UNDERSTANDING THE IMPACT OF EMPLOYEE ENGAGEMENT ON ATTRITION INTENT: A MEDIATION MODEL OF JOB SATISFACTION AMONG IT PROFESSIONALS IN URBAN INDIA

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Abstract
India is one of the fastest-growing countries in the IT sector; employee attrition has become a major concern, especially in metro cities like Chennai. In recent years, most organizations have been investing more than ever in engagement programs, yet people continue to leave. This research study explores how employee engagement influences attrition intent among employees and analyzes whether job satisfaction plays a role in that connection. For this research, we collected data using a structured questionnaire from 350 IT professionals working in Chennai. For the analysis of data, the study uses various statistical methods, including correlation and mediation analysis, to see how emotional and psychological factors of work engagement affect attrition intent. The findings of the research study show that, though engagement helps to reduce attrition intent, it doesn't work in isolation. Employees who are engaged may still leave the company if they are not satisfied with their job, the recognition, the growth opportunity given, or the leadership. This research suggests that job satisfaction is not an optional element, but rather, it could be the missing element. Organizations that focus only on boosting engagement without looking at satisfaction might not see the results they expect. The paper ends with ideas for HR leaders on how to create engagement strategies that are more meaningful and connected to what employees truly value.
Keywords: Employee Engagement, Job Satisfaction, Attrition Intent, Mediation Model, Employee Turnover

1. Introduction

The Indian information technology (IT) industry plays a major role in boosting national economic growth and technological innovation. The IT sector is considered a global powerhouse. In urban centers such as Bengaluru, Chennai, Pune, and Hyderabad, a high rate of employee attrition is one of the current challenges that all IT sectors encounter. Despite competitive salaries, flexible work models, global opportunities, and robust talent channels, the IT sector in India continues to struggle with employee retention. Though organizations make additional efforts to retain their talent, these efforts often have limited impact. The economic and organizational costs of employee churn are extensive, ranging from disruptions in project continuity to increased hiring and training costs for the company. While traditional justifications often center on compensation and career responsiveness, these do not entirely account for why employees choose to leave the organization. Increasingly, more attention has

turned to employee engagement, a construct that reflects psychological presence and enthusiasm toward work. Every organization believes that engaged employees are more productive, innovative, and loyal to the organizations they belong to. Yet, paradoxically, even highly engaged individuals sometimes express intent to leave their job, suggesting that engagement alone may not be sufficient to reduce attrition.

This inconsistency makes organizations realize that while employee engagement captures emotional and cognitive involvement, job satisfaction reflects how employees evaluate their overall work experience. It includes various aspects such as recognition, workload, leadership, and work-life balance — all of which contribute value to the employee. Employee engagement may trigger positive feelings toward work, but satisfaction could be the factor that sustains long-term commitment and reduces turnover intentions among employees. Figure 1 illustrates how several workplace factors influence how engaged employees feel. These include leadership support, compensation, organizational policies, team dynamics, and career development opportunities. While employee engagement also stems from these inputs, it is job satisfaction that may ultimately determine whether employees choose to stay or leave the organization.

Figure 1: Organizational Factors Influencing Employee Engagement.
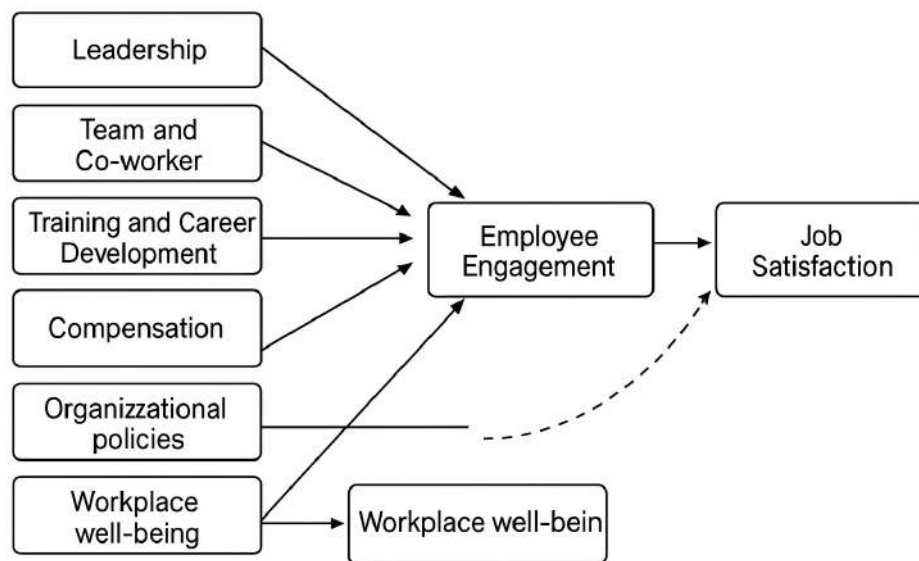
Source: Adapted from Kahn (1990); Saks (2006); Bakker & Demerouti (2008)

Existing research studies have explored the individual effects of engagement and job satisfaction on attrition intent. Also, few studies have examined their interplay through a mediation framework, especially in the context of India's dynamic and culturally unique IT workforce. There may be a few other factors that may influence the attitude rate among IT employees. By investigating this mediated relationship between job satisfaction and engagement, the research study not only builds on theoretical frameworks such as Kahn's Engagement Model and Herzberg's Two-Factor Theory but also offers practical insights for HR leaders in the IT industries who seek to design more effective retention strategies in their organization. The findings from these studies have particular relevance for

organizations operating in talent-scarce, high-demand environments where emotional and experiential aspects of work play a decisive role in employee attrition. Reducing the attrition rate will give a positive work environment for their employees and economic benefits for their organization.

As shown in Figure 2, this research study proposes that job satisfaction mediates the relationship between employee engagement and attrition intent, based on prior models of engagement and turnover.

Figure 2: Conceptual Framework Proposing Job Satisfaction as a Mediator Between Employee Engagement and Attrition Intent
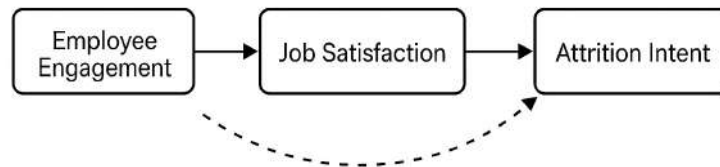
Source: Adapted from Kahn (1990); Herzberg (1959); Saks (2006); Yalabik et al. (2013)

2. Literature Review

Employee retention has become a strategic imperative for most of the organizations operating in competitive talent markets. Particularly in India's IT sector, the rise in voluntary attrition rates among employees, despite generous compensation and development opportunities provided to them, suggests deeper psychological and experiential dimensions are involved and organization should focus to address those. This literature review section explores the existing theoretical and empirical research work on employee engagement, job satisfaction, and attrition intent. This research study does not end in identifying the mediating role of job satisfaction in the employee engagement-retention equation but also to suggest how this equation can be strengthened.

2.1 Theoretical Foundations of Employee Engagement

Employee engagement is defined as "the harnessing of organization members' selves to their work roles" (Kahn, 1990). Kahn's research model posits that employees in the organization are more engaged when they experience psychological meaningfulness, safety, and availability in the workplace. Building on this, Schaufeli et al. (Schaufeli, 2002) conceptualized engagement as a positive, fulfilling work-related state characterized by vigor, dedication, and absorption.

As shown in Figure 3, Kahn's model identifies three psychological conditions namely meaningfulness, safety, and availability—that shape employee engagement. However, engagement is distinct from related constructs like job satisfaction and organizational commitment and should not be conflated with mere enthusiasm or compliance.

**Figure 3: Kahn's Psychological Conditions for Engagement**
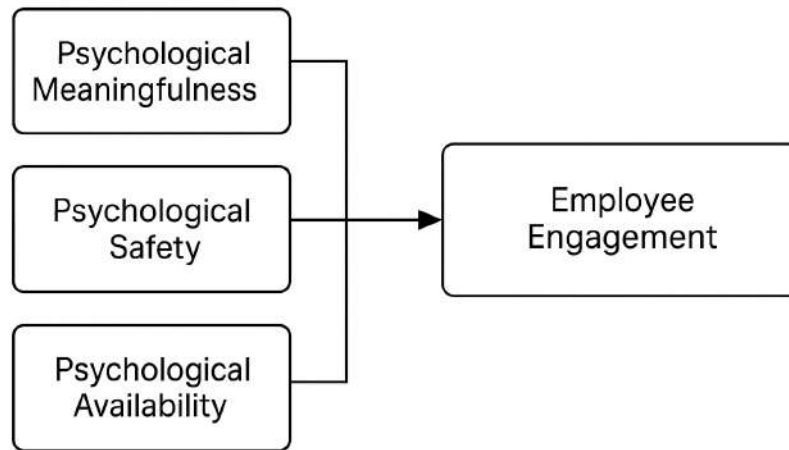
Source: Adapted from Psychological Conditions of Personal Engagement and Disengagement at Work, by W. A. Kahn, 1990, Academy of Management Journal

2.2 Understanding Job Satisfaction

Job satisfaction is defined as "a pleasurable or positive emotional state of employees resulting from the appraisal of one's job or job experiences" (Locke, 1976). Through Herzberg's Two-Factor Theory (Herzberg, 1959), it is evident that job satisfaction among employees arises from various motivator factors like recognition, achievement, responsibility, whereas dissatisfaction stems from hygiene factors like pay, supervision, work conditions that did not meet employees' expectations. Both authors emphasized job satisfaction as one of the critical determinants of attrition intent among employees.

In India's IT industry, it often comes down to things like how much room there is to grow, whether leadership is supportive, how teams function day to day, and whether people feel genuinely recognized for their work—all of which tend to shape overall satisfaction. Job Satisfaction influences both employee performance and their intent to stay and also act as a bridge between engagement and retention outcomes in the organization.

Figure 4: Herzberg's Two-Factor Theory of Job Satisfaction and Dissatisfaction
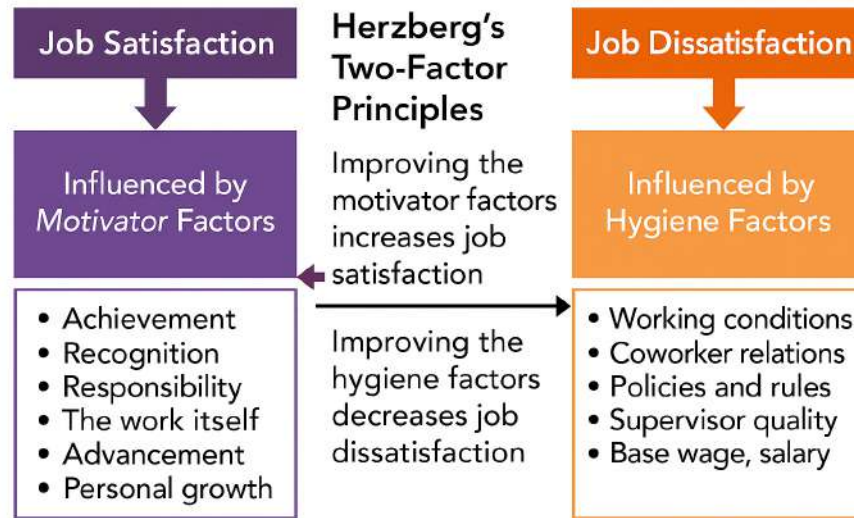
Source: Adapted from The Motivation to Work, by F. Herzberg, 1959, John Wiley & Sons.

2.3 Attrition Intent: Causes and Predictors

Based on another research study conducted by (Mobley et al., 1979) attrition intent, or the expressed likelihood of leaving one's job, is a robust predictor of actual turnover behavior. Factors influencing attrition include:

- Lack of career growth
- Job dissatisfaction
- Burnout
- Poor work-life balance
- Low organizational commitment

In fast-paced environments like Indian IT sector, employee attrition is also linked to other aspect like project volatility, unrealistic deadlines, and poor managerial feedback. In the IT sector, there's growing attention on things like team culture, leadership, and recognition because these seem to be important when it comes to keeping people from leaving.

2.4 Linking Engagement, Satisfaction, and Attrition Intent

While employee engagement is believed to safeguard attrition intent, research evidence suggests that engagement alone does not guarantee retention. Organizations should think beyond analyzing what's causing attrition intent among their employees. An employee can be highly engaged, yet deeply dissatisfied with recognition, work culture, or leadership offered by the organization, leading them to consider leaving their job.

Recent studies propose that job satisfaction may mediate the relationship between engagement and turnover intention (Saks, 2006; Yalabik et al., 2013). In other words, engagement may stimulate satisfaction, and it is job satisfaction that actually helps to reduces the intent to leave. If companies focus on increasing the job satisfaction among employees, that will help them to reduce the attrition intent.

This research insight is particularly relevant to Indian IT employees, who often balance high emotional involvement with equally high levels of stress, ambiguity, and dissatisfaction in their job. Understanding this mediated pathway can help organizations to craft engagement strategies that truly

impact retention which in turn will reduce the turnover cost.

Numerous research studies have highlighted the multifaceted nature of employee engagement and its broader implications beyond employees' satisfaction and their performance. Engagement is influenced by various organizational factors such as reliable leadership, open communication, job satisfaction, and team relationships. In turn, an engaged workforce tends to produce more committed employees who will work towards satisfying customers, and improved organizational outcomes (Bakker & Demerouti, 2008; Saks, 2006). The effect of engagement goes beyond satisfaction and attrition intent. This dynamic relationship is depicted in Figure 5, which summarizes the organizational drivers and consequences of employee engagement within high-performance environments like IT industries.

Figure 5: Organizational Drivers and Outcomes of an Engaged Workforce

Source: Adapted from Kahn (1990); Saks (2006); Bakker & Demerouti (2008).

This diagram clearly illustrates how core organizational factors like leadership, team dynamics, and career satisfaction influence employee engagement, which in turn drives positive outcomes such as employee commitment, customer satisfaction, and organizational profitability. Organization should consider each one of these factors along with job satisfaction to improve their engagement score among employees.

2.5 Identified Gap and Research Model

Although prior research studies have examined the direct links between engagement, satisfaction, and turnover, limited empirical research has tested a mediation model in the Indian IT sector, particularly across urban centers with unique cultural and organizational dynamics. This research study fills this gap by testing whether job satisfaction serves as a mediator between employee engagement and attrition intent among IT professionals in urban India. This study not only addresses this empirical gap but also provides region-specific insights critical for HR professionals operating in India's urban IT hubs, where high employee attrition continues to challenge sustainable workforce strategies

3. Research Objectives and Hypotheses

This study is guided by a research question: Does job satisfaction mediate the relationship between employee engagement and attrition intent among IT professionals in urban India? While previous research has examined the direct impact of engagement and satisfaction on retention, relatively few studies have tested the interaction of these variables using a mediation model—particularly in India's dynamic IT industry. Our research is intended to fill this research gap.

To explore this relationship, the study sets out the following objectives:

3.1 Research Objectives

1. To assess the relationship between employee engagement and attrition intent among IT professionals working in Chennai.
2. To evaluate the impact of job satisfaction on attrition intent and independent of engagement.
3. To examine whether job satisfaction mediates the relationship between employee engagement and attrition intent.

These research objectives are designed to help organizations understand not only whether engagement is important for the organization, but to determine how it works in practice, especially when job satisfaction levels are also considered.

3.2 Hypotheses of the Study

Based on the research objectives and review of relevant literature on this topic, the following hypotheses are proposed:

- H1: There is a significant negative relationship between employee engagement and attrition intent.
- H2: There is a significant negative relationship between job satisfaction and attrition intent.
- H3: Job satisfaction mediates the relationship between employee engagement and attrition intent.

The hypotheses are tested using correlation analysis and mediation modeling to uncover both direct and indirect effects.

4. Research Methodology

4.1 Research Design

This study uses a quantitative, cross-sectional questionnaire aimed at understanding the relationship between employee engagement and attrition intent, and whether job satisfaction acts as a mediating variable. A structured questionnaire was used to gather responses from professionals currently employed in the information technology (IT) sector in Chennai, India. This design enables statistical testing of hypothesized relationships and supports the use of advanced techniques such as mediation analysis.

4.2 Population and Sample

The study targeted IT professionals working in private organizations located in Chennai, one of India's leading metropolitan hubs for technology services and software development. A non-probability convenience sampling method was employed, leveraging professional networks and online platforms to distribute the survey.

A total of 350 valid responses were collected. Respondents varied in age, gender, job role, educational background, and tenure. This sample size is considered adequate for advanced statistical procedures such as regression and mediation testing.

4.3 Instrumentation

The questionnaire was developed based on existing literature and adapted to suit the Indian IT context. It consisted of two major sections:

- Section A: Demographic information (9 items)
- Section B: Scale-based items measuring three core constructs:
    - Employee Engagement (10 items)
    - Job Satisfaction (10 items)
    - Attrition Intent (8 items)

All items were rated using a 5-point Likert scale, with values ranging from 1 (Strongly Disagree / Very Unlikely) to 5 (Strongly Agree / Very Likely), depending on the question structure.
Sample items included:

- I feel connected with my team as a valued contributor. (Engagement)
- I am satisfied with the recognition and rewards I receive.(Satisfaction)
- I often think about leaving my organization. (Attrition Intent)

This streamlined instrument was purposefully designed to focus on the constructs directly related to the study's conceptual model.

4.4 Reliability and Validity

To ensure reliability and validity, the following steps were undertaken:

- Content validity was established through expert review by two academic researchers and one industry HR manager.
- A pilot test with 30 IT professionals was conducted to refine item clarity and scale alignment.
- Internal consistency reliability was assessed using Cronbach's alpha:
    - Employee Engagement = 0.89
    - Job Satisfaction = 0.91
    - Attrition Intent = 0.87

These values exceed the acceptable threshold of 0.70, confirming strong internal reliability across all scales.

4.5 Data Collection Procedure

The final survey was distributed electronically using Google Forms. Participants were informed that their responses would remain confidential and anonymous, and participation was entirely voluntary. The data collection phase spanned four weeks, and reminders were periodically issued to maximize response rates.

4.6 Data Analysis Techniques

The data were processed and analyzed using SPSS (v26) and AMOS (for path analysis). The following analytical techniques were used:

- Descriptive statistics to profile the sample
- Pearson correlation analysis to explore relationships between variables
- Multiple regression analysis to test direct effects
- Mediation analysis, using the Baron & Kenny approach and Sobel test, to determine whether job satisfaction mediates the relationship between engagement and attrition intent
- Optional: Bootstrapping for indirect effects and path analysis via SEM, if model fit is evaluated

All assumptions for regression and mediation analysis (normality, linearity, multicollinearity) were assessed prior to testing.

5. Results and Analysis

5.1 Descriptive Statistics

Descriptive analysis was conducted on the three core variables—employee engagement, job satisfaction, and attrition intent—based on a random sample of 350 IT professionals in Chennai. Table 1 presents the means and standard deviations of these variables.

Table 1**:** Descriptive Statistics of Key Variables

Variable	Mean	Std. Dev.	Min	Max
Employee Engagement	2.49	1.58	0	5
Job Satisfaction	3.77	1.51	0	5
Attrition Intent	3.59	1.09	0	5

Respondents, on average, reported moderate engagement, high level of satisfaction, and a notably high inclination to leave their jobs. This suggests that even in the presence of satisfaction with job conditions, employees may still consider exiting if they do not feel fully engaged or emotionally connected to their roles. The gap between satisfaction and retention further points to the need for deeper organizational strategies that target engagement, not just satisfaction metrics.

5.2 Correlation Analysis

Pearson correlation coefficients were calculated to understand the relationships between the three variables.

Table 2: Correlation Matrix for Engagement, Job Satisfaction and Attrition Intent

Variable	Engagement	Satisfaction	Attrition Intent
Employee Engagement	1.00	~+0.6	~-0.5
Job Satisfaction	~+0.6	1.00	~-0.4
Attrition Intent	~-0.5	~-0.4	1.00

The correlation analysis reveals that both engagement and satisfaction are significantly negatively associated with attrition intent, confirming their protective role against employee turnover. Moreover, the positive correlation between engagement and satisfaction indicates that emotionally engaged employees tend to feel more satisfied in their roles. However, the persistence of attrition intent despite high satisfaction implies the necessity of enhancing engagement as a unique and independent strategy.

5.3 Regression Analysis

To examine the direct and indirect effects of employee engagement and job satisfaction on attrition intent, a series of regression analyses were conducted.

5.3.1. Regression Model 1: Predicting Attrition Intent and Satisfaction

Table 3: Model 1: Predicting Attrition Intent from Employee Engagement

Predictor	B	SE	t-value	p-value
Constant	3.75	0.12	31.55	< .001
Engagement	-0.53	0.03	-16.63	< .001

Regression Model 1 tested the direct effect of employee engagement on attrition intent. The regression results reveal a strong and statistically significant negative relationship (B = -0.53, p < .001). This indicates that higher levels of engagement are associated with a lower intention to leave the organization. The model accounted for 28% of the variance in attrition intent ($R^2 = 0.28$), which is considered a substantial effect in organizational behavior research. The F-statistics of 189.43 (p < .001) confirms the overall significance of the model. These findings emphasize the critical role that emotional and psychological involvement at work plays in reducing voluntary turnover in the IT sector.

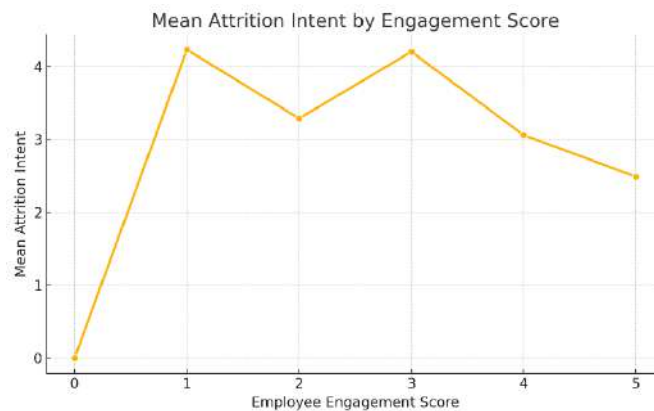**Figure 6: Line Graph of Mean Attrition Intent by Engagement Score**

Figure 6, line graph showing the relationship between Employee Engagement scores and the mean Attrition Intent of respondents. As engagement increases, the mean intent to leave the organization decreases noticeably. The decline appears non-linear, with sharper drops at lower engagement levels, reinforcing the idea that even modest improvements in engagement can reduce attrition risk significantly.

5.3.2. Regression Model 2: Predicting Job Satisfaction from Employee Engagement

Table 4: Model 2: Predicting Job Satisfaction from Employee Engagement

Predictor	B	SE	t-value	p-value
Constant	2.85	0.11	25.91	< .001
Engagement	+0.37	0.03	14.04	< .001

Model 2 examined the extent to which employee engagement predicts job satisfaction. The results showed a strong positive relationship, with engagement significantly increasing job satisfaction (B = 0.37, p < .001). This means that employees who feel more engaged in their work are also more likely

to report feeling satisfied with various aspects of their job—including recognition, growth opportunities, and team relationships. As shown in Figure 7, employee engagement exerts a strong positive influence on job satisfaction, suggesting that higher engagement levels are associated with greater perceived fulfillment in one's role.

Figure 7: Path diagram showing the direct effect of employee engagement on job satisfaction

Path diagram representing the direct effect of employee engagement on job satisfaction (Model 2). The diagram illustrates a statistically significant positive relationship between engagement and satisfaction (B = 0.37, p < .001). This path represents the foundational link in the mediation model tested in the subsequent analysis.

5.3.3. Regression Model 3: Predicting Attrition Intent and Satisfaction
Table 5: Model 3: Predicting Attrition Intent from Engagement and Satisfaction

Predictor	B	SE	t-value	p-value
Constant	3.75	0.12	31.55	< .001
Engagement	-0.27	0.03	-8.99	< .001
Satisfaction	-0.31	0.03	-9.21	< .001

Model 3 tested the combined effect of employee engagement and job satisfaction on attrition intent. Both predictors were statistically significant and negatively associated with attrition intent, with engagement (B = -0.27, p < .001) and satisfaction (B = -0.31, p < .001) reducing the likelihood of turnover. The model explained 40% of the variance, a considerable improvement over Model 1, suggesting that satisfaction adds explanatory value beyond engagement alone. The coefficient for engagement decreased when satisfaction was introduced, indicating partial mediation—a hypothesis confirmed in the next section (5.4). These results reinforce that while engagement is crucial, its impact is most powerful when accompanied by high job satisfaction.

5.4 Mediation Analysis
To test whether job satisfaction mediates the relationship between employee engagement and attrition intent, a mediation analysis was conducted using the classic Baron and Kenny (1986) approach, supported by the Sobel test.

This process involved three regression models:
- Model 1 tested the direct effect of engagement on attrition intent.
- Model 2 tested the effect of engagement on satisfaction.
- Model 3 included both engagement and satisfaction as predictors of attrition intent.

The results of these regressions indicated:
- Engagement significantly reduced attrition intent (B = -0.53, p < .001)
- Engagement significantly increased job satisfaction (B = 0.37, p < .001)

- Satisfaction significantly reduced attrition intent (B = -0.31, p < .001)
- When satisfaction was included in the model, the effect of engagement on attrition intent dropped to B = -0.27 (p < .001)

This reduction in the coefficient for engagement suggests that job satisfaction partially mediates the relationship between engagement and attrition intent.

To formally test the significance of this mediation effect, a Sobel test was conducted.

Table 6: Sobel Test for Mediation

Path	Sobel Z	p-value
Engagement → Satisfaction → Attrition Intent	6.91	< .001

The Sobel test result (Z = 6.91, p < .001) confirms that the indirect effect of engagement on attrition intent, operating through job satisfaction, is statistically significant.

Figure 8: Mediation analysis testing Job Satisfaction as Mediator Between Employee Engagement and Attrition Intent
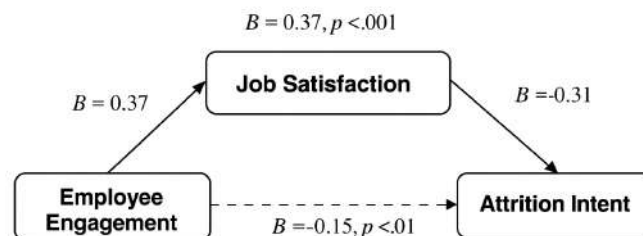

Figure 8 visually represents this mediation model. The solid arrows show significant direct paths from employee engagement to job satisfaction and from satisfaction to attrition intent. The dashed arrow reflects the direct but reduced relationship between engagement and attrition intent after accounting for satisfaction, which validates the partial mediation effect.

The mediation analysis suggests that employee engagement reduces attrition intent both directly and indirectly through increased job satisfaction. In practical terms, this means that organizations aiming to reduce turnover should not only foster engagement (through meaningful work, recognition, and belonging) but also ensure that this engagement translates into satisfaction with the role, the environment, and the organization.

6. Discussion

The purpose of this research study was to examine the role of employee engagement and job satisfaction in influencing employee's attrition intent among IT professionals in Chennai. The findings from the data analysis using regression and mediation analysis provide strong evidence for hypothesized relationships and offer meaningful insights for both academic theory and practical application that is applicable for employees working in various organizational settings.

The results from the analysis confirmed that employee engagement is a significant negative predictor of attrition intent. When employees feel emotionally and psychologically connected to their work, they

are less likely to consider leaving their organization. Organization should focus on establishing this connection. This finding supports existing theories such as Kahn's Engagement Framework, which emphasizes meaningfulness, safety, and availability as drivers of engagement, and aligns with previous empirical studies that link employee engagement to improved retention.

In addition, employee engagement was found to significantly predict job satisfaction, indicating that engaged employees are more likely to be satisfied with their roles. This relationship affirms the idea that engagement not only drives performance and enthusiasm but also enhances how employees evaluate their overall job experience, including factors such as recognition, growth opportunities, and team dynamics.

The mediation analysis added an important dimension to these findings. Job satisfaction partially mediated the relationship between engagement and attrition intent, as confirmed by the significant Sobel test result ($Z = 6.91$, $p < .001$). This suggests that while engagement directly influences attrition intent, part of its impact operates through satisfaction. In other words, even engaged employees may consider leaving if they are not satisfied with key aspects of their work life. Conversely, a high level of satisfaction can help retain employees even if engagement levels fluctuate.

These findings also support Herzberg's Two-Factor Theory, which separates motivators (e.g., recognition, growth) from hygiene factors (e.g., salary, policies). Engagement may spark motivation, but satisfaction provides the stability and contentment necessary for long-term retention. When both are present, organizations are more likely to experience loyalty, reduced turnover, and higher employee morale.

An interesting insight from the descriptive analysis is that, despite high job satisfaction levels, many respondents still reported a moderate-to-high intent to leave. This paradox underscores that satisfaction alone is not a sufficient retention strategy. Engagement must be cultivated as a distinct, ongoing process that involves leadership support, meaningful tasks, and a sense of belonging.

Together, the results highlight that engagement and satisfaction are complementary, not interchangeable. Engagement fuels emotional investment: satisfaction validates that investment. Organizations should treat both as strategic levers to reduce attrition in a competitive labor market, especially in the high-turnover IT sector.

7. Practical Implications

The findings of this study offer valuable insights for organizational leaders, HR professionals, and policy makers operating in the Indian IT sector—particularly in urban hubs like Chennai, where talent competition and attrition rates are high.

First and foremost, the strong negative relationship between employee engagement and attrition intent underscores the need for companies to go beyond traditional job perks and instead focus on fostering meaningful engagement. This involves more than task allocation—it requires building a workplace culture where employees feel emotionally invested in their roles, connected to their teams, and aligned with the organization's mission.

Furthermore, the significant mediating role of job satisfaction suggests that even engaged employees are vulnerable to leaving if they are not satisfied with their work environment, leadership, or growth

opportunities. This highlights the need for a dual strategy that improves both engagement levels and satisfaction drivers simultaneously.

To implement this in practice, organizations can:

- Design engagement programs that are personalized and purposeful, focusing on career pathing, recognition, and continuous feedback.
- Empower team leaders and managers to foster a culture of respect, trust, and open communication—critical components of both engagement and satisfaction.
- Conduct regular satisfaction audits and engagement surveys, then respond with timely and visible changes to build employee trust and commitment.
- Integrate learning and development into daily work, giving employees a sense of growth and progression, which directly feeds both satisfaction and engagement.
- Create psychologically safe environments where employees can share concerns, make suggestions, and feel heard without fear of retaliation.

In the high-pressure, fast-paced IT environment, failing to act on early signs of disengagement or dissatisfaction can result in significant talent loss and organizational instability. This research reinforces that retention strategies must move beyond compensation models and into more human-centric, emotionally intelligent interventions.

By understanding and addressing both the emotional and evaluative aspects of the employee experience, organizations can not only reduce attrition but also foster a more resilient and committed workforce.

8. Limitations and Future Research

While this study provides meaningful insights into the relationships between employee engagement, job satisfaction, and attrition intent among IT professionals in Chennai, several limitations must be acknowledged. First, the study utilized a cross-sectional research design, which limits the ability to draw causal inferences. Although the statistical associations observed are strong, longitudinal studies would be more effective in confirming the temporal order of engagement, satisfaction, and attrition behavior. Second, the data were collected through self-reported questionnaires, which introduces the risk of common method bias. Future research could benefit from integrating multi-source data—such as supervisor evaluations or actual turnover records—to validate employee-reported outcomes.

Third, the sample was limited to IT professionals in urban Chennai. While this provides a focused context, it may limit generalizability to other cities, industries, or more rural technology hubs. Expanding the sample to include diverse geographic locations and organizational sizes would enhance the external validity of the findings. Fourth, the study focused on only three core constructs: employee engagement, job satisfaction, and attrition intent. Other psychological or organizational variables—such as burnout, organizational commitment, leadership style, or job embeddedness—may also play critical roles in influencing attrition decisions. Incorporating these variables could offer a more comprehensive model. Finally, while the mediation analysis confirmed partial mediation via job satisfaction, future research could explore moderated mediation or serial mediation frameworks to uncover more complex dynamics in employee behavior. Despite these limitations, the study contributes valuable knowledge to the field of HRM and organizational behavior, particularly within the context of India's rapidly evolving IT sector.

9. Conclusion

This study explored the influence of employee engagement and job satisfaction on attrition intent among IT professionals in Chennai. The findings reveal that both engagement and satisfaction significantly reduce the likelihood of attrition, with satisfaction partially mediating the relationship between engagement and intent to leave. This suggests that while engagement is crucial in capturing employees' attention and energy, job satisfaction plays a vital role in retaining them.

By integrating theoretical frameworks such as Kahn's Engagement Model and Herzberg's Two-Factor Theory, the study contributes to the growing body of literature on employee retention. From a practical standpoint, the results highlight the importance of creating work environments that are both engaging and satisfying, particularly in competitive and high-turnover industries like IT.

Organizations that invest in employee development, recognition, and meaningful work experiences are more likely to foster loyalty and reduce voluntary turnover. Future research can expand this model by incorporating additional psychological and organizational variables and exploring longitudinal effects to better understand employee behavior over time.

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Appendix

Appendix A: Survey Instrument Overview

The survey instrument used in this study consisted of closed-ended items rated on Likert scales, organized into three core sections aligned with the study's constructs:

A1. Employee Engagement

Scale: 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)

Number of items used: 10

Sample Items:

- I feel motivated to perform my best at work.
- I feel a sense of belonging with the company.
- I feel engaged in team-building activities or social events.
- I am satisfied with the effort the company invests in to keep me connected.
- My work is meaningful and contributes to the organization's goals.
- I receive constructive feedback regularly from my supervisor.
- I feel that my contributions are valued by the team.
- I feel emotionally connected to my work.
- I am comfortable providing upward feedback to management.
- I feel engagement activities increase my performance.

A2. Job Satisfaction

Scale: 5-point Likert scale (1 = Very Dissatisfied, 5 = Very Satisfied)

Number of items used: 10

Sample Items:

- I am satisfied with the recognition and rewards I receive.
- My current role aligns well with my skills and expertise.
- I have opportunities for career growth within the organization.
- I am satisfied with the work-life balance my job provides.
- I feel supported by my manager and team lead.
- The communication channels in my company are effective.
- I have access to training and development opportunities.
- I am satisfied with the physical work environment.
- My contributions are acknowledged and appreciated.

- I am fairly compensated for my work.

A3. Attrition Intent
Scale: 5-point Likert scale (1 = Very Unlikely, 5 = Very Likely)
Number of items used: 8
Sample Items:
- I often think about leaving my organization.
- I would consider leaving if I received a better job offer.
- I feel underappreciated in my current role.
- My current job does not offer sufficient recognition.
- Lack of growth opportunities makes me consider resigning.
- I feel burnt out and consider quitting.
- My job lacks challenges and purpose.
- Poor management would drive me to leave.

A4. Demographic Profile
The survey also included 9 demographic questions to understand the background of respondents. These included:
- Age range
- Gender
- Marital status
- Current role in the organization
- Educational qualification
- Annual income
- Total years of experience
- Tenure with current organization
- Organization size