Exploring the Relationship Between Satisfaction and Intention to Stay Among Millennial Employees:
The Moderating Role of Managerial Support

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ABSTRACT

The main purpose of the study is to investigate the relationship between job satisfaction, organizational commitment, and intention to stay among the millennials working in IT organizations of North India. The present study has adopted descriptive research design and purposive sampling technique was used to gather data from 396 respondents with the help of a structured questionnaire. The data was analyzed using SPSS and PLS-SEM. Findings revealed that job satisfaction has a significant impact on organizational commitment ($\beta=0.457$, $p<0.05$) and intention to stay ($\beta=0.596$, $p<0.05$). It was also revealed that managerial support moderates the relationship between job satisfaction and intention to stay. This study is one of the few empirical studies that have investigated the perception of millennials about their intention to stay in IT sector. The study will be beneficial for the HR experts in improving the employees' intention to stay by focusing on giving support to their employees.

KEYWORDS

India, Intention to Stay, IT Industry, Job Satisfaction, Managerial Support, Organizational Commitment

INTRODUCTION

Retaining employees in an organization has become an important area of concern in this competitive scenario for the success of the organization (Mowday, 1998). Studies related to employee turnover have highlighted that job dissatisfaction and low level of commitment increase the employees' intention to leave the organization (Long et al., 2012). Mathieu and Zajac (1990) identified that organizational financial benefits can be increased as a result of retaining competent employees, which includes reduced turnover, less training costs (Tett and Meyer, 1993). Brunetto et al. (2012) highlighted that satisfied employees have higher commitment level towards their organization in comparison to the less satisfied employees. Employers are more concerned about improved performance, lower absenteeism, less chances of withdrawing, whereas, employees are more concerned about their salaries, promotions, respect and so on (Kumar et al., 2018). If there is a match between the employees' goals and organizational goals, the employees are more likely to remain loyal and committed to their organizations (Sharma, 2019). India's top organizations are also facing issues in hiring and retaining talented employees.

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According to the researchers, it was believed that IT personnel differ from non-IT employees in terms of job design which leads to greater satisfaction (Traymbak and Verma, 2021). Millennials are also important for the technology sector as they are digital natives. The millennials have surpassed other generations and retaining such a large workforce have challenging for the policymakers. They are more concerned about their career and if there is a mismatch in the skills and the jobs, they are willing to shift jobs (Chavadi et al., 2021). Millennials consider it critical that the organization must provide growth opportunities for the overall development and to enhance their leadership skills (Prakash et al., 2021). Organizations strive to retain their talented employees and the millennials are three times more intended to switch their jobs (Ertas, 2015).

Joseph et al. (2007) confirmed that young employees are more prone to quit the organizations in comparison to older employees. Due to the rise in job hopping, retaining millennials is a new challenge faced by the organizations in this competitive scenario. Therefore, organizations have understood the need to retain talented workforce and engage them to achieve organizational objectives. This generation has a different perspective for growth and development in the technology sector and they can offer innovative ideas to the organizations for the effective functioning of its organizational activities. The ideas and approach of such employees are becoming a pathway for innovations in technology industry. Millennials, consisting a major portion in today's workforce are willing to receive good salary packages and career development and continues to look for alternatives until they find similarity between their own values and values of the organization (Lester et al., 2012). According to the studies in IT sector, turnover intention has been observed as a result of commitment and job satisfaction (Carayon et al., 2006).

Indian IT sector is one of the largest employer with a workforce of 4.3 million as of FY20 (IBEF, 2021). Most of the previous were based on the factors influencing job satisfaction and commitment level of employees, but only a few research studies have focused on determining millennials' intention to stay. Very few studies have been conducted to examine the perception of millennials on the relationship between satisfaction and intention to stay in the IT sector of North India. As a result, it would be interesting to know whether the satisfied employees intend to stay in the organization. The purpose of the study is manifold. First, the study attempts to investigate the association between job satisfaction and intention to stay. Second, the study examines the mediating effect of organizational commitment and moderating effect of managerial support on the relationship between job satisfaction and employees' intention to stay.

The suggestions given by Misra (2021) have been used in structuring the abstract and introduction of the present paper. The remaining paper is organized as: theoretical framework and review of literature followed by the research methodology. Further, the paper discusses about the research findings, implications and limitations and scope for future research.

2. REVIEW OF LITERATURE

2.1 Theoretical Framework

The theoretical underpinning in the present study is grounded on the concept of social exchange theory (Blau, 1964). Social exchange theory predicts that if employees receive fair return in the exchange relationship, the job satisfaction level will increase. (Eisenberger et al., 1990) stated that the practice of social exchange is initiated by businesses when they believe that the contribution of employees is important and ready to pay attention to the welfare and well-being of employees. "Social exchange theory suggests that employees who value benefits received from their organization, such as pay, fringe benefits or working conditions, will reciprocate with more positive work attitudes" (Haar, 2006). Satisfied employees are more likely to retain in their organizations, leading to reduced turnover (Malik et al., 2010). When the organizations give employees with a positive work environment then employees would respond with loyalty by showing emotional attachment towards their organization. The result

of exchange relationship between the employees and their organization leads to the commitment of employees towards their organization (Chiang et al., 2014).

Lawler (1973) termed discrepancy theory as the difference between the actual outcomes and the outcomes that a person perceive. An assessment in which an actual outcome level less than the expected outcome level, leads to dissatisfaction (Lawler, 1973). Considering the theoretical aspect, satisfaction of employees leads to increase in the commitment level of employees.

2.2 Job Satisfaction and Organizational Commitment

Kim et al. (2005) defined job satisfaction as a general attitude of an employee with the job and its components, for instance, work environment, working conditions, compensation plans and communication. Togia et al. (2004) defined satisfaction as a feeling and thought of an employee about the work and workplace, whereas, organizational commitment is sharing of a bond between an employee and the organization. Meyer and Allen (1991) defined organizational commitment "psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue or discontinue membership in the organization". Aboobaker et al. (2020) inferred that recruitment and selection of employees who are compatible with the strategy of the organization is the initial stage in establishing loyalty towards the organization. Park (2020) found that committed employees have higher job satisfaction and Li et al. (2020) also revealed that satisfaction and commitment are positively related. Similarly, Chordiya et al. (2017) discussed that satisfaction leads to improved commitment level. In another study, Chan et al. (2018) pointed that pay satisfaction is positively related to job satisfaction and organizational commitment. Hassan et al. (2020) revealed that work-life balance, satisfaction and initiatives taken by management would help in retaining Generation Y employees in private sector. To investigate the relationship between satisfaction and commitment, the hypothesis is framed as follows:

H1: There is a significant impact of job satisfaction on organizational commitment.

2.3 Organizational Commitment and Intention to Stay

Lyons (1971) explained intention to stay as an employee's desire to prolong their employment with the organization. Mowday et al. (1979) defined organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization". The objectives and goals of an organization can be achieved with the help of talented employees. To reduce the financial issues related to employee turnover and the training costs, there is a strong need to retain competent employees. Ghosh et al. (2013) have also found that affective and normative commitment helps in predicting the employees' intention to stay. Uraon (2018) inferred that affective and normative commitment have a considerable impact on intention to stay but the relationship between continuance commitment and intention to stay was insignificant. Luz et al. (2018) also found similar results, where affective and normative commitment affects the turnover intention of employees. Bello and Steil (2020) conducted a study among Brazilian technology organizations and stated that committed employees have higher intentions to work with their organizations. Omar and Tajudeen (2020) identified that adaptable employees have commitment towards their career which helps in lowering the turnover intentions among Malaysian employees. Valeau et al. (2019) pointed out that recognition and autonomy builds professional commitment, whereas, impartial compensation and information sharing to promote organizational commitment and intention to stay. The study posits the hypothesis as follows:

H2: There is a significant impact of organizational commitment on employee's intention to stay.

2.4 Job Satisfaction and Intention to Stay

Job satisfaction and organizational commitment were identified as the common factors that predicts the desire of employees to stay or leave the organization (Chang et al., 2013). Chen et al. (2015) found that job satisfaction has a significant impact on employee's intention to stay. According to Luz et al. (2018), employees receiving satisfactory salary packages tend to have strong relationship with turnover intentions. Bangwal and Tiwari (2018) found that job satisfaction impacts the intention to stay of employees of hospitality industry. Chavadi et al. (2021) found that job satisfaction is negatively related to the turnover intentions. Job satisfaction mediates the relationship between job mismatch and turnover intention among millennials in Bengaluru. Further, it was found that millennials believe personal progress to be the most important element influencing their job satisfaction. Agarwal and Sajid (2017) rationalized that job satisfaction strongly impacts affective and normative commitment in public sector organizations in comparison to private sector. Further, the study also found that the turnover rate was more in private sector organizations, whereas, satisfaction and commitment level of employees were higher in public sector organizations. Bello and Steil (2020) conducted a study among the employees working in technology organizations in Brazil found that satisfied employees have higher intentions to retain in the organization.

H3: There is a significant impact of job satisfaction on employee's intention to stay.
H4: Organizational commitment mediates the relationship between job satisfaction and employee's intention to stay.

2.5 Managerial Support as Moderator

Managerial support is defined as "the degree to which employees form general impressions that their managers appreciate their contributions, are supportive and care about their subordinates' well-being" (Eisenberger et al., 2002). Eisenberger et al. (2002) states that employees receiving managerial support have an obligation to repay to the organization by continuing their association with their organization. Research conducted by Ng and Sorensen (2008) revealed that strong managerial support leads to a satisfied and committed workforce and employees' have higher intention to stay. A recent study conducted by De Leon (2021), found that lack of managerial support leads to high turnover intentions among banking sector employees. Arshad et al. (2021) found that support received from managers and the organizations leads to improved employees' commitment. Arasanmi and Krishna (2019) investigated the role of organizational support and commitment in retaining employees. The authors revealed that there exists a relationship between commitment, organizational support and employee retention. On the other hand, Buhari et al. (2020) discussed that the impact of organizational support was insignificant among IT employees. Therefore, on the basis of above arguments, it would be interesting to investigate the effect of managerial support and the hypothesis is formulated as:

H5: Managerial support moderates the relationship between job satisfaction and employees' intention to stay.

On the basis of above mentioned relationships and the theoretical underpinnings used in the study, the conceptual framework has been proposed to investigate the posited hypotheses.

Figure 1. Proposed Conceptual framework
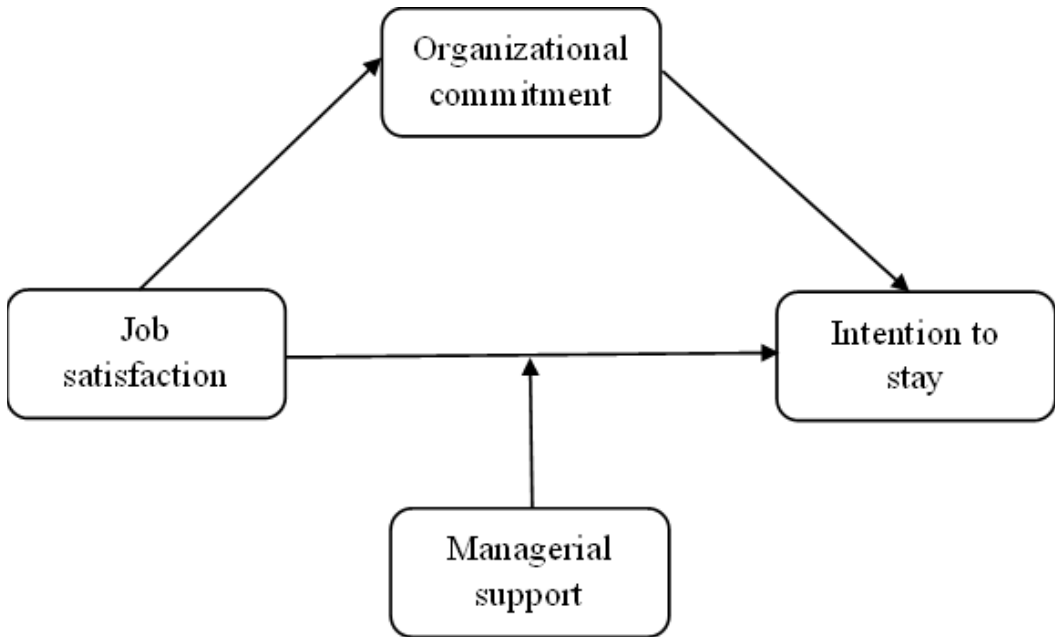
3. RESEARCH METHODOLOGY

The present study has employed a quantitative approach and the research design adopted for the study is descriptive. A non-probability sampling technique (purposive sampling) was used to gather data from the IT employees. There are around 450 NASSCOM members in North India, but the present study includes IT/ITeS companies only, therefore, 52 NASSCOM listed IT companies were shortlisted and an email was sent to the HR professionals based on the contact information available on NASSCOM website. The sample size was determined using Cochran's formula (Cochran, 1963) at 95% confidence level and 5% as precision. A web-based survey was conducted and questionnaires were distributed among the employees working in IT industries of Northern region of India and 396 valid responses were considered for data analysis. The sample unit in the present study are millennials in Indian IT sector, as millennials are also known to be the job-hopping generation, therefore, it is critical to examine their intentions to stay as they constitute a major part in the workforce.

The structured questionnaire was divided into two parts. First portion covers the demographic details of the respondents and second part includes the items of four constructs, job satisfaction, organizational commitment, intention to stay and managerial support.

Measurement

The items used to measure organizational commitment were adapted from Mowday et al. (1979). The sample item is "I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful". Intention to stay was measured using four items adapted from Michigan Organizational Assessment Questionnaire (Cammann et al., 1979) and the sample item is "I plan to work at my present job for as long as possible". Managerial support was assessed using the scale developed by Eisenberger et al. (1986). The sample item is "My manager strongly considers my goals and values". Job satisfaction was measured using the items adapted from Brayfield and Rothe (1951). The sample item is "I feel that I am happier in my work than most other people". All the items were based on a 5-point Likert scale (1-strongly disagree to 5-strongly agree).

Content validity of the questionnaire was examined with the help IT professionals and experts from academics. Minor changes to the wording of several statements were made in response to expert comments in order to make them more understandable.

4. DATA ANALYSIS

4.1 Descriptive Analysis

Table 1. Demographic profile of respondents

Characteristics	Category	Frequency	Percentage
Gender	Male	233	58.8
	Female	163	41.2
	Total	396	100
Age of respondents	Less than 28 years	102	25.8
	28-31 years	157	39.6
	Above 31 years	137	34.6
	Total	396	100
Marital Status	Married	247	62.4
	Unmarried	149	37.6
	Total	396	100
Qualification	Graduation	92	23.2
	Post-Graduation	267	67.4
	Others	37	9.4
	Total	396	100
Experience in current organization	Less than 3 years	113	28.5
	3-6 years	177	44.7
	Above 6 years	106	26.8
	Total	396	100

Source: Author's Calculations

The sample of the study comprises of 233 male respondents (58.8 percent) and 163 female respondents (41.2 percent). 102 respondents (25.8 percent) were below the age group of 28 years, 157 respondents (39.6 percent) falls within the age group of 28-31 years. 137 respondents (34.6 percent) were above the age group of above 31 years. Out of the total respondents, 247 (62.4 percent) were married and 149 respondents (37.6 percent) were unmarried. Majority of the respondents were post graduates (267, 67.4 percent) and 92 respondents (23.2 percent) were graduate. Only 37 respondents (9.4 percent) have qualifications other than graduation and post graduation. With respect to the experience in current organization, majority of the respondents (177, 44.7 percent) have an experience of 3-6 years whereas, 113 respondents (28.5 percent) have an experience of less than 3 years. 106 respondents (26.8 percent) have an experience of more than 6 years. Employees having atleast 1 year of experience were requested to participate in the survey.

For hypotheses testing, the data was analyzed with the help of structural equation modeling approach using Smart PLS 3.3.3 software. Two step approach was used, first is measurement model assessment and second is structural model assessment.

Figure 2. Measurement model
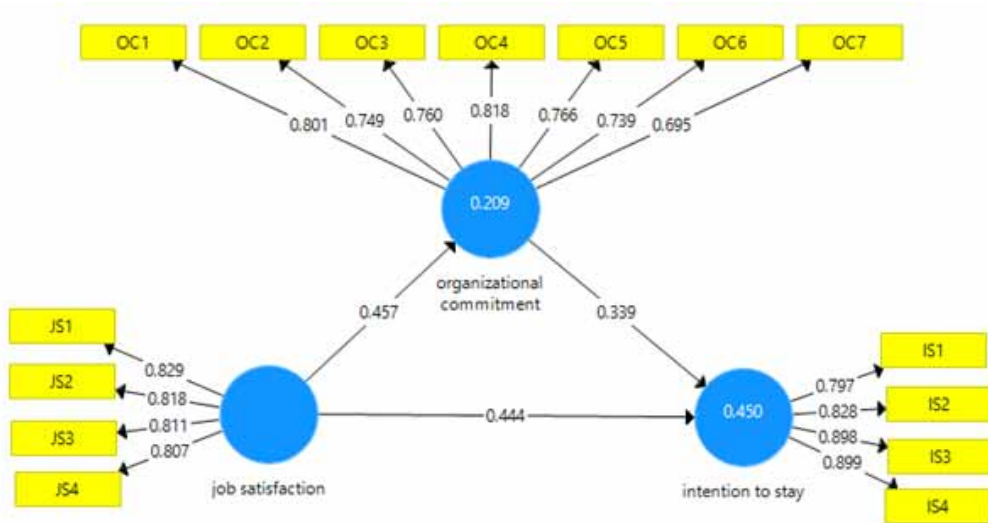
4.2 Measurement model

The factor loadings of the items ranged from 0.698 to 0.902. The Cronbach's alpha for intention to stay, organizational commitment and job satisfaction are 0.879, 0.882 and 0.844. The value of composite reliability for intention to stay, is 0.917, for organizational commitment, the value is 0.906 and for job satisfaction, the value is 0.889. Therefore, all the constructs fulfil the requirement of reliability as the values are greater than 0.70 (Nunnally, 1978). To access the convergent validity, AVE (Average Variance Extracted) value is examined, AVE values for intention to stay is 0.734, for organizational commitment, the value is 0.58 and for and job satisfaction, the value is 0.666 which are above 0.50 (Bagozzi and Yi, 1988).

Discriminant Validity

To access the discriminant validity, Fornell and Larcker (1981) recommended to use the square roots of AVE, that are compared with the correlation between the constructs. Table 3 highlights that each construct is more strongly related to its own measures, which indicates that discriminant validity is established.

"HTMT Criterion is defined as the mean value of indicator correlations across constructs relative to the mean of average correlations of the indicators measuring the same construct" (Hair et al., 2019). Henseler et al. (2015) suggested that the HTMT values should be lower than .85 for constructs that are conceptually different or .90 for those constructs which are conceptually similar. Table 4 indicates that all the values are below 0.85, therefore, there is no discriminant validity issue.

Table 2. Reliability and Validity

Construct	Indicator	Factor loading	Cronbach's Alpha	Composite Reliability	AVE
Intention to stay	IS1	0.793	0.879	0.917	0.734
	IS2	0.829			
	IS3	0.898			
	IS4	0.902			
Organizational commitment	OC1	0.801	0.882	0.906	0.58
	OC2	0.751			
	OC3	0.755			
	OC4	0.817			
	OC5	0.761			
	OC6	0.743			
	OC7	0.698			
Job satisfaction	JS1	0.829	0.844	0.889	0.666
	JS2	0.818			
	JS3	0.811			
	JS4	0.807			

Source: Author's Calculations

Table 3. Fornell and Larcker criterion

Construct	Intention to stay	Job satisfaction	Organizational commitment
Intention to stay	**0.857**		
Job satisfaction	0.599	**0.816**	
Organizational commitment	0.542	0.457	**0.762**

Source: Author's Calculations

Table 4. HTMT Ratio

Construct	Intention to stay	Job satisfaction	Organizational commitment
Intention to stay			
Job satisfaction	0.627		
Organizational commitment	0.567	0.446	

Source: Author's Calculations

4.3 Structural Model Assessment

After the assessment of measurement model, next step is to assess the structural model. The collinearity among the indicators was assessed using VIF (Variance Inflation Factor). The results indicate that the VIF values are lower than 5. Table 5 represents the VIF values of the indictors which are less than the threshold of 5 (Hair et al., 2019). This indicates that there is no multicollinearity issue.

Table 5. VIF values

Construct	Indicator	VIF
Intention to stay	IS1	1.956
	IS2	2.119
	IS3	3.25
	IS4	3.297
Organizational commitment	OC1	2.102
	OC2	1.797
	OC3	2.477
	OC4	1.991
	OC5	2.666
	OC6	1.861
	OC7	1.923
Job satisfaction	JS1	1.422
	JS2	2.567
	JS3	2.144
	JS4	2.19

Source: Author's Calculations

The model reveals that coefficient of determination (R2) value for intention to stay was 0.450. In the present model, organizational commitment and job satisfaction jointly explains 45 percent variance in employees' intention to stay. The value of R2 for organizational commitment was 0.209, which indicates that job satisfaction predicts 20.9 percent variance in organizational commitment.

The predictive relevance of the model was calculated using blindfolding procedure. Hair et al. (2019) suggested that the Q2 value should be greater than zero to establish the predictive relevance. For the present model, the Q2 value for intention to stay is 0.323 and for organizational commitment, the Q2 value is 0.107, which are greater than zero, indicates that the model has predictive relevance.

Table 6. Predictive relevance

	SSO	SSE	Q² (=1-SSE/SSO)
intention to stay	1584	1072.78	0.323
organizational commitment	2772	2476.24	0.107

Source: Author's Calculations

To examine the significance of hypothesized relationships, bootstrapping, which is a resampling technique, was followed. The results of structural model assessment revealed that job satisfaction has a significant impact on organizational commitment ($\beta=0.457$, t= 13.484, p<0.05) and intention to stay ($\beta=0.596$, t= 20.877, p<0.05). Therefore, H1 and H3 are accepted. Organizational commitment significantly predicts the intention to stay ($\beta=0.544$, t= 15.147 p<0.05), H2 is also accepted. It can be concluded from the results that intention to stay has the strongest relationship with job satisfaction followed by commitment.

Table 7. Path analysis

Hypothesis	Relationship	Path coefficient	Standard Deviation	T Statistics	P Values	Result
H1	Job satisfaction-> Organizational commitment	0.457	0.034	13.484	0.000	Accepted
H2	Organizational commitment -> Intention to stay	0.544	0.036	15.147	0.000	Accepted
H3	Job satisfaction -> Intention to stay	0.596	0.029	20.877	0.000	Accepted

Source: Author's Calculations

Note: JS- Job satisfaction, OC- Organizational commitment, IS- Intention to stay

4.4 Mediating Effect of Organizational Commitment

Table 7 indicates that the direct relationships between the variables are significant. To study the mediating effect of organizational commitment, bootstrapping procedure was followed which indicates that indirect effect is also significant ($\beta=0.155$, t=5.801, p<0.05). The indirect effect's confidence interval bias corrected (LL=0.113, UL= 0.205), do not straddle 0 in between, which indicates that there is a mediating effect (Preacher and Hayes, 2008). Therefore, it can be concluded that the organizational commitment acts as a mediator in the relationship between job satisfaction and employees' intention to stay.

Table 8. Mediation analysis

Hypothesis	Path coefficient	Standard Deviation	T Statistics	P Values	LL	UL	Result
JS->OC->IS	0.155	0.027	5.801	0.000	0.113	0.205	Accepted

Source: Author's Calculations

Note: JS- Job satisfaction, OC- Organizational commitment, IS- Intention to stay

4.5 Moderating Effect of Managerial Support

When managerial support was included as a moderator, the coefficient of determination varies from 0. 356 to 0.371. Table 9 indicates that managerial support significantly moderates the relationship between job satisfaction and employees' intention to stay. Therefore, H5 is supported.

Table 9. Moderation analysis

Hypothesis	Path coefficient	Standard Deviation	T Statistics	P Values	Result
Job satisfaction*Managerial support-> Intention to stay	0.086	0.035	2.665	0.008	Accepted

Source: Author's Calculations

Note: JS- Job satisfaction, MS- Managerial support, IS- Intention to stay

5. RESEARCH FINDINGS

Various studies have examined the antecedents of job satisfaction, organizational commitment and intention to stay but whether satisfied and committed employees have intentions to remain in the organization is a matter of concern. The present study aims to examine the direct and indirect impact of job satisfaction on employees' intention to stay including the moderating effect of managerial support. The results of first hypothesis testing revealed that there is a positive and significant impact of job satisfaction on organizational commitment ($\beta=0.457$, t= 13.484, p=0.000). The findings of the present study are consistent with the past studies (Li et al., 2020).

The study revealed that there exists a significant impact of organizational commitment on employees' intention to stay ($\beta=0.544$, t= 15.147, p=0.000). The results are in line with the previous studies (Ghosh et al., 2013). The results also found that there is a significant relationship between job satisfaction and intention to stay of employees ($\beta=0.596$, t= 20.877, p=0.000). Similar results were found in previous studies (Chen et al., 2015). Organizational commitment also mediates the relationship between job satisfaction and intention to stay ($\beta=0.155$, t=5.801, p=0.000). Results further revealed that managerial support moderates the relationship between job satisfaction and intention to stay ($\beta=0.086$, t= 2.665, p=0.008).

The employees in IT sector are more worried about their career development, therefore, to retain them, the organizations should focus on providing them developmental opportunities so that the employees can be satisfied and stay loyal to the organizations in return. However, if the employees have negative perception related to the working environment, advancement opportunities could be the reason for employee turnover (Budhwar et al., 2009). Ertas (2015) inferred that managers should focus on catering motivation and opportunities as per the needs to create a productive environment.

In this pandemic situation, employee retention should be given utmost priority as the recent studies have identified the negative impact of covid-19 on turnover intentions. The pandemic has created a fear of job insecurity among the employees that has contributed to increase in the employee turnover. The study also provides an evidence that managerial support has a significant moderating effect on the relationship between job satisfaction and intention to stay. Millennials receiving support from the managers have higher intentions to stay in comparison to the millennials receiving less managerial support. To retain the employees, organizations should value their employees to maintain their relationship in log-run. The managers organize frequent training for the employees in order to meet the technological changes and fulfil the employees' requirements. As the pandemic has jolted the organizations, forcing them to work-from-home, therefore, employees must be trained properly, so that they must not face difficulties in order to accomplish the tasks.

6. IMPLICATIONS AND SUGGESTIONS

Employees' turnover intention is an enduring issue that needs to be addressed to reduce organization's financial burden of hiring new employees. Therefore, in this complex and competitive environment, organizations need competent employees in their organization to achieve the goals and objectives.

The results of the present study provide practical implications for the management to retain competent employees in the organization.

Organizations should assist their employees for participating in training programs or seminars organized by other institutes (Mishra and Misra, 2010). Organizations can put more stress on the factors contributing to retain the employees, managerial support is one of those factors. If the managers are supportive and they value the contribution of employees, then employees will reciprocate by offering loyalty to their organization. Casado-Lumbreras et al. (2011) states that organizations have multicultural workforce that needs proper management. The authors also revealed that due to the risks present in this scenario, the chances of conflict can be increased, therefore, mentoring programs can be provided to bridge the gap. Sharma (2019) focused on the importance of employee engagement and person-organization fit as the factors in reducing the turnover intentions of employees. Managers should focus on nurturing good relationships with the employees so that they can feel appreciated.

On the basis of the results of the study, there are some suggestions that can be adopted by the organizations to retain their talented employees. Organizations should ensure that the employees must be equipped with good working environment and fair rewards so that the employees will be satisfied with their job and continues their association with the organization. Satisfaction of employees plays an important role in increasing employees' intention to stay. Noor et al. (2020) stated that giving higher wages cannot guarantee that the employees will remain committed to the organization. Therefore, organizations must focus on other aspects that contributes in predicting the satisfaction and commitment level of employees. In order to retain talented employees, organizations should also encourage managers to show concern towards the employees, value them and consider their opinions. Receiving support from the managers or supervisors could be a contributing factor in increasing employees' intention to stay.

7. LIMITATIONS AND FUTURE SCOPE OF THE STUDY

There are some limitations that can be addressed in further research studies. The present study is limited to millennial employees working in IT organizations in Northern region of India. Therefore, the findings of the study cannot be generalized in other sectors. Future studies can also include other regions of IT industries and a comparative study can be done to examine the employees' intention to stay and the demographic profile of employees can also be included in the analysis (Bello and Steil, 2020). The study is based on a sample of 396 employees, therefore, increase in the sample size can make the results more generalizable. The future studies can also opt for probability sampling techniques in order to make the results more reliable. There are only four variables included in the study, organizational commitment, job satisfaction, managerial support and intention to stay. It would be interesting to analyze the impact of different dimensions of job satisfaction on three types of organizational commitment. The present study has analyzed the moderating effect of managerial support only, future studies can also investigate the moderating role of demographic profile of respondents on employees' intention to stay.

Similar studies can also be conducted analysing the post-COVID-19 scenario to present more comparable results with the previous studies. The studies can also include the impact of COVID-19 as a variable (fear of COVID-19 or stress due to COVID-19) to give more insights to the research work.

8. CONCLUSION

The study has been carried out to investigate whether satisfied employees have intention to stay in their organizations and the role of managerial support as a moderator was also examined. Current study has enriched the existing literature by highlighting the importance of managerial support for retaining the employees especially in IT sector. The findings have supported the hypotheses that satisfied and committed employees tend to have higher intentions to stay in their organizations.

The results have also pointed that job satisfaction has an indirect relationship with intention to stay, when organizational commitment was introduced as a mediator. Furthermore, job satisfaction and commitment jointly explains 45 percent of variance in intention to stay, whereas, job satisfaction explains 20.9 percent variance in organizational commitment. The relationships between several dimensions were presented and the future scholars may extend the framework used in this study by incorporating other dimensions that have possible relationships with employees' intention to stay. The validation of the framework proposed in the study contributes to the literature by emphasizing on managerial support as an important factor in employee retention especially in case of millennials.

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