

Attrition and Job Burnout Impacts on Employees Engagement in IT Sector

T.S. Sayeeswari¹ & Dr. S.K. Manivannan²

¹Research Scholar, College of Management, SRM Institute of Science and Technology, Kattankulathur, Chengalpattu District, Tamilnadu –

Email: st6933@srmist.edu.in

²C Corresponding Author: Dr.S.K.Manivannan, Associate Professor, College of Management, SRM Institute of Science and Technology, Kattankulathur, Chengalpattu District, Tamilnadu

Email: manivans@srmist.edu.in

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ABSTRACT

The study measures the attrition and job burnout on employee engagement in IT sector. There is enough information in the literature to create a conceptual framework that can explain the connection between a motivated workforce and productive results in the workplace. Surveys are considered by significant standard as they allow researchers to gauge the opinions of a sizable sample of the community at large. The study employs both an exploratory and a definitive research strategy. In the first stage of the research process, we used exploratory research to learn more about the background of the topic, set goals, and generate hypotheses based on the literature. Primary data gathered by means of a scientifically constructed and organized questionnaire designed to elicit thoughtful responses from IT employees. The respondents were selected at random using a proportional sampling approach. The IT workers from the top 5 organizations were randomly picked and samples were chosen methodologically for the research. Out of a total of 350 questionnaires sent out, only 309 were deemed sufficiently completed and to be used in any kind of statistical analysis. The study has used ANOVA and factor analysis for examining the results collected from the IT employees. The burnout and attrition issues are impacting employee's freedom in the areas of Employees Freedom is Neglected affecting Engagement, Job Features are Autocratic and Overburdening, Dissatisfaction and Personal Problems, Lack of Clear Guidance and Communication impact Work Outcome and Engagement Impacted by Suppression and Poor Compensation.

Keywords: Attrition, Job Burnout, Employees Engagement, IT sector and Impact on Productivity.



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INTRODUCTION

One of the most famous practices used by HR departments in organizations for the purpose of preserving a good working environment is the technique of employee engagement. Based on research done on the factors that are most important to employee engagement, this report presents employee engagement as a new paradigm for the IT business. It has been noted that contemporary businesses are placing a significant amount of importance on the practice of employee engagement in order to reap the advantages that come from having 'highly engaged people' in their workforce. The belief that an employee has about the company in which they are working, the leaders of that organization, and the working environment at their place of employment are all factors that contribute to employee engagement. Participation spreads like a virus. People will want to join in with you if they can see that you are

having a good time with whatever it is that you are doing. Employers need to be aware of the elements that have an impact on an employee's feeling of participation, motivation, and dedication to their work and the business as a whole in order to establish and maintain high levels of employee engagement. The level of involvement shown by employees is a good indicator of the overall health of a company, given the central role that employees play in every business.

Because of offshore, the labor in the Indian information technology sector is obviously quite mobile within the context of the global economy. However, the physical mobility or circulation of workers is becoming less relevant as a result of the geographically scattered character of the outsourcing business. The offshoring of information technology employment to India has resulted in an economic expansion within this industry

and increased workers' opportunities for career advancement. One of the most significant contributors to India's labor force, the sector is responsible for the employment of about 4.6 million people, either directly or indirectly. IT businesses in India have a tendency to emulate and encourage the modern corporate culture of the United States of America, which places a higher importance on labor flexibility and individual performance than on long-standing employment connections. Even though IT businesses often provide their workers with a large number of different technical training programs, it is typically up to the employees themselves to seek out the specific training that will help them advance in their careers. India has to work harder and put more effort into its efforts with regard to its human resources if it wants to keep its competitive advantage over other nations that are also in the industry of outsourcing and also guarantee that western countries receive the benefit in terms of price and quality.

Attrition may be thought of as a natural decrease in workforce via resignation, while attrition rate can be described as the rate of diminution in number of workers due to premature resignations. One way to think about attrition is as a natural reduction in workforce through resignation. It is remarkable that many organizations do not demarcate the expenses associated with attrition nor do they have explicit goal strategies to minimize them, given that attrition has become the scourge of software firms all over the globe. Many companies seem to accept employee turnover as an inevitable expense of conducting business on some level. Attrition is a major area in which the human resource department may play a leading role in bringing about a definitive change that can be assessed in quantitative, financial terms against established objectives. In reality, this is one of the most important aspects in which the department can be involved. Attrition should not be seen as an inevitable part of running a business; rather, it should be recognized as a growing problem that requires careful scrutiny. This is an area in which the human resource department can play an important part by taking efforts that gauge attrition, looks for its causes, comes out with solutions, and aims for enhanced productivity through reduced attrition.

Both of these scenarios have the potential to cause the company to suffer a reduction in its workforce, which is a situation that is known as attrition. The term "employee attrition" refers to the process by which workers leave a business, and its definition is rather straightforward. The most frequent reasons for an employee to leave a company are retirement, death, or resignation. Other less common reasons include being laid off. Attrition is another term for employee turnover, which refers to when an employee leaves one organization to work for another. In recent years, the idea of managing staff turnover has emerged as a topic of considerable relevance within the software industry. The rate of employee turnover in firms is rising, which may result in a decrease in the total number of workers employed by the company. This has thus evolved into a significant issue that causes the company's human

resource management a significant amount of stress and has an impact on the business as a whole. It is thus possible to refer to it as the natural component that influences the procedures carried out by any organization. Attrition of employees is a common problem, and the attrition condition is most frequently recognized in the software industry. This syndrome not only impedes worker efficiency but also leads to a loss of credibility and heavy lasting expenses for the organization. Attrition is a problem regardless of the kind of structure of the organization or industry in which a company operates.

REVIEW OF LITERATURE

Saxena, V., & Srivastava, R. K. (2015)

An engaged workforce is one that is actively invested in the success of their company and shares its core values. It's a gauge of how receptive a person is to training and improvement based on their opinion of the job, their coworkers, and the company as a whole. Productivity, profitability, and staff turnover are all intertwined with employee engagement. The purpose of this study is to investigate the level of employee engagement in the manufacturing sector, as well as to investigate the connection between employee engagement, organizational performance, and the prevention of employee turnover. The survey included a random sample of almost 600 white-collar workers, 600 blue-collar workers, and 50 HR managers from various industrial sectors in Maharashtra and Gujarat. It was discovered that factors such as the culture of the organization, honest interaction with supervisors, the empathetic attitude of superiors towards employees, acknowledgment of one's efforts towards organizational goals, autonomy to participate in decision making, safety measures in the workplace, and human resources policies pertaining to learning and growth, compensation and benefits, and career development all have a significant impact on the level of employee engagement.

Bhatnagar, J. (2007)

This work uses a mixed-method research approach to examine the connection between talent management and levels of employee engagement, a topic of increasing interest in the literature. Gallup q12 or Gallup Workplace Audit was used in the first phase to conduct a survey of a random selection of 272 BPO/ITES workers. Focus group interview discussion was centered on causes for attrition and the particular difficulties of employee engagement. Exit interview data from a randomly selected BPO company from the phase I sample was evaluated using factor analysis and content analysis in the second phase. The outcomes matched expectations and accomplished the study's goals. poor factor loadings during the first phase of the study suggested poor engagement ratings over the first 16 months of a person's tenure with the business. The interview data suggested that high levels of involvement during the middle phases of work were associated with temporary, but deep, loyalty.

Vasudeva, R. A., & Gummadi, A. (2017)

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To examine the impact of employee engagement factors on the attitude of employees who leave their jobs in the private sector banks in the Guntur Urban region, descriptive cross-sectional research was conducted. There were four factors taken into account: supervisor support, training and development, reward, and work environment for employee engagement, and job security, promotion opportunities, and financial advantages for turnover. Statistical analysis of the obtained data reveals a negative correlation (-.069 to -.670) between employee leave intent and factors influencing employee engagement. The results of the regression analysis show that only 18.4% of the variance in employee turnover intentions can be accounted for by factors such as work environment, supervisor support, training and development, and reward. The research gives interesting food for thought for managers looking to improve employee engagement and cut down on turnover. This report also provides a framework for future studies that examine the impact of other socio-psychological factors on workers' decisions to leave their jobs.

Govindaras, B., et.al.,(2023).

Delivering high-quality goods or services on time and within budget is a constant challenge for project teams. This tension stems from the competing objectives of maximizing benefits and meeting the expectations of all relevant parties. It's likely that the project's environment and speed won't be able to keep up with the increasing demand for the deliverables, leading to burnout and, ultimately, team turnover. In this study, we evaluate the elements that contribute to project settings that are not sustainable and give methods to solve the issue. In order to achieve this objective, you must study a total of 28 works on project management in the fields of information technology (IT), construction, energy, and healthcare. The evaluation data is tallied and mapped to the process groups and knowledge domains described in the PMBOK, sixth edition. This is carried out in accordance with PMI standards. The research indicates that in order to create a sustainable ecosystem, more effort should be put into the Project Resource Management knowledge domain, which interacts with the Planning and Executing process groups. Processes like "planning resource management," "developing teams," and "managing teams" all fit under this umbrella because of their importance. After project schedule management, project communication management is the second most crucial area of competence.

Chandani, A., Mehta, M., Mall, A., & Khokhar, V. (2016)

The study defined employee engagement, discuss its significance (especially in relation to its impact on retention and performance), and then outline the variables that are essential to achieving this goal. Engagements at both the macro (inside an organization) and micro (within an individual) levels have been examined at length in this study. These variances in parameters may develop owing to differences in person and job characteristics, gender diversity; cultural diversity etc. This article proposes a variety of methods

for enticing and retaining new hires, such as comprehensive orientation and orientation programs, intensive training and development programs, certification programs, and work previews that are as accurate as possible.

Bhuvanaiah, T., & Raya, R. P. (2014)

Although it has been the subject of much study, the idea of "employee engagement" still lacks a universally accepted definition and a clear conceptual understanding. Despite its predictive function in achieving Organizational Success, the concept's basic substance has to be explored. The purpose of this research is to clarify the meaning of the concept of "Engagement," including how it differs from similar ones and how its importance gradually fades away. Furthermore, this study compiled information from many research to explain the good behaviors associated with an engaged employee, and it included suggestions for how to improve and sustain Engagement levels in the workforce based on these findings.

Sihag, P. (2021)

Although research has shown the relevance of concepts like psychological capital, also known as PsyCap, as well as perceived organizational support (POS), the connection between these two and various employee outcomes remains an open question. The goal of this research is to determine whether and how point-of-sale (POS) systems may moderate the impact of PsyCap on staff engagement (EE). In total, 420 participants (middle-level technology (IT) employees) were obtained from various IT industries locales in India by utilizing online survey questionnaires. Regression analysis, factor analysis, structural equation modeling, reliability and validity analysis, mediation analysis, and model fit indices analysis were all used to further examine the gathered data. The current study's findings corroborated that POS fully mediates the PsyCap-EE link and showed that workers with higher PsyCap levels also make more positive contributions to the POS level, which in turn boosts the workers' engagement at work.

Antony, M. R. (2018)

Organizational success is highly correlated with employee engagement. Factors such as increased productivity, decreased employee turnover and attrition rates, decreased absenteeism, increased loyalty and goodwill towards the firm, and positive word of mouth are readily apparent in an organization with engaged workers. The importance of employee engagement to corporate success and productivity has never been more widely recognized than it is now.

Mer, A., & Srivastava, A. (2023)

Increased employment demands due to the Covid-19 epidemic manifested as increased workload, time pressure, etc., wreaking havoc on the organizations. In a similar vein, staff stress and burnout were at an all-time high. After the epidemic, working from home became the norm. More effort is needed from remote workers. As a result, Artificial Intelligence (AI) is now front and center as a means of getting workers excited about the

new normal. Due to the increased involvement needed for remote work in the wake of the epidemic, many companies are investing in AI to help them adapt to the new normal. Quality of life at work, diversity and inclusion, and open lines of communication are all factors that AI may help improve. AI helps increase the quality of work life by playing a vital role in providing fair remuneration, safe and healthy working circumstances, immediate chance to utilize and develop human talents, continuing development and security, work and entire life space, and social significance of work life. Positive results for the business have resulted from these efforts, including higher output, happier workers, and lower turnover. The level of enthusiasm among workers may also be gauged with the aid of AI. Wearable technology, digital biomarkers, neural networks, data mining, data analytics, machine learning (ML), natural language processing (NLP), etc. are just some of the AI technologies that have been instrumental in getting people excited about the new normal.

Kanwar, Y. P. S., Singh, A. K., & Kodwani, A. D. (2009)

Companies now work hard to improve workers' happiness on the workplace since it leads to reduced attrition, increased employee engagement, and improved productivity. This research looks at how work-life balance and burnout affect employees' happiness on the job in the IT and IT-enabled services sectors. Meaninglessness, demotivation, and tiredness are the three aspects by which burnout is evaluated. Having a good work-life balance and being happy in your job were shown to have a positive relationship with one another, whereas feelings of demotivation, tiredness, and meaninglessness were found to have a negative relationship with job satisfaction. In both the IT and ITES fields, a healthy work-life balance was the single most important factor in workers' happiness on the job. However, as compared to the IT sector, the ITES sector had a greater rate. Furthermore, results suggest that men respondents were more satisfied with their jobs than female respondents. Compared to the ITES group, the IT group reported lower levels of work-life balance and job satisfaction as well as greater levels of meaninglessness, de-motivation, and weariness. Future research options are also indicated, and the study's results and implications for improving worker happiness are examined.

Research Gap:

Most studies of the Indian IT sector have focused on the management of operations and marketing. Except for research on outsourcing, payroll administration, working shifts, talent management, and workforce diversity, very little attempts have been made to address challenges connected to Human Resource administration (HRM). It is also true that businesses are struggling to understand the actual dimensions of attrition since employee leave management is not being adequately handled in some of the corporations. While it's great that there are so many software firms in India's corporate sector, employers should exercise caution because employees are becoming pickier as a result of

shifts in their own working preferences as well as those of the wider public. As a result, the IT industry may see increased turnover due to a combination of a rising number of enterprises and a lack of qualified workers. Even though there is a lot of research exploring the components of staff retention and employee attrition. The software industry has a very low rate of employee turnover. Several studies on staff turnover and retention have been undertaken recently, with a focus on comparing the IT sectors of rural and metropolitan areas. Studies like these are evaluated here because they were found to have investigated the causes and extents of employee turnover. On the contrary, there are a number of research investigations that provide a more nuanced look at the connection between strategic workplace change and the resulting impact on workers' contentment with their jobs and their organizations' ability to retain them. The study aims to examine the effects created by the attrition and burnout issues on the employee engagement which seems to be unexplored in this area of literature.

Statement of the Problem

The Indian information technology sector has an urgent need to improve employee retention rates. Attrition in the IT industry is typically caused by extrinsic factors like low pay and a lack of advancement opportunities, while retention is driven by intrinsic factors like job satisfaction, pride in one's work, and a sense of purpose. While addressing the causes of employee turnover may help lower the likelihood that workers would leave a company, it may not enhance their desire to stay. Because of these factors, research into employee turnover and retention is warranted. To slow the alarming rate of employee turnover in the business process outsourcing (BPO) sector, a new and effective development paradigm—a concurrent strategic approach—is required. There are two main reasons why this research is necessary. First, the potential IT business is plagued by the issue of attrition, which prevents it from making full use of its human resources and thereby squanders a lot of time, money, and other resources. A high rate of turnover has several negative consequences for a business, including increased costs, knowledge loss, service disruptions, and brand reputation erosion. Management at all levels is committed to solving the problem of staff turnover. The effects of attrition on productivity and profitability may be favorable or negative, depending on the nature of the departures. Given how time-consuming and expensive it is to acquire new employees, even positive attrition is a sign of loss. When businesses experience attrition, good attrition mitigates the effects whereas poor attrition magnifies the loss. In extreme cases, the cost of recruiting might be as much as twice or even three times the employee's annual compensation. Especially if a project is well underway, the loss of a key worker may have a devastating effect on its completion. It has a negative impact on the effectiveness of the whole organization. The employees engagement is significantly affected based on the attrition and burnout issues which affects the overall outcome of the organisation and this study aims to solve those related

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problems that has the potential to impact employees engagement.

Research Questions

- What are the job attrition and burnout issues that have an impact on the employees' engagement in the IT sector?

Significance of the Study

The IT industry was selected for the research due to the sheer vitality and huge difficulties that it has encountered since its start. This research aims to understand what causes attrition and burnout in Tamil Nadu's information technology (IT) workforce. Employee engagement characteristics, such as those examined in this research, are examined with control variables such as gender, age, years of experience in the workforce, level of education, and monthly income, all of which contribute to a more nuanced understanding of the link between these two concepts. Employee engagement is receiving a lot of attention since companies are realizing that their workers are their most valuable asset and that they need to be kept happy and interested in order to increase productivity. A 'satisfied' employee is not always the 'best' employee in terms of loyalty and production, as most companies have come to discover in recent years. An "engaged employee" is one who has a deep intellectual and emotional connection to the company, shares its values and objectives, and works tirelessly to achieve them. They go above and beyond what is expected of them and are directly involved in the activities that keep the firm running. Companies need to encourage employee participation if they want to maintain viability, expand, and improve. As employee turnover rates continue to climb, the study of employee engagement has emerged as a critical problem. The modern HR problem is not only about keeping good employees around, but about winning over their hearts and minds at every stage of their careers. Furthermore, employee engagement is an effective retention technique in an era of dwindling loyalty. The purpose of this research is to better understand the factors that contribute to employee engagement in the state of Tamil Nadu. The study's primary objective was to learn more about employee engagement in Tamil Nadu businesses. As a result of the research, the company will have a better idea of how to encourage its workers to improve their performance, contentment, and desire to remain with the company. The study explains the significance to measure the impacts created by the job attrition and burnout issues on employee engagement which can cause downfall for the IT companies.

Objectives of the Study

- To evaluate the impacts created by attrition and job burnout on employee's engagement in IT sector.

RESEARCH METHODOLOGY

Primary and secondary sources were used to compile information for the study's approach. Information technology (IT) company manuals, files, and records were mined for secondary data. Both the research technique and the research strategy used in this study are discussed. There is enough information in the literature to create a conceptual framework that can explain the connection between a motivated workforce and productive results in the workplace. Surveys are considered the gold standard since they allow researchers to gauge the opinions of a sizable sample of the community at large. The study employs both an exploratory and a definitive research strategy. In the first stage of the research process, we used exploratory research to learn more about the background of the topic, set goals, and generate hypotheses based on the literature we read. Primary data gathered by means of a scientifically constructed and organized questionnaire designed to elicit thoughtful responses from IT employees. The respondents were selected at random using a proportional sampling approach. The IT workers from the top 5 organizations were randomly picked and samples were chosen methodologically for the research. Out of a total of 350 questionnaires sent out, only 309 were deemed sufficiently complete to be used in any kind of statistical analysis. The study has used ANOVA and factor analysis for examining the results collected from the IT employees.

Analysis and Interpretations

The research looked at the factors that contribute to employee engagement and burnout on the work. The factors that contribute to employee disengagement and burnout on the job were explored. The statistical tools that are specified in the technique are used to conduct an analysis on the views that are generated from IT personnel about the different procedures. This section gives the results of a factor analysis that looked at the impact of work exhaustion and turnover on employee engagement.

Attrition and Job Burnout Impacts on Employees Engagement in IT sector

The findings and consequences of the statistical analysis conducted on the collected data are discussed in this section of the study. Exploratory Factor Analysis (EFA) may be used to determine which variables are most strongly correlated with a given component and it can also be used to weed out rating items that don't contribute much to understanding the correlations between other items. The use of an EFA allows for the completion of both of these tasks. This part details the analysis performed and the results obtained using the statistical methods described in the previous section.

Table – 1 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.842
Bartlett's Test of Sphericity	Approx. Chi-Square	5,134.857
	df	253

	Sig.	<0.001**
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(**-Normality @ 1 percent)

The results of the KMO analysis clarifies that the study's viewpoints and variables follow a normal distribution. These tests guarantee that the job attrition and burnout affects on the workers' involvement in the IT organizations have a usual distribution and high p-values reveal this to be the case. There was a statistically significant relationship between the variables, suggesting that the criteria established from this research would be valid and helpful for elucidating workers' points of view on employee engagement. The following table summarizes the factor loadings at both the initiation and extraction stages. The reliability of the studied parameters is assessed using these load values.

Table – 2 Communalities

	Initial	Extraction
Reduces interest towards working in outdated environment	1.000	.527
Updated technology is missing affects work	1.000	.577
Rigid working timings makes employees feel burnout	1.000	.477
Location issues of the companies creates lethargy	1.000	.712
Nature of work in monotonous and repetitive are affecting productive outcome	1.000	.578
Lacking rotational aspects in the job affects engagement	1.000	.629
Training Schedule are lacking regularity impacting efficiency	1.000	.679
Mismatched job allocation impacts job outcome	1.000	.594
Support from management is lacking	1.000	.665
Work load are higher compared with other companies	1.000	.511
Compensation package is not fair	1.000	.721
Suppression of employee development	1.000	.757
Uncertainty of the job provides stress	1.000	.745
Transparency lacking in promotion and rewards	1.000	.853
Appraisals are unfair	1.000	.741
Dissatisfaction towards overall job	1.000	.817
Personal Relationship is affected	1.000	.763
Co-ordination problems cause disruption in work	1.000	.751
Lacks recognition of work achievement creates esteem problems	1.000	.746
Job description are not clear	1.000	.814
Communication un-clarity affects engagement	1.000	.819
Feedback are not attained by companies	1.000	.547
Goal guidance is lacking by management	1.000	.753

The variance table sheds light on how the factors gleaned from the employees feedback stack up against one another. According to the variance table, three components were developed to explain the job attrition and burnout impacts on the employees' engagement in IT sector. This action was taken to better ensure accurate measurements of job engagement and burnout issues. 69 percent of employees' opinions were included in the research, providing insight into the effects on job attrition and burnout.

Table – 3 Variance Analysis

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.592	41.703	41.703	9.592	41.703	41.703	4.066	17.678	17.678
2	2.188	9.514	51.217	2.188	9.514	51.217	3.399	14.777	32.454
3	1.668	7.251	58.468	1.668	7.251	58.468	3.392	14.747	47.202
4	1.312	5.702	64.170	1.312	5.702	64.170	3.122	13.575	60.776
5	1.015	4.411	68.581	1.015	4.411	68.581	1.795	7.805	68.581
6	.990	4.304	72.886						
7	.853	3.707	76.593						
8	.803	3.490	80.083						
9	.726	3.156	83.239						
10	.588	2.556	85.795						
11	.483	2.102	87.897						
12	.424	1.845	89.742						

13	.393	1.711	91.452						
14	.378	1.643	93.096						
15	.290	1.262	94.358						
16	.254	1.104	95.462						
17	.217	.942	96.403						
18	.188	.817	97.220						
19	.176	.764	97.985						
20	.151	.656	98.640						
21	.124	.540	99.180						
22	.102	.443	99.623						
23	.087	.377	100.000						

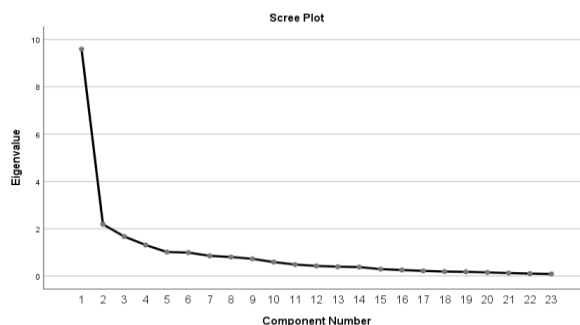


Chart – 1 – Scree Plot - Attrition and Job Burnout Impacts on Employees Engagement in IT sector

Table – 4 Rotated Component Matrix - Attrition and Job Burnout Impacts on Employees Engagement in IT sector

	Component				
	1	2	3	4	5
Location issues of the companies creates lethargy	0.779				
Updated technology is missing affects work	0.710				
Rigid working timings makes employees feel burnout	0.623				
Support from management is lacking	0.582				
Nature of work in monotonous and repetitive are affecting productive outcome	0.577				
Mismatched job allocation impacts job outcome	0.573				
Reduces interest towards working in outdated environment		0.814			
Lacking rotational aspects in the job affects engagement		0.753			
Feedback are not attained by companies		0.728			
Transparency lacking in promotion and rewards		0.564			
Co-ordination problems cause disruption in work		0.562			
Uncertainty of the job provides stress		0.465			
Dissatisfaction towards overall job			0.809		
Personal Relationship is affected			0.769		
Appraisals are unfair			0.762		
Work load are higher compared with other companies			0.456		
Lacks recognition of work achievement creates esteem problems				0.800	
Job description are not clear				0.797	
Communication un-clarity affects engagement				0.779	
Goal guidance is lacking by management				0.600	
Suppression of employee development					0.722

Compensation package is not fair					0.638
Training Schedule are lacking regularity impacting efficiency					0.627

Utilizing factor analysis has allowed research to study a wide variety of factors that have impacts on employee engagement based on employee turnover and burnout. When classifying the various elements that have an effect on employee engagement in the information technology industry, the loadings of factors are employed. According to the perceptions of those who work in information technology, the following categories may be used to categorize the effects that job burnout and attrition concerns have on employee engagement.

◆ **Factor – I - Employees Freedom is Neglected affecting Engagement**

The factor is dependent on the variables of Location issues of the companies creates lethargy (0.779), Updated technology is missing affects work (0.710), Rigid working timings makes employees feel burnout (0.623), Support from management is lacking (0.582), Nature of work in monotonous and repetitive are affecting productive outcome (0.577) and Mismatched job allocation impacts job outcome (0.573)/

◆ **Factor – II – Job Features are Autocratic and Overburdening**

The factor is extracted from the variables of Reduces interest towards working in outdated environment (0.814), Lacking rotational aspects in the job affects engagement (0.753), Feedback are not attained by companies (0.728), Transparency lacking in promotion and rewards (0.564), Co-ordination problems cause disruption in work (0.562) and Uncertainty of the job provides stress (0.465).

◆ **Factor – III - Dissatisfaction and Personal Problems**

This factor is extracted from the variables of Dissatisfaction towards overall job (0.809), Personal Relationship is affected (0.769), Appraisals are unfair (0.762) and Work load are higher compared with other companies (0.456).

◆ **Factor – IV - Lack of Clear Guidance and Communication impact Work Outcome**

This factor is composed of the variables of Lacks recognition of work achievement creates esteem problems (0.800), Job description is not clear (0.797), Communication un-clarity affects engagement (0.779) and Goal guidance is lacking by management (0.600).

◆ **Factor – V - Engagement Impacted by Suppression and Poor Compensation**

The factor is formed based on the variables of Suppression of employee development (0.722), Compensation package is not fair (0.638) and Training Schedule are lacking regularity impacting efficiency (0.627).

The analysis explains how these five elements are major causes of employee disengagement and contribute to the high rates of turnover and burnout in the IT industry. Employees who participated in the survey provided explanations for how the elements are having a major influence on employee engagement. The data makes it obvious that job turnover and burnout have a major effect on employee in

The testing of hypotheses on the influence towards employee engagement in relation to job-related issues of turnover and burnout is carried out. Through the use of this testing, role of the arbitration that was caused engagement in the IT by burnout and attrition is investigated. The extent of the connection will be evaluated based on the findings in the following results.

Table – 5 dustry.

Relationship testing among the Overall Impact on Employee Engagement and Factors of Job Burnout & Attrition
ANOVA Results - Overall Impact on Employee Engagement and Factors of Job Burnout & Attrition

		Sum of Squares	df	Mean Square	F	Sig.
Employees Freedom is Neglected affecting Engagement	Between Groups	2.369	2	1.184	1.186	0.307
	Within Groups	305.631	306	.999		
	Total	308.000	308			
Job Features are Autocratic and Overburdening	Between Groups	11.899	2	5.949	6.148	0.002**
	Within Groups	296.101	306	.968		
	Total	308.000	308			
Dissatisfaction and Personal Problems	Between Groups	.011	2	.006	.006	0.994
	Within Groups	307.989	306	1.006		
	Total	308.000	308			

Lack of Clear Guidance and Communication impact Work Outcome	Between Groups	5.086	2	2.543	2.569	0.078
	Within Groups	302.914	306	.990		
	Total	308.000	308			
Engagement Impacted by Suppression and Poor Compensation	Between Groups	6.099	2	3.049	3.091	0.047*
	Within Groups	301.901	306	.987		
	Total	308.000	308			

(** - Validates relationship @1 % level & * - Validates relationship @5 % level)

The job features are autocratic and overburdening is significantly related to affecting the employee engagement based on different categories of opinions given by the IT employees. The employees are impacted by suppression and poor compensation is significantly affected by the overall impacts caused by job burnout on employee engagement. The other factors of job burnout and attrition are not significantly affecting the employees engagement based on variance testing.

DISCUSSIONS AND CONCLUSION

In order to successfully boost employee enthusiasm, attendance, and productivity, HR managers need to have a solid understanding of the rules and procedures already in place within the firm. Work environments that make use of specific factors, such as organizational processes, values, job challenges, work-life balance, information, reward and recognition, and work-life balance, may help a company better manage employee engagement and, as a result, boost motivation, productivity, and employee retention. It is necessary for companies to develop and execute employee retention strategies for dedicated workers. Businesses have to strengthen employee engagement by putting in place efficient human resources policies. Employee engagement may be increased by providing a stimulating work environment, improved recognition and growth possibilities, improved communication in both horizontal and vertical directions, and greater remuneration packages. The degree of involvement of workers is the primary factor that decides whether those individuals are productive and remain with the organization or leave and maybe join one of the organization's rivals. In order to boost employee morale and support of the organization's goals, HR may create an atmosphere for engagement by implementing a focused and proactive strategic communication strategy. This will allow HR to accomplish both of these goals. There should be a culture of open communication in which workers are encouraged to communicate their thoughts, ideas, and feelings not just with one another but also with their managers and other superiors. According to the findings of the study, a productive working environment is one in which workers are made to feel appreciated, respected, and supported. It is essential to cultivate a culture of trust that works in both directions at the corporate level. Whenever there are relatively uniform hierarchies, broad use of traditions and routines that recognize achievements and success, and constant celebration of achievement and invention, engagement is promoted. Engagement is developed when there is a widespread application of rituals and rites to recognize contributions and success. Therefore, enhancing and implementing Employee Engagement is in the hands of the company, and it demands a perfect balance of the mentioned variables when developing company guidelines for an engaged employee. This is

because Employee Engagement sits at the heart of every successful business. In the end, the cost of bad employee engagement will be harmful to the success of the organization, therefore it is crucial for top management to promote good, successful people executives along with workplace policies and practices that concentrate on employee well-being, health, and work-life balance. Ultimately, the cost of poor employee engagement will ultimately detrimental to the success of the company.

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