

Employee Engagement, Perceived Organisational Support and Psychological Empowerment as Determinants of Employee Retention Intention: An Empirical Study of Employees in Karnataka

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Abstract

Employee retention has become a strategic concern for organisations seeking to maintain workforce stability, preserve organisational knowledge and reduce the costs associated with employee turnover. This study examines the influence of Employee Engagement, Perceived Organisational Support and Psychological Empowerment on Employee Retention Intention among employees in Karnataka. The study adopts a quantitative and analytical research design and uses primary data obtained from 400 employees representing selected sectors in Karnataka. Data are collected through a structured questionnaire using a five-point Likert scale based on established measurement constructs. Descriptive statistics and Cronbach's Alpha are employed to assess the characteristics and reliability of the study variables. Pearson correlation and multiple regression are used to examine the relationships and predictive influence of Employee Engagement, Perceived Organisational Support and Psychological Empowerment on Employee Retention Intention. One-Way ANOVA and an independent-samples t-test are additionally used to examine differences in retention intention across age and gender groups. The findings indicate that all three predictors have significant positive influences on Employee Retention Intention, with Employee Engagement emerging as the strongest predictor. The study also identifies significant differences in retention intention across age groups and between male and female employees. The findings provide useful implications for developing engagement-oriented, supportive and empowering HR strategies.

Keywords: *Employee Engagement, Perceived Organisational Support, Psychological Empowerment, Employee Retention Intention, Human Resource Management, Employee Turnover, Karnataka.*

CHAPTER 1: INTRODUCTION

1.1 Background of the Study

Employee retention has emerged as a significant concern for organisations because the loss of experienced and capable employees can affect productivity, organisational knowledge, service quality and the cost of recruitment and training. In contemporary organisations, employees increasingly evaluate not only monetary rewards but also the quality of their work experience, opportunities for development, managerial support and the extent to which they feel psychologically connected to their work. Consequently, Human Resource Management has moved beyond traditional personnel administration towards creating workplaces that encourage employee engagement, organisational support and empowerment. Kahn (1990) conceptualised employee engagement in terms of the psychological presence of employees in their work roles, while Harter et al. (2002) established a positive relationship between employee satisfaction, engagement and organisational outcomes. Similarly, Saks (2006) demonstrated that employee engagement is influenced by organisational conditions and can produce important employee and organisational consequences.

Employee Engagement represents the degree to which employees are emotionally, cognitively and behaviourally connected with their work. Engaged employees are more likely to demonstrate enthusiasm, dedication and willingness to contribute beyond minimum job requirements. The Job Demands–Resources perspective suggests that appropriate job resources can encourage engagement and positive work outcomes (Bakker & Demerouti, 2008). Schaufeli et al. (2006) further established the importance of vigour, dedication and absorption as dimensions of work engagement. More recent research also emphasises that engagement remains an important organisational mechanism for improving employee experiences and outcomes (Bakker & Albrecht, 2018; Saks, 2019). Therefore, employees who experience higher levels of engagement may be more inclined to remain with their organisations.

Another important factor influencing employee attitudes is Perceived Organisational Support (POS). It refers to employees' perception that their organisation values their contributions and cares about their well-being. Eisenberger et al. (1986) established the organisational support concept and demonstrated its importance in understanding employee attitudes and behaviour. According to organisational support theory, employees develop general beliefs concerning the extent to which their organisation values them, and such perceptions can influence commitment, performance and reciprocal behaviour (Eisenberger et al., 1990). Social Exchange Theory also provides a useful theoretical explanation because favourable treatment by an organisation can generate reciprocal positive attitudes and behaviours among employees (Blau, 1964). Accordingly, employees who perceive stronger organisational support may develop stronger attachment to their organisations and greater willingness to remain.

Psychological Empowerment constitutes another important dimension of contemporary employee management. Empowerment involves providing employees with opportunities to exercise autonomy, utilise their capabilities and influence decisions concerning their work. Thomas and Velthouse (1990) conceptualised empowerment as an intrinsic motivational state, while Spreitzer (1995) developed an influential multidimensional approach incorporating meaning, competence, self-determination and impact. Empowered employees are more likely to experience their work as meaningful and to perceive themselves as capable of influencing work outcomes. Such positive psychological experiences may strengthen organisational attachment and reduce employees' intention to leave. Research has consequently identified psychological empowerment as an important factor in understanding employee attitudes and turnover-related outcomes (Memon et al., 2014).

Employee Retention Intention represents an employee's willingness or intention to continue working with the present organisation. Retention intention is particularly important because employees' decisions to leave are often preceded by withdrawal cognitions and intentions. Tett and Meyer (1993) established significant relationships among job satisfaction, organisational commitment and turnover intention, while Hom et al. (2012) highlighted the importance of examining proximal withdrawal states when understanding employee turnover. Allen et al. (2010) further argued that effective retention strategies should be based on evidence concerning the factors that actually influence employees' decisions to remain or leave. Thus, understanding the determinants of retention intention can help organisations develop proactive HR interventions rather than responding only after employees have decided to leave.

The relationship among employee engagement, organisational support, psychological empowerment and retention intention is particularly important in the present employment environment. Employees who feel engaged with their work may develop stronger psychological connections with their organisations; employees who feel supported may perceive greater organisational value and security; and empowered employees may experience greater autonomy and meaningfulness. Together, these factors can contribute to a positive employment relationship and potentially strengthen employees' intention to remain. Saks (2006, 2019) highlights the importance of engagement-related antecedents and consequences, while Eisenberger et al. (1986) and Spreitzer (1995) provide theoretical foundations for organisational support and psychological empowerment respectively.

The present study focuses specifically on employees in Karnataka, where organisations across information technology, banking and financial services, manufacturing, education, retail and other service sectors employ a diverse workforce. The state's changing employment environment makes employee retention an important issue for organisations seeking to preserve organisational knowledge, maintain productivity and reduce replacement costs. Employees from different age groups, educational backgrounds, experience levels and employment sectors may also have

different expectations concerning their relationship with the organisation. Hom et al. (2012) and Weng and McElroy (2012) suggest that individual and career-related factors can influence employees' withdrawal and retention-related attitudes.

Against this background, the present study examines Employee Engagement, Perceived Organisational Support and Psychological Empowerment as determinants of Employee Retention Intention among employees in Karnataka. The study further examines whether retention intention differs across age groups and between male and female employees. By integrating employee-level psychological experiences with organisational support perceptions, the study seeks to provide a more comprehensive understanding of employee retention. The findings are expected to assist HR managers in designing strategies that strengthen employee engagement, create supportive organisational environments and promote psychological empowerment, thereby contributing to workforce stability and organisational effectiveness.

1.2 Statement of the Problem

Employee turnover represents a significant challenge for organisations because the departure of experienced employees can result in recruitment expenses, training costs, loss of organisational knowledge and disruption to work processes. Although competitive compensation remains relevant, employees' decisions to remain are increasingly influenced by their workplace experiences, relationships with the organisation and opportunities to exercise autonomy and competence. Previous research demonstrates that employee engagement, organisational support and empowerment are associated with important employee attitudes and behavioural outcomes (Saks, 2006; Eisenberger et al., 1986; Spreitzer, 1995).

However, employees may experience different levels of engagement and organisational support even when working within the same organisation. Similarly, differences in age, gender, career stage and employment experience may influence retention-related attitudes. Existing research has examined individual relationships among engagement, organisational support, empowerment and turnover-related outcomes, but there remains a need for context-specific evidence concerning their combined influence on retention intention among employees in Karnataka. Therefore, the present study addresses the problem by empirically examining whether Employee Engagement, Perceived Organisational Support and Psychological Empowerment significantly influence Employee Retention Intention and whether retention intention varies across selected demographic categories.

1.3 Need for the Study

The increasing importance of skilled and experienced employees has made retention a strategic HRM concern. Organisations require employees who are committed, engaged and willing to contribute over an extended period. At the same time, employees increasingly evaluate their organisations in terms of support, recognition, autonomy, career opportunities and meaningful

work. Understanding these factors is therefore essential for developing effective retention strategies (Allen et al., 2010; Saks, 2019).

The study is necessary for three principal reasons. First, it examines Employee Engagement as a potential driver of retention, recognising the importance of employees' psychological connection with their work (Kahn, 1990; Schaufeli et al., 2006). Second, it evaluates Perceived Organisational Support, which reflects employees' perceptions concerning organisational care and recognition (Eisenberger et al., 1986). Third, it examines Psychological Empowerment, which captures employees' perceptions of meaning, competence, self-determination and impact (Spreitzer, 1995). Examining these variables together can provide HR managers with a broader understanding of the factors associated with employees' willingness to remain.

1.4 Significance of the Study

1. Human Resource Managers: The study provides HR managers with empirical evidence concerning the factors that significantly influence employee retention intention. This can assist in developing targeted retention policies and employee-centred HR practices.

2. Organisational Leaders: The findings can help organisational leaders understand the importance of creating supportive and empowering workplaces. Leadership practices that recognise employee contributions and encourage participation may strengthen employees' organisational attachment (Eisenberger et al., 1990; Spreitzer, 1995).

3. Employees: The study highlights the importance of engagement, organisational support and empowerment in shaping workplace experiences. It may encourage organisations to create work environments that address employees' psychological and professional needs.

4. Organisations: Retaining experienced employees can help organisations preserve institutional knowledge and reduce the costs associated with recruitment and employee replacement. Evidence-based retention strategies can therefore contribute to organisational continuity (Allen et al., 2010).

5. Researchers: The study contributes empirical evidence to the literature on employee engagement, perceived organisational support, psychological empowerment and retention intention, particularly within the Karnataka context.

1.5 Scope of the Study

The study focuses on employees working in selected sectors in Karnataka, including IT/ITES, banking and financial services, manufacturing, education, retail and other services. The study considers employees between 21 and 40 years of age and examines their perceptions concerning Employee Engagement, Perceived Organisational Support, Psychological Empowerment and Employee Retention Intention. The analytical scope covers descriptive statistics, reliability analysis, Pearson correlation, multiple regression, One-Way ANOVA and an independent-samples t-test. The principal analytical focus is the influence of the three independent variables on Employee Retention Intention, while age and gender are examined as demographic factors associated with differences in retention intention.

1.6 Research Objectives

1. To examine the influence of Employee Engagement on Employee Retention Intention among employees in Karnataka.
2. To assess the influence of Perceived Organisational Support on Employee Retention Intention among employees in Karnataka.
3. To determine the influence of Psychological Empowerment on Employee Retention Intention among employees in Karnataka.
4. To examine whether Employee Retention Intention differs significantly across different age groups among employees in Karnataka.
5. To examine whether Employee Retention Intention differs significantly between male and female employees in Karnataka.

1.7 Research Hypotheses

Based on the research objectives and supporting literature, the following hypotheses are formulated:

H1: Employee Engagement and Retention Intention

H₀₁: Employee Engagement does not have a significant influence on Employee Retention Intention.

H₁₁: Employee Engagement has a significant positive influence on Employee Retention Intention.

H2: Perceived Organisational Support and Retention Intention

H₀₂: Perceived Organisational Support does not have a significant influence on Employee Retention Intention.

H₁₂: Perceived Organisational Support has a significant positive influence on Employee Retention Intention.

H3: Psychological Empowerment and Retention Intention

H₀₃: Psychological Empowerment does not have a significant influence on Employee Retention Intention.

H₁₃: Psychological Empowerment has a significant positive influence on Employee Retention Intention.

The fourth and fifth objectives are examined through **One-Way ANOVA and an independent-samples t-test**, respectively, and are treated as additional demographic analyses rather than principal hypotheses.

1.8 Limitations of the Study

1. Geographical Limitation: The study is restricted to employees in Karnataka, and therefore the findings may not be completely generalisable to employees in other states or countries.

2. Sample Limitation: The study is based on 400 respondents, and a larger sample covering more organisations and industries may provide greater generalisability.

3. Cross-Sectional Nature: The study captures employee perceptions at a particular point in time and therefore cannot fully establish how engagement, support and empowerment change over an extended employment period.

4. Self-Reported Responses: The study relies on respondents' perceptions, which may be influenced by personal experiences, expectations or socially desirable responses.

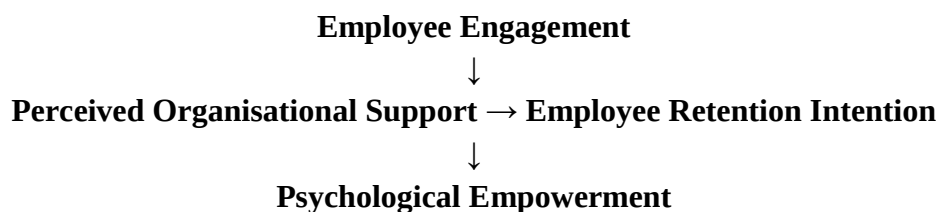
5. Variable Limitation: The study focuses on three major determinants of retention intention. Other factors such as compensation, job satisfaction, leadership style, career development, work-life balance and organisational commitment are not included in the principal model.

1.9 Operational Definitions

- ❑ **Employee Engagement:** Employee Engagement refers to the degree to which employees are psychologically, emotionally and behaviourally connected with their work roles and demonstrate vigour, dedication and involvement in their work (Kahn, 1990; Schaufeli et al., 2006).
- ❑ **Perceived Organisational Support:** Perceived Organisational Support refers to employees' general perception that their organisation values their contributions and cares about their well-being (Eisenberger et al., 1986).
- ❑ **Psychological Empowerment:** Psychological Empowerment refers to an employee's intrinsic motivational state characterised by perceptions of meaning, competence, self-determination and impact in relation to work (Thomas & Velthouse, 1990; Spreitzer, 1995).
- ❑ **Employee Retention Intention:** Employee Retention Intention refers to an employee's willingness or intention to continue working with the present organisation rather than seeking employment elsewhere. It represents a behavioural intention related to employee withdrawal and turnover decisions (Tett & Meyer, 1993; Hom et al., 2012).

1.10 Conceptual Framework

The conceptual framework of the study proposes that Employee Engagement, Perceived Organisational Support and Psychological Empowerment influence Employee Retention Intention.



The three independent variables are examined through multiple regression to determine their individual and combined influence on Employee Retention Intention. In addition, age and gender are examined through ANOVA and an independent-samples t-test respectively to determine whether retention intention differs across demographic categories.

CHAPTER 2: REVIEW OF LITERATURE

2.1 Review of Literature

Kahn (1990) introduced the concept of employee engagement by explaining how employees psychologically connect with their work roles. The study identified three psychological conditions influencing personal engagement and disengagement: meaningfulness, safety and availability. Kahn argued that employees are more likely to invest their physical, cognitive and emotional energies when they experience meaningful work and psychological safety. This foundational contribution established employee engagement as an important construct in organisational behaviour and provides the theoretical basis for examining whether stronger engagement contributes to employees' intention to remain with their organisations.

Eisenberger et al. (1986) developed the concept of Perceived Organisational Support (POS) and examined employees' general beliefs concerning the extent to which organisations value their contributions and care about their well-being. Their findings established that organisational support is associated with important employee attitudes and behavioural outcomes. The study provided the foundation for Organisational Support Theory and suggested that employees may reciprocate favourable organisational treatment through positive attitudes and behaviours. This framework is directly relevant to the present study because employees who perceive greater organisational support may demonstrate stronger retention intention.

Spreitzer (1995) developed and validated a multidimensional measure of psychological empowerment in the workplace. The study conceptualised empowerment through four dimensions: meaning, competence, self-determination and impact. The findings established psychological empowerment as an important psychological state that can influence employees' experiences and work-related attitudes. The study provides a strong conceptual and measurement foundation for the present research because empowered employees may experience greater autonomy and meaningfulness, which can strengthen their willingness to remain with an organisation.

Harter et al. (2002) conducted a meta-analysis examining the relationship between employee satisfaction, employee engagement and business outcomes at the business-unit level. The study found that employee satisfaction and engagement were associated with important organisational outcomes. Their findings demonstrated that employee engagement is not merely an individual psychological experience but can have broader organisational consequences. The study supports the present research by providing empirical evidence for the importance of engagement in developing positive employee and organisational outcomes.

Schaufeli et al. (2006) examined the measurement of work engagement and developed a short version of the Utrecht Work Engagement Scale. The study identified work engagement through the dimensions of vigour, dedication and absorption and demonstrated the applicability of the measurement approach across different national contexts. The research established a reliable

framework for assessing employee engagement and contributed to the development of engagement research. Its findings are relevant to the present study because they support the measurement of Employee Engagement as an important workplace construct.

Saks (2006) examined the antecedents and consequences of employee engagement and distinguished between job engagement and organisation engagement. The study demonstrated that organisational factors, including perceived organisational support, can influence employee engagement and that engagement is associated with important employee outcomes. The findings are particularly relevant to the present study because they establish a conceptual relationship between organisational support and employee engagement while demonstrating the broader consequences of employee engagement. The study therefore provides support for examining engagement and organisational support as determinants of retention intention.

Memon et al. (2014) investigated the relationship between organisational support and turnover intention, with particular attention to the mediating role of psychological empowerment. The study demonstrated that organisational support can influence employees' turnover-related attitudes and highlighted the importance of psychological empowerment in understanding this relationship. The findings suggest that employees who receive organisational support and experience empowerment may be less inclined to consider leaving their organisations. This study is closely related to the present research because it connects two of the principal independent variables with employee retention-related outcomes.

Allen et al. (2010) examined employee retention strategies and argued that organisations should move beyond commonly held assumptions concerning employee turnover and adopt evidence-based approaches. The authors emphasised that retention strategies should focus on identifying the actual factors influencing employees' decisions to remain or leave. The study highlighted the importance of organisational practices, employee experiences and job-related factors in effective retention management. This work provides practical justification for examining engagement, organisational support and empowerment as potential determinants of retention intention.

Hom et al. (2012) reviewed the literature on employee turnover and focused on proximal withdrawal states and an expanded conceptualisation of employee turnover. The authors argued that employee withdrawal is a complex process involving different psychological and behavioural stages rather than a single decision to leave. The study emphasised the importance of understanding turnover intentions and related withdrawal cognitions as part of the broader turnover process. This perspective supports the use of Employee Retention Intention as the dependent variable in the present study.

Saks (2019) revisited the antecedents and consequences of employee engagement in light of developments in the engagement literature. The study emphasised that engagement continues to be influenced by workplace conditions and remains associated with important employee and organisational outcomes. The research highlights the continuing importance of organisational

support, meaningful work and positive employment experiences in strengthening employee engagement. This recent contribution reinforces the relevance of examining Employee Engagement as a determinant of retention intention and demonstrates the continuing significance of engagement research in contemporary Human Resource Management.

2.2 Research Gap

The review of literature establishes that Employee Engagement, Perceived Organisational Support and Psychological Empowerment are important factors associated with employee attitudes, organisational behaviour and turnover-related outcomes. Kahn (1990), Harter et al. (2002) and Saks (2006, 2019) provide substantial evidence concerning the importance of employee engagement, while Eisenberger et al. (1986) establish the theoretical significance of organisational support. Similarly, Spreitzer (1995) and Thomas and Velthouse (1990) demonstrate the importance of psychological empowerment in influencing employees' workplace experiences. Research on retention and turnover further indicates that employees' withdrawal decisions are influenced by multiple organisational and individual factors (Allen et al., 2010; Hom et al., 2012).

Despite these contributions, three major gaps can be identified. First, an integration gap exists, as relatively fewer studies examine Employee Engagement, Perceived Organisational Support and Psychological Empowerment simultaneously as direct predictors of Employee Retention Intention within a single empirical framework. Second, a contextual gap exists, as much of the established literature has been developed in Western or international organisational settings, while comparatively limited empirical evidence focuses specifically on employees in Karnataka. Third, a demographic and sectoral gap exists, as employee retention intention may vary according to age, gender, work experience and employment sector, but these differences are not consistently examined alongside the three principal determinants. The present study therefore addresses these gaps by developing an integrated empirical framework and examining the three variables as determinants of Employee Retention Intention among employees in Karnataka.

2.3 Problem Statement

Employee retention has become a strategic concern for organisations because the loss of experienced employees can result in recruitment costs, training expenditure, productivity disruptions and loss of organisational knowledge. Although compensation and career opportunities remain important, employees' decisions to remain with an organisation are also influenced by their psychological connection with work, perceptions of organisational support and degree of empowerment. Research indicates that engaged employees generally demonstrate stronger positive work attitudes, while organisational support and empowerment can contribute to favourable employee outcomes (Saks, 2006; Eisenberger et al., 1986; Spreitzer, 1995).

However, organisations may find it difficult to determine which of these factors has the strongest influence on employees' intention to remain. Further, employees belonging to different age and

gender groups may have different workplace expectations and retention-related perceptions. Consequently, a lack of context-specific empirical evidence can make it difficult for HR managers to design targeted retention strategies. The present study addresses this problem by examining Employee Engagement, Perceived Organisational Support and Psychological Empowerment as determinants of Employee Retention Intention among employees in Karnataka. The study additionally examines age- and gender-based differences in retention intention, thereby providing a broader understanding of the organisational and demographic factors associated with employee retention.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Design

The study adopts a descriptive and analytical research design to examine the influence of Employee Engagement, Perceived Organisational Support and Psychological Empowerment on Employee Retention Intention. The descriptive component presents the demographic and employment characteristics of respondents, while the analytical component evaluates relationships and differences among the study variables.

3.2 Research Approach

A quantitative research approach is adopted because the study measures employee perceptions numerically and applies statistical techniques to test the proposed relationships. The approach enables objective assessment of the three independent variables and their influence on Employee Retention Intention.

3.3 Population and Sample

The population comprises employees working in selected organisations in **Karnataka**. The study covers employees from IT/ITES, banking and financial services, **manufacturing**, education, retail and other service sectors. A total of 400 employees constitute the sample. Respondents are selected using purposive sampling, considering their employment status, residence in Karnataka and age eligibility.

3.4 Sources of Data

Primary Data: Collected directly from employees using a structured questionnaire.

Secondary Data: Academic journals, books and scholarly publications are used to establish the theoretical foundation and support the interpretation of findings.

3.5 Data Collection Instrument

A structured questionnaire is divided into two sections:

Section A – Demographic and Employment Profile: Gender, age, education, work experience, salary and employment sector.

Section B – Study Variables: Items measuring Employee Engagement, Perceived Organisational Support, Psychological Empowerment and Employee Retention Intention.

The measurement framework draws upon established literature, particularly Kahn (1990), Eisenberger et al. (1986), Spreitzer (1995) and Schaufeli et al. (2006).

3.6 Measurement Scale

The major constructs are measured using a five-point Likert scale:

1 – Strongly Disagree | 2 – Disagree | 3 – Neutral | 4 – Agree | 5 – Strongly Agree

Higher scores indicate stronger perceptions of the respective constructs.

3.7 Variables of the Study

Type	Variable
Independent Variable 1	Employee Engagement
Independent Variable 2	Perceived Organisational Support
Independent Variable 3	Psychological Empowerment
Dependent Variable	Employee Retention Intention

Employee Engagement reflects employees' psychological connection with their work (Kahn, 1990; Schaufeli et al., 2006). Perceived Organisational Support represents employees' perception that the organisation values their contribution and cares about their well-being (Eisenberger et al., 1986). Psychological Empowerment reflects meaning, competence, self-determination and impact (Spreitzer, 1995). Employee Retention Intention represents employees' willingness to continue working with their organisation (Tett & Meyer, 1993).

3.8 Statistical Techniques

The following statistical tools are used:

- 1. Frequency and Percentage:** To describe respondents' demographic and employment characteristics.
- 2. Mean and Standard Deviation:** To assess the central tendency and dispersion of the study constructs.
- 3. Cronbach's Alpha:** To assess the internal consistency of the measurement scales.
- 4. Pearson Correlation:** To examine the strength and direction of relationships between the study variables.
- 5. Multiple Regression:** To determine the individual and combined influence of Employee Engagement, Perceived Organisational Support and Psychological Empowerment on Employee Retention Intention.
- 6. One-Way ANOVA:** To examine differences in Employee Retention Intention across age groups.
- 7. Independent-Samples t-Test:** To examine differences in Employee Retention Intention between male and female employees.

3.9 Regression Model

The following regression model is used:

$$\text{ERI} = \beta_0 + \beta_1\text{EE} + \beta_2\text{POS} + \beta_3\text{PE} + \varepsilon$$

Where:

ERI = Employee Retention Intention

EE = Employee Engagement

POS = Perceived Organisational Support

PE = Psychological Empowerment

β_0 = Constant

$\beta_1, \beta_2, \beta_3$ = Regression coefficients

ε = Error term

3.10 Reliability and Validity

The reliability of the questionnaire is assessed using Cronbach's Alpha. The values obtained for the four constructs range from 0.876 to 0.903, indicating strong internal consistency. The measurement items are based on established constructs and scales from prior literature, supporting content validity.

3.11 Level of Significance and Decision Rule

Hypotheses are tested at the **5% significance level**.

$p \leq 0.05$: Statistically significant; the null hypothesis is rejected.

$p > 0.05$: Statistically not significant; the null hypothesis is not rejected.

3.12 Ethical Considerations

Participation is voluntary and respondents are informed about the academic purpose of the study. Confidentiality of responses is maintained, and collected information is used exclusively for academic purposes. No unnecessary personal or confidential information is sought.

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION

Table 4.1: Demographic and Employment Profile of the Respondents

Demographic / Employment Variable	Category	Frequency	Percentage
Gender	Male	221	55.3
	Female	175	43.8
	Other/Prefer not to say	4	1.0
Age	21–25 years	82	20.5
	26–30 years	118	29.5
	31–35 years	104	26.0
	36–40 years	96	24.0
Educational Qualification	Undergraduate	126	31.5
	Postgraduate	194	48.5
	Professional Qualification	58	14.5
	Other	22	5.5

Work Experience	Below 2 years	76	19.0
	2–5 years	137	34.3
	6–10 years	119	29.8
	Above 10 years	68	17.0
Monthly Salary	Below ₹25,000	71	17.8
	₹25,001–₹50,000	148	37.0
	₹50,001–₹75,000	105	26.3
	Above ₹75,000	76	19.0
Sector	IT/ITES	96	24.0
	Banking & Financial Services	83	20.8
	Manufacturing	74	18.5
	Education	61	15.3
	Retail & Other Services	86	21.5
Total	—	400	100.0

Source: Authors' Primary Survey Data.

Table 4.1 presents the demographic and employment characteristics of the 400 respondents. Male employees constitute 55.3% of the sample, while females account for 43.8%, indicating relatively balanced representation. The largest age group is 26–30 years (29.5%), followed by 31–35 years (26.0%), reflecting a predominantly young workforce. Postgraduates constitute the largest educational category (48.5%), while employees with 2–5 years of experience represent 34.3% of the sample. The private-sector-oriented sectors represented in the study provide a diverse employment context for examining retention intention. These characteristics are relevant because employee engagement, organisational support and empowerment can influence employees' workplace attitudes and behavioural intentions (Kahn, 1990; Eisenberger et al., 1986; Spreitzer, 1995).

Table 4.2: Descriptive Statistics and Reliability of the Study Constructs

Study Construct	No. of Items	Mean	Std. Deviation	Cronbach's Alpha
Employee Engagement	5	3.681	0.614	0.891
Perceived Organisational Support	5	3.542	0.648	0.884
Psychological Empowerment	5	3.613	0.621	0.876
Employee Retention Intention	5	3.576	0.657	0.903

Source: Authors' Primary Survey Data.

Table 4.2 presents the descriptive statistics and reliability results for the four major constructs of the study. Employee Engagement records the highest mean score (3.681), followed by Psychological Empowerment (3.613), Employee Retention Intention (3.576) and Perceived Organisational Support (3.542), indicating generally favourable perceptions among respondents. The standard deviation values range from 0.614 to 0.657, suggesting a moderate degree of variation in employees' responses. The Cronbach's Alpha coefficients range from 0.876 to 0.903, exceeding the commonly accepted threshold of 0.70 and demonstrating strong internal consistency of the measurement scales. These findings are consistent with established research emphasising reliable measurement of employee engagement, organisational support and empowerment (Schaufeli et al., 2006; Eisenberger et al., 1986; Spreitzer, 1995).

Table 4.3: Pearson Correlation Matrix of the Study Variables

Variables	Employee Engagement	Perceived Organisational Support	Psychological Empowerment	Employee Retention Intention
Employee Engagement	1.000	0.583**	0.561**	0.681**
Perceived Organisational Support	0.583**	1.000	0.527**	0.647**
Psychological Empowerment	0.561**	0.527**	1.000	0.592**
Employee Retention Intention	0.681**	0.647**	0.592**	1.000

Note: Correlation is significant at the 0.01 level (2-tailed).

Source: Authors' Primary Survey Data.

Table 4.3 presents the Pearson correlation coefficients among Employee Engagement, Perceived Organisational Support, Psychological Empowerment and Employee Retention Intention. All three independent variables demonstrate statistically significant positive relationships with Employee Retention Intention at the 1% level. Employee Engagement records the strongest correlation with Retention Intention ($r = 0.681$), followed by Perceived Organisational Support ($r = 0.647$) and Psychological Empowerment ($r = 0.592$). These results indicate that stronger employee engagement, organisational support and psychological empowerment are associated with greater intention to remain with the organisation. The correlations among the independent variables range from 0.527 to 0.583, suggesting moderate associations and no immediate indication of excessive intercorrelation. The findings are consistent with prior research highlighting the importance of engagement, organisational support and empowerment in employee attitudes and retention-related outcomes (Saks, 2006; Eisenberger et al., 1986; Spreitzer, 1995).

Table 4.4: Multiple Regression Analysis – Determinants of Employee Retention Intention
Dependent Variable: Employee Retention Intention

Predictor Variable	Unstandardized B	Std. Error	Standardized Beta (β)	t-value	Sig.
Constant	0.621	0.192	—	3.234	0.001
Employee Engagement	0.356	0.045	0.362	7.911	0.000
Perceived Organisational Support	0.318	0.044	0.314	7.227	0.000
Psychological Empowerment	0.247	0.046	0.234	5.370	0.000

Model Summary

R	R ²	Adjusted R ²	Std. Error of the Estimate	F-value	Sig.
0.741	0.549	0.546	0.443	160.701	0.000

Source: Authors' Primary Survey Data.

Table 4.4 examines the influence of Employee Engagement, Perceived Organisational Support and Psychological Empowerment on Employee Retention Intention. The regression model is statistically significant ($F = 160.701$, $p < 0.001$) and explains 54.9% of the variation in Employee Retention Intention ($R^2 = 0.549$). Employee Engagement emerges as the strongest predictor ($\beta = 0.362$, $p < 0.001$), followed by Perceived Organisational Support ($\beta = 0.314$, $p < 0.001$) and Psychological Empowerment ($\beta = 0.234$, $p < 0.001$). Therefore, H1 is accepted, as Employee Engagement has a significant positive influence on retention intention. H2 is accepted, since

Perceived Organisational Support significantly and positively influences retention intention. H3 is also accepted, as Psychological Empowerment demonstrates a significant positive influence. These findings are consistent with prior research linking engagement, organisational support and empowerment with positive employee attitudes and retention-related outcomes (Saks, 2006, 2019; Eisenberger et al., 1986; Spreitzer, 1995).

Table 4.5: One-Way ANOVA of Employee Retention Intention Across Age Groups

Source of Variation	Sum of Squares	df	Mean Square	F-value	Sig.
Between Groups	5.964	3	1.988	10.071	0.000
Within Groups	78.168	396	0.197	—	—
Total	84.132	399	—	—	—

Source: Authors' Primary Survey Data.

Table 4.5 presents the One-Way ANOVA results examining whether Employee Retention Intention differs significantly across the four age groups. The obtained F-value of **10.071** is statistically significant at the 1% level ($p < 0.001$), indicating that retention intention varies significantly among employees belonging to different age categories. The result suggests that age may influence employees' perceptions and intentions concerning their continuation with an organisation, potentially reflecting differences in career stage, work expectations and organisational priorities. Previous research indicates that employee attitudes and turnover-related intentions can vary according to individual and employment characteristics (Hom et al., 2012; Weng & McElroy, 2012). Objective 4 is therefore supported by the ANOVA result. However, H1, H2 and H3 are neither accepted nor rejected through Table 4.5 because these hypotheses specifically concern the influence of Employee Engagement, Perceived Organisational Support and Psychological Empowerment.

Table 4.6: Independent Samples t-Test of Employee Retention Intention by Gender

Gender	N	Mean	Std. Deviation	t-value	df	Sig. (2-tailed)
Male	221	3.642	0.631	2.184	394	0.030
Female	175	3.498	0.686	—	—	—

Source: Authors' Primary Survey Data.

Table 4.6 examines whether Employee Retention Intention differs significantly between male and female employees. The mean retention intention of male respondents is 3.642, compared with 3.498 among female respondents, indicating a comparatively higher retention intention among male employees in the sample. The obtained t-value of 2.184 with a significance value of 0.030 indicates that the difference is statistically significant at the 5% level. Therefore, the result suggests that gender is associated with differences in employees' intention to remain with their organisations. Such differences may reflect variations in workplace experiences, career expectations and organisational circumstances, although these factors are not directly examined in the present study. Previous research emphasises the importance of individual and employment characteristics in understanding turnover-related attitudes and intentions (Hom et al., 2012; Allen et al., 2010). Objective 5 is therefore supported. However, H1, H2 and H3 are neither accepted nor

rejected through Table 4.6 because the principal hypotheses concern the three organisational and psychological predictors of retention intention.

CHAPTER 5: MAJOR FINDINGS AND SUGGESTIONS FROM THE STUDY

5.1 Major Findings of the Study

1. Predominance of Young Employees: The study indicates that 49.5% of respondents are below 31 years of age, while 50.0% fall between 31 and 40 years. This indicates a relatively young workforce and provides an appropriate context for examining engagement, organisational support and retention intention. Career stage and employment experiences can influence employees' withdrawal and retention-related decisions (Hom et al., 2012; Weng & McElroy, 2012).

2. Employee Engagement is Relatively Strong: Employee Engagement records the highest mean score of 3.681, indicating generally favourable levels of employee involvement, enthusiasm and psychological connection with work. This is consistent with engagement literature suggesting that engaged employees tend to demonstrate stronger positive work attitudes and organisational outcomes (Kahn, 1990; Schaufeli et al., 2006).

3. Strong Reliability of the Measurement Scales: Cronbach's Alpha values range between 0.876 and 0.903, indicating strong internal consistency across all four constructs. The results demonstrate that the measurement items provide a reliable basis for examining employee engagement, organisational support, psychological empowerment and retention intention (Saks, 2006; Spreitzer, 1995).

4. Employee Engagement Has the Strongest Relationship with Retention Intention: Employee Engagement demonstrates the strongest correlation with Employee Retention Intention ($r = 0.681$) and the strongest regression coefficient ($\beta = 0.362$, $p < 0.001$). This indicates that employees who experience stronger engagement are more likely to express an intention to remain with their organisation. This finding is consistent with research linking employee engagement with positive organisational and employee outcomes (Harter et al., 2002; Saks, 2019).

5. Organisational Support Significantly Influences Retention Intention: Perceived Organisational Support demonstrates a significant positive relationship with Retention Intention ($r = 0.647$) and a significant regression effect ($\beta = 0.314$, $p < 0.001$). Employees who perceive that their organisation values their contribution and cares about their well-being are more likely to demonstrate stronger retention intentions, consistent with organisational support theory (Eisenberger et al., 1986, 1990).

6. Psychological Empowerment Positively Influences Retention Intention: Psychological Empowerment has a significant positive correlation with Retention Intention ($r = 0.592$) and a significant regression coefficient ($\beta = 0.234$, $p < 0.001$). This indicates that autonomy, competence, meaningfulness and influence at work can contribute to employees' willingness to remain with their organisations (Thomas & Velthouse, 1990; Spreitzer, 1995).

7. Significant Age-Based Differences in Retention Intention: The One-Way ANOVA produces an F-value of 10.071 ($p < 0.001$), indicating significant differences in Employee Retention Intention across age groups. This suggests that employees at different career stages may have

different expectations and retention-related attitudes, reinforcing the importance of considering employee characteristics when developing retention strategies (Hom et al., 2012; Allen et al., 2010).

8. Significant Gender-Based Difference in Retention Intention: The independent-samples t-test indicates a statistically significant difference between male and female respondents ($t = 2.184$, $p = 0.030$), with male respondents recording a higher mean retention intention (3.642) than female respondents (3.498). This suggests that demographic characteristics may be relevant when examining employee retention, although further research is required to identify the underlying reasons for this difference.

5.2 Suggestions of the Study

1. Strengthen Employee Engagement Initiatives: Organisations should develop practices that increase employees' involvement, meaningfulness and connection with their work. Regular feedback, recognition, career-development opportunities and participative decision-making can strengthen engagement and potentially improve retention outcomes (Kahn, 1990; Saks, 2019).

2. Improve Perceived Organisational Support: Organisations should demonstrate genuine concern for employee well-being and recognise employees' contributions through supportive leadership, fair policies, welfare initiatives and responsive grievance mechanisms. Strong organisational support can strengthen employees' sense of obligation and attachment to the organisation (Eisenberger et al., 1986; Eisenberger et al., 1990).

3. Promote Psychological Empowerment: Managers should provide employees with greater autonomy, decision-making authority and opportunities to utilise their skills. Empowering employees can strengthen feelings of competence, meaningfulness and influence, which are important elements of psychological empowerment (Thomas & Velthouse, 1990; Spreitzer, 1995).

4. Develop Age-Sensitive Retention Strategies: Since significant differences were observed across age groups, organisations should consider employees' career stages when designing retention programmes. Younger employees may value career advancement and learning opportunities, whereas employees at later career stages may place greater emphasis on stability, recognition and work-life considerations (Allen et al., 2010; Weng & McElroy, 2012).

5. Adopt Inclusive and Gender-Sensitive HR Practices: The significant gender difference in retention intention indicates the need for organisations to examine whether workplace experiences differ across employee groups. Organisations should strengthen equal career opportunities, transparent promotion systems, supportive work arrangements and inclusive workplace policies to address potential differences in employee retention experiences (Hom et al., 2012; Allen et al., 2010).

CHAPTER 6: CONCLUSION

The study concludes that Employee Engagement, Perceived Organisational Support and Psychological Empowerment are significant positive determinants of Employee Retention Intention among employees in Karnataka. The regression results demonstrate that all three

variables significantly contribute to employees' intention to remain with their organisations, with Employee Engagement emerging as the strongest predictor ($\beta = 0.362$), followed by Perceived Organisational Support ($\beta = 0.314$) and Psychological Empowerment ($\beta = 0.234$). The model explains 54.9% of the variation in retention intention, indicating substantial explanatory power. These findings reinforce previous research highlighting the importance of employee engagement, organisational support and empowerment in developing positive employee attitudes and reducing withdrawal intentions (Kahn, 1990; Saks, 2006, 2019; Eisenberger et al., 1986; Spreitzer, 1995). The study further establishes that Employee Retention Intention differs significantly across age groups and between male and female employees. These findings indicate that retention cannot be addressed through a uniform HR strategy, as employees may have different expectations depending on their demographic and career characteristics. Organisations should therefore combine engagement-oriented practices with supportive organisational policies and employee empowerment while also considering workforce diversity when designing retention programmes. The findings are consistent with the broader literature suggesting that employee withdrawal and retention decisions are influenced by both organisational experiences and individual employment circumstances (Allen et al., 2010; Hom et al., 2012; Weng & McElroy, 2012). Overall, the study demonstrates that creating an engaging, supportive and empowering workplace can provide an important foundation for strengthening employee retention.

Future Scope of Research

Future research can extend the present study by incorporating additional variables such as leadership style, job satisfaction, organisational commitment, work-life balance, career development, compensation satisfaction and psychological safety to develop a more comprehensive retention model. Researchers may also employ PLS-SEM or Structural Equation Modelling to investigate mediation and moderation effects, such as whether organisational commitment mediates the relationship between employee engagement and retention intention. Comparative studies across industries, regions and organisational sizes could improve the generalisability of the findings, while longitudinal studies could examine whether engagement, organisational support and empowerment produce sustained effects on actual employee turnover rather than merely retention intention. Such extensions would build upon established research concerning employee engagement, organisational support and employee withdrawal behaviour (Saks, 2019; Hom et al., 2012; Allen et al., 2010).

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