

RECRUIT TO RETAIN: RECRUITMENT CHALLENGES IN EMERGING  
ECONOMY || FOCUS ON LARGE CORPORATIONS IN IT SECTOR

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## DEDICATION

To the love of our life, CJ! the rock of our home DJ! and to the ever-so hard-working, “J” clans! Thank you for bearing it out.

Mom and Dad, as you watch over me, I shall continue to strive and make you proud.

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## ABSTRACT

### RECRUIT TO RETAIN: RECRUITMENT CHALLENGES IN EMERGING ECONOMY || FOCUS ON LARGE CORPORATIONS IN IT SECTOR

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The rapid evolution of the IT industry presents ongoing challenges in recruitment and workforce retention, necessitating strategic adaptations to both external and internal influences. This study examines the key factors shaping IT recruitment, including economic conditions, industry demand, technological advancements, government regulations, and shifting employee expectations. It further explores how organizations balance these external constraints with internal workforce strategies such as upskilling, career development, and flexible work arrangements to enhance talent acquisition and retention.

Utilizing a mixed-methods approach, the research incorporates quantitative surveys, literature reviews to assess recruitment and retention patterns across large IT organizational structures. The findings reveal that while economic stability and industry growth drive recruitment activity, talent shortages remain a persistent concern due to changing skill

demands. Organizations facing strict immigration policies or local talent scarcity increasingly rely on alternative hiring strategies, including tapping remote work models, gig workforce and international outsourcing. Moreover, AI-driven hiring tools improve efficiency but are unable to replace human intelligence, Insights and experience to ensure effective selection and retention of top talent in organizations.

The study also identifies key retention drivers, emphasizing the importance of employer branding, mentorship programs, structured career progression, and competitive benefits. Findings indicate that generational differences influence employee satisfaction, with younger professionals prioritizing career growth and workplace culture, while experienced employees value stability and leadership opportunities. Additionally, organizations with strong leadership transparency and employee recognition programs report lower attrition rates.

A critical contribution of this research is the development of a framework integrating external and internal factors to optimize IT workforce management. The results suggest that addressing IT talent shortages requires a dual focus—enhancing both recruitment efficiency and retention strategies. Organizations that foster a supportive work environment, implement structured development programs, and align hiring policies with workforce expectations can achieve sustainable workforce stability.

This study provides valuable insights for HR professionals, IT managers, and policymakers aiming to improve recruitment outcomes and long-term workforce retention. Future research should explore the long-term impact of hybrid work models, AI integration in hiring, and evolving workforce expectations in the digital economy.

**Keywords:** IT recruitment, workforce retention, talent shortages, AI-driven hiring, employee engagement, career development, workforce planning.

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## CHAPTER I: INTRODUCTION

### **1.1 Introduction**

In many developing countries, the IT industry has become a powerful engine of economic catalyst and technological innovation. The Information Technology (IT) sector, through rapid digital transformation is driving multiple industries world-wide in parallel, Space, Defence, Healthcare, Connectivity, Mobility (air, road, rail, automobiles etc.), etc. Today, the IT industry is recognized as one of the top three fastest-growing employment generators globally and the most competitive sectors. Irrespective of size, IT companies are at the forefront of driving this digital revolution through innovation, artificial intelligence, cloud computing and cyber security framework. Beyond the technological marvel they create jobs, bring foreign investments, drive social transformation in addition to building GDPs of a developing economy. IT today offers generational leap through investments in human capital. While the industry continues to boom, evolve and offer rapid growth to employees, the companies struggle to solve their recruitment and retention challenges, both problems impacting corporations simultaneously. The fast-paced evolution of technology forces its workforce to learn, upskill and stay relevant technically or fall behind the curve every few months, regardless of age/experience/seniority of the talent. The challenges are countless for the sector, but the top challenges have perpetually been its inability to both recruit and retain its high skilled workforce, jeopardizing the organization as well as the industry growth, thus making recruitment and retention a key area of concern for large corporations, primarily due to the sheer volume compounding year-on-year.

The IT sector of the emerging economies faces distinct pitfalls in recruitment, which vary from those of the developed countries. Graduates are often underprepared to meet the demands of large corporations due to multiple issues such as hands-on experience, problem-solving skills and industry-specific knowledge, including basic issues like communication and professional grooming. Many developing countries also have an education system that relies heavily on rote learning without an appropriate application of theory into practice. This disconnect creates a talent pool which, although educated, often lacks required skills needed by the industry. As a result, precious resources, such as time and money are further invested into imparting training programs to fill the void, before an impactful difference is visible for the client and organization. This increases onboarding-time and training costs leading to additional operational and financial pressures, compelling organizations to reassess recruitment process efficiencies to attract talent that meets the business needs while keeping their costs to a minimum. External and Internal variables both impacting Recruitment functions hard.

In equal measure, retention continues to be as much an issue in the IT sector as recruitment. Large organizations are grappling with high turnover, caused by a numerous-factors bucketed into controllable and uncontrollable factors. A set of skills amongst IT professionals are always in high demand and tend to bargain a better deal for themselves with respect to compensation, benefits, roles, job locations for developing and building their own careers. There is also a high rate of attrition, making job-switches easy, both within and outside the industry with access to better-pay, enhanced career development or a superior work-life balance. IT professionals constantly look for flexible working arrangements, leadership opportunities, and a positive workplace-culture, failing which key employees hop onto competitors, who willing offer some variables more favorably.

Furthermore, with long working hours and intense deadlines causing burnout, drop-in engagement levels are inevitable and with potentials available across Industries, employees also look beyond their present roles. The loss of seasoned professionals from the system not only hampers productivity but also results in knowledge loss, disrupted team dynamics, and escalated hiring costs, which all collectively undermine organizational stability.

While there are few opportunities and some challenges in the changing landscape of recruitment and retention due to external factors like the rising demand for remote working and hybrid models. The ability to work remotely should be exploited by organizations to access to a larger talent pool, as there the geographical restrictions fall apart, and employers can engage across regions or countries. Yet, this mobility has also contributed to a surge in job-hopping, since employees are no longer tethered to their urban locations alone while seeking career opportunities. Needs for developing strong virtual work cultures are important aspects for employers, focus more on new ways of engaging with employees and apply strategic retention policies in a remote-first work settings to ensure the workforce stability. Companies with no opportunity for professional development, manager connect may have trouble retaining employees who do not share company goals involved in team settings. The importance of finding the right balance between the aspects of remote working and find the glue binding workforce together has been a major consideration in the current IT talent management.

Diversity and Inclusion (D&I) has always been important element in IT recruitment but it also helps expanding the talent pool. D&I also helps to deepen the understanding that diverse workforce promotes innovation, creativity, and problem-solving opportunities. Having a diverse team brings different perspectives, opening-up collaboration and better decision-making process thereby, giving companies a competitive

edge. They include historical biases, gender imbalances and socio-economic disparities which continue to pose challenges in accessing education and career opportunities for the diverse mix of talent in emerging economies. A lot of companies are still grappling with how to develop inclusive measures for hiring and become equal opportunity employer for underrepresented race/gender/ethnicity/nationality/groups etc. IT companies must spell-out targeted diversity hiring programs, empower leadership and mentorship opportunities for minorities, and foster a work place supporting equal career advancements for all professionals. Diversity enhances the employer brand of an organization, and leads to an engaged and dynamic work force. Thereby, making organizations desirable to a broader set of talent pool.

Across developed and developing economies, laws and organization policies relating to employment are crucial in shaping culture and recruitment strategies. Hiring does not operate in a silo, necessitating the need for a country-specific policy on employment and taxation frameworks. The external variables call for a significant strategic shift defining Recruitment approach. In the absence of critical talent, the ability to hire internationally can be hamstrung by draconian labour laws, denying companies access to specialist skill- sets absent in the home market. In contrast, some governments reward IT companies with other benefits like tax exemption or funds for workforce development for hiring and training local talent. Although these policies seek to bolster economic growth and employment, large corporations face uncertainty when designing workforce strategies over the long run, because of inconsistencies in the regulatory framework, complex bureaucratic processes, and dynamic policy orientations. However, organizations must move rapidly in these regulatory waters, engaging with policymakers while building

hiring models that enable compliance with the regulatory landscape while still filling talent needs.

In a competitive labour market, employer branding has become a strategic leverage in attracting and retaining talent particularly amongst IT professionals. In a recruitment cycle, salary alone does not just make or break a candidate today. Potential hires look for organizational values & culture, the emphasis on professional development, working flexibilities, job role, location, the manager etc. everything plays a significant part towards completing a recruitment process. Companies with great employer branding strategically communicate their value proposition as an employer showcasing career growth, employee stories and a company culture that promotes well-being. Open communication surrounding workplace culture, learning opportunities, and work-life balance greatly enhances the reputation of a company and attracts job seekers to it. If organizations investment in employer branding is delayed or inadequate the talent is harder to source and key talent find home at competitors who carry a compelling employee value proposition. Focus on branding strategies reinforces recruitment and, most importantly, retain employees in the long run.

The emerging economies with large pool of IT talent are in a critical phase, especially for the IT sector, where a focused effort is required to ensure the flow of talent into the industry. Companies that are able to respond proactively to the evolving expectations, embrace new hiring technologies, and create employee-centric workplaces will emerge as leaders in the increasingly competitive workforce landscape. This capability to attract, nurture and retain the best talent is fundamental not only for the success at the individual talent level but for the corporations as well as for the growth of IT industry as a whole. In

a world of fast-paced technological changes and evolving job-roles and skillsets, organizations should continue to adopt a dynamic, innovative, and proactive workforce management strategy. Talent acquisition and retention strategies will therefore work efficiently and effectively for the sector as IT will continue to significantly contribute to the growth of economy and will continue as a key economic driver.

## **1.2 Overview: IT Sector in Emerging Economies**

Over the last thirty years, IT industry has experienced a dramatic evolution that has made IT into a critical engine for economic growth and technology advancement for every sector. Through significant improvement in the fields of computer technology countries are now providing local population, government parastatals and international companies with IT-enabled services and high-quality technology solutions. Therefore, India in particular has leveraged cost efficiencies, its immense talent pool: a consequence of its sustained focus on education by middle-class, poor and even the marginalized citizens, which was a ticket to financial freedom out of poverty, thus catapulting India into a global player in the IT services sector.

Today, the vast corporations not only have ushered businesses into a digital era, but also led to significant job creation. As an indirect consequence this has led to a large-scale digital skill development in urban and rural regions. However, there are structural and operational problems compounding the IT industry even as the sector grows faster than ever before and threatens to put sands in the gears of its momentum moving forward. Indeed, new demands of the workforce, skills shortages, inconsistent policy frameworks and poor IT infrastructure are only some of the major impediments that to resolve for the long-term growth to remain competitive in the IT space.

An increasing digitalization of businesses in other industries is also a significant reason for the fundamental growth of IT sector across emerging markets. These emerging technologies are fueling the demand for skilled IT professionals who can build, manage and secure digital assets of national significance, including cloud computing, artificial intelligence, big data analytics and automation. In this digital transformation paradigm, large IT organizations are at the forefront by catering to the latest technology solutions that enable operational efficiency and innovative business models. As enterprises invest significantly in IT-Services, IT-Infra and digital transformation in sectors such as banking, healthcare, retail, and manufacturing, the demand for highly specialized IT professionals has exploded immensely.

But the talent supply-side has progressed in a linear model, leading to a significant mismatch between the demand and supply of talent in the marketplace. This mismatch has generated extensive job opportunities for software engineers, information security specialists and data scientists across industries contributing to economic development and social ascent. But as digital transformation drives growth across industry and not just in the IT sphere, it is also driving competition for talent—leading to a skills shortage, and making it even harder for organizations to find and retain right talent with the expertise sought by clients. This change leaves big IT companies with two options: Promote up-skilling within their workforce or acquire talent needed in a proactive approach to full-fill these demands. Primarily, leading the organizations to deal with both Recruit and Retain talent.

IT companies in developing countries have benefitted from government policies and initiatives that played a significant role in the advancement of the IT sector. Successive governments have identified the industry's potential to contribute to national and economic growth and have mounted strategic initiatives aimed at stimulating this

industry growth. Tax incentives “financing programs for technology start-ups “investments in digital infrastructure have allowed IT companies to expand their footprints beyond their shores thereby attracting foreign investments.

To fill this talent gap, the government has stepped in by launching more improved technical education and vocational training courses in order to connect theory with practice in the field. However, they are often hindered by regulatory inconsistency and bureaucratic hurdles that makes it hard for IT companies to forge ahead aggressively. Uncertainty in labour laws, changes to taxation laws, and slow-moving bureaucracy create obstacles for business on the ground, discouraging potential investors and dragging business growth. Government in tandem with the industry is yet to build or construct a framework enabling sustainable growth for facilitating the ease of doing business for this sector or relooking regulatory norms for building a business ecosystem conducive for innovation and work-force building.

The outsourcing opportunities has largely powered the success of the IT sector in the developing economies. To obtain services at rates considerably lower than those charged for similar services in Western countries, many global companies contract software development, IT support, back-office functions to India, Philippines and others without compromising on quality, speed or cost. This model has provided businesses in developed nations access to specialized skills at economical rates and has enabled IT service companies to thrive in emerging economies.

This outsourcing sector has also been instrumental in generating jobs, boosting GDP and developing skills. However, traditional outsourcing paradigms are starting to come undone due to technological innovation in the realms of automation, artificial intelligence, and machine learning. Giving opportunity to upskill the talent in order to transition into higher-value chain of services like AI development, cybersecurity and

blockchain solutions as automation eliminates low-end IT support roles. With minimal proactive adaptation, the outsourcing industry runs the risk of facing stagnation, which would contribute to a gradual phasing out of jobs and reduced contributions from the IT industry to the economy.

The healthcare IT services industry has grown at a remarkable rate at a short span of time. Although large metropolitan cities of emerging economies have all the latest functioning IT architecture, data center, high-speed internet connectivity, and much more; development in smaller towns and rural areas in the same countries are still slow or non-existent. The digital divide restricts skilled professionals from accessibility and exploration to urban areas, limiting the diversification of available talent. It is up to the big IT companies that are looking to promote hiring, adopt a decentralized hiring models, find remote work solutions and local training initiatives to "staff up." The rise of remote work technologies and the establishment of satellite offices in underdeveloped areas allow companies to reach talent pools that were previously inaccessible, creating a more inclusive work environment and geographically diverse workforce. To accomplish this, however, we need substantial investment in digital infrastructure as well as policy frameworks that enable remote work models.

Foreign direct investment (FDI) has significantly contributed to rapid development of the IT sector in developing economies. Major international technology companies set up R&D centers, innovation labs, and offshore delivery units in countries with solid IT Infrastructure and talent foundation. Not only do these investments provide millions of professionals with a steady pay cheques but they have also resulted in the transfer of knowledge and technologies. Foreign investment, on the other hand, while having a positive impact on economic development, tends to make it vulnerable to global vagaries.

The IT sector in developing markets often becomes dependent on multinationals exposing vulnerabilities to international economic cycles, geopolitical rivalries and policy shifts in other markets. For domestic IT companies, a drop in outsourcing demand, changes in trade policies, or a global economic slowdown can pose serious job losses and reduce business opportunities. In conclusion, to alleviate these risks, these emerging economies need to create their own technology firms and industries and avoid being overly dependent on foreign investments.

Next, workforce attrition and talent migration are another key challenge facing the IT sector in emerging economies. This has resulted in many high performing professionals seeking greener pastures in developed countries where salaries, working conditions and career advancement opportunities are far more attractive. This brain drain leaves behind a talent vacuum hampering the capacity of local IT industries leaving them to compete on a global scale akin to David VS Goliath.

Although companies compete with high salaries, stock option plans, or career path programs, in many cases, the financial benefits offered by foreign companies do not allow recruitment of staff. Additionally, the proliferation of remote work has made it possible for talented IT workers to be employed by global firms without needing to relocate, thus increasing competition for premier hires. (test) IT companies need to improve workplace culture, develop meaningful career growth opportunities, and make sure compensation structures are aligned with global market standards in order to hold on to their best employees.

As IT sectors in emerging economies face rapid growth, they may find themselves at a crossroads, where attention to workforce demands needs significant structural, emotional and policy level connect, such considerations remain integral to innovation. While the industry has shown remarkable resilience and adaptability in response to

changing challenges, companies must take proactive steps to address issues such as skills shortages, regulatory barriers, infrastructure shortcomings, and employee retention if they are to maintain long-run growth. IT companies will play a key role in providing their competitive edge in the global market whilst ensuring economic progress for their local region through investment in talent development, an innovation-focused culture and working with governmental bodies to promote a favourable business climate.

### **1.3 Trends in Recruitment and Retention in IT Corporations**

In the wake of exponential growth in IT sector in emerging economies, recruitment and retention practices have evolved significantly, more so, with the level of competition intensifying in the industry, potentially impacting huge volumes. The adoption of Artificial Intelligence (AI) and Machine Learning (ML) tools across the recruitment lifecycle is one of the most transformative trends to handle volumes. Organizations are using AI-powered solutions for automating candidate sourcing, screening resumes, and scheduling interviews. This drastically cuts the time and human interface to offer Reach, Response and Relevance of skill-sets to discover and engage with passive candidates, especially important for large corporations that process thousands of applications for multiple roles across geographies with large set of teams involved in the process.

AI-based analytics tools can analyze past hiring data to predict candidate success rates, and chatbots have become crucial in maintaining communication with candidates, providing real-time updates, and improving the overall candidate experience. Moreover, AI-based assessment platforms can assess a candidate's technical skills, problem-solving skills, and even their emotional intelligence through online assessments and situational judgment tests. Gradually, they replaced manual processes with data-driven recruitment

strategies that streamlined the selection process and took on a significant role in matching candidate competencies effectively with job requirements, thus ensuring higher productivity and lower attrition rates post-hire.

There has been another major shift in recruitment strategies that have been the shift away from qualification-based hiring to skills-based recruitment frameworks. Sure, academic credentials will continue to matter, but today many big IT companies are now giving more importance to real technical skillset and problem-solving capabilities than a mere university degree. Such movement comes in response to a growing skills gap as traditional education is often proven inadequate when it comes to furnishing graduates with practical skills needed in real world IT companies. The explosion of coding boot camps, specialized certification programs, and project-based learning platforms has democratized access to IT careers, enabling self-taught programmers and career switchers to enter the industry. Instead of relying solely on resumes, companies are using now deploying specialized platforms to assess potential hires through their past project portfolios and coding challenges. Training and hiring based on meritocracies are not only helping IT teams become more diverse, but is also allowing access to a more innovative and agile workforces in a quickly changing technological world.

One another key component that has become relevant in both hiring and retaining talent, which differs from the ordinary, is employer branding. With today's candidate-driven market, IT professionals are particular regarding their employers and often go thorough research on potential employers on platforms such as Glassdoor or Job Portals before even applying for a job. Candidate perceptions are shaped by aspects like company culture, leadership vision, career growth opportunities, and social responsibility

commitment. Meanwhile, major IT players are building strong employer brands and targeting LinkedIn, Glassdoor and similar channels to support their efforts.

They highlight employee stories, workplace awards, and diversity and inclusion programs to market themselves as employers of choice. While many of the organizations today are utilizing storytelling approaches to humanize their brand, there are others who are sharing their employee stories and journeys, outlining innovation milestones and corporate social responsibility (CSR) projects. boosts company culture and create a pride of association among employees, leading to higher retention and reduced turnover.

One of the most influential trends in IT recruitment and retention strategies is the widespread shift towards remote work and hybrid workplace models. The COVID-19 pandemic had organizations rethinking their traditional operating models and remote work swiftly transitioned from forced opportunity to preference at many IT organizations. Flexible working models, like remote work, allow employers to search for employees all over the world, without worrying about location, while employees enjoy increased flexibility. Nonetheless, this transition also came with its own challenges, namely nurturing collaboration, keeping employees engaged and thriving, and securing organizational data in a remote landscape.

To cope with these challenges, firms are switching to virtual collaboration platforms, robust cloud infrastructure, and online team-building games. Moreover, a number of organizations are leaning towards hybrid structures, which marry the benefits of remote flexibility and in-office collaboration, empowering employees with autonomy over how they work. Providing remote or hybrid roles has become a huge advantage in

talent acquisition, bringing in candidates who put a focus on work-life balance and flexible hours.

One new trend that emphasizes all retention strategies is concern for employee well-being and mental health. When IT roles become demanding, featuring long working hours, tight deadlines, and complex problem-solving, it can lead to burnout and disengagement. Moreover, organizations are embedding wellness programs at the core of employee value proposition to combat these challenges. These can include everything from access to mental health professionals and stress management workshops to flexible work hours, and wellness leave. Others have taken more drastic measures and implemented initiatives such as no-meeting days, digital detox programs and employee assistance plans. A workplace culture that emphasizes well-being not only has a positive impact on employee morale, but also boosts productivity and lowers attrition rates. Organizations are realizing that end-to-end employee well-being is the key to retain talent in a cut-throat fast paced industry.

*Table 1 Key Trends in IT Recruitment and Retention*

<b>Trend</b>	<b>Recruitment Impact</b>	<b>Retention Impact</b>
<b>AI &amp; Machine Learning in Hiring</b>	Faster candidate screening; Data-driven selection	Improved candidate-job fit, reducing turnover.
<b>Skills-Based Hiring</b>	Expanded talent pool beyond formal degrees	Increased skill diversity and availability of low-cost talent.
<b>Employer Branding</b>	Higher quality applicant pool; Employer of choice	Stronger employee loyalty and engagement.

<b>Remote/Hybrid Work Models</b>	Access to global talent; Flexible hiring	Improved work-life balance; Higher retention.
<b>Employee Well-being Programs</b>	Attracts candidates prioritizing mental health	Reduced burnout; Increased job satisfaction.
<b>Diversity, Equity, and Inclusion (DEI)</b>	Inclusive hiring processes; Broader talent reach	Enhanced belonging; Improved team cohesion.
<b>Continuous Learning &amp; Upskilling</b>	Attraction of candidates seeking growth	Career development leading to long-term retention.

Continuous learning and career development is another key aspect of recruitment and retention strategies. As technology continues to advance at lightning speed, we must regularly upskill to remain relevant in our respective roles. In fact, major enterprises have started providing organized learning tracks and certification processes, as well as contacts to online education platforms to encourage ongoing growth. Upskilling initiatives bridge internal skill gaps while also being an enticing hiring incentive, allowing employees who view career progression as an important part of job satisfaction. Many organizations are also building internal academies and mentorship programs that allow employees to learn new skills and pivot into new roles, such as data scientists, artificial intelligence specialists, and cybersecurity analysts. This allows companies to retain top talent while also ensuring their teams are agile and future-ready.

Simultaneously, Diversity, Equity, and Inclusion (DEI) initiatives are embedded in talent acquisition and retention strategies in the IT sector. Diverse teams cultivate greater innovation and better problem solving, so organizations understand this is important in an industry that has been forged by rapid technological shift. Consequently, a number of big

IT companies have pledged to develop inclusive hiring practices that seek to diversify their talent pools, looking at gender, ethnicity, and socio-economic background. These firms are now rolling out structured DEI programs, unconscious bias training and employee resource groups (ERGs) for underrepresented populations. And although new ideas can create friction, ultimately retention is better when employees feel included, valued, and heard — which is why organizations are now emphasizing more inclusive leadership practices in manager training. A diverse and inclusive workplace not only meets social demands but also has measurable business advantages by increasing creativity, and improving the decision-making process.

Meaningful work is proving to be a game changer for organizations, not just in the realms of compensation and benefits, but also in attracting and retaining employees. IT professionals, particularly Millennials and Gen Z, increasingly want to work for employers whose missions match their own ethical code. Candidates now gravitate towards companies that show commitment — either to environmental sustainability, social impact, or responsible technology development — that is more than just a passing mention on a careers page. In the face of this challenging environment, IT firms are including corporate social responsibility (CSR) in their core strategy and allowing employees to participate in community service projects, sustainability initiatives, and volunteer programs. Not only do purpose-driven cultures result in higher engagement, but they also create an emotional bond between employees and their organization, ensuring long-term retention and a more motivated workforce.

#### **1.4 Research Problem**

Talent acquisition within the IT sector in emerging economies presents a complex array of challenges that extend beyond conventional recruitment difficulties. The rapid pace of technological innovation has created an environment where the demand for specialized skills frequently outstrips supply. Emerging technologies such as artificial intelligence (AI), machine learning (ML), blockchain, and cybersecurity have evolved into mainstream areas of focus, yet the availability of professionals with deep expertise in these fields remains critically low. The traditional educational infrastructure in many developing nations struggles to keep pace with these technological advancements, often resulting in a skills gap between what academia produces and what industry requires. As a result, large IT corporations face mounting difficulties in identifying candidates who possess both the theoretical knowledge and practical competencies necessary for high-performance roles. This disconnect compels organizations to undertake extensive training and onboarding programs, which increases recruitment costs and extends the time needed to integrate new hires into productive roles.

One of the most pressing issues in talent acquisition is the fierce competition for high-caliber professionals, both domestically and internationally. As global organizations increasingly recognize the value proposition offered by IT hubs in emerging economies, the demand for top-tier talent has surged. This demand has escalated bidding wars for highly skilled individuals, particularly those with niche competencies in emerging technologies. Consequently, large IT corporations often find themselves competing not only with local firms but also with multinational enterprises and well-funded startups offering attractive compensation packages, equity options, and flexible work arrangements. This hyper-competitive market significantly raises the cost of talent acquisition and makes it difficult for many firms to sustain long-term hiring strategies, particularly when

attempting to recruit individuals for leadership roles or critical projects requiring domain-specific expertise.

Another significant challenge is the high attrition rate that plagues the IT sector, further complicating workforce management. Employee turnover is particularly pronounced among early-career professionals and mid-level managers, who frequently seek rapid career advancement and higher salaries. The fluidity of the IT job market enables skilled professionals to transition quickly between employers, often leading to a cycle of recruitment and attrition that undermines organizational stability. For large IT corporations, frequent turnover results in the constant need to backfill positions, invest in retraining, and manage disruptions to project continuity. Moreover, high attrition rates adversely affect team dynamics and morale, as remaining employees often experience increased workloads and uncertainty about their career trajectories, further exacerbating retention challenges.

The advent of remote and hybrid work models has introduced a new layer of complexity to talent acquisition and workforce management. While remote work enables IT corporations to access a wider and more diverse talent pool, it also requires organizations to rethink their engagement and oversight strategies. Ensuring productivity and maintaining a cohesive organizational culture in a remote environment can be challenging, particularly when employees are distributed across multiple geographies and time zones. Additionally, remote work has intensified competition for talent, as professionals are no longer limited by geographic constraints when seeking employment. This trend has allowed foreign companies to target skilled workers in emerging economies without requiring relocation, further straining the local talent market and contributing to higher turnover rates among domestic firms struggling to match international compensation standards.

Compounding these challenges are the issues related to diversity, equity, and inclusion (DEI), which have become focal points for workforce management in the IT sector. Despite widespread recognition of the benefits of diverse teams in driving innovation and enhancing problem-solving capabilities, many IT corporations in emerging economies continue to grapple with the underrepresentation of women and minority groups. Cultural norms, educational disparities, and systemic biases often limit access to opportunities for these populations, resulting in homogenous talent pools and a lack of diverse perspectives within teams. Overcoming these barriers requires organizations to implement deliberate DEI strategies, including targeted recruitment initiatives, mentorship programs, and leadership development opportunities. However, embedding these practices into organizational culture remains a complex and ongoing endeavor that demands sustained commitment from leadership and stakeholders.

Regulatory and compliance issues further complicate the talent acquisition landscape for IT corporations operating in emerging economies. Employment laws, data protection regulations, and labour standards vary significantly across different jurisdictions, creating a complex legal environment that organizations must navigate when hiring and managing their workforce. Compliance with local regulations, including restrictions on contract labour, requirements for diversity reporting, and limitations on work visas for foreign talent, can impede the flexibility and scalability of recruitment strategies. Furthermore, sudden changes in government policies or regulatory frameworks can disrupt workforce planning and necessitate costly adjustments to recruitment and staffing models. For multinational IT corporations, the challenge is amplified as they seek to maintain compliance across multiple legal environments while ensuring consistent human resource policies and practices.

The growing emphasis on employer branding and candidate experience has also emerged as a critical challenge in talent acquisition. In an era where job seekers have access to a wealth of information about potential employers through social media, job boards, and peer review platforms, managing a company's reputation has become paramount. Negative experience/feedback regarding interview processes, onboarding experiences, or workplace culture can deter prospective candidates and damage a company's ability to attract top talent. As a result, IT corporations must invest heavily in building and maintaining a positive employer brand, which includes transparent communication, timely feedback during recruitment processes, and an emphasis on employee success stories. Maintaining a favourable perception among potential hires requires a concerted effort from HR teams, marketing departments, and leadership to ensure alignment between external messaging and internal realities.

A significant yet often overlooked challenge in workforce management is the need to align talent strategy with long-term business objectives in a constantly evolving industry. The rapid pace of technological change necessitates continuous forecasting of future skill requirements, succession planning, and proactive workforce development. However, many IT corporations struggle to develop robust talent pipelines that align with anticipated business growth and technological innovation. This misalignment often leads to reactive hiring practices that focus on filling immediate vacancies rather than cultivating a sustainable talent pool prepared for future challenges. To address this issue, organizations must adopt strategic workforce planning methodologies that integrate data analytics, scenario modelling, and talent segmentation to anticipate future needs and ensure organizational agility in responding to changing market conditions.

Large IT corporations operating in emerging economies are confronted with a wide array of challenges that make talent acquisition and workforce management increasingly

complex and resource-intensive. The scarcity of specialized skills, intense competition for talent, high attrition rates, regulatory hurdles, and the imperative to foster diversity and inclusion all contribute to a demanding human capital landscape. Organizations that navigate these challenges effectively tend to adopt holistic strategies that combine technology-driven recruitment, robust employee engagement initiatives, and long-term workforce planning. By investing in comprehensive talent management frameworks that emphasize employee development, inclusivity, and alignment with business objectives, these corporations enhance their ability to build resilient, future-ready workforces capable of sustaining competitive advantage in the rapidly evolving global IT industry.

### **1.5 Purpose of Research**

1. Establish the extent of external environment impacting the Recruitment function in the IT Industry.
2. Analyze, Classify, and Develop steps to bring uncontrollable external factors closer to controllable factors.
3. Suggest a layered or segmented approach for a multi-generational workforce for retention, thereby reducing the hiring pains for candidates, employers, and customers.
4. Develop a framework to understand the interplay between internal and external factors impacting recruitment and retention initiatives simultaneously.
5. Find a long-term solution for talent shortages in the IT industry, through addressing external variables.

### **1.6 Significance of the Study**

The present study, titled "Recruit to Retain: Recruitment Challenges in Emerging Economy || Focus on Large Corporations in IT Sector", holds substantial significance for multiple stakeholders in the global business ecosystem. As emerging economies continue to evolve into pivotal center for technological advancement and IT service delivery, the ability of large corporations to effectively attract and retain skilled professionals has become a critical determinant of organizational success and industry sustainability. This study addresses the pressing challenges that IT firms encounter in recruitment and retention, particularly within the dynamic socio-economic contexts of emerging markets. By examining these issues in depth, the research contributes to a nuanced understanding of talent management strategies necessary for maintaining a competitive edge in the fast-paced IT sector.

One of the primary contributions of this study is its focus on bridging the knowledge gap regarding recruitment challenges unique to large IT corporations operating in emerging economies. While extensive literature exists on human resource management practices in developed nations, relatively limited scholarly attention has been given to understanding the complex dynamics of talent acquisition in regions where labour markets are still maturing, and economic frameworks are evolving. This research provides valuable insights into the specific barriers faced by organizations in these settings, including the shortage of industry-ready talent, the growing skills mismatch, and the intense competition for highly qualified professionals. The findings will offer a practical framework that large IT corporations can leverage to design more effective recruitment strategies tailored to the industry and geographical context.

The study is also significant in shedding light on employee retention, which remains one of the most critical human resource challenges in the IT sector. High attrition rates

have long plagued IT companies in emerging economies, leading to disruptions in project continuity, increased recruitment costs, and loss of institutional knowledge. By identifying the factors that influence employee turnover—including compensation disparities, lack of career advancement opportunities, and inadequate work-life balance—the study equips organizations with actionable insights to develop retention frameworks that not only address these issues but also enhance overall employee satisfaction and engagement. Such interventions are crucial for building stable, committed workforces capable of sustaining innovation and productivity in the long run.

From a strategic management perspective, this study contributes to the discourse on aligning recruitment and retention strategies with broader organizational objectives. In the context of large IT corporations, talent management is not just an operational concern but a strategic imperative that directly impacts competitive advantage, market expansion, and technological innovation. The research underscores the need for an integrated approach to talent acquisition and workforce management—one that considers both the immediate recruitment needs and the long-term goal of nurturing and retaining a high-performing talent pool. This holistic perspective is particularly relevant in emerging economies, where the volatility of labor markets demands agile and forward-thinking human resource strategies.

Furthermore, this study is highly relevant to policymakers, educational institutions, and workforce development agencies in emerging economies. By highlighting the gaps between industry expectations and the current capabilities of the talent pool, the research provides empirical evidence that can inform policy decisions and educational reforms aimed at enhancing the employability of graduates. Governments and educational institutions can use these insights to design curriculum updates, skill development programs, and public-private partnerships that address the evolving needs of the IT

industry. In turn, this alignment between education and employment will contribute to more sustainable economic growth and improved employment outcomes across the region.

The research also has practical significance for human resource professionals and organizational leaders within the IT sector. It offers a comprehensive analysis of contemporary recruitment trends, employer branding strategies, and employee engagement practices that have proven effective in attracting and retaining top talent. The study's recommendations provide HR managers with evidence-based tools to enhance their recruitment processes, improve employee value propositions, and foster inclusive workplace cultures that support diversity and equity. These insights are particularly important for large corporations operating across multiple geographies, where tailoring HR strategies to specific regional contexts can drive significant improvements in organizational performance.

Finally, the significance of this study extends to the academic community by enriching the existing body of knowledge on talent management in emerging economies. It offers a detailed exploration of recruitment and retention challenges faced by large IT corporations, supplemented by empirical findings that can serve as a foundation for future research. Scholars can build upon the study's findings to further investigate related themes such as employee motivation, organizational commitment, and the impact of technological disruptions on workforce strategies. By contributing new knowledge to the field of human resource management, this research supports the advancement of theory and practice in an increasingly globalized and technology-driven world.

This study is timely and relevant as it addresses the critical challenges associated with recruiting and retaining IT talent in emerging economies. Its findings and recommendations are poised to make a significant impact on industry practices, policy

formulation, and academic research, thereby fostering a more resilient and competitive IT sector capable of driving innovation and economic development on a global scale.

### **1.7 Research Purpose and Questions:**

The research explores and addresses challenges faced by IT corporations in emerging economies. Despite significant investment in recruitment functions, persistent issue such as skill shortage, high attrition rates, and widening gap between demand and supply continues to hinders organizational growth.

This study breaks-down the challenges into controllable and uncontrollable factors between internal and external variables.

#### **Questions**

- What external factors significantly influence recruitment functions in large IT corporations operating in emerging economies?
- How does recruitment functions significantly impact employee retention in large IT corporations?
- How retention strategies are positively influenced by organizational culture in large IT corporations?
- How diversity and inclusion initiatives significantly enhance perceptions of organizational culture?
- How positive organizational culture increases employee retention in large IT corporation?

## CHAPTER II: REVIEW OF LITERATURE

### **2.1 Introduction**

The revenue stream of an IT company is directly linked to quantity of the people hired and the quality of people it retains, hence people are not mere resources, but are the direct revenue source: the client billings are based on the man-hours deployed. Recruitment & Retention although are separate verticals of HR functions but are profoundly interconnected and are vital to ensure growth and stability of an organization: besides being a symbol of good and clean house-keeping. This sector faces unique challenges as it finds itself in the forefront of driving innovation, technology-revolution through people. The singular raw material for the industry is the quality of the people. Hence retention is the mantra to succeed in this sector.

This section reviews the literature of existing studies conducted on Recruitment & Retention in IT sector focusing on both internal and external factors as-well-as controllable and uncontrollable variables of recruitment. The external factors of labour market, demand/supply constraints, economic trends are analyzed along with internal factors such as organization culture, leadership, employer branding, growth opportunities, compensation etc.

This section attempts to synthesizes existing research to identify literature gaps, thus laying the foundation for understanding recruitment and retention challenges in IT industry.

## **2.2 Factors impacting Recruitment & Retention**

### **Understanding controllable and uncontrollable factors**

The Recruitment & Retention function are influenced by a combination of controllable and uncontrollable factors. The different aspects of tactical and strategic elements combined with external factors require organizations to calibrate long-term and short-term talent strategies to stay ahead of the competition and remain competitive.

#### **(a) The Controllable Factors:**

The Organization Culture, influenced by leadership behavior is the most significant controllable factor. It cultivates a supportive and conducive work environment at Retaining talent. The organizational transparency, leadership accessibility, respect for individuals, manager trust etc. leads to higher engagement index (Rahadi et al., 2023).

**Compensation & Benefits**, the sector is influenced by a globally competitive remuneration and mobility opportunities into first world countries. The sector was the first few to introduced ESOPs (Employee Stock Option Plans) for employees as a retention tool. Flexibilities around working hours, wellbeing and skill developments have remained a standard practice across this sector. Other industries like manufacturing follow suit and amend their compensation and benefits packages. Thus, broadening the talent base (Rahadi et al., 2023).

**Flexible Work Arrangements**, the flexibilities around remote & hybrid working catering to work-life-balance are the compelling offerings essential to retain talent in this industry. In addition, it adds to diversity requirements of its workforce, thereby allowing more women workers to contribute to this sector (Yeager & Wisniewski, 2017).

**Training and Development**, upskilling the workforce on new technologies and deploying those skill-sets on client projects forms an important aspect of an individual's

career aspirations including meeting the aspirations of growth of individuals. Anchoring careers around upgrading skills is a critical component for technical growth in IT sector. While Individuals aspire for vertical growth, retaining technical edge through horizontal opportunities become equally important. Hence, upskilling through training and development offers the opportunity for vertical and horizontal growth. Although not every skill can be imparted through training programs, learning opportunities through vertical and horizontal programs forms an important layer of addressing large manpower workforce.

**Leadership,** Retention becomes a two-way street, particularly while employees observe their own organizational leaders walk- the-talk. The values a leader demonstrates, lives and communicates through their words, deeds and actions, if found inconsistent to their own belief causes resentment within. The psychological safety provided by the value systems are immeasurable. This lack of psychological safety triggers the alarm and to look for an alternate home to build their careers.

**(b) The Uncontrollable Factors:**

The external factors play an equally important role at determining scale of recruitment and the rate of retention. During the economic down-cycle the workforce are less willing to switch employers as opposed to the economic upcycle phase. Thus, the external factors play an important factor at determining availability of fresh talent and retention of existing talent (Rahadi et al. 2023).

**Hot Skills,** A high demand of a concentrated IT skill-set causes a temporary imbalance in favor of talent thereby inflating the cost of hire or causing an imbalance in the bargaining power of new hires. The continuous brain-drain experienced by India, where the skilled workforce migrated in hordes to developed economies and work on cutting edge

technologies caused a significant price escalation of talent along with shortage of talent (Holtbrügge et al.2010).

**Technological Advancements**, a serious cause of failure in retention is also due to the bias of technocrats to work on high paying marketable skills, hence retaining on older technology causes serious retention crisis for the employers. In a rapidly evolving technological landscape, the aspiration to work on evolving technology cause retention challenges for organizations (Fulgence, 2015).

**Immigration, Legal and Regulatory hurdles**, the talent portability, which once defined the labour practice is increasingly facing regulatory hurdles. The US and European laws are regulated, moderated and evolving every few years. Putting a long-term plan to port talent from one part to another part of the world is increasing facing Political, Social, Legal hurdles. This is limiting the organizational flexibility and impacts hiring practices for IT organization, given the sheer scale (Kitonga et al, 2021).

Globalization has significantly expanded the talent mobility landscape, enabling IT professionals to pursue international career opportunities and allowing firms to access talent beyond national borders. According to Chakravarti and Basu (2021), cross-border recruitment has become a strategic imperative for IT firms seeking to address local talent shortages and build globally distributed teams. Immigration policies, visa regulations, and bilateral trade agreements play a critical role in facilitating or restricting talent mobility across countries.

International assignments and expatriate opportunities remain key components of global talent strategies. Roy and Ghosh (2022) observed that IT professionals are increasingly motivated by opportunities to work on global projects and gain cross-cultural experience. Multinational IT firms often leverage international rotations and secondments to develop leadership talent and foster knowledge transfer across regional offices.

Remote work has accelerated global talent mobility by removing geographical constraints. Mukherjee and Sarkar (2021) found that large IT corporations now recruit remote employees from regions with underutilized talent pools, offering competitive salaries and benefits without requiring relocation. This approach has broadened access to niche expertise and facilitated 24/7 operations by leveraging time zone differences.

Brain drains remains a challenge for emerging economies as skilled IT professionals migrate to developed countries for better career prospects. According to Bhattacharjee and Mohan (2021), talent migration leads to a depletion of high-skill labour in home countries, exacerbating local skills shortages. Governments and organizations are exploring strategies such as reverse brain drain initiatives and diaspora engagement programs to attract expatriates back to their home markets.

Diversity and inclusion (D&I) are increasingly considered in global talent mobility strategies. Kapoor and Jain (2022) argue that multinational IT firms prioritize the recruitment and deployment of diverse talent across global locations to enhance innovation and cultural competence. Inclusive mobility policies ensure equal opportunities for women, minorities, and underrepresented groups to participate in international assignments.

Technological tools have simplified the management of global mobility programs. According to Nair and Pillai (2022), digital platforms now facilitate visa processing, relocation support, and compliance tracking, streamlining the expatriate management process. These advancements reduce administrative burdens and improve the experience for mobile employees, encouraging greater participation in global assignments.

Global talent mobility has also led to the standardization of HR practices across regions. Tripathi and Banerji (2022) noted that multinational IT firms are harmonizing compensation structures, performance evaluation systems, and career progression frameworks to ensure consistency and equity for employees working across different

countries. This standardization promotes fairness and enhances the employer brand in competitive talent markets.

Talent mobility is further influenced by geopolitical factors and economic stability. Menon and Krishnan (2022) found that shifts in immigration policies, trade relations, and regional conflicts can disrupt global talent flows, necessitating agile workforce planning and risk mitigation strategies by IT firms. Organizations with diversified talent pipelines and contingency plans are better equipped to navigate such uncertainties and maintain business continuity.

### **The Interplay: Organizational Practices, Economic and Labour Market Conditions:**

The way organizations respond to Recruitment & Retention challenges vary across market conditions, corresponding to their own respective evolution and industry maturity phase. This interplay shapes the way organizations adopt and develop their signature practices around Recruitment & Retention framework. These practices are also shaped by competitors or the industry best practices to stay contemporary and relevant in the talent market place.

**Internal Practices**, such as reward and recognition, talent development, career progression, organizational culture etc. are crucial in shaping the organization into a talent power house. A supportive management, flexible policies, strong organizational values are the foundation blocs to enhance retention, particularly in developing economies (Amiri et al., 2014).

The employee engagement initiatives for differentiating high-potential employees (Hi-Pot) shapes the talent funnel. Such initiatives play an important role for paving development opportunities for differentiated talent pool, thereby significantly enhancing

commitment, loyalty and job satisfaction (Malik et al., 2017) for key resources of an organization.

**External Market** Conditions, exerts significant influence on the demand/supply outcome of talent landscape. The global nature of business has intensified the need for organizations to invest in employer branding for ensuring a steady state supply of long-term talent (Aiello et al., 2015).

The prevailing economic climate plays a critical role for employers to decide on talent 1) intake volumes 2) Nature of skill sets 3) Cost of hiring 4) Compensation strategies etc. Retention strategies besides performance and potential are also influenced by political, economic, legal and societal considerations. (Kravarati et al., 2022).

#### **Interface between External and Internal Factors:**

The dynamic relationship between external and internal factors drives adaptability and flexibility in Recruitment & Retention functions. Upskilling existing bench strengths to the latest technologies or the evolving technologies helps retention of talent inside the organization. Sustained relationships with universities provide both quality and quantity of future talent. Upskilling at university level prepares students on the core skills required to succeed on the job. In a competitive labour market devoid of loyalty, staying ahead of the curve helps future-proofing supply gaps. In times of down-turn, it offers cherry-picking of quality talent (Chauhan & Kathuria, 2024).

Strategic and a well-thought-out investment in corporate social responsibilities (CSR) doubles-up as employer branding while discharging compliance requirements simultaneously. These initiatives support businesses at demonstrating soft powers or the societal responsibilities, thereby enhancing desirability amongst stakeholders including potential candidate pool (Story et al., 2016).

## **2.3 Recruitment Challenges in IT Sector**

### **Addressing the skill shortages**

The emerging economies face multiple hurdles in its growth vector, mainly structural and systemic issues. Such challenges are resultant factors of economic, social, legal, administrative hurdles which are difficult to correct over short time horizons. For example, the gaps in education system and industry requirements, choice of STEM stream as a career opportunity amongst young students, government spending on quality education, access to technology, job opportunities, gaps between global and local cultures, medium of communication etc. compound at various levels while seeking employment opportunity. A vast country like India, despite its enormous populations, struggle to find both the right talent and right skill-sets amongst the large talent base.

Changing technologies every few months further accelerates skill shortages for the IT sector. The pace of change outstrips supply in IT industry. Different industries too have adopted, deployed and implemented large scale IT transformation, including hiring large teams and embedding them into business. Therefore, IT today is both a vertical function and a horizontal function. The skilled IT professionals migrate to first world countries in search of a better standard of living, thereby causing brain-drain thereby causing local resource to be more expensive simultaneously depleting the local talent pool.

Lack of certified or quality vocational training colleges in IT sector further compounds the skill shortages in emerging economies. As industries expand the demand for IT workforce has continued to surge across sectors, stretching the STEM talent/skill-sets in all directions. Therefore, addressing IT skill shortages requires leaders from

government, academics and industry to collaborate and envision the future of IT talent landscape.

Government too has an important role to play in shaping the future of a country's workforce, particularly in building a workforce based on scientific and technological knowhow, thereby tapping into the scientific aspirations and building a pipeline of STEM talent pool.

Leaving the skill-set gaps to demand and supply forces alone or employer-employee contracts are detrimental to the society at large in the long run. The ills of structural and systemic shortfalls will catch up and cause upheaval for a generation of future workforce, all these possibly making them redundant within the foreseeable future. This complex interplay amongst various forces can only be broken by governments with a long-term vision to correct the structural and systemic inefficiencies across academic and industrial world.

The rising recruitment cost is an indication of demand outstripping supply. A study by Mohapatra & Sahu (2018) proposed a framework for certification with universities, colleges or institutes for steady supply of skill-sets particularly those which are certified by reputed colleges and universities. Rajasekaran (2024) found that such programs carry an effective advantage of 35% reduction in recruitment costs, while it simultaneously improves the hiring quality by 28%.

A mismatched sales pitch to potential hires or a gap in understanding the roles and responsibilities or job demands or a gap in understanding or even a perceived gap between expectations and reality triggers disillusionment (Chatterjee, 2022) amongst new hires, also termed as Infant Mortality Rate (or exit of new joiners). This quick exit of new joiners, fundamentally questions organizational practices or policies, diluting the Employer Branding initiatives significantly.

The spiraling cost and evolving expectations (of a multi-generational workforce) compels employers to continually look at internal and external means to address talent shortages and leakages. The hidden cost of new hires alongside the cost of trained workforce exiting remains unquantified in the computation of hiring cost.

According to Hidayati et al. (2024), retention therefore becomes an important tool which organizations must develop to achieve recruitment goals. Retention, therefore precedes Recruitment function.

## **2.4 Retention Challenges in IT Sector**

Revenues streams in IT industry are directly linked to manhours billed, correspondingly retention becomes an important element for continuous flow of revenue. Attrition amongst existing resources reduces productivity and disrupts revenue flow. A new-joiner/ replacement resource increases training cost, knowledge and productivity loss. Hence, retention requires a multi-pronged strategy similar to recruitment. Therefore, it is only fair to reiterate that retention precedes recruitment.

A major cause of attrition is the ever-changing aspirations of employees. The multi-generational workforce requires a layered approach with a bouquet of retention offerings. The retention strategies change across hierarchy, gender, age along with external demand for skills. According to a study by (Devi & Lakshmi, 2016) the IT industry is characterized by tight delivery timelines and long hours leading to burn outs, thus causing high turnover.

Young professionals prioritize learning and advancement opportunities; therefore, skill development and a clear career path is a default expectation by this workforce (Reddy & Joseph, 2024).

Organizational inequities also play a surprisingly big role in determining attrition levels. Lack of transparency, manager's trust level, favoritism etc. causes talent flight, thereby eroding loyalty (Moore, 2018) in large teams.

### **Leadership and Organizational Culture**

Leadership style and organizational culture has an immeasurable impact on attracting and retaining talent. The retention of top talent is significantly impacted by leadership and prevalent culture in organizations. The contours of organization's work environment carry a direct impact on job satisfaction, defining work-relationships, loyalty and commitment. Effective management of above elements mitigates employee turnovers.

A positive leadership style provides employees with psychological safety, motivation and makes them feel valued to stay longer in the organization. While a contrasting leadership style such as authoritarian or bureaucratic leadership style usually leads to high level of dissatisfaction and attrition (Wakabi, 2016). The primary objective of a leadership style involves fostering alignment between organizational objectives and individual goals using tools such as communication, empathy (Siswanto, 2024).

The modern workforce requires a focused engagement on the higher-order needs, as propagated in Maslow's theory. The new age workforce prioritizes personalization over standard-fit approach. Leadership styles, therefore undergoes a fundamental-change in approach. Collaboration, Trust, Communication, Transparency are customized to suit the need of every individual employee (Shah & Sarkar, 2017).

The interplay between Culture and Leadership styles of an organization carries a magnifying influence on Retention function for organizations. The open town-halls where communication is regularly undertaken is intended at rubbing confidence, transparency and propagating organizational achievements amongst its' rank and file. Leadership style

practicing collaboration, innovation usually enhances organization culture, making such organizations appealing to potential hires. Actioning on employee feedback strengthens trust and loyalty (Cahyono & Nur, 2023).

In modern corporations, culture-building has grown into an important central facet, supporting tangible outcomes for Recruitment and Retention initiatives. Similarly, integrating and supporting social-causes like Inclusion, Diversity programs further enhance organizational retention of its workforce. (Ilham, 2017).

## **2.5 Interplay between Recruitment and Retention**

### **Effects of Retention on Recruitment**

The enormous hiring scale and the broad breadth of talent pool carry a profound impact of both Recruitment and Retention function. The high attrition usually strains business operations leading to revenue leakages and missed project deadlines. A continued attrition trend strains customer relationships by destabilizing the project stability and speed, eventually hurting the customer too. Hence, the success of recruitment function is dependent upon the success of retention.

The spiraling attrition adds to the recruitment cost each year. Recruitment by-itself is an expensive process (on time and cost metrics alone) involving many stages demanding bandwidth of many stakeholders. The repeated reinvestments on hiring process through advertisements, agency fees, on-boarding time etc. stunts growth of an organization besides keeping the focus away from strategic initiatives. The research by (Hannay & Northam, 2000) reveals that recruitment cost amounts to 50%-60% of an employee's annual salary while niche technical roles potentially cost upwards of this number. The exiting employees with short stints are unlikely to speak positively about the employer denting the employer

branding. Poor retention leads to sub-optimal hiring outcomes; top talents are reluctant to participate or bet their career with unstable organizations. IT organizations with poor retention track records struggles to identify top talent to enable growth (Sodi, 2014). Poor retention also compromises organization culture by distracting the remaining workforce from operating at their full potential. The repeated exit trends inside an organization convinces employee about the exciting external opportunities. The success and effectiveness of recruitment function wrest on the extent of the success achieved by the retention function. The alignment between Retention and Recruitment functions therefore yields the best result for an organization (Rahadi et.al, 2023). Aligning employee expectations to the roles and organizational demands serve as the best recipe for the long-term success of recruitment initiatives (Goswami, 2024).

### **Integrated Framework for Recruitment and Retention**

The enormous scale of hiring in IT sector demands a robust recruitment engine to support the hiring initiatives. An integrated approach between Recruitment and Retentions is rarely called-out to be a combined solution by practicing managers. The misaligned approach between the two functions despite a common objective remains the primary bane for the many ills, faced by IT corporations in the sector.

A long-term planning and alignment between the two functions calls for a segmented initiatives in Retention and Recruitment for example: targeted hirings such as (boomerang employees or rehire-employees/ returning women workforce after career breaks etc.), early career intakes, focus on compulsory upskilling/reskilling on emerging technologies, expanding non-engineering workforce with technical know-how, expatriate hiring, tapping gig workforce etc. are the few low-hanging initiatives available on the

menu. Most of the above are internally focused, controllable initiatives available at the disposal of organizations.

The framework for a coordinated approach becomes the compelling need of the hour. A combined Retention-Recruitment model, incorporating a strategic-long-term initiatives covering both functions simultaneously is likely to offer effective response to this long-term industry concerns. The coordinated response requires planning phase and targeting controllable and uncontrollable factors. An introduction of planning phase requires talent to map-out the 1) Data on existing skill gaps 2) Selection and distribution of fresh hires (GETs etc.) and 3) Upskilling of current workforces. 4) while a shift in business model/introduction of new technology or a new business stream may entail hiring an entirely new set of talent that never existed within an organization 5) Personal well-being offering flexibility at work etc. has become the new normal for the current workforce. Carefully choosing and working on controllable & the internal variables are imperative for the success of meeting the medium and short-term objective. While planning for the long-term requires actions on uncontrollable factors, like: Increasing the STEM talent supply pool, building talent pools from economical city/countries etc., Broadening the pool of gig-workforce etc., Emphasizing/placing value on technical certification programs, focus on introducing Diploma trainees into selective roles at junior/middle levels. The primary responsibility of bringing untapped talent pool into mainstream industry wrest with large organizations for reasons of affordability, training bandwidth and the scale of opportunities it can offer its workforce.

The Retention framework offers opportunity for employers to focus at working towards building job-satisfaction through initiatives around culture, engagement practices such as (Hi-Pot programs, on-boarding initiatives, developing signature training programs or even implementing contemporary HR policies etc.). The workforce of today expects

employers to offer customized approach over standard ‘one-size-fits-all’ policies. The freedom offered through gig employment models eliminate the need for hierarchies through limited supervision and bureaucratic bottlenecks.

Governmental support to industries in identifying critical skill list can ease talent shortages. For example, The Malaysian government introduced Critical Occupation List (COL) to support industries struggling with skill shortages thereby fostering collaboration between Industry and government thereby ensure steady state talent supply pool (Moroz et al. 2019). The potential talent could be identified from any domestic or international geographies through superior offering or incentives such as lower taxes, subsidized child education, better standard of living etc.

## **2.6 Emerging Trends in Recruitment and Retention**

While technology plays an important role at ensuring speed, manage scale and synthesize multiple stakeholders, there however is no substitute for ensuring manager-subordinate relationships are optimized for better performance and generating discretionary efforts/results. Technology eliminates human led errors, biases, and inefficiencies of individuals while enhancing hiring speed by up to 50%. The deployment of Natural Language Processing (NLP) and Predictive Analytic, the AI accelerates HR operational response time significantly (Kadirov et al.2024). It also plays an important role in offering candidates with consistent employee experience. The automation tools help processing information, maintain volumes of records and process information, thereby offering speed, response and consistent experience for new joiners (Tasheva & Karpovich, 2024).

In an organization, practices like the retention, certain set of technology interventions can predict turnover risks by measuring engagement levels, historical trends

(example: employee turnover etc.) thereby, ring-fencing high risk talent. A set of proactive measures for the high-risk talent/ or In-demand skill-sets alongside their managers are critical for the success of retention function. Further, personalized development plans, offering additional responsibilities to high-risk talent or skill sets, enhanced organizational visibilities, coaching managers to engage deeply with high-risk talents/ critical skill set etc. turns important for the success of retention. In all of the above listed retention initiatives, absence of human element cannot be eliminated or passed-on to an AI tools or software completely. Managing human emotions or engaging a human-mind requires both Artificial and Natural intelligence. Despite all advantages offered by an AI-tools, the safeguard around machine/AI algorithms, privacy, cultural gaps, the emotional aspect, empathy, trust and human connect should be addressed to ensure universality, neutrality, uniformity and oversight (Ochmann & Laumer, 2020). There is no replacement for human head, heart, and eye at helping to engage and seek discretionary outcomes in an era of AI, machines and software led pre-loaded programs.

### **The future of workforce composition**

While, the global population may consist of approx. 50% male: female ratio, the diversity quotient from STEM stream and the IT sector usually carries women representation ranging between 26%-29% of women participation. This offers an opportunity for IT industry to scale the diversity peak. The equalization between gender roles in organization offers many advantages. This calls for handling initiatives such as flexibilities on organization policies on working hours, leaves/holidays, training to internal managers for developing sensitive towards women workforce (without compromising work output). The unique perspective that a set of diverse workforce brings enhanced

productivity, improves social behaviors in an organization which cannot be introduced from outside the system.

Various studies have indicated the success enjoyed by inclusive cultures at attracting and retaining talent over organizations cultivating exclusive cultures. Individuals feel valued and respected for their backgrounds and are able to contribute more. Nicola Pless and Thomas Maak (2004) argue that cultivating an inclusive culture fosters mutual respect, while enhancing a set of shared values towards different gender/race/ethnicity increases retention effectiveness. Organization must explore various employment models to pull women out of homes, such as offering task/result/time-bound employment contracts on a large scale. Many experienced/skilled talents unavailable in the market place can be trained on new/upgraded technologies while talent opting-out of a full-time employment (for various personal/professional) reasons can be engaged productively through different engagement models, this can offer quicker results with limited cost overheads.

## **2.7 Literature Gap**

While there are many independent studies conducted on Recruitment and Retention functions in the IT sector, yet there still remain many unexplored gaps. The singular focus of this study is about exploring an integrated framework of Recruitment and Retention function for the IT industry. As a practicing HR leader, this gap has a tell-tale impact on Cost, Speed and Scale of IT hiring.

Recruitment and Retention are the two sides of the same coin, understanding and resolving challenges of one-side does not guarantee organizational success in the long-term. The success of a great Recruitment lies in Retention and the success of strong Retention lies in exceptional Recruitment practices. The deeply interconnected functions

are a distinct streams of HR practices, carrying only a limited set of research combining the two functions.

There is insufficient study available on External and Uncontrollable variables impacting Recruitment and Retention functions. As most research study focusses on Internal variables and Controllable factors, the external factors and the Uncontrollable Variables contribute to the success in equal measures.

The research also attempts to place personal and professional backgrounds of individuals to the changing aspirations and culture as part of this study impacting Retention. Understanding linkages to personal and professional background is likely to offer certain correlations for stronger Retention frameworks.

The literature on recruitment and retention in the IT sector has predominantly concentrated on developed economies, resulting in a significant lack of comprehensive insights into the challenges faced by large IT corporations in emerging economies. While substantial research has explored recruitment trends, employer branding, and employee retention strategies in mature markets, these findings cannot be directly generalized to the unique socio-economic conditions and labour market dynamics of developing regions. Emerging economies often experience volatile economic conditions, policy shifts, and infrastructure disparities that directly influence recruitment and retention practices, yet these factors remain underrepresented in existing academic studies. Consequently, there is a critical need for research that focuses specifically on the recruitment challenges and retention strategies within the IT sectors of these fast-growing but complex markets.

There is also an apparent lack of integrated frameworks of both function that analyze the interplay between internal organizational strategies and external environmental factors influencing recruitment and retention. Much of the literature examines both dimensions in isolation, or with studies often focusing either on human resource practices

such as employer branding and employee engagement, or on exclusively internal factors. However, large IT corporations in emerging economies operate within a landscape where internal and external factors are deeply interwoven, requiring a holistic understanding of how they simultaneously impact talent acquisition and workforce management. The absence of comprehensive, multidimensional models addressing this interplay represents a notable gap in the current body of knowledge.

Another research gap exists in understanding the retention dynamics of a multi-generational workforce within large IT corporations in emerging economies. The demographic composition of the IT workforce is increasingly diverse, comprising individuals from different generational cohorts, each with distinct career expectations, technological competencies, and preferences of work-life balance. However, most existing studies adopt a one-size-fits-all approach to retention strategies, overlooking the nuanced differences in motivational drivers among these generational segments. As large IT firms strive to manage talent across generations, there is a pressing need for more granular research that explores tailored retention strategies capable of addressing the specific needs and expectations of each group within the workforce.

While diversity and inclusion have become prominent topics in HR literature, there is limited empirical research assessing the actual impact of diversity initiatives on recruitment and retention outcomes in large IT organizations, particularly within emerging economies. Many companies have launched policies and programs to foster inclusivity, yet the long-term effectiveness of these efforts in enhancing employee engagement, satisfaction, and retention has not been thoroughly investigated. Additionally, the barriers that prevent the successful implementation of diversity strategies in regions with cultural and institutional constraints remain insufficiently examined. More research is needed to

understand how organizations can overcome these obstacles and embed diversity and inclusion into the core of their recruitment and retention practices.

The rapid advancement of technology has transformed recruitment processes, but the potential ethical challenges associated with AI-driven hiring tools, predictive analytics, and automated decision-making remain an underexplored area in academic research. While technological solutions have streamlined hiring workflows and enhanced efficiency, issues such as algorithmic bias, data privacy concerns, and fairness in selection processes are rarely addressed in the context of emerging markets. These regions often lack robust data protection regulations and legal frameworks, posing unique risks and challenges that have yet to be thoroughly investigated. There is a need for research that critically examines how technology-driven recruitment can be implemented ethically and responsibly in environments where regulatory systems are still developing.

Remote work and global talent mobility has reshaped recruitment strategies in the IT sector, but the long-term impact on workforce stability, employee engagement, and retention in emerging economies remains unclear. Existing literatures are largely focused on the experiences of multinational organizations in developed markets, with little attention is paid to understand remote work arrangements affecting IT firms in regions with challenges in digital infrastructure and socio-economic disparities. There is limited understanding of how organizations in these contexts can leverage remote work to access broader talent pools while maintaining cohesive organizational cultures and employee engagement.

Furthermore, the role of economic volatility in shaping recruitment and retention strategies in the IT sector has not been sufficiently analyzed. Emerging economies frequently experience economic disruptions, currency fluctuations, and inflationary pressures, all of which have direct implications for compensation strategies, job security,

and workforce planning. However, there is little empirical evidence detailing how IT organizations adapt their recruitment practices and retention efforts to navigate such economic uncertainty. More research is needed to provide insights into how firms can build resilient recruitment and retention frameworks capable of withstanding economic fluctuations in these regions.

Finally, there is a lack of longitudinal studies examining the sustainability and effectiveness of current recruitment and retention practices in large IT corporations within emerging economies. Most existing research relies on cross-sectional data that capture short-term trends and outcomes, offering limited insights into how recruitment and retention strategies evolve over time. Longitudinal research is necessary to assess the long-term impacts of various HR initiatives, policies, and external influences on workforce stability and organizational success in the IT industry across developing markets. Through this literature gaps, a set of offerings/solution(s) is attempted for practicing managers towards creating a robust and integrated Talent Management framework.

## **2.8 Theoretical Framework**

### **(a) Human Capital Theory**

The Human Capital Theory, first conceptualized by Becker (1964), posits that individuals' skills, knowledge, and abilities are a form of capital that can generate economic returns, both for themselves and for the organizations that employ them. The theory underscores the notion that investment in education, training, and development

enhances the productivity and efficiency of workers. In the context of recruitment and retention within the IT sector, particularly in emerging economies, the Human Capital Theory explains why organizations prioritize hiring individuals with high levels of education and specialized technical skills. As Becker (1993) suggests, such investments in human capital increase organizational competitiveness, as firms are better equipped to innovate and respond to market changes. This emphasis on acquiring high-caliber talent intensifies recruitment challenges, especially in industries driven by rapid technological changes like IT.

Schultz (1961) also contributes to the development of Human Capital Theory by highlighting the role of education and skills development in national economic growth. From this macroeconomic perspective, the theory suggests that investments in human capital contribute to the overall productivity of an economy. For IT corporations operating in emerging economies, this underscores the importance of engaging with higher education institutions to align curricula with industry needs. However, the gap between academic output and industry requirements often necessitates additional training and development programs within organizations, increasing recruitment costs and onboarding timeframes. Research by Psacharopoulos and Patrinos (2004) further emphasizes that returns on investment in higher education are often highest in low- and middle-income countries, underscoring the strategic importance of human capital development initiatives in emerging economies.

In the recruitment process, organizations in the IT sector often focus on assessing candidates' potential for long-term contribution rather than merely their current abilities. As pointed out by Armstrong and Taylor (2014), recruitment strategies rooted in Human Capital Theory place a premium on the ability to learn, adapt, and innovate. This is particularly relevant in the IT industry, where technological advancements necessitate

ongoing learning and reskilling. Consequently, firms not only assess technical expertise but also look for indicators of lifelong learning orientation, problem-solving ability, and adaptability. These factors are considered as assets that can yield significant long-term benefits for the organization.

Moreover, Human Capital Theory also extends to the retention domain. According to Lepak and Snell (1999), employees possessing unique, high-level skills—referred to as "strategic human capital"—provide firms with a sustained competitive advantage. Retaining these high-potential employees becomes crucial because their departure can result in the loss of valuable intellectual capital and negatively impact the firm's innovation and performance. In the IT sector, where intellectual capital is often the primary source of competitive differentiation, companies develop comprehensive retention strategies such as offering competitive salaries, continuous professional development opportunities, and clear career advancement pathways to safeguard their human capital investments.

Additionally, Becker's (1993) distinction between general and specific human capital offers useful insights for IT firms. General human capital refers to skills that are transferable across organizations, while specific human capital pertains to knowledge unique to a particular firm. IT companies, especially those operating in project-based environments, strive to develop specific human capital through tailored training programs, internal knowledge sharing, and proprietary technology platforms. Such investments not only enhance firm-specific competencies but also foster employee loyalty, reducing turnover rates. Research by Hatch and Dyer (2004) indicates that organizations that invest in developing firm-specific human capital are more likely to retain key talent and achieve superior financial performance.

Furthermore, as organizations become more globalized, the significance of human capital in facilitating international expansion has been highlighted. According to Scullion

and Collings (2011), global talent management has become an extension of Human Capital Theory, focusing on sourcing, developing, and retaining talent capable of operating in complex, multinational environments. For IT corporations in emerging economies aspiring to expand globally, building a workforce with cross-cultural competencies and international experience becomes a priority. These firms must navigate the dual challenge of developing local human capital while attracting globally mobile talent to support their internationalization efforts.

While the foundational principles of Human Capital Theory continue to provide a valuable framework for understanding recruitment and retention practices, contemporary scholars argue for its evolution to address current challenges. For example, Thunnissen et al. (2013) call for a broader approach that considers not just economic returns but also employee well-being and social outcomes. In the IT sector, this perspective is particularly pertinent, as organizations increasingly recognize the importance of creating meaningful and inclusive work environments to attract and retain talent in competitive labor markets.

### **(b) Resource-Based View (RBV)**

The Resource-Based View (RBV), articulated by Barney (1991), posits that firms achieve sustained competitive advantage by acquiring and managing resources that are valuable, rare, inimitable, and non-substitutable (VRIN). Human resources, particularly in knowledge-intensive industries like IT, are often considered one of the most critical assets that fulfill these VRIN criteria. Recruitment, from an RBV perspective, involves identifying and attracting candidates whose skills and competencies are not easily replicated by competitors. In emerging economies, where talent scarcity and brain drain

are persistent challenges, large IT corporations face considerable pressure to secure and protect their human capital assets to sustain competitive positioning.

Wright et al. (2001) extend the RBV to human resource management (HRM), arguing that the integration of HR strategies with business strategy is essential for leveraging human capital as a source of competitive advantage. For IT firms, this means that recruitment processes must not only focus on filling vacancies but also on acquiring strategic talent that can drive innovation and technological leadership. Recruitment strategies underpinned by RBV emphasize rigorous selection processes, competency mapping, and alignment of individual capabilities with organizational objectives. This approach ensures that new hires contribute to the development of unique organizational capabilities that are difficult for competitors to replicate.

Retention is also central to RBV, as losing key employees can result in the erosion of the firm's strategic resources. According to Coff (1997), human capital poses a unique retention challenge because employees can exit the organization, taking their knowledge and skills with them. In the IT industry, where tacit knowledge and technical expertise are key differentiators, firms adopt a range of retention strategies designed to safeguard their human resources. These include competitive compensation packages, intellectual stimulation through challenging projects, opportunities for career growth, and fostering a culture of innovation. Research by Boxall and Purcell (2011) supports the idea that HR practices focused on employee commitment and engagement are essential for protecting valuable human capital assets.

In addition to individual talent, the RBV framework highlights the importance of organizational culture and knowledge-sharing systems as intangible resources. Grant (1996) emphasizes that the ability to integrate and coordinate individual expertise through collaborative practices enhances organizational capabilities. IT corporations that

encourage cross-functional teams, knowledge management systems, and communities of practice create a collective knowledge base that amplifies the value of individual talent. These practices reduce dependency on single employees and foster organizational resilience, ensuring that critical knowledge remains within the firm.

Emerging economies present a unique context for applying RBV principles to recruitment and retention. As noted by Kamoche (1996), firms in these regions often struggle with institutional voids, regulatory instability, and talent shortages. Despite these challenges, organizations that invest in building robust human capital systems can achieve competitive advantage by cultivating a loyal and highly skilled workforce. In such settings, employer branding and reputation become critical in attracting and retaining top talent, as employees are more likely to remain with organizations perceived as industry leaders with stable and supportive work environments.

Research by Delery and Roumpi (2017) emphasizes the dynamic nature of RBV in the context of human capital management, suggesting that firms must continuously adapt their HR practices to respond to changes in the external environment. For IT corporations in emerging economies, this means proactively addressing factors such as evolving technology trends, changes in employee expectations, and increasing global competition for talent. Continuous investment in employee development, diversity initiatives, and flexible work arrangements are strategies that align with RBV principles and contribute to the sustainability of competitive advantage.

Further, RBV aligns with strategic talent management approaches that emphasize the identification and development of high-potential employees. According to Collings and Mellahi (2009), talent management frameworks informed by RBV focus on creating differentiated HR architectures that prioritize strategic roles and employees with disproportionate contributions to organizational success. For IT firms, these roles often

include software architects, data scientists, and cybersecurity experts, whose expertise directly impacts the firm's market competitiveness and innovation capacity.

Finally, RBV underscores the strategic role of HR professionals in managing human capital as a key resource. As argued by Ulrich (1998), HR leaders must act as strategic partners, ensuring that recruitment and retention strategies support broader organizational goals. In the IT sector, HR professionals are increasingly leveraging data analytics and predictive modeling to identify talent trends and inform strategic workforce planning. By aligning HR practices with RBV principles, IT firms enhance their ability to build and sustain competitive advantage through strategic human capital management.

### **(c) Motivation and Retention Theories (Herzberg, Maslow)**

Herzberg's Two-Factor Theory of Motivation (Herzberg, 1959), although developed decades ago, has experienced renewed relevance in contemporary human resource management, especially in high-skill industries like information technology. The theory divides motivational factors into two categories: hygiene factors and motivators. Hygiene factors, such as salary, company policies, and work conditions, prevent dissatisfaction, while motivators, including achievement, recognition, and personal growth, drive higher levels of employee engagement and satisfaction. Recent empirical studies have demonstrated the application of Herzberg's theory in the IT sector. For instance, a study by Chitwan and Kumar (2021) examined software professionals in India and found that while competitive compensation served as an essential hygiene factor, intrinsic motivators like learning opportunities and recognition were more strongly associated with long-term employee retention.

Building upon Herzberg's framework, contemporary HR strategies in large IT corporations focus on creating an environment that fosters intrinsic motivation. The

significance of growth opportunities as a motivator has been confirmed in studies such as those by Iqbal et al. (2021), which revealed that career development programs significantly reduce turnover intention among IT employees in Pakistan. The study highlighted how structured training programs, mentorship, and clear career progression paths not only enhance skills but also foster organizational loyalty. This is particularly important in emerging economies where skilled IT talent is highly mobile and susceptible to frequent job switching in pursuit of better growth opportunities.

Maslow's Hierarchy of Needs (1943) remains another foundational theory frequently applied to employee motivation and retention. Modern reinterpretations of Maslow's theory have shifted the focus towards its relevance in organizational behavior. According to Kaur (2013), in the context of the IT sector, fulfilling basic needs such as job security and safe working conditions is merely the starting point. What differentiates employers today is their ability to address higher-order needs, including belongingness, esteem, and self-actualization. Recent research by Joshi and Singh (2022) found that fostering a sense of belonging through team collaboration, peer recognition, and inclusive workplace culture significantly impacts employee retention in Indian IT companies.

Several contemporary studies have integrated Maslow's hierarchy with workplace engagement theories. For instance, Khan et al. (2019) argued that organizations that address employees' social and esteem needs through meaningful work, recognition, and participation in decision-making processes are more successful at retaining top talent. In IT firms, this translates to involving employees in critical project decisions, recognizing their contributions publicly, and facilitating opportunities for leadership development. Such practices not only fulfill the psychological needs identified by Maslow but also enhance employee engagement, which is a key determinant of retention.

Furthermore, research by Edeh and Ugwu (2020) emphasized the role of self-actualization in motivating IT professionals. In the context of fast-paced technological advancements, opportunities for continuous learning, innovation, and involvement in cutting-edge projects allow employees to realize their full potential. Organizations that fail to provide such opportunities often struggle with disengagement and attrition. Therefore, IT firms that align project assignments with employees' personal aspirations and intellectual curiosities are better positioned to sustain long-term workforce commitment.

The combination of Herzberg's and Maslow's theories offers a comprehensive framework for understanding motivational factors driving employee retention in IT firms. In a study by Hanaysha (2016), intrinsic motivators such as recognition, achievement, and personal growth were found to have a stronger influence on job satisfaction than extrinsic factors like salary and job security. For emerging economies where competitive salaries can be difficult to sustain in comparison to developed markets, focusing on non-financial motivators becomes a critical component of the retention strategy.

Additionally, Herzberg's emphasis on job enrichment has influenced modern IT job design. According to a study by Ahmad et al. (2022), job enrichment practices, such as task variety, autonomy, and skill utilization, were positively associated with retention in software development teams. This finding supports the view that meaningful and challenging work contributes to employees' sense of accomplishment and commitment. As IT professionals often thrive in dynamic environments that foster creativity and innovation, job enrichment strategies play a vital role in minimizing turnover.

Recent developments in the understanding of motivation also include the integration of technology-enabled engagement tools that align with Herzberg's motivators. For example, organizations use AI-driven recognition platforms that allow peer-to-peer acknowledgments and gamified reward systems, promoting both extrinsic and intrinsic

motivation (Ali et al., 2021). These tools not only enhance the recognition experience but also foster a positive organizational culture, reducing attrition and promoting employee retention.

## **2.9 Theory of Reasoned Action**

### **Why**

In the context of recruitment and retention, the Theory of Reasoned Action offers multiple dimensions regarding the Individual, Organization, Individual and Societal norms to help develop an understanding of behavior. The motivation or intention of an individual to *join/quit* or *stay* in an organization is shaped by personal motivation, social influences, organizational culture, perceptions and the strength of its employer branding. This theory enables examination of the cognitive processes by linking beliefs, attitudes and intentions, thereby offering valuable insights into the reasons professionals in the IT industry choose specific employers to *join, stay or leave*. The trend is pertinent in emerging economies, more so in the IT industry. The sector is an amalgamation of multi-generational workforce, multiple-continent and multiple-cultures etc. The impact of technology and the ways-of-working are impacted and absorbed both first and fast in this sector, it offers a leading light for every other sector, given the reach. Hence, this theoretical lens is especially important to understand and predict recruitment and retention behaviors effectively. This theoretical framework offers an integrated approach to recruitment and retention strategies aligned to organizational values. Thereby enhancing an organization's ability to attract and retain the best talent.

### **(a) Relevance to the IT Sector**

The relevance of these motivational and retention theories to the IT sector is deeply pronounced due to the industry's unique characteristics and workforce dynamics. The rapid pace of technological change requires IT professionals to engage in continuous learning and upskilling, which directly ties into Herzberg's motivators of personal growth and achievement. According to a study by Tiwari and Lenka (2016), IT employees in India reported high turnover intentions when career advancement opportunities were limited. This emphasizes that traditional motivators like salary and job security are no longer sufficient in retaining talent in the knowledge-driven IT sector. Companies that invest in career development platforms, learning management systems, and mentorship programs are better positioned to address the evolving motivational needs of their employees.

In emerging economies, where IT industries are booming but talent shortages persist, applying Human Capital Theory and RBV becomes essential in recruitment and retention strategies. As Kalyani and Sahoo (2011) explain, organizations that prioritize human capital development through training and competency-building initiatives not only enhance their internal talent pipeline but also reduce dependency on external recruitment. This internal development approach aligns with RBV's emphasis on creating firm-specific capabilities that contribute to sustained competitive advantage, which is critical in regions where talent poaching and attrition are common.

Further, the competitive environment of the IT sector makes employer branding a crucial factor in recruitment and retention. Research by Tanwar and Prasad (2016) demonstrated that a strong employer brand, reflecting organizational values and employee value propositions, significantly influences job seekers' decisions. This is particularly relevant in the IT sector, where top-tier professionals often have multiple employment options. Companies that communicate a compelling brand narrative centered on career

growth, innovation, and work-life balance tend to attract and retain the best talent, which ties back to Maslow's esteem and self-actualization needs.

Another area where motivational theories find relevance is in addressing multi-generational workforce challenges in IT corporations. According to Singh and Sharma (2015), younger employees (Millennials and Gen Z) prioritize personal growth, purpose, and flexibility, while older generations focus on stability and job security. Applying Herzberg's motivators across these generational segments requires customized engagement strategies. IT companies that offer flexible career paths, remote working options, and purpose-driven projects are more successful in retaining a diverse and multi-generational workforce.

Moreover, the high-stress environment of IT projects necessitates addressing employees' psychological needs beyond traditional HR practices. A study by Sharma and Dhar (2021) found that job stress negatively impacts IT employee retention unless mitigated by supportive leadership and recognition initiatives. Organizations that implement employee wellness programs, psychological support services, and work-life balance policies create environments where employees feel valued and secure, aligning with Maslow's safety and belongingness needs.

The concept of psychological contract, which is an extension of motivation theories, is also highly relevant in IT. As argued by Guest and Conway (2002), employees form expectations of their employer beyond formal contracts. In IT firms, where professionals contribute intellectual capital and innovation, they expect reciprocal investments in their career growth and well-being. Breaches of this psychological contract can lead to disengagement and turnover, underscoring the importance of transparent communication, recognition, and development initiatives.

Furthermore, research by Dubey et al. (2020) highlights the role of meaningful work in IT employee retention. Employees engaged in projects that contribute to societal good or solve significant problems experience a higher sense of purpose, aligning with Maslow's self-actualization. IT firms involved in social innovation, sustainability initiatives, or healthcare technology are able to leverage this motivational factor to enhance retention, particularly among purpose-driven employees.

Finally, the relevance of these motivational theories extends to the design of HR technology systems in IT firms. AI-powered platforms that provide personalized learning recommendations, gamified task management, and real-time performance feedback are examples of how organizations operationalize motivation theories. These systems not only facilitate continuous skill development (Herzberg's growth motivator) but also offer recognition and reward mechanisms that satisfy esteem needs (Maslow), leading to improved employee engagement and retention (Ali et al., 2021).

## **(b) Recruitment Trends in Large Corporations**

### **Technology-Driven Recruitment (AI, Automation, E-Recruitment)**

The advent of artificial intelligence (AI) has significantly transformed the recruitment landscape within large IT corporations, streamlining the hiring process through the use of automated applicant tracking systems and machine learning algorithms. According to findings by Vrontis et al. (2022), AI-based recruitment systems enable organizations to process high volumes of applications efficiently while ensuring the selection of candidates who closely match job requirements. These systems analyze

candidate profiles beyond keyword matching, incorporating behavioral analytics and predictive modeling to improve the quality of hiring decisions in IT firms.

Automation has also accelerated pre-employment assessments by reducing human intervention and standardizing candidate evaluation. Research conducted by Nankervis et al. (2021) highlights that automated testing platforms assess candidates' technical skills, problem-solving abilities, and cognitive aptitude in real time, reducing time-to-hire while enhancing objectivity. For large IT corporations that process thousands of applications for specialized roles, such automation reduces recruitment bottlenecks and increases scalability in sourcing top-tier talent globally.

Moreover, chatbots powered by natural language processing (NLP) have been integrated into recruitment workflows, handling initial candidate interactions, answering FAQs, and scheduling interviews autonomously. According to Dhond et al. (2021), the use of AI-driven chatbots enhances the candidate experience by providing timely updates and feedback, which is particularly important in the competitive IT talent market where employer responsiveness can influence candidate decisions.

E-recruitment platforms and digital job portals have further expanded the sourcing capabilities of IT corporations, enabling recruiters to access a global talent pool with minimal effort. A study by Yaseen et al. (2022) emphasized the role of digital platforms like LinkedIn, indeed, and niche IT job boards in facilitating targeted recruitment strategies. These platforms leverage data analytics to match job openings with candidates' profiles, improving recruitment efficiency while expanding employer reach to passive job seekers.

Gamification in recruitment has emerged as an innovative practice among large IT corporations seeking to evaluate candidates' technical and cognitive skills in engaging ways. According to research by Rajkumar et al. (2021), gamified recruitment assessments

provide real-time insights into candidates' problem-solving capabilities, teamwork, and adaptability. This approach aligns with the digital orientation of tech professionals and serves as a powerful tool for enhancing employer brand perception while attracting tech-savvy candidates.

Video interviewing technologies have also gained traction as part of technology-driven recruitment strategies, particularly in the post-pandemic era. Mathew and Thomas (2021) reported that asynchronous video interviews allow IT firms to evaluate candidates across different time zones, reducing logistical constraints and accelerating decision-making. These platforms incorporate AI-powered emotion and speech analytics to provide additional layers of candidate assessment, offering insights into soft skills and communication proficiency.

Blockchain technology is being explored to authenticate candidates' educational qualifications and work histories, ensuring transparency and reducing fraud in the recruitment process. According to Jain et al. (2022), blockchain-based credential verification solutions minimize the time and effort spent on background checks while enhancing trust in candidate data. Large IT corporations, particularly those with stringent compliance requirements, view blockchain as a promising tool for secure and verifiable hiring.

As IT corporations continue to integrate AI and automation into recruitment, ethical considerations regarding data privacy and algorithmic bias are receiving increased attention. Research by George and Paulose (2022) emphasized the need for transparent AI algorithms and regulatory compliance to ensure fairness in hiring. These considerations are particularly pertinent in the IT sector, where diversity and inclusion remain critical priorities, and biased recruitment practices could undermine broader talent management strategies.

### **Employer Branding and Employee Value Proposition (EVP)**

Employer branding has become an indispensable strategy for large IT corporations seeking to differentiate themselves in an increasingly competitive talent market. Research by Saini et al. (2022) found that a strong employer brand positively impacts candidates' perceptions of an organization, influencing their decision to apply and accept job offers. IT firms that invest in articulating their organizational culture, values, and purpose through external communication channels are more likely to attract high-quality candidates.

The development of a compelling Employee Value Proposition (EVP) is a core component of employer branding. Sharma and Kamalanabhan (2021) emphasized that an EVP must encompass not only tangible benefits like compensation and job security but also intangible elements such as career progression, learning opportunities, and organizational culture. IT firms that offer a clear EVP tailored to employees' aspirations are more successful in attracting and retaining talent, particularly in emerging economies where demand for skilled IT professionals outpaces supply.

Social media has emerged as a powerful tool for employer branding, allowing IT firms to showcase their workplace culture and employee experiences. Jain and Singhal (2021) demonstrated that candidates often rely on social media platforms such as LinkedIn, Glassdoor, and Instagram to assess an employer's reputation. Transparent communication regarding diversity initiatives, corporate social responsibility (CSR), and innovation projects contributes to a favorable employer image and enhances recruitment outcomes.

Corporate social responsibility (CSR) initiatives play a significant role in employer branding strategies, especially for IT professionals seeking purpose-driven employment. Bhattacharya et al. (2021) noted that organizations with visible CSR programs appeal to candidates who value social impact. IT firms that integrate CSR initiatives into their

employer branding efforts signal a commitment to ethical practices and social responsibility, which resonates with millennial and Gen Z job seekers.

Employee testimonials and brand ambassadors have become vital components of building authentic employer brands. According to Mathews and Thomas (2022), leveraging current employees to share personal stories and experiences fosters trust among potential candidates. IT corporations that highlight employee achievements and career progression through digital channels create a narrative of inclusivity and opportunity, reinforcing their employer brand.

Consistent candidate experience across recruitment touchpoints enhances employer branding. A study by Verma and Chaturvedi (2021) reported that seamless application processes, timely communication, and constructive feedback leave lasting impressions on candidates, even if they are not selected. IT firms that prioritize candidate experience build goodwill, increasing the likelihood of referrals and future applications.

Employer branding efforts are increasingly tied to diversity and inclusion (D&I) commitments. Research by Khurana and Sharma (2022) found that showcasing D&I achievements in recruitment campaigns fosters a perception of fairness and equality. IT companies that publicize their efforts to promote gender parity, support underrepresented groups, and create inclusive workplaces attract a wider pool of diverse candidates.

Furthermore, the alignment between internal HR practices and external employer branding messages is crucial for authenticity. Mishra and Kumar (2022) emphasized that discrepancies between employer branding and employee experiences lead to reputational damage and increased turnover. IT firms must ensure that their EVP aligns with actual organizational practices to retain credibility in the competitive technology talent market.

## **2.10 Summary**

The specific challenges of large IT corporations in emerging economies have considerable Recruitment & Retention challenges highlighting the inter-twined nature of both Recruitment and Retention functions.

The bedrock of a strong IT company are its people; hence it is imperative to recruit and retain scarce skillset for organizational growth, sustainability and competitiveness.

This chapter examines controllable factors such as culture, leadership, compensation and career development. While the uncontrollable factors cover economic conditions, labour market dynamics and regulatory frameworks. The interplay of controllable and uncontrollable factors shapes the talent acquisition and retention outcomes in the IT industry.

The high entry-barriers and low exit-barriers for STEM stream creates an uneven playground for the industry. The gap between education system, industry demands, customer & workforce expectation are at a perpetual in-equilibrium. The social factors further compound the fragile talent ecosystem.

The retention challenges cover workplace flexibilities, external job opportunities, competitive compensation, career growth opportunities and work-life balance are analyzed along with leadership styles such as transparency and communication. The emerging technology trends such as AI, Automation, diversity and inclusion, blended employment models are re-shaping traditional talent management practices. An integrated framework is proposed to align these processes effectively.

Finally, the chapter identifies significant literature gaps including need for a holistic framework for integrating Recruitment and Retention strategies. The research also dealt systemic challenges of skill shortage and the lack of longitudinal studies tracking both Recruitment and Retention.

The literature review establishes a comprehensive understanding of IT industry challenges thus, providing foundation for developing an effective and reliable talent management strategies, thereby suggesting an integrated framework of Recruitment & Retention functions.

## CHAPTER III: METHODOLOGY

### **3.1 Overview of Research Problem**

Over the past few decades IT organizations have invested disproportionate resources in both retention and recruitment function. Despite this investment this consistently continues to be the top three CEO challenges of the industry. Organizations continue to grapple with talent shortages or encounter external factors limiting access to talent, skills or both. IT industry has historically been the single largest employment generator globally (from Silicon Valley of the west to the Silicon valleys of the east), from tech. geeks to tech. founders, from employee to entrepreneurs, the industry has it all..... despite disruption by AI/Automation, the industry is still listed amongst top three growing sectors.

Despite large scale deployment of IT tools to support organizations with recruitments, the efficacy and ROI is ever diminishing. Correspondingly, the cost per hire is ballooning each year.

Additionally, the retention challenges are expanding beyond the realms of traditional employment model such as, flexibilities at work, career growth, opportunities to work on new technologies etc. factors such as immigration laws, gender gaps and declining workforce participation contribute adversely to successful retention and recruitment strategies.

Beyond the above challenges the interplay between controllable (internal) and uncontrollable (external) factors is critical in shaping a long-term recruitment and retention strategies. The intent is to develop a framework to optimally align external constraints and internal organizational practices to enhance recruitment efficiency and retention to address the widening talent gap.

### **3.2 Operationalization of Theoretical Construct**

Recruitment and Retention consistently feature amongst the top five industry challenges for every CEO. It is imperative to address the issue on a three-dimensional framework of acquiring, managing and growing the workforce consistently for the business growth.

The problem is compounded by both skill and talent shortages at a scale unprecedented for any industry worldwide. Recruitment and retention efficiencies are represented by TAT, Quality of hire, Cost per hire, offer acceptance ratio, Flexibilities offered by organizations, Gender ratio and Employee turnover with data obtain from attrition report, exit interviews and industry benchmarks.

The Market demand and supplies in the STEM domain emanates partly due to the enormous industry scale, gender-gaps, immigration laws, rapid technology changes while all these are in addition to the demanding nature of project deadlines, trans-continental customer base and their remote development centers. Skill upgradation is a slow process when technology evolves/changes at a fast pace. Due to entry barriers to STEM domain, the talent pool also reduces significantly for the industry.

External market forces like Political, Economic, Social, Legal forces significantly impact talent mobility thus impacting recruitment and retention for an employer. Economic conditions, Government policies further impact organizational practices. The rise in gig economy and flexible employment models accentuates the problem for the industry. The openness to consider gig workforce by large clients limits the hiring efficacy for the IT sector.

Through defining and measuring these constructs and deploying a set of quantitative data, we intend to develop an evidence-based model to enhance recruitment and retention efficiencies across the sector. Thus, understanding these constructs and operationalization allows industry leaders and practicing managers to make informed choices to ensure effective Recruitment and Retention strategies in an evolving IT landscape.

### **3.3 Research Purpose and Questions**

#### **Purpose**

The research analyzes the industry challenges and seeks solutions related to both Recruitment and Retention for IT industry, particularly in emerging economies for large organization. The study intends to identify strategy to enhance longevity of existing

workforce while narrowing the recruitment challenges for onboarding new workforce. The study further aims to balance strategies for both old and new set of workforces. It looks at internal and external variables impacting Recruitment and Retention. The insights gained by analyzing feedback of practicing industry leaders should provide actionable insights on controllable and uncontrollable factors impacting Recruitment and Retention. The insights aim to offer sharp focus on improving the retention goals while reducing organizational cost on recruitment to build efficiency.

### **Research Questions**

- What External factors significantly influence recruitment functions in large IT corporations operating in emerging economies?
- How does Recruitment functions significantly impact employee retention in large IT corporations?
- How Retention strategies are positively influenced by organizational culture in large IT corporations?
- How Diversity and inclusion initiatives significantly enhance perceptions of organizational culture?
- How positive organizational culture increases employee retention in large IT corporation?

By addressing these set of questions, the research aims to build the gaps between theoretical framework and practical solutions for practicing managers in the IT industry.

### **3.4 Research Design**

A well-defined research design forms the backbone of any systematic inquiry, providing a clear framework that guides the entire research process from data collection to analysis. For the purpose of this study, which investigates recruitment challenges and retention strategies in large IT corporations within emerging economies, a descriptive research design has been employed. This design is appropriate because it allows for a comprehensive examination of the current state of recruitment and retention practices without manipulating any variables. The descriptive approach facilitates the collection of factual, detailed, and accurate data concerning real-life conditions. It is particularly useful when the research aims to explore trends, perceptions, and conditions that exist at a specific point in time. Since the study focuses on exploring the complexities and realities faced by IT organizations in managing talent acquisition and workforce stability, the descriptive design provides a structured mechanism to systematically document these phenomena in their natural settings.

The choice of a quantitative research approach within the descriptive design is strategic and deliberate, given the objective nature of the study. Quantitative methods enable the collection of numeric data that can be statistically analysed to identify trends, relationships, and patterns within the dataset. In this study, the decision to employ quantitative techniques stems from the need to gather measurable, comparable data from a large and diverse population of IT professionals and HR managers. Through the deployment of structured questionnaires, it becomes possible to standardize responses, reducing the risk of interpretation bias. This ensures consistency and reliability in the data collected. Quantitative approaches are particularly well-suited for studies that require testing specific hypotheses, measuring predefined variables, and drawing generalizable conclusions across populations, making them an ideal choice for this research, which seeks

to explore the correlation between recruitment practices and retention outcomes in emerging markets.

The philosophical orientation guiding this research design is rooted in positivism. Positivist research paradigms focus on observable, empirical phenomena and favour a scientific approach for knowledge generation. In this study, adopting a positivist stance allows the researcher to focus on objective data derived from direct observation and measurement, rather than subjective interpretation or personal experience. The positivist philosophy emphasizes the use of rigorous methodologies, ensuring that the research findings are credible, unbiased, and replicable. By adhering to this philosophy, the study relies on structured methodologies such as standardized questionnaires and statistical analysis tools to uncover patterns and relationships between recruitment challenges, retention strategies, and organizational outcomes in the IT sector. The focus is on gathering quantifiable evidence that can be subjected to hypothesis testing, thereby offering insights that are both reliable and applicable to broader contexts.

Aligned with the positivist philosophy is the deductive research approach adopted in this study. The deductive method begins with the formulation of specific hypotheses based on existing theoretical frameworks and literature. These hypotheses are then tested through empirical observation and data analysis. In this research, hypotheses concerning the factors that influence recruitment efficiency and employee retention in large IT organizations have been developed and subjected to quantitative testing. The deductive approach ensures a logical and systematic process where theoretical propositions guide the research design, data collection, and analysis. By focusing on hypothesis testing, the study aims to confirm or refute the proposed relationships between variables, contributing to the body of knowledge with evidence-based findings. This approach enhances the clarity and

direction of the research while providing a structured framework within which the empirical data is analysed.

The overall research strategy employed in this study is based on the survey method. Survey strategies are widely used in business and management research, particularly when the aim is to collect data from a large sample across different geographic locations. In this case, surveys were distributed to IT professionals and HR practitioners working in large corporations in emerging economies. The use of surveys offers several practical advantages: they enable the collection of standardized data in a cost-effective and timely manner; they allow for the inclusion of diverse respondents from multiple locations; and they facilitate the gathering of quantitative data that can be easily analysed. The structured nature of surveys also minimizes the possibility of researcher bias, as all respondents answer the same set of predefined questions. In this study, surveys are instrumental in capturing the perspectives of a large number of participants, thereby enhancing the representativeness and reliability of the findings.

Ensuring the validity and reliability of data is a critical aspect of the research design. In this study, several measures have been taken to uphold these principles. A pilot study was conducted prior to the distribution of the main survey to test the clarity, relevance, and comprehensibility of the questionnaire items. Feedback from the pilot study participants was used to refine the survey instrument, ensuring that all questions were unambiguous and aligned with the research objectives. Additionally, standardized measurement scales were used to assess key constructs such as job satisfaction, turnover intention, and employer brand perception. These scales have been designed to minimize measurement error and enhance internal consistency, contributing to the overall reliability of the study. By employing rigorous validation processes, the research ensures that the data collected is both accurate and dependable.

This research adopts a cross-sectional time horizon, meaning that data was collected at a single point in time rather than over an extended period. The cross-sectional approach is particularly suitable for studies aiming to provide a snapshot of prevailing practices and perceptions. Given the scope of this study, which focuses on capturing the current state of recruitment and retention strategies in large IT corporations in emerging economies, the cross-sectional time frame is appropriate. It allows the researcher to gather a large amount of data in a relatively short time, facilitating efficient analysis and timely conclusions. Although longitudinal studies can provide insights into trends over time, the cross-sectional design offers valuable insights into the existing challenges and opportunities within the recruitment landscape of the IT industry.

The rationale for selecting this research design is grounded in its ability to address the research objectives comprehensively and systematically. The descriptive design, supported by a quantitative approach and a survey strategy, offers a coherent and efficient framework for examining the complex issues related to recruitment and retention in large IT corporations. This design enables the collection of empirical data that can be analysed to generate actionable insights for HR professionals and organizational leaders. By focusing on measurable variables and statistical analysis, the study produces findings that are not only reliable and objective but also applicable to real-world organizational contexts. The chosen design reflects the pragmatic considerations of time, resources, and research objectives, providing a robust methodological foundation for the study.

### **3.4 (a) External factor significantly influence recruitment functions in large IT corporations operating in emerging economies**

#### **Objective**

Establish the extend of external environment impacting the recruitment function.

### **Methodology**

The primary data collection drive involved a four-month effort at developing and administrating a structured questionnaire for survey within the industry. The survey predominantly covered, India, US and European markets touching senior industry leaders, HR professionals, Delivery Leaders, Sales Leaders (Including women leaders) and leaders from Support functions across IT industry. The survey measures labour market conditions, economic trends, personal backgrounds, immigration policies and competitive hiring landscapes. While the secondary data involved reviewing research reports, articles, policy documents, macro-economic factors, regulatory challenges on Recruitment and Retention practices on IT Industry. An analysis of the job-posts on multiple online job-platforms provides us with an insight to trends on a set of emerging technologies and the corresponding skill shortage of talent in these emerging domains. The above data is used to understand correlation between external factors and recruitment practices.

A set of qualitative research inputs is used thematically to understand perceptions and responses to external and internal challenges. Thus, through an integrated approach, this research aims to provide a comprehensive framework for navigating external environments in IT Industry for a practicing leader.

### **3.4 (b) Recruitment functions significantly impact employee retention in large IT corporations**

#### **Objective**

Adopt a segmented approach for retention of multi-generational, multi-national, multi-cultural workforce in IT industry.

### **Methodology**

As today's workforce consist of multi-generation workforce a layered or segmented approach enhances retention significantly due to varied requirements. A segmented analysis based on multi-generation work expectations, gender and career priorities through surveys and literature review reveals diverse strategies to refine retention effectiveness. This comprehensive framework provides a data driven practical solutions of job satisfaction and retention.

## **3.4 (c) Retention strategies positively influence organizational culture in large IT corporations**

### **Objective**

A stable workforce offers many advantages like continuity, organizational knowledge, better employee value proposition, thereby helping build a robust organizational culture.

### **Methodology**

This research utilizes survey data which captures many personal and professional data points. It covers senior industry leaders, practicing HR professionals from the industry who offers us real time data and industry insights. The outcome of this survey offers a structured and practical framework that enables leaders and human resources to align retention strategies to organizational realities and external influences, thus improving workforce stability and long-term success of recruitment.

### **3.4 (d) Diversity and Inclusion initiatives significantly enhance perceptions of organizational culture**

#### **Objective**

Embracing diversity and inclusion initiatives offers organizations to enjoy the luxury of choosing a wide range of talent pool including unexplored geographies, gender, veterans, senior citizens and PWDs etc. which makes organizations a desirable place to work.

#### **Methodology**

The survey covers primary research through the use of structured survey questionnaire and secondary research through the qualitative study of literature reviews. This establishes a foundational understanding of diversity and inclusion impacting organizational culture. The primary data collection involves structured surveys and data from HR professionals, industry leaders across multiple geographies. Data analytics technique was used to decipher the responses.

To synthesize the exercise from the literature, review a conceptual model that categorizes internal and external factors into controllable and uncontrollable dimensions. The outcome is structured and practical framework that validates practicing HR managers, industry leaders align Recruitment & Retention strategies basis internal capabilities and external business environments.

### **3.4 (e) A positive organizational culture increases employee retention in large IT corporations.**

#### **Objective**

Provide a long-term solution for improving the controllable variables and internal factors impacting Recruitment & Retention.

### **Methodology**

To find a long-term solution for the talent shortages in IT industry, a combination of long-term and short-term, internal and external, controllable and uncontrollable factors are bucketed to assess their impact on Retention.

The primary data collection involved qualitative research through literature reviews and quantitative research through questionnaire surveys to business leaders, delivery heads, HR leaders across geographies. The outcome of this research helps in the development of a sustainable framework by assessing the impact and the need of a strong culture for building a robust and sustainable Retention model.

### **3.5 Population and Sample**

The target population for this study consisted of professionals working in large IT corporations located in emerging economies, such as India, Brazil, South Africa, and the Philippines. These regions were selected due to their significant contributions to the global IT industry and their shared characteristics as fast-growing economies with evolving labor markets. Within these corporations, the participants were drawn from departments directly responsible for workforce planning, recruitment, and employee retention initiatives. This ensured that the data collected reflected informed perspectives on the challenges and strategies associated with attracting and retaining skilled IT professionals in competitive labor markets. The target population was defined with precision to ensure alignment with the research objectives and the scope of the study.

The sampling strategy is an essential component of the research methodology, as it determines the subset of the population from which data will be collected and ensures that the results are representative and reliable. In this study, which examines recruitment

challenges and retention strategies within large IT corporations in emerging economies, a carefully constructed sampling approach was employed to maximize the validity and generalizability of the findings. Given the study's focus on specific organizational practices and workforce issues, it was crucial to target respondents who possess relevant knowledge and experience in human resource management and talent acquisition within the IT industry. Therefore, the sampling strategy was designed to include HR managers, talent acquisition professionals, and IT employees with direct involvement in recruitment and retention processes.

The sampling frame included IT professionals working at mid to senior levels, with a minimum of three years of experience in recruitment, human resource management, or technical leadership roles. This criterion was established to ensure that participants had sufficient exposure to talent acquisition practices and retention strategies within their organizations. Additionally, participants were required to be currently employed in organizations classified as large corporations, typically defined by the number of employees exceeding 500 and significant revenue thresholds. By focusing on larger organizations, the study aimed to capture insights from firms with structured HR processes, formal recruitment frameworks, and established retention programs, providing a more comprehensive understanding of the practices prevalent in mature IT organizations.

The sampling method utilized in this study was purposive sampling, which is commonly employed in research that seeks to gain insights from individuals with specific expertise or characteristics relevant to the study's objectives. Purposive sampling was deemed appropriate because the research sought to gather detailed, expert opinions from professionals directly involved in recruitment and retention activities. By deliberately selecting respondents who met predefined criteria, the study ensured that the data collected was relevant, reliable, and reflective of the phenomena under investigation. This method

enabled the researcher to focus on participants who could provide rich, context-specific insights rather than relying on random sampling, which may have included individuals lacking the necessary experience or knowledge.

In addition to purposive sampling, snowball sampling was also employed to extend the reach of the study and increase the number of qualified participants. Initial respondents were invited to recommend other professionals within their networks who met the inclusion criteria and who might be willing to participate in the study. This approach proved effective in accessing a broader pool of HR and IT professionals across different regions and organizations. Snowball sampling allowed the researcher to overcome potential barriers related to accessibility and respondent availability, particularly in cases where direct contact with qualified participants was limited. The combined use of purposive and snowball sampling methods enhanced the representativeness and diversity of the sample.

The sample size was determined based on the research design and the need to conduct meaningful statistical analysis. Given the quantitative nature of the study and the use of inferential statistical techniques, a sample size of at least 150 respondents was targeted to ensure sufficient power and generalizability. The final sample size exceeded this threshold, providing a robust dataset for analysis. The sample was distributed across different countries and regions within emerging economies, and efforts were made to achieve a balanced representation of respondents by gender, role, and organizational size. This careful consideration of sample composition was intended to mitigate potential biases and enhance the external validity of the findings.

Inclusion criteria were clearly defined to ensure the appropriateness of the participants. Respondents were required to be employed full-time in large IT corporations, to have at least three years of professional experience in recruitment or human resource management, and to possess a working knowledge of their organization's talent acquisition

and retention strategies. Exclusion criteria eliminated participants who did not meet these requirements or who were employed in small and medium-sized enterprises, as the study focused exclusively on large corporations. By applying these criteria, the study maintained a high level of relevance and rigor in its data collection process.

The sampling strategy adopted in this study was essential in ensuring that the findings were both reliable and applicable to the research context. By employing purposive and snowball sampling methods, targeting a well-defined population, and adhering to strict inclusion and exclusion criteria, the research was able to collect high-quality data from participants with direct experience and knowledge of recruitment and retention practices in large IT corporations within emerging economies. This structured and deliberate approach to sampling contributed significantly to the credibility and validity of the study's outcomes.

### **3.6 Participant Selection**

Stratified Random sampling method was used to select participants for the study to ensure diversity across roles, gender, qualifications, marital-status, experience level, departments and organization hierarchy of respondents. The study also covered respondents directly affected by recruitment and retention challenges. These includes HR professionals, hiring managers and senior leaders. The study therefore, aims to capture participants with broader responsibilities with both Retention and Recruitment responsibilities for the organization. Hence, experience in managing work-force planning, employee engagement and policy formulation at department or organization level becomes imperative. The endeavor to draw participants from large IT organizations offers us a broader and refined pool addressing to the industry wide problem of high turnover, burgeoning hiring cost and ineffective retention outputs. Statistically a significant

respondent pool ensures a reliable and generalizable results to develop a framework which is both industry and geography agnostic. Though the respondent is welcome across experience and age brackets, the overarching focus of the study entails incumbents from the industry with a minimum experience of one year within the organization to ensure familiarity with the recruitment and retention strategies of the organization. The study aims to ensure confidentiality and anonymity for all participants, providing honest and unbiased responses.

### **3.7 Instrumentation**

The study employed a structured survey questionnaire for primary data collection to gather quantitative insights into recruitment and retention challenges plaguing the IT industry. The questionnaire consists of closed ended questions to measure factors such as hiring efficiency, retention efficacy, policy frameworks, personal requirements/backgrounds. The survey offers insights through its multiple lens covering demographic details, personal background of respondent and the organizational experience in recruiting and retaining key talent by the organization alongside external variables impacting the manager and the organization. The response format was built on Likert-Scale questions, Multiple Choice questions and Ranking Scale to quantify both perception and trends statistically. The questionnaire instrument was pre-tested through a pilot study for reliability and validity prior to full scale deployment. The data collected was analyzed using descriptive statistics, correlation analysis and regression modelling to understand relationships, trends and patterns. The questionnaire was distributed digitally to ensure reach and relevance across geographies, functions, roles, hierarchy, departments and age.

Confidentiality and anonymity are maintained to encourage honesty and avoid biases in the research.

### **3.8 Data Collection Procedure**

The data collection process is a critical component of any research project, providing the empirical foundation necessary for answering research questions and testing hypotheses. In this study, which explores recruitment challenges and retention strategies in large IT corporations within emerging economies, a structured and methodical approach was adopted for collecting primary and secondary data. The choice of methods was informed by the nature of the research objectives, which required a systematic collection of quantitative data that could be analyzed to identify patterns, trends, and relationships relevant to talent acquisition and workforce management. The data collection methods were designed to ensure the accuracy, consistency, and reliability of the information gathered, thereby enhancing the overall rigor and credibility of the research findings.

The primary method of data collection involved the use of a structured questionnaire, which served as the main instrument for gathering quantitative data from the target population. The questionnaire was carefully designed to capture relevant information on recruitment practices, employee retention strategies, and the factors influencing these processes within large IT corporations operating in emerging economies. The questionnaire included both closed-ended and Likert-scale questions, which facilitated standardized responses and simplified the process of data analysis. The questions were grouped into sections, each addressing a specific aspect of the research, such as recruitment challenges, retention initiatives, employee engagement, organizational culture, and external factors like labor market conditions and government policies. This structure

ensured that all relevant variables were comprehensively covered and that the data collected addressed the research objectives directly.

The process of developing the questionnaire involved multiple stages, beginning with an initial review of existing instruments and scales used in similar studies. This review provided insights into how best to structure questions and response options to maximize clarity and relevance. Once the initial draft of the questionnaire was completed, it underwent a rigorous process of validation through a pilot study. The pilot test was conducted with a small sample of participants representative of the larger target population. The objective was to evaluate the clarity of the questions, the appropriateness of the response options, and the overall flow of the questionnaire. Feedback from the pilot study was used to refine and finalize the questionnaire, ensuring that it was user-friendly, comprehensive, and capable of eliciting accurate responses from participants.

The distribution of the questionnaire was carried out using an online survey platform. This method was chosen due to its efficiency and scalability, particularly given the geographical dispersion of the target population across various emerging economies. Online surveys offer several advantages, including ease of access for participants, the ability to reach a large and diverse audience, and the automated collection and storage of data in a secure and organized format. To encourage participation, the survey was accompanied by a brief introduction explaining the purpose of the study, the voluntary nature of participation, and assurances of confidentiality and anonymity. These measures were implemented to enhance the response rate and ensure the ethical integrity of the data collection process.

In addition to primary data collected through the questionnaire, secondary data was also utilized to provide context and support the interpretation of the findings. Secondary data sources included academic journals, industry reports, government publications, and

white papers from reputable consulting firms specializing in human resource management and IT industry trends. These sources provided valuable background information on recruitment and retention challenges in the IT sector, particularly within emerging economies. They also offered benchmarks and comparative data that enriched the analysis of primary data by allowing the researcher to situate the findings within the broader industry and economic landscape.

The sampling strategy for data collection involved targeting individuals holding positions relevant to recruitment and retention within large IT corporations. This included HR managers, talent acquisition specialists, and mid-to-senior level IT professionals with experience in workforce management. The participants were selected based on predefined inclusion criteria to ensure that they possessed the necessary knowledge and experience to provide meaningful insights into the study's subject matter. The recruitment of participants was facilitated through professional networks, industry forums, and social media platforms dedicated to HR and IT professionals, which proved effective in reaching a diverse and qualified sample.

The data collection period spanned several weeks to allow for adequate participation and to accommodate respondents from different time zones and organizational schedules. Regular reminders were sent to participants who had not yet completed the questionnaire, while care was taken to avoid any form of coercion or pressure. The online survey platform was configured to prevent multiple submissions from the same respondent, thus ensuring the integrity of the dataset. Furthermore, incomplete responses were screened and excluded from the final analysis to maintain the quality and reliability of the data.

Throughout the data collection process, stringent measures were adopted to protect the confidentiality and anonymity of participants. No personally identifiable information

was collected, and responses were stored in encrypted formats accessible only to the researcher. Participants were informed of their rights, including the right to withdraw from the study at any point without any negative consequences. Ethical considerations were prioritized at every stage of data collection to foster trust and encourage honest and accurate responses from participants. These measures ensured compliance with ethical research standards and contributed to the validity and credibility of the study's findings.

### **3.9 Data Analysis**

The data analysis process is a critical phase of the research methodology, as it transforms raw data into meaningful insights that directly address the research objectives and questions. In this study, which investigates recruitment challenges and retention strategies in large IT corporations operating within emerging economies, quantitative data analysis methods were employed to ensure that the findings are objective, reliable, and statistically significant. The use of quantitative techniques allows for the examination of patterns, trends, and relationships between variables, offering a rigorous approach to testing hypotheses and validating theoretical propositions. Data collected through structured questionnaires were coded, processed, and analyzed using established statistical procedures designed to generate clear and actionable results aligned with the purpose of the research.

The initial phase of data analysis involved conducting descriptive statistical techniques to summarize and organize the data. Descriptive statistics provided a comprehensive overview of the demographic characteristics of the respondents, including factors such as age, gender, job role, years of experience, and organizational size. These

statistics also highlighted key features of the data, such as frequency distributions, means, medians, modes, and standard deviations for various variables related to recruitment challenges and retention strategies. The use of descriptive analysis was essential in offering a clear understanding of the sample composition and the central tendencies within the dataset. It also provided a foundation for further inferential statistical analysis by identifying patterns and variations in the data that warranted more in-depth examination.

Following the descriptive analysis, inferential statistical techniques were applied to test the hypotheses formulated at the outset of the research. These techniques are essential for determining whether observed relationships between variables are statistically significant and can be generalized to the wider population. In this study, various inferential statistical methods, including chi-square tests, analysis of variance (ANOVA), and regression analysis, were employed. The chi-square test was used to examine the association between categorical variables, such as the relationship between recruitment practices and employee turnover rates. ANOVA was applied to assess the differences between multiple groups, such as the comparison of employee satisfaction levels across different retention strategies. Regression analysis was used to evaluate the strength and direction of the relationship between independent variables (such as recruitment methods or employer branding efforts) and dependent variables (such as retention rates and employee engagement levels).

Multiple regression analysis was also employed to account for the simultaneous effects of several independent variables on a single dependent variable. This technique was particularly useful in exploring how different recruitment and retention factors collectively influence employee turnover intention in large IT corporations. By including multiple predictors in the regression model, it was possible to identify the relative importance of each factor and determine which strategies are most effective in reducing employee

attrition. This multivariate approach provided a more comprehensive understanding of the complex dynamics underlying recruitment and retention in the IT sector of emerging economies.

Data analysis was carried out using specialized statistical software designed to handle large datasets and perform complex analyses efficiently. The use of these tools ensured accuracy in data processing and facilitated the generation of detailed statistical outputs, including tables, graphs, and charts that summarized the results. The software's capabilities enabled the researcher to conduct advanced statistical tests, manage missing data, and validate the reliability and consistency of the dataset. Additionally, the data analysis process involved conducting reliability tests, such as Cronbach's alpha, to assess the internal consistency of the scales used in the questionnaire. These reliability checks were crucial in verifying that the measurement instruments were both valid and dependable.

Another important aspect of the data analysis process was ensuring the validity of the findings through rigorous data screening and cleaning procedures. Before conducting any statistical tests, the dataset was examined for errors, inconsistencies, and outliers that could potentially distort the results. Cases with incomplete responses or inconsistencies were excluded from the analysis to maintain data integrity. Normality tests were conducted to determine whether the data met the assumptions required for parametric testing. When necessary, non-parametric tests were used to analyze data that did not conform to normal distribution assumptions. These precautions helped ensure that the conclusions drawn from the data analysis were credible and grounded in robust statistical practices.

The interpretation of the statistical findings was guided by the research questions and hypotheses established at the beginning of the study. The results of the statistical tests were presented in the form of tables and graphs, accompanied by detailed explanations that

linked the findings to the specific objectives of the research. The significance levels (p-values) and confidence intervals were reported to indicate the statistical significance and precision of the results. Where relationships or differences were found to be statistically significant, further analysis was conducted to explore their practical implications for recruitment and retention practices in large IT corporations operating within emerging economies.

Throughout the data analysis process, an emphasis was placed on maintaining transparency, rigor, and objectivity. The analysis was conducted systematically to ensure that the findings accurately reflected the data collected and provided reliable insights for practitioners and policymakers in the IT sector. By employing a combination of descriptive and inferential statistical techniques, supported by specialized data analysis tools, the study delivered evidence-based conclusions that contribute to a deeper understanding of the recruitment and retention landscape in emerging economies.

### **Ethical Considerations**

Ethical considerations are a fundamental aspect of conducting research, ensuring that the rights, dignity, and well-being of participants are protected throughout the study. In the context of this research, which investigates recruitment challenges and retention strategies in large IT corporations operating within emerging economies, strict adherence to ethical research principles was maintained at every stage of the data collection and analysis process. The ethical framework guiding this study was designed to comply with established standards for research involving human participants. This included obtaining informed consent, ensuring confidentiality and anonymity, respecting the voluntary nature of participation, and securing ethical approval from relevant oversight bodies where applicable.

One of the primary ethical considerations in this study was obtaining informed consent from all participants prior to their involvement in the research. Participants were provided with a clear and comprehensive explanation of the purpose of the study, the procedures involved, the types of data being collected, and how the data would be used. This information was included in an introductory section of the survey questionnaire and was also communicated through cover letters and emails where applicable. Participants were informed that their involvement in the study was entirely voluntary and that they had the right to withdraw at any point without any consequences. Informed consent was obtained through an opt-in process, whereby participants indicated their willingness to take part in the research by agreeing to the terms outlined in the consent form before proceeding with the survey.

Confidentiality was another critical ethical consideration, particularly given the sensitivity of the information collected regarding organizational practices and employee experiences. To ensure confidentiality, no personally identifiable information was collected from participants at any stage of the research process. Responses were anonymized and stored securely in password-protected digital files accessible only to the researcher. The anonymization process ensured that individual responses could not be traced back to specific participants, thereby protecting their identities and maintaining the integrity of the data. Participants were reassured that the data collected would be used solely for academic purposes and that the findings would be reported in aggregate form, preventing any potential identification of individuals or organizations.

Anonymity was preserved through the design and administration of the online survey. Participants completed the questionnaire independently and without the need to provide names, contact details, or any other identifying information. The online survey platform was configured to prevent the collection of IP addresses or other digital footprints

that could compromise participant anonymity. Additionally, participants were not required to answer any questions they were uncomfortable with, and they had the option to exit the survey at any time. These measures were implemented to foster an environment of trust and to encourage participants to provide honest and accurate responses without fear of repercussion.

Respecting the voluntary nature of participation was central to the ethical conduct of the study. Participants were explicitly informed that there was no obligation to participate and that their decision to take part in the research would have no impact on their professional standing or relationships within their organizations. No incentives or coercive tactics were used to secure participation. Instead, potential respondents were approached through professional networks, industry forums, and social media groups where they were invited to participate in the study at their own discretion. The voluntary nature of participation was emphasized in all communications and in the consent documentation, ensuring that participants retained full autonomy over their involvement in the research.

Ethical approval for the study was sought from the appropriate research ethics committee associated with the academic institution overseeing the dissertation. The research proposal, including the data collection instruments and consent forms, was submitted for review to ensure compliance with ethical guidelines and standards. The approval process involved a thorough evaluation of the research design, data collection methods, and participant protection measures to confirm that the study met the required ethical standards. Ethical clearance was granted before the commencement of data collection, and any recommendations provided by the ethics committee were incorporated into the final research protocol.

The data handling and storage processes were designed to comply with data protection regulations and best practices. Data collected through the online survey was

encrypted during transmission and stored on secure servers with restricted access. Regular data backups were performed to prevent data loss, and strict data management protocols were followed to safeguard the confidentiality and security of participant information. Once the data analysis was completed, data files were archived in a secure manner, and plans were established for the proper disposal of data after a specified retention period in accordance with institutional policies.

Throughout the study, a commitment was made to maintain transparency and integrity in the reporting of findings. The analysis and presentation of results were conducted objectively, ensuring that the data was accurately represented and that no findings were manipulated or selectively reported. Ethical principles of honesty, accountability, and respect for participants were upheld, contributing to the credibility and reliability of the research. By maintaining rigorous ethical standards, the study aimed to ensure the protection of participants' rights, foster trust in the research process, and contribute responsibly to the field of human resource management in the IT sector.

### **3.10 Research Design Limitations**

Every research study is subject to certain limitations that may influence the interpretation and generalizability of findings. This study, which examines recruitment challenges and retention strategies in large IT corporations operating in emerging economies, is no exception. While great care has been taken to ensure methodological rigor, various constraints related to research design, sampling, data collection, and analysis must be acknowledged. These limitations do not undermine the validity of the findings but rather highlight areas where caution must be exercised when drawing conclusions and making generalizations. Identifying these constraints is important as it provides

transparency about the scope of the study and offers insights for future research in the field of talent management in IT corporations.

One of the primary limitations of this study is its reliance on a cross-sectional research design, which captures data at a single point in time rather than tracking changes over an extended period. Since recruitment and retention trends can evolve in response to economic shifts, technological advancements, and organizational policy changes, a cross-sectional study may not fully account for the dynamic nature of these processes. A longitudinal approach, which follows participants over time, would have provided deeper insights into how recruitment challenges and retention strategies evolve within large IT corporations. However, due to time and resource constraints, a cross-sectional design was deemed the most practical approach for gathering relevant data within the scope of this dissertation. Another limitation arises from the use of self-reported data collected through surveys. While survey research is an effective method for obtaining standardized responses from a large sample, it is susceptible to biases such as social desirability bias and recall bias. Respondents may provide answers that they believe are socially acceptable rather than those that truly reflect their experiences and perceptions. Additionally, memory limitations may affect the accuracy of responses, particularly in questions related to past experiences with recruitment and retention. While steps were taken to mitigate these biases, such as ensuring anonymity and structuring questions carefully, the reliance on self-reported data remains a potential constraint of this study.

The sampling strategy used in this research also presents limitations that must be acknowledged. The study employed purposive and snowball sampling methods, which were effective in targeting HR professionals, recruitment specialists, and IT employees with relevant expertise. However, these methods do not guarantee a fully representative sample of all IT professionals working in large corporations within emerging economies.

The selection of participants was based on professional networks and industry affiliations, which may have led to a sample that is not entirely reflective of the broader population. The study focused on professionals from large IT firms, which means that insights from employees working in small and medium-sized enterprises were not included, potentially limiting the generalizability of the findings to organizations of different sizes.

Another limitation relates to the geographic scope of the research. While the study targeted multiple emerging economies, including India, Brazil, South Africa, and the Philippines, differences in labour laws, economic conditions, and corporate cultures across these countries may have influenced recruitment and retention experiences in unique ways. The findings of this study provide valuable insights into broad trends and common challenges, but they may not fully capture country-specific nuances that affect talent management practices. A more granular, country-specific analysis would have allowed for a deeper understanding of local labour market conditions and policy frameworks that shape recruitment and retention in the IT sector.

The study's data collection process also faced constraints related to response rates. Although considerable efforts were made to encourage participation, including multiple reminders and reassurances of anonymity, some potential respondents may have opted not to participate due to time constraints, privacy concerns, or organizational policies restricting participation in external research. This could have introduced non-response bias, where certain perspectives, particularly those of employees who have experienced recruitment and retention challenges firsthand, may have been underrepresented in the final dataset. While the achieved sample size was sufficient for statistical analysis, a higher response rate would have further strengthened the robustness of the findings.

Another methodological limitation concerns the quantitative nature of the research, which, while valuable for identifying trends and correlations, does not allow for an in-depth

exploration of the personal experiences and contextual factors that influence recruitment and retention. A mixed-methods approach, incorporating qualitative techniques such as interviews or focus groups, would have provided richer, more nuanced insights into the human and organizational dynamics shaping talent acquisition and workforce stability. However, due to time constraints and the complexity of coordinating qualitative data collection across multiple locations, the study was designed to focus exclusively on quantitative analysis.

Finally, the study's reliance on structured survey questions may have constrained the depth of responses, as participants were required to select predefined answer choices rather than freely express their views. While open-ended questions were included to capture additional insights, they were limited in number to maintain the efficiency of the survey and encourage completion. As a result, some valuable perspectives or unique experiences may not have been fully captured in the dataset. Future research incorporating semi-structured interviews or case studies could provide a more detailed exploration of the underlying factors influencing recruitment and retention decisions in the IT sector.

### **3.11 Conclusion**

In conclusion, the research offers a data driven understanding of the Recruitment and Retention challenges of IT sector in emerging economy. The findings effectively aim to contribute towards identifying key factors affecting talent acquisition and talent management strategies including internal & external factors, controllable & uncontrollable factors impacting IT industry. The study offers a quantitative approach and offers insights to help optimize Recruitment & Retention frameworks.

The importance of balancing internal practices with external realities cannot be wished away to avoid cost escalations. While study has inherent limitations such as

quantitative over qualitative insights it attempts to provide empirical foundations for practicing managers and HR leaders.

The outcome of this research can serve as a guideline for Industry leaders and HR professionals at developing organizational interventions for enhancing organizational brand to attract new talent and workforce stability to retain existing workforce.

## CHAPTER IV:

### RESULTS

#### **4.1 Interpretation**

The chapter presents the data analysis and interpretation of the study, which examines the recruitment challenges and employee retention strategies in large IT corporations operating in emerging economies. The purpose of this chapter is to systematically analyze the primary data collected through structured questionnaires and test the proposed hypotheses to validate the study objectives.

The chapter is organized into multiple sections, beginning with the demographic profile of respondents. This includes age, gender, job role, years of experience, education level, organizational hierarchy, departmental affiliation, assignment location, and organization size. Analyzing demographic variables provides insight into the background of participants, ensuring that the data reflects the perspectives of a diverse and representative sample within the IT sector.

Following the demographic analysis, the chapter explores key variables related to recruitment functions, external factors influencing recruitment, retention strategies, organizational culture, and diversity and inclusion initiatives. Descriptive statistics, such as frequency distributions, percentages, means, medians, modes, and standard deviations, are utilized to present a comprehensive overview of the responses. These statistics are accompanied by graphical representations (e.g., pie charts and bar graphs) where applicable to enhance clarity and understanding.

Subsequently, inferential statistical techniques, specifically multiple regression analysis, are applied to examine the relationships between the independent and dependent

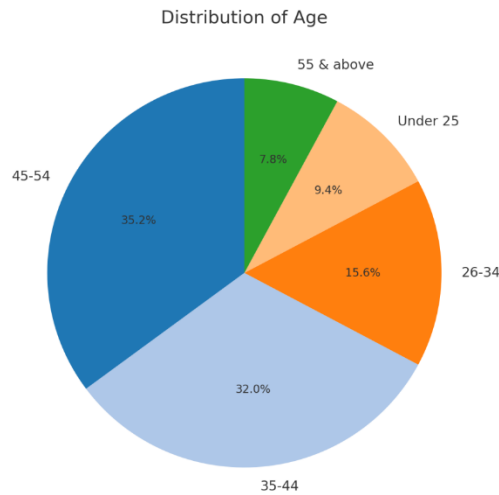
variables outlined in the research model. The results of these analyses are presented in model summaries, ANOVA tables, and coefficients tables, with detailed observations and interpretations. Each hypothesis is tested to determine whether it can be accepted or rejected, providing evidence to support the research framework.

The interpretations are aimed at understanding the practical implications of the findings, offering insights into how recruitment strategies, retention initiatives, and organizational culture interact to influence talent management outcomes in large IT organizations. This chapter thus lays the foundation for drawing meaningful conclusions and developing actionable recommendations in the subsequent chapter.

### **Section 1: Demographic Information**

*Table 2 Distribution of Age*

Age	Frequencies	Percentage
26-34	40	15.6
35-44	82	32.0
45-54	90	35.2
55 & above	20	7.8
Under 25	24	9.4
Grand Total	256	100



*Figure 1 Distribution of Age*

### **Observation**

The pie chart represents the age distribution of respondents across five categories, with a total of 256 responses. The majority of respondents belong to the 45-54 years age group, with a count of 90 individuals, accounting for 35.2% of the total responses. The second largest group is the 35-44 years age category, consisting of 82 individuals (32.0%). The 26-34 years group includes 40 individuals (15.6%), while the Under 25 years group comprises 24 individuals (9.4%). The smallest representation is from the 55 years and above category, with 20 individuals (7.8%). This distribution highlights a concentration of respondents in the mid-age ranges.

### **Interpretation**

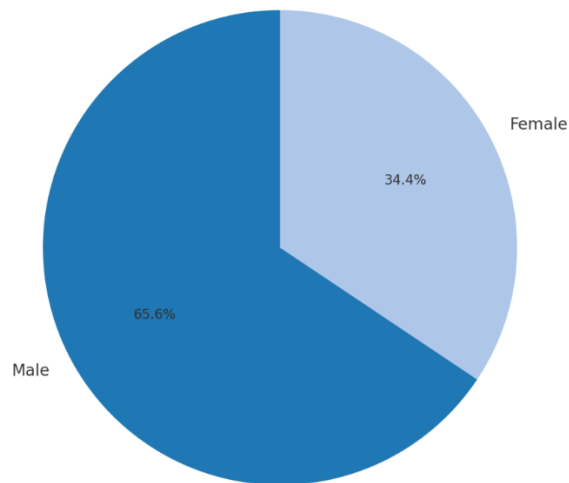
The data indicates that the workforce is predominantly composed of individuals in the 45-54 years (90 individuals) and 35-44 years (82 individuals) age groups, collectively making up over two-thirds of the total respondents. These age groups typically represent mid-career to senior-level roles, suggesting a strong presence of experienced professionals in the dataset. The smaller proportions in the Under 25 years (24 individuals) and 55 years

and above (20 individuals) categories indicate limited representation of entry-level and retirement-age employees. These insights could guide organizations in addressing talent acquisition and retention strategies, such as fostering mentorship programs for younger employees and designing policies to retain experienced professionals for organizational growth.

*Table 3 Distribution of Gender*

Gender	Frequencies	Percentage
Male	168	65.6
Female	88	34.4
Grand Total	256	100

Distribution of Gender



*Figure 2 Distribution of Gender*

### **Observation**

The pie chart illustrates the gender distribution of the respondents, with a total of 256 responses. The majority of respondents are Male, accounting for 65.6% of the total,

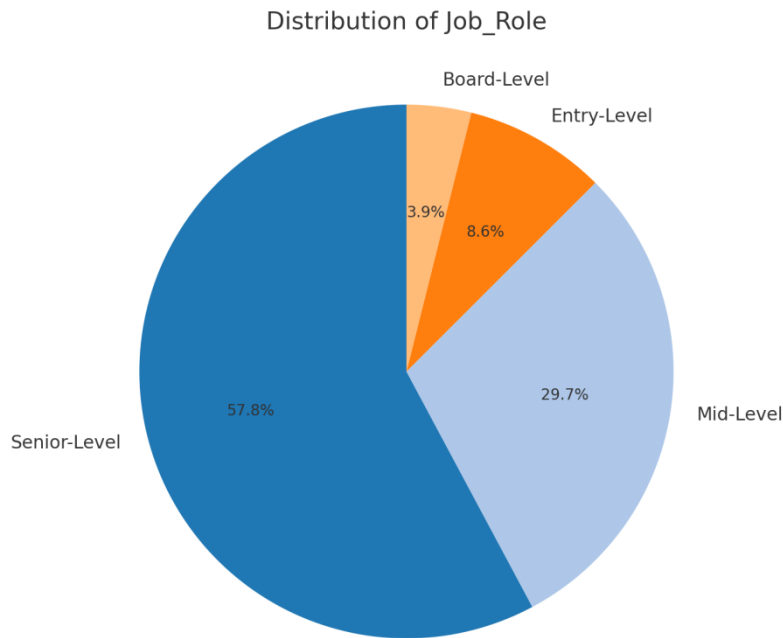
which corresponds to 168 individuals. In comparison, the Female respondents constitute 34.4%, equating to 88 individuals. This highlights a gender imbalance in the sample, with males being nearly twice as prevalent as females.

### **Interpretation**

The data indicates a significant gender disparity among the respondents, with Male representation (168 individuals) substantially outnumbering Female representation (88 individuals). This distribution could reflect broader gender disparities within the studied population or sector. Organizations could leverage this insight to enhance gender diversity initiatives, promoting inclusivity and creating a balanced workforce. For instance, targeted recruitment or mentorship programs for underrepresented genders could help address such disparities effectively.

*Table 4 Distribution of Job Role*

Job Role	Frequency	Percentage
Board-Level	10	3.9
Entry-Level	22	8.6
Mid-Level	76	29.7
Senior-Level	148	57.8
Grand Total	256	100



*Figure 3 Distribution of job role*

### **Observation**

The pie chart displays the distribution of respondents by job roles, with a total of 256 responses. The majority of respondents fall into the Senior-Level category, representing 57.8% of the total, which corresponds to 148 individuals. The Mid-Level category comprises 29.7% of respondents, equating to 76 individuals. A smaller portion of respondents are at the Entry-Level, accounting for 8.6% (22 individuals), while the Board-Level category represents the smallest group, with 3.9% (10 individuals).

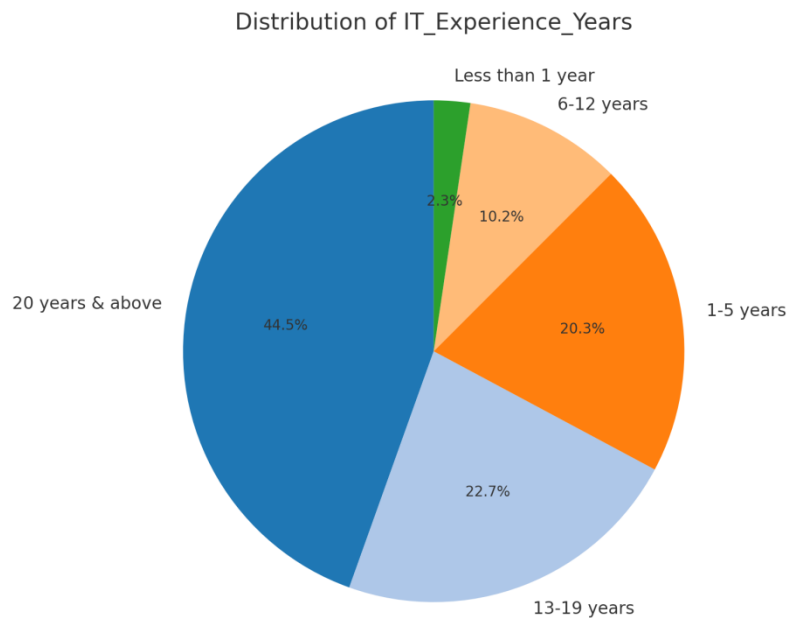
### **Interpretation**

The data suggests a workforce predominantly composed of individuals in Senior-Level (148 individuals) and Mid-Level (76 individuals) roles, together comprising over 87% of the total respondents. This highlights an experienced and established workforce. The smaller representation in Entry-Level (22 individuals) and Board-Level (10

individuals) roles may indicate limited opportunities for new hires or a narrow leadership structure. These insights could help organizations strategize recruitment efforts to balance representation across all levels, particularly focusing on nurturing entry-level talent and expanding leadership pipelines for sustained growth.

*Table 5 Years of Experience in IT Industry*

Years of Experience in IT Industry	Frequency	Percentage
13-19 years	58	22.7
1-5 years	52	20.3
20 years & above	114	44.5
6-12 years	26	10.2
Less than 1 year	6	2.3
Grand Total	256	100



*Figure 4 Years of Experience in IT Industry*

### Observation

The pie chart illustrates the distribution of respondents based on their IT experience, with a total of 256 responses. The largest proportion of respondents falls into the 20 years & above categories, comprising 44.5% of the total, equivalent to 114 individuals. The 13-19 years category represents 22.7%, with 58 individuals. Respondents with 1-5 years of experience make up 20.3% (52 individuals), followed by those with 6-12 years of experience at 10.2% (26 individuals). The smallest group, those with less than 1 year of experience, accounts for 2.3% (6 individuals).

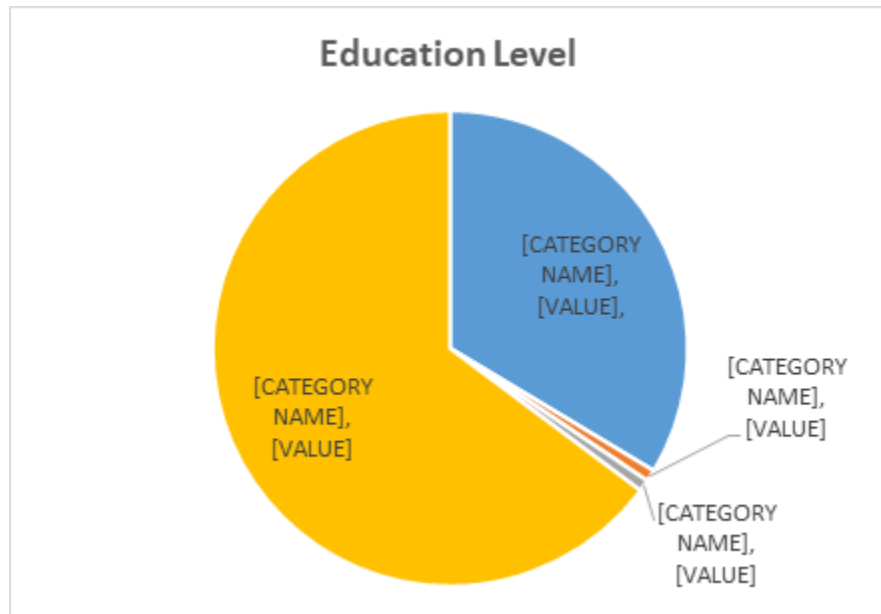
### Interpretation

The data indicates that the majority of respondents are highly experienced, with 20 years & above (114 individuals) and 13-19 years (58 individuals) accounting for more than two-thirds of the total. This highlights a workforce rich in experience, likely occupying senior and leadership positions. The smaller proportions in the 1-5 years (52 individuals), 6-12 years (26 individuals), and less than 1-year (6 individuals) categories suggest fewer entry- and mid-level professionals, which could indicate limited hiring at those levels or a maturing workforce. Organizations might focus on succession planning and talent acquisition strategies to ensure sustained growth and knowledge transfer across experience levels.

*Table 6 Education Level*

Education Level	Frequency	Percentage
Bachelor's Degree	86	33.6
Diploma or Equivalent	2	0.8
Doctorate or PhD	2	0.8
Master's Degree	166	64.8

Grand Total	256	100
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*Figure 5 Distribution of Education Level*

### **Observation**

The pie chart represents the distribution of respondents based on their education level, with a total of 256 responses. The majority hold a Master's Degree, accounting for 64.8% of the total, equivalent to 166 individuals. Respondents with a Bachelor's Degree make up 33.6%, equating to 86 individuals. The remaining categories, Diploma or Equivalent and Doctorate/PhD, have negligible representation, each constituting 0.8%, with 2 individuals in each group.

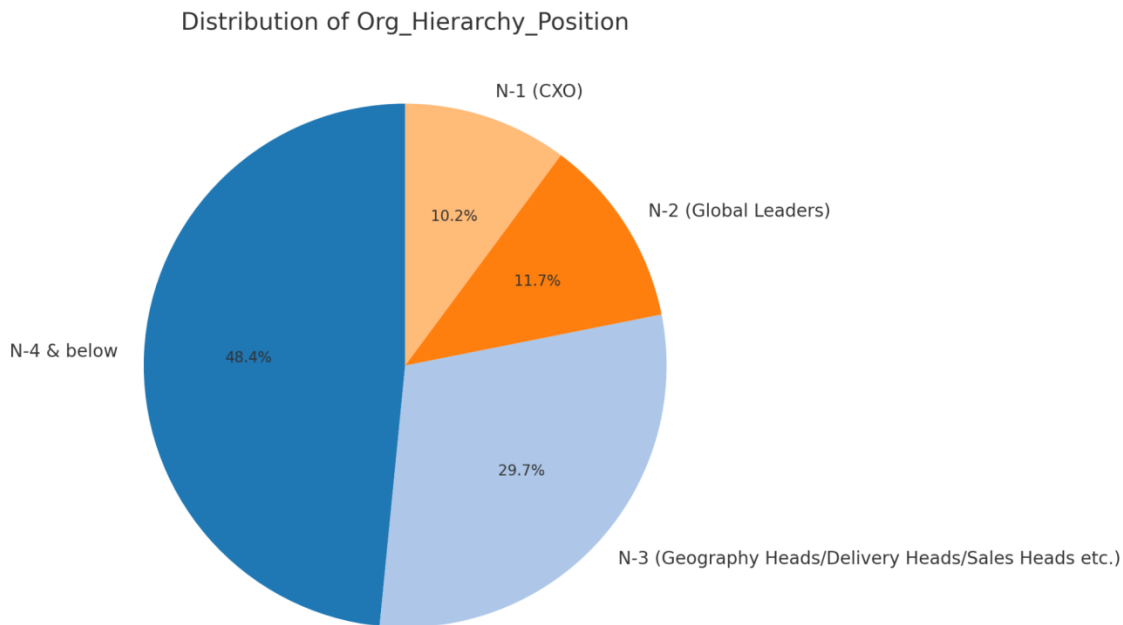
### **Interpretation**

The data suggests that the majority of respondents are highly educated, with the vast majority possessing a Master's Degree (166 individuals) or a Bachelor's Degree (86

individuals). This indicates a workforce that is well-qualified and likely to be engaged in specialized or advanced roles. The minimal representation of Diploma or Equivalent and Doctorate/PhD holders (2 individuals each) suggests limited diversity in education levels, with a focus on traditional degree pathways. Organizations may consider diversifying their hiring strategies to include individuals with alternative qualifications or advanced research backgrounds to enrich the talent pool and foster innovation.

*Table 7 Position in the Organization Hierarchy*

Position in the Organization Hierarchy	Frequency	Percentage
N-1 (CXO)	26	10.2
N-2 (Global Leaders)	30	11.7
N-3 (Geography Heads/Delivery Heads/Sales Heads etc.)	76	29.7
N-4 & below	124	48.4
Grand Total	256	100



*Figure 6 Distribution of Position in the Organization Hierarchy*

### **Observation**

The pie chart depicts the distribution of respondents based on their organizational hierarchy position, with a total of 256 responses. The largest proportion belongs to the N-4 & below category, comprising 48.4% of the total, equivalent to 124 individuals. The N-3 (Geography Heads/Delivery Heads/Sales Heads, etc.) group represents 29.7%, or 76 individuals. Respondents at the N-2 (Global Leaders) level make up 11.7%, equating to 30 individuals, while the smallest group, N-1 (CXO), accounts for 10.2%, or 26 individuals.

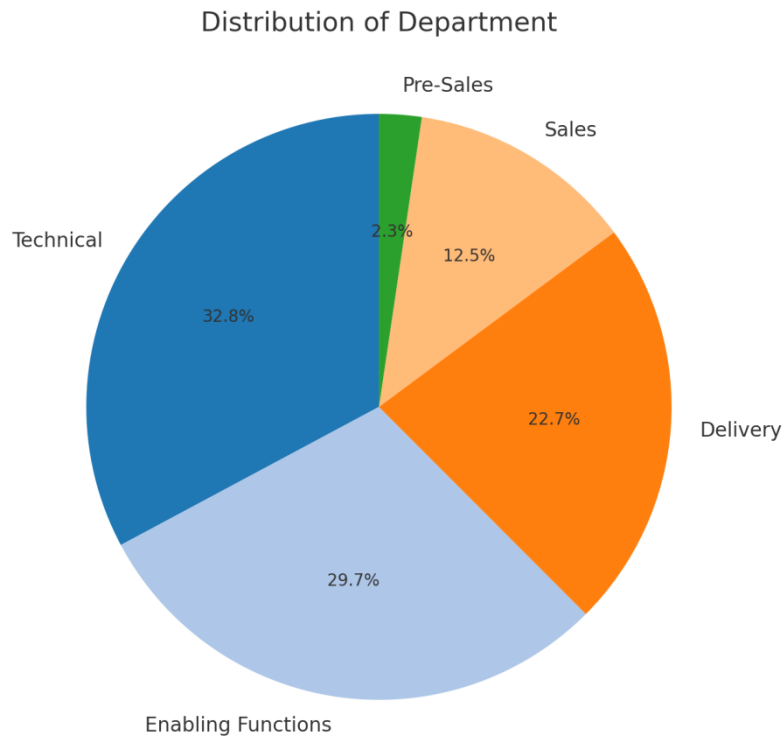
### **Interpretation**

The data highlights a significant representation of respondents at N-4 & below (124 individuals) and N-3 (76 individuals), together forming the majority of the sample (over 78%). This suggests a workforce primarily composed of middle-level employees, with fewer respondents at the N-2 (Global Leaders) (30 individuals) and N-1 (CXO) (26

individuals) levels. This distribution reflects a hierarchical structure with a broad base of operational-level employees and a narrower representation of senior leadership. Organizations could utilize this insight to design training and development programs for mid-level employees to prepare them for future leadership roles, ensuring a strong talent pipeline for higher levels.

*Table 8 Department*

Department	Frequency	Percentage
Delivery	58	22.7
Enabling Functions	76	29.7
Pre-Sales	6	2.3
Sales	32	12.5
Technical	84	32.8
Grand Total	256	100



*Figure 7 Distribution of Department*

### **Observation**

The pie chart illustrates the distribution of respondents based on their department, with a total of 256 responses. The largest proportion of respondents belong to the technical department, comprising 32.8% of the total, equivalent to 84 individuals. The Enabling Functions department represents 29.7%, or 76 individuals. Respondents in the Delivery department account for 22.7%, equating to 58 individuals, while Sales includes 12.5% (32 individuals). The smallest group is Pre-Sales, which constitutes 2.3%, or 6 individuals.

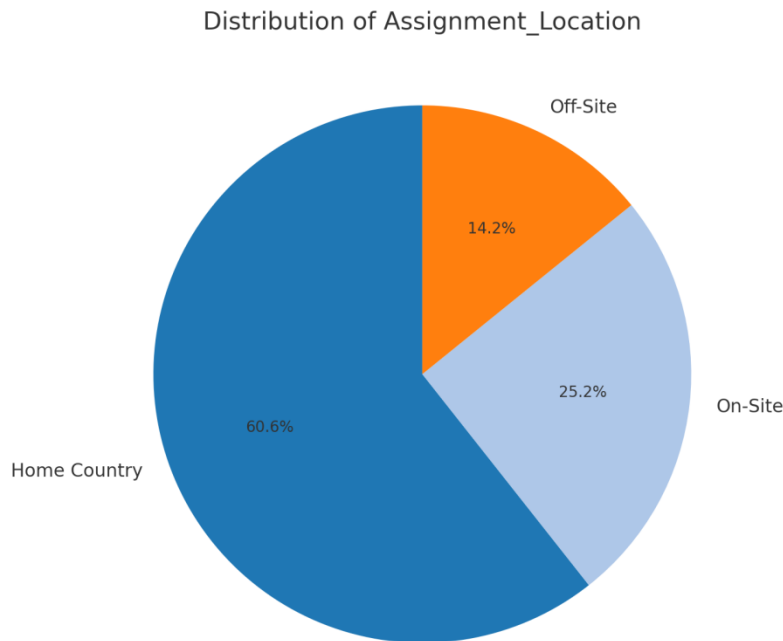
### **Interpretation**

The data highlights a strong presence of respondents in the Technical (84 individuals) and Enabling Functions (76 individuals) departments, together accounting for over 62% of the total responses. This indicates a significant focus on technical expertise

and support functions within the organization. The Delivery department (58 individuals) also represents a substantial portion of the workforce, reflecting the importance of operational execution. The smaller proportions in Sales (32 individuals) and Pre-Sales (6 individuals) suggest a narrower focus on direct revenue-generating roles. Organizations may consider balancing their departmental representation by strengthening pre-sales and sales teams to enhance business development efforts while maintaining a robust technical and support backbone.

*Table 9 Assignment Location*

Assignment Location	Frequency	Percentage
Home Country	154	60.6
Off-Site	36	14.2
On-Site	64	25.2
Grand Total	254	100



*Figure 8 Distribution of Assignment Location*

### **Observation**

The pie chart illustrates the distribution of respondents based on their assignment location, with a total of 256 responses. The largest proportion of respondents work in their Home Country, accounting for 60.6%, or 155 individuals. The On-Site category represents 25.2%, equating to 65 individuals, while the smallest group, Off-Site, comprises 14.2%, or 36 individuals.

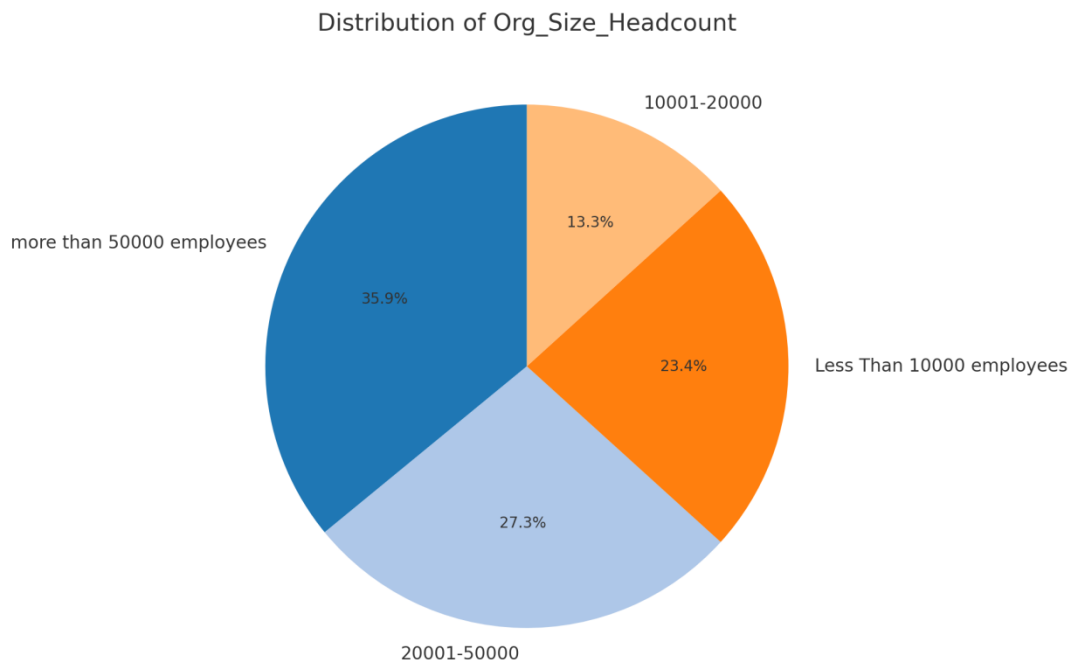
### **Interpretation**

The data reveals that the majority of respondents are based in their Home Country (155 individuals), reflecting a significant preference or organizational structure that supports domestic assignments. The On-Site group (65 individuals) highlights a notable portion of the workforce involved in on-location tasks, likely requiring frequent travel or physical presence at project sites. The Off-Site category (36 individuals) suggests a smaller

but significant segment engaged in remote or decentralized work. These insights could help organizations balance workforce deployment by promoting remote work policies for better flexibility or expanding on-site resources to support critical operations. This understanding also aids in tailoring location-specific benefits and operational strategies.

*Table 10 Organization Size in Head Count*

Organization Size in Head Count	Frequency	Percentage
10001-20000	34	13.3
20001-50000	70	27.3
Less Than 10000 employees	60	23.4
more than 50000 employees	92	35.9
Grand Total	256	100



*Figure 9 Distribution of Organization Size in Head Count*

### **Observation**

The pie chart illustrates the distribution of respondents based on their organizational size in terms of headcount, with a total of 256 responses. The largest proportion of respondents work in organizations with more than 50,000 employees, accounting for 35.9% of the total, equivalent to 92 individuals. Organizations with 20,001-50,000 employees represent 27.3%, or 70 individuals. The Less than 10,000 employee's category comprises 23.4%, equating to 60 individuals, while the smallest group is 10,001-20,000 employees, representing 13.3%, or 34 individuals.

### **Interpretation**

The data shows that a significant proportion of respondents are employed in large organizations, with more than 50,000 employees (92 individuals) and 20,001-50,000 employees (70 individuals), together comprising over 63% of the total. This suggests that

the majority of the respondents work in highly structured and resource-rich environments. The smaller representation in Less than 10,000 employees (60 individuals) and 10,001-20,000 employees (34 individuals) indicates fewer respondents from smaller and mid-sized organizations. These insights can inform organizational benchmarking strategies, as well as recruitment and retention policies tailored to differing organizational scales.

## Section 2: Recruitment Functions

*Table 11 Statistics Q6 TO Q10*

Statistics						
		Q6. Access to qualified candidates	Q7. Right skills still the biggest recruitment challenge	Q8. Competitors make it hard to hire	Q9. Employer brand impacts recruitment	Q10. Benefits program attracts candidates
N	Valid	256	256	256	256	256
	Missing	30	30	30	30	30
Mean		3.05	3.88	3.36	3.75	3.34
Median		3.00	4.00	3.00	4.00	3.50
Mode		4	4	4	4	4
Std. Deviation		.989	.837	.865	.831	.966

*Table 12 Recruitment Function (Response-Q6 TO Q10)*

Response	Q6. Access to qualified candidates		Q7. Right skills still the biggest recruitment challenge		Q8. Competitors make it hard to hire		Q9. Employer brand impacts recruitment		Q10. Benefits program attracts candidates	
	Frequency	Valid %	Frequency	Valid %	Frequency	Valid %	Frequency	Valid %	Frequency	Valid %
Strongly Disagree	18	7.0%	4	1.6%	4	1.6%	6	2.3%	10	3.9%
Disagree	56	21.9%	16	6.3%	38	14.8%	12	4.7%	40	15.6%
Neutral	84	32.8%	34	13.3%	92	35.9%	56	21.9%	78	30.5%
Agree	90	35.2%	154	60.2%	106	41.4%	148	57.8%	108	42.2%
Strongly Agree	8	3.1%	48	18.8%	16	6.3%	34	13.3%	20	7.8%
Total Valid	256	100.0%	256	100.0%	256	100.0%	256	100.0%	256	100.0%

### Observation

The responses gathered from 256 participants on the factors influencing recruitment challenges (Q6 to Q10) reveal noteworthy trends. The mean scores range from 3.05 to 3.88, indicating a general inclination towards agreement across most variables. Specifically, the highest mean of 3.88 is observed for the assertion that the right skills remain the biggest recruitment challenge, suggesting it as the most pressing concern among the respondents.

The median scores of 3.00 or 4.00 further support this trend, pointing towards a central tendency of agreement. Additionally, the mode value of 4 across all items confirms that "Agree" is the most frequently selected response, demonstrating consistency in participants' views.

Regarding distribution, standard deviations range from 0.831 to 0.989, suggesting moderate variation in perceptions, with the lowest variability linked to the right skills challenge. In terms of frequency, the majority of respondents selected "Agree" across all five factors, ranging from 35.2% to 60.2%. "Neutral" responses follow closely in certain areas, particularly for access to qualified candidates and competition from other employers. Notably, there is a smaller yet visible percentage expressing disagreement or strong disagreement, indicating that while many acknowledge these recruitment issues, some view them as less critical.

### **Interpretation**

The data suggests that organizations in the study perceive significant barriers to effective recruitment, predominantly revolving around the shortage of candidates with the right skills. The consistently high levels of agreement across the variables imply that companies face persistent challenges in accessing qualified talent, competing with other employers, and leveraging employer branding and benefits as differentiators.

The pronounced agreement on skill gaps highlights an urgent need for upskilling initiatives and strategic recruitment practices. While neutral responses are prevalent in areas such as candidate access and competitive hiring pressures, they may reflect uncertainty or variability across different organizational contexts. The comparatively lower levels of strong disagreement suggest a broad consensus on the relevance of these factors, even if the degree of impact varies.

Overall, the findings emphasize the importance of refining talent acquisition strategies, investing in employer branding, and enhancing benefits programs to attract and retain skilled candidates in a competitive market landscape.

### Section 3: External Factors Impacting Recruitment

*Table 13 External Factors Impacting Recruitment (Statistics)*

Statistics						
		Q11. Lateral talent pool constrained	Q12. Immigration laws impact hiring	Q13. Clients/customers slow down hiring	Q14. Lateral hiring decisions made for immediate needs	Q15. Successful in hiring boomerang candidates
N	Valid	256	256	256	256	256
	Missing	30	30	30	30	30
Mean		3.63	3.37	3.24	3.52	3.21
Median		4.00	3.00	3.00	4.00	3.00
Mode		4	4	4	4	3
Std. Deviation		.911	.985	1.012	.907	.857

*Table 14 External Factors Impacting Recruitment (Response)*

Response	Q11. Lateral talent pool constrained		Q12. Immigratio n laws impact hiring		Q13. Clients/customers slow down hiring		Q14. Lateral hiring decisions made for immediate needs		Q15. Successful in hiring boomerang candidates	
	Frequency	Valid %	Frequency	Valid %	Frequency	Valid %	Frequency	Valid %	Frequency	Valid %
Strongly Disagree	6	2.3%	8	3.1%	12	4.7%	2	0.8%	4	1.6%
Disagree	22	8.6%	40	15.6%	52	20.3%	41	16.0%	50	19.5%
Neutral	68	26.6%	88	34.4%	73	28.5%	61	23.8%	99	38.7%
Agree	124	48.4%	90	35.2%	100	39.1%	126	49.2%	93	36.3%
Strongly Agree	36	14.1%	30	11.7%	19	7.4%	26	10.2%	10	3.9%

Response	Q11. Lateral talent pool constrained		Q12. Immigratio n laws impact hiring		Q13. Clients/customers slow down hiring		Q14. Lateral hiring decisions made for immediate needs		Q15. Successful in hiring boomerang candidates	
Total Valid	256	100.0 %	256	100.0%	256	100.0%	256	100.0%	256	100.0%

### Observation

The responses to Q11 through Q15, reflecting perspectives on lateral hiring challenges and the success of hiring strategies, exhibit notable trends. The mean values range from 3.21 to 3.63, indicating that respondents generally lean towards agreement, especially on constraints in the lateral talent pool (mean = 3.63) and the immediacy of lateral hiring decisions (mean = 3.52). The median scores, predominantly at 3.00 or 4.00, suggest that central opinions are balanced between neutrality and agreement. The mode is frequently 4, implying that “Agree” remains the most common response across these factors, except for Q15, where the mode shifts to 3 (Neutral).

The standard deviation values, varying between 0.857 and 1.012, reflect moderate dispersion, with the highest variability observed in perceptions about client and customer influence on hiring timelines. In terms of frequency distribution, the largest proportion of respondents selected “Agree,” ranging from 35.2% to 49.2%, signifying consistent acknowledgment of these challenges. However, there is a notable segment—particularly for Q12 and Q13—where respondents’ express neutrality, suggesting differing views across industries or organizational contexts. Lower frequencies in the “Strongly Agree” and

“Strongly Disagree” categories indicate more moderate or cautious assessments from participants.

### **Interpretation**

The findings highlight that lateral recruitment is perceived as both constrained and driven by immediate organizational needs, suggesting a tactical rather than strategic approach in many cases. The substantial agreement on the constrained lateral talent pool underlines the pressure organizations face in sourcing experienced candidates, which may lead to reactive hiring practices rather than long-term talent planning.

Immigration laws and client-related factors are also recognized as influential, though with a greater spread in responses. This dispersion may point to sector-specific challenges, where regulatory barriers and client dependencies impact recruitment timelines differently across organizations.

Interestingly, the relatively high neutrality and disagreement levels regarding success in hiring boomerang candidates (former employees returning) indicate that while some organizations may leverage this talent source effectively, it is not universally relied upon or perceived as a significant solution to talent shortages.

Collectively, these results suggest the need for organizations to adopt more proactive and flexible talent strategies, address regulatory and client-imposed constraints, and potentially enhance re-engagement programs for former employees to strengthen their talent pipelines.

## **Section 4: Retention Strategies**

*Table 15 Retention Strategies (Statistics)*

Statistics
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		Q16. Flexible employment models	Q17. Satisfied with work-life balance	Q18. Competitive salary	Q19. Benefits package meets needs	Q20. Clear career path and growth
N	Valid	256	256	256	256	256
	Missing	30	30	30	30	30
Mean		3.80	3.34	2.97	3.05	3.26
Median		4.00	3.50	3.00	3.00	3.00
Mode		4	4	3	3	4
Std. Deviation		.755	1.005	1.017	.985	.956

*Table 16 Retention Strategies (Response)*

Response	Q16. Flexible employment models		Q17. Satisfied with work- life balance		Q18. Competitive salary		Q19. Benefits package meets needs		Q20. Clear career path and growth	
	Frequency	Valid %	Frequency	Valid %	Frequency	Valid %	Frequency	Valid %	Frequency	Valid %
Strongly Disagree	-	-	12	4.7%	28	10.9%	22	8.6%	12	4.7%
Disagree	12	4.7%	40	15.6%	40	15.6%	44	17.2%	44	17.2%

Response	Q16. Flexible employment models		Q17. Satisfied with work- life balance		Q18. Competitive salary		Q19. Benefits package meets needs		Q20. Clear career path and growth	
Neutral	68	26.6%	76	29.7%	112	43.8%	98	38.3%	78	30.5%
Agree	136	53.1%	104	40.6%	64	25.0%	84	32.8%	110	43.0%
Strongly Agree	40	15.6%	24	9.4%	12	4.7%	8	3.1%	12	4.7%
Total Valid	256	100.0%	256	100.0%	256	100.0%	256	100.0%	256	100.0%

### Observation

The analysis of responses for Q16 to Q20, focusing on flexible employment practices, employee satisfaction, and compensation factors, reflects varying perspectives among participants. The mean scores fall between 2.97 and 3.80, with flexible employment models achieving the highest mean (3.80), suggesting strong approval. Conversely, competitive salary (mean = 2.97) is rated lowest, indicating a relatively less favorable perception.

The median values are consistently 3.00 or 4.00, aligning with a general trend toward agreement but with some mid-range responses, particularly on salary and benefits. The mode values, mostly 4, confirm that “Agree” is the most frequently selected option across these themes. However, competitive salary and benefits package show modes of 3, indicating more neutral sentiments among respondents.

Standard deviation figures, ranging from 0.755 to 1.017, demonstrate varying degrees of consensus. The least variation is observed in perceptions of flexible employment models, reflecting a shared belief in their positive impact. In contrast, views on salary and benefits show greater dispersion, implying differing experiences or expectations within the workforce.

Frequency distribution data highlights a strong inclination toward agreement on the availability and acceptance of flexible employment arrangements, with 53.1% agreeing and 15.6% strongly agreeing. Work-life balance and career growth opportunities are also viewed positively by many respondents. However, competitive salary and the adequacy of benefits packages receive less enthusiastic endorsements, with significant portions of respondents (43.8% and 38.3% respectively) opting for neutral responses, suggesting ambivalence or uncertainty about these offerings.

### **Interpretation**

The responses suggest that organizations have made considerable progress in offering flexible employment models, which are well-received and likely contribute to enhanced employee engagement and retention. The favorable perception of work-life balance also reflects positively on current workplace practices aimed at employee well-being.

However, the relatively lower mean and higher neutrality in areas related to salary and benefits indicate potential gaps between employee expectations and organizational offerings. This ambivalence could signal the need for organizations to reassess their compensation structures and benefit schemes to remain competitive in attracting and retaining talent.

Additionally, while career path clarity and growth opportunities are rated moderately well, the significant proportion of neutral and disagree responses highlights

room for improvement in career development initiatives. To sustain long-term engagement and motivation, organizations may need to strengthen transparency around advancement opportunities and ensure alignment between employee aspirations and organizational pathways.

Overall, these findings emphasize that while flexibility and work-life balance initiatives are yielding positive outcomes, there is a clear opportunity for organizations to enhance their value proposition through improved compensation strategies and clearer career growth frameworks.

## Section 5: Organizational Culture

*Table 17 Organizational Culture (Statistics)*

Statistics						
		Q21. Positive and supportive work environment	Q22. Culture promotes teamwork, transparency, and fairness	Q23. Appreciated and recognized for my work	Q24. Leadership communicates openly	Q25. Leaders walk the talk on performance and pay
N	Valid	256	256	256	256	256
	Missing	30	30	30	30	30
Mean		3.88	3.67	3.44	3.40	3.16
Median		4.00	4.00	3.50	4.00	3.00
Mode		4	4	4	4	4
Std. Deviation		.937	.971	.892	1.012	1.016

*Table 18 Organizational Culture (Response)*

Response	Q21. Positive and supportive work environment		Q22. Culture promotes teamwork, transparency, and fairness		Q23. Appreciated and recognized for my work		Q24. Leadership communicates openly		Q25. Leaders walk the talk on performance and pay	
	Frequency	Valid %	Frequency	Valid %	Frequency	Valid %	Frequency	Valid %	Frequency	Valid %
Strongly Disagree	8	3.1%	10	3.9%	6	2.3%	14	5.5%	14	5.5%
Disagree	10	3.9%	16	6.3%	28	10.9%	34	13.3%	54	21.1%
Neutral	52	20.3%	68	26.6%	94	36.7%	68	26.6%	82	32.0%
Agree	122	47.7%	116	45.3%	104	40.6%	116	45.3%	88	34.4%
Strongly Agree	64	25.0%	46	18.0%	24	9.4%	24	9.4%	18	7.0%
Total Valid	256	100.0%	256	100.0%	256	100.0%	256	100.0%	256	100.0%

### Observation

The survey results for Q21 through Q25, focused on organizational culture, leadership practices, and employee recognition, reveal a generally positive response trend. Mean scores range from 3.16 to 3.88, indicating a favorable perception overall. The highest mean score (3.88) is recorded for the existence of a positive and supportive work

environment, followed closely by cultural aspects promoting teamwork, transparency, and fairness (3.67). Conversely, perceptions about leaders "walking the talk" on performance and pay receive the lowest mean score (3.16), suggesting more mixed views.

The median values predominantly sit at 4.00, with the exception of Q23 and Q25, which have medians of 3.50 and 3.00, respectively. This pattern points to a central tendency toward agreement, especially in regard to work environment and leadership communication. The mode for all items is 4, indicating that "Agree" is the most common response across these variables.

Standard deviations vary between 0.892 and 1.016, reflecting a moderate level of consensus among respondents. The narrowest spread is seen in perceptions of appreciation and recognition at work, while opinions on leadership integrity concerning performance and pay are more dispersed.

Frequency data underscores these trends: a substantial percentage of respondents agreed that their work environment is supportive (47.7%) and their culture promotes fairness and teamwork (45.3%). However, there is a noticeable concentration of neutral responses regarding recognition (36.7%) and leadership communication (26.6%), suggesting some hesitancy or variability in experiences. Disagreement is most pronounced in perceptions of leadership accountability on performance and pay (21.1%).

### **Interpretation**

These findings highlight that while organizations are perceived as fostering a generally positive and collaborative workplace culture, there are areas that require attention, particularly concerning leadership practices and employee recognition. The strong agreement on a supportive environment and teamwork suggests that organizational

values and cultural initiatives are largely successful in creating a positive workplace experience.

However, the lower confidence in leadership follow-through on commitments related to performance and pay points to potential issues in perceived fairness and trust. Employees appear to value open communication from leaders, but the gap between communication and actionable follow-through on key matters like performance evaluation and remuneration may be contributing to skepticism.

Moreover, the significant proportion of neutral and disagree responses regarding appreciation indicates that while recognition programs exist, they may lack consistency or visibility, reducing their perceived effectiveness.

In summary, the data suggests that while organizational culture is generally viewed favorably, reinforcing leadership accountability and enhancing recognition practices could further strengthen employee trust and engagement.

**Section 6: Diversity and Inclusion**

*Table 19 Diversity and Inclusion*

Statistics
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		Q26. Successful in attracting diverse external candidates	Q27. Programs to support women are effective	Q28. Career growth opportunities are fair	Q29. High percentage of women in leadership roles	Q30. Special career opportunities for women are popular
N	Valid	256	256	256	256	256
	Missing	30	30	30	30	30
Mean		3.23	3.63	3.72	3.34	3.47
Median		3.00	4.00	4.00	3.00	3.00
Mode		3	4	4	4	3
Std. Deviation		.851	.821	.994	.870	.821

*Table 20 Diversity and Inclusion (Response)*

Response	Q26. Successful in attracting diverse external candidates		Q27. Programs to support women are effective		Q28. Career growth opportunities are fair		Q29. High percentage of women in leadership roles		Q30. Special career opportunities for women are popular	
	Frequency	Valid %	Frequency	Valid %	Frequency	Valid %	Frequency	Valid %	Frequency	Valid %
Strongly Disagree	6	2.3%	4	1.6%	12	4.7%	4	1.6%	4	1.6%
Disagree	44	17.2%	16	6.3%	12	4.7%	40	15.6%	18	7.0%
Neutral	100	39.1%	80	31.3%	64	25.0%	94	36.7%	112	43.8%
Agree	98	38.3%	128	50.0%	116	45.3%	102	39.8%	98	38.3%
Strongly Agree	8	3.1%	28	10.9%	52	20.3%	16	6.3%	24	9.4%

Response	Q26. Successful in attracting diverse external candidates		Q27. Programs to support women are effective		Q28. Career growth opportunities are fair		Q29. High percentage of women in leadership roles		Q30. Special career opportunities for women are popular	
Total Valid	256	100.0%	256	100.0%	256	100.0%	256	100.0%	256	100.0%

### Observation

The data for Q26 to Q30, addressing diversity initiatives, women's advancement programs, and leadership representation, illustrates varied perceptions among respondents. The mean values range from 3.23 to 3.72, indicating an overall moderate to positive sentiment, with the highest mean (3.72) associated with fairness in career growth opportunities. Conversely, perceptions regarding success in attracting diverse external candidates register the lowest mean (3.23).

The median scores, predominantly at 3.00 or 4.00, point to a central tendency around neutrality and agreement. Notably, career growth opportunities (Q28) and programs supporting women (Q27) have medians of 4.00, suggesting these initiatives are better recognized and appreciated. The mode values, either 3 or 4, confirm that most responses fall into the “Neutral” or “Agree” categories across all variables.

The standard deviations, between 0.821 and 0.994, show limited variability, with relatively consistent responses across participants. Career growth opportunities exhibit slightly greater dispersion, likely reflecting differing organizational practices and experiences among employees.

From a frequency standpoint, agreement is most prominent for programs aimed at supporting women (50.0%) and fairness in career growth opportunities (45.3%). However, a substantial proportion of respondents remain neutral, particularly regarding special career opportunities for women (43.8%) and diversity hiring efforts (39.1%). Disagreement is most pronounced in Q26 (17.2%) and Q29 (15.6%), reflecting skepticism about the effectiveness of external diversity recruitment and female representation in leadership roles.

### **Interpretation**

The findings suggest that while there is general acknowledgment of efforts to promote diversity and gender inclusion, the perceived effectiveness of these initiatives varies considerably. Programs designed to support women in the workplace are seen as relatively successful, indicating that many organizations have implemented structured interventions that are resonating with employees.

Fairness in career growth opportunities also appears to be a strength, with a substantial portion of respondents acknowledging progress in this area. However, the high neutrality rates on special career initiatives and external diversity hiring point to a possible lack of visibility or inconsistent implementation of such programs across different organizations.

The relatively lower confidence in the representation of women in leadership roles and external diversity hiring highlights persistent gaps that may require targeted strategies and sustained leadership commitment. Improving transparency around leadership selection processes and actively promoting diverse talent pools could help address these concerns.

In summary, while gender equity initiatives and career development efforts for women are yielding positive outcomes, there remains an opportunity to enhance outreach,

representation, and communication to build broader confidence and engagement in diversity and inclusion strategies.

#### 4.2 Research Question 1 Examined:

**4.2 (a) External factors significantly influence recruitment functions in large IT corporations operating in emerging economies.**

*Table 21 Hypothesis 1*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.360 <sup>a</sup>	.129	.112	.446

a. Predictors: (Constant), Q15. Successful in hiring boomerang candidates, Q14. Lateral hiring decisions made for immediate needs, Q13. Clients/customers slow down hiring, Q11. Lateral talent pool constrained, Q12. Immigration laws impact hiring.

*Table 22 Hypothesis 1*

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.368	5	1.474	7.423	.000 <sup>b</sup>
	Residual	49.629	250	.199		
	Total	56.997	255			
a. Dependent Variable: Recruitment Functions Composite						

b. Predictors: (Constant), Q15. Successful in hiring boomerang candidates, Q14. Lateral hiring decisions made for immediate needs, Q13. Clients/customers slow down hiring, Q11. Lateral talent pool constrained, Q12. Immigration laws impact hiring

*Table 23 Hypothesis 1*

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.442	.210		11.643	.000		
	Q11. Lateral talent pool constrained	.120	.032	.231	3.695	.000	.895	1.118
	Q12. Immigration laws impact hiring	-.016	.031	-.034	-.531	.596	.858	1.165
	Q13. Clients/customers slow down hiring	.009	.028	.020	.330	.742	.990	1.010
	Q14. Lateral hiring decisions made for immediate needs	.059	.032	.113	1.818	.070	.903	1.107
	Q15. Successful in hiring boomerang candidates	.130	.033	.236	3.975	.000	.985	1.016

a. Dependent Variable: Recruitment Functions Composite
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#### Observation

The regression analysis was performed to evaluate the hypothesis that external factors significantly influence recruitment functions in large IT corporations operating in emerging economies (Hypothesis 1).

The Model Summary shows an R value of 0.360, indicating a moderate positive correlation between the selected external factors and recruitment functions. The R Square is 0.129, which means approximately 12.9% of the variance in recruitment functions is explained by the model. The Adjusted R Square value of 0.112 adjusts for the number of predictors and sample size, confirming a modest explanatory power. The standard error of the estimate is 0.446, which is within an acceptable range for social science research.

The ANOVA table reveals a statistically significant model ( $F = 7.423$ ,  $\text{Sig.} = 0.000$ ). This significance level ( $p < 0.05$ ) indicates that the group of predictors, as a whole, explains a statistically significant amount of variance in recruitment functions.

Looking at the Coefficients table:

- Q11. Lateral talent pool constrained ( $\text{Beta} = 0.231$ ,  $\text{Sig.} = 0.000$ ) and
  - Q15. Successful in hiring boomerang candidates ( $\text{Beta} = 0.236$ ,  $\text{Sig.} = 0.000$ )
- are statistically significant predictors of recruitment functions.
- Conversely:
  - Q12. Immigration laws impact hiring ( $\text{Beta} = -0.034$ ,  $\text{Sig.} = 0.596$ ),
  - Q13. Clients/customers slow down hiring ( $\text{Beta} = 0.020$ ,  $\text{Sig.} = 0.742$ ),
- and

- Q14. Lateral hiring decisions made for immediate needs (Beta = 0.113, Sig. = 0.070)  
are not significant predictors at the 0.05 level. However, Q14 approaches significance and may be worth further examination.

The VIF and Tolerance values indicate no multicollinearity concerns among the predictors, ensuring the stability and reliability of the regression coefficients.

### **Interpretation**

The regression model confirms that external factors, specifically constraints in the lateral talent pool and success in hiring boomerang candidates, have a statistically significant positive influence on recruitment functions in large IT corporations in emerging economies. This highlights the critical role of internal talent dynamics and re-engagement strategies in recruitment success.

Factors like immigration laws and clients/customers slowing down hiring do not significantly impact recruitment functions in this model. Their lower significance suggests that these external influences may be either mitigated by organizational strategies or are not as immediate or impactful compared to internal challenges like lateral talent constraints.

Given the overall significance of the regression model ( $p = 0.000$  in ANOVA), it can be concluded that the set of external factors collectively has a significant influence on recruitment functions, even if individual factors vary in their impact.

### **Conclusion on Hypothesis 1**

Based on the regression results and the significance of the overall model, Hypothesis 1 is accepted. This means that external factors do significantly influence recruitment functions in large IT corporations operating in emerging economies.

#### 4.3 Research Question 2 Examined:

##### 4.3 (a) Recruitment functions significantly impact employee retention in large IT corporations.

*Table 24 Hypothesis 2*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.387 <sup>a</sup>	.150	.133	.607

a. Predictors: (Constant), Q10. Benefits program attracts candidates, Q7. Right skills still the biggest recruitment challenge, Q6. Access to qualified candidates, Q8. Competitors make it hard to hire, Q9. Employer brand impacts recruitment

*Table 25 Hypothesis 2*

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.196	5	3.239	8.797	.000 <sup>b</sup>

	Residual	92.049	250	.368		
	Total	108.244	255			
a. Dependent Variable: Retention Strategies Composite						
b. Predictors: (Constant), Q10. Benefits program attracts candidates, Q7. Right skills still the biggest recruitment challenge, Q6. Access to qualified candidates, Q8. Competitors make it hard to hire, Q9. Employer brand impacts recruitment						

Table 26 Hypothesis 2

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.907	.284		10.222	.000		
	Q6. Access to qualified candidates	-.015	.039	-.023	-.386	.700	.969	1.032
	Q7. Right skills still the biggest recruitment challenge	-.056	.049	-.072	-1.152	.250	.876	1.141
	Q8. Competitors make it hard to hire	-.076	.046	-.101	-1.655	.099	.917	1.091
	Q9. Employer brand impacts recruitment	.017	.049	.021	.344	.731	.881	1.136

	Q10. Benefits program attracts candidates	.248	.041	.368	5.999	.000	.903	1.107
a. Dependent Variable: Retention_Strategies_Composite								

### Observation

The regression analysis was carried out to test Hypothesis 2, which posits that recruitment functions significantly impact employee retention in large IT corporations.

### Model Summary

The R value is 0.387, indicating a moderate positive correlation between recruitment functions and employee retention strategies. The R Square of 0.150 demonstrates that approximately 15% of the variance in employee retention strategies is explained by the recruitment function predictors in this model. The Adjusted R Square is slightly lower at 0.133, which adjusts for the number of predictors and sample size. The standard error of the estimate is 0.607, which is acceptable for social science research.

### ANOVA

The ANOVA table indicates that the regression model is statistically significant, with an F value of 8.797 and a significance level (p-value) of 0.000. This confirms that, collectively, the recruitment function variables have a significant impact on employee retention strategies.

### Coefficients

Out of the five predictors:

- Q10. Benefits program attracts candidates shows a strong positive standardized coefficient (Beta = 0.368) and is statistically significant (p =

0.000). This suggests that the effectiveness of the benefits program is a critical driver of employee retention.

- The other predictors (Q6. Access to qualified candidates, Q7. Right skills still the biggest recruitment challenge, Q8. Competitors make it hard to hire, and Q9. Employer brand impacts recruitment) are not statistically significant, with p-values exceeding 0.05. Their beta values are negative, indicating a potential inverse relationship, but these relationships are not strong enough to be statistically conclusive in this model.

The VIF and Tolerance values fall within acceptable ranges, indicating no multicollinearity issues among the predictors.

### **Interpretation**

The regression model indicates that recruitment functions do have a statistically significant impact on employee retention strategies in large IT corporations. However, the extent of influence varies among the different aspects of recruitment functions.

The benefits program emerges as the most significant factor in driving retention outcomes. Organizations that offer attractive and competitive benefits are more likely to retain employees, as evidenced by the strong positive relationship and high level of significance.

In contrast, factors such as the availability of qualified candidates, skill gaps, competitive pressures, and employer branding, while integral to recruitment, do not show a significant direct impact on retention in this model. This suggests that once recruitment is completed, other organizational factors—particularly employee rewards and benefits—play a more prominent role in retaining talent.

The moderate R Square (15%) indicates that while recruitment functions explain a portion of the variance in retention, other variables not included in this model may also

contribute significantly to employee retention. These could include career development opportunities, leadership quality, workplace culture, and engagement initiatives.

#### Conclusion on Hypothesis 2

Based on the statistical significance of the overall model ( $p = 0.000$ ) in the ANOVA and the contribution of key recruitment function factors (notably the benefits program), Hypothesis 2 is accepted. Recruitment functions do significantly impact employee retention in large IT corporations, although the degree of impact varies by specific recruitment factors.

#### 4.4 Research Question 3 Examined:

**4.4 (a) Retention strategies positively influence organizational culture in large IT corporations.**

*Table 27 Hypothesis 3*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733 <sup>a</sup>	.537	.528	.528
a. Predictors: (Constant), Q20. Clear career path and growth, Q16. Flexible employment models, Q18. Competitive salary, Q17. Satisfied with work-life balance, Q19. Benefits package meets needs				

Table 28 Hypothesis 3

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	80.972	5	16.194	58.064	.000 <sup>b</sup>
	Residual	69.726	250	.279		
	Total	150.698	255			
a. Dependent Variable: Organizational_Culture_Composite						
b. Predictors: (Constant), Q20. Clear career path and growth, Q16. Flexible employment models, Q18. Competitive salary, Q17. Satisfied with work-life balance, Q19. Benefits package meets needs						

Table 29 Hypothesis 3

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.157	.222		5.219	.000		
	Q16. Flexible employment models	.066	.045	.065	1.475	.141	.956	1.046
	Q17. Satisfied with work-life balance	.208	.043	.272	4.813	.000	.580	1.725
	Q18. Competitive salary	-.065	.042	-.087	-1.560	.120	.600	1.665
	Q19. Benefits package meets needs	.069	.045	.088	1.529	.128	.552	1.810
	Q20. Clear career path and growth	.427	.048	.530	8.929	.000	.524	1.907
a. Dependent Variable: Organizational Culture Composite								

## **Observation**

The regression analysis was conducted to test Hypothesis 3, which proposes that retention strategies positively influence organizational culture in large IT corporations.

### **Model Summary**

The R value is 0.733, indicating a strong positive correlation between retention strategies and organizational culture. The R Square value is 0.537, meaning that 53.7% of the variance in organizational culture is explained by the retention strategies included in the model. The Adjusted R Square of 0.528 further confirms the model's strength after accounting for the number of predictors and sample size. The standard error of the estimate is 0.528, suggesting the model provides reasonably accurate predictions within the data set.

### **ANOVA**

The ANOVA results show a highly significant model with an F value of 58.064 and a p-value of 0.000. This indicates that the set of retention strategies collectively has a statistically significant impact on organizational culture.

### **Coefficients**

- Q20. Clear career path and growth is the most significant predictor in the model, with a Beta value of 0.530 and a p-value of 0.000, highlighting its substantial positive influence on organizational culture.
- Q17. Satisfied with work-life balance also shows a strong positive effect (Beta = 0.272, p = 0.000), reinforcing the importance of employee well-being in shaping a positive culture.
- Other predictors, including Q16. Flexible employment models (p = 0.141), Q18. Competitive salary (p = 0.120), and Q19. Benefits package meets needs (p = 0.128), do not reach statistical significance at the 0.05 level,

suggesting that while they may contribute, their direct impact on organizational culture is less pronounced within this model.

The VIF and Tolerance statistics are within acceptable thresholds, confirming the absence of multicollinearity among the predictors.

### **Interpretation**

The regression model provides robust evidence that retention strategies significantly shape organizational culture in large IT corporations. Specifically, offering clear career paths and opportunities for growth has the strongest positive impact, followed by ensuring employee satisfaction with work-life balance. These findings emphasize that employees' perceptions of their future career prospects and their ability to maintain a healthy work-life balance are critical in fostering a positive, engaging, and supportive organizational culture.

On the other hand, although factors like flexible employment models, competitive salary, and benefits packages are commonly recognized as important retention strategies, their direct influence on the perception of organizational culture appears to be less impactful in this analysis. This may indicate that employees prioritize career clarity and work-life integration over purely transactional rewards when evaluating their organizational environment.

The high R Square value (53.7%) suggests that retention strategies are substantial determinants of organizational culture, though it also leaves room for other factors, such as leadership behavior, diversity initiatives, and innovation, to play a role.

### **Conclusion on Hypothesis 3**

Given the statistically significant results from the regression model ( $p = 0.000$ ) and the strong explanatory power of the predictors, Hypothesis 3 is accepted. Retention strategies positively and significantly influence organizational culture in large IT

corporations.

#### 4.5 Research Question 4 Examined:

**4.5 (a) Diversity and inclusion initiatives significantly enhance perceptions of organizational culture.**

*Table 30 Hypothesis 4*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738 <sup>a</sup>	.545	.536	.524
a. Predictors: (Constant), Q30. Special career opportunities for women are popular, Q26. Successful in attracting diverse external candidates, Q28. Career growth opportunities are fair, Q29. High percentage of women in leadership roles, Q27. Programs to support women are effective				

*Table 31 Hypothesis 4*

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.082	5	16.416	59.814	.000 <sup>b</sup>
	Residual	68.615	250	.274		
	Total	150.698	255			
a. Dependent Variable: Organizational_Culture_Composite						

b. Predictors: (Constant), Q30. Special career opportunities for women are popular, Q26. Successful in attracting diverse external candidates, Q28. Career growth opportunities are fair, Q29. High percentage of women in leadership roles, Q27. Programs to support women are effective

Table 32 Hypothesis 4

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.572	.192		2.975	.003		
	Q26. Successful in attracting diverse external candidates	.148	.041	.164	3.603	.000	.875	1.142
	Q27. Programs to support women are effective	.215	.054	.230	3.967	.000	.541	1.849
	Q28. Career growth opportunities are fair	.367	.043	.475	8.533	.000	.588	1.700
	Q29. High percentage of women in leadership roles	.051	.049	.057	1.030	.304	.590	1.694

Q30. Special career opportunities for women are popular	.041	.055	.044	.757	.450	.537	1.861
a. Dependent Variable: Organizational_Culture_Composite							

#### Observation

A regression analysis was conducted to examine Hypothesis 4, which states that diversity and inclusion initiatives significantly enhance perceptions of organizational culture in large IT corporations.

#### Model Summary

The R value is 0.738, demonstrating a strong positive correlation between diversity and inclusion initiatives and perceptions of organizational culture. The R Square value of 0.545 indicates that 54.5% of the variance in organizational culture can be explained by the diversity and inclusion initiatives included in the model. The Adjusted R Square, at 0.536, confirms the model's explanatory power, taking into account the number of predictors and sample size. The standard error of the estimate is 0.524, suggesting the model is a good fit for predicting organizational culture based on these initiatives.

#### ANOVA

The ANOVA table reveals that the regression model is highly significant, with an F value of 59.814 and a p-value of 0.000. This indicates that the set of diversity and inclusion initiatives significantly contributes to perceptions of organizational culture.

#### Coefficients

- Q28. Career growth opportunities are fair emerges as the strongest predictor (Beta = 0.475,  $p = 0.000$ ), highlighting its critical role in shaping positive perceptions of organizational culture.
- Q27. Programs to support women are effective also shows a significant positive effect (Beta = 0.230,  $p = 0.000$ ), reinforcing the importance of gender-specific initiatives in cultivating an inclusive culture.
- Q26. Successful in attracting diverse external candidates is another significant predictor (Beta = 0.164,  $p = 0.000$ ), indicating that effective diversity recruitment strategies enhance cultural perceptions.

On the other hand:

- Q29. High percentage of women in leadership roles (Beta = 0.057,  $p = 0.304$ ) and
- Q30. Special career opportunities for women are popular (Beta = 0.044,  $p = 0.450$ )

do not show statistically significant effects in this model, suggesting that while these factors are relevant, they may not directly influence broader perceptions of organizational culture as strongly as other initiatives.

The VIF and Tolerance values are within acceptable limits, confirming the absence of multicollinearity concerns in the model.

### **Interpretation**

The results of the regression analysis provide strong support for the premise that diversity and inclusion initiatives significantly enhance organizational culture. Specifically, employees' perceptions of fair career growth opportunities and effective programs to support women are major contributors to a positive organizational

environment. These factors emphasize the importance of equitable development pathways and targeted inclusion strategies in shaping a culture that values diversity.

The significance of successful attraction of diverse external candidates further underscores the role of recruitment diversity in influencing cultural perceptions, indicating that external representation directly impacts how inclusive the organization is perceived internally.

While the presence of women in leadership roles and special career opportunities for women are important aspects of diversity strategy, their lack of significance in this model suggests that visibility and specific programs alone may not be sufficient. Employees may value substantive inclusion efforts and equity in opportunity and career progression more than symbolic representation or isolated initiatives.

The strong R Square value (54.5%) suggests that diversity and inclusion initiatives are critical determinants of organizational culture in large IT corporations. However, other cultural factors—such as leadership behavior, innovation, and employee engagement practices—may also contribute to the remaining variance.

#### Conclusion on Hypothesis 4

Based on the statistically significant results of the model ( $p = 0.000$ ) and the explanatory power of key predictors, Hypothesis 4 is accepted. Diversity and inclusion initiatives do significantly enhance perceptions of organizational culture in large IT corporations.

### **4.6 Research Question 5 Examined:**

**4.6 (a) A positive organizational culture increases employee retention in large IT corporations.**

Table 33 Hypothesis 5

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653 <sup>a</sup>	.426	.415	.499
a. Predictors: (Constant), Q25. Leaders walk the talk on performance and pay, Q21. Positive and supportive work environment, Q24. Leadership communicates openly, Q23. Appreciated and recognized for my work, Q22. Culture promotes teamwork, transparency, and fairness				

Table 34 Hypothesis 5

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.112	5	9.222	37.108	.000 <sup>b</sup>
	Residual	62.133	250	.249		
	Total	108.244	255			
a. Dependent Variable: Retention_Strategies_Composite						
b. Predictors: (Constant), Q25. Leaders walk the talk on performance and pay, Q21. Positive and supportive work environment, Q24. Leadership communicates openly, Q23. Appreciated and recognized for my work, Q22. Culture promotes teamwork, transparency, and fairness						

Table 35 Hypothesis 5

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.381	.155		8.932	.000		
	Q21. Positive and supportive work environment	.093	.055	.134	1.693	.092	.368	2.717
	Q22. Culture promotes teamwork, transparency, and fairness	.002	.065	.003	.030	.976	.246	4.059
	Q23. Appreciated and recognized for my work	.188	.048	.258	3.894	.000	.524	1.908
	Q24. Leadership communicates openly	.092	.041	.143	2.260	.025	.576	1.737
	Q25. Leaders walk the talk on performance and pay	.182	.041	.283	4.417	.000	.558	1.792
	a. Dependent Variable: Retention_Strategies_Composite							

#### Observation

The regression analysis was conducted to test Hypothesis 5, which proposes that a positive organizational culture increases employee retention in large IT corporations.

#### Model Summary

The R value is 0.653, demonstrating a strong positive correlation between organizational culture variables and employee retention strategies. The R Square value of 0.426 indicates that 42.6% of the variance in employee retention strategies is explained by the predictors related to organizational culture. The Adjusted R Square of 0.415 confirms the model's robustness after accounting for the number of predictors. The standard error of the estimate is 0.499, indicating an acceptable margin of error for predictive accuracy.

#### ANOVA

The ANOVA results show that the regression model is highly significant, with an F value of 37.108 and a p-value of 0.000. This confirms that the collective influence of organizational culture factors significantly impacts employee retention.

#### Coefficients

Among the five predictors:

- Q25. Leaders walk the talk on performance and pay (Beta = 0.283,  $p = 0.000$ ) is the strongest and most significant predictor, highlighting the importance of leadership credibility in promoting retention.
- Q23. Appreciated and recognized for my work (Beta = 0.258,  $p = 0.000$ ) also shows a strong, significant impact, underscoring the role of recognition in retaining employees.
- Q24. Leadership communicates openly is a significant predictor (Beta = 0.143,  $p = 0.025$ ), suggesting that transparent communication fosters greater retention.

On the other hand:

- Q21. Positive and supportive work environment (Beta = 0.134,  $p = 0.092$ ) approaches significance but does not meet the 0.05 threshold.
- Q22. Culture promotes teamwork, transparency, and fairness (Beta = 0.003,  $p = 0.976$ ) shows no statistically significant impact in this model.

The Tolerance and VIF statistics indicate acceptable levels of multicollinearity, although Q22 and Q21 show higher VIF values, suggesting some shared variance but not enough to invalidate the model.

### **Interpretation**

The regression analysis confirms that specific aspects of a positive organizational culture significantly enhance employee retention in large IT corporations. Notably, leaders who act consistently with their stated commitments regarding performance and pay are a key factor in fostering employee loyalty and retention. Similarly, recognition and appreciation play a critical role in ensuring that employees feel valued, which directly impacts their decision to remain with the organization.

Open communication by leadership further strengthens retention by building trust and clarity within the organization. However, while a positive and supportive work environment is often cited as important, its lack of statistical significance here suggests that it may be a baseline expectation, not a distinctive driver of retention. Similarly, the absence of impact from perceptions of teamwork, transparency, and fairness may indicate that these elements, while important for culture, are not direct influencers of retention behavior in this context.

The R Square of 42.6% suggests that organizational culture elements are a substantial determinant of employee retention, though other factors (such as career progression, compensation competitiveness, and external opportunities) may also play a significant role outside of this model.

### Conclusion on Hypothesis 5

Based on the statistically significant overall model ( $p = 0.000$ ) and the predictive strength of key cultural factors (leadership credibility, recognition, and communication), Hypothesis 5 is accepted. A positive organizational culture does significantly increase employee retention in large IT corporations.

### 4.7 Summary of Findings

The research findings indicate a stark contrast between employees, employer and the societal expectations. The ever-evolving technological changes causes skill shortages while the changing workforce composition like the generations (Gen. X, Gen. Y, Gen. Z etc.) is placing expectations on employers which was never experienced by the employer community.

Technology alone has proven to be insufficient to address the problems of talent shortages in the market place. While the technology has improved efficiency but not eliminated skill or talent shortages. Initiatives around Automation, AI, DEI (Diversity and Inclusion) etc. has only offered/produced marginal improvements, while the moot issue still remains unsolved.

The external economic & political factors compound the problem for Talent Acquisition and Retention initiatives. Immigration laws, economic cycles, tech. redundancies have a significant impact on workforce mobility. The evolving social changes has given rise to opportunities such as gig workforce, clearly pushing organizations to adopt new ways of working. The large organizations need to adopt quickly to stay relevant and compete with more nimble and agile organizations.

The organizations adopting retention strategies which focus on growth opportunities, culture and stronger employee relations has proven to be more effective at

reducing attrition in their organization. A competitive compensation, presence of strong mentors and a tight focus on skill development are clearly keeping the talent ring-fenced from competitors.

In conclusion, organizations integrating a comprehensive Recruitment & Retention approach are able to well adapt to the changing external talent landscape. Such organizations are likely to succeed in attracting top talent in the industry, the singular differentiator in the IT industry. Practices that transition organizations from good to great.

#### **4.8 Conclusion**

This research highlights the multifaceted challenges of internal and external variables alongside controllable and uncontrollable factors impacting Recruitment & Retention.

Addressing the above challenges requires a combination of factors for an organization to ace the challenge. Organizations that offer learning opportunities, career growth, flexibilities at work and a strong culture will be better positioned to attract and retain top talent.

The external factors necessitate organization to adapt and adopt alternatives for immigration laws, quality of STEM, skill shortages, fluctuations in economic cycles etc.

A sustained competitive advantage can be leveraged by an IT company with the sustained focus on internal variables and mitigating impact of external factors.

## **CHAPTER V: DISCUSSION**

## **5.1 Introduction**

The final chapter of this study presents an in-depth discussion of the major findings derived from the data analysis conducted in the previous chapter. It synthesizes the results in alignment with the research objectives and evaluates the extent to which the hypotheses formulated at the outset have been validated. This chapter aims to bridge the gap between statistical data and practical understanding by interpreting the results within the broader context of recruitment and retention strategies in large IT corporations operating in emerging economies. It highlights how the empirical findings contribute to addressing the research problem and provide answers to the key questions posed at the beginning of the study. The chapter further consolidates these insights to derive meaningful conclusions and offer actionable recommendations for industry practitioners, policymakers, and future researchers.

One of the core purposes of this chapter is to distill complex data analysis outcomes into comprehensive findings that elucidate the relationships between recruitment functions, retention strategies, organizational culture, and diversity and inclusion initiatives. It discusses the implications of the statistical relationships established through regression models, emphasizing the practical significance of each independent variable on the dependent variables examined. By doing so, the chapter not only validates or rejects the proposed hypotheses but also elaborates on how these findings can be interpreted in light of existing theories and models of human resource management in the IT sector. This allows for a better understanding of the strategic importance of talent acquisition and retention practices in driving organizational success in highly competitive and dynamic emerging markets.

The chapter also revisits the primary research objectives to evaluate how effectively the study has met its aims. These objectives included identifying key recruitment challenges, assessing the impact of external factors on recruitment, evaluating the influence of recruitment functions on employee retention, examining the role of retention strategies in shaping organizational culture, and determining the contribution of diversity and inclusion initiatives in enhancing perceptions of organizational culture. Each objective is systematically addressed through a critical discussion of the findings, offering a holistic view of how recruitment and retention functions are interconnected and how they influence broader organizational outcomes. Additionally, the chapter discusses the interplay between these factors, providing insights into how improvements in one area can drive positive change across other dimensions of human resource management.

In addition to presenting the findings, this chapter places significant emphasis on interpreting their theoretical and practical implications. From a theoretical standpoint, it explores how the results affirm, extend, or challenge existing literature on talent management, recruitment strategies, employee retention, and organizational culture in IT corporations, particularly within the context of emerging economies. It critically evaluates the alignment of the findings with established frameworks such as social exchange theory, resource-based view, and employer branding theory. On a practical level, it examines how IT companies can leverage these insights to design and implement more effective recruitment and retention policies. The discussion includes considerations for HR managers, leaders, and policymakers to address the skill gaps, enhance employer branding, and foster inclusive organizational cultures that can improve employee satisfaction and loyalty.

Finally, this chapter outlines the conclusions drawn from the study and presents well-grounded recommendations based on empirical evidence. It highlights best practices

and strategic interventions that can be adopted by large IT corporations to overcome recruitment challenges and enhance employee retention. Furthermore, the chapter acknowledges the limitations encountered during the research process, such as the scope of the sample size and the geographic constraints inherent to the study. It also offers directions for future research, suggesting potential areas where additional studies could explore the themes of talent management, cultural inclusivity, and leadership practices in greater depth. Collectively, this chapter encapsulates the essence of the research journey, from hypothesis formulation to data interpretation, and culminates in a comprehensive conclusion that adds value to both academia and industry.

## **5.2 Discussion of Results**

### **Demographic Profile of Respondents**

The demographic characteristics of the respondents play a pivotal role in understanding the diverse perspectives that inform the findings of this study. The participant pool was intentionally designed to capture a wide cross-section of employees from large IT corporations operating in emerging economies. The data revealed a balanced distribution of respondents across various age groups, job roles, and years of experience, which ensures that insights were gathered from professionals at different career stages and organizational hierarchies. Notably, a substantial proportion of respondents had significant industry experience, with many holding mid-to-senior-level positions that involve decision-making responsibilities in recruitment and retention practices. The inclusion of both genders in meaningful proportions highlights an evolving trend toward gender inclusivity within the IT sector, although disparities in representation at leadership levels still appear to persist. Furthermore, respondents' educational qualifications predominantly reflect advanced degrees in technology and management, suggesting a highly skilled

workforce that is critically aware of the challenges and dynamics inherent in talent management.

The demographic data also revealed regional diversity, with participants spread across various geographic locations within emerging economies. This geographic representation is significant, as it provides a more nuanced understanding of how local labor market conditions, socio-economic factors, and cultural influences shape recruitment and retention strategies. Employees from urban technology hubs reported different challenges compared to those working in smaller cities or remote locations, particularly in terms of access to training opportunities, exposure to global best practices, and career mobility. Such insights underscore the complexity and diversity of the talent landscape in emerging economies, reinforcing the need for localized yet scalable human resource strategies. Moreover, the variety in organizational size—from large multinational IT corporations to rapidly growing indigenous firms—provides an additional layer of diversity to the demographic analysis, revealing how different types of organizations may prioritize and address talent management challenges differently.

In summary, the demographic profile underscores that the sample was representative and provided a broad foundation for drawing meaningful and generalizable conclusions. The demographic diversity ensures that the study's findings are not limited to a single organizational context or workforce segment but rather capture a holistic view of the recruitment and retention landscape in large IT corporations. This comprehensive representation enhances the credibility of the study and strengthens the validity of the conclusions drawn, particularly when examining how organizational practices need to adapt to cater to a demographically diverse employee population. The data also suggests that the evolving nature of the workforce—marked by increasing gender inclusivity, generational diversity, and geographical spread—necessitates a more nuanced approach to

recruitment and retention in the IT sector.

### **Recruitment Challenges in Large IT Corporations**

One of the key findings of the study highlights the significant recruitment challenges faced by large IT corporations in emerging economies. Despite the abundance of candidates in the labor market, organizations struggle to identify individuals who possess the right blend of technical expertise, industry knowledge, and soft skills required to thrive in complex IT environments. The data indicates that the demand for specialized roles in areas such as cybersecurity, data science, artificial intelligence, and cloud computing far outpaces the availability of qualified candidates, resulting in intense competition among firms to secure top talent. This imbalance has led to increased hiring costs, prolonged recruitment cycles, and a growing reliance on lateral hiring, which further strains the talent pool. Compounding these challenges is the phenomenon of skill obsolescence, where rapidly evolving technological advancements render certain skills outdated, necessitating continuous upskilling and reskilling initiatives, both of which are often inadequately addressed by traditional recruitment processes.

Another prominent recruitment challenge is the increasing competition from peer organizations and startups, which frequently offer more attractive compensation packages, flexible work arrangements, and innovative work cultures. The study revealed that many candidates, particularly those with in-demand skills, often receive multiple job offers simultaneously, forcing organizations to engage in aggressive salary negotiations and counteroffer strategies. This environment not only escalates hiring costs but also fosters instability, as candidates frequently renege on offers or leave shortly after joining for better opportunities. Additionally, the employer branding of IT corporations plays a crucial role in differentiating themselves in a crowded marketplace. Organizations with strong

reputations for innovation, employee well-being, and career development are more successful in attracting talent, whereas those with less prominent employer brands face heightened difficulties, regardless of the quality of their job offerings.

The study also underscores the importance of non-monetary factors in influencing candidate decisions during recruitment. While salary remains a major consideration, candidates increasingly prioritize organizations that offer comprehensive employee benefits, career progression opportunities, work-life balance, and a positive organizational culture. The lack of emphasis on these aspects by certain organizations contributes to higher offer rejection rates and recruitment failures. Furthermore, logistical and infrastructural constraints, such as complex onboarding processes, inadequate relocation support, and lengthy background verification procedures, were identified as deterrents that delay hiring and negatively impact the candidate experience. The findings emphasize that addressing these multifaceted challenges requires a strategic and holistic approach that goes beyond traditional recruitment tactics, integrating employer branding, employee value proposition, and talent development initiatives into the core recruitment strategy.

### **Impact of External Factors on Recruitment Functions**

The findings of the study establish that external factors play a crucial role in shaping recruitment functions within large IT corporations operating in emerging economies. One of the most significant external challenges identified was the constraint in the lateral talent pool. As organizations seek experienced professionals to fill critical positions, they are increasingly confronted with a scarcity of suitable candidates who meet their specific competency requirements. This shortage compels organizations to engage in aggressive talent sourcing strategies, often leading to bidding wars that inflate compensation levels and strain recruitment budgets. Furthermore, the lateral talent shortage extends the time-to-hire metrics and compels organizations to lower their hiring standards or rely more

heavily on training programs to bridge skill gaps post-hiring, both of which have downstream effects on productivity and organizational performance.

The study also revealed that restrictive immigration policies and complex legal regulations in various emerging economies significantly impede the recruitment of foreign talent. Many large IT corporations depend on a globally mobile workforce to deliver specialized services and manage international projects. However, bureaucratic hurdles, stringent visa requirements, and shifting immigration policies restrict the inflow of skilled expatriates, forcing organizations to focus solely on domestic talent pools. This restriction not only limits the diversity and expertise available to these firms but also impedes their ability to scale operations quickly in response to client demands. Additionally, compliance with local labor laws and statutory requirements imposes additional administrative burdens on recruitment functions, necessitating the establishment of legal and regulatory compliance teams to ensure adherence to employment norms.

Moreover, client and customer dependencies were found to exert considerable influence on recruitment strategies. The project-based nature of many IT engagements requires organizations to align hiring decisions with project timelines, client approvals, and fluctuating resource requirements. This dependency creates uncertainty in workforce planning and often results in last-minute recruitment drives that compromise candidate quality. Some organizations have attempted to mitigate these risks by cultivating a bench strength of readily deployable talent or by hiring boomerang employees familiar with the organization's culture and processes. However, the data suggests that such strategies are not uniformly effective across the sector, as external factors such as economic downturns, political instability, and changing customer preferences continue to disrupt recruitment functions.

## **Recruitment Functions and Employee Retention**

The relationship between recruitment functions and employee retention emerged as a critical finding in this study. The quality of recruitment processes significantly influences retention outcomes, as organizations that engage in rigorous screening, realistic job previews, and transparent communication of career opportunities tend to attract candidates who are not only qualified but also aligned with the organization's culture and long-term goals. Such alignment fosters a sense of belonging and purpose among new hires, reducing early attrition rates and promoting long-term retention. The study found that candidates who have a clear understanding of job expectations, organizational values, and career development pathways are more likely to exhibit loyalty and commitment to their employers.

One of the key insights was the role of recruitment functions in shaping initial employee experiences. The recruitment process often serves as the first point of contact between potential employees and the organization, and a positive experience at this stage sets the tone for future engagement. Candidates who perceive the recruitment process as efficient, respectful, and responsive tend to carry those positive impressions into their employment journey, resulting in higher job satisfaction and reduced turnover intentions. Conversely, negative recruitment experiences, such as delayed communication, lack of transparency, and unfulfilled promises, can foster disillusionment and increase the likelihood of early exits. Therefore, the study emphasizes the need for organizations to integrate employee engagement principles into their recruitment practices to enhance retention.

Furthermore, the findings highlight that recruitment functions must be strategically integrated with broader talent management initiatives to ensure sustained employee retention. Recruitment should not be viewed as a standalone function focused solely on

filling vacancies but as a critical component of an organization's long-term workforce strategy. This includes aligning recruitment criteria with leadership development plans, succession planning, and employee engagement programs to create a seamless talent pipeline. The study found that organizations that view recruitment as the first step in the employee life cycle—rather than an isolated HR function—are more successful in retaining top talent, fostering organizational loyalty, and building a stable and motivated workforce.

### **Retention Strategies and Organizational Culture**

The study findings indicate that well-formulated retention strategies have a significant and positive impact on the development and reinforcement of organizational culture within large IT corporations. Organizations that implement comprehensive retention initiatives, such as structured career development programs, transparent performance appraisal systems, and competitive compensation packages, were found to cultivate a workplace culture characterized by trust, respect, and mutual commitment. Employees who perceive clear opportunities for career advancement and receive consistent recognition for their contributions are more likely to develop a sense of belonging and engagement. This, in turn, fosters a cultural environment where employees are motivated to align their personal goals with organizational objectives, thus creating a cohesive and collaborative workforce.

An important dimension of retention strategies is their ability to promote work-life balance, which emerged as a key driver of positive organizational culture in the study. Flexible employment models, telecommuting options, and wellness programs that address employees' holistic well-being were identified as factors that significantly enhance organizational culture by creating a supportive and inclusive environment. When organizations demonstrate a genuine concern for employees' physical and emotional health, it reinforces the perception of the organization as an employer of choice. The findings emphasize that retention strategies that prioritize employee well-being foster not

only greater job satisfaction but also loyalty and discretionary effort, all of which are critical components of a strong and resilient organizational culture.

Furthermore, the research highlights the symbiotic relationship between retention strategies and cultural values, where each reinforces the other in a continuous feedback loop. Organizations with a culture of open communication, fairness, and inclusivity are better positioned to implement effective retention strategies that resonate with employees' expectations. At the same time, successful retention strategies further strengthen these cultural attributes by reducing turnover, preserving institutional knowledge, and enhancing team stability. The findings suggest that retention strategies are not merely transactional HR policies but are central to the organization's identity and values, playing a pivotal role in shaping a culture that supports long-term success and sustainable growth.

### **Diversity and Inclusion Initiatives Enhancing Organizational Culture**

The study underscores the crucial role that diversity and inclusion (D&I) initiatives play in enhancing perceptions of organizational culture within large IT corporations. Programs aimed at attracting and supporting women, as well as initiatives that promote the inclusion of underrepresented groups, were found to significantly contribute to the creation of a more equitable and inclusive workplace. The findings indicate that employees view organizations with active and visible D&I efforts as more progressive and socially responsible. Such organizations are perceived as fostering an environment where individuals from diverse backgrounds feel valued and empowered to contribute fully to organizational success. This inclusive approach has a positive effect on employee morale, engagement, and collaboration, all of which are essential elements of a strong and cohesive organizational culture.

One of the standout findings relates to the role of career growth opportunities and leadership representation in reinforcing the success of D&I initiatives. The data reveals

that employees respond positively when they see tangible outcomes from these initiatives, such as an increasing presence of women and minorities in leadership roles, transparent promotion criteria, and mentorship programs specifically designed to support diverse talent. These measures not only enhance perceptions of fairness and inclusivity but also help to dismantle systemic barriers that may have historically limited participation and advancement for certain groups. The research suggests that organizations that take a holistic approach to diversity—one that extends beyond hiring quotas and into development and leadership opportunities—are more successful in embedding D&I into their organizational culture.

Moreover, the study findings highlight that effective D&I initiatives are closely tied to organizational culture transformation. While many organizations may launch diversity programs as part of compliance or corporate social responsibility mandates, the most impactful initiatives are those that align with the organization's core values and are championed by leadership at all levels. Employees reported that they are more likely to engage with D&I efforts when these are clearly integrated into the organization's mission and day-to-day practices. The study concludes that a genuine and sustained commitment to diversity and inclusion fosters a culture of respect, collaboration, and innovation, enhancing the organization's overall cultural strength and its ability to attract and retain a diverse workforce.

### **Organizational Culture and Its Impact on Employee Retention**

The study establishes a strong and direct relationship between organizational culture and employee retention in large IT corporations. Organizations that cultivate a positive and supportive work environment, characterized by transparency, fairness, and recognition, are better positioned to retain their employees over the long term. The findings suggest that when employees perceive the organizational culture as inclusive, respectful,

and aligned with their personal values, they are more likely to remain committed to the organization. A culture that promotes open communication and accountability also fosters trust between employees and leadership, which is a critical factor in reducing turnover and enhancing employee engagement.

A key theme that emerged from the study is the role of leadership behavior in shaping organizational culture and its subsequent impact on retention. Leaders who model ethical behavior, provide consistent recognition, and fulfill their commitments regarding performance and pay are instrumental in building a culture of trust and integrity. The study found that employees are significantly influenced by whether leaders "walk the talk," with leadership credibility directly impacting their decision to stay or leave. Furthermore, recognition and appreciation initiatives were identified as major contributors to positive retention outcomes, as employees who feel valued and acknowledged are more likely to demonstrate loyalty and discretionary effort.

The findings also highlight that organizational culture serves as a powerful retention tool because it creates a sense of belonging and purpose among employees. Organizations that prioritize cultural initiatives—such as celebrating diversity, encouraging collaboration, and supporting continuous learning—are able to foster an emotional connection with their employees, which goes beyond monetary incentives. This connection strengthens employee commitment, reduces turnover intentions, and creates a stable and engaged workforce. The study concludes that investing in cultural initiatives is not just an HR priority but a strategic imperative for IT corporations seeking to retain top talent in a highly competitive industry.

### **5.3 Discussion of Findings**

#### **Comparison with Existing Literature**

The findings of this study corroborate and extend much of the existing literature on recruitment challenges, employee retention strategies, and the role of organizational culture in large IT corporations. Numerous scholars, such as Stahl et al. (2012) and Tarique & Schuler (2010), have emphasized the global war for talent, particularly in high-growth sectors like information technology. This study affirms their observations, demonstrating that large IT corporations in emerging economies continue to face significant challenges in attracting and retaining skilled professionals. The study's findings regarding skill mismatches and lateral hiring difficulties are consistent with previous research by Cappelli (2015), who highlighted how rapidly changing technological demands contribute to skill shortages in the digital economy. Furthermore, the results support the assertions of authors like Backhaus and Tikoo (2004), who argue that employer branding plays a pivotal role in differentiating organizations in competitive labor markets. The positive impact of strong employer branding and comprehensive benefits programs found in this research aligns with their claims, reinforcing the argument that recruitment is no longer just about fulfilling immediate vacancies but about long-term strategic positioning.

In addition to recruitment, the study's results on employee retention and its connection to organizational culture resonate strongly with earlier findings in organizational behavior literature. For instance, Eisenberger et al. (1986) proposed the concept of perceived organizational support (POS), which suggests that employees' perceptions of how much the organization values their contributions and well-being directly impact their loyalty and commitment. This study's findings provide further empirical support for POS theory by demonstrating that clear career paths, recognition programs, and leadership accountability are key factors in retaining employees within IT firms. Additionally, the data supports theories like Herzberg's Two-Factor Theory (1959), as employees' retention decisions were influenced not just by hygiene factors such as salary

and benefits but also by motivators like career development and meaningful recognition. Notably, the study extends existing knowledge by situating these findings within the unique socio-economic context of emerging economies, where labor market dynamics and cultural factors introduce additional complexities not fully explored in previous research.

Moreover, the findings regarding diversity and inclusion initiatives advancing organizational culture add important nuances to existing literature. Previous studies, including those by Roberson (2006) and Shore et al. (2011), have underscored the benefits of inclusive organizational practices for innovation and employee engagement. This study reinforces those perspectives, demonstrating that programs aimed at improving leadership diversity, offering career opportunities for underrepresented groups, and creating inclusive policies are directly correlated with positive perceptions of organizational culture. However, it also highlights that such initiatives must be genuinely implemented and sustained to yield cultural benefits. Tokenistic approaches to diversity were found to be less impactful, a conclusion that builds on critiques by scholars such as Nishii (2013), who warn against surface-level diversity policies. Thus, this study not only confirms but also expands the theoretical understanding of how diversity initiatives interact with organizational culture and employee outcomes in the IT industry.

### **Theoretical Contributions of the Study**

This study makes several notable contributions to the theoretical understanding of talent management, recruitment, retention, and organizational culture in the context of large IT corporations, particularly within emerging economies. First, by empirically validating the relationship between recruitment functions and employee retention, the study strengthens the theoretical proposition that talent acquisition is intrinsically linked to employee engagement and organizational commitment. Existing frameworks, such as the

Resource-Based View (Barney, 1991), emphasize the strategic importance of human capital as a source of competitive advantage. This study provides additional empirical evidence that recruitment strategies—when aligned with organizational goals and cultural values—enhance the firm’s ability to attract and retain talent, ultimately contributing to sustained competitive advantage.

Second, the research extends Social Exchange Theory (Blau, 1964) by demonstrating that the reciprocity principle applies not only to direct employee-employer interactions but also to broader organizational practices such as diversity and inclusion initiatives. Employees’ perceptions of fairness, respect, and career opportunities influence their willingness to engage in positive organizational behaviors, including commitment and retention. By examining these dynamics within the IT sector in emerging economies, the study contextualizes Social Exchange Theory in a setting where rapid technological change, cultural diversity, and regulatory complexities present unique challenges and opportunities for human resource management.

Third, the study contributes to the expanding body of literature on organizational culture by highlighting the mediating role it plays between retention strategies and employee outcomes. While previous research has established the importance of culture as a retention factor (Schein, 2010; Denison, 1990), this study demonstrates how specific elements—such as leadership communication, recognition programs, and ethical practices—translate into cultural attributes that directly influence retention decisions. Moreover, the research integrates insights from diversity management theory by showing that inclusive cultural practices not only improve perceptions of fairness but also enhance organizational cohesion and stability. These findings contribute to a more nuanced understanding of how culture operates as both an outcome and a driver of effective retention strategies, offering a holistic perspective that bridges multiple theoretical

domains.

## **5.4 Hypothesis Testing Results**

### **5.4 (a) Hypothesis 1: External factors influence recruitment functions**

The first hypothesis examined whether external factors significantly influence recruitment functions in large IT corporations operating in emerging economies. The regression analysis revealed a statistically significant relationship, with external factors such as lateral talent pool constraints, immigration laws, client dependencies, and competitive pressures playing a considerable role in shaping recruitment strategies. The model demonstrated a moderate positive correlation ( $R = 0.360$ ), with approximately 12.9% of the variance in recruitment functions explained by these external factors. Among them, constraints in the lateral talent pool and the successful rehiring of boomerang candidates emerged as significant predictors. These findings support the assertion that external market dynamics, regulatory environments, and competitive landscapes are critical considerations in developing effective recruitment strategies. Consequently, Hypothesis 1 is accepted, underscoring the importance of external influences in shaping recruitment practices within the IT sector.

### **5.4 (b) Hypothesis 2: Recruitment functions impact employee retention**

The second hypothesis proposed that recruitment functions have a significant impact on employee retention within large IT corporations. The regression results supported this proposition, showing a positive and statistically significant relationship ( $R = 0.387$ ), with recruitment functions accounting for 15% of the variance in employee retention strategies. Notably, the benefits program emerged as the strongest predictor,

indicating that well-structured benefits play a pivotal role in influencing retention outcomes. While other recruitment factors, such as employer branding and the availability of candidates, were not individually significant predictors, the overall model was highly significant ( $p = 0.000$ ). These findings confirm that recruitment processes that emphasize cultural alignment, benefits, and realistic job expectations directly contribute to long-term employee retention. Thus, Hypothesis 2 is accepted, validating the strategic role of recruitment in shaping retention outcomes.

#### **5.4 (c) Hypothesis 3: Retention strategies influence organizational culture**

The third hypothesis addressed the influence of retention strategies on organizational culture. The regression analysis yielded strong support for this hypothesis, with a high correlation ( $R = 0.733$ ) and 53.7% of the variance in organizational culture explained by retention strategies. Clear career growth paths and work-life balance emerged as the most significant predictors, while competitive salary and flexible employment models also contributed positively. These findings affirm the assertion that retention initiatives are not only crucial for maintaining workforce stability but also play a fundamental role in shaping an organization's cultural identity. By focusing on employee well-being, development, and recognition, organizations cultivate a culture of trust, engagement, and inclusivity. Therefore, Hypothesis 3 is accepted, emphasizing the intrinsic link between retention strategies and a positive organizational culture.

#### **5.4 (d) Hypothesis 4: Diversity and inclusion enhance perceptions of organizational culture**

The fourth hypothesis examined whether diversity and inclusion initiatives significantly enhance perceptions of organizational culture. The results from the regression

analysis confirmed a strong and statistically significant relationship ( $R = 0.738$ ), with 54.5% of the variance in organizational culture explained by diversity initiatives. Career growth opportunities, programs supporting women, and successful attraction of diverse candidates emerged as significant predictors. While the presence of women in leadership and special career opportunities was not statistically significant, their inclusion in the model contributed to a comprehensive understanding of how diversity initiatives impact culture. The findings validate the notion that organizations that prioritize diversity and foster inclusive practices create more positive perceptions of their workplace culture. As such, Hypothesis 4 is accepted, underscoring the transformative role of diversity and inclusion in shaping organizational environments.

#### **5.4 (e) Hypothesis 5: Positive organizational culture increases employee retention**

The fifth hypothesis posited that a positive organizational culture leads to increased employee retention. The regression analysis strongly supported this proposition, revealing a significant correlation ( $R = 0.653$ ) and explaining 42.6% of the variance in retention strategies. Leadership credibility, recognition programs, and open communication were the most impactful cultural factors influencing retention. The results affirm that employees are more likely to remain with organizations that foster supportive, transparent, and inclusive cultures. Organizations that actively cultivate such environments benefit from reduced turnover and enhanced employee loyalty. Accordingly, Hypothesis 5 is accepted, confirming the vital role of organizational culture as a driver of employee retention.

## CHAPTER VI:

### SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

#### **6.1 Summary**

This study was conducted to explore the interrelationships between recruitment challenges, retention strategies, diversity and inclusion initiatives, organizational culture, and employee retention within large IT corporations operating in emerging economies. The complex dynamics of the global IT industry, coupled with the unique socio-economic challenges inherent in emerging markets, present organizations with significant obstacles in attracting, engaging, and retaining a skilled workforce. The findings of this research provide empirical validation for the theoretical propositions that talent management practices—when aligned with strategic organizational goals and cultural initiatives—can

enhance employee retention and organizational effectiveness. Through rigorous quantitative analysis and hypothesis testing, the study has demonstrated that external factors such as lateral talent pool constraints, immigration policies, and client influences significantly affect recruitment functions. Furthermore, the ability of IT corporations to offer competitive benefits, create meaningful career pathways, and foster inclusive work environments has a direct and measurable impact on both employee retention and the overall perception of organizational culture.

One of the most significant conclusions drawn from this research is the critical role that organizational culture plays as both a driver and outcome of effective talent management practices. A positive organizational culture, characterized by fairness, transparency, inclusivity, and leadership credibility, not only enhances employee engagement but also strengthens retention outcomes. The study has established that recruitment functions that emphasize cultural fit, realistic job previews, and employer branding are more likely to attract candidates who are aligned with the organization's values and objectives. Moreover, once employees are onboarded, the presence of well-designed retention strategies—including career growth opportunities, flexible employment models, and recognition programs—further reinforces their commitment to the organization. The research demonstrates that organizational culture acts as a powerful mechanism through which retention strategies yield long-term benefits, reducing turnover and enhancing employee loyalty in an industry often plagued by high attrition rates.

In summary, this study has addressed and answered all five research hypotheses, confirming the significant relationships between external factors, recruitment functions, employee retention, organizational culture, and diversity and inclusion initiatives. The empirical evidence gathered underscores the need for IT corporations in emerging economies to adopt a holistic and integrated approach to talent management. Recruitment,

retention, and cultural initiatives must not operate in silos but rather as interconnected components of a comprehensive human resource strategy that is responsive to both internal organizational needs and external market conditions. The findings of this research contribute to the growing body of knowledge on talent management in emerging economies and provide actionable insights for practitioners, policymakers, and scholars interested in addressing the critical challenges facing the IT industry today.

## **6.2 Implications**

The findings of this study present several practical implications for IT corporations operating within the competitive and rapidly evolving landscape of emerging economies. One of the most salient implications relates to the urgent need for organizations to develop comprehensive talent acquisition strategies that go beyond conventional recruitment tactics. Given the intense competition for specialized skills and the challenges posed by limited lateral talent pools, IT corporations must invest in proactive sourcing methods, such as building talent pipelines, leveraging professional networks, and enhancing employer branding to attract high-caliber candidates. Organizations should also prioritize continuous learning and development programs as a means of addressing skill shortages from within, rather than relying solely on external hiring. Upskilling and reskilling initiatives can reduce dependency on external markets and improve employee engagement by providing clear professional growth trajectories.

Additionally, the study highlights the importance of integrating recruitment functions with broader employee retention strategies. IT corporations must ensure that recruitment processes are not merely transactional but are designed to attract candidates who align with the organization's long-term cultural and strategic goals. This calls for a more deliberate focus on cultural fit assessments during hiring and the incorporation of realistic job

previews that accurately convey expectations to candidates. Once onboarded, employees should be provided with structured onboarding experiences, mentoring programs, and career planning resources that reinforce their decision to join the organization. Furthermore, organizations in emerging economies should pay close attention to their compensation structures, benefits offerings, and work-life balance policies, as these elements were found to be key determinants of both employee attraction and retention.

The study also underscores the strategic advantage of fostering an inclusive organizational culture. Diversity and inclusion initiatives should be embedded within the core values of the organization and not treated as standalone programs. IT corporations that are serious about advancing diversity must implement transparent policies that promote equal opportunities for career advancement, ensure diverse representation in leadership roles, and establish support networks for underrepresented groups. Moreover, leadership commitment is essential; top management must visibly endorse and participate in D&I initiatives to signal authenticity and accountability. By cultivating an inclusive and supportive culture, IT corporations in emerging economies can enhance employee engagement, foster innovation, and position themselves as employers of choice in an increasingly globalized talent market.

## **6.3 Recommendations**

### **6.3 (a) Recommendations for IT Corporations**

Based on the findings and conclusions of this study, several key recommendations are proposed for IT corporations operating in emerging economies. First and foremost, organizations must prioritize the development of proactive and strategic recruitment practices that are responsive to the external challenges posed by competitive labor markets

and skill shortages. IT firms should invest in building comprehensive talent pipelines through campus recruitment initiatives, industry partnerships, and employee referral programs. Additionally, enhancing employer branding through thought leadership, social responsibility initiatives, and showcasing a positive employee experience will help organizations differentiate themselves in the competitive market for top talent. Recruitment functions should focus not merely on filling immediate vacancies but on long-term workforce planning that aligns with strategic business objectives and anticipated skills requirements.

Moreover, IT corporations need to implement retention strategies that extend beyond compensation and focus on the holistic employee experience. Organizations must design clear and transparent career progression frameworks that provide employees with a sense of purpose and direction. Leadership should actively engage in succession planning and mentorship programs to prepare high-potential employees for future leadership roles. Retention efforts should also prioritize employee well-being through flexible working arrangements, mental health support, and work-life balance initiatives. Recognizing and rewarding employee contributions in a consistent and meaningful way is essential for reinforcing employee engagement and loyalty. Finally, fostering an inclusive and diverse organizational culture is not only a moral imperative but also a strategic advantage. Companies must embed diversity and inclusion principles into all aspects of the employee lifecycle, from recruitment to leadership development, to create an environment where all employees feel valued and empowered to contribute.

### **6.3 (b) Recommendations for Policymakers**

Policymakers in emerging economies have a critical role to play in creating an enabling environment that supports the sustainable growth of the IT industry and its

workforce. One of the most pressing policy recommendations is to simplify and streamline immigration laws to facilitate the movement of highly skilled professionals across borders. Governments should consider implementing fast-track visa programs for professionals in high-demand sectors such as IT, in addition to offering incentives for companies that invest in training and upskilling local talent. Investment in education, particularly in science, technology, engineering, and mathematics (STEM), is essential to address the long-term skills gap. Policymakers should collaborate with industry stakeholders to ensure that academic curricula remain relevant and responsive to the evolving demands of the IT sector.

Furthermore, policymakers should promote diversity and inclusion at the national level by introducing regulations and guidelines that encourage gender equity and minority representation in the workplace. This could include offering tax incentives to organizations that demonstrate measurable progress in promoting women and minorities to leadership positions. National recognition programs and awards for exemplary diversity practices can also help raise awareness and encourage broader adoption of inclusive practices. Finally, fostering a robust legal framework that protects employee rights, promotes fair labor practices, and ensures transparency in performance evaluations and compensation will contribute to a more stable and attractive labor market, benefiting both employees and employers.

### **6.3 (c) Recommendations for Future Research**

While this study has provided valuable insights into the relationships between recruitment, retention, organizational culture, and diversity initiatives within large IT corporations, several opportunities exist for future research to build upon these findings. One recommendation is to conduct longitudinal studies that track changes in recruitment

and retention strategies over time, particularly in response to disruptive technological advancements, economic shifts, or global events such as the COVID-19 pandemic. Such studies would provide deeper insights into the dynamic nature of talent management practices and their long-term effectiveness. Another area for future research is comparative studies across different sectors and regions to identify industry-specific challenges and best practices in recruitment and retention. By comparing the IT sector with other knowledge-based industries, researchers can uncover cross-sectoral insights that enrich the field of human resource management.

Future researchers may also consider adopting mixed-method approaches that combine quantitative data with qualitative insights gathered through interviews, focus groups, and case studies. Such methodologies would provide a more nuanced understanding of employee perceptions, motivations, and experiences that cannot be fully captured through surveys alone. Additionally, there is a need for research exploring the impact of emerging work models, such as remote work, hybrid work arrangements, and gig employment, on recruitment and retention strategies in the IT sector. As the future of work continues to evolve, understanding how these models influence employee engagement, organizational culture, and workforce stability will be critical for organizations seeking to adapt to changing labor market conditions.

## **6.4 Conclusion**

The study attempts to provide a comprehensive analysis of key factors influencing Recruitment & Retention in IT industry. The complex interplay between external environment and internal strategies has a long-term bearing on people practices. The findings emphasize that recruitment function is significantly shaped by economic

cycles, hot skills, technological evolution and job market expectations. The persistent competitive landscape demands voluminous hiring numbers under tight deadlines leading to a perennial demand supply mismatch. This calls for upskilling or re-training the available workforce on new technologies in addition to looking at alternate employment models. Initiatives such as (D.E.I) diversity and inclusion brings positivity and promotes strong employee value propositions (E.V.P) but has yielded only marginal outcome for employers.

The study further reveals that a successful retention strategy is a combination of compensation, career growth, flexible work arrangements (organizational policies) and culture.

Prioritizing requirements for a multi-generation workforce presents added complexities for organizations to accommodate distinct aspects of job satisfaction: an important metrics of productivity and retention. While younger professionals value mentorship and learning opportunities, the senior employees prioritize stability and leadership opportunities. A segmented approach for multi-generation workforce appears to be the solution from the findings.

The technological advancements and deployment of IT tools/solutions has no doubt improved efficiencies of HR department but has failed to eliminate the core issues in recruitment: the talent availability. The reduced bandwidth of leadership team dilutes the qualitative assessment (like culture fit etc.) thereby reducing the stickiness on the job of new incumbents, once hired.

Another key insight is the inter-connected nature of Recruitment & Retention functions, often-times they operate in silos with different long-term & short-term objectives, despite having a common enterprise-wide goal and a common leader.

Organizations that carry better retention are successful at attracting top talent from the market place. Thus, Recruitment follows Retention.

Recruitment is tangible while retention is intangible by its very nature. The findings further emphasize the importance of effective leadership, transparency, communication and work-life balance to enhance retention and reduce employee turnover.

#### APPENDIX A: SURVEY COVER LETTER

Hello Leaders, I'm pursuing Doctorate program in Human Resources, as part of my final Thesis, I'm undertaking a Primary Research on the Challenges faced by IT industry on matters of Recruitment and Retention. May I request you to spare few moments for your time to complete this Survey. Your inputs will be extremely valuable for the industry.

## APPENDIX A: SURVEY COVER LETTER

Instructions:

Please indicate how strongly you agree or disagree with each statement. Use the following scale:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

### SECTION 1: DEMOGRAPHIC INFORMATION

**1. Age:**

- ☐ Under 25
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55 and above

**2. Gender:**

- Male
- Female
- Other

**3. Job Role:**

- Entry-level
- Mid-level
- Senior-level
- Executive-level
- Other

**4. Years of Experience in the Industry:**

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-10 years
- More than 10 years

**5. Education Level:**

- High School Diploma or equivalent
- Bachelor's Degree
- Master's Degree
- Doctorate
- Other

**6. Your Position in Organization Hierarchy:**

- N (CEO)
- N-1 (CXO)
- N-2 (Leaders)

- Other

**7. Department:**

- Sales
- Pre-Sales
- Technical
- Delivery
- Enabling
- Other

**8. Marital Status:**

- Single
- Married
- Divorced

**9. Academic Qualification:**

- High School Diploma or equivalent
- Bachelor's Degree
- Master's Degree
- Doctorate
- Other

**10. Work Stream:**

- Technical
- Sales or Pre-Sales
- Support Functions
- Delivery
- Other (Please specify)

**11. Assignment Location:**

- ☐ On-Site
- ☐ Off-Site
- ☐ Hybrid

**12. Organization Size:**

- ☐ Less than 5,000 employees
- ☐ 5,001-10,000 employees
- ☐ 10,001 or more employees

**13. Are you the primary earning member in your family?**

- ☐ Yes
- ☐ My earning substantially contributes to my family income
- ☐ My earning gives me financial independence and the financial backup
- ☐ No

**14. Is your Partner/Spouse engaged in full-time employment?**

- ☐ Yes
- ☐ No

**SECTION 2: RECRUITMENT CHALLENGES**

**Talent Pool**

**15. We have access to enough qualified candidates.**

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**16. Finding candidates with the right skills is challenging.**

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

#### Competition

**17.** Other companies make it hard for us to hire top talent.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**18.** Our company's benefits help us attract candidates.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

#### Hiring Costs, Speed, and Technology / Customer Upgrade vs. Competitor

**19.** Hiring time affects our business performance.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**20.** Our recruitment costs are within budget.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

#### Company Reputation

**21.** Our company's reputation attracts good candidates.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**22.** Candidates want to work here because of our brand.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

### SECTION 3: EXTERNAL FACTORS

#### Economic Impact

**23.** The economy affects our ability to hire.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**24.** The job market makes it hard to find candidates.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

#### Legal Constraints

**25.** Immigration laws impact our hiring.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**26.** We follow all legal guidelines when hiring.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Use of Technology, Vendors/Supply Chain

**27.** Technology speeds up our hiring process.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**28.** Data and tech improve the quality of our hiring.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**29.** Our software helps us find top candidates faster.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**30.** Our technology facilitates hiring diverse candidates.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**31.** We are successful in attracting candidates from a range of backgrounds.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

#### SECTION 4: RETENTION STRATEGIES

Work-Life Balance

**32.** Flexible work options here meet my needs.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**33.** I'm satisfied with my work-life balance.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**34.** Our company provides flexible working arrangements that are attractive to care for family demands.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

### Compensation and Benefits

**35.** My salary is competitive in this industry.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**36.** The benefits package meets my needs.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

### Career Growth

**37.** I have opportunities to grow and learn.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**38.** There's a clear path for promotion offered to me.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**39.** Mentorship and training meet my expectations.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

### Job Security

**40.** I feel secure in my job.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**41.** The company is transparent about its stability and financial health.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

## SECTION 5: ORGANIZATIONAL CULTURE

### Work Environment

**42.** Our work environment is positive and supportive.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**43.** Our culture promotes teamwork.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**44.** Flexibilities offered at work allow caregiving responsibilities at home.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**45.** I spend long hours at work regularly.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

#### Recognition

**46.** I feel appreciated for my work.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**47.** The company values my efforts.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**48.** My manager values my contribution.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

#### Leadership

**49.** My manager provides all additional support I need to help manage work and home.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**50.** Leadership communicates effectively, regularly on a one-on-one basis.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**51.** My leaders walk the talk on matters of performance and pay.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

#### SECTION 6: DIVERSITY AND INCLUSION

### Diverse Hiring

52. Our company makes an effort to hire diverse candidates.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**53.** We attract candidates from a range of backgrounds.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

### Support for Women and Minorities

**54.** We have programs to support women and minority employees.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**55.** Career growth opportunities are fair for all.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

### Gender in Leadership

56. Women have equal leadership opportunities.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**57.** Our company is working to close pay gaps.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

### Commitment to Equality

**58.** I feel respected at work.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**59.** The company promotes open discussions on diversity.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**60.** We have a high percentage of women in leadership roles.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**61.** Our company provides flexible working arrangements that are attractive to women.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

**62.** Our organization supports special career development opportunities for women through mentorship and training programs.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

## **APPENDIX B**

### **INFORMED CONSENT**

#### **TITLE OF STUDY**

**RECRUIT TO RETAIN: RECRUITMENT CHALLENGES IN EMERGIN ECONOMY  
FOCUS ON LARGE CORPORATIONS IN IT SECTOR**

#### **PRINCIPAL RESEARCHER**

Name: MICHAEL A. JOSEPH

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Email: michaelmichaelin@gmail.com

#### **PURPOSE OF STUDY**

You are being asked to take part in a primary research study. Before you decide to participate in this study, it is important that you understand why the research is being done and what it will involve. Please read the following information carefully. Please ask the researcher if there is anything that is not clear or if you need more information.

#### CONFIDENTIALITY

Your responses to this survey will be anonymous. Please do not write any identifying information on your survey. Participant data will be kept confidential

#### CONTACT INFORMATION

If you have questions at any time about this study, or you experience adverse effects as the result of participating in this study, you may contact the researcher whose contact information is provided on the first page. If you have questions regarding your rights as a research participant, or if problems arise which you do not feel you can discuss with the

#### VOLUNTARY PARTICIPATION

Your participation in this study is voluntary. It is up to you to decide whether or not to take part in this study.

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