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A Study on Attrition Analysis and Causes of ITES Sector in Coimbatore

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ABSTRACT: Employee attrition is one of the major challenges faced by the Information Technology Enabled Services (ITES) sector, especially in growing cities like Coimbatore. High employee turnover affects organizational productivity, increases recruitment and training costs, and disrupts overall business performance. This study focuses on analyzing employee attrition in the ITES sector in Coimbatore and identifying the major causes influencing employee turnover. The research also explores the differences between voluntary and involuntary attrition and evaluates the effectiveness of existing HR retention policies in controlling employee turnover.

The study aims to provide a clear understanding of the key factors contributing to attrition, such as job dissatisfaction, work pressure, lack of career growth opportunities, compensation issues, and work-life imbalance. By examining these aspects, the research helps organizations develop better retention strategies and improve employee satisfaction. The findings of the study will assist HR managers in designing effective policies to reduce attrition and enhance workforce stability in the ITES sector.

KEYWORDS: Employee Attrition, ITES sector, Information Technology Enabled Services, Coimbatore, Employee Retention Strategies, Voluntary Attrition, Involuntary Attrition, Job Satisfaction, Career Growth, Work environment, Organizational performances.

I. INTRODUCTION

The Information Technology Enabled Services (ITES) sector has emerged as one of the fastest-growing industries in India. Cities like Coimbatore have become important hubs for ITES companies due to their skilled workforce, lower operational costs, and supportive business environment. However, employee attrition remains a persistent issue in this sector.

Attrition refers to the reduction in the number of employees through resignation, retirement, or termination. In the ITES industry, high attrition rates are often caused by factors such as job stress, repetitive work nature, limited career growth, salary expectations, better opportunities elsewhere, and workplace environment. Attrition can be classified into two types: voluntary attrition, where employees leave by their own choice, and involuntary attrition, where the organization terminates employees due to performance or other reasons.

High attrition not only increases recruitment and training expenses but also affects team morale and service quality. Therefore, it becomes essential for organizations to analyze the causes of attrition and implement effective HR retention policies. Retention strategies such as competitive compensation, career development programs, employee engagement initiatives, flexible work arrangements, and supportive leadership play a crucial role in reducing turnover. This study aims to analyze employee attrition in the ITES sector in Coimbatore, identify the major factors influencing turnover, differentiate between voluntary and involuntary attrition, and evaluate the effectiveness of existing HR retention policies. The research will contribute to understanding how organizations can create a stable and motivated workforce in the competitive ITES industry.



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II. REVIEW OF LITERATURE

Kumar and Arora (2015) conducted an extensive study on employee attrition in the Indian ITES sector and observed that high employee turnover had become a structural problem rather than a temporary issue. Their study highlighted that continuous work pressure, repetitive job roles, strict performance monitoring, and limited career advancement opportunities significantly reduced employee satisfaction. The authors emphasized that employees in ITES organizations often experience mental fatigue due to monotonous work schedules and night shifts, which negatively affect both personal and professional life. The study concluded that ineffective leadership and lack of employee-centric HR policies increase voluntary attrition, and suggested that organizations should focus on internal communication, motivation, and career planning to retain skilled employees.

Reddy and Rao (2015) carried out a detailed study on employee attrition in the Indian ITES sector and observed that frequent employee turnover was largely influenced by job monotony and lack of role clarity. The study revealed that many employees felt disengaged due to repetitive tasks and limited opportunities to utilize their skills. According to the authors, inadequate communication between management and employees further aggravated dissatisfaction, leading to higher attrition rates. The study concluded that clearly defined job roles and opportunities for job enrichment are essential to retain employees in the ITES industry.

Anthony C. Klotz (2021) - The Great Resignation: Why Millions of Workers Quit – Global Workforce Study. Klotz (2021) analyzed the global phenomenon known as the “Great Resignation,” where employees across multiple countries voluntarily resigned after the COVID-19 pandemic. The study found that burnout, work–life imbalance, remote work expectations, and career reevaluation were major causes of increased attrition. Employees began prioritizing flexibility and meaningful work over salary alone. The research emphasized psychological fatigue and emotional exhaustion as key turnover triggers. IT and IT-enabled sectors experienced particularly high attrition due to remote work transitions. The study suggests that post-pandemic retention strategies must include flexible policies and mental health support. Organizations that ignored employee well-being faced higher turnover rates. This global trend is relevant for understanding post-pandemic attrition in Coimbatore’s ITES companies. The study concludes that employee expectations have permanently shifted, requiring adaptive HR strategies.

Mohiuddin et al. (2023) – Explainable AI for Employee Attrition Analysis. The study “Retention Is All You Need” proposed an HR Decision Support System (HR-DSS) using explainable AI to analyze and interpret attrition data. The authors employed machine learning models to identify the most significant factors influencing turnover (e.g., job satisfaction, workload, leadership support). They then used explainability techniques (such as SHAP values) to generate actionable insights for HR practitioners to mitigate attrition. The research highlights how data-driven approaches can determine individual attrition risks and support tailored retention policies. Though technical in nature, this research is important because it shows how advanced analytics can be applied globally in IT and ITES contexts to understand causes of employee exit.

III. RESEARCH METHODOLOGY

This study adopts a descriptive research design to analyze employee attrition and identify its major causes in the ITES sector in Coimbatore. The descriptive approach is appropriate as it helps in systematically describing employee opinions, turnover patterns, and influencing factors such as salary dissatisfaction, work stress, career growth opportunities, leadership style, and work–life balance.

The research follows a quantitative approach, as structured questionnaires are used to collect measurable data from employees working in various ITES companies. The study also incorporates limited qualitative inputs through informal discussions to better understand employee perspectives regarding attrition.

SAMPLE DESIGN

The study uses a non-probability convenience sampling technique to select respondents from ITES companies in Coimbatore. Convenience sampling is chosen due to accessibility constraints and time limitations. Employees who were willing and available to respond to the questionnaire were included in the sample. The sample includes employees from different departments such as customer support, technical support, HR, and operations to ensure representation



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across job roles. Both male and female employees with varying years of experience were considered to capture diverse perspectives on attrition causes.

SAMPLE SIZE

The total sample size for the study consists of 120 employees working in selected ITES companies in Coimbatore. The sample size was determined based on availability of respondents and feasibility of data collection within the study period.

A sample of 151 respondents is considered adequate to perform statistical analysis and draw meaningful conclusions regarding attrition causes. The selected sample size allows for representation of different age groups, income levels, educational qualifications, and experience categories.

SOURCES OF DATA

- Primary data
- Secondary data

PRIMARY DATA

Primary data is collected directly from employees working in selected ITES companies in Coimbatore. A structured questionnaire is used as the main tool for data collection. The questionnaire includes questions related to job satisfaction, working conditions, salary, workload, job stress, career growth opportunities, work–life balance, and reasons for employee attrition. Primary data provides first-hand information and reflects the actual opinions and experiences of employees.

SECONDARY DATA

Secondary data is collected from various published and unpublished sources such as textbooks, journals, research articles, company reports, magazines, websites, and previous studies related to employee attrition and the ITES sector. Secondary data helps in understanding the theoretical background of attrition and supports the analysis of primary data.

OBJECTIVES

1. To analyze essential job aspects like workload, stress levels, job satisfaction and career development.
2. To explore voluntary vs involuntary attrition.
3. To understand the impact of compensation, work culture and leadership on attrition.

LIMITATIONS OF THE STUDY

- The study is limited to the ITES sector in Coimbatore only, hence the findings cannot be generalized to other regions or industries.
- The sample size selected for the study is limited, which may not represent the entire population of ITES employees.

TOOLS USED FOR THE STUDY

The data collected from employees in the ITES sector were analyzed using statistical tools to understand the causes and factors influencing employee attrition in Coimbatore. The collected responses were processed and analyzed using Statistical Package for the Social Sciences (SPSS) software.

The tools used in this study include

- Simple percentage analysis
- Chi-square analysis
- Ranking analysis
- Weighted mean analysis



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IV. SIMPLE PERCENTAGE ANALYSIS

TABLE 1.1
AGE GROUP

Age Group	Frequency	Percentage
21-25	46	31%
26-30	60	40%
31-35	34	22%
35 & Above	11	7%
Total	151	100

INTERPRETATION

The above table shows that 46 respondents (31%) belong to the age group of 21-25 years, 60 respondents (40%) belong to the age group of 26-30 years, 34 respondents (22%) belong to the age group of 31-35 years, while only 11 respondents (7%) are 35 & above years.

TABLE 1.2
OVERALL WORK ENVIRONMENT RATING

Overall Work Environment Rating	Frequency	Percentage
Excellent	42	28%
Good	72	48%
Average	35	23%
Poor	2	1%
Total	151	100

INTERPRETATION

The above table shows that a majority of the respondents (48%) rated the overall work environment as Good, 28% who rated it as Excellent. About 23% of the respondents perceived the work environment as Average, while only a very small proportion (1%) rated it as Poor.

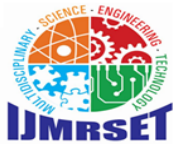
TABLE 1.3
PRIMARY REASON FOR LEAVING THE JOB

Primary Reason for Leaving the Job	Frequency	Percentage
High Job satisfaction	32	21%
Supportive Leadership	81	54%
Low job satisfaction	30	20%
Communication Gap	8	5%
Total	151	100

Source: Primary Data

INTERPRETATION

The above table shows that the highest percentage at 54% (81 respondents) and High Job Satisfaction is 21% (32 respondents), Low Job Satisfaction is 20% (30 respondents), while Communication Gap is 5% (8 respondents).



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V. RANKING ANALYSIS

TABLE 2.1
RANKING FACTORS INFLUENCING QUITTING JOB

Factors	Frequency	Rank
Salary is low	136	I
High Workload	78	II
Inadequate training & Development	59	III
Poor Management Support	43	IV
Health Related Issues	41	V
Limited Career Advancement	37	VI
Poor Team Coordination	35	VII
Career Imbalance	29	VIII
Lack of growth	26	IX
Stress	28	X

Source: Primary Data

INTERPRETATION

The ranking analysis shows that low salary is the main reason employees decide to quit, followed by high workload. Career-related factors such as inadequate training and limited career growth have moderate influence. Poor management and team coordination have lesser impact, while stress and lack of growth are the least influential factors.

TABLE 2.2
RANKING FACTORS RELATE TO JOB SATISFACTION

Factors	Frequency	Rank
The working environment is comfortable	63	I
I am satisfied with my current job role	52	II
My work gives me a sense of achievement	42	III
I am generally happy working in this organisation	47	IV
Safety and hygiene standards are well maintained	44	V
I feel motivated to perform my duties effectively	38	VI
I feel respected at my work place	42	VII
Offers better career growth opportunities	37	VIII
My job responsibilities are clearly defined	41	IX
The overall workplace atmosphere is positive	40	X

INTERPRETATION

The ranking analysis shows that “The working environment is comfortable” secured the first rank with the highest frequency of 63 responses. “I am satisfied with my current job role” ranked second with 52 responses, indicating strong satisfaction with job roles. Factors such as achievement, happiness in the organization, safety standards, and motivation show moderate importance among respondents. “My job responsibilities are clearly defined” received comparatively fewer top-rank responses, placing it lower in ranking order.



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VI. CHI-SQUARE ANALYSIS

TABLE 3.1
JOB LEVEL AND IMPACT OF POOR WORK ENVIRONMENT

Job level	Delay in Serving Employee	High Employee Attrition	High Job Insecurity	Lack of Trust in Management	Low Employee morale	More Stress Among Employee	Reduced performance Efficiency	Total
Entry level	7	11	9	01	9	18	5	56
Middle Level	6	19	11	1	7	24	5	79
Senior Level	3	3	1	1	0	5	1	16
Total	16	33	21	2	16	47	11	151

Chi-Square Value = 11.565; df = 14; p = 0.641

Source: Primary data

INFERENCE

The table revealed that there was no statistically significant association between job level and perceived consequences of a poor work environment, $\chi^2(14, N = 151) = 11.565, p = 0.641$. Since the p-value is greater than the 0.05 level of significance, the null hypothesis is accepted.

This indicates that employees across entry, middle, and senior levels do not significantly differ in their perceptions regarding how a poor work environment affects organizational outcomes.

TABLE 3.2
YEARS OF EXPERIENCE AND IMPACT OF POOR WORK ENVIRONMENT

Source: Primary data

Chi-square Value = 31.267; df = 21; p = .069

Experience	Disloyalty	High employee attrition	High job Insecurities	Lack of Trust	Low morale	Less organisational commitment	More stress	Reduced performance efficiency	Total
Less than 1 year	3	5	7	0	9	1	0	1	26
1-3 years	12	14	16	8	18	10	7	7	92
3-5 years	3	4	3	2	4	2	1	1	20
More than 5 years	1	2	2	1	2	1	1	2	12
Total	19	25	28	11	33	14	9	11	151

VI. WEIGHTED MEAN ANALYSIS

Weighted Mean Formula

f = Frequency

w = Weighted (Linkert scale value: 1,2,3,4,5)

f̄ = Total number of respondents



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TABLE 4.1
FACTORS RELATED TO SALARY

Factors Related to Salary	N	Weighted Mean
I would consider leaving this organization if I receive a better salary elsewhere.	151	3.88
The current salary structure does not meet my financial needs.	151	3.35
Salary increments are provided regularly in this organization.	151	3.34
My salary is fair compared to my job responsibilities.	151	3.26
Lack of performance-based pay affects my motivation to stay.	151	3.17

Source: Primary data

INTERPRETATION

The weighted mean analysis shows that the highest mean score (3.88) was for the statement “I would consider leaving this organization if I receive a better salary elsewhere,” indicating that salary strongly influences employees’ intention to leave. Respondents moderately agreed that the current salary structure does not meet their financial needs (3.35) and that salary increments are provided regularly (3.34). The factor “My salary is fair compared to my job responsibilities” (3.26) reflects a neutral to slightly positive perception among employees. The lowest mean score was for “Lack of performance-based pay affects my motivation to stay” (3.17), suggesting comparatively lower concern regarding performance-linked pay.

TABLE 4.2
FACTORS RELATED TO WORK CULTURE

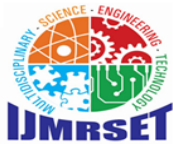
Factors related to work culture	N	Weighted Mean
I feel respected and valued in my workplace.	151	3.71
Lack of teamwork negatively affects employee retention.	151	3.45
Unhealthy work culture increases stress among employees.	151	3.92
Supportive colleagues motivate employees to stay in the organization.	151	3.32
Favoritism in the workplace affects employee morale.	151	3.58

INTERPRETATION

The weighted mean analysis indicates that “Unhealthy work culture increases stress among employees” ranked first (3.92), showing strong agreement that negative work environments affect employee well-being. Statements on respect (3.71), favoritism (3.58), and lack of teamwork (3.45) show general agreement that workplace fairness and relationships influence morale and retention. The lowest mean was for supportive colleagues motivating employees to stay (3.32), indicating moderate agreement.

TABLE 4.3
FACTORS RELATED TO ATTRITION INTENTION

Factors	N	Weighted Mean
Poor management practices lead to employee attrition.	151	3.95
I have considered leaving this organization.	151	3.90
Employees leave due to better external opportunities.	151	3.80
Work life imbalance leads to attrition	151	3.75
Work stress is a reason for quitting job.	151	3.60
Job dissatisfaction is a major reason for employee turnover.	151	3.55
Lack of recognition increases attrition turnover.	151	3.50
Lack of growth opportunities increases employee turnover.	151	3.35
I would leave the organization if I receive a better opportunity.	151	3.25
Low salary contributes to employee turnover.	151	3.15



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INTERPRETATION

The weighted mean analysis shows that poor management practices (3.95) are the leading cause of employee attrition. Management quality (3.90) and better external job opportunities (3.80) also strongly influence employees' intention to leave. Work-life imbalance (3.75) and work stress (3.60) significantly contribute to turnover. Job dissatisfaction (3.55) and lack of recognition (3.50) have a moderate impact on attrition.

TABLE 4.4
FACTORS RELATED TO WORKLOAD AND STRESS

Factors related to work culture	N	Weighted Mean
My workload is manageable.	151	3.80
Job-related stress affects my performance.	151	3.60
Work pressure makes me consider leaving the organization	151	3.50
Long working hours contribute to employee dissatisfaction.	151	3.35
I am able to maintain a good work-life balance	151	3.20

INTERPRETATION

The weighted mean analysis indicates that "My workload is manageable" (3.80) ranked first, that employees generally feel capable of handling their workload. However, "Job-related stress affects my performance" (3.60) and "Work pressure makes me consider leaving the organization" (3.50) show that stress and pressure significantly influence employee well-being and retention. Long working hours (3.35) also contribute to dissatisfaction, while maintaining a good work-life balance (3.20) received the lowest mean, indicating comparatively weaker agreement. Overall, although workload appears manageable, stress and pressure remain important concerns.

TABLE 4.5
FACTORS RELATED TO MANAGEMENT AND LEADERSHIP

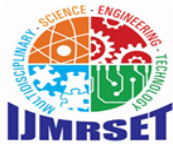
Factors related to Management and Leadership	N	Weighted Mean
Expectations are communicated clearly by my supervisor.	151	3.90
I trust the management of this organization.	151	3.60
I receive recognition for good performance.	151	3.45
Management values employee feedback.	151	3.30
Leadership decisions are fair and transparent	151	3.20

INTERPRETATION

The weighted mean analysis indicates that clear communication of expectations by supervisors (3.90) ranks highest, showing strong agreement among employees. Trust in management (3.60) and recognition for good performance (3.45) reflect moderate positive perceptions. Management valuing employee feedback (3.30) and leadership decisions being fair and transparent (3.20) received comparatively lower mean scores, while communication and trust levels are satisfactory, there is scope for improvement in transparency and participative management practices.

VII. FINDINGS

- A majority of 40% of the respondents fall under the age group of 26-30.
- A majority of the study indicate that most employees have a positive perception of the work environment in the organization, with a total of 48% in good.
- A majority of the study indicates that leadership-related factors play a significant role in employees' decisions to voluntarily leave their jobs that shown as 54%.
- A majority of the study shows that financial dissatisfaction is the primary reason for employee turnover.
- The analysis indicates that workplace comfort and job role satisfaction are the primary drivers of job satisfaction among employees.
- The chi-square test revealed that there was no statistically significant association between job level and perceived consequences of a poor work environment, $\chi^2(14, N = 151) = 11.565, p = 0.641$. Since the p-value is greater than the 0.05 level of significance, the null hypothesis is accepted.



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- The chi-square analysis revealed no statistically significant association between years of experience and perceptions of the impact of a poor work environment, $\chi^2 (21, N = 151) = 31.267, p = .069$. Since the p-value exceeded the 0.05 level of significance, the null hypothesis was accepted.
- The study highlight that negative elements of work culture (stress and favoritism) have a stronger impact on employees than positive elements such as colleague support, satisfaction.
- The majority of the study shows that managerial practices, work–life balance, and external opportunities emerge as the primary drivers of employee attrition intention.

VIII. SUGGESTIONS

It is strongly suggested that ITES companies in Coimbatore should implement strategic and employee-centred policies to effectively reduce attrition. Organizations need to provide competitive compensation packages aligned with industry standards, along with performance-based rewards and timely salary revisions to minimize dissatisfaction. Clear career advancement opportunities, structured promotion policies, and continuous training and skill development programs should be introduced to enhance employee growth and long-term commitment. Management must also focus on improving work–life balance by offering flexible working hours, hybrid work models, rotational shifts, and adequate leave facilities to reduce work pressure and burnout. Supportive leadership practices, transparent communication, regular feedback mechanisms, and employee recognition programs can significantly improve morale and engagement levels. Additionally, organizations should establish stress management initiatives, employee wellness programs, and counselling support to address mental health concerns. Conducting systematic exit interviews and periodic employee satisfaction surveys can help identify early warning signs of turnover intentions.

IX. CONCLUSION

The present study on attrition analysis and its causes in the ITES sector in Coimbatore reveals that employee turnover is influenced by multiple interrelated factors rather than a single issue. The findings indicate that salary dissatisfaction, limited career growth opportunities, high work pressure, inadequate work–life balance, lack of managerial support, and job stress are major contributors to employee attrition. It is evident that employees are more likely to leave organizations when they experience low job satisfaction, poor organizational commitment, and minimal recognition for their efforts. The study also highlights that younger employees and those with fewer years of experience show higher turnover intentions due to better external opportunities and competitive labour market conditions.

Therefore, ITES firms in Coimbatore must adopt proactive and data-driven retention strategies to enhance employee satisfaction, strengthen organizational commitment, and ensure long-term sustainability in a highly competitive environment.

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