The impact of Person-Organization Fit on the intention to stay among Employees of the IT sector: The mediating effect of Organizational commitment

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Abstract:

Retaining employees is becoming a crucial challenge, especially in the IT industry, as the loss of experienced and skilled employees significantly impacts productivity and innovation, hampering overall organizational success. While extensive research has been done on turnover intention from a managerial perspective fewer studies have explored understanding the employee's intention to stay. Intention to stay refers to the psychological inclination of employees to remain with their current organization (Naim & Lenka, 2017). The P-O Fit Theory suggests that employees are more likely to remain with an organization when their values align with the organization's culture and goals. Hence this study guided by the Person Organization fit theory, explores the impact of Organisational culture, Organisational fit, and Personal values on employees' intention to stay with Organisational commitment as a mediator. Also in recent research, the findings of Smith and Jones, 2022 and Kumar et al ., 2023 highlighted that the IT industry significantly experiences higher turnover rates which disrupt workflow, increase recruitment loss, and impede growth. This study will use a random sampling technique with a sample size of 200 employees from the IT sector. The findings are expected to provide valuable insights for IT organizations that seek to strengthen their engagement, empower their retention strategies, and maintain a competitive edge in the industry.

Keywords: *Person-Organization Fit, Organizational Culture, Personal Values, Organizational Commitment, Intention to Stay, Employee Retention, IT Sector, Human Resource Management.*

Introduction

At present employee retention has emerged as a critical concern for organizations, this is more prevalent in the Information Technology (IT) sector, which experiences dynamic shifts in workforce demands and competitive pressures. The high turnover rates in this industry have been reported to disrupt organizational workflow and escalated recruitment costs have hampered business growth (Smith & Jones, 2022; Kumar et al., 2023). In this scenario, understanding factors that influence employees' intention to stay has become a focal point for both human resource professionals and organizational leaders.

The concept of "intention to stay" refers to an employee's psychological predisposition to remain with their current organization, as opposed to turnover intention, which focuses on the factors leading to their departure (Naim & Lenka, 2017). From the perspective of the organization, it is pertinent to proactively address retention by cultivating an organizational climate that aligns with employees' values and career aspirations. Studies substantiate that, employees adapt their best when there is a good personal organizational environment, and Person–organization (P–O) fit has been identified as a potentially important factor in the development and maintenance of employee commitment to organizations (Meyer and Allen, 1997, Mowday et al., 1982). Hence, the Person-Organization (P-O) fit theory provides a robust framework to explore this alignment. According to this theory, employees are more likely to stay with an organization when their values, beliefs, and goals are congruent with the Organization's culture and objectives (Kristof, 1996).

"Organizational culture", "Organizational fit" and "Personal values" are predominant factors in understanding employees' intention to stay. Organizational culture encompasses shared norms, values, and practices that shape workplace interactions and behaviors (Cameron & Quinn, 2011). Organizational fit, on the other hand, measures the degree of alignment between employees and their workplace in terms of skills, values, and goals (Chatman, 1989). Personal values further influence the relationship between the employees and their workplace, and employees tend to seek environments that resonate with their intrinsic motivations and aspirations (Rokeach, 1973).

Besides this, Organizational commitment plays a pivotal mediating role in this relationship, linking P-O fit to an employee's intention to stay. Organizational commitment is the employee's

emotional attachment, identification, and involvement with their Organization (Meyer & Allen, 1991). Further, high levels of commitment among employees have also been shown to reduce turnover intentions and strengthen retention strategies (Allen & Meyer, 1996).

Therefore, this study aims to investigate the impact of Organizational culture, Organizational fit, and Personal values on employees' intention to stay, with Organizational commitment as a mediating factor. The study intends to provide actionable insights for IT Organizations striving to improve employee engagement, retention strategies, and competitive advantage in the ever-evolving industry landscape. By focusing on these critical aspects, this research contributes to the existing literature on employee retention and offers practical recommendations for HR policies and Organizational development strategies tailored to the unique challenges of the IT sector.
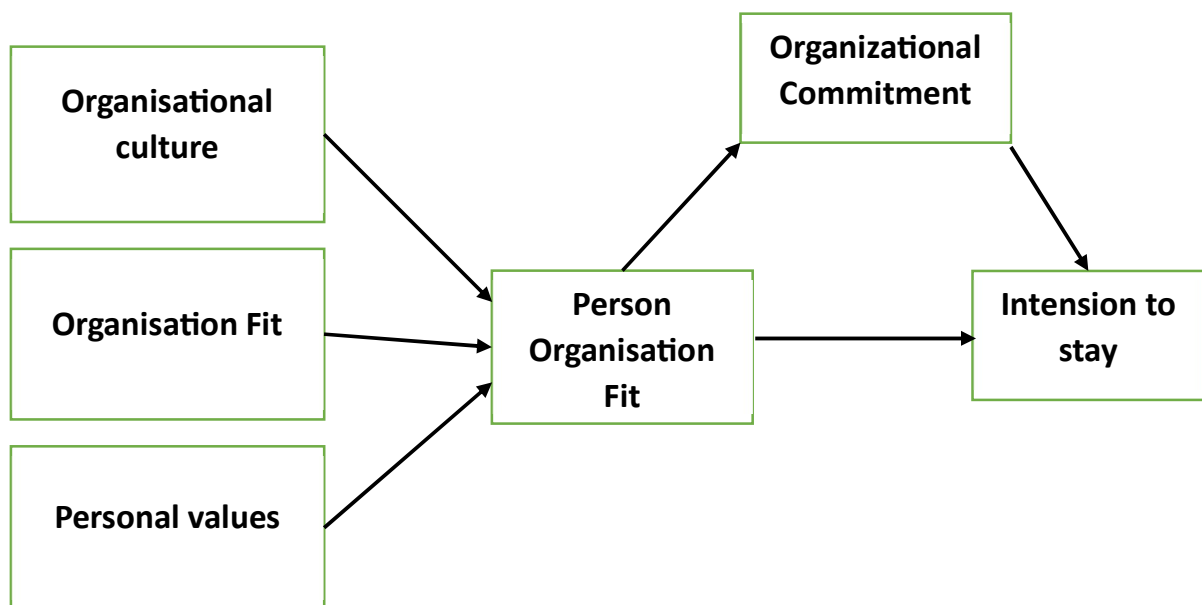
Organizational culture and intention to stay

Organizational culture has been recognized as a crucial factor that influences organizational performance, often surpassing the impact of structure, policies, or politics (Deal & Kennedy, 1982). Its foundation can be traced back to the work of Deal and Kennedy (1982), who identified four cultural types: tough-guy/macho, work-hard/play-hard, bet-your-company, and process-oriented cultures. In addition to this many other scholars, such as Handy (1985), classified culture based on power, position, task, and person, while on the other hand, Schein (1985) introduced a three-level framework consisting of artifacts, values, and underlying

assumptions. In the later years, Scholtz (1987) further expanded cultural classifications by including five typologies: stable, reactive, anticipating, experimenting, and creative. More recent literature identifies core cultural dimensions, including innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability (Cameron & Quinn, 1999). Due to the complexity and diversity of these cultural aspects, no single framework fully encompasses organizational culture, although models like the Competing Values Framework (Cameron & Quinn, 1999) effectively categorize thinking patterns, values, and decision-making approaches. Importantly, organizational culture significantly impacts employees' intention to stay within a company, as cultures that foster people orientation, collaboration, and innovation create a sense of belonging and job satisfaction, leading to higher retention rates (Schein, 1985). Conversely, cultures that emphasize extreme outcome orientation or aggressiveness may increase stress and dissatisfaction, contributing to higher turnover (Scholtz, 1987). Employees tend to remain in organizations where they experience support, shared values, open communication, recognition, and career development opportunities (Handy, 1985). Furthermore, the alignment between an individual's values and organizational culture plays a crucial role in their decision to stay (Cameron & Quinn, 1999). Ultimately, while organizational culture is instrumental in shaping performance and operational effectiveness, it also directly influences employee retention, making it essential for organizations to cultivate an environment that promotes engagement, professional growth, and a supportive workplace.

Personal values and intention to stay

Personal values are consistent, such as a person's individuality that establishes an individual's decision-making, problem-solving, and behaviors (Eva, Prajogo & Cooper, 2017). Likewise, Henrique and Matos (2015) also stated that personal values are considered a significant key construct in understanding employees' behavior. Adding to this it has also been found that Personal values have been anticipated to have significant power over decision-making (Rokeach, 1973). In particular, there may be a dispute that personal values may drive individuals to act in a moral or immoral manner (Baird & Zelin, 2007). Personal values, although unusual in nature, are mostly inclined by communal and intellectual factors and tend to vary across nations (Lan, Ma, Cao & Zhang, 2009). Recent research shows that the personal values of an individual control his/her behavior and attitude, and they sometimes do not match

with the values held by people they are surrounded with at the workplace. Values are very important as they form the base for human opinion that in turn guides to improvement of decision-making behaviours. It can also be conceptualized in order to be converted into a criteria for declarations, predilections, and preferences. Many research studies have also shown that the organization helps to encourage the behavior of the person when individual positive values present strong corresponding behaviors (Suar & Khuntia, 2010). Therefore when individuals' personal values align with those of their organization, it fosters a sense of belongingness, job satisfaction, and commitment. This alignment enhances positive behaviors leading to a stronger engagement and influencing individuals' intentions to stay.

Organisational fit and Intention to stay

Over the last few years, the concept of Organisation fit on the dimensions of job embeddedness research was introduced by Mitchell et al (2001). This concept is a part of job embeddedness theory which discusses fit, link, and sacrifice mainly focusing on employees' intention to stay. Fit explains an employee's perceived compatibility or comfort within a community, organization, or job. Therefore when there is a better fit, there are more chances for an attachment to the job leading to an intention to stay. However, cross-survey literature exposes that there are hardly any research studies that have examined the power of the fit components on employees' intention to stay.

Given the apparent importance of the fit components as a probable motivator of employees' commitment and intention to stay, It is also important to examine how we can retain employees. By fostering a strong sense of fit through cultural alignment, professional growth opportunities, and supportive work environments organizations can increase job satisfaction and reduce turnover. Also, industry-specific variations and demographic factors that may influence the impact of organizational fit on retention are also important aspects.

Intension to stay

Intension to stay is characterized as the strength of an individual's intent towards discretionary and permanent discontinuation from employment (Hom & Griffeth, 1991). It is also known as the desire of employees to continue working for an organization for a longer term. Earlier researches reveal that organizational commitment can successfully anticipate low intention to stay and low organizational commitment can increase intention to quit. (Valeau, Paille, Dubrulle, & Guenin, 2019; Noor, Zainuddin, Panigrahi, & Rahim, 2020).

So when individuals are exceptionally committed to their organisation will further develop individuals feelings of fortitude, causing more intensity to stay. On the flip side if their commitment is low they develop feelings of being unreliable within their organisation which will cause them to quit their job. (Perryer, Jordan, Firns, & Travaglione, 2010). Hence individuals with high intentions to stay can create a more sustainable workforce within their organisation.

THEORETICAL BACKGROUND REVIEWS

Relationship between Organisational culture and employees' intention to stay

Studies have continually shown the link between organizational culture and the intention of employees to stay. As explained in "Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework" by Cameron and Quinn (2011), organizational culture has a crucial role to play in building different aspects of employee behavior and outcomes. Their study illustrates a strong positive relationship between a supportive culture of an organization and employee retention, implying its role in building commitment and long-term engagement.

Similarly, "Organizational Culture and Employee Retention: Evidence from Manufacturing Firms" by O'Reilly, Chatman, and Caldwell (1991) puts greater emphasis on the role of workplace culture in employees' intention to remain, noting the role of an open and values-based workplace in building job satisfaction and reducing turnover intention. Their empirical result illustrates that employees who fit into their organization's culture tend to remain committed to their jobs.

Similarly, "Psychological Safety and Workplace Culture: Implications for Employee Retention" by Edmondson (1999) discovers a positive association between a psychologically safe work environment and employee retention. This research illustrates how trust and inclusiveness in an organization can influence employees' choice to remain by building their sense of security and belongingness.

Further, Kotter and Heskett's study in "Corporate Culture and Performance" (1992) also corroborates the above findings by establishing the mediating effect of leadership in building

organizational culture and employee retention. Their study illustrates that transformational leadership, building a strong organizational culture, not only enhances job satisfaction but also indirectly builds long-term employee commitment through increased motivation and engagement.

Thus, the researcher can expect that organizational culture plays an important role in influencing employees' intention to remain. Thus, the following hypothesis is developed: **Organizational culture has a significant influence on employees' intention to Stay.**

Relationship between Person organization fit and intention to stay.

High person-organization (P-O) fit has been found to be an important predictor of increasing employees' intention to stay. Kristof-Brown, Zimmerman, and Johnson (2005) in "Consequences of Individuals' Fit at Work: A Meta-Analysis of Person-Job, Person-Organization, Person-Group, and Person-Supervisor Fit" observe that employees who feel that values, goals, and organizational culture are in line report better job satisfaction and organizational commitment, and lower intentions to turn over.

Similarly, Cable and DeRue (2002) in "The Convergent and Discriminant Validity of Subjective Fit Perceptions" report that employees who feel there is congruence between personal values and organizational culture are more committed and more engaged with the organization. Their study highlights the worth of value congruence in encouraging loyalty and turnover.

Also, in "Effects of Person-Organization Fit on Employee Work Attitudes and Performance," Verquer, Beehr, and Wagner (2003) found that employees high in P-O fit report more job satisfaction, less stress, and more intent to stay in favor of the argument that congruence between employees and organizational values is the key to retention.

Thus, the researcher can infer that organizational culture and person-organization fit both have significant impacts on employees' intention to stay. Thus, the following hypothesis is proposed: **H2: A strong person-organization (P-O) fit increases employees' intention to stay.**

Relationship between Personal values and intention to stay

Alignment of organizational values and personal values is a significant determinant of employee intention to stay. Kristof-Brown, Zimmerman, and Johnson (2005) in "Consequences of Individuals' Fit at Work: A Meta-Analysis of Person-Job, Person-Organization, Person-Group, and Person-Supervisor Fit" note that when employees perceive alignment of organizational values with their personal values, they experience enhanced job satisfaction and organizational commitment, which eventually reduces turnover intentions.

Similarly, Cable and DeRue (2002) in "The Convergent and Discriminant Validity of Subjective Fit Perceptions" argue that employees perceiving congruence between organizational culture and their values experience enhanced feelings of being committed, motivated, and engaged in their organization, which positively affects their retention.

In addition, Verquer, Beehr, and Wagner (2003) in "Effects of Person-Organization Fit on Employee Work Attitudes and Performance" found that employees with high person-organization fit have increased job satisfaction, decreased levels of stress, and increased intention to stay. Their research highlights the significance of value congruence in fostering loyalty and turnover reduction.

Thus, the researcher can conclude that the alignment of organizational values and personal values is a significant determinant of employees' intention to stay. Therefore, the following hypothesis is proposed:

H3: Alignment of personal values increases employees' intention to stay.

The mediating effect of Organisational commitment between organizational culture, Person organization fit, Personal values, and intention to stay

 Organizational commitment has been found to mediate the relationship between organizational culture, person-organization fit, personal values, and employees' intention to stay. Meyer and Allen (1991) in "A Three-Component Conceptualization of Organizational Commitment" propose that affective commitment, which is an emotional bond with the organization, strengthens the bond between employees and the workplace, reducing turnover intentions.

Likewise, in "Organizational Commitment and Employee Retention: Examining the Mediating Role of Job Satisfaction" by Mathieu and Zajac (1990), the authors found that employees with high organizational commitment are more likely to stay because their feeling of loyalty and fit with the firm increases job satisfaction and decreases withdrawal behavior.

Again, a study by Mowday, Porter, and Steers (1982) in "Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover" confirms that organizational commitment is the strongest connection between workplace culture, personal values, and retention. Based on their study, employees who feel a high sense of belongingness and organizational commitment are much less likely to leave.

Thus, the researcher can conclude that organizational commitment is a mediating variable in the relationship between organizational culture, P-O fit, personal values, and employees' intention to stay. Thus, the following hypothesis is provided:

Organizational commitment mediates the relationship between organizational culture, person-organization fit, personal values, and employees' intention to stay.

METHODOLOGY

Respondents and sampling procedure

We employed a Simple random sampling technique, selecting a total of 200 employees, from the ITES (Information technology-enabled services) Sector organisations located in Chennai, India. The participants held various managerial positions within the organization. Subsequently, all employees were briefed about the purpose of the research study. After understanding the purpose, the following instructions were provided to the employees. "Please fill in all the required information in the provided sheet. Provide your honest responses according to the instructions given in the questionnaire. Do not skip any statements while answering and try not to spend too much time on each question. The data collected will be kept confidential and will be used solely for academic purposes. Please feel free to clarify any doubts with me without hesitation."

After ensuring that the employees had understood the instructions, the questionnaire was distributed to them, and the completed questionnaires were collected back. The entire data collection process took place over a period of five days. We limited our study site to one

organization as we are measuring organizational culture as a moderating variable. The variables selected for the study were Organisational culture, Personal values, Person organization fit, Organisation commitment, and Intention to stay; in addition, demographic variables such as name, gender, age, designation, and marital status were added. Regarding ethical considerations, all participants were volunteers; their anonymity was Ensured.

Instrument design and structure

The study utilizes five key instruments to assess various organizational and psychological constructs. These instruments have been selected based on their validity and reliability in measuring organizational commitment, culture, employee retention, values, and person-organization fit.

- The Organisational Commitment Questionnaire (OCQ) (Meyer et al., 1993).
- Organizational Culture Assessment Questionnaire (Marshall Sashkin, William E. Rosenbach , 1996).
- Intent to Stay Scale by Price and Mueller (1986)
- The Short Schwartz's Value Survey Lindeman, M. & Verkasalo, M. (2005).
- Person-Organization Fit developed by Bretz and Judge (1994)

ANALYSIS AND INTERPRETATION

Table1: Simple linear Regression

Source: SPSS

Influence of Organizational culture on employees' intention to Stay.

Predictor	B (Unstd.)	Std. Error	β (Std.)	t	Sig. (p)
Organizational Culture	0.5259	0.055	0.564	9.604	.000
Constant	-0.1034	0.252	-	-0.410	.682
R² = 0.318, F(1,198) = 92.23, p < .001					

The statistical analysis investigates how organizational culture affects employee decisions to maintain organizational affiliation. The study data showed organizational culture provides a statistically significant positive link to how employees intend to stay at work (B = 0.5259, p < .001). Higher organizational culture levels lead employees to choose to stay at their current workplace.

Organizational culture plays a substantial role in employee retention intentions based on its standardized beta value of 0.564. Among the various influencing variables other than organizational culture the model demonstrates that culture is responsible for explaining 31.8% of employee retention intentions (R^2 = 0.318).

Research findings indicate organizational culture is a crucial predictor of employee retention intentions because it produces statistically significant model results ($F_{(1,198)}$ = 92.23, p < .001). Research shows that the constant (-0.1034) term lacks significance (p = 0.682) for predicting employees' intention to stay.

Table 2: Simple Linear Regression

Source: SPSS

Influence of person-organization (P-O) fit on employees' intention to stay.

Predictor	B (Unstd.)	Std. Error	β (Std.)	t	Sig. (p)
Person-Organization Fit	0.2373	0.065	0.250	3.635	.000
Constant	1.2088	0.303	-	3.987	.000
R^2 = 0.063, F(1,198) = 13.22, p = .00035					

The study through regression analysis evaluates how person-organization (P-O) match influences employee retention decisions. The analysis demonstrates that P-O fit creates a statistically significant positive effect on employee retention intention (B = 0.2373, p < .001).

When staff members identify stronger value congruence between their beliefs and organizational standards they show increased dedication towards staying at the organization.

The standardized beta coefficient of 0.250 demonstrates that P-O fit plays a moderate yet weaker part in employee retention while organizational culture remains more influential (Table 1 shows this). The model calculation indicates a 6.3% explanation rate between P-O fit and employee retention based on an R^2 value of 0.063. Other variables substantially impact the employees' decision to stay.

The statistical analysis confirms that P-O fit serves as a significant predictor of employees' intention to stay through a model with $F(1,198) = 13.22$ and $p < .001$. Results show that the constant term yields a value of $B = 1.2088$ which features a p value below .001 thus demonstrating that employees hold a base-level wish to remain even with no P-O fit present.

Table 3: Simple Linear Regression

Source: SPSS

Influence personal values on employees' intention to stay.

Predictor	B (Unstd.)	Std. Error	β (Std.)	t	Sig. (p)
Personal Values	0.2930	0.036	0.505	8.243	.000
Constant	1.1520	0.143	-	8.073	.000
R² = 0.255, F(1,198) = 67.94, p < .001					

The regression analysis evaluates how personal values influence employee intentions to stay. The evaluation reveals that personal values create a statistically meaningful and positive link with employee retention intentions ($B = 0.2930$, $p < .001$). Employees tend to maintain their

organizational membership when they closely connect their personal values with the workplace environment.

Personal values demonstrate a strong effect on employee retention decisions through their standardized beta coefficient measurement (β = 0.505). Employee retention is predicted by personal values to a significant degree at 25.5% (R^2 = 0.255) while additional factors beyond personal values also affect retention levels.

Research results indicate personal values significantly influence employees' intention to remain at the workplace because the full model achieves statistical validity (F(1,198) = 67.94, p < .001). The constant term which equals 1.1520 (p < .001) maintains significance and indicates employees commonly maintain a persistent intent to stay at work.

Table 4: Multiple Linear Regression

Source: SPSS

Organizational commitment mediates the relationship between organizational culture, person-organization fit, personal values, and employees' intention to stay.

Predictor Variable	B (Unstd.)	Std. Error	β (Std.)	t	Sig. (p)
Organizational Culture	0.1818	0.036	0.291	5.060	.000
Person-Organization Fit	0.1559	0.037	0.268	4.253	.000
Personal Values	0.1649	0.022	0.459	7.369	.000
Constant	-0.0967	0.252	-	-0.384	.701
R² = 0.348, F(3,196) = 34.83, p < .001					

The research study investigates how organizational commitment functions as a mediational element in explaining the relationships between organizational culture and person-organization fit and personal values together with employee intentions to stay. All predictor variables including organizational culture P-O fit and personal values maintain their significance in

predicting employee intention to stay despite the addition of organizational commitment to the model.

The results confirm that strong organizational culture directly influences employee retention calculations (B = 0.1818, β = 0.291, p < .001).

Research findings demonstrate how P-O fit creates positive effects on employee retention (B = 0.1559, β = 0.268, p < .001) because employees stay longer when their values match organizational values.

Personal values demonstrate the greatest impact on retention compared to the other two predictors (B = 0.1649, β = 0.459, p < .001) because alignment with personal values proves essential for employee retention.

Organizational commitment serves as a mediator between work-related values and employees' desire to stay because these predictors explain 34.8% of the intention to stay variance when considering organizational commitment.

This model shows that the constant term has no statistical significance in predicting employee retention because its value of -0.0967 produces a p-value of .701.

Discussion

The retention of employees has emerged as a primary research subject in IT organizations because these businesses face substantial obstacles arising from their high staff turnover rates (Smith & Jones, 2022; Kumar et al., 2023). The factors influencing employees' retention decisions have been thoroughly studied by researchers who found that organizational culture plus person-organization match and individual values influence staying power through organizational commitment (Meyer & Allen, 1991; Kristof-Brown et al., 2005). This research expanded existing models to study the combined effects that determine worker retention in Information Technology sector settings.

Employees' stay intentions receive strong influence from organizational culture which explains 31.8% of retention factors (B = 0.5259, p < .001). The research outcome matches the conclusions from Cameron and Quinn (2011) who discovered supportive organizational culture creates workplace belongingness while sharing values which leads to job satisfaction for retaining employees. A workplace culture based on shared values helps employees feel more

committed and decreases their thought of leaving the organization according to O'Reilly et al. (1991).

Employee retention intentions strongly relate to P-O fit as the study established (B = 0.2373, p < .001) but organizational culture remains the primary driver of employee retention through its explanation of 6.3% of variance. Empirical research by Kristof-Brown et al. (2005) and Cable and DeRue (2002) validate that employee commitment is stronger when individual beliefs match organizational values because this enhances retention effectiveness.

Personal values demonstrated remarkable ability in predicting employee intention to stay (B = 0.2930, p < .001) by accounting for a 0.505 standardized beta effect. Organizations where employees find congruence between their core personal values show higher employee retention rates according to research by Rokeach (1973) as well as Verquer et al. (2003).

The research demonstrated that organizational commitment acted as a mediator connecting organizational culture along with P-O fit and personal values to workers' stay intentions while explaining 34.8% of the effect. The study demonstrates that emotional workplace bonds according to Meyer and Allen's (1991) three-component model enhance employee dedication to stay within the organization. According to Mathieu and Zajac (1990) and Mowday et al. (1982), employees demonstrate strong commitment which leads to decreased turnover intentions through the development of loyalty and engagement.

The research findings of this study back up previous academic work which proves that strong organizational cultures together with personal and organizational value alignment and high commitment levels improve employee retention success. IT organizations fighting employee turnover should adopt strategies that develop diverse workplaces create shared values and enhance commitment to stabilize workforce retention.

Limitations

- The sample size was relatively small due to time constraints
- A cross-sectional research design could have been used to get a more in-depth understanding.

Future directions for research

- Future studies can adopt a longitudinal research design to observe changes in employees' "intention to stay" over time as organizational cultures and values evolve.
- While this study focused only on the ITES sector future research can explore other sectors.
- Future research can include other organizational variables such as Leadership style, Job satisfaction, or employee satisfaction.
- Gender differences could be explored.

Managerial implications

- Managers should cultivate a culture that aligns with the values and aspirations of employees.
- Incorporating Person organization fit assessment during the recruitment process.
- Train leaders and Managers to be culture carriers and role models
- Encouraging feedback and participation in the decision-making process can enhance perceived organizational support, which positively contributes to organizational commitment.
- HR policies should focus on building a supportive work environment with opportunities for career growth, flexible work arrangements, and wellness initiatives that align with both organizational goals and employee values.

Conclusion

This study underscores the critical role of organizational culture, person-organization (P-O) fit, and personal values in shaping employees' intention to stay, with organizational commitment serving as a key mediating factor. The findings affirm that a strong and supportive organizational culture significantly enhances retention by fostering a sense of belonging and job satisfaction, aligning with previous research by Cameron and Quinn (2011). Similarly, P-O fit plays a crucial role in retention, as employees are more likely to remain in organizations where their values and beliefs align with the organizational environment (Kristof-Brown et al., 2005; Cable & DeRue, 2002). Furthermore, personal values emerged as a strong predictor of retention, reinforcing that employees are more committed when their workplace resonates with their intrinsic motivations (Rokeach, 1973; Verquer et al., 2003).

Additionally, organizational commitment was found to mediate the relationship between these factors and employees' intention to stay, demonstrating that employees with higher emotional attachment to their organization are less likely to leave (Meyer & Allen, 1991). This highlights the importance of fostering commitment through workplace policies that promote employee engagement, job satisfaction, and a culture of inclusivity.

In conclusion, the study provides valuable insights into employee retention strategies, particularly within the IT sector, where turnover remains a pressing issue. Organizations aiming to reduce attrition should focus on cultivating a positive work culture, ensuring value alignment through P-O fit, and enhancing commitment through engagement initiatives. By prioritizing these factors, businesses can build a more stable and motivated workforce, ultimately contributing to long-term organizational success.

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