
EMPLOYEE ATTRITION REPORT: A STUDY AT KNITVEL NEEDLES COMPANY, HOSUR

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ABSTRACT

Employee attrition has become a critical issue in modern organizations, particularly in the manufacturing sector where skilled labor plays a vital role in maintaining productivity and quality. This study focuses on analyzing employee attrition at Knitvel Needles Company, Hosur, with the objective of identifying the key factors influencing employee turnover and suggesting effective retention strategies. The research adopts a descriptive and analytical design using quantitative methods. Primary data was collected from 150 employees through a structured questionnaire based on a Likert scale, while secondary data was gathered from journals and reports. Statistical tools such as percentage analysis, mean, standard deviation, correlation, and ANOVA were used to analyze the data. The findings reveal that factors such as low salary, high work pressure, lack of career growth opportunities, and poor working conditions significantly influence employee attrition.

KEYWORDS: Employee Attrition, Job Satisfaction, Work Pressure, Retention, Manufacturing Sector.

1. INTRODUCTION

Employee attrition refers to the reduction of workforce due to resignation, retirement, or other separations. In manufacturing industries, attrition directly affects productivity, quality, and operational efficiency. This study examines attrition in Knitvel Needles Company, located in Hosur, an industrial hub with high employment opportunities.

The study emphasizes factors such as salary, work pressure, job satisfaction, and working conditions, which influence employees' decisions to stay or leave. Understanding these factors is essential for improving employee retention and ensuring organizational stability.

II. LITERATURE REVIEW

Bhatnagar (2010): Talent management improves employee retention through development opportunities.

Kaur & Kumar (2011): Compensation and work-life balance are key retention factors.

Sinha & Sinha (2012): Job satisfaction and recognition reduce turnover.

Gupta & Shaw (2013): Fair compensation increases retention.

Chaudhary & Sharma (2014): Positive work environment reduces attrition.

Khan & Aleem (2014): HR practices and training improve retention.

Mehta et al. (2015): Employee engagement reduces attrition.

Bhatt & Patel (2015): Communication improves satisfaction.

Rani & Kumar (2016): Work stress increases attrition.

Shah & Aslam (2016): Organizational commitment reduces turnover.

Verma & Sharma (2017): Recognition motivates employees.

Ali & Baloch (2017): Job stress negatively impacts retention.

Joshi & Singh (2018): Career growth reduces attrition.

Agarwal & Mehta (2019): Transparent HR policies improve retention.

Reddy & Rao (2022): Salary and working conditions are major factors.

III. OBJECTIVES OF THE STUDY

- To identify factors influencing employee attrition
- To analyze salary, work pressure, and job satisfaction
- To evaluate working conditions
- To measure employee satisfaction
- To suggest strategies to reduce attrition

IV. RESEARCH METHODOLOGY

- Type: Descriptive & Analytical Research
- Approach: Quantitative
- Sample Size: 150 employees
- Sampling Method: Convenience Sampling

- Study Area: Knitvel Needles Company, Hosur

DATA COLLECTION:

- Primary Data: Structured
- Questionnaire (Likert Scale)
- Secondary Data: Journals, books, online sources

TOOLS FOR ANALYSIS:

- Percentage Analysis
- Mean & Standard Deviation
- Correlation
- ANOVA

V. DATA ANALYSIS AND INTERPRETATION DEMOGRAPHIC ANALYSIS

The demographic analysis reveals that the majority of respondents (66%) belong to the age group of 20–30 years, indicating that young employees form the dominant segment of the workforce. In terms of gender, male employees (55.3%) slightly outnumber female employees (44.7%).

Regarding marital status, 51.3% of respondents are married, while 48.7% are unmarried. In terms of educational qualification, most employees (59.3%) are UG/PG graduates, followed by diploma holders (23.3%).

Most employees fall within the income range of ₹21,000–₹40,000, and a significant portion has 2–3 years of work experience, indicating a relatively less experienced workforce.

INTERPRETATION

The analysis indicates that the workforce is primarily young and moderately experienced. This suggests that employees may be more likely to switch jobs for better opportunities, contributing to higher attrition rates.

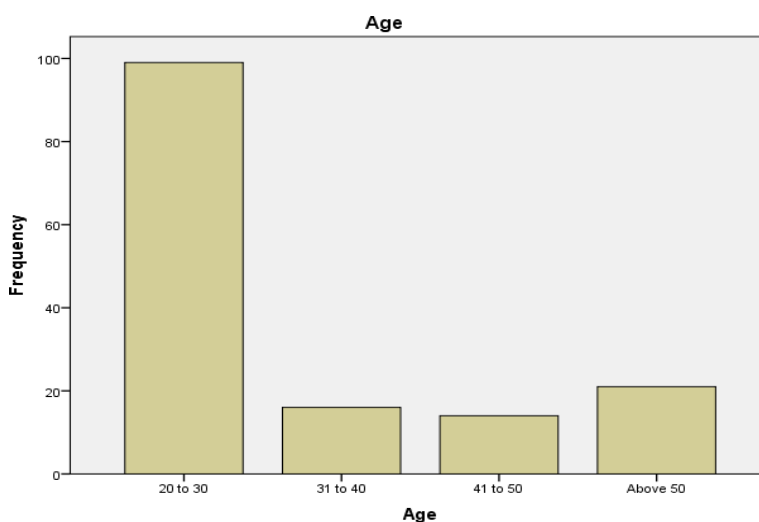


Figure 1 Age.

INTERPREATION: From the above table it shows that, there are 66.0% of 20 to 30, 10.7% of 31 to 40, 9.3% of 41 to 50 and 14.0% percentage of above 50 aged employees are there in the company.

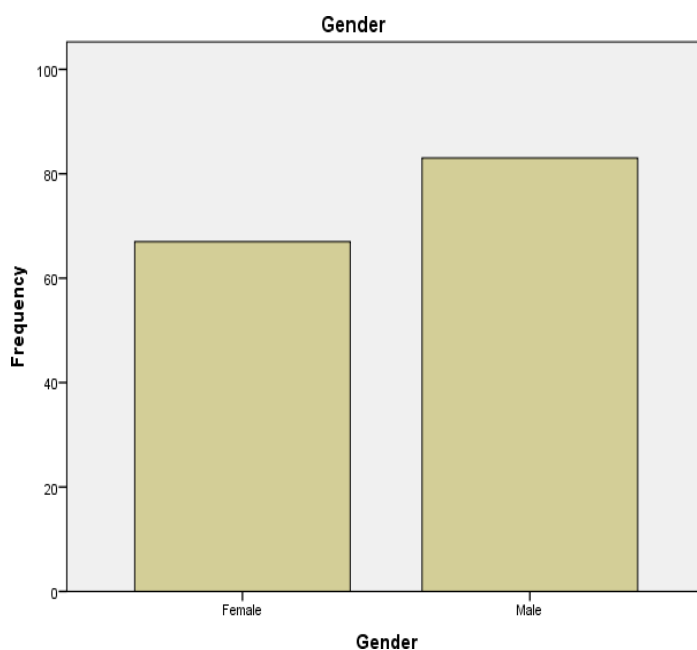


Figure 2 Gender.

INTERPREATION: From the Above table, it shows that 44.7% are Female and 55.3% are Male Employees in that Company.

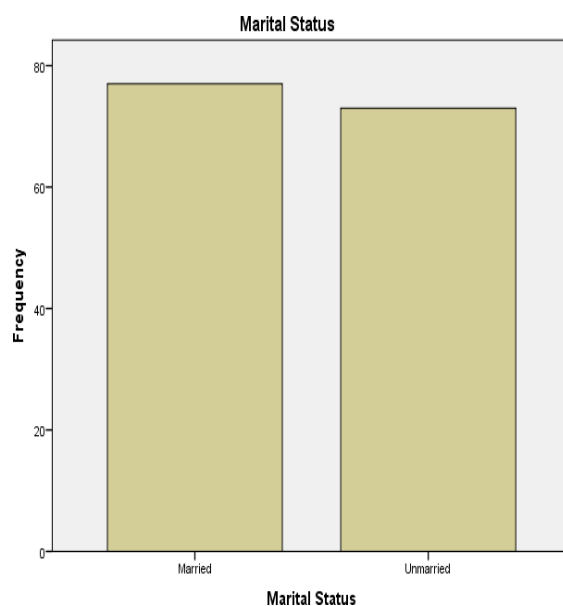


Figure 3 Marital Status.

INTERPREATION: Table 3, it shows that 51.3% are Married and 48.7% are Unmarried Employees in that Company.

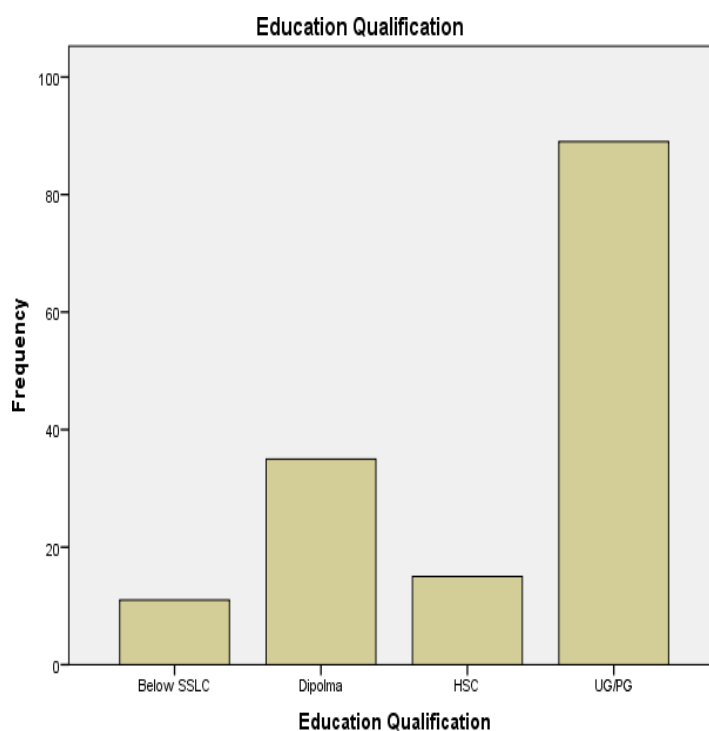


Figure 4 Education Qualification.

INTERPREATION: From the Above table, it shows that 7.3% are Below SSLC, 10.0% are HSC, 23.3% are DIPLOMA, 59.3% are UG / PG Employees in that Company.

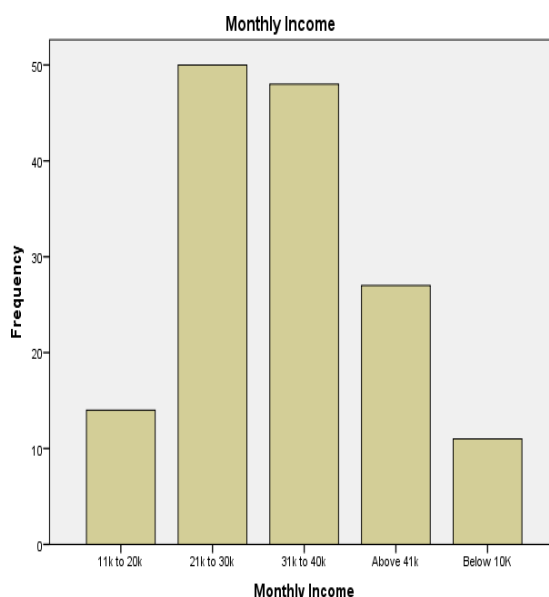


Figure 5 Monthly Income.

INTERPREATION: From the Above table, it shows that 7.3% are Below 10k, 9.3% are 11k to 20k, 33.3% are 21k to 30k, 32.0% are 31k to 40k, 18.0% are Above 41k.

STATISTICAL ANALYSIS

1. Descriptive Statistics

The mean scores indicate that working conditions (18.68) and attrition (17.40) have relatively higher values compared to other factors such as salary and work pressure.

The standard deviation values show moderate variation in responses, indicating differences in employee opinions regarding workplace factors.

INTERPRETATION

The results suggest that working conditions and job satisfaction play a crucial role in influencing employee attrition. Variations in responses indicate that employee experiences differ across departments.

2. Correlation Analysis

Correlation analysis was conducted to examine the relationship between factors such as salary, work pressure, working conditions, and employee attrition.

The results indicate a strong relationship between:

Salary and attrition

Work pressure and attrition Working conditions and attrition.

INTERPRETATION

The analysis shows that all major factors are significantly related to employee attrition. This means changes in salary, workload, and working conditions directly influence employee decisions to stay or leave.

3. ANOVA TEST

ANOVA was applied to examine differences in employee responses across different groups such as age and experience.

The results show that the significance value is less than 0.05, indicating that there is a significant difference in employee opinions.

INTERPRETATION

Since the significance value is less than 0.05, the null hypothesis is rejected. This indicates that employee perceptions vary across different groups, and factors like salary and work pressure impact employees differently.

FACTOR ANALYSIS INTERPRETATION

Salary Factors

Most employees expressed dissatisfaction with salary:

50% disagreed that they receive proper salary

Many feel salary is not competitive compared to other companies

Interpretation: Salary dissatisfaction is a major reason for employee attrition.

Work Pressure

Many employees feel pressured at work

Majority believe pressure does not motivate performance

Interpretation: High work pressure negatively impacts employee retention.

Working Conditions

Employees are not fully comfortable with workplace conditions

Facilities provided are considered inadequate

Interpretation: Poor working conditions reduce employee satisfaction.

Job Satisfaction

Majority of employees are satisfied with their job Equal treatment and opportunities are positively rated

Interpretation: Job satisfaction exists but is affected by external factors like salary and workload.

Work-Life Balance

Many employees disagree that they work reasonable hours Overtime and workload affect personal life

Interpretation: Poor work-life balance increases attrition.

VI. FINDINGS

- ✓ Salary dissatisfaction is a major cause of attrition
- ✓ High work pressure increases employee stress
- ✓ Lack of career growth reduces retention
- ✓ Poor working conditions affect morale
- ✓ Employees feel workload is excessive
- ✓ Work-life balance issues are significant
- ✓ Communication gaps exist in the organization
- ✓ Recognition and rewards are insufficient
- ✓ Younger employees show higher attrition tendency
- ✓ Strong relationship exists between satisfaction and retention

VII. SUGGESTIONS

- Improve Salary Structure
- The company should revise salary packages to match industry standards, ensuring employees feel fairly compensated.

• Provide Performance-Based Incentives
• Introduce bonuses and rewards
based on employee performance to increase motivation and retention.

- Reduce Work Pressure
- Management should distribute workload evenly and avoid excessive targets to reduce employee stress.

- Implement Flexible Working Hours
- Offering flexible or hybrid work options can help employees maintain a better work-life balance.

Enhance Career Growth Opportunities

- Provide promotions, internal job postings, and clear career paths to retain talented employees.
- Strengthen Training and Development Programs
- Conduct regular skill development and training sessions to improve employee competence and satisfaction.
- Improve Working Conditions
- Ensure a safe, comfortable, and employee-friendly work environment to increase job satisfaction.
- Encourage Open Communication
- Establish proper communication channels where employees can freely share their concerns and feedback.
- Recognize and Reward Employees
- Appreciate employee contributions through recognition programs to boost morale and engagement.
- Focus on Employee Well-being
- Introduce wellness programs, stress management activities, and support.

VIII. CONCLUSION

The study on employee attrition at Knitvel Needles Company highlights that employee turnover is a significant issue affecting organizational performance, productivity, and workforce stability. The analysis reveals that key factors such as salary dissatisfaction, high work pressure, limited career growth opportunities, and poor working conditions play a major role in influencing employees' decisions to leave the organization. Although some employees expressed satisfaction with their jobs and organizational support, the overall findings indicate the need for improvement in several areas to enhance employee retention.

The study also confirms that employee satisfaction and engagement are directly linked to retention levels. Employees are more likely to stay in an organization where they feel valued, fairly compensated, and supported in their professional growth. Statistical analysis further supports the existence of relationships between factors like salary, work pressure, and attrition, emphasizing the importance of effective human resource practices.

Overall, the research suggests that Knitvel Needles Company should adopt a holistic approach to managing employee attrition by improving compensation, reducing work-related stress, enhancing working conditions, and providing better career development opportunities. By implementing these strategies, the organization can reduce turnover, improve employee satisfaction, and achieve long-term growth and success.

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