

A Demographic Exploration of Engagement and Turnover Intent in the Indian IT-BPO Workforce

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Abstract

This research investigates the relationship between emotional engagement, intent-to-quit, and demographic variables—age, work experience, and gender—among 110 IT-BPO employees aged 22 to 35 years (mean age = 29), with a sample of 71% male and 29% female, and work experience ranging from 5 months to 10 years. It used ANOVA, moderation, and post hoc analyses to determine the difference in Employee Engagement and Turnover intentions among demographic groups. Employee engagement of the IT-BPO companies' employees was measured through a culture-specific measure to enhance its authenticity. The study reveals that age and work experience were positively associated with engagement, while gender differences were found in engagement scores but not in turnover intentions. This highlights that demographic factors, age, and tenure are stronger predictors of engagement than gender in the IT-BPO context.

Keywords: Employee Engagement, Intent-to-Quit, Gender, Work Experience, IT-BPO Sector

Introduction

India is an important player in the outsourced market globally, as many big multinational organisations outsource work from customer support to technical assistance to low-cost operating economies like India. The Indian IT-BPO sector significantly contributes to the nation's economy. It generates jobs and contributes to GDP. However, the industry is challenged by high employee turnover rates, which impact organisational performance, customer service continuity, and talent management (Kumar & Patnaik, 2021). Employee engagement signifies the degree of employees' immersion in their roles, tasks, and jobs. It is observed that the engagement of employees not only influences their performance but also has a synergistic impact on the overall organisational

outcomes. In the IT-BPO sector's dynamic and competitive work environments, employee engagement has appeared as a crucial determinant of retention, job satisfaction, and organisational success (Saks, 2006; Albrecht et al., 2015).

Many researchers have suggested that highly engaged employees have lower probabilities of leaving their organisations, show greater commitment, and have higher output (Harter, Schmidt, & Hayes, 2002; Schaufeli & Bakker, 2004). Contrastingly, disengaged employees experience higher burnout, feel dissatisfied at work, and have higher intentions to quit their jobs. Therefore, employee engagement is a critical construct to be investigated in the Indian IT-BPO sector, where attrition rates are considerably high, with younger employees frequently seeking alternative employment due to job stress, limited growth opportunities, and work-life imbalance (Bhatnagar, 2012; Singh & Raj, 2021).

Additionally, demographic variables such as age, gender, educational qualification, and work experience have a significant role in influencing both engagement and turnover intentions. A few research inquiries in this field reported that the age of an employee is related to their engagement levels and turnover intentions. Older employees who have more years of experience tend to be more engaged and therefore less likely to quit their jobs (Bal et al., 2011; Kundu & Gahlawat, 2021). Gender differences also play a role, with engagement levels of males and females varying depending on professional and personal priorities (Kaur & Mehta, 2022). Despite the growing interest in these associations, there persists a paucity of empirical research focusing on the Indian IT-BPO context, particularly concerning how demographic factors influence employee engagement and intention-to-quit.

Current research seeks to explore the influence of profile factors such as age, gender, and employment experience (in years) on employee engagement and turnover intentions among Indian IT-BPO employees. By doing so, the research aims to provide actionable insights for HR practitioners and organisational leaders to create targeted interventions that enhance engagement and reduce attrition.

Literature Review

Employee engagement is extensively documented as an important driver of organisational success (Gallup, n.d.), particularly in high-demand, people-centric industries such as IT-BPO. In the Indian context, where the IT-BPO sector is a major source of employment and revenue, understanding the factors

that influence engagement is critical for improving retention, productivity, and well-being (Bhatnagar, 2012; Kumar & Patnaik, 2021). Among these factors, profile factors such as age, work experience, and gender have shown potential to shape employee engagement in distinct ways.

Age has been frequently examined in relation to engagement levels, often with mixed findings. Some studies suggest a positive relationship between age and engagement, indicating that an older workforce tends to be highly absorbed in their work due to increased emotional maturity, organisational loyalty, and alignment with job roles (Schaufeli & Bakker, 2004; Bal et al., 2011). The *Employee Engagement Report (2011)* found that workers above the age of 35 were significantly more engaged than their younger counterparts (BlessingWhite, 2011). In the Indian BPO context, younger employees may experience higher stress and lower satisfaction due to unrealistic expectations, long hours, and a lack of career stability (Raina, 2006). Recent evidence from Singh and Raj (2021) reaffirms this pattern, suggesting that younger IT professionals report lower engagement levels owing to job insecurity and work-life imbalance. Kaur and Mehta (2022) also found that employees above 30 were more likely to be emotionally invested in their roles compared to those in the 20–29 age bracket. However, Schaufeli and Bakker (2004) highlighted that although age and engagement are statistically significantly related, the relationship is weak ($r = .140$), explaining less than 2% of the variance in engagement.

Work experience, closely related to age, has also been identified as a predictor of engagement. Employees with more years of employment experience often exhibit higher levels of engagement, attributed to their familiarity with job roles, increased adaptability, and established organisational networks (MacLeod & Clarke, 2009). In Indian IT-BPO settings, where job roles can be repetitive and stressful, employees who remain for longer durations may develop coping mechanisms that help sustain their engagement over time (Sandhu, 2005). It has been observed that employees with higher work experience, especially those with 10 years or more experience, have higher engagement levels (Patel and Khanna, 2021). Additionally, long-tenured employees exhibit better flexibility, emotional commitment, and engagement at work (Ahmed and Thomas, 2023). These findings suggest that organisations should consider tailored strategies for newer employees to enhance their engagement levels at work.

The association of gender and employee engagement has produced varied findings, often influenced by cultural and organisational contexts. Schaufeli and

Bakker (2004) highlighted that male personnel report slightly higher engagement levels. In the IT-BPO sector, Fernandes (2010) reported that women often face competing responsibilities outside the workplace, as they have to fulfil family obligations and societal expectations, which can lower their level of engagement at work. On these lines, Kaur and Mehta (2022) also highlighted that, women working in BPOs report lower levels of professional engagement due to caregiving duties and perceived lack of career growth. Contrariwise, male employees, who are typically more mobile and career-engrossed in this sector, show higher scores on engagement metrics. However, these gender disparities in engagement levels of employees can be addressed by providing support and flexibility, especially to female employees (Singh and Agarwal, 2022). Interestingly, in some studies, engagement and turnover intentions do not significantly differ between males and females, suggesting that once engaged, both genders show similar levels of organisational commitment (Gupta & Bhatia, 2023). The literature specifies a connection among employee engagement, intention to quit, and demographic variables. However, this investigation is little explored in the Indian IT-BPO sector. Additionally, most engagement scales are Western-centric and may not capture culturally relevant dimensions of Indian employees. The research investigation aims to deal with this gap by using a culture-sensitive approach to measure engagement more accurately and examine how demographics influence it in the Indian IT-BPO companies.

Objectives of the Study

The review of current literature indicates that engagement and turnover intentions are often influenced by demographic variables such as age, gender, and work experience. However, research exploring these relationships uses instruments that lack the indigenous dimensions of engagement, such as the work's purpose and its meaningfulness. Since employee perceptions, motivations, and workplace behaviours are often shaped by cultural values, the use of Western-developed engagement scales may miss out on important dimensions relevant in the Indian socio-cultural context (Saks, 2022; Bhawuk, 2008). To address this gap, the current study seeks to investigate employee engagement, intention to quit, and demographic factors within the Indian IT-BPO sector, given that these variables are relatively less explored in this sector. The aims of the current investigation are listed below:

1. To assess the overall level of indigenous employee engagement among employees in the Indian IT-BPO companies.

2. To analyse variation in indigenous employee engagement based on profile variables such as age, gender, and work experience.
3. To analyse the variation in Intention to Quit based on age, gender, and work experience.

In light of the objectives, listed below are the Hypotheses:

- Null Hypothesis (H1): There is no significant alteration in indigenous employee engagement (EE) among employees of IT-BPO companies across diverse age groups.
- Null Hypothesis (H2): There is no significant alteration in the level of indigenous employee engagement (EE) of employees of IT-BPO companies across different work experience groups.
- Null Hypothesis (H3): No substantial variation exists in the level of indigenous employee engagement (EE) of IT-BPO companies across genders.
- Null Hypothesis (H4): No substantial variation exists in Intention to Quit among employees of IT-BPO companies across different age, work experience, and gender groups.

Research Methodology

This research analysed the primary data collected from personnel employed with IT-BPO companies located in Delhi. Three key variables were assessed: Employee Engagement (EE) and Intent to Stay/Quit. To measure EE, the Spiritually Harmonised Engagement Scale created by Singh and Kumar (2012) was employed. This tool, grounded in the spiritual definition of EE, includes 15 questions. The test also provides scores on three subcomponents: Workplace Spirituality (WS), Alignment (A), and Psychological Meaningfulness (PM). Intent to Stay/Quit was measured using Bluedorn's (1982) Stay/Leave Index, which consists of six items. The sample comprised employees from various job roles, age groups, and educational backgrounds within the IT-BPO sector in Delhi. Major participants were drawn from Barclays Shared Services Private Limited and American Express India Private Limited. Participation was voluntary, and data were collected using a randomised convenience sampling method. A total of 110 usable filled-out questionnaires were analysed. The

obtained data were analysed using software such as Microsoft Excel and IBM SPSS Statistics Version 20.

Data Analysis

The total sample of 110 respondents was bifurcated into test categories using the demographic information they provided. These test categories are summarized in Table 1. The average age (110 respondents) of participants is 29.15 years, the average commute time and work experience of the sample group were 105 minutes (approximately 1 hr.) and 78 months (6 years and 5 months), respectively. More than 50% (n=58) of the respondents have experience working in the IT-BPO sector for over 6 years. Male respondents are approximately 2.5 times the number of female respondents. Approximately 56% of the respondents are married as against 44% who are single. Also, in the current sample size, only 18% respondents reported that they either live alone or live with a roommate(s), 50% of them said that they live with their parents or extended family. Nearly 60% (n= 63) of the employees in the sample stated that their commute time is 1 to 2 hrs, out of which 28% said that their daily commute time is over 2 hrs, which is very common in a crowded city like Delhi.

The measure's internal consistency was verified using Cronbach's Alpha in SPSS, which is considered one of the most robust tests for reliability. This statistical measure helps determine whether the items within each metric reliably assess the same core construct. The scales measuring Employee Engagement (EE) and Intent-to-Quit depicted positive results. The EE scale, consisting of 15 items, yielded a Cronbach's Alpha of 0.973, representing acceptable consistency. However, Bluedorn's Intent-to-Quit scale demonstrated a weaker internal consistency. Analysis of the inter-item statistics revealed that removing item 6 ("I intend to stay in this role longer than 24 more months") would enhance the reliability of the measure. Upon excluding the item, recalculated Cronbach's Alpha for the revised 5-item scale increased to 0.666—still modest but considered acceptable for exploratory research. Additionally, the One-Sample Kolmogorov-Smirnov Test was applied to assess normality. The significance values for both EE and Intent-to-Quit variables were greater than 0.05, confirming that the data were normally distributed.

Table 1: Summary of Frequencies of Demographic Variables (N=110)

Demographic Variables	Category	N	%
Age*			
	22 to 24 years	8	12.73
	25 to 30 years	73	60.91
	31 to 35 years	21	24.55
	over 35 years	8	1.82
Gender			
	Male	78	70.91
	Female	32	29.09
Marriage Status			
	Married	62	56.36
	Single	48	43.64
Work Experience**			
	5- 24 months	13	11.82
	25-72 months	39	35.45
	73-120 months	48	43.64
	Over 120 months	10	9.09
*Age: M= 29.15,SD= 3.92			
**Work experience: M= 78.17, SD= 42.03			

Descriptive Statistics

This section presents the descriptive statistics. Respondents displayed moderate engagement levels for all the components of employee engagement. Workspace spirituality, alignment, and psychological meaningfulness mean scores lie between 14 and 23. The intention to quit mean score is also found to be moderate.

Table 2: Mean and SD of Employee Engagement and Intent-to-Quit

Variables	N	Mean	Std. Deviation
Intention to Quit	110	17.86	6.12
Employee Engagement	110	55.36	12.75
Workplace Spirituality	110	18.12	4.36
Alignment	110	14.41	3.74
Psychological Meaningfulness	110	22.83	4.93

Table 3 indicates that approximately 73% respondents were found to have high or moderate engagement levels, where the maximum respondents (40%) found to have high alignment with their respective jobs, with workplace spirituality grabbing the second position with 43% respondents reporting high WS. Lastly, in terms of its psychological meaningfulness, only 35% respondents agreed to have experienced high meaningfulness from their job.

Table 3: Assessment and Interpretation of Total Employee Engagement, Workplace Spirituality, Alignment, and Psychological Meaningfulness scores

Variables	Frequency	Percent %	Interpretation	Rank
TEE	36	32.73	High EE	2
	29	26.36	Low EE	3
	45	40.91	Moderate EE	1
	110	100		
WS	47	42.73	High WS	1
	23	20.91	Low WS	3
	40	36.36	Moderate WS	2
	110	100		
A	54	49.09	High A	1
	29	26.36	Low A	2
	27	24.55	Moderate A	3
	110	100		
PM	39	35.45	High PM	2
	28	25.45	Low PM	3
	43	39.09	Moderate PM	1
	110	100		

Further, we developed hypotheses that posit Employee engagement (EE) and intent-to-quit do not significantly differ across demographic groups categorized by work experience, age, and gender. The analysis examines each of these variables individually to test for any statistically significant variations.

Age, Employee Engagement, and Intent-to-Quit

To examine differences in employee engagement (SAEE) across age groups, the Welch ANOVA was employed, as the assumption of equal variances was violated. This test is considered more robust under such conditions (Field, 2009). The results, presented in Table 4 (See along with Table 4.1), indicated statistically significant differences in average employee engagement scores among the four age-based groups ($p = 0.000$, $p < 0.05$).

To further investigate these differences, a Tamhane's T2 post hoc test was conducted, which is appropriate when variances are unequal (Table 4.2). The analysis showed significant differences between:

- Group 1 (22–24 years) and Group 3 (31–35 years), with mean employee engagement scores of 41 (moderate engagement) and 60 (high engagement), respectively ($p = 0.014$), and
- Group 1 (22–24 years) and Group 4 (over 35 years), with mean scores of 41 and 64, respectively ($p = 0.003$).

These findings indicate that younger employees in the 22 to 24 years age bracket reported significantly lower engagement levels compared to their older counterparts in the 31–35 and over 35 age groups (Table 4.2).

No statistically significant variation was observed in overall intent-to-quit scores across different age groups. However, a notable association emerged between age and the item “Quitting in 3 months” from the intent-to-quit scale. Specifically, employee engagement (EE) demonstrated a significant positive correlation with age ($r = 0.391$, $p = 0.000$), suggesting that engagement tends to increase with age. In contrast, the item “Quitting in 3 months” showed a significant negative correlation with age ($r = -0.199$, $p = 0.037$), indicating that younger employees have a higher tendency to express an intention to leave within three months.

Table 4: Homogeneity of Variance Analysis of Employee Engagement and Intent-to-Quit Based on Age

Variables	Levene Statistic	Sig.
TEE	4.052	0.009
INTQ	0.389	0.761

Table 4.1: Summary of ANOVA of Employee and Intent-to-Quit Based on Age

Descriptives					
Variables	Age Grps.	N	Mean	F-value	Sig.
INTQ	22-24 yrs	8	16.38	1.777	0.156
	25-30 yrs	73	18.03		
	31-35 yrs	21	19.38		
	over 35 yrs	8	13.88		
	Total	110	17.86		
TEE	22-24 yrs	8	41.38	6.676	0.000**
	25-30 yrs	73	54.49		
	31-35 yrs	21	60.10		
	over 35 yrs	8	64.88		
	Total	110	55.36		
**significant at the 0.05 level (2-tailed).					

Work Experience, Employee Engagement, and Intent-to-Quit

Total employee engagement scores were found to vary significantly across different work experience groups, with a p-values of 0.002, indicating meaningful differences in mean engagement levels (Table 5 (see along with Table 5.1)). Notably, employee engagement exhibited an upward trend as work experience increased, progressing from a mean score of 46 (low engagement) in Group 1 (5–24 months), to 55 and 54 (moderate engagement) in Groups 2 (25–72 months) and 3 (73–120 months), respectively, and reaching 66 (high engagement) in Group 4 (over 120 months).

Table 4.2: Post hoc Analysis of Employee Engagement Based on Age

Multiple Comparisons				
Variable	Comparison between categories		Mean Difference	Sig.
TEE	22-24yrs	25-30yrs	-13.12	0.100
		31-35 yrs	-18.72*	0.014
		over 35yrs	-23.50*	0.003
	25-30yrs	22-24yrs	13.12	0.100
		31-35 yrs	-5.60	0.120
		over 35yrs	-10.38*	0.015
	31-35yrs	22-24yrs	18.72*	0.014
		31-35 yrs	5.60	0.120
		over 35yrs	-4.78	0.563
	over 35yrs	22-24yrs	23.50*	0.003
		25-30yrs	10.38*	0.015
		31-35 yrs	4.78	0.563
*. Significant at the 0.05 level.				

Further analysis discovered statistically significant differences in engagement scores between specific pairs of experience groups (Table 5.2):

- Group 1 (5–24 months) and Group 4 (over 120 months) ($p = 0.001$),
- Group 3 (73–120 months) and Group 4 (over 120 months) ($p = 0.028$).

These results suggest that employees with longer tenure demonstrate markedly higher engagement, particularly participants with more than 10 years of work experience.

Table 5: Homogeneity of Variance Analysis of Emotional Intelligence and Intent-to-Quit Based on Work Experience

Variables	Levene Statistic	Sig.
TEE	1.121	0.344
INTQ	0.943	0.423

Table 5.1: Summary of ANOVA of Employee Engagement and Intent-to-Quit Based on Work Experience

Descriptives					
Variables	Work Experience	N	Mean	F-value	Sig.
INTQ	5- 24 months	13	18.46	2.267	0.085
	25-72 months	39	17.46		
	73 to 120 months	48	18.92		
	over 120 months	10	13.60		
	Total	110	17.86		
TEE	5- 24 months	13	46.85	5.155	0.002
	25-72 months	39	55.95		
	73 to 120 months	48	54.83		
	over 120 months	10	66.70		
	Total	110	55.36		
**. Significance level is 0.05 (2-tailed).					

Table 5.2: Post hoc Analysis Employee Engagement Based on Work Experience

Variable	Comparison between categories		Mean Difference	Sig.
TEE	5-24months	25-72 months	-9.10	0.093
		73-120 months	-7.99	0.155
		over 120 months	-19.85*	0.001
	25-72months	5-24 months	9.10	0.093
		73-120 months	1.12	0.973
		over 120 months	-10.75	0.064
	73-120months	5-24 months	7.99	0.155
		25-72 months	-1.12	0.973
		over 120 months	-11.86*	0.028
	over 120months	5-24 months	19.85*	0.001
		25-72 months	10.75	0.064
		73-120 months	11.86*	0.028
*. Significance level is 0.05.				

Based on the above analysis, it can be concluded that the differences in mean Employee Engagement (EE) scores among the four work experience groups are statistically significant, whereas the differences in Intent-to-Quit scores across the same groups are not statistically significant.

Gender, Employee Engagement, and Intent-to-Quit

The table below presents the outcomes of the independent samples t-test administered to assess gender-based differences in Employee Engagement (EE) and Intent-to-Quit. The analysis included 78 male and 32 female respondents. The findings reveal a statistically significant difference in EE scores between genders, with males reporting higher employee engagement (Mean = 58.36) compared to females (Mean = 48.06), as indicated by a p-value of 0.000. This suggests that male employees in the sample report significantly higher employee engagement than their female counterparts.

Table 6: Comparison of Employee Engagement and Intent-to-Quit Between Males and Females

Variables	Gender	N	Mean	Std. Deviation	F-value	Sig.
INTQ	Male	78	17.35	5.879	0.137	0.167
	Female	32	19.13	6.588		
TEE	Male	78	58.36	11.137	2.558	0.000**
	Female	32	48.06	13.626		

** . Significance level is 0.05 (2-tailed).

From the above analysis, it is evident that while demographic variables such as age, gender, and work experience do not have a direct impact on intent-to-quit, they are significantly associated with Employee Engagement (EE). These variables influence the level of EE among employees, and in turn, EE demonstrates a moderate association with intent-to-quit. This suggests that EE may act as an intermediary factor linking demographic characteristics to employees' turnover intentions in the IT-BPO sector. Will now test the association between employee engagement and Intent-to-Quit.

EE and Intent-to-Quit Moderated by Gender

Based on the above findings, we hypothesized that the negative relationship between employee engagement and intention-to-quit is moderated by gender, such that the relationship would be stronger among men than women. To test this, a moderated regression analysis was conducted using an interaction term (gender $\times$ employee engagement) in the regression equation. The results, presented in Table 7, indicate whether the multiplicative impact is statistically significant, thereby revealing the presence or absence of gender as a moderator in the relationship between engagement and intent-to-quit.

Table 7: Regression Analysis of Employee Engagement, Intent-to-Quit with Gender as Moderator

Model		R	R ²	Adjusted R ²	S.E. of Estimate
1		0.376 ^a	0.141	0.117	5.748
Coefficients ^a					
Model		B	S.E.	T	Sig.
	(Constant)	16.321	8.33	1.959	0.053
	TEE	0.101	0.163	0.297	0.767
	GENDER	0.517	5.148	1.346	0.181
	TEE x GENDER	-0.816	0.096	-1.398	0.165

a. Dependent Variable: INTQ, Gender: 1=male, 2=female, $p=.001$.

a. Predictors: (Constant), TEE

As shown in the above table, the overall regression model was statistically significant and explained 14.1% of the variance in intention-to-quit. However, the variable gender ($\beta = 0.157$, $p = 0.181$) and the interaction term between gender and employee engagement ($\beta = -0.816$, $p = 0.165$) had no statistically significant effect on intention-to-quit. These findings do not support the proposed hypothesis, indicating that gender does not act as a moderator between employee engagement and turnover intentions. Therefore, the study concluded that there is no significant moderating effect of gender on the relationship between the two variables.

Results and Findings

Analysis demonstrated that age is positively associated with employee engagement ($r = 0.39$). While no significant difference was found between age group 1 (22–24 years) and group 2 (25–30 years), engagement scores differed significantly between group 1 and both group 3 (31–35 years) and group 4 (over 35 years). The mean engagement score for group 1 was 41 (low engagement), whereas it increased to 60 for group 3 and 64 for group 4, both indicative of high engagement. These findings suggest that employee engagement increases with age. Age is associated with one item of the turnover intention scale, that is, the intention to leave in 3 months. The study discovered that young employees have a higher intention to leave in 3 months than older employees.

Similarly, work experience was also found to influence engagement levels. Employees with over 10 years of experience had a mean engagement score of 66, significantly higher than the score of 46 reported by those with 2 years or less of experience (low engagement). Additionally, those in the 73–120 months experience range had a moderate engagement score of 54, which was again lower than those with more than 120 months of experience.

Gender-wise comparisons showed that male employees ($N = 78$) had a significantly higher mean engagement score of 58, compared to female employees ($N = 32$), whose mean score was 48, suggesting that gender influences employee engagement levels in the IT-BPO sector.

However, the analysis also examined whether gender moderates the connection between the variables employee engagement and turnover intention. A moderated regression using an interaction term (Gender $\times$ Employee Engagement) revealed that the interaction was not statistically significant, indicating that the relationship between engagement and turnover intention does not differ by gender. In other

words, both male and female employees exhibit a similar inverse relationship between engagement and their intention to quit.

Discussion

This study set out to examine the key demographic variables, employee engagement, and intent to quit within the Indian IT-BPO sector. We will discuss these findings one by one.

The findings suggest that as employees in IT-BPO companies grow older, their levels of engagement tend to increase. Both older and middle-aged employees were found to be more involved in work compared to their younger counterparts. This pattern aligns with the observations reported in BlessingWhite (2011), which highlighted a strong association between age and engagement, noting that aged employees are generally more engaged than younger ones. Similarly, Schaufeli and Bakker (2004), in a large-scale study involving 9,516 participants, examined the relationship between age and work engagement and found that older employees reported higher engagement levels. However, the relationship was statistically weak ($r = 0.140$), with age accounting for less than 2% of the variance in work engagement. These findings indicate that while age may be positively related to engagement, it is not a dominant predictor, and other factors may also contribute significantly to engagement levels in the organisational work environment. However, in the current study, employees who were in their early twenties were less likely to experience psychological meaningfulness, workplace spirituality, and alignment compared to their counterparts in their early and mid-thirties.

Further, workplace tenure appears to have a meaningful influence on employee engagement. In the present study, employees with over 10 years of work experience reported significantly higher engagement levels compared to those with 2 years or less. This finding aligns with the work of Richman et al. (2008), who found that engagement of employees at work mediated the relationship between perceived flexibility and anticipated retention. Their study provides evidence that organisational flexibility of employees can increase their engagement levels, which may, in turn, contribute to lengthier tenure. Similarly, it was found that employees working for an organisation for continuously seven years or more show higher engagement levels at work (BlessingWhite, 2011). We can say that long years of work in a single organisational environment may foster deeper alignment with workplace values and expectations. It is

also possible that as employees spend more time in the IT-BPO organisation, which is marked by a fast-paced and demanding work environment, they develop adaptive strategies and greater resilience to manage job demands. The acquired familiarity and flexibility with the work culture may facilitate a stronger sense of purpose and psychological investment in their roles, thereby enhancing overall engagement. This can be supported by the findings of Patel and Khanna (2021), who found that organisational tenure positively correlates with emotional commitment and engagement among Indian IT professionals. Likewise, Ahmed and Thomas (2023) observed that long-tenured employees exhibit higher levels of intrinsic motivation and adaptability, both of which are associated with continued engagement in turbulent work environments.

The current study also found the gender differences in employee engagement scores of IT-BPO companies' employees, with males reporting higher engagement levels compared to females in the Indian IT-BPO sector. The evidence for low female engagement has also been found earlier (Schaufeli and Bakker, 2004; Singh and Raj, 2021; Kaur and Mehta, 2022). The levels of engagement of female employees in the Indian IT-BPO context may be influenced by various socio-cultural and familial priorities that females assume easily compared to their male counterparts. As Fernandes (2010) notes, female employees readily leave their jobs, stating work-life imbalances as a reason for their decisions. It seems that females are more involved in their marriage, child-rearing responsibilities, and family relocation. In contrast, male employees are most likely to quit their professional roles for motives such as pursuing a better job profile or securing higher compensation. This suggests that, for many women in India, life choices and commitments outside of work may take precedence, potentially reducing their professional engagement when compared to men (Chauhan et al., 2022). We can also say that for females, alignment, psychological meaningfulness, and spirituality are often influenced by personal rather than professional life factors. There lies a greater conflict for females between personal and professional roles, which restricts their workplace involvement (Singh and Raj, 2021). Similarly, Kaur and Mehta (2022) state that work-life balance and caregiving responsibilities continue to impact women's engagement levels, particularly in high-demand sectors like IT and BPO. Although the gender-based differences in engagement were present, the current study found no significant variation between male and female employees' intention to quit their jobs. This suggests that while engagement levels may differ by gender, turnover intentions appear to be independent of gender in the Indian IT-BPO context.

Conclusions and Implications of the Study

The current study enhances the growing literature on employee engagement and turnover intentions by probing key demographic variables, age, tenure, and gender, in the Indian IT-BPO sector. The findings reveal that age and work experience are positively associated with engagement, with older and tenured employees exhibiting significantly higher engagement than younger and less experienced employees. Gender-based differences were also observed, with male employees showing greater engagement than female employees; however, gender is not the moderator in the relationship between engagement and intention to quit. These results suggest that employee engagement in the IT-BPO sector is shaped by both individual and contextual factors. Younger and less experienced employees seem more susceptible to disengagement and to early turnover intentions, whereas older and long-tenured employees show better alignment with organisational values and flexibility in managing work pressures. Gender disparities in engagement reflect broader socio-cultural realities in India, particularly the competing demands women encounter in harmonising professional and personal roles.

The findings suggest that organisations in the IT-BPO sector should adopt demographic-sensitive strategies to strengthen engagement and reduce attrition. For younger and early-tenure employees, organisations must provide avenues so that they can seek meaning and purpose from their work; their job roles should be better aligned with their inner goals. Companies can aim to provide tailored onboarding, mentorship, career development opportunities, meditative guidance, and flexible work arrangements to young hires to foster early alignment and commitment while reducing short-term turnover risks. Long-tenured employees, with their higher engagement levels, can be leveraged as mentors and cultural anchors who can teach what meaning they seek from their work and how this can be mirrored by the young adults. At the same time, addressing gender-specific challenges through inclusive HR policies, such as flexible schedules, career continuity backing, and leadership development programs for women, can help bridge engagement gaps.

Limitations of the Study

There are a few limitations of this study. First, the use of convenience sampling may hinder the generalisation of the results to the wider population within the IT-BPO sector. Additionally, while the study employed basic statistical analyses,

the application of more sophisticated techniques such as Structural Equation Modelling (SEM), by incorporating all the relevant demographic variables (such as commute time, educational qualifications), could have provided a more nuanced understanding of the relationships among variables. Furthermore, the study did not account for other demographic and organisational factors, thereby constraining the scope of interpretation.

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