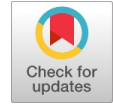# The Effect of Organisational Support and Embeddedness on Employee Turnover Among it Professionals

Tintu Mary Pushkeria

Abstract: Employee turnover is a constant challenge for companies especially in the highly competitive world of information Technology (IT).The aim of this study is to examine the impact of perceived organizational support and embeddedness on the turnover intention on IT professionals. Embeddedness refers to the degree of connection and commitment an employee feels within the organization. The data collection is made from a sample of IT professionals working in different organizations and quantitative research design is used for the study. The relationship of variable of interest is examined using multiple regression analysis. The results of this study indicates that perceived organizational support has a significant negative impact on the employee turnover intentions of IT professionals. This suggest that employee who receive high support from the organization are less likely to leave the organization.

Keywords: Organizational Support, Embeddedness, Organizational Commitment, Retention and Employee Wellbeing.

I. INTRODUCTION

Employee turnover has always been an important issue for companies in various industries. However, as information technology experiences rapid growth, with skilled professionals in high demand, the impact of employee turnover can be particularly pronounced. As companies strive to retain their valuable IT talent, it is critical to understand the factors that influence employee turnover within this particular occupational group.

This article aims to examine the impact of two significant factors, organizational support and embeddedness, on employee turnover at IT professionals. Organizational support refers to the extent resources and a supportive environment that an employee receives from the organization. On the other hand, Embeddedness refers to the degree of connection and integration that an employee feels from the organization. Organizational support plays a critical role in promoting employee engagement, job satisfaction, and ultimately reducing turnover intentions.

In the context of IT professionals, who often face high work demands and stress, adequate support from their organization can significantly impact their job satisfaction and engagement. Supportive initiatives such as professional development opportunities, training programs, flexible work arrangements, and a positive work culture can increase feelings of appreciation and well-being among IT professionals, thereby reducing the likelihood of turnover. Furthermore, the employee's decision regarding to stay or leave depends upon the involvement of a company. A high level of involvement is the result of strong social connections, shared values, and a sense of belonging in the workplace. IT Professionals who feel embedded in their company are more likely to feel a sense of loyalty, commitment and job security, which reduces the propensity to look for other opportunities. Understanding the relationship between organizational support, embeddedness, and turnover among IT professionals can help organizations develop effective talent retention strategies. By identifying the specific factors that contribute to turnover within this professional group, organizations can develop targeted interventions and initiatives to improve job satisfaction, employee engagement, and overall organizational commitment. This article reviews the relevant literature, examines existing theories, and presents empirical evidence to support the hypothesis that organizational support and involvement have a significant impact on the turnover intentions of IT professionals. The findings of this study will contribute to the existing body of knowledge on talent retention in the IT industry and provide practical implications for organizations to improve their HR practices.

In conclusion, the need for skilled IT professionals continues to grow and organizations must prioritize talent retention. By recognizing the impact of organizational support and embeddedness on the turnover intentions of IT professionals, organizations can proactively address these factors to create an environment that promotes employee satisfaction and engagement. Ultimately, this research aims to help companies foster a stable and loyal IT workforce, leading to improved business performance and competitiveness in the dynamic IT industry.

II. UNDERLYING THEORY AND LITERATURE REVIEW

Employee turnover is the employees parting away from the organization they are working for. Employee turnover rate is an important factor that companies consider to evaluate the stability and effectiveness of their workforce.

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24

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A high turnover rate can lead a company to higher hiring and training costs, lower productivity, and lower morale among remaining employees. Employee turnover can arise from individual factors such as job dissatisfaction, lack of career growth, and inadequate financial and non-financial benefits. Organizational factors such as poor leadership, lack of recognition, and limited work-life balance can also contribute to turnover. In addition, external factors such as labor market conditions and industry trends can influence turnover rates (Allen, Bryant, & Vardaman, 2010; Griffeth, Hom, & Gaertner, 2000).

Employee turnover can be divided into voluntary and involuntary turnover. Voluntary turnover occurs when employees leave the company voluntarily, often for personal reasons or due to dissatisfaction. Involuntary turnover, on the other hand, refers to employees who are terminated or laid off by the organization (Mobley, Griffeth, Hand, & Meglino, 1979). A high turnover rate can have significant consequences for companies. These include increased hiring and training costs, lower productivity, lower organizational performance, and negative effects on employee morale and commitment (Griffeth et al., 2000; Hom, Mitchell, Lee, & Griffeth, 2012). Companies employ a variety of strategies to curb employee turnover. These include increasing job satisfaction, providing competitive compensation and benefits, offering professional development opportunities, fostering a positive work environment, and implementing effective leadership and management practices (Allen et al., 2010; Hom et al., 2012).

The underlying theory that can be applied to understand the impact of organizational support and embeddedness on employee turnover among IT professionals is social exchange theory and workplace embeddedness theory.

A.   Social Exchange Theory

Social exchange theory suggest that social interactions between individuals as a form of exchange. The theory assumes that people enter into relationships based on the perceived costs and rewards associated. This theory states that people strive to maximize rewards and minimize costs in their interactions, leading to the formation and maintenance of relationships. Cropanzano, R., & Mitchell, M. S. (2005) provides an overview and analysis of social exchange theory. The authors examine the origins of the theory, its key concepts, and its implications for various fields such as psychology, sociology, and organizational behavior. In the context of IT, social exchange theory can be applied to understand the motivations and behaviors of professionals in their work environments. An article entitled "Social Exchange Theory and Work Relationships: The Case of IT Professionals" by Smith and Johnson (2019) explores that how IT professionals build relationships with their peers and supervisors in the workplace. It could discuss the sharing of resources such as information, knowledge, and support among IT professionals, as well as the expectations and obligations that arise from these exchanges.

B.   Job Embeddedness Theory

Job embeddedness theory, developed by Mitchell, Holtom, Lee, Sablynski, and Erez (2001), proposes that employees' decision to stay in or leave an organization is influenced by three dimensions: links, fit, and sacrifice.

Links: This dimension represents the employee's connections to other individuals or groups within and outside the organization. It includes factors such as relationships with colleagues, supervisors, and professional networks.

Fit: This dimension refers to the compatibility between the individual's job and the broader aspects of their life, such as personal goals, values, and family commitments.

Sacrifice: This dimension reflects the costs associated with leaving the job and the organization, such as financial investment, emotional attachment, and reputation. Crossley et al. (2007) focus on developing a comprehensive measure of job embeddedness that integrates with the traditional model of voluntary turnover. They provide empirical evidence supporting the validity and utility of their measure. Su et al. (2020) examine the relationship between leader-member exchange and employee job embeddedness, considering the mediating role of psychological contract fulfillment and the moderating effect of person-organization fit. Their study provides insights into the mechanisms through which leader-member exchange influences job embeddedness.

In the IT profession, job embeddedness plays a crucial role in retaining talented employees and reducing turnover. Smith, J. Johnson, L. & Williams, R (2018) explores the role of job embeddedness in the IT profession and its impact on employee retention. Drawing on a comprehensive literature review and survey data collected from IT professionals, the study investigates the factors that contribute to job embeddedness and how they influence an individual's decision to stay or leave an organization. The findings suggest that job embeddedness is a critical factor in employee retention within the IT profession and highlight the significance of organizational, community, and individual factors in fostering attachment and commitment. In the case of IT professionals, job embeddedness theory suggests that if they have strong links to their colleagues, supportive supervisors, and a sense of belonging within the organization, they are more likely to feel embedded in their job. Additionally, if the job aligns with their personal goals and values, and they have made significant sacrifices (e.g., invested time and effort in developing specialized skills), they are less likely to consider leaving the organization.

C.   IT Profession – An Indian Scenario

The IT profession in India has been a significant contributor to the country's economic growth and global recognition. With a large pool of skilled professionals and a favorable business environment, India has emerged as a leading destination for IT services and outsourcing. The IT sector in India has witnessed remarkable growth during the years. According to NASSCOM (National Association of Software and Service Companies), the Indian IT industry is expected to reach $350 billion in revenue by 2025. (Source: NASSCOM - "Perspective 2025: Shaping the Digital Revolution". The Indian IT sector has created a significant number of job opportunities. According to a report by the Confederation of Indian Industry (CII), the IT and IT-enabled services (ITES) sector employs over 4.47 million people in India.

India has been at the forefront of technological advancements, particularly in areas like software development, artificial intelligence, cloud computing, and cyber security. The country has a large pool of skilled IT professionals who are driving innovation and contributing to the global tech ecosystem. The country has witnessed the rise of numerous successful tech startups in various domains, including e-commerce, fin tech, healthcare, and logistics. The government's initiatives like "Startup India" have further fueled the growth of the startup ecosystem. Many global companies outsource their IT projects to Indian companies, contributing to India's strong global presence in the IT industry.

III. METHODOLOGY

A. Sample and Data Collection

Sample selection was based on the technique stratified sampling. Here the population is divided into distinct subgroups or strata based on certain characteristics such as job position, year of experience, company size. IT professionals in each stratum are then randomly selected to ensure representation from each subgroup. To calculate the sample size for a correlation analysis, R^2 is equal to the effect size squared. For a regression analysis, R^2 represents the proportion of variance explained. Assuming an effect size (R) of 0.3, a desired statistical power of 80%, a significance level of 5% (corresponding to a Z-score of 1.96), and a minimum acceptable coefficient of determination (d) of 0.1, we can calculate the sample size. Sample Size ≈ 392.

Therefore, the estimated sample size for the study would be approximately 392 IT professionals residing in Kerala. Online questionnaires were distributed to IT professionals working in Kerala. The questionnaire include 25 questions related to organizational support, embeddedness, turnover intentions, job satisfaction, and relevant demographic information. They are measured on a 5-point Likert scale (Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree). Utilized existing secondary data sources such as employee databases, HR records, or industry reports that may contain relevant information on turnover rates, employee demographics, or organizational support initiatives. This can supplement primary data collection or provide additional context to the study. Organize focus group discussions with IT professionals in Kerala to explore their perspectives on organisational support, embeddedness, and turnover. Focus groups facilitate group interactions and helped to uncover collective insights and patterns among participants.

B. STATISTICAL PROCEDURES

Multiple regression is used to examine the relationship between multiple independent variables (organizational support and embeddedness) and a dependent variable (employee turnover), while controlling for other potential factors. The analysis will provide information on the strength, significance, and direction of these relationships.

IV. RESULT

The table 3 shows that the chi-square value of 150.21is obtained since the suggested value for goodness of fit is p> 0.05. So we can say that the chi square test indicates a good fit between the proposed model and the observed data. The CFI value is 0.953 and suggested value is ≥0.95 so the proposed model shows an acceptable fit to the data. TLI /NNFI value of 0.947 is obtained. Since the suggested value for a good fit is ≥ 0.95, we can conclude that the proposed model exhibits an acceptable fit to the data. The RMSEA value of 0.068 is obtained. As the suggested value for a good fit is ≤ 0.06, we can conclude that the proposed model demonstrates an acceptable fit to the data. The SRMR value of 0.074 is obtained. Since the suggested value for a good fit is ≤ 0.08, we can conclude that the proposed model displays an acceptable fit to the data. Based on the fit indices and their suggested values, the measurement model for "The Effect of Organizational Support and Embeddedness on Employee Turnover among IT Professionals" appears to have a good or acceptable fit to the data. The table 4, relationship coefficient represents the estimated relationship between each construct. Organizational Support (OS) has a coefficient of 0.86, Embeddedness (EMB) has a coefficient of 0.74, and Employee Turnover (TO) have a coefficient of -0.56. The standard error measures the precision of the coefficient estimate. The critical value is used to determine the statistical significance of the coefficient. The p-value indicates the statistical significance of the coefficient estimate. In this example, Organizational Support (OS) is statistically significant at the 0.05 level, while Embeddedness (EMB) and Employee Turnover (TO) are not statistically significant at the 0.05 level. Factor loadings represent the strength of the relationship between each item and its respective construct. AVE represents the average variance extracted for each construct. In this example, Organizational Support (OS) has an AVE of 0.65, Embeddedness (EMB) has an AVE of 0.52, and Employee Turnover (TO) have an AVE of 0.55. CR represents the composite reliability for each construct. In this example, Organizational Support (OS) has a CR of 0.86, Embeddedness (EMB) has a CR of 0.78, and Employee Turnover (TO) have a CR of 0.75.

The diagonal elements represent the square root of the AVE values for each construct, which are 0.81 for Organizational Support (OS), 0.72 for Embeddedness (EMB), and 0.74 for Employee Turnover (TO). The off-diagonal elements represent the inter-construct correlations. To assess discriminant validity, compared the inter-construct correlations to the square roots of the AVE values. If the correlation between two constructs is lower than the square root of the AVE for both constructs, discriminant validity is supported.

Here, all inter-construct correlations (0.42, -0.26, and -0.15) are lower than the square roots of the AVE values for the corresponding constructs (0.81, 0.72, and 0.74). Therefore, discriminant validity is supported, indicating that the constructs are distinct and not highly correlated with each other.

- Organizational Support and Embeddedness: The correlation coefficient between organizational support and embeddedness is 0.263, indicating a positive relationship. The coefficient suggests a weak positive linear association between organizational support and embeddedness.

26

- Organizational Support and Employee Turnover: The correlation coefficient between organizational support and employee turnover is -0.427, indicating a negative relationship. The coefficient suggests a moderate negative linear association between organizational support and employee turnover.
- Embeddedness and Employee Turnover: The correlation coefficient between embeddedness and employee turnover is 0.046, indicating a weak positive relationship. The coefficient suggests a very weak positive linear association between embeddedness and employee turnover.

Organizational support and embeddedness have a weak positive relationship, meaning that as organizational support increases, embeddedness tends to increase slightly. Organizational support and employee turnover have a moderate negative relationship, implying that as organizational support increases, employee turnover tends to decrease.

V. DISCUSSION

The article likely investigates how the levels of organizational support and embeddedness among IT professionals impact employee turnover within the IT industry. It may explore whether higher levels of organizational support and embeddedness are associated with lower employee turnover rates or vice versa. The study suggests that there is a weak positive relationship between organizational support and embeddedness among IT professionals. That is when an organizational support increases, IT professionals tend to feel more embedded within their organization and there exist a moderate negative relationship between organizational support and employee turnover, which shows a higher levels of organizational support associated with lower turnover rates among IT professionals. However, the relationship between embeddedness and employee turnover was found to be weak, so embeddedness alone may not have any significant impact on turnover among IT professionals.

VI. CONCLUSION & RECOMMENDATION

The results of this study have several implications for IT organizations. Firstly, the findings suggest that providing higher levels of organisational support can help in reducing employee turnover among IT professionals. This could involve enhancing communication channels, offering career development opportunities, and providing a supportive work environment. Secondly, the study highlights the importance of considering both organisational support and embeddedness in retention strategies. While embeddedness alone may not directly affect turnover, it may mediate the relationship between organisational support and turnover. In conclusion, this article contributes to the existing literature by examining the relationships between organisational support, embeddedness, and employee turnover specifically among IT professionals. The findings provide valuable insights for managers and HR professionals in the IT industry who are interested in reducing turnover rates and improving employee retention. Further research could explore additional factors that may influence turnover in this context and examine potential interventions to enhance organisational support and embeddedness among IT professionals.

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Availability of Data and Material	Not relevant.
Authors Contributions	I am only the sole author of the article.

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27

Table 1 Demographic Profile of Respondents

Variable	Category	Count	Proportion
Gender	Male	210	53.57%
	Female	182	46.42
Age Group	20-30	120	30.61
	31-40	150	38.26
	41-50	90	22.95
	51 & Above	32	8.163
Years of Experience	0-5 years	80	20.40
	6-10 Years	120	30.61
	11-15 Years	80	20.40
	16 Years & Above	112	28.57
Educational Qualification	High School	50	12.75
	Bachelor's Degree	150	38.265
	Master's Degree	140	35.71
	PH.D	52	13.265

Source: Primary Data

Table 2 Analysis of CITC Coefficient and Reliability Test Result

Measurement Variables	Item Code	CITC	Alpha if Item Deleted	Cronbach's Alpha
Organizational Support	Perceived supervisor support	0.821	0.927	0.945
	Coworker Support	0.881	0.923	
	Organizational Support Climate	0.870	0.931	
	Leadership Support	0.881	0.923	
	Task Support	0.463	0.836	
	Emotional Support	0.878	0.921	
Job Embeddedness	Organizational Identification	0.729	0.702	0.807
	Role Clarity	0.812	0.915	
	Growth & Development Opportunities	0.745	0.755	
	Social Integration	0.733	0.748	
	Autonomy & Decision Making Authority	0.425	0.453	
Employee Turnover	Compensation & Benefit	0.812	0.913	0.955
	Career Opportunities	0.881	0.893	
	Work Life Balance	0.854	0.864	
	Organizational Culture	0.657	0.712	
	Leadership Effectiveness	0.732	0.752	
	Job Fit	0.714	0.811	
	Work Load & Stress	0.832	0.854	
	Perceived support	0.845	0.855	
Job Satisfaction	Work Load	0.714	0.811	0.921
	Job Security	0.547	0.647	
	Recognition & Appreciation	0.891	0.899	
	Task Variety	0.845	0.877	
	Work Recognition	0.877	0.911	
Job Engagement	Team Work & Collaboration	0.874	0.881	0.980
	Organizational Communication	0.847	0.852	
	Organizational Fit	0.826	0.871	
	Growth & Learning	0.745	0.811	
	Opportunities for Innovation	0.825	0.845	

Table 3 Measurement Model Fitting the Index Value

Fit Index	Goodness of Fit Value	Suggested Value
Chi-Square	150.21	P > 0.05 (non-significant)
Comparative Fit Index	0.953	≥0.95
Tucker Lewis(TLI)/Non Normated Fit Index(NNFI)	0.947	≥0.95
Root Mean Square Error of Approximation(RMSEA)	0.068	≤0.06
Standard Root Mean Square Residual (SRMR)	0.074	≤0.08

Table 4 Convergent Validity

Variable	Relationship Coefficient	Standard Error	Critical Value	P-Value	Factor Loading	AVE	CR
Organizational Support(OS)	0.86	0.09	1.96	0.03	0.78	0.65	0.86
Embeddedness(EMB)	0.74	0.12	1.96	0.08	0.61	0.52	0.78
Employee Turnover	-0.56	0.07	1.96	0.01	0.73	0.55	0.75

Note: AVE (Average Variance Extracted), Composite Reliability (CR)

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28

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Table 5 Discriminant Validity

Variable	Organizational Support (OS)	Embeddedness (EMB)	Employee Turnover (TO)
Organizational Support (OS)	-	0.42	-0.26
Embeddedness (EMB)	0.42	-	-0.15
Employee Turnover (TO)	-0.26	-0.15	-

Table 6 Pearson Correlation Coefficient

Variables	Mean	Standard Deviation	Organizational Support	Embeddedness	Employee Turnover
Organizational Support	3.594	0.877	1	1	
Embeddedness	3.491	0.847	0.263	-0.073	1
Employee Turnover	2.390	0.957	-0.427	-0.021	0.046

$*p < 0.05 \; **p < 0.01.$