: Employee Well-being, Career Development and Progression, Sustainability and Company Values, Work Environment and Relationships, Workplace Amenities Satisfaction, and Job Stressors. Each of these constructs is theoretically anchored in established frameworks, including Social Exchange Theory, Job Embeddedness Theory, Conservation of Resources Theory, and Career Shock Theory. This structure facilitates a more holistic understanding of the cognitive, emotional, and environmental dimensions underlying employee retention.

From an application perspective, most existing scales conceptualize commitment or turnover intention as static psychological states, offering limited diagnostic utility for organizations. In contrast, the ERES is designed to function as a strategic diagnostic tool, enabling practitioners to identify context specific retention levers and formulate targeted interventions. The use of a mixed-method item format combining dichotomous, Likert-scale, and ranking-type questions enhances the ability to capture both employee attitudes and the relative prioritization of retention-related factors. This design supports more nuanced insights into individual-level motivations and organizational-level trends.

In terms of contextual relevance, the scale addresses a significant gap in the literature by responding to the evolving nature of the Indian corporate work environment. Unlike instruments developed in general or Western contexts often with limited transferability the current scale is grounded in empirical data from the Indian corporate sector. Item construction reflects contemporary organizational dynamics, including hybrid work models, increased emphasis on ESG (Environmental, Social, and Governance) values, and heightened concerns regarding post-pandemic well-being. As such, the scale offers a culturally sensitive and practically relevant tool for assessing and enhancing employee retention in Indian organizations.

Step 4- Testing the items

During the test development process, psychometric specialists anticipate that several items from the initial trial pool may need to be revised or removed to ensure the quality and accuracy of the final scale. To make informed decisions about which items to retain, revise, or discard, the process of item analysis is employed. This involves evaluating each item's performance using various statistical indicators. One key measure is the Item Reliability Index, which assesses the internal consistency of items, ensuring that they are homogeneous and contribute meaningfully to the overall construct being measured. Another crucial metric is the Item Validity Index, which involves calculating the point biserial correlation between an individual item's score and the score on a relevant criterion variable.

Items demonstrating higher point biserial correlations are considered to have stronger predictive validity, indicating that they are more effective in measuring the intended construct. This rigorous evaluation process helps refine the scale, enhancing its reliability and validity.

Step 5- Revising the test

The revised test is designed to include a higher number of items that effectively differentiate among individuals, thereby improving its reliability and enhancing the accuracy of predictions. To assess the predictive power of the revised test, the initial regression equation is applied. The results indicate that the test maintains a predictive capability consistent with that of the original sample, achieving a prediction accuracy of 69.9% for the criterion, as presented in Table 1.

Step 6- Publishing the test

The process of test construction extends beyond the stage of cross-validation. The test developer must oversee the preparation of testing materials, the compilation of a comprehensive technical manual, and the development of a user's manual to ensure appropriate application and interpretation of the test.

3. Research Methodology

The research design plays a crucial role in guiding the data collection procedures. This study adopts both descriptive and analytical research designs. The descriptive component aims to capture and present the current state of the respondents, primarily through surveys and related investigative methods. It focuses on understanding the characteristics and demographics of the target audience relevant to the study. In addition to this, an analytical research design is employed to systematically examine and interpret the collected data, allowing for deeper insights and meaningful conclusions. The primary research instrument used in this study is a structured questionnaire, which facilitates the organized collection of relevant data from the participants.

3.1 Sampling Size and Method

This study employs simple random sampling, a widely recognized probabilistic sampling method that ensures each member of the target population has an equal and independent probability of selection. Simple random sampling is particularly valuable in minimizing selection bias and enhancing the generalizability of findings (Daniel, 2011). In this study, a total of 125 employees working in the Indian corporate sector were selected using this approach. The rationale behind employing this sampling method was to guarantee that every individual in the population had an identical likelihood of inclusion, thereby improving the study's internal and external validity. The primary focus of this research was to examine the determinants and strategies influencing employee retention within India's corporate environment. Consequently, the findings derived from the sample are expected to be applicable to a broader workforce operating in similar professional contexts across the country. The determination of an appropriate sample size is a critical factor in ensuring the reliability and validity of research outcomes, especially in studies addressing complex organizational

phenomena such as employee retention. Retention is influenced by a multitude of variables, including compensation, work-life balance, career development opportunities, career progression, employee competencies and organizational culture (Zhang et al., 2021; Hausknecht et al., 2009). A sample size of 125 employees provides a foundational dataset for analyzing these variables and their interrelations within the corporate sector (Whitley & Ball, 2002). A fundamental consideration in sample size determination is statistical power, which refers to the probability of detecting a true effect when one exists (Whitley & Ball, 2002). A sample of 125 participants is expected to provide sufficient statistical power to detect moderate to large effect sizes, particularly when employing advanced statistical methods such as regression analysis or structural equation modeling (Daniel, 2011). However, it is acknowledged that identifying small effect sizes may require a larger sample, necessitating a trade-off between feasibility and statistical rigor. Power analysis was conducted before data collection to estimate the required sample size, ensuring the study's findings remain statistically robust. As sample size increases, the likelihood of missing a true effect diminishes, thereby enhancing statistical power (Sakpal, 2010). Incorporating practical constraints is essential in determining an appropriate sample size. Employee retention research typically employs surveys, interviews, focus groups, and analysis of organizational records as primary data collection methods. Each of these approaches presents unique resource demands and logistical challenges. A manageable sample size of 125 enabled the implementation of rigorous data collection protocols while maintaining data quality and completeness. Additionally, a relatively smaller sample allows for in-depth qualitative data collection, facilitating a more nuanced understanding of employees' lived experiences and organizational practices (Daniel, 2011). The sample size calculation was based on a population of 20,000, with a response distribution of 50%, a confidence level of 92%, and a margin of error of 8.9%, yielding an ideal sample size of 96. Receiving 125 valid responses slightly exceeded this threshold, thereby strengthening the study's overall robustness.

The study was conducted within the Indian corporate sector, primarily due to the escalating attrition rates across various industries. High employee turnover has posed significant challenges for sectors such as Information Technology (IT), E-commerce, and Hi-Tech industries, where attrition rates have reached record levels. As per Elliott Scott (2025), the IT sector has an average attrition rate of 25%, while E-commerce reports a turnover rate of 28.7%. The Hi-Tech sector follows closely at 21.5%, with professional services (25.7%) and financial services (24.8%) also experiencing substantial workforce churn. In contrast, traditional industries such as engineering (14%), chemicals (12.9%), automobiles (12.4%), and metals & mining (8.6%) report comparatively lower attrition levels. This divergence highlights that new-age economy sectors face significantly higher employee turnover rates than conventional industries. Given these patterns, studying employee retention strategies within the dynamic corporate landscape of India offers valuable insights for both academia and industry practitioners.

3.2 Data Collection

This study employed both primary and secondary data collection methods to provide a comprehensive understanding of employee retention. Primary data was gathered using a structured questionnaire administered through a survey method. To ensure the reliability and validity of the instrument, the questionnaire underwent rigorous evaluation and validation by academic experts before distribution to the participants. The primary data collection was conducted using a cross-sectional research design, which facilitated the efficient acquisition of immediate insights. This approach is particularly beneficial for organizations experiencing high employee turnover rates, as it enables the identification of actionable solutions in a timely manner (Liu et al., 2023). While longitudinal studies offer the advantage of tracking changes over time, they may not be feasible due to challenges such as attrition bias, substantial time and resource requirements, and participant retention difficulties (Khan, 2020; Moufdi & Mansouri, 2021). Furthermore, given the rapidly evolving nature of the business environment, the relevance of longitudinal findings may diminish before they can be effectively implemented (Liu et al., 2023). Given these limitations, cross-sectional studies serve as a pragmatic alternative, providing a snapshot of employee attitudes, behaviors, and experiences at a single point in time. This method allows for the rapid collection and analysis of data, enabling organizations to identify prevailing trends and key turnover drivers without the extended commitments required for longitudinal research. Cross-sectional designs are particularly advantageous in dynamic industries where timely insights are essential for effective decision-making. While they do not capture temporal changes, they are instrumental in describing the prevalence of specific issues within a population and facilitating the simultaneous exploration of multiple variables and outcomes. Additionally, they offer valuable associations that can inform hypotheses for future research (Zuleika & Siswo, 2022). Secondary data was collected through an extensive review of relevant literature, organizational records, and other pertinent documents. This secondary data served to contextualize the primary findings, providing a broader understanding of employee retention patterns. By integrating both primary and secondary data sources, the study ensures a well-rounded analytical framework, thereby enhancing the robustness of its findings and supporting the development of evidence-based strategies to mitigate turnover and improve employee engagement.

3.3 Item Development and Theoretical Alignment

To enhance transparency, construct clarity, and reproducibility, this sub section provides a comprehensive account of representative items developed under each of the six dimensions of the ERES, accompanied by theoretical justifications for their inclusion. Following established scale development protocols (DeVellis, 2016; Hinkin, 1998), 3–5 items per construct were generated through an integrative approach combining deductive theory-driven logic and inductive insights from expert consultations and literature synthesis. For instance, items under Employee Well-being assess perceived organizational support, resource adequacy, and stress mitigation, drawing upon Social Exchange Theory (Blau, 1964), Conservation of Resources Theory (Hobfoll & Shirom, 2000), and empirical evidence highlighting the strategic role of well-being in retention (Le et al., 2023; Pradhan

& Hati, 2022). The Career Development and Progression dimension captures opportunities for skill enhancement and career progression, underpinned by Event Systems Theory (Morgeson et al., 2015), Career Shock Theory (Hasan et al., 2021), and subjective career success models (Zacher, 2014; Kraimer et al., 2011). Similarly, the Sustainability and Company Values construct was informed by Social Identity Theory (Tajfel & Turner, 2004) and Psychological Contract Theory (Rousseau, 1989), emphasizing value congruence and ethical alignment as drivers of affective commitment and retention (Shah et al., 2023; Bhattacharya et al., 2023). The Work Environment and Relationships dimension focuses on social cohesion, managerial support, and communication practices, grounded in Job Embeddedness Theory (Mitchell et al., 2001) and empirical findings on psychological safety and interpersonal bonds (Crossley et al., 2007; Dumitriu et al., 2025). Items within Workplace Amenities Satisfaction were developed with reference to Herzberg's Two-Factor Theory (1959) and Social Exchange Theory, targeting hygiene factors like workspace quality, resource availability, and basic provisions that influence job satisfaction and dissatisfaction (Alrawahi et al., 2020; Tej et al., 2021). Lastly, the Job Stressors construct includes items evaluating work pressure, job insecurity, and overtime demands, with theoretical alignment to the Job Demands Resources Model (Demerouti & Bakker, 2011) and the Uncertainty Model (Elovainio et al., 2022), which explain how job demands lead to strain and attrition in the absence of adequate resources. Representative items for each dimension, along with their construct-specific rationale and theoretical grounding, are included in Appendix III.

4. Data Analysis and Results

4.1 Participant Profile and Demographic Characteristics

Analyzing Gender Demographics

An analysis of the data gathered from 125 employees in corporate sector organizations reveals that the gender distribution consists of 36.8% male employees and 63.2% female employees. This distribution reflects the gender demographics within the surveyed organizations. Additionally, the dataset provides insights into the age distribution of the employees, which is presented in Table 2.

Analyzing Age Demographics

The collected responses indicate that a majority of the employees fell within the age group of 26-30 years, accounting for 57.6% of the total sample. Conversely, the lowest representation was observed in the age group above 40 years (Table 3).

Participant Demographics: Marital Status Overview

From the collected responses, it can be noted that 52% of the participants were single employees, while the remaining 48% were married employees (Table 4).

Educational Qualifications of Surveyed Employees

From the responses gathered, it is evident that the participants primarily consisted of working executives with either a master's degree (accounting for 56.8% of the respondents) or a Ph.D. degree (constituting 20.8% of the respondents) (Table 5).

Monthly Income of Surveyed Employees

A significant portion of the employees surveyed reported having a monthly income of 10,00,000 lakhs or above, representing 36% of the total 125 respondents (Table 6).

Work Experience Distribution of Respondents

Derived from the data gathered, it can be observed that a substantial number of employees held experience within the ranges of 0-2 years and 3-5 years, constituting major proportions of 38.4% and 35.2% respectively (Table 7).

4.2 Frequencies Interpretation

The provided table illustrates the descriptive statistics of demographic variables. The mean and median offer insights into central tendency, kurtosis characterizes the distribution's tail behavior, and skewness provides an understanding of distribution symmetry. By examining these statistics collectively, we can gain an understanding of the data's characteristics and determine suitable analyses or delve into further exploration (Table 8).

4.3 Reliability of pilot test

Reliability of a test refers to the consistency, stability, and dependability of its results over time and across different conditions. In the context of assessments, surveys, questionnaires, or any measurement instrument, reliability assesses the extent to which the instrument produces consistent and accurate outcomes when administered to the same group of individuals or participants on multiple occasions (Table 9). To ensure the reliability of the instrument, a pilot test was conducted with a sample of 20 respondents. The analysis yielded a Cronbach's alpha value of 0.924, indicating a high level of internal consistency and confirming the questionnaire's suitability for further data collection and analysis. During the pilot testing, questions were posed regarding employee overall well-being, yielding the responses displayed in figure 1. The graph indicates that a significant portion, accounting for 45% of the employees, hold the belief that the organization places emphasis on valuing employee well-being. Additionally, concerning the well-being initiatives undertaken by the company, the analysis highlights the most influential measure as the implementation of flexible working hours, followed by the provision of ergonomic workspaces and comfortable seating options (Fig1). Furthermore, insights gleaned from the initial pilot testing responses reveal that a substantial 60% of employees hold the view that their organization offers notable skill development and career progression prospects. Additionally, these employees perceive a noteworthy commitment to social responsibility and community engagement within the organization (Fig2). Moreover, the analysis also examined that the primary determinant influencing the decision to remain employed within the same

organization is predominantly the culture and work environment, fostering collaboration and teamwork. Subsequently, the availability of opportunities for open communication and the quality of feedback provided by supervisors were identified as significant factors influencing this decision (Fig 3). Upon inquiry into employees' perceptions of their jobs, it is evident that a majority of employees, particularly in the corporate sector, view their roles as both challenging and engaging. In this context, daily projects present ongoing challenges and varying levels of difficulty. The prevailing sentiment among employees is that their job roles are neither tedious nor monotonous, but rather, they find them stimulating and full of challenges. The main cause of employee turnover was pinpointed as the considerable stress and the disparity between work and personal life commitments. Additionally, factors such as salary, the work environment, and the rapport with managers played a pivotal role in contributing to employee turnover (Fig 4,5). Regarding the determination to remain with the organization, it is noticeable that the primary factor is the working environment. This is closely followed by job involvement and interpersonal relationships with colleagues within the organization (Fig6).

4.3.1 Reliability of 125 data points

Once a comprehensive understanding of the employee turnover issue was attained and confidence was established to address employee retention strategies, the questionnaire was distributed among employees in the Indian corporate sector. Following data collection, the questionnaire's reliability was assessed, resulting in Cronbach's alpha value of 0.886. This signifies a reliable scale, enabling the pursuit of further analysis. The statistics for total items, along with a summary, are presented in table 10.

4.3.2 Inter item reliability

The inter-item reliability analysis presented in table 12 indicates differing levels of internal consistency across the thematic categories, as measured by Cronbach's alpha. Item 1-Employee Well-being reported an alpha value of 0.596, indicating a modest level of internal consistency. While this falls below the conventional threshold of 0.70, it remains acceptable in the context of exploratory research, especially given the inherently multidimensional nature of well-being, which encompasses physical health, emotional wellness, work-life balance, and psychological safety. The conceptual breadth of this category often leads to lower internal correlations, reflecting the genuine diversity of employee experiences. Item 2- Career Development and Progression demonstrated high internal consistency, with an alpha of 0.860, suggesting that the items are conceptually cohesive and reliably measure the underlying construct. Similarly, Item 3- Sustainability and Company Values achieved an alpha of 0.939, denoting excellent reliability and a strong degree of interrelatedness among items, which reinforces the unidimensionality and clarity of the construct.

Item 4 -Work Environment and Relationships also exhibited high reliability, with a Cronbach's alpha of 0.879, indicating a consistent and well-aligned measurement of workplace dynamics and interpersonal relations. Item 5 -Workplace Amenities Satisfaction yielded a similarly strong alpha of

0.887, reflecting substantial internal consistency despite the larger number of items ($n = 12$), and confirming the scale's ability to coherently capture satisfaction with infrastructural and physical aspects of the work environment. In contrast, Item 6-Job Stressors recorded an alpha of 0.601, which, although moderate, remains justifiable considering the limited number of items ($n = 3$). As noted in psychometric literature, Cronbach's alpha tends to underestimate reliability in shorter scales (Tavakol & Dennick, 2011). Moreover, job stress is a highly contextual and subjective construct, influenced by individual differences in workload, role expectations, and organizational culture. This variability, while reducing internal consistency, is indicative of the construct's real-world complexity rather than a measurement flaw. Overall, the majority of constructs particularly Items 2 through 5, demonstrate strong internal consistency and conceptual alignment, supporting the reliability and structural validity of the instrument. The relatively lower alpha values for Items 1 and 6 highlight important theoretical considerations and underscore the trade-off between conceptual coverage and statistical consistency in early stage scale development (Nunnally, 1978; Cortina, 1993).

4.4 Validity

Validity refers to the extent to which an instrument accurately measures the construct it is intended to measure. It evaluates whether the test captures the specific trait or dimension it claims to assess and whether the resulting scores can be meaningfully interpreted in relation to that construct. In essence, validity ensures that the inferences and decisions drawn from test scores are justified and meaningful. The present study employed a comprehensive validity assessment procedure using SPSS, as outlined below.

i. Content Validity

Content validity concerns the representativeness and relevance of the test items in relation to the construct's domain. It is typically established through expert judgment and qualitative assessment, wherein subject matter experts evaluate whether the items adequately cover the breadth of the construct. In this study, content validity was ensured by systematically reviewing item selection and verifying that the scale items represented the theoretical scope of employee retention.

ii. Criterion-Related Validity

Criterion validity examines the relationship between test scores and an external criterion measure. Two forms were considered:

- **Concurrent Validity:** This involves correlating test scores with criterion scores obtained simultaneously. A significant and positive correlation indicates that the scale is accurately capturing the intended construct.
- **Predictive Validity:** This assesses the ability of test scores to predict future outcomes. A significant positive correlation between the test and subsequent criterion measures suggests that the scale functions as a valid predictor of retention-related outcomes.

iii. Construct Validity

Construct validity evaluates whether the test truly reflects the theoretical construct it was designed to measure. Multiple approaches were applied:

- **Factor Analysis:** Exploratory factor analysis (EFA) in SPSS was used to determine whether items loaded onto the expected latent construct. High item loadings on a single factor provide strong evidence of construct validity.

- **Correlation Analysis:** The relationship between the test scores and other theoretically relevant variables was examined. Correlations aligning with theoretical expectations further support construct validity.

- **Convergent and Divergent Validity:** Following Fornell and Larcker (1981), convergent validity was assessed through correlations among measures of similar constructs, while divergent validity was evaluated through correlations with theoretically unrelated measures.

- o High positive correlations (0.70–1.00) suggest strong convergence, indicating that different indicators consistently measure the same construct.

- o Moderate positive correlations (0.30–0.69) reflect meaningful, though less robust, convergence.

- o Low positive correlations (0.10–0.29) raise concerns about whether indicators adequately measure the same construct.

- o Near-zero correlations suggest no evidence of convergence, while negative correlations (-0.10 to -1.00) may indicate methodological or conceptual inconsistencies.

iv. Face Validity

Face validity was also considered, involving subjective evaluation of whether the items appear to measure the intended construct. While face validity is not sufficient as independent evidence, it provides an initial indication that the instrument is intuitively aligned with the construct of employee retention.

v. Reliability-Related Validity

Reliability is an essential prerequisite for validity, as inconsistent measurement undermines the validity of interpretations. Internal consistency was assessed using Cronbach's alpha. High reliability coefficients provide supporting evidence that the instrument's scores are stable, thereby strengthening its validity.

vi. Statistical Evidence of Validity

In this study, construct validity was further supported by examining the correlation matrix. The Pearson correlation coefficients exhibited statistical significance, with p-values below 0.05 (two-tailed). This confirms that the items within the ERES possess sufficient validity (Table 13).

vii. Factor Analysis Results

Prior to conducting factor analysis, the correlation matrix was thoroughly examined to assess the suitability of the data. The analysis indicated that the population correlation matrix could be rejected, thereby supporting the appropriateness of employing a factor model. To further evaluate sampling adequacy, the Kaiser-Meyer-Olkin (KMO) measure was calculated, yielding a value of 0.751 (table 14). This result demonstrated that the sample size was adequate for factor analysis. Subsequent to the extraction and rotation of factors, the final Rotated Component Matrix (RCM) facilitated the grouping of variables into five distinct components. These components were conceptually interpreted and labeled as Holistic Sustainability, Integrated Professional Growth, Synergistic Resource Collaboration, Work Environment, and Relationships, Corporate Connectivity Services, and Appreciation and Acknowledgment (table 15). This categorization aligns with the underlying structure revealed through the factor analysis process.

4.5 The Average Variance Extracted and Composite Reliability

The Average Variance Extracted (AVE) and Composite Reliability (CR) are essential metrics employed in Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) to evaluate the reliability and validity of latent constructs. AVE measures the proportion of variance captured by a construct's indicators relative to the variance attributed to measurement error. It provides an indication of how effectively the indicators represent the underlying construct. An AVE value of 0.5 or higher is generally considered acceptable, as it suggests that the construct explains at least 50% of the variance in its indicators, thereby demonstrating satisfactory convergent validity. Composite Reliability, on the other hand, assesses the internal consistency of a construct, reflecting the degree to which its indicators consistently measure the same latent variable. Unlike Cronbach's alpha, CR takes into account both the factor loadings and measurement errors, offering a more accurate estimate of reliability. A CR value exceeding 0.7 is typically regarded as indicative of good reliability. Collectively, higher AVE and CR values confirm that the latent variables are both valid and reliable measures within the model (table 16).

5. Findings

The study analyzed data from 125 employees working in the corporate sector to explore key factors influencing employee retention and to develop effective engagement strategies. The findings reveal several important dimensions. In terms of gender distribution, 36.8% of the respondents were male and 63.2% were female, indicating a need for organizations to promote gender diversity and address the distinct needs of both groups. The age distribution showed that a majority of employees

(57.6%) were between 26 and 30 years old, highlighting the importance of tailored strategies that cater to different age groups. Marital status analysis revealed that 52% of employees were single and 48% were married, suggesting that organizations should offer support systems that consider employees' personal and family commitments. Educational qualifications indicated that 56.8% of respondents held a master's degree and 20.8% possessed a Ph.D., underscoring the significance of providing continuous learning and development opportunities. Additionally, 36% of the respondents reported high incomes, reinforcing the need for organizations to offer competitive compensation packages to retain top talent. Regarding work experience, 38.4% had 0–2 years of experience and 35.2% had 3–5 years, emphasizing the importance of mentorship programs and clear career progression pathways. The study also found that employee well-being, including holistic sustainability, job security, and wellness initiatives, plays a critical role in retention. Opportunities for professional growth through skill development, career progression, and sustainability initiatives further foster employee commitment. A positive work environment characterized by collaboration, access to resources, and effective teamwork was identified as another key factor in retaining employees. Corporate connectivity, including open communication and accessible services, was shown to enhance employee satisfaction. Furthermore, appreciation and acknowledgment through recognition programs were found to have a positive impact on retention. Correlation analysis revealed that these factors are interconnected, indicating the necessity of a holistic approach when designing retention strategies. Overall, the findings highlight that the primary drivers of retention include a supportive work environment, opportunities for career development and progression, and a strong organizational culture that prioritizes well-being and flexibility. Secondary but complementary drivers such as recognition, alignment with organizational values, competitive compensation, and transparent communication further reinforce employee commitment and long-term retention.

6. Managerial implications

The findings of this study yield several nuanced managerial implications for organizations seeking to strengthen employee retention, particularly within India's high-turnover sectors such as IT, e-commerce, and professional services. The demographic insights such as gender composition, age distribution, and educational qualifications signal the need for highly tailored HR strategies. With a predominance of female employees (63.2%), organizations must implement gender-sensitive retention frameworks that promote equitable career trajectories, offer flexible work arrangements, and enable work-life integration (Zhang & Stewart, 2017). Similarly, age-specific strategies should be adopted where younger employees benefit from fast-track growth opportunities, mentoring, and structured upskilling (Liu et al., 2023; Sinha, 2020), while older employees may prioritize stability, flexibility, and wellness benefits.

The study highlights the inadequacy of transactional retention approaches focused solely on pay or surface-level engagement. Instead, managers must adopt multidimensional, evidence-based strategies that are embedded within the organization's cultural and strategic framework (Akther & Tariq, 2020). This includes recognizing the different motivational drivers across career stages, early-

career professionals seeking growth and security, and mid-career employees desiring meaning and recognition. Personalized career mapping, inclusive leadership, and equitable advancement opportunities become central to sustainable retention.

The validated ERES, serves as a strategic diagnostic tool. Managers can deploy ERES to identify critical risk zones and design focused interventions. For instance, low scores on “Job Stressors” or “Work Environment and Relationships” indicate the need for stress reduction programs, psychological safety training, or interpersonal conflict mitigation (Raišienė et al., 2023; Grecco et al., 2021). At the same time, a strong employee-organization value alignment around sustainability and purpose fosters higher commitment and reduces susceptibility to external job offers (Tajfel & Turner, 2004; Rousseau, 1989). Strategic deployment of ERES through HR analytics can yield transformative insights. Segmenting the data by role, geography, tenure, or performance level enables managers to move away from generic solutions and toward precision interventions (James & Jones, 1974; Wright & McMahan, 1992). For example, if high-performing tech professionals show declining scores in “Career Development and Progression,” this may reveal internal mobility bottlenecks or leadership readiness gaps prompting targeted coaching, mentoring, or rotational programs (Savickas, 2005; Arthur & Rousseau, 2001). Moreover, aligning ERES data with performance metrics and competency assessments allows managers to bridge the gap between employee aspirations and organizational goals, thus reinforcing the psychological contract and reducing attrition risk (Sheridan, 1992; Bhattacharya et al., 2023). In addition, the growing importance of workplace amenities post-pandemic points to a broader redefinition of employee expectations. Modern amenities such as ergonomic design, wellness spaces, and digital infrastructure are no longer seen as “extras” but as core elements of the employee value proposition (Herzberg, 1959; Tej et al., 2021; Islam et al., 2024). Managers must therefore treat these investments as essential to productivity, job satisfaction, and employee embeddedness. Proactive stress management, open communication, and regular performance feedback also play a vital role in preserving morale and reducing burnout (Zhang et al., 2023; Bashir & Durrani, 2014). Crucially, retention strategies must be dynamic and iterative. Regular administration of the ERES scale can serve as a feedback loop, allowing HR leaders to monitor evolving employee sentiments and adapt policies in real time (Kaplan & Norton, 1996; Mitchell et al., 2001). This continuous feedback system enhances organizational agility and ensures that HR strategies remain aligned with workforce expectations and external talent market conditions. This study calls for a paradigm shift in retention management from reactive, one-size-fits-all models to proactive, data-driven ecosystems. By leveraging the ERES tool and adopting demographic-sensitive, psychologically grounded interventions, organizations can cultivate a culture of inclusion, trust, and strategic alignment. Such a comprehensive approach not only improves employee satisfaction and retention but also strengthens long-term organizational resilience and competitiveness (Blau, 1964; Morgeson et al., 2015; Liu et al., 2023).

7. Conclusions

The ERES represents a significant advancement for HR professionals seeking to transform retention practices from reactive fixes to proactive, evidence-based strategies. Developed with rigorous empirical validation and grounded in robust theoretical foundations including Social Exchange Theory, Job Embeddedness Theory, Conservation of Resources Theory, and Career Shock Theory the scale comprises six critical dimensions: Employee Well-being, Career Development and Progression, Sustainability and Company Values, Work Environment and Relationships, Workplace Amenities Satisfaction, and Job Stressors. Each of these dimensions reflects key psychological, social, and organizational drivers of employee retention. With a strong internal consistency (Cronbach's $\alpha = 0.886$), the scale offers HR leaders a psychometrically sound, context-specific tool that can be readily applied within organizational settings.

One of the most immediate applications of ERES is its use in auditing the internal organizational climate. HR managers can collect responses across all six dimensions and analyze central tendencies (means) and dispersion (standard deviations). For example, a high standard deviation in "Work Environment and Relationships" could signal uneven team dynamics, indicating that while some departments may be thriving, others might be experiencing conflicts, lack of trust, or poor managerial support. Such insights allow HR to intervene precisely where needed rather than applying one-size-fits-all policies. This application is closely aligned with Organizational Climate Theory (James & Jones, 1974), which emphasizes the importance of understanding employee perceptions to improve organizational functioning. The scale allows for detailed segmentation by department, geography, gender, tenure, or job level. HR managers can uncover specific subgroups where retention challenges are concentrated. For instance, a sharp decline in "Career Development and Progression" scores among employees with 3–5 years of tenure might indicate career stagnation in the mid-career stage. Similarly, geographic variation in "Workplace Amenities Satisfaction" might reflect disparities in facilities or resource allocation. Such diagnostic segmentation supports Contingency Theory and Strategic HRM principles (Wright & McMahan, 1992), which advocate for tailoring interventions to context-specific needs. By administering the ERES at regular intervals, HR departments can establish longitudinal datasets that track shifts in employee perceptions over time. A gradual drop in "Employee Well-being" or a spike in "Job Stressors" could serve as early indicators of potential turnover risk. Predictive models, such as logistic regression or machine learning-based attrition prediction systems, can integrate these scores to flag high-risk individuals or teams. This supports a shift from reactive exit interviews to anticipatory retention planning drawing on Human Capital Theory (Becker, 1975) and Job Embeddedness Theory (Mitchell et al., 2001). The six dimensions of ERES can serve as key diagnostic metrics within broader HR analytics systems. Organizations can set internal benchmarks for each construct e.g., aiming for a minimum satisfaction score of 4.0 out of 5 in "Career Progression." Over time, changes in these key risk indicators can be used to monitor the impact of HR interventions such as leadership training, flexible work policies, or recognition programs. These indicators can also be embedded into strategic planning frameworks like the

Balanced Scorecard (Kaplan & Norton, 1996), linking retention outcomes directly with organizational performance goals. Low scores in “Career Development and Progression” can be cross-referenced with 360° feedback results or skills assessments to identify specific competency gaps that may be hindering employee career progression. For example, if employees report dissatisfaction with growth but lack leadership readiness or adaptability, HR can initiate targeted coaching or upskilling initiatives. This approach aligns with the Resource-Based View (Barney et al., 2001) and competency modeling frameworks (Boyatzis & Saatcioglu, 2008), treating competencies as strategic assets that contribute to both retention and organizational capability. The scale also helps in detecting organizational levels or roles where employees feel stuck. If certain departments or job roles consistently report low satisfaction with promotion pathways or recognition, HR can conduct a deeper analysis of job histories, internal hiring rates, and vertical mobility patterns. These findings can inform the development of more transparent career path frameworks or rotational programs guided by Career Construction Theory (Savickas, 2005) and Boundaryless Career Theory (Arthur & Rousseau, 2001). Another strategic application of ERES lies in assessing alignment between perceived growth opportunities and actual career mobility. By overlaying scale results with internal mobility data, HR can determine whether the organization is genuinely supporting career advancement or merely offering the illusion of it. Misalignment may prompt structural redesigns of internal job boards, mobility policies, or employee development pathways, in accordance with Internal Labor Market Theory (Doeringer & Piore, 2020). The ERES can identify high-risk functions or roles such as tech, analytics, or regulatory compliance where retention threats are especially high due to job stress, limited growth, or burnout. Cross tabulation of job function with “Job Stressors” or “Career Growth” scores enables HR to develop focused retention strategies such as flexible work arrangements, wellness programs, or specialized learning interventions. This supports strategic talent management practices by safeguarding critical human capital assets.

The ERES facilitates a strategic transition for HR departments from reactive problem-solving after attrition occurs to proactive management through evidence-based diagnostics. Retention planning becomes data-driven, granular, and continuous. By understanding what truly matters to employees be it trust, alignment with values, or psychological safety organizations can cultivate cultures that are not just productive, but also meaningful and inclusive. The scale’s modular structure and robust psychometric properties make it well-suited for use in experimental or quasi-experimental research. Over time, organizations can build longitudinal datasets to study how retention sentiments evolve and how they are influenced by strategic HR changes. Although the present study focused on the Indian corporate sector and relied on quantitative methods, future research can strengthen the utility of ERES by integrating qualitative methods such as focus groups, interviews, or ethnographic observation. This would provide a richer, context-sensitive understanding of retention dynamics. Furthermore, cross cultural validation of the scale across industries (e.g., manufacturing, education, healthcare) and regions (e.g., South Asia, Middle East, Europe) would allow for testing measurement invariance and cultural adaptability, supporting global HRM practices. Given shifts in workforce

composition and structure, future adaptations of ERES could also explore non-traditional work settings, including gig workers, freelancers, or fully remote employees. Their motivations, stressors, and development needs may differ significantly from traditional employees. Finally, the integration of competency and retention data may enable the creation of real-time “career alignment indices”, which quantify the fit between employees’ evolving skills and the growth opportunities available to them offering a novel predictor of attrition.

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Appendix I***Table 1. Model summary of the revised test****Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson
1	.699 ^a	.488	0.270	1.35405	1.387

Table 2. Analysis of gender distribution

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	46	36.8	36.8	36.8
	Female	79	63.2	63.2	100.0
	Total	125	100.0	100.0	

Table 3. Analysis of age distribution

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 – 25 years	10	8.0	8.0	8.0
	26 - 30 years	72	57.6	57.6	65.6
	31- 35 years	19	15.2	15.2	80.8
	36- 40 years	17	13.6	13.6	94.4
	above 40 years	7	5.6	5.6	100.0
	Total	125	100.0	100.0	

Table 4. Analysis of age distribution

		Maritalstatus			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	65	52.0	52.0	52.0
	Married	60	48.0	48.0	100.0
	Total	125	100.0	100.0	

Table 5. Analysis of educational qualification distribution

		Educationalqualification			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduation	21	16.8	16.8	16.8
	Masters	71	56.8	56.8	73.6
	Phd	26	20.8	20.8	94.4
	Others (Please specify)	7	5.6	5.6	100.0
	Total	125	100.0	100.0	

* Source- The findings presented in Appendix I are based on the author's original analysis, conducted using SPSS outputs.

Table 6. Analysis of monthly income distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Rs.10000	24	19.2	19.2	19.2
	Rs.10001-50000	21	16.8	16.8	36.0
	Rs.50001- 100000	45	36.0	36.0	72.0
	Rs.100001-2500000	27	21.6	21.6	93.6
	Above Rs.2500000	8	6.4	6.4	100.0
Total		125	100.0	100.0	

Table 7. Analysis of work experience distribution

		Workexperience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - 2 years	48	38.4	38.4	38.4
	3-5 years	44	35.2	35.2	73.6
	6-10 years	18	14.4	14.4	88.0
	Above10 years	15	12.0	12.0	100.0
	Total	125	100.0	100.0	

Table 8. Analysis of frequencies distribution

		Statistics					
		Gender	Age	Maritalstatus	Educationalqualification	Monthlyincome	Workexperience
N	Valid	125	125	125	125	125	125
	Missing	0	0	0	0	0	0
Mean		1.6320	3.5120	1.4800	3.1520	2.7920	2.0000
Median		2.0000	3.0000	1.0000	3.0000	3.0000	2.0000
Std. Deviation		.48420	1.01295	.50161	.76259	1.17292	1.00803
Skewness		-.554	.960	.081	.511	-.073	.720
Std. Error of Skewness		.217	.217	.217	.217	.217	.217
Kurtosis		-1.721	.221	-2.026	.232	-.822	-.565
Std. Error of Kurtosis		.430	.430	.430	.430	.430	.430

Table 9. Reliability of pilot test

Case Processing Summary				Reliability Statistics		
		N	%	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Cases	Valid	20	100.0			
	Excluded ^a	0	.0			
	Total	20	100.0			

a. Listwise deletion based on all variables in the procedure.

Table 10. Reliability of test

Case Processing Summary				Reliability Statistics		
		N	%	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Cases	Valid	125	100.0	.886	.901	51
	Excluded ^a	0	.0			
	Total	125	100.0			

a. Listwise deletion based on all variables in the procedure

Table 11. Summary of item statistics**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum/Minimum	Variance	N of Items
Item Means	3.130	1.240	3.872	2.632	3.123	.423	51

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Gender	158.0080	433.685	.251	.	.885
Age	156.1280	445.854	-.184	.	.890
Maritalstatus	158.1600	435.506	.154	.	.886
Educationalqualification	156.4880	444.010	-.174	.	.889
Monthlyincome	156.8480	446.872	-.187	.	.892
Workexperience	157.6400	445.845	-.185	.	.890
Work_personal_life	158.4000	442.919	-.228	.	.888
Assistance_well_being	158.0560	440.263	-.073	.	.887
Wellbeing_resources	156.4720	409.525	.676	.	.879
Stress_Management	156.3280	408.980	.754	.	.878
Employee_Wellbeing_concerns	156.2240	408.207	.756	.	.878
Wellbeing_support_R1	156.3920	452.047	-.220	.	.896
Wellbeing_support_R2	156.7920	448.892	-.201	.	.893
Wellbeing_support_R3	156.3760	424.172	.277	.	.885
Wellbeing_support_R4	156.8000	421.871	.265	.	.885
Wellbeing_support_R5	156.6160	417.287	.331	.	.884
Skill_development	156.3280	409.448	.630	.	.879
Training_programs	156.2720	411.683	.701	.	.879
Career_progression	156.3760	411.140	.656	.	.879

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach' s Alpha if Item Deleted
Sustainability_initiatives	156.2560	408.853	.616	.	.879
Ethical_and_sustainable_ practices	156.4480	406.830	.611	.	.879
Environmental_impact	156.3360	410.128	.602	.	.880
CSR	156.0160	407.629	.820	.	.878
Transperancy_SDGs	156.0000	408.919	.820	.	.878
Sustainability_social_resp onsibility	155.7680	411.470	.711	.	.879
Collaboration__teamwork	156.0800	410.655	.666	.	.879
Communicating__openly	156.0320	411.225	.579	.	.880
Communication__transpar ency	156.0240	406.443	.735	.	.878
Feedback__recognition	156.1600	409.652	.709	.	.879
Mutual__support	156.2000	405.065	.770	.	.878
Work__pressure	156.3360	456.596	-.420	.	.894
Work__overtime	157.8160	433.184	.124	.	.886
Decision_continue_ working_R1	156.6320	451.993	-.234	.	.895
Decision_continue_ working_R2	156.5440	445.121	-.144	.	.892
Decision_continue_ working_R3	156.5680	430.780	.124	.	.887
Decision_continue_ working_R4	156.0400	423.765	.302	.	.884
Decision_continue_ working_R5	156.4720	416.735	.325	.	.884
Jobsecurity	156.0880	414.903	.614	.	.880
Employee__counselling	157.8800	450.865	-.262	.	.893
Satisfied__Salary	156.2720	410.264	.719	.	.879
Safety_Measures	155.8400	424.587	.427	.	.883
Rewards_Recognition	156.0960	413.894	.623	.	.880
Leave_benefits	156.0880	407.887	.755	.	.878
Insurance_Benefits	155.9200	415.139	.789	.	.880
Health_Benefits	156.0960	412.878	.705	.	.879
Jobrotation	156.6400	410.345	.528	.	.881
Transportation_service	156.2560	422.015	.390	.	.883

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach' s Alpha if Item Deleted
Accommodation_facilities	156.3040	414.987	.586	.	.881
Lighting_facilities_	156.0400	423.361	.401	.	.883
Ventilation_facilities	155.9360	424.157	.407	.	.883
Availability_ adequateresources	156.1120	409.810	.639	.	.879

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
159.6400	438.990	20.95210	51

Table 12. Reliability Analysis for Items 1 to 6

Item No.	Category	Cronbach's Alpha	Standardized Alpha	No. of Items	Interpretation
Item 1	Employee Well-being	0.596	0.296	5	Low internal consistency; may require refinement or removal of weak items
Item 2	Career Development and Progression	0.860	0.861	3	High reliability; items measure the construct consistently
Item 3	Sustainability and Company Values	0.939	0.943	6	Excellent internal consistency; items are highly interrelated
Item 4	Work Environment and Relationships	0.879	0.879	5	High reliability; strong consistency among items
Item 5	Workplace Amenities Satisfaction	0.887	0.891	12	High reliability; items exhibit strong internal coherence
Item 6	Job Stressors	0.601	0.582	3	Moderate reliability; some inconsistencies may exist between items

Table 13. Correlation table the assessment of construct validity

		Correlations															
		Wellb eing_ resou rces	Stress _Man agem ent	Empl oyee_ Wellb eing_ conce rns	Skill_ devel opme nt	Traini ng_pr ogra ms	Caree r_pro gressi on	Sustai nabili ty_ini tiativ es	Ethic al_an d_sus tainab le_pr actice s	Envir onme ntal_i mpact	CSR	Trans peran cy_S DGs	Sustai nabili ty_so cial_r espon sibilit y	Colla borati on__t eamw ork	Com muni __ope nly	Com muni __tra nspare ncy	Feedb ack__ recog nition
Wellbeing_ resources	Pearson	1	.778**	.702**	.402**	.471**	.643**	.450**	.550**	.437**	.455**	.489**	.367**	.571**	.429**	.455**	.518**
	Correlation Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
Stress_ Management	Pearson	.778**	1	.898**	.524**	.697**	.525**	.578**	.561**	.637**	.639**	.737**	.494**	.595**	.557**	.534**	.498**
	Correlation Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
Employee_ Wellbeing_ concerns	Pearson	.702**	.898**	1	.526**	.647**	.526**	.600**	.605**	.556**	.650**	.726**	.613**	.611**	.610**	.630**	.393**
	Correlation Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
Skill_ development	Pearson	.402**	.524**	.526**	1	.701**	.703**	.855**	.827**	.875**	.715**	.642**	.621**	.540**	.633**	.664**	.605**
	Correlation Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
Training_ programs	Pearson	.471**	.697**	.647**	.701**	1	.618**	.709**	.602**	.722**	.690**	.781**	.562**	.423**	.593**	.554**	.544**
	Correlation Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125

		Wellb eing_ resou rces	Stress _Man agem ent	Empl oyee_ Wellb eing_ conce rns	Skill_ devel opme nt	Traini ng_pr ogra ms	Caree r_pro gressi on	Sustai nabili ty_ini tiativ es	Ethic al_an d_sus tainab le_pr actice s	Envir onme ntal_i mpact	CSR	Trans peran cy_S DGs	Sustai nabili ty_so cial_r espon sibilit y	Colla borati on_t eamw ork	Com muni cating _ope nly	Com muni cation _tra nspar ency	Feedb ack_ recog nition
Career_ progression	Pearson	.643**	.525**	.526**	.703**	.618**	1	.680**	.615**	.509**	.576**	.505**	.477**	.597**	.389**	.668**	.527**
	Correlation																
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Sustainability_ initiatives	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
	Pearson	.450**	.578**	.600**	.855**	.709**	.680**	1	.864**	.867**	.750**	.689**	.635**	.401**	.413**	.608**	.564**
	Correlation																
Ethical_and_ sustainable_ practices	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
	Pearson	.550**	.561**	.605**	.827**	.602**	.615**	.864**	1	.819**	.683**	.637**	.562**	.389**	.578**	.619**	.581**
Environmental _impact	Correlation																
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
CSR	Pearson	.455**	.639**	.650**	.715**	.690**	.576**	.750**	.683**	.676**	1	.912**	.852**	.548**	.571**	.808**	.802**
	Correlation																
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125

		Wellb eing_ resou rces	Stress _Man agem ent	Empl oyee_ Wellb eing_ conce rns	Skill_ devel opme nt	Traini ng_pr ogra ms	Caree r_pro gressi on	Sustai nabili ty_ini tiativ es	Ethic al_an d_sus tainab le_pr actice s	Envir onme ntal_i mpact	CSR	Trans peran cy_S DGs	Sustai nabili ty_so cial_r espon sibilit y	Colla borati on_t eamw ork	Com muni cating _ope nly	Com muni cation _tra nspar ency	Feedb ack_ recog nition
Transperancy_ SDGs	Pearson	.489**	.737**	.726**	.642**	.781**	.505**	.689**	.637**	.684**	.912**	1	.842**	.489**	.634**	.677**	.670**
	Correlation																
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Sustainability_ social_ responsibility	Pearson	.367**	.494**	.613**	.621**	.562**	.477**	.635**	.562**	.539**	.852**	.842**	1	.569**	.624**	.706**	.588**
	Correlation																
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Collaboration_ teamwork	Pearson	.571**	.595**	.611**	.540**	.423**	.597**	.401**	.389**	.428**	.548**	.489**	.569**	1	.484**	.661**	.487**
	Correlation																
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Communicating __openly	Pearson	.429**	.557**	.610**	.633**	.593**	.389**	.413**	.578**	.518**	.571**	.634**	.624**	.484**	1	.668**	.438**
	Correlation																
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Communication __transparency	Pearson	.455**	.534**	.630**	.664**	.554**	.668**	.608**	.619**	.461**	.808**	.677**	.706**	.661**	.668**	1	.677**
	Correlation																
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

		Wellb eing_ resou rces	Stress _Man agem ent	Empl oyee_ Wellb eing_ conce rns	Skill_ devel opme nt	Traini ng_pr ogra ms	Caree r_pro gressi on	Sustai nabili ty_ini tiativ es	Ethic al_an d_sus tainab le_pr actice s	Envir onme ntal_i mpact	CSR	Trans peran cy_S DGs	Sustai nabili ty_so cial_r espon sibilit y	Colla borati on_t eamw ork	Com muni _ope nly	Com muni _tra nspar ency	Feedb ack_ recog nition
Mutual_ support	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
	Pearson Correlation	.579**	.606**	.680**	.610**	.482**	.676**	.520**	.524**	.440**	.725**	.663**	.644**	.627**	.511**	.770**	.606**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Work_ pressure	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
	Pearson Correlation	-.652*	-.462*	-.403*	-.390*	-.392*	-.568*	-.292*	-.432*	-.312*	-.224*	-.178*	-.077	-.377**	-.282*	-.288**	-.362**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.001	.000	.000	.012	.047	.396	.000	.001	.001	.000
Work_ overtime	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
	Pearson Correlation	.153	.141	.149	-.475*	-.008	-.102	-.386*	-.394*	-.430*	-.021	.116	.020	.087	-.117	-.004	-.021
	Sig. (2-tailed)	.089	.117	.098	.000	.927	.256	.000	.000	.000	.817	.198	.824	.337	.192	.968	.817
Jobsecurity	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
	Pearson Correlation	.372**	.551**	.563**	.301**	.501**	.308**	.335**	.306**	.361**	.555**	.687**	.581**	.381**	.432**	.397**	.385**
	Sig. (2-tailed)	.000	.000	.000	.001	.000	.000	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000
Satisfied_ Salary	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
	Pearson Correlation	.539**	.794**	.742**	.385**	.646**	.384**	.529**	.436**	.493**	.772**	.799**	.611**	.478**	.412**	.594**	.589**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Safety_ Measures	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
	Pearson Correlation	.191*	.451**	.468**	.258**	.423**	.159	.335**	.156	.352**	.476**	.548**	.522**	.346**	.239**	.295**	.313**
	Sig. (2-tailed)	.033	.000	.000	.004	.000	.076	.000	.083	.000	.000	.000	.000	.000	.007	.001	.000
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125

		Wellb eing_ resou rces	Stress _Man agem ent	Empl oyee_ Wellb eing_ conce rns	Skill_ devel opme nt	Traini ng_pr ogra ms	Caree r_pro gressi on	Sustai nabili ty_ini tiativ es	Ethic al_an d_sus tainab le_pr actice s	Envir onme ntal_i mpact	CSR	Trans peran cy_S DGs	Sustai nabili ty_so cial_r espon sibilit y	Colla borati on__t eamw ork	Com muni cating __ope nly	Com muni cation __tra nspar ency	Feedb ack_ recog nition
Rewards_ Recognition	Pearson Correlation Sig. (2-tailed)	.550**	.583**	.490**	.249**	.354**	.385**	.248**	.238**	.316**	.482**	.502**	.390**	.484**	.252**	.327**	.499**
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
Leave_ benefits	Pearson Correlation Sig. (2-tailed)	.562**	.783**	.780**	.437**	.585**	.338**	.534**	.570**	.535**	.815**	.849**	.652**	.447**	.551**	.627**	.635**
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
Insurance_ Benefits	Pearson Correlation Sig. (2-tailed)	.503**	.582**	.655**	.580**	.597**	.587**	.572**	.463**	.528**	.819**	.773**	.848**	.710**	.486**	.666**	.706**
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
Health_ Benefits	Pearson Correlation Sig. (2-tailed)	.594**	.734**	.828**	.548**	.598**	.524**	.567**	.638**	.600**	.599**	.707**	.697**	.648**	.652**	.568**	.428**
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
Jobrotation	Pearson Correlation Sig. (2-tailed)	.603**	.442**	.333**	.655**	.391**	.594**	.602**	.693**	.672**	.478**	.376**	.269**	.366**	.306**	.367**	.658**
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
Transportation _service	Pearson Correlation Sig. (2-tailed)	.459**	.474**	.397**	.328**	.351**	.139	.186*	.304**	.403**	.237**	.323**	.237**	.408**	.543**	.194*	.318**
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125

		Wellbeing_resources	Stress_Management	Employee_Wellbeing_concerns	Skill_development	Training_programs	Career_development	Sustainability_initiatives	Ethical_and_sustainable_practices	Environmental_impact	CSR	Transparency_SDGs	Sustainability_social_responsibility	Collaboration_teams	Communication_openly	Community_engagement	Feedback_recognition	
Accommodation_facilities	Pearson	.482**	.515**	.448**	.563**	.463**	.446**	.367**	.503**	.489**	.559**	.511**	.373**	.540**	.632**	.606**	.606**	
	Correlation																	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Lighting_facilities	Pearson	.306**	.222*	.200*	.555**	.410**	.438**	.452**	.409**	.446**	.479**	.376**	.414**	.293**	.409**	.438**	.518**	
	Correlation																	
	Sig. (2-tailed)	.001	.013	.025	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000
Ventilation_facilities	Pearson	.408**	.266**	.288**	.229*	.336**	.434**	.184*	.147	.205*	.323**	.289**	.407**	.546**	.267**	.386**	.453**	
	Correlation																	
	Sig. (2-tailed)	.000	.003	.001	.010	.000	.000	.040	.101	.022	.000	.001	.000	.000	.003	.000	.000	.000
Availability_adequateresources	Pearson	.445**	.402**	.424**	.493**	.439**	.639**	.385**	.362**	.408**	.484**	.420**	.439**	.678**	.296**	.564**	.568**	
	Correlation																	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.000
Sum	Pearson	.702**	.816**	.814**	.779**	.778**	.714**	.759**	.748**	.763**	.889**	.884**	.797**	.725**	.698**	.800**	.776**	
	Correlation																	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125

Table 14. KMO and Bartlett’s Test

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin	Measure of	Sampling Adequacy.	.751
Bartlett's Test of Sphericity		Approx. Chi-Square	6129.342
		df	465
		Sig.	.000

Table 15. Results of Factor Analysis

	Component					
	1	2	3	4	5	6
Wellbeing_resources						
Stress_Management	.623					
Employee_Wellbeing_concerns	.675					
Skill_development		.824				
Training_programs						
Career_progression			.647			
Sustainability_initiatives		.837				
Ethical_and_sustainable_practices		.823				
Environmental_impact		.786				
CSR	.726					
Transperancy_SDGs	.831					
Sustainability_social_responsibility	.724					
Collaboration_teamwork			.727			
Communicating___openly				.708		
Communication_transp_arenacy						
Feedback_recognition						
Mutual_support						
Work_overtime		-.753				
Jobsecurity	.701					
Satisfied_Salary	.841					
Safety_Measures	.725					
Rewards_Recognition						678

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 8 iterations.

Table 16. Computation of AVE and CR values for all six components**For component 1**

Column1	λ	λ^2	$1-\lambda^2$
	0.623	0.388129	0.611871
	0.675	0.455625	0.544375
	0.726	0.527076	0.472924
	0.831	0.690561	0.309439
	0.724	0.524176	0.475824
	0.701	0.491401	0.508599
	0.841	0.707281	0.292719
	0.725	0.525625	0.474375
	0.798	0.636804	0.363196
	0.664	0.440896	0.559104
	0.606	0.367236	0.632764
COUNT	11	11	11
SUM	7.914	5.75481	5.24519
SQUARE	62.6314	33.11784	27.51202
AVE	0.523165		
CR	0.922725		

For component 2

Column1	λ	λ^2	$1-\lambda^2$
	0.824	0.678976	0.321024
	0.837	0.700569	0.299431
	0.823	0.677329	0.322671
	0.786	0.617796	0.382204
COUNT	4	4	4
SUM	3.27	2.67467	1.32533
SQUARE	10.6929	7.15386	1.7565
AVE	0.668668		
CR	0.889723		

For component 3

Column1	λ	λ^2	$1-\lambda^2$
	0.647	0.418609	0.581391
	0.727	0.528529	0.471471
	0.769	0.591361	0.408639
	0.781	0.609961	0.390039
COUNT	4	4	4
SUM	2.924	2.14846	1.85154
SQUARE	8.549776	4.61588	3.4282
AVE	0.537115		
CR	0.82199		

For component 4

Column1	λ	λ^2	$1-\lambda^2$
	0.708	0.501264	0.498736
	0.823	0.677329	0.322671
	0.684	0.467856	0.532144
COUNT	3	3	3
SUM	2.215	1.646449	1.353551
SQUARE	4.906225	2.710794	1.8321
AVE	0.548816		
CR	0.78377		

For component 5

	λ	λ^2	$1-\lambda^2$
	0.678	0.459684	0.540316
	0.652	0.425104	0.574896
COUNT	2	2	2
SUM	1.33	0.884788	1.115212
SQUARE	1.7689	0.7828498	1.2436978
AVE	0.442394		
CR		0.6133257	

For component 6

	λ	λ^2	$1-\lambda^2$
0	0.601	0.361201	0.638799
1	0.582	0.338724	0.661276
2	0.6	0.36	0.64
COUNT	3	3	3
SUM	1.783	1.059925	1.940075
SQUARE	3.1790	1.1234	3.763891
AVE	0.353308333		
CR		0.621017	

Appendix II*

To what extent do you feel that the organization values and includes employees' well-being concerns?

20 responses

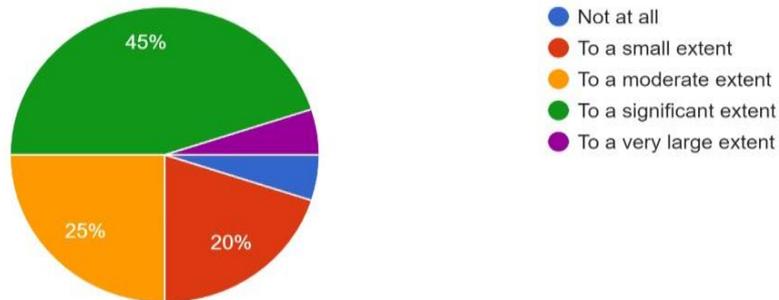


Fig 1. Figure representing organization places emphasis on valuing employee well-being

How satisfied are you with the opportunities provided by the organization for skill development and career advancement?

20 responses

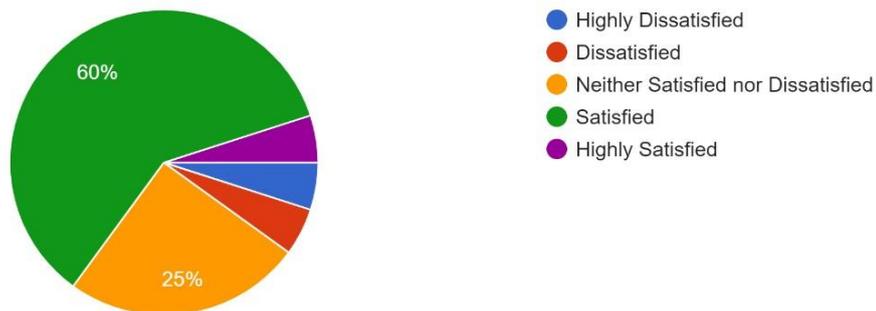


Fig 2. Figure representing how satisfied employees are with opportunities provided by the organization for skill development and career advancement/ career progression

Rank the following factors in order of importance to your decision to continue working at the company: (Rank from 1 to 5, with 1 being the most important and 5 being the least important)

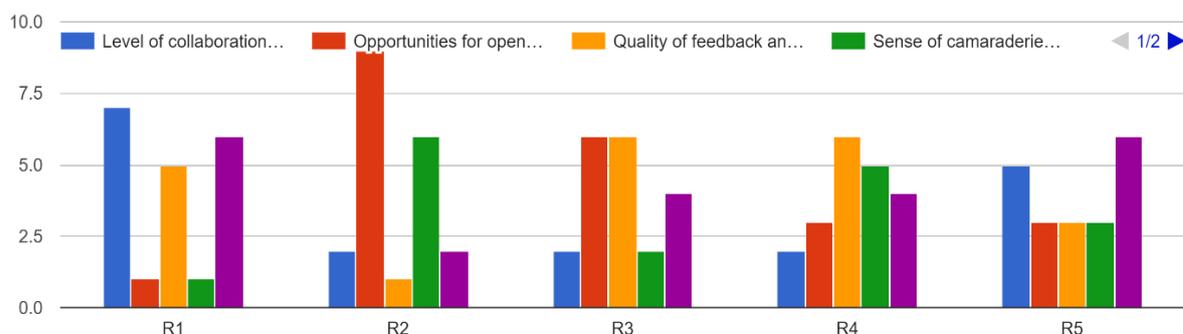


Fig 3. Figure representing factors impacting decision to continue working in the organization this decision

* Source-The insights presented in Appendix II are drawn from the author’s interpretive analysis.

How do you feel about your job in terms of its nature? (Choose one option that best represents your feelings) Please rate on a 5-point scale: 1 - Strongly... - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree

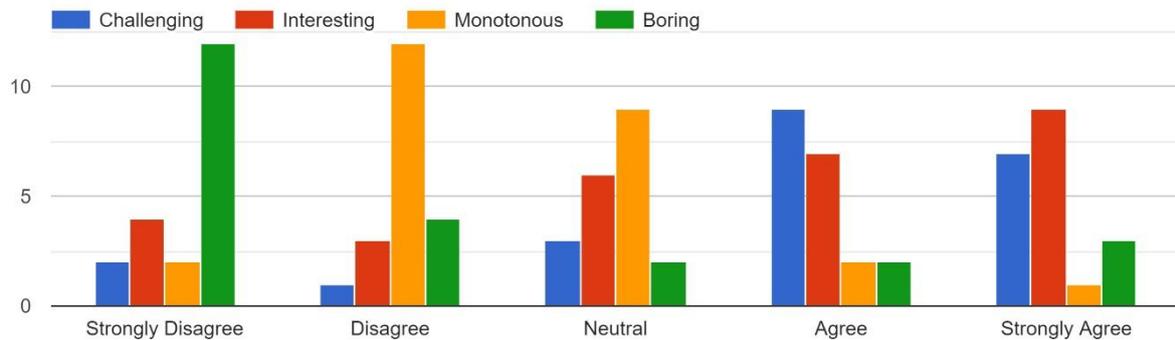


Fig 4. Figure representing employees’ perception about the nature of the job

What do you believe is the primary reason for employee turnover or attrition in the company? (Select all that apply)

20 responses

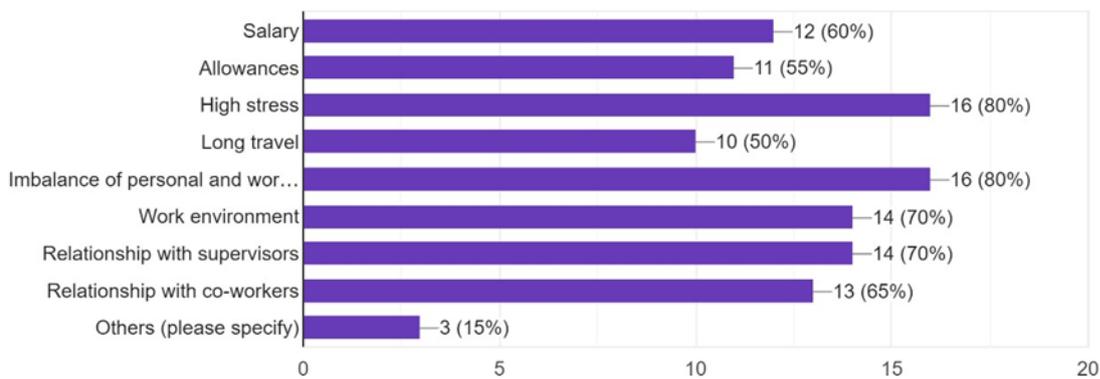


Fig 5. Figure representing reasons for employee turnover in the organization.

Which of the following factors contribute to your decision to stay with the organization? (Select all that apply)

20 responses

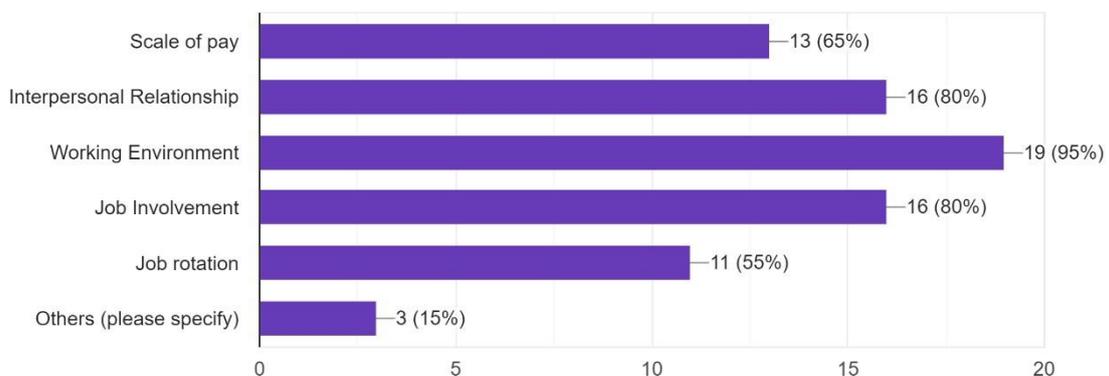


Fig 6. Figure representing factors contributing to the decision of employees to stay in the organization

Appendix III

Demographic Information Section

To contextualize responses and examine potential demographic influences on employee retention, the survey instrument included a set of preliminary demographic questions. These questions were designed to capture essential background variables that may influence retention perceptions and organizational experiences. Respondents were asked to indicate:

- i. Gender Identity
(Options: Male, Female, Prefer not to say)
- ii. Age Group
(Options: Below 20 years, 21–25 years, 26–30 years, 31–35 years, 36–40 years, Above 40 years)
- iii. Marital Status
(Options: Single, Married)
- iv. Highest Educational Qualification
(Options: Diploma, Graduation, Master's, PhD, Others-Please specify)
- v. Approximate Monthly Income (in Indian Rupees)
(Options: Below ₹10,000; ₹10,001–50,000; ₹50,001–1,00,000; ₹1,00,001–2,50,000; Above ₹2,50,000)
- vi. Total Work Experience
(Options: 0–2 years, 3–5 years, 6–10 years, Above 10 years)

Representative Items, Rationale, and Theoretical Alignment for Each Core Retention Dimension

Dimension	Representative Items	Rationale	Theoretical Alignment
Employee Well-being	My company encourages a healthy separation between work and personal life.	Captures perceived organizational support, stress mitigation practices, and employee resource utilization.	Social Exchange Theory (Blau, 1964); Conservation of Resources Theory (Hobfoll, 1989)
	My supervisor does not proactively offers support and resources to enhance employee well-being.		
	The stress management resources provided by my organization are effective.		
	I regularly use the well-being programs offered by the organization.		
	Please rank the following well-being support measures in order of effectiveness: [Breaks, Meditation, Flexible Hours, Counseling, Fitness Programs].		
Scale for Items 1–4: 1 = Strongly Disagree to 5 = Strongly Agree			

Dimension	Representative Items	Rationale	Theoretical Alignment
Career Development and Progression	<p>I am satisfied with the opportunities provided for skill development and career advancement.</p> <p>I have participated in at least one training or development program in the past year.</p> <p>My organization has clearly defined paths for career progression.</p> <p>I am satisfied with the availability of job rotations or new assignment opportunities.</p> <p>Scale: 1 = Strongly Disagree to 5 = Strongly Agree</p> <p>(For Q2, one can keep it both: "Yes/No" or "None / 1–2 / 3–5 / More than 5" sessions)</p>	<p>Assesses the perceived growth trajectory and access to development resources.</p>	<p>Event Systems Theory (Morgeson et al., 2015); Career Shock Theory (Akkermans et al., 2018)</p>
Sustainability and Company Values	<p>I feel a strong alignment with my company’s mission and sustainability initiatives.</p> <p>My organization demonstrates a strong commitment to ethical practices.</p> <p>The company is transparent in communicating its sustainability goals.</p> <p>I feel proud to be associated with this organization.</p> <p>The values of the organization closely reflect my personal beliefs.</p> <p>Scale: 1 = Strongly Disagree to 5 = Strongly Agree</p>	<p>Measures employee identification with organizational values and perceived ethical climate.</p>	<p>Social Identity Theory (Tajfel & Turner, 2004); Psychological Contract Theory (Rousseau, 1989)</p>
Work Environment and Relationships	<p>I am satisfied with the level of collaboration within my team.</p> <p>I feel comfortable communicating openly with both colleagues and superiors.</p> <p>My supervisor provides effective recognition and constructive feedback.</p> <p>There is a strong sense of camaraderie and mutual support in my workplace.</p> <p>I feel emotionally connected to the people I work with.</p> <p>Scale: 1 = Strongly Disagree to 5 = Strongly Agree</p>	<p>Reflects social and structural workplace dynamics that influence embeddedness.</p>	<p>Job Embeddedness Theory (Mitchell et al., 2001; Nawaz & Pangil 2016)</p>

Dimension	Representative Items	Rationale	Theoretical Alignment
Workplace Amenities Satisfaction	<p>I am satisfied with the health, insurance, and leave benefits provided by my organization.</p> <p>The lighting, ventilation, and physical workspace conditions at my workplace are comfortable and adequate.</p> <p>The transportation and accommodation facilities provided (if any) meet my needs.</p> <p>I have access to adequate resources and tools to effectively perform my job.</p> <p>Each rated on a 5-point scale: 1 = Strongly Disagree, 5 = Strongly Agree</p>	<p>Captures satisfaction with hygiene factors influencing comfort and stability.</p>	<p>Herzberg’s Two-Factor Theory (Herzberg et al., 1959); Social Exchange Theory (Blau, 2017)</p>
Job Stressors	<p>I frequently experience high levels of work pressure during my working hours.</p> <p>I am often required to work overtime beyond my regular hours.</p> <p>I feel stressed due to specific aspects of my job (e.g., travel, supervisor, workload).</p> <p>I feel secure in my current job position. (Reverse coded for stress)</p> <p>Each rated on a 5-point scale: 1 = Strongly Disagree, 5 = Strongly Agree</p>	<p>Identifies intensity and frequency of stress-inducing factors linked to attrition.</p>	<p>Job Demands-Resources Model (Demerouti et al., 2001)</p>