

# Exploring the Relationship Between Satisfaction and Intention to Stay Among Millennial Employees: The Moderating Role of Managerial Support

Pratibha Thakur, Chandigarh Group of Colleges, Landran, India\*

Rupali Arora, Chandigarh University, India

## ABSTRACT

The main purpose of the study is to investigate the relationship between job satisfaction, organizational commitment, and intention to stay among the millennials working in IT organizations of North India. The present study has adopted descriptive research design and purposive sampling technique was used to gather data from 396 respondents with the help of a structured questionnaire. The data was analyzed using SPSS and PLS-SEM. Findings revealed that job satisfaction has a significant impact on organizational commitment ( $\beta=0.457$ ,  $p<0.05$ ) and intention to stay ( $\beta=0.596$ ,  $p<0.05$ ). It was also revealed that managerial support moderates the relationship between job satisfaction and intention to stay. This study is one of the few empirical studies that have investigated the perception of millennials about their intention to stay in IT sector. The study will be beneficial for the HR experts in improving the employees' intention to stay by focusing on giving support to their employees.

## KEYWORDS

India, Intention to Stay, IT Industry, Job Satisfaction, Managerial Support, Organizational Commitment

## INTRODUCTION

Retaining employees in an organization has become an important area of concern in this competitive scenario for the success of the organization (Mowday, 1998). Studies related to employee turnover have highlighted that job dissatisfaction and low level of commitment increase the employees' intention to leave the organization (Long et al., 2012). Mathieu and Zajac (1990) identified that organizational financial benefits can be increased as a result of retaining competent employees, which includes reduced turnover, less training costs (Tett and Meyer, 1993). Brunetto et al. (2012) highlighted that satisfied employees have higher commitment level towards their organization in comparison to the less satisfied employees. Employers are more concerned about improved performance, lower absenteeism, less chances of withdrawing, whereas, employees are more concerned about their salaries, promotions, respect and so on (Kumar et al., 2018). If there is a match between the employees' goals and organizational goals, the employees are more likely to remain loyal and committed to their organizations (Sharma, 2019). India's top organizations are also facing issues in hiring and retaining talented employees.

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\*Corresponding Author

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According to the researchers, it was believed that IT personnel differ from non-IT employees in terms of job design which leads to greater satisfaction (Traymbak and Verma, 2021). Millennials are also important for the technology sector as they are digital natives. The millennials have surpassed other generations and retaining such a large workforce have challenging for the policymakers. They are more concerned about their career and if there is a mismatch in the skills and the jobs, they are willing to shift jobs (Chavadi et al., 2021). Millennials consider it critical that the organization must provide growth opportunities for the overall development and to enhance their leadership skills (Prakash et al., 2021). Organizations strive to retain their talented employees and the millennials are three times more intended to switch their jobs (Ertas, 2015).

Joseph et al. (2007) confirmed that young employees are more prone to quit the organizations in comparison to older employees. Due to the rise in job hopping, retaining millennials is a new challenge faced by the organizations in this competitive scenario. Therefore, organizations have understood the need to retain talented workforce and engage them to achieve organizational objectives. This generation has a different perspective for growth and development in the technology sector and they can offer innovative ideas to the organizations for the effective functioning of its organizational activities. The ideas and approach of such employees are becoming a pathway for innovations in technology industry. Millennials, consisting a major portion in today's workforce are willing to receive good salary packages and career development and continues to look for alternatives until they find similarity between their own values and values of the organization (Lester et al., 2012). According to the studies in IT sector, turnover intention has been observed as a result of commitment and job satisfaction (Carayon et al., 2006).

Indian IT sector is one of the largest employer with a workforce of 4.3 million as of FY20 (IBEF, 2021). Most of the previous were based on the factors influencing job satisfaction and commitment level of employees, but only a few research studies have focused on determining millennials' intention to stay. Very few studies have been conducted to examine the perception of millennials on the relationship between satisfaction and intention to stay in the IT sector of North India. As a result, it would be interesting to know whether the satisfied employees intend to stay in the organization. The purpose of the study is manifold. First, the study attempts to investigate the association between job satisfaction and intention to stay. Second, the study examines the mediating effect of organizational commitment and moderating effect of managerial support on the relationship between job satisfaction and employees' intention to stay.

The suggestions given by Misra (2021) have been used in structuring the abstract and introduction of the present paper. The remaining paper is organized as: theoretical framework and review of literature followed by the research methodology. Further, the paper discusses about the research findings, implications and limitations and scope for future research.

## **2. REVIEW OF LITERATURE**

### **2.1 Theoretical Framework**

The theoretical underpinning in the present study is grounded on the concept of social exchange theory (Blau, 1964). Social exchange theory predicts that if employees receive fair return in the exchange relationship, the job satisfaction level will increase. (Eisenberger et al., 1990) stated that the practice of social exchange is initiated by businesses when they believe that the contribution of employees is important and ready to pay attention to the welfare and well-being of employees. "Social exchange theory suggests that employees who value benefits received from their organization, such as pay, fringe benefits or working conditions, will reciprocate with more positive work attitudes" (Haar, 2006). Satisfied employees are more likely to retain in their organizations, leading to reduced turnover (Malik et al., 2010). When the organizations give employees with a positive work environment then employees would respond with loyalty by showing emotional attachment towards their organization. The result

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