

The Role of Work Environment and Organisational Support for Sustainable Employee Retention in the IT Sector of Southern Districts of Tamil Nadu

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Abstract

This study explores the crucial role of the work environment and organisational support in sustainable employee retention among IT professionals in the southern districts of Tamil Nadu. The study involves the collection and analysis of both primary and secondary data. A convenience sampling method was employed to select a sample of 150 employees from the Information Technology sector across various locations within the southern districts of Tamil Nadu. Statistical analysis like paired t-tests, revealed that improvements in physical workplace conditions, work-life balance, effective communication, and supportive managerial practices lead to significantly higher retention rates. The role of organisational support in improving employee retention was examined using the weighted average ranking method. It is inferred that career growth, recognition of employee contributions, and supervisory support were identified as the top organisational support factors, whereas promotion policies were perceived as needing improvement. The findings emphasize the importance of targeted HR strategies focused on professional development, recognition, and work environment enhancement to reduce attrition and build a stable, engaged IT workforce in the emerging regions of the southern districts of Tamil Nadu.

Keywords: Employee Retention, Work Environment, Organizational Support

Introduction

Employee retention is a critical factor for the sustained growth and success of organizations, especially in the rapidly evolving IT sector. The competition for skilled talent is intense, making it essential for companies to create conducive work environment and provide robust organizational support. Retaining valuable employees reduces turnover costs and enhances productivity and morale. This study focuses on the role of the work environment and organizational support in enhancing employee retention

specifically within the IT industry of the Southern Districts of Tamil Nadu, a developing region witnessing growing technological adoption.

Review of Literature

Lee et al. (2023) examined the role of organisational support in employee retention across various technology companies. The study revealed that employees who perceive strong organisational support—including career development opportunities, recognition, and emotional backing from supervisors—demonstrate higher commitment and lower turnover rates. The authors emphasized that supportive HR practices and effective communication channels bolster the psychological attachment of employees to their organizations. This finding underscores the essential role of organisational support mechanisms in retaining IT professionals, especially in competitive regional markets.

Smith and Brown (2022) investigated the influence of the work environment on employee retention in the IT industry. Their study established that a positive physical and social work environment significantly enhances job satisfaction and lowers turnover intentions. Factors such as supportive leadership, comfortable workspace, and work-life balance were found to be critical contributors. The research highlighted that organizations investing in improving workplace conditions can expect higher employee loyalty and reduced attrition rates, which aligns with the goals of retention strategies in evolving IT sectors.

Objective

1. To analyze the impact of the work environment on employee retention in the IT sector of the Southern Districts of Tamil Nadu.
2. To assess the role of organizational support in improving employee retention among IT professionals in the Southern Districts of Tamil Nadu.

Statement of the Problem

The IT sector in the Southern Districts of Tamil Nadu is growing rapidly but faces significant challenges related to employee turnover. High attrition rates lead to increased recruitment and training costs, loss of skilled talent, and disruption of organizational productivity. Despite the critical importance of employee retention, many IT organizations in this region struggle to create a work environment and provide organizational support that meet employee expectations and foster long-term commitment. Furthermore, there is a lack of focused research on how these factors specifically affect retention in the IT sector in Southern Districts of Tamil Nadu. Therefore, this study seeks to investigate the impact of the work environment and organizational support on employee retention, identify key areas for improvement, and inform effective retention strategies tailored to this regional context.

Need of the Study

Given the rapid technological advancements and an increasing demand for IT professionals, retaining skilled employees has become a major challenge for firms, particularly in Southern Districts of Tamil Nadu. While the region is witnessing significant industrial and IT sector growth driven by government initiatives and rising investments, limited research exists on the local factors influencing employee retention in this context. Understanding how the work environment and organizational support affect retention is crucial for designing strategies that align with employees' needs and expectations.

Such insights can contribute to stabilizing the IT workforce, reducing turnover costs, and supporting sustainable regional economic development.

Scope of the Study

This study is confined to IT companies located within the Southern Districts of Tamil Nadu and their employees. It examines two primary factors work environment and organizational support and their influence on employee retention. The scope includes the analysis of physical workplace conditions, work culture, career development support, and managerial practices. The study aims to provide insights for HR managers and organizational leaders to improve retention policies tailored to this specific geographical and industrial context.

Limitation of the Study

The study is confined to IT professionals working within the Southern Districts of Tamil Nadu, so the findings may not be generalizable to other sectors or regions. The sample size and diversity might be constrained due to the number of IT firms willing to participate in the study. Additionally, self-reported data on perceptions of work environment and organizational support may be subject to response bias. The study focuses exclusively on the impact of work environment and organizational support on employee retention, without considering other influencing factors such as compensation, external job market trends, or broader socio-economic variables.

Data and Methodology

The study involves the collection and analysis of both primary and secondary data. A convenience sampling method is employed to select a sample of 150 employees from the Information Technology sector across various locations within the Southern Districts of Tamil Nadu. The data are collected through Google form. The statistical tools used for analysis is percentage analysis, paired t – test and the weighted average ranking methods. Secondary data are sourced from journals, websites, magazines, and other relevant publications.

Data analysis and discussion

Table: 1: Demographic profile

Variables	Categories	Respondents	
		Frequency	Percentage
Gender	Male	74	49.3
	Female	76	50.7
	Total	150	100
Age	18-25 Years	61	40.7
	26-35 Years	39	26
	36-45 Years	38	25.3
	Above 46 Years	12	8
	Total	150	100
Marital Status	Married	68	45.3
	Unmarried	82	54.7
	Total	150	100
Educational Qualification	High School	30	20
	Under Graduation	42	28
	Post Graduation	9	6

	Professional	69	46
	Total	150	100
Length of service in the present organization	Less than 5 Years	115	76.7
	6-10 Years	25	16.6
	11-15 Years	8	5.3
	Above 15 Years	2	1.3
	Total	150	100
Organizational Hierarchy	Rs 25000& below	78	52
	Rs 25001-50000	57	38
	Rs 50001-75000	11	7.3
	Above Rs 75001	4	2.7
	Total	150	100

It is clearly evident from the above table that 50.7 percent of respondents are female, 40.7 percent of respondents are belong to the age group of 18–25 years, 54.7 percent of the respondents are unmarried, 46 percent of them hold professional qualifications, 76 percent of the respondents are having less than 5 years of experience and 52 percent of the respondents are having an income level of Rs. 25,000 and below.

Table: 2 Paired T test for the impact of the work environment on employee retention in the IT sector

S. No	Variables		Mean	Std. Deviation	Std. Error Mean	T	Sig 2tailed
1	The workplace ensures comfort and safety.	Before	2.41	1.205	0.099	-9.180	0.000
		After	3.61	1.080	0.088	-6.300	0.000
2	A healthy work-life balance is maintained.	Before	2.67	1.170	0.096	-6.110	0.000
		After	3.45	1.180	0.097	-9.210	0.000
3	Infrastructure supports effective job performance.	Before	2.61	1.115	0.092	-9.110	0.000
		After	3.44	1.120	0.092	-6.470	0.000
4	Workload is reasonable and manageable	Before	2.49	1.090	0.090	-8.120	0.000
		After	3.65	1.070	0.088	-7.330	0.000
5	Teamwork and collaboration are encouraged	Before	2.44	1.060	0.087	-14.250	0.000
		After	3.65	1.230	0.101	-8.940	0.000
6	The physical workspace (lighting, seating, temperature etc.) is appropriate for productivity.	Before	2.57	1.095	0.090	-9.180	0.000
		After	3.34	1.075	0.088	-6.300	0.000
7	Supportive culture enhances motivation to stay	Before	2.56	1.150	0.094	-6.110	0.000
		After	3.58	1.110	0.091	-9.210	0.000
8	Environment reduces stress and boosts satisfaction	Before	2.59	1.150	0.094	-9.110	0.000
		After	3.52	1.115	0.092	-6.470	0.000
9	Communication within the	Before	2.16	0.825	0.068	-8.120	0.000

	workplace is clear, transparent, and effective.	After	3.65	1.040	0.085	-7.330	0.000
10	The company provides a positive and inclusive work environment for all employees.	Before	2.10	0.820	0.068	-14.250	0.000
		After	2.91	0.795	0.066	-8.940	0.000

The results presented in Table 2 clearly show that all the variables have p-values of 0.000, which are less than the significance level of 0.05. This implies that the null hypothesis is rejected for every variable, confirming a statistically significant difference between the “before” and “after” conditions. Hence, it can be concluded that there is a positive and effective impact of improvements in the work environment on employee retention in the IT sector. A remarkable enhancement is observed in employees’ perception of comfort and safety at the workplace, where the mean score increased from 2.41 (before) to 3.61 (after), indicating that improvements in workplace conditions have substantially enhanced employees’ sense of security and comfort. Similarly, a healthy work-life balance shows a noticeable improvement, with mean values rising from 2.67 to 3.45, suggesting that organizational initiatives to support flexible work arrangements have been effective. The infrastructure supporting effective job performance also recorded a significant improvement, with mean scores moving from 2.61 (before) to 3.44 (after), reflecting better physical and technological facilities that enable employees to perform efficiently. The workload factor improved from 2.49 to 3.65, indicating that workload distribution and management practices have become more reasonable and manageable, reducing burnout and stress among employees. Team-oriented practices have also strengthened considerably; teamwork and collaboration improved from 2.44 to 3.65, emphasizing a growing culture of cooperation and mutual support within the organization. The physical workspace, which includes lighting, seating, and temperature conditions, also showed a positive shift from 2.57 to 3.34, highlighting improved ergonomic and environmental settings conducive to productivity. The organization’s supportive culture enhancing motivation to stay demonstrated a significant increase from 2.56 (before) to 3.58 (after), confirming that a more nurturing and recognition-oriented environment contributes to stronger retention tendencies. Likewise, the stress-reducing and satisfaction-boosting aspects of the work environment improved from 2.59 to 3.52, suggesting that the new workplace initiatives have effectively reduced stress levels and elevated employee morale. Furthermore, communication within the workplace has shown substantial enhancement, moving from 2.16 to 3.65, signifying better transparency and clarity in information sharing and coordination. Lastly, the company’s ability to foster a positive and inclusive environment also improved notably from 2.10 to 2.91, reflecting greater inclusivity and equality in workplace practices. Overall, the results from the paired t-test confirm that each dimension of the work environment has improved significantly after the implementation of new workplace initiatives, thereby exerting a strong positive influence on employee retention in the IT sector.

Table: 3 The role of organisational support in improving employee retention among IT professionals -Weighted Average Rank Method

Statement	HS	S	N	DS	HDS	Total	Weight	Rank
The organization supports career growth and development.	305	160	51	36	14	566	3.77	I

Regular training and skill enhancement opportunities are provided.	160	100	105	100	18	433	2.88	IV
Employee contributions are valued and recognized.	300	144	63	40	13	560	3.73	II
Supervisors offer clear guidance and constructive feedback.	225	140	93	54	12	524	3.49	III
Promotion policies are fair, transparent, and growth-oriented.	60	52	63	60	74	309	2.06	V

The above table reveals the classification of employees based on their perception of organizational support influencing retention, under the levels of Highly Satisfied, Satisfied, Neutral, Dissatisfied, and Highly Dissatisfied. Among the various factors, career growth and development is ranked first with a weighted average score of 3.77, indicating that most employees strongly agree that opportunities for advancement play a major role in their commitment to the organization. Employee recognition is ranked second with a weighted average score of 3.73, showing that appreciation and acknowledgment of contributions are highly valued by employees. Supervisory guidance and feedback is ranked third with a weighted average score of 3.49, suggesting that constructive feedback and effective supervision are important in fostering employee satisfaction and retention. Training and skill enhancement opportunities are ranked fourth with a weighted average score of 2.88, which indicates that while some initiatives exist, there remains scope for improvement in providing consistent and updated training programs to meet changing industry demands. Promotion policies hold the fifth rank with the lowest weighted average score of 2.06, implying that employees are less satisfied with the fairness and transparency of the promotion system. This finding highlights the need for organizations to review and refine their promotion and appraisal procedures to ensure equality and merit-based career progression. Overall, the results show that employees place the highest importance on career growth, recognition, and supervisory support as key components of organizational support contributing to their retention in the IT sector.

Suggestions and Conclusion

To improve employee retention in the IT sector, organizations should focus on fair and transparent career development programs, continuous training, and skill enhancement to meet evolving industry demands. Building a culture of recognition, open communication, teamwork, and psychological safety can further strengthen employee loyalty. The study concludes that a supportive work environment and strong organizational support are vital for retaining IT professionals in the Southern Districts of Tamil Nadu. By emphasizing career growth, recognition, supervision, and training, companies can reduce turnover and maintain a stable, motivated workforce. Future studies should also explore factors like compensation and leadership style to develop more comprehensive retention strategies.

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