INTERNATIONAL JOURNAL OF ENGINEERING MANAGEMENT AND SOCIAL SCIENCES (IJEMSS)

www.ijemss.com

Vol. 01, Issue 2, June 2026, pp : 788-793

e-ISSN : 3139-065X

editor@ijemss.com

A Study on Employee Retention Strategies at Wipro Limited, Hyderabad

An Empirical Analysis of Educational Sponsorship, Internal Mobility, and Hybrid Work in the Indian IT Sector

[1]Tanniru Kavya, [2]Mr. Mohammad Sirajuddin

[1]MBA (Human Resource Management), MLR Institute of Technology, Hyderabad

[2]Assistant Professor, MLR Institute of Technology, Hyderabad

Abstract

Employee retention has emerged as a defining challenge for the Indian Information Technology (IT) industry, where skilled professionals enjoy abundant career mobility and where the cost of replacing experienced talent is substantial. This study examines the effectiveness of the principal retention strategies deployed by Wipro Limited, with a specific focus on three organizational interventions: the Scholar Employee Enlistment and Development (SEED) educational sponsorship programme, the Wings Within internal mobility initiative, and the company's hybrid work policy. Adopting a descriptive research design, primary data were collected from 150 employees across Wipro's Indian delivery centres using a structured Likert-scale questionnaire, complemented by secondary data from annual reports and industry publications. Data were analysed using percentage analysis, the weighted average method, and the Chi-square test of independence via SPSS. The findings indicate that work-life balance, career growth, and hybrid work flexibility are the most influential retention drivers, while compensation, though important, is not a standalone determinant. Chi-square tests confirmed statistically significant relationships between retention intention and employee experience, the SEED programme, and the hybrid work policy ($p < 0.05$ in all three cases). Approximately 73 per cent of respondents reported an intention to remain with the organization over the next three years. The study concludes that a holistic, development-oriented retention strategy that integrates learning, internal career mobility, and workplace flexibility is more effective than purely financial incentives, and offers practical recommendations for strengthening retention in the IT sector.

Keywords: *Employee Retention; Human Resource Management; SEED Programme; Internal Mobility; Hybrid Work; Indian IT Industry; Wipro Limited.*

1. Introduction

In a knowledge-intensive economy, employees represent one of the most valuable and least substitutable assets of an organization. This is especially true in the Indian IT services industry, where delivery quality, client continuity, and innovation depend directly on the accumulated knowledge, skills, and experience of the workforce. Retaining talented professionals has therefore become a strategic priority rather than a routine administrative function, as attrition imposes direct costs in recruitment and training and indirect costs through lost institutional knowledge and disrupted client relationships.

Wipro Limited, one of India's leading multinational technology companies, operates in a competitive talent market where attrition has historically hovered in the mid-teens. To strengthen retention, the company has institutionalised several employee-centric initiatives, including educational sponsorship through the SEED programme, internal career mobility through Wings Within, hybrid and flexible working arrangements, and a range of wellness and engagement programmes. The present study evaluates how effectively these initiatives address the evolving expectations of a predominantly young, mid-career workforce and the extent to which they translate into long-term organizational commitment.

The expectations of contemporary IT professionals have shifted markedly. Employees increasingly value continuous learning, clear career progression, autonomy, and work-life balance alongside competitive pay. Traditional, compensation-led retention approaches are consequently less effective in isolation. Against this backdrop, this paper investigates which factors most strongly influence the decision to stay at Wipro and whether the company's flagship retention programmes produce measurable effects on retention intention.

INTERNATIONAL JOURNAL OF ENGINEERING MANAGEMENT AND SOCIAL SCIENCES (IJEMSS)

e-ISSN : 3139-065X

www.ijemss.com

editor@ijemss.com

Vol. 01, Issue 2, June 2026, pp : 788-793

2. Review of Literature

Prior research consistently frames employee retention as a multi-dimensional outcome shaped by both financial and non-financial factors. Studies of hybrid work in Indian IT firms report that flexible arrangements enhance satisfaction and organizational commitment, with employees valuing autonomy and work-life balance over purely office-based models, and that organizations offering such flexibility exhibit lower turnover intentions. Research on educational sponsorship, including evaluations of Wipro's SEED programme, finds that sponsored higher education and certification opportunities are associated with greater commitment and longer tenure, positioning career development as a central retention lever.

Work on employee experience argues that retention extends beyond salary to encompass culture, learning opportunities, flexibility, and leadership support, and that organizations investing in employee experience achieve higher engagement and retention. Studies of internal mobility programmes such as Wings Within suggest that internal transfers reduce recruitment costs and lower the likelihood of exit by addressing career stagnation. Complementary research highlights the role of mental-health and wellness initiatives, employee stock ownership, diversity and inclusion, transformational leadership, work-life balance, reskilling in response to automation, and corporate social responsibility in shaping loyalty. Exit-interview studies repeatedly identify poor managerial relationships as a leading cause of voluntary turnover, while compensation research notes that competitive pay is necessary but insufficient for long-term retention.

Several theoretical perspectives underpin this body of work. Maslow's hierarchy of needs and Herzberg's two-factor theory distinguish hygiene factors such as pay and working conditions from motivators such as recognition and growth. Social exchange theory and organizational commitment theory explain retention as a function of perceived benefits relative to costs and of affective, continuance, and normative commitment. Human capital theory and job embeddedness theory further frame employees as assets whose ties, fit, and accumulated sacrifices increase their attachment to the firm.

Despite this rich literature, relatively few studies examine the combined effect of Wipro's specific retention instruments on intent-to-stay behaviour, or compare the relative weight of financial and non-financial factors within a single empirical framework. This study addresses that gap.

3. Objectives of the Study

The study is guided by three primary objectives:

1. To evaluate the impact of Wipro's educational sponsorship programme (SEED) on employee career growth and retention.
2. To examine the effectiveness of the Wings Within internal mobility initiative and the hybrid work policy in enhancing satisfaction and reducing turnover intentions.
3. To identify and rank the major financial and non-financial factors influencing employee retention in the IT sector, and to test their statistical relationship with intention to stay.

4. Hypotheses

Three null hypotheses were formulated and tested:

1. $H0_1$: There is no significant relationship between employee experience and intention to stay.
2. $H0_2$: There is no significant relationship between the SEED programme and employee retention.
3. $H0_3$: There is no significant relationship between the hybrid work policy and employee retention.

5. Research Methodology

5.1 Research Design

The study adopts a descriptive research design intended to describe existing retention practices and employees' perceptions of them, without manipulating any variables.

5.2 Data Sources

Primary data were collected directly from employees and HR professionals through a structured Likert-scale questionnaire and supporting interviews. Secondary data were drawn from Wipro annual and sustainability reports, HRM journals, industry publications, and public workplace-sentiment sources.

5.3 Sampling and Tools

INTERNATIONAL JOURNAL OF ENGINEERING MANAGEMENT AND SOCIAL SCIENCES (IJEMSS)

www.ijemss.com

Vol. 01, Issue 2, June 2026, pp : 788-793

e-ISSN : 3139-065X

editor@ijemss.com

A simple random sampling technique was used to give every employee an equal chance of selection and to reduce bias. The sample comprised 150 employees across departments and project teams within Wipro's Indian operations, surveyed over a three-month period. Data were analysed in SPSS and Microsoft Excel using percentage analysis, the weighted average method, and the Chi-square test of independence to examine relationships between experience, the retention programmes, and intention to stay.

5.4 Limitations

The findings are based on a sample of 150 employees concentrated in selected Indian locations and may not generalise to Wipro's entire global workforce. Potential response bias, a limited three-month study window, and restricted access to confidential attrition data further constrain the conclusions.

6. Results and Discussion

This section presents the demographic profile of respondents, perceptions of the principal retention programmes, the ranking of retention factors, and the results of hypothesis testing.

6.1 Respondent Profile

The sample was predominantly male (63.3%) and concentrated in the 25–35 age band (40%), with the largest experience segment being employees with 2–5 years of tenure (43.3%). This profile reflects a young, mid-career workforce — precisely the group most exposed to external opportunities and therefore most relevant to retention strategy.

Table 1. Demographic Profile of Respondents (N = 150)

Category	Group	Respondents	Percentage
Gender	Male	95	63.3%
	Female	55	36.7%
Age	Below 25 years	25	16.7%
	25–35 years	60	40.0%
	35–45 years	40	26.7%
	Above 45 years	25	16.6%
Experience	Less than 2 years	30	20.0%
	2–5 years	65	43.3%
	5–10 years	35	23.3%
	Above 10 years	20	13.4%

6.2 Perceptions of Retention Programmes

Awareness of the SEED programme was high, with 80% of respondents aware of the initiative, indicating effective internal communication of learning opportunities. On perceived effectiveness, the SEED programme recorded a weighted mean of 3.73, the Wings Within internal mobility programme 3.60, work-life balance 3.80, and organizational culture 3.77 — all comfortably above the scale midpoint of 3.0, signalling broadly favourable perceptions. Two-thirds of respondents (66.7%) expressed satisfaction with the hybrid work model, and a majority were satisfied with compensation, though a meaningful minority remained neutral or dissatisfied, reinforcing the view that pay alone does not secure retention.

Table 2. Weighted Mean Scores for Key Retention Programmes

Retention Programme / Factor	Weighted Mean (out of 5)	Interpretation
SEED Programme (career growth)	3.73	Favourable
Wings Within (internal mobility)	3.60	Favourable

INTERNATIONAL JOURNAL OF ENGINEERING MANAGEMENT AND SOCIAL SCIENCES (IJEMSS)

www.ijemss.com

Vol. 01, Issue 2, June 2026, pp : 788-793

e-ISSN : 3139-065X

editor@ijemss.com

Retention Programme / Factor	Weighted Mean (out of 5)	Interpretation
Work-Life Balance	3.80	Strongly favourable
Organizational Culture	3.77	Strongly favourable

6.3 Ranking of Retention Factors

A weighted-ranking exercise across eight retention factors placed work-life balance first, followed by career growth and the hybrid work policy. Compensation ranked sixth, below several non-financial factors, underscoring the central finding that contemporary IT employees prioritise flexibility, development, and culture alongside — and sometimes ahead of — pay.

Table 3. Weighted Ranking of Retention Factors

Rank	Retention Factor	Weighted Score
1	Work-Life Balance	570
2	Career Growth	560
3	Hybrid Work Policy	555
4	Organizational Culture	550
5	Leadership Support	545
6	Compensation	530
7	SEED Programme	525
8	Wellness Programmes	515

6.4 Intention to Stay

Overall, 73.3% of respondents indicated an intention to remain with Wipro for the next three years, while 26.7% did not. This relatively high retention intention is consistent with the favourable perceptions of the company's development-oriented programmes and supportive culture.

6.5 Hypothesis Testing

Chi-square tests of independence were conducted to evaluate the three hypotheses. In every case the p-value was below the 0.05 threshold, leading to rejection of the null hypothesis and confirming statistically significant relationships.

Table 4. Chi-Square Test Results

Hypothesis	Chi-Square	df	p-value	Decision
Experience × Intention to Stay	15.824	4	0.003	Reject $H0_1$
SEED Programme × Retention	18.452	4	0.001	Reject $H0_2$
Hybrid Work × Retention	20.678	4	0.000	Reject $H0_3$

The results confirm that employee experience, the SEED programme, and the hybrid work policy each share a significant relationship with retention. The strongest association (highest Chi-square value) was observed for the hybrid work policy, reinforcing its prominence in the factor ranking and its growing importance in the post-pandemic IT workplace.

7. Key Findings

- The workforce surveyed is young and mid-career, with the 25–35 age group and 2–5 years of experience forming the largest segments — the cohorts most vulnerable to attrition.
- Awareness of the SEED programme is high (80%), and employees perceive it as supportive of career growth and loyalty (weighted mean 3.73).

INTERNATIONAL JOURNAL OF ENGINEERING MANAGEMENT AND SOCIAL SCIENCES (IJEMSS)

e-ISSN : 3139-065X

www.ijemss.com

editor@ijemss.com

Vol. 01, Issue 2, June 2026, pp : 788-793

- The Wings Within internal mobility programme is viewed as effective in opening career paths and reducing turnover intentions (weighted mean 3.60).
- Two-thirds of employees are satisfied with hybrid work, which is ranked among the top retention factors and shows the strongest statistical association with retention.
- Work-life balance is the single most influential retention factor, ahead of career growth and hybrid work.
- Compensation matters but is not a standalone driver; it must be paired with growth, flexibility, and a positive culture.
- All three alternative hypotheses were supported, confirming that experience, educational sponsorship, and hybrid work significantly influence retention.

8. Recommendations

1. Expand the SEED programme through additional certifications, university and online-learning partnerships, and personalised learning paths.
2. Strengthen Wings Within by improving the visibility of internal openings, promoting cross-functional exposure, and enhancing career counselling.
3. Embed hybrid work as a permanent component of workforce strategy, supported by investment in collaboration tools and home-office assistance.
4. Maintain competitive compensation through regular benchmarking and performance-aligned, flexible benefit plans.
5. Invest in leadership development — particularly emotional intelligence, participative decision-making, and transparent communication — given the strong link between managerial quality and retention.
6. Continue diversity, inclusion, recognition, and wellness initiatives, and deploy predictive HR analytics to identify employees at risk of leaving before they exit.

9. Conclusion

Employee retention is among the most critical challenges confronting IT organizations, and Wipro's competitiveness depends substantially on its ability to recruit, develop, and retain skilled professionals. This study demonstrates that retention at Wipro is shaped by both financial and non-financial factors, with work-life balance, career growth, and hybrid work flexibility emerging as the dominant drivers. Statistical testing confirms that employee experience, the SEED educational-sponsorship programme, and the hybrid work policy each have a significant influence on the intention to stay.

The evidence supports a holistic retention strategy that integrates continuous learning, internal career mobility, workplace flexibility, supportive leadership, and a strong organizational culture, rather than relying on compensation alone. By continuing to invest in employee development, internal mobility, hybrid working, and wellness, Wipro can deepen organizational commitment and sustain its competitive position in the talent-constrained IT industry. Future research could extend this work through larger, multi-location samples, longitudinal designs, and access to actual attrition data to validate and generalise these findings.

References

[1] Arora, R., & Gupta, S. (2026). Artificial intelligence and predictive analytics in employee retention management. Indian Journal of Industrial Relations.

[2] Srivastava, A. (2025). The hybrid paradox: Flexible work models and retention in Indian IT companies. Human Resource Management Review.

[3] Nair, P. (2025). Educational sponsorship programmes and employee loyalty: Evidence from the SEED initiative. Journal of Management Studies.

[4] Kumar, V., & Lee, J. (2024). From engagement to experience: Employee experience and retention in digital organizations. Academy of Management Journal.

[5] Deshmukh, S. (2024). Internal mobility as a retention tool: A study of the Wings Within initiative. Asian Journal of Management.

INTERNATIONAL JOURNAL OF ENGINEERING MANAGEMENT AND SOCIAL SCIENCES (IJEMSS)

www.ijemss.com

Vol. 01, Issue 2, June 2026, pp : 788-793

e-ISSN : 3139-065X

editor@ijemss.com

[6] Patel, M. (2023). Mental-health initiatives and employee retention in the IT sector. HRM International Digest.
[7] Mehra, K. (2023). Employee stock option plans and long-term commitment. International Journal of Business Research.
[8] Aswathappa, K. (2023). Human Resource Management. McGraw Hill.
[9] Armstrong, M. (2024). Strategic Human Resource Management. Kogan Page.
[10] Dessler, G. (2024). Human Resource Management. Pearson Education.
[11] NASSCOM. (2025). Indian IT-BPM industry reports. National Association of Software and Service Companies.
[12] Wipro Limited. (2024–2025). Annual reports and sustainability reports. Wipro Limited.