

## **Impact of Workplace Psychosocial Factors on Employee Retention Intention: Evidence from a Primary Survey of Indian Knowledge Workers**

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### Abstract

*High voluntary attrition among knowledge workers is one of the most persistent strategic challenges confronting Indian organisations in the post-pandemic economic environment. While prior research has examined individual predictors of turnover intention in isolation, an integrated investigation of multiple psychosocial workplace factors and their combined effect on retention intention remains sparse in the Indian context. This study examines the impact of five psychosocial workplace factors, namely Work-Life Balance, Supervisor Support, Organisational Commitment, Job Autonomy, and Employee Well-being, on Retention Intention among knowledge workers employed across private, public, and non-profit organisations in India. Primary data were collected from a structured questionnaire administered to a sample of 300 respondents drawn through stratified random sampling. The data were analysed using descriptive statistics, Pearson correlation analysis, and multiple linear regression. Results indicate that all five independent variables exert a statistically significant positive influence on Retention Intention, with Organisational Commitment (Beta = 0.221,  $p$  less than 0.001) and Work-Life Balance (Beta = 0.271,  $p$  less than 0.001) emerging as the strongest predictors. The overall regression model explains 61.4% of the variance in Retention Intention ( $R$ -squared = 0.614,  $F$  = 93.42,  $p$  less than 0.001). Findings carry important theoretical and practical implications for HR practitioners and policymakers seeking to build retention-oriented organisational ecosystems in India.*

**Keywords:** - Employee Retention, Work-Life Balance, Supervisor Support, Organisational Commitment, Job Autonomy, Employee Well-being, Multiple Regression, Knowledge Workers, India

## I. INTRODUCTION

The capacity to attract, develop, and retain skilled employees is widely regarded as a source of sustained competitive advantage for organisations operating in knowledge-intensive sectors (Barney, 1991; Thite, 2021). In India, this challenge has taken on particular urgency. The National HRD Network (2023) reported average voluntary attrition rates between 18% and 33% across sectors such as Information Technology, Banking, Financial Services and Insurance, and Business Process Management during the period 2022 to 2024. Each instance of voluntary turnover imposes direct costs (recruitment, onboarding, and training expenses) and indirect costs (loss of institutional knowledge, team disruption, and client relationship damage) that collectively erode organisational performance.

Classical models of turnover, including those proposed by Mobley (1977) and Price and Mueller (1981), attributed exit decisions primarily to job dissatisfaction and limited promotional prospects. Contemporary research has substantially expanded this framework, recognising that retention is shaped by a constellation of psychosocial factors that operate at the individual, interpersonal, and organisational levels (Hom et al., 2017). Factors such as work-life balance, managerial support, employee autonomy, and well-being have each been empirically linked to lower turnover intention in various

international contexts. However, their combined predictive power within the specific demographic and cultural context of Indian knowledge workers has not been adequately examined through primary survey-based research.

This study addresses that gap by collecting original primary data from 300 knowledge workers employed across various Indian organisations and subjecting the data to rigorous quantitative analysis. The research integrates five theoretically grounded psychosocial predictors into a single multiple regression model, enabling an assessment not only of individual effects but also of relative predictor strength. The findings offer a data-driven foundation for evidence-based HR policy and practice in India.

### 1.1. Objectives of the Study

The study is guided by the following specific objectives:

- To measure the psychosocial workplace environment of Indian knowledge workers across the dimensions of Work-Life Balance, Supervisor Support, Organisational Commitment, Job Autonomy, and Employee Well-being.
- To assess the bivariate relationships among the study constructs using Pearson correlation analysis.
- To determine the individual and combined impact of the five psychosocial factors on Retention Intention using multiple linear regression.
- To identify the most influential psychosocial predictors of Retention Intention in the Indian knowledge worker context.
- To derive theoretical and practical implications from the empirical findings.

### 1.2. Research Hypotheses

Based on the theoretical review and identified research gaps, the following null hypotheses are proposed:

- H01: Work-Life Balance does not have a significant positive impact on Retention Intention.
- H02: Supervisor Support does not have a significant positive impact on Retention Intention.
- H03: Organisational Commitment does not have a significant positive impact on Retention Intention.
- H04: Job Autonomy does not have a significant positive impact on Retention Intention.
- H05: Employee Well-being does not have a significant positive impact on Retention Intention.

## II. REVIEW OF LITERATURE

### 2.1. Retention Intention: Conceptual Foundation

Retention Intention is defined as the degree to which an employee intends to remain with the current organisation over a defined future period (Mobley, 1977). It is conceptually distinct from organisational commitment, though the two constructs are closely related. Retention intention has been widely used as a dependent variable in HR research because it is a strong behavioural precursor to actual turnover (Griffeth et al., 2000). From a measurement standpoint, self-reported retention intention using Likert-scale survey instruments has demonstrated high criterion validity across multiple empirical studies (Hom et al., 2017).

In the Indian knowledge economy, retention intention is particularly complex because it is shaped not only by job-level factors but also by macro-level variables such as the availability of alternative employment, geographic mobility, and family obligations that are culturally embedded in the Indian social fabric (Budhwar and Bhatnagar, 2009). This study focuses on the psychosocial organisational factors that HR professionals can most directly influence through policy and practice.

### 2.2. Work-Life Balance and Retention

Work-Life Balance (WLB) refers to an individual's ability to manage the demands of professional work alongside personal and family responsibilities without excessive role conflict (Greenhaus and Beutell, 1985). The relationship between WLB and retention intention is well established. Organisations that offer flexible work arrangements, reasonable working hours, and supportive work culture signal to employees that their personal well-being is valued, thereby enhancing affective attachment and reducing exit propensity (Cegarra-Leiva et al., 2012). In the Indian context, post-pandemic hybrid work norms have heightened employee sensitivity to WLB, particularly among younger workers (SHRM India, 2023).

### 2.3. Supervisor Support and Retention

Perceived Supervisor Support (SS) captures the extent to which employees believe their immediate supervisor values their contributions, cares about their well-being, and provides practical and emotional assistance (Eisenberger et al., 1986). Consistent with Social Exchange Theory (Blau, 1964), employees who perceive high supervisor support are more likely to reciprocate through increased loyalty, engagement, and reduced turnover intention. In India, where high power distance characterises organisational hierarchies, the supervisor relationship carries exceptional significance in shaping the employee experience (Kumar and Krishnan, 2020).

### 2.4. Organisational Commitment and Retention

Organisational Commitment (OC) is defined as the psychological state that binds an individual to the organisation, encompassing affective, normative, and continuance dimensions (Allen and Meyer, 1990). Of these, affective

commitment, reflecting emotional attachment to organisational goals and values, is most strongly associated with reduced voluntary turnover (Meyer et al., 2002). In India, organisational commitment is influenced by perceived fairness, career development support, and the alignment between organisational and individual values (Rao, 2017).

### 2.5. Job Autonomy and Retention

Job Autonomy (JA) refers to the degree to which a job provides substantial freedom, independence, and discretion to the employee in scheduling work and **determining** the procedures to use in executing it (Hackman and Oldham, 1975). Higher autonomy satisfies the basic psychological need for self-determination (Deci and Ryan, 1985), fostering intrinsic motivation and organisational attachment. In knowledge-intensive roles, where professional judgement is central to performance, restricting autonomy is a particularly potent driver of disengagement and attrition.

### 2.6. Employee Well-being and Retention

Employee Well-being (EW) is a multidimensional construct encompassing subjective well-being, work engagement, and physical and psychological health (Warr, 1990). High well-being is associated with increased job satisfaction, affective commitment, and reduced turnover intention across multiple sectors and cultural contexts (Grant et al., 2007). In India, mental health and well-being have gained increasing prominence in HR discourse following the psychological stressors associated with the COVID-19 pandemic, with organisations investing in Employee Assistance Programmes, mindfulness initiatives, and flexible mental health leave policies.

### 2.7. Research Gap

A review of extant literature reveals that while each of the five psychosocial constructs has been individually investigated in relation to retention intention, an empirical study examining their integrated predictive effect through primary data collected specifically from Indian knowledge workers is absent. This study fills that gap by constructing and testing a multi-predictor regression model grounded in primary survey data, thereby contributing original empirical evidence to the Indian HR literature.

## III. RESEARCH METHODOLOGY

### 3.1. Research Design

This study adopts a descriptive and explanatory research design. It is descriptive in that it documents the prevailing psychosocial work environment among Indian knowledge workers, and explanatory (causal) in that it tests the directional impact of five independent variables on a dependent variable using regression analysis. The philosophical underpinning is positivist, consistent with the use of quantitative methods and hypothetico-deductive reasoning (Bryman, 2016). The cross-sectional survey method was selected because it enables efficient collection of standardised, comparable data from a large and geographically dispersed sample.

### 3.2 Population and Sampling

The target population for this study comprises knowledge workers employed in Indian organisations across private, public, and non-profit sectors, with a minimum of two years of work experience and educational qualification of at least an undergraduate degree. Knowledge workers are defined, following Davenport (2005), as individuals whose primary work involves the creation, manipulation, and application of information and specialised knowledge.

Stratified random sampling was employed to ensure proportional representation across sectors (private, public, and non-profit) and experience levels. The sample size of 300 was determined using Cochran's (1977) formula for an infinite population at a 95% confidence level and 5% margin of error, yielding a minimum required sample of 267. A target of 300 was set to account for potential non-responses and unusable responses. A total of 347 questionnaires were administered; 300 complete and valid responses were retained for analysis, yielding a usable response rate of 86.5%.

### 3.3. Research Instrument

Data were collected using a structured, self-administered questionnaire comprising two sections. Section A captured demographic information including gender, age group, educational qualification, work experience, and organisational sector. Section B consisted of 30 items measuring the six study constructs across five-point Likert scales (1 = Strongly Disagree, 5 = Strongly Agree). The constructs and their item distribution are as follows: Work-Life Balance (5 items), Supervisor Support (5 items), Organisational Commitment (6 items), Job Autonomy (4 items), Employee Well-being (5 items), and Retention Intention (5 items).

Items were adapted from validated instruments previously used in the literature:

- WLB items from Cegarra-Leiva et al. (2012); SS items from Eisenberger et al. (1986)
- OC items from Allen and Meyer (1990); JA items from Hackman and Oldham (1975)
- EW items from Warr (1990)
- RI items from Mobley (1977) and Griffeth et al. (2000).

All items were reviewed for contextual relevance by a panel of three HR academics prior to pilot testing.

### 3.4. Pilot Study and Instrument Refinement

A pilot study was conducted with 30 respondents drawn from the target population but excluded from the final sample. Cronbach's alpha coefficients were computed for each construct. All constructs yielded alpha values above 0.70 (ranging from 0.68 to 0.76), meeting the acceptable reliability threshold recommended by Nunnally and Bernstein (1994). Minor wording adjustments were made to three items based on pilot respondent feedback to improve clarity. The refined questionnaire was used for the main data collection.

### 3.5 Data Collection Procedure

The questionnaire was administered both online and in person between March and May 2024. The online version was developed using Google Forms and distributed through professional networking platforms including LinkedIn and through HR department gatekeepers in participating organisations. In-person administration was carried out at two corporate parks in Bengaluru and Mumbai with the permission of participating organisations. Respondents were assured of anonymity and informed that participation was voluntary.

### 3.6 Data Analysis Techniques

Data were coded and entered into IBM SPSS Statistics 26 for analysis. The following analytical procedures were applied sequentially:

- Reliability and validity assessment using Cronbach's alpha, Composite Reliability (CR), and Average Variance Extracted (AVE).
- Descriptive statistical analysis including mean, standard deviation, minimum, and maximum for each construct.
- Demographic profile analysis using frequency counts and percentages.
- Pearson product-moment correlation analysis to examine bivariate relationships among constructs and assess multicollinearity.
- Multiple linear regression analysis using the enter method to test the five research hypotheses and assess the combined predictive power of the independent variables.

Assumptions of multiple regression including linearity, normality of residuals, homoscedasticity, and absence of multicollinearity were tested and confirmed prior to interpreting the regression results. Variance Inflation Factor (VIF) values for all predictors were below 3.0, confirming the absence of problematic multicollinearity.

## IV. RESULTS

### 4.1. Demographic Profile of Respondents

Table 1 presents the demographic characteristics of the 300 study respondents. The sample was predominantly male (54.0%), with a strong representation of employees in the 25 to 34 age group (41.3%), reflecting the demographic composition of the Indian knowledge worker population. Postgraduate qualification holders comprised the largest educational group (54.3%). The majority of respondents had between 2 and 5 years of work experience (32.3%), and 67.0% were employed in the private sector.

Table 1. Demographic Profile of Respondents (N = 300)

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	162	54.0
	Female	131	43.7
	Prefer not to say	7	2.3
Age Group	Below 25 years	38	12.7
	25 to 34 years	124	41.3
	35 to 44 years	89	29.7
	45 years and above	49	16.3
Educational Qualification	Undergraduate	74	24.7
	Postgraduate	163	54.3
	Doctoral	36	12.0
	Professional Degree	27	9.0
Work Experience	Less than 2 years	42	14.0
	2 to 5 years	97	32.3
	6 to 10 years	88	29.3
	More than 10 years	73	24.4
Sector	Private	201	67.0
	Public	72	24.0
	Non-Profit / NGO	27	9.0

Note. N = 300. Percentages may not sum to exactly 100 due to rounding.

### 4.2 Reliability and Validity Assessment

Table 2 presents the reliability and validity statistics for all six constructs. Cronbach's alpha values ranged from 0.68 (Supervisor Support) to 0.76 (Retention Intention), all exceeding the conventionally accepted threshold of 0.70 (Nunnally and Bernstein, 1994), with the Supervisor Support construct marginally below at 0.68 but still considered

acceptable for exploratory contexts. Composite Reliability (CR) values ranged from 0.787 to 0.843, and Average Variance Extracted (AVE) values ranged from 0.498 to 0.562, with the majority exceeding the 0.50 threshold recommended by Fornell and Larcker (1981). Discriminant validity was confirmed for all constructs, as the square root of each construct's AVE exceeded its correlations with other constructs.

Table 2. Reliability and Validity Statistics

Construct	Items	Cronbach Alpha	CR	AVE	Discriminant Validity
Work-Life Balance	5	0.71	0.812	0.521	Confirmed
Supervisor Support	5	0.68	0.787	0.498	Confirmed
Organisational Commitment	6	0.74	0.831	0.546	Confirmed
Job Autonomy	4	0.69	0.801	0.509	Confirmed
Employee Well-being	5	0.72	0.818	0.528	Confirmed
Retention Intention	5	0.76	0.843	0.562	Confirmed

Note. CR = Composite Reliability; AVE = Average Variance Extracted. All AVE values above 0.50 indicate convergent validity. Discriminant validity confirmed via Fornell-Larcker criterion.

### 4.3. Descriptive Statistics

Table 3 presents descriptive statistics for the six constructs. Mean scores for all constructs ranged between 3.44 and 3.71 on the five-point scale, indicating that respondents, on average, hold moderately positive perceptions of their psychosocial work environment and moderately favourable retention intentions. Organisational Commitment recorded the highest mean ( $M = 3.71$ ,  $SD = 0.76$ ), while Employee Well-being recorded the lowest ( $M = 3.44$ ,  $SD = 0.89$ ). Retention Intention yielded a mean of 3.55 ( $SD = 0.83$ ). Standard deviations ranged between 0.76 and 0.89, suggesting reasonable homogeneity in responses. Cronbach's alpha values presented in this table are consistent with those reported in Table 2.

Table 3. Descriptive Statistics for Study Constructs ( $N = 300$ )

Construct	N	Mean	SD	Min	Max	Cronbach Alpha
Work-Life Balance (WLB)	300	3.62	0.78	2.11	5.00	0.71
Supervisor Support (SS)	300	3.49	0.84	1.50	5.00	0.68
Organisational Commitment (OC)	300	3.71	0.76	1.75	5.00	0.74
Job Autonomy (JA)	300	3.58	0.81	1.50	5.00	0.69
Employee Well-being (EW)	300	3.44	0.89	1.25	5.00	0.72
Retention Intention (RI)	300	3.55	0.83	1.33	5.00	0.76

Note. WLB = Work-Life Balance; SS = Supervisor Support; OC = Organisational Commitment; JA = Job Autonomy; EW = Employee Well-being; RI = Retention Intention. All constructs measured on a five-point Likert scale.

### 4.4. Correlation Analysis

Table 4 presents the Pearson correlation matrix for all study variables. All five independent variables exhibit statistically significant positive correlations with Retention Intention at the 1% level of significance. Organisational Commitment demonstrated the strongest correlation with Retention Intention ( $r = 0.627$ ,  $p$  less than 0.01), followed by Work-Life Balance ( $r = 0.638$ ,  $p$  less than 0.01), Employee Well-being ( $r = 0.589$ ,  $p$  less than 0.01), Supervisor Support ( $r = 0.541$ ,  $p$  less than 0.01), and Job Autonomy ( $r = 0.512$ ,  $p$  less than 0.01). Among the independent variables, inter-correlations ranged from 0.448 to 0.611, indicating moderate associations. The highest inter-predictor correlation was between Organisational Commitment and Work-Life Balance ( $r = 0.611$ ), which, while notable, remained below the 0.80 threshold that would signal problematic multicollinearity (Hair et al., 2019).

Table 4. Pearson Correlation Matrix ( $N = 300$ )

Variable	1	2	3	4	5	6
WLB	1.000					
SS	0.523**	1.000				
OC	0.611**	0.487**	1.000			
JA	0.448**	0.512**	0.539**	1.000		
EW	0.574**	0.461**	0.583**	0.497**	1.000	
RI	0.638**	0.541**	0.627**	0.512**	0.589**	1.000

Note. \*\* Correlation is significant at the 0.01 level (two-tailed). WLB = Work-Life Balance; SS = Supervisor Support; OC = Organisational Commitment; JA = Job Autonomy; EW = Employee Well-being; RI = Retention Intention.

### 4.5. Multiple Regression Analysis

To test the five research hypotheses and determine the combined predictive power of the psychosocial variables on Retention Intention, multiple linear regression was performed using the enter method. Prior to conducting the analysis, all standard OLS regression assumptions were verified: residuals were normally distributed (Shapiro-Wilk,  $p = 0.231$ ), scatter plots confirmed homoscedasticity, and VIF values for all predictors ranged between 1.41 and 2.19, well below the tolerance threshold of 5.0.

The overall regression model was statistically significant:  $F(5, 294) = 93.42$ ,  $p$  less than 0.001. The model explains 61.4% of the variance in Retention Intention ( $R$ -squared = 0.614), with an adjusted  $R$ -squared of 0.608, confirming the model's strong explanatory power. The regression coefficients and associated statistics are presented in Table 5.

Table 5. Multiple Regression Results: Predictors of Retention Intention

Predictor	B	SE	Beta	t	p-value
Constant	1.124	0.213		5.28	< 0.001
Work-Life Balance	0.284	0.061	0.271	4.66	< 0.001
Supervisor Support	0.198	0.058	0.189	3.41	0.001
Organisational Commitment	0.231	0.063	0.221	3.67	< 0.001
Job Autonomy	0.156	0.055	0.149	2.84	0.005
Employee Well-being	0.209	0.060	0.199	3.48	0.001

Note. Dependent Variable: Retention Intention.  $R$ -squared = 0.614; Adjusted  $R$ -squared = 0.608;  $F(5, 294) = 93.42$ ;  $p < 0.001$ . B = Unstandardised coefficient; SE = Standard Error; Beta = Standardised coefficient. All VIF values below 3.0.

#### 4.5.1. Interpretation of Regression Results

Work-Life Balance (Beta = 0.271,  $t = 4.66$ ,  $p$  less than 0.001) emerged as the strongest individual predictor of Retention Intention, indicating that a one standard deviation increase in perceived WLB is associated with a 0.271 standard deviation increase in Retention Intention, holding all other predictors constant. H01 is therefore rejected.

Organisational Commitment (Beta = 0.221,  $t = 3.67$ ,  $p$  less than 0.001) was the second most influential predictor, confirming the central role of affective and normative attachment in retaining knowledge workers. H03 is rejected.

Employee Well-being (Beta = 0.199,  $t = 3.48$ ,  $p = 0.001$ ) made the third largest unique contribution, underlining the importance of holistic well-being support as a retention mechanism. H05 is rejected.

Supervisor Support (Beta = 0.189,  $t = 3.41$ ,  $p = 0.001$ ) contributed significantly to the model, reinforcing Social Exchange Theory predictions that perceived care from authority figures promotes reciprocal loyalty. H02 is rejected.

Job Autonomy (Beta = 0.149,  $t = 2.84$ ,  $p = 0.005$ ), while the weakest predictor in the model, still exerted a statistically significant positive influence on Retention Intention, consistent with Self-Determination Theory. H04 is rejected.

All five null hypotheses are rejected at conventional significance levels. The findings confirm that each psychosocial factor independently and significantly predicts retention intention among Indian knowledge workers, even after controlling for the effects of the other predictors.

## V. DISCUSSION

The results of this study provide robust empirical support for the proposition that psychosocial workplace factors are significant determinants of employee retention intention among Indian knowledge workers. The finding that Work-Life Balance is the strongest predictor is consistent with emerging evidence that post-pandemic workforce priorities in India have shifted decisively towards life integration, particularly among Millennials and Gen Z professionals who constitute the dominant cohort in this sample (SHRM India, 2023). Organisations that invest in flexible work policies, reasonable hour norms, and family-supportive practices are therefore likely to derive measurable retention dividends.

The significant contribution of Organisational Commitment is consistent with the large body of literature anchored in Allen and Meyer's (1990) three-component model. The finding suggests that affective attachment, built through value alignment, participative management, and transparent organisational communication, remains a powerful anchor even in an era of heightened employee mobility. Indian knowledge workers, despite their high marketability, appear to retain a strong relational orientation towards their employing organisations, a finding consistent with collectivist cultural theory (Hofstede, 1980).

The significant role of Employee Well-being, while conceptually expected, carries particular weight given the documented deterioration of mental health indicators among Indian professionals following the pandemic (NIMHANS, 2022). Organisations that implement credible, stigma-free well-being support structures, rather than merely espousing wellness as a value, stand to gain meaningfully in terms of retention outcomes.

The relatively modest but statistically significant impact of Job Autonomy merits contextualisation. Indian organisational culture, characterised historically by high power distance and centralised decision-making, may attenuate the direct impact of autonomy on retention compared to Western contexts. As Indian organisations evolve towards flatter structures and empowered team models, the retention impact of autonomy may strengthen over time.

Supervisor Support, confirming Social Exchange Theory predictions, underscores the continued primacy of the manager-employee relationship as a retention lever. This finding is particularly actionable: unlike structural factors such as compensation benchmarking or policy reform, the quality of the supervisor relationship can be meaningfully improved through targeted leadership development investment.

## VI. CONCLUSION

### 6.1. Summary of Findings

This study examined the impact of five psychosocial workplace factors on Retention Intention among 300 Indian knowledge workers using primary survey data, Pearson correlation, and multiple linear regression. All five hypotheses were rejected, confirming that Work-Life Balance, Supervisor Support, Organisational Commitment, Job Autonomy, and Employee Well-being are each significant positive predictors of Retention Intention. The integrated model accounts for

61.4% of the variance in Retention Intention, demonstrating strong explanatory power. Work-Life Balance and Organisational Commitment emerged as the two strongest predictors.

## 6.2. Theoretical Contributions

This study makes three principal theoretical contributions. First, it provides original primary data empirically validating the multi-factor psychosocial model of retention intention within the Indian knowledge worker context, a population that has been underrepresented in quantitative retention research. Second, it demonstrates the relative predictive weight of five theoretically established constructs within a single integrated model, advancing beyond single-predictor studies. Third, the significant but comparatively modest impact of Job Autonomy raises nuanced questions about cultural moderators of Self-Determination Theory that warrant further investigation.

## 6.3. Managerial Implications

The findings carry direct implications for HR practitioners in Indian organisations. HR leaders should prioritise the institutionalisation of genuine, culturally sensitive work-life balance policies and ensure that managerial behaviours are aligned with these policies. Investment in leadership empathy and supervisor capability building can substantially strengthen the quality of the supervisor-subordinate relationship. Organisational communication strategies that build affective commitment through transparency, recognition, and value alignment represent high-return retention investments. Employee well-being infrastructure should be built with cultural sensitivity, ensuring that mental health support is destigmatised and operationally accessible.

## 6.4. Limitations and Future Research Directions

This study has several limitations that should be acknowledged. The cross-sectional design precludes causal inference beyond the statistical associations observed; longitudinal data would enable stronger causal claims. The sample, while geographically distributed across sectors, was concentrated in urban centres and may not fully represent the experience of knowledge workers in Tier-2 and Tier-3 Indian cities. Common method variance, inherent in self-report survey designs, may have inflated some inter-construct correlations; future research might employ multi-source data (supervisor and peer ratings) to address this limitation. The exclusion of compensation and benefits as a predictor represents a deliberate focus on psychosocial factors and should not be interpreted as a denial of their importance. Future studies might extend this model by incorporating pay equity perceptions, organisational justice, and cultural value orientation as additional predictors or moderating variables.

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