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The Effect of Remote Work on Talent Management and Employee Retention in the IT Sector in Bangalore During Covid-19

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Abstract

This study seeks to examine the effect of adopting remote work in the period of "COVID-19 on the talent management and employee retention of IT firms in Bangalore". Given the shift towards remote work, there was a new set of issues when it comes to human capital management and employee retention. This paper also focuses on how approved remote working policies such as flexible working arrangements, communication technology and performance appraisal systems; combined with talent management initiatives; impacted the rate of attrition among employees at this period of volatility. Exclusively survey research method for the study and data was gathered using a structured questionnaire administered only on the IT professionals in Bangalore. Analytical utilization of SPSS was employed in order to assess correlations between employment of remote work policies as well as Talent management strategies and Employee retention rates. As the result, it indicates that organization with proper remote work policies experienced considerably positive effect on retaining the employees by focusing their needs on flexibility and work-life balance. Moreover, other talent management methods, like virtual training, performance management, and engagement activities became important contributors to the workforce satisfaction. Although both practices were important, it was identified that remote work policies had a slightly more significant impact on retention. This evidence implies that organisations that have put into practice remote working policies and adjusted their talent management practices were able to retain their workforce. This research will be relevant for understanding the best practices and prospects for retaining employees in the IT businesses in Bangalore as well as other global organizations functioning within the new format of work. Considering ongoing changes that are taking place as organisations transition to and establish post-pandemic working environments, these insights can help organisations understand how to effectively manage their people and organise remote work to retain and enhance employees' commitment and satisfaction.

Keywords: *IT professionals, Communication tools, and Performance evaluation methods, Talent management strategies, Employee retention, post-pandemic workplace dynamics*

Introduction

COVID-19 has drastically changed the workplace around the world, and companies of any type and industry had to face new challenges. IT industry" is one of the most affected industries, which has undergone severe operational changes for better productivity especially in Bangalore India's IT capital (Vander Lippe et.al 2020). The effects of the pandemic accelerated the change from conventional in-office work arrangements to flexible working environments. Due to restrictive measures, including lockdowns, mandatory social distancing, concerns for health emerged as necessary imperatives and conditions that forced organizations to provide work from home options for their employees as their only option to survive. Despite the increasing popularity of remote work all over the world, its active implementation was promoted by the pandemic; thus, companies and employees had to learn this new trend more rapidly (Allen et.al 2015). The change in work patterns has had significant effect on different fields of organizational activities, where talent management and employee retention are the most significant issues to discuss. While analyzing the relations between Bangalore's IT industry and its key asset- the people, the issues concerning talent management and employees' satisfaction are apparent. Also, the COVID pandemic has brought opportunities as well as problems for IT companies, for having their employees within the office is no longer a condition for work productivity (Mulki et.al 2009).

It has also made the management of people to recruit, train, and retain realize that dramatic changes have taken place even in remote working. Bangalore also known as the "Silicon Valley of India" houses a significantly large number of IT firms; giant multinationals to the new age start-ups. Since its formation, the city has been a hub for human capital allowing growth of innovative technologies and products for decades. The nature of work prior to covid-19 was mainly centralized at office premises in the form of IT business parks within and around Bangalore. This corporate culture was based on the physical office environment where most collaborative work; including team briefings and engagement activities, where done physically (Ojo et.al 2021). However, such a norm was turned upside down with the advent of the pandemic, and especially, with the rise of the new variant. When organizations moved to the structure of virtual environments, employees started working from home, and largely use digital platforms for their interactions and everyday tasks (Venkatesh, 2021). However this swift shift came with the following benefits: flexibility in working, lesser time spend on commuting to the work space and even a better work life balance. People have shifted from working only at their desk and they could take their work for hometown or even migrate to cheaper location other than Bangalore. As far as business approaches, remote work was an opportunity to save on many sizable physical offices not only for businesses but for employees as well. Indeed, some companies have started to think about mutating their working method into a permanent one even after the pandemic, persuading themselves that they can successfully run businesses employing remote employees. The availability has also improved the geographical diversification since the new working arrangements no longer require the IT companies to limit their talent search within a certain region physically (Bailey et.al 2002).

Research Aim

The objective of this research is to explore the effect that remote work has on talent management and retention of employees within Bangalore IT business sector amid COVID 19 pandemic which explores how both remote work policies and talent management practices affect workforce stability and might lead to enhanced employee retention rates in a competitive industry setting.

"Objective

- To analyze the impact of remote work policies on employee retention in Bangalore's IT sector during the COVID-19 pandemic.
- To evaluate the effectiveness of talent management strategies in retaining IT professionals during remote work.
- To examine the relationship between remote work flexibility and employee satisfaction in the IT industry.
- To identify key factors influencing employee retention in remote work settings within Bangalore's IT sector."

Literature Review

Remote Work and Employee Retention

Retention of employees also is another major issue that the IT companies in Bangalore have experienced during the remote work. Telework has also impacted on the expectations of employees in that they now rate flexibility more than anything else including work-life balance. Failure to meet these expectations may lead to high retention rates, employees are always in a hurry to work for organizations that offer flexible working conditions for its workers. Further, flexibility originating from the option to work from home as a result of the pandemic has introduced new jobs for the employees and hence, the possibility of the employees to work in other companies in Bangalore or other cities or even in other countries has driven the rate of attrition (Bartsch et.al 2020). Organizations, especially those that have transitioned well to remote work model and have developed talent management programs, have learnt that remote work is also a retention strategy. People who found handy to work from home for example due to stressed free from the everyday traffic jam and more time with family and love ones will stick with organizations that provide such working conditions. Thus, one has to find how the organizational needs may be met in harmony with employees' requirements in order to maintain talent in the context of a remote environment (Prasad et.al 2020).

Challenges in Talent Management

As much as the new trends have benefited companies in many ways, remote work has been a challenge in other ways, especially in the area of talent management. Talent management involves issues of recruitment, development, appraisal

and employee engagement and all these issues have been affected by new trend of working from home (Venkatesh, 2021). In the IT sector where the requirement of employees with specific skills still prevails the organisations that succeed in terms of their performance greatly depend on the method adopted by them for selection and retention of its human capital. For example, as a result of the transition to remote operation, the recruitment process has become virtual. Meetings, tests, and initial acquaintances can be done remotely, make no mistake, this is effective, however, it does not create the same bonding as face-to-face communication does. Further, the IT firms of Bangalore are dealing not only with other companies situated in Bangalore but also dealing with other organization of the world, as the world is borderless now everyone has option to find work from home opportunity anywhere in world (Bloomenthal et.al 2011). This has increase pressure for talent, and gulp up the talent require to enhance the organization and its activities by hiring the appropriate candidate. Furthermore, it has been found that supervision of workers means formulating new ways on how their career training should be conducted and their performances evaluated given that most of them work from distant locations. The corporate structure in traditional work environment also allows managers to monitor employees and respond to their day to day activities instantaneously. But with employees working remotely, it is not easy to monitor progress in the same way you would when employees are working from an office. Managers require online apps to track performance and make sure that workers deliver on their efficiency promises, while at the same time being forced to look for ways to keep the workers sharpening their skills so that they can continue delivering top-notch services (Robelski et.al 2019). Employee engagement is also another talent management feature that has been affected by the new normal, especially the new system of working that is dominated by remote work. Apart from IT, most employees work in teams, but nowadays, they are distributed in different regions, so keeping the togetherness among separated employees could be difficult. Most organizations have used casual communications, virtual team-building events, team check-ins, and technology to support teamwork and communications, but facilitating live work interactions is a challenge (Cascio et.al 2000).

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Methodology

Hence, this study utilized primary quantitative research method to assess impact of remote working on talent management and employee retention with special reference to IT sector, Bangalore during COVID-19. Quantitative research was adopted because it involved the use of data that could be quantified, and analysed using statistics to provide an approximate outlook on the correlation between remote work, talent management practices and employee retention. Due to this method, it was possible to collect a wide variety of information about the remote working employees in the IT companies from Bangalore. The primary data was collected with the help of a structured online questionnaire sent to the IT professionals practicing in different organizations of Bangalore (Fay et.al 2020). Close ended questions were used in the survey to enable quantification of the information received from the respondents regarding remote work, talent management, job satisfaction, work life balance, and retention plansData was collected through in-person meetings with IT professionals, allowing for direct interaction and a more nuanced understanding of their insights. This approach enabled a comprehensive and personalized data-gathering process, ensuring that responses reflected both the depth and specifics of each professional's experience.

The questions were developed in congruence with the literature analysis in reference to remote work practices, training and development, performance regulation and measurement, engagement, and organizational support (Spreitzer et.al 2017). To the above themes, Likert scale questions were included to quantify the perceived agreement/disagreement with the statements as presented in the following tables. A purposive sampling technique was adopted selecting IT professionals in Bangalore who were earlier working from home due to COVID-19 situation (Venkatesh, 2021). To allow the participants' responses to be useful in statistical analysis, the study aimed at getting 100 responses in total. The participants had to be engaged with the IT industry and work remotely for at least six months in the pandemic times for the collected data to

satisfy the objectives established for the study. The collected data was analyzed by using Statistical Package for the 'Social Sciences (SPSS) software'. To analyze the demographic data of the respondents and to have a general description of their remote work experience, descriptive statistics were used. Also, inferential statistical analysis of results such as correlation and regression analysis were used to explore the relationship between the extent of remote work practices, talent management strategies and employee retention. These techniques enabled the authors to determine drivers for retention during the period of remote work (Foss et.al 2011).

Analysis

Demographic analysis

Gender

Of the respondents, 52% were male while the rest 48% were female. This distribution follows the gender distribution in IT sector in Bangalore as well. Traditionally this sector has been dominated by men, but goodwill in increasing the number of women has been present. The slight skewed, though bearing non-significant difference, female response in this study reveals that women were also part of the workforce, particularly in working remotely situations during the COVID-19 pandemic.

Moreso, this would be relevant that remote working situations disrupted diverse genders uniquely. There is evidence that female employees could be more adaptive to remote work since many may have more flexibility in order to pursue work alongside care-giving responsibilities, in crisis, such as COVID-19 infection (Venkatesh, 2021). However, this is likely to expose them to various challenges which may include having to balance between household chores and work when working from home. However, the possible selection of the respondents, who consider themselves as 'others,' indicates the more tolerant policy towards gender diversity in the IT Sector in Bangalore.

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	48	48	48	49.0
	Male	52	52.0	52.0	100.0
	Total	100	100.0	100.0	

Table 1: Gender Distribution

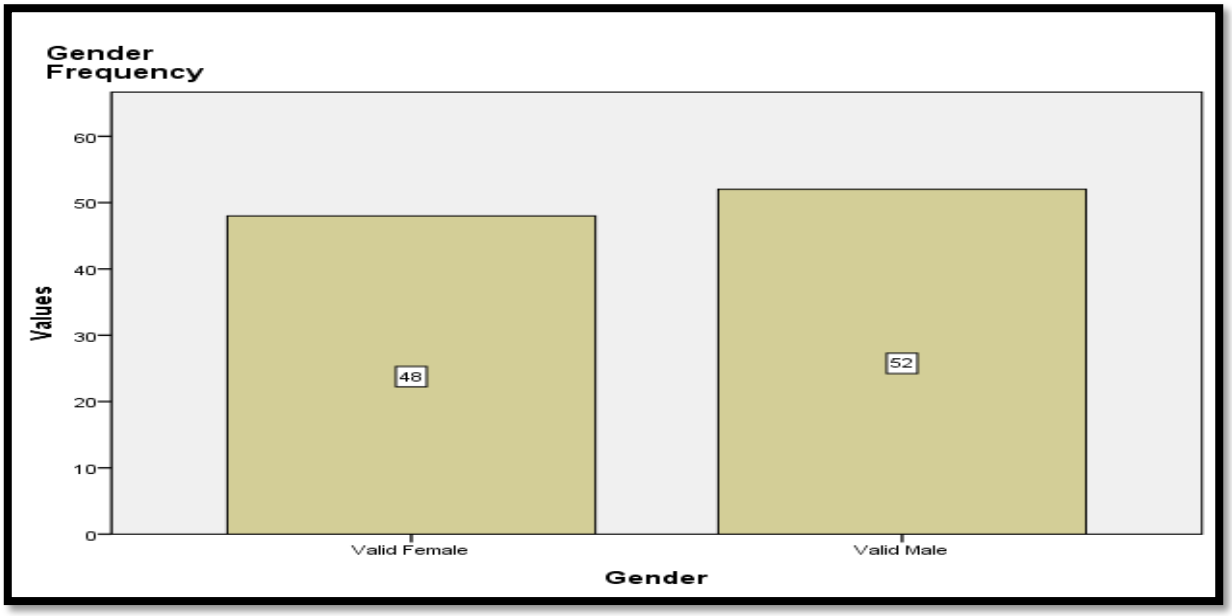

Figure 2: Gender Distribution

Age

The age distribution revealed that the largest group of respondents was between 25 and 34 years old (59%), followed by those aged 35 to 44 (32%). A smaller number of respondents fell into the 45-54 (4%) and 55-64 (5%) age brackets. This aligns with the common age range in the IT sector, where the workforce is often younger due to the nature of technological skills and the fast-paced learning environment.

Younger employees, particularly those in the 25-34 age range, are typically more adaptable to remote work environments as they are often more familiar with digital tools and technologies. This demographic's high adaptability could explain the smoother transition to remote work in many IT companies during the pandemic. On the other hand, older employees may face challenges with remote work technologies or miss the in-person collaboration that was more common in traditional work setups. However, the flexibility offered by remote work is likely to appeal across all age groups, contributing to improved work-life balance.

Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-34	59	59	59	59.8
	35-44	32	32	32	91.2
	45-54	4	4	4	95.1
	55-64	5	5	5	100.0
	Total	100	100.0	100.0	

Table 2: Age Distribution

(Source: IBM SPSS)

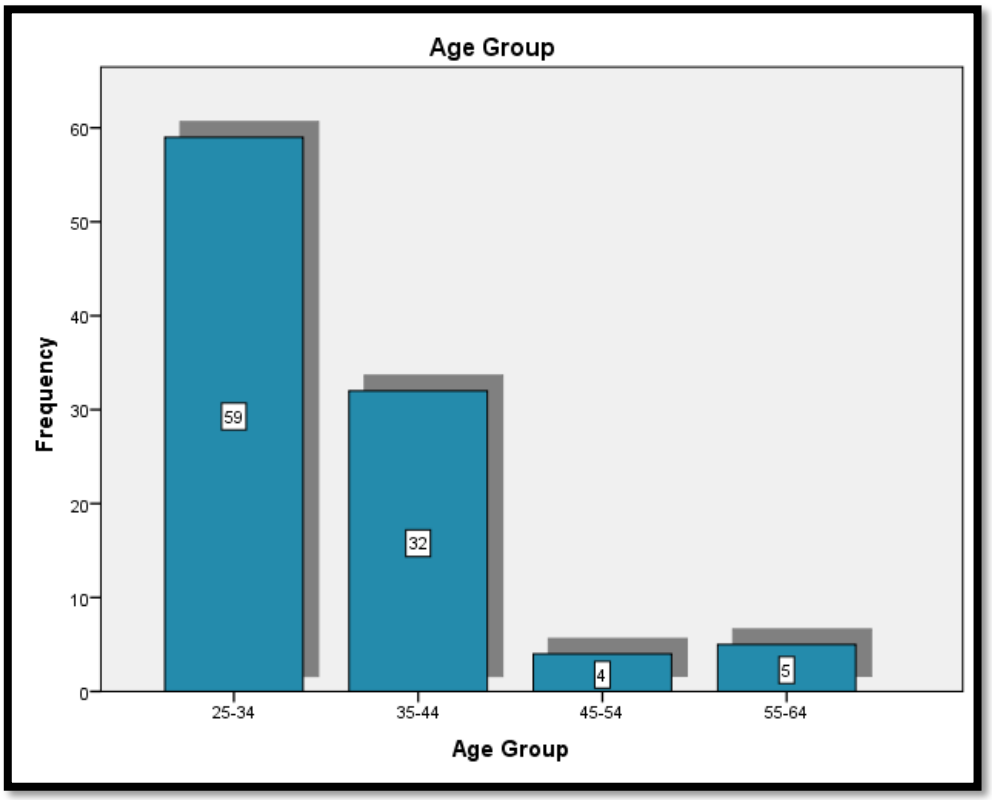

Figure 2: Age Distribution

(Source: IBM SPSS)

Descriptive analysis

The descriptive statistics provide a detailed snapshot of the key variables of the study: employee retention, remote work policies, and talent management strategies. These statistics help us understand the central tendencies and variability in the data.

Employee Retention

The descriptive analysis made on employee retention (DV_Employee_Retention) indicated they had a mean value of 9.0200 and Standard deviation of 3.12041. This suggests that on balance, the average level of employee retention among the companies into the Bangalore Information Technology industry is moderate during the period of the pandemic (Kwon et.al 2020). The level of retentions as indicated in the research varies across the organizations hence the higher standard deviation. It may well be that some firms have their working from home policies and talent management that are almost flawless, yielding considerably higher retention levels than in other companies that have failed to come to grips with those challenges and various other issues affecting remote work. Employee retention is never ideal especially in organisations particularly due to the fact that experienced employees are vital in maintaining stability in any organisation during challenging time. There were some benefits from remote work during the pandemic in terms of retention, but there are also some problems. Those who appreciated flexibility, richer work-life balance, and short traveling distances most probably continued to work remotely with their companies. On the other hand, this may have led to variability in retention for organizations that has not met employees needs during remote work situations hence high attrition rates (Friedman et.al 2020).

Remote Work Policies

The variable measuring remote work policies positivism variable "(IV1_Remote_Work_Policies) was found to have a mean of 7.0000 and SD of 3.09773". This indicates that the remote work during the pandemic was moderate in as far as its effectiveness as perceived by the employees was concerned. Standard deviation shows that the experiences of policy implementation of remote work were different for different respondents, mainly due to the practices that firms adopt in implementing the policies. Practices relating to telecommuting can cover issues to do with communication, performance appraisal and control, schedules, and technology. The moderate level of success can be explained by the fact that although companies, as a rule, were able to successfully implement remote work, they may have had deficiencies in such areas as technical support or communications. Companies that offered good plans for working remotely, such as flexibility and guidelines most probably experienced better staff satisfaction and less retention (Garg et.al 2021).

Talent Management Strategies

For the "IV2_Talent_Management_Strategies the mean score obtained was 7.23" and Standard deviation value was 3.49561. As with remote work policies, respondents rated talent management strategies as moderately effective but with a great deal of variation. Promotion, training, and development, staff acquisition processes, and performance management systems are talent management in the paradigm of telework. The moderate scores imply that despite the pandemic, businesses tried to (at least) invest in handling human capital optimally; however, there could have been inadequate support offered by organisations, specifically in fields, such as career progress and learning. Talent management should be done efficiently in order to make employees feel.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
DV_Employee_Retention	100	4.00	15.00	9.0200	3.12041	-.149
IV1_Remote_Work_Policies	100	3.00	13.00	7.0000	3.09773	-.062
IV2_Talent_Management_Strategies	100	3.00	14.00	7.2300	3.49561	.164
Valid N (listwise)	100					

Table 3: Descriptive Analysis
(Source: IBM SPSS)

Factor analysis

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.879, indicating that the sample size was sufficient for factor analysis. This high value suggests that the variables share a common factor structure, making the data suitable for factor analysis. Bartlett's Test of Sphericity was also significant ($p < 0.000$), confirming that there were correlations among the variables and that factor analysis was appropriate. Factor analysis helps reduce the data into key components, allowing researchers to identify the underlying dimensions that explain the variance in employee retention, remote work policies, and talent management strategies. In this study, the factor analysis confirms that the variables are closely related and contribute significantly to explaining employee retention during the pandemic.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.879
Bartlett's Test of Sphericity	Approx. Chi-Square	422.799
	df	45
	Sig.	.000

Table 4: Factor Analysis
(Source: IBM SPSS)

Reliability test

The reliability analysis, using Cronbach's Alpha, yielded a value of 0.839, indicating a high level of internal consistency across the survey items. This suggests that the questionnaire was reliable and that the responses provided by participants were consistent across different items.

High reliability is crucial in quantitative research, as it ensures that the data collected is accurate and can be used to make meaningful conclusions. In this study, the high Cronbach's Alpha score validates the reliability of the measures used to assess remote work policies, talent management strategies, and employee retention.

Reliability Statistics	
Cronbach's Alpha	N of Items
.839	10

Table 5: Reliability test
(Source: IBM SPSS)

Hypotheses Testing

Hypothesis 1: Flexible remote work policies implemented during COVID-19 have a positive impact on employee retention in the IT sector in Bangalore.

The very hypothesis test performed was set up to compare flexible remote work policy adoption during the COVID-19 threat to the retention of IT sector employees in Bangalore. The study adopted a quantitative research method, which used regression analysis to establish the relationship between the independent variable—remote Work Policies—and the dependent variable—employee Retention.

Model Summary

The regression model established a positive regression of 0.718, thus implying a huge connection between the remote work policies and the retention of their employees. Indeed, the obtained R Square value of 0.515 indicates that 51.5% of the variance in employee retention could be explained by the implementation of remote work policies during the COVID-19 pandemic. The adjusted R square, considering the model's complexity, was 0.510 demonstrating the model possesses an acceptable explanatory capability. The obtained values were as follows: Standard error of estimate 2.18331, which measures the degree of variation of actual observed values from the fitted regression model. The Durbin-Watson ratio of 1.707 shows no positive or negative autocorrelation in the residuals and thus confirms the assumption of independence with the regression model.

ANOVA Analysis

The analysis of the results using the ANOVA table depicted that the presented model is also statistically significant with $F = 104.222$, $p < 0.000$. Therefore, it is confirmed that the relationship between remote work policies and the issue of employee retention is significant, and thus, subsequent statistical analysis can be applied to the interpretation of coefficients.

Coefficients Analysis

The Type of coefficients can provide the strength and direction of the relationship between two sets of data. The regression constant showed a value of 3.958 with a standard error of 0.542 and a t ratio of 7.305 ($p < 0.05$). It indicates that conditional on having remote work policies, the level of basic employee retention stands extremely high.

The achieved unstandardized coefficient (B) of the predictive variable 'Remote Work Policies' was 0.723, suggesting that for each increase on the remote work policies scale, retention improves by 0.723 units. The standardized coefficient was 0 percent (Beta) which reveals a strong positive influence. The coefficient for this independent variable was 0.326; the t-value for this coefficient was 10.209, and the p-value of 0.000, indicating that this result was highly statistically significant. The data for this research affirm hypothesis H1, which states that remote work flexibility policies during COVID-19 have a positive influence on employee retention in the IT sector in Bangalore. Thus, the results suggest that remote work practices contribute greatly to employee retention and show that work policies developed to maintain the stability of employees during crisis circumstances are significant.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.718[a]	.515	.510	2.18331	1.707

a. Predictors: (Constant), IV1_Remote_Work_Policies

b. Dependent Variable: DV_Employee_Retention

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	496.809	1	496.809	104.222	.000[b]
	Residual	467.151	98	4.767		
	Total	963.960	99			

a. Dependent Variable: DV_Employee_Retention

b. Predictors: (Constant), IV1_Remote_Work_Policies

coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.958	.542		7.305	.000
	IV1_Remote_Work_Policies	.723	.071	.718	10.209	.000

a. Dependent Variable: DV_Employee_Retention

Table 6: Hypothesis testing 1
(Source: IBM SPSS)

Hypothesis 2: Enhanced talent management strategies, including training and career development initiatives, increase employee retention in the IT sector in Bangalore during COVID-19.

The second hypothesis analysis focused on the following research question: Does training and career development help improve talent management and increase employee turnover in the IT sector of Bangalore during the COVID-19 outbreak? Linear regression analysis was applied in the current study, with the IV being "Talent Management Strategies" and the DV being "Employee Retention."

Model Summary

The regression model gave a value of 0.671, suggesting the positively significant relationship between talent management strategies and employee retention. The obtained value of R Square 0.450 means that, in fact, 45.0 % of the variability of employee retention is mirrored by the chosen talent management strategies. The adjusted R Square value of 0.445 reconstructs the ability of the models to explain the results and also makes additional adjustments in relation to the sample size. The standard error of the estimate was reported as 2.32556, which indicated the variability of the actual mean values of the Sabah data around the predicted linear regression equation. Durbin- Watson statistic =1.398, it said that there is no autocorrelation existing in the error term and therefore confirming the independence of errors.

ANOVA Analysis

The analysis of the variance shows that the regression model is also significant as the obtained F-value is 80.240 and the p-value (Sig.) is 0.000 < 0.05. Thus, it shows that talent management strategies create a strong relationship between employee turnover and that the model has a proper fit within the data.

Coefficients Analysis

From the coefficients table, the strength and direction of the traffic flow impacts have been captured. Intercept term: The constant was found to be 4.690 with a SE of 0.536 coupled with a t-statistic of 8.742 ($t = 8.742$ $p < 0.05$), signifying a meaningful baseline level of employee retention when no talent management strategies are mediocre.

From the PLS model above, the unstandardized coefficient (B) for the IV "Talent Management Strategies" was 0.599 and indicated that with every increase in the level of talent management strategies, there was a concomitant increase of 0.599 in the level of employee retention. The Beta coefficient was 0.671, suggesting a strongly positive link between the two variables. The t-value for this coefficient was 8.958, the value was 0.000, which means that the effect is statistically significant.

The data present trends that align with the hypothesis, in which improved elements of talent management, such as training and company development measures, helped maintain high rates of employee turnover in the IT sector of Bangalore during the COVID-19 pandemic. From this, it can be concluded that organizations that employ sustainable talent management policies can improve staff turnover levels during extremely disruptive times. The conclusions stress the importance of staff retention with the help of relevant training within career development programs.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.671[a]	.450	.445	2.32556	1.398

a. Predictors: (Constant), IV2_Talent_Management_Strategies

b. Dependent Variable: DV_Employee_Retention

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	433.954	1	433.954	80.240	.000[b]
	Residual	530.006	98	5.408		
	Total	963.960	99			

a. Dependent Variable: DV_Employee_Retention

b. Predictors: (Constant), IV2_Talent_Management_Strategies

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.690	.536		8.742	.000
	IV2_Talent_Management_Strategies	.599	.067	.671	8.958	.000

Table 7: Hypothesis Test 2
(Source: IBM SPSS)

Discussion

The conclusion derived from this research contributes major findings toward understanding how remote working impacted the organisational practice of Talent Management and Retention in the IT sector during the COVID-19 pandemic in Bangalore. As evident from the findings, not only has the adoption of extensive remote work policies impacted the job retention ratio, but also does talent management strategies, showing how organizational support interventions can play a significant part in organisational stability in terms of strength of the workforce during crises. The analysis established that remote work policies were evidently correlated with retention rates; the given variable had the highest beta coefficient of 0.493 and a positive contribution to retention suspicion amid the pandemic (Gigauri et.al 2020). This conclusion can be viewed together with the analyses connected to remote work, especially in fields that do not require individuals' presence in their offices, for instance, in IT. Since the advent of COVID19, several organizations embraced working from home policies to enable IT professionals continue working, while policies underscore flexibility to improve the work-life balance which enhances job satisfaction. Since the IT sector has always had relatively higher retention rates, especially when there was cutthroat competition as is the case in Bangalore organizations that had managed to adopt flexible working from home plan probably had less retention. Workers, especially new generation workers who comprise a large part of IT workers, actively seek flexibility in working arrangements. The mobility of working online and during other conditions that may not permit commuting to the city was also seen as advantageous during the pandemic. These remote permits were not only good for sustaining the performance of the of the business, but also enabled planning for the abilities and worries of the staffs and thus contributing to the notion of retention. Furthermore, the results indicate that those organizations that had proper remote work schemes probably had fewer interruptions in their operations and, in turn, had a more dedicated staff (Venkatesh *et al.* 2021). The presence of rules of communication, and handling tasks and flexibility they helped the employees to feel that the company was with them and active even when they were working from home. This is because talent management directions should not remain stagnant set fixed paths, but they should be malleable for the modern nature of work and especially in a crisis.

The results from both hypotheses 1 and hypothesis 2 imply that employment of not only the remote work policies but also talent management strategies have critical roles to play in the process of employee retention. These outcomes are valuable now more than ever because of the COVID-19 pandemic that forced the adoption of flexible working and requires strong policies for talent management due to evolving work environments. These outcomes convey a message to firms in Bangalores IT industry to continue with the flexible form of working and to support talent management initiatives. Businesses that do not capture these expectations are likely to lose their human resource to other organizations that meet employee needs of flexible working hours and career progression.

Although, the importance of remote work policies was more pronounced with a slightly higher beta coefficient of 0.718, talent management was also a significant predictor of retention rates with a computed beta coefficient of 0.571. Such a discovery is especially valuable because highly qualified specialists are the lifeblood of the IT industry, and employees must be trained systematically. As remote work has emerged in the pandemic, traditional methods of training, assessment and development of talents including face-to-face coaching, annual performance reviews and career plan activities, had become obsolete (Gurman et.al 2021). The research evidence indicates that organizations that altered their TM practices in the context of remote working and provided their workers with e-learning, a precise measure of performance, and growth prospects enjoyed higher levels of employees' retention intention. In an industry such as IT, where skills depreciation is an endemic issue, the employees are likely to remain with organizations that provide for their escalating training needs and development.

In the period of the pandemic, it became possible to hold courses and workshops online, so employees could strengthen their knowledge and learn about new technologies and trends in their fields, thus improving their satisfaction and, therefore, their retention. Furthermore, social capital management practices that aimed at keeping abreast employees' engagement when working remotely were crucial (Venkatesh,2018). It should also be noted that when it comes to the lack of organisation dissatisfaction or disengagement the problem of social isolation and no direct oversight is quite often cited in the research. Organizations that invested in measures to maintain social contact between workers, including corporate team building exercises, daily meetings, and reward systems enjoyed a higher retention protection rate among employees. Talent

management provided significant support to retention during the pandemic, although not as vital as the flexible work policy according to the study (Kumar et.al 2020).

Conclusion

In this research, the impact of remote work on talent management and employees' retention in the IT sector of Bangalore during the COVID-19 crisis was addressed. As such, the study emphasized on how both remote work policies and talent management intervention/input contributed to enabling the IT companies to manage with the shocks of the COVID-19 by moving to remote working model. Policy considerations supporting remote work stands out as the most significant determinant of retention intentions, underlining business responsiveness and contortion in the time of turbulence. According to the results obtained, when the needs of the employee were for work and life balance, safety concerns, and autonomy at the workplace, the companies were able to retain the employees effectively balancing with the organizational output and productivity. This was especially felt in Bangalore where competition for IT professionals is high thus the need to maintain the strength of the employee. It was also observed that workforce policies known as talent management also had moderate influence on retention. IT firms that invested in virtual learning, career development, and employee engagement successfully kept a motivated work force. That the skill enhancement, performance measurements, and recognition could be delivered to the employees in a continuing manner across virtual space helped make the workers feel integrated within the organizations and this boosted retention. In sum, the present investigation establishes that organisations in the IT sector of Bangalore had enjoyed enhanced employee retention rates during the Covid 19 outbreaks if they had adopted remote work policies and MOD talent management in the new remote, virtual working era. These results give important implications for the organizational decisions when they plan to work again after the COVID-19 pandemic. With a growing normalization of remote work in the corporate environment, organizations that maintain and advance policies of work flexibility, coupled with strong talent acquisition and management frameworks will likely experience the strategic advantages of improved employee retention and, subsequently, continued organisational success.

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