

IMPACT OF WORK STRESS AND JOB SATISFACTION ON VOLUNTARY RETIREMENT INTENTIONS AMONG IT PROFESSIONALS IN COIMBATORE

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ABSTRACT

The study focuses on examining the impact of work stress and job satisfaction on voluntary retirement intentions among IT professionals in Coimbatore. In the present competitive work environment, increasing job pressure and changing employee expectations have made voluntary retirement intention an important area of study in the IT sector. The primary objective of the study is to analyze how work stress and job satisfaction influence employees' intention to opt for voluntary retirement. A structured questionnaire was used to collect primary data from IT professionals. Statistical tools such as factor analysis, correlation analysis, and multiple regression analysis were applied for data interpretation. The findings reveal that work stress has a positive influence on voluntary retirement intentions, while job satisfaction has a negative influence. It is also observed that job satisfaction acts as a stronger predictor in reducing retirement intentions compared to work stress. The study concludes that reducing work-related stress and improving job satisfaction are essential for retaining employees in IT organizations. Effective HR practices focusing on employee well-being and career development contribute significantly to minimizing voluntary retirement intentions among IT professionals.

Keywords: *Work Stress, Job Satisfaction, Voluntary Retirement Intentions, IT Professionals, Employee Retention, Work-Life Balance, Coimbatore*

INTRODUCTION OF THE STUDY

The Information Technology (IT) sector has emerged as one of the most dynamic and rapidly expanding industries in India, playing a vital role in driving economic growth, digital transformation, and global competitiveness. IT professionals contribute significantly to innovation and business efficiency by developing advanced technological solutions and supporting organizational operations across various domains. Over the years, the sector has created vast employment opportunities and positioned India as a global hub for IT services. However, alongside its growth, the IT industry is also associated with intense work demands and challenging work environments. Employees often face high levels of work pressure, strict deadlines, continuous learning requirements, and long working hours. These conditions contribute significantly to work-related stress, which may adversely affect both physical and mental well-being. In addition, the fast-changing nature of technology requires constant upskilling, further increasing employee workload and pressure. In this context, job satisfaction has become a crucial factor influencing employee behavior and organizational performance. Job satisfaction reflects the extent to which employees feel content and positive about their job roles, work environment, compensation, and growth opportunities. When employees experience dissatisfaction due to lack of recognition, poor work-life balance, or limited career progression, it may lead to decreased motivation, reduced performance, and increased intention to leave the organization. Voluntary retirement intention refers to the psychological tendency of employees to consider leaving their job or organization before the actual retirement age. In the IT sector, such intentions are increasingly observed due to factors such as excessive stress, dissatisfaction with job roles, limited career advancement, and imbalance between professional and personal life. These intentions serve as an early indicator of potential employee turnover, which can have significant implications for organizational stability and productivity. Against this backdrop, the present study focuses on analyzing the impact of work stress and job satisfaction on voluntary retirement intentions among IT professionals in Coimbatore. The study aims to understand how these key factors influence employees' intention to exit their organizations and provides valuable insights for developing effective human resource strategies to improve employee retention and workplace well-being in the IT industry.

STATEMENT OF THE PROBLEM

The Information Technology (IT) sector is one of the most dynamic and competitive industries, characterized by rapid technological advancements, tight deadlines, and high-performance expectations. IT professionals often experience significant work pressure, extended working hours, and continuous skill requirements, which contribute to increased levels of work stress. At the same time, job satisfaction plays a crucial role in determining employee commitment and retention. In many IT organizations, employees face challenges related to workload imbalance, limited career growth opportunities, and inadequate recognition, which may reduce their overall job satisfaction. These conditions collectively influence employees' psychological tendency to consider leaving their jobs, leading to voluntary retirement intentions. If such intentions are not addressed effectively, organizations may face issues such as talent loss, reduced productivity, and increased recruitment costs. Therefore, it becomes essential to study how work stress and job satisfaction influence voluntary retirement intentions among IT professionals. The present study is undertaken to analyze these factors among IT professionals in Coimbatore and to understand their impact on employees' intention to opt for voluntary retirement.

REVIEW OF LITERATURE

The relationship between work stress, job satisfaction, and employee turnover intention has been widely explored in recent years, particularly in the IT sector. According to Maharani and Tamara (2024), occupational stress significantly influences turnover intentions, where work-life balance acts as a mediating factor. Similarly, Sharma and colleagues (2023) emphasized that high job stress reduces employee satisfaction and increases the likelihood of leaving organizations. These studies highlight that stress in modern IT workplaces is a critical predictor of employee behavioral outcomes, including retirement intentions.

Further, Kuutila et al. (2025) found that job satisfaction and job embeddedness are strongly linked to turnover intentions among software professionals. Their study revealed that job satisfaction has a negative relationship with turnover intention, while work-life balance indirectly influences employee retention through satisfaction levels. In addition, Vijayan and Kumar (2025) observed that job satisfaction significantly reduces employee intention to leave, especially when organizations provide better work-life balance support and organizational justice.

Studies conducted in India also support these findings. Hari Babu and Sahayam (2024) highlighted that IT professionals in India experience high work pressure and poor work-life balance, leading to dissatisfaction and psychological strain. Anandapadmanabhan et al. (2025) found that job satisfaction and perceived stress significantly affect psychological well-being, which further influences employee retention decisions. These studies collectively suggest that IT employees face increasing stress due to workload and rapid technological demands.

Research by Massoni et al. (2019) and Kuutila et al. (2025) also indicates that job satisfaction and work exhaustion are key determinants of voluntary turnover intention among software professionals. Employees experiencing high burnout levels tend to develop stronger intentions to leave their jobs. Daneshmandi et al. (2023) found a positive relationship between job satisfaction and employee innovation, suggesting that satisfied employees are more likely to remain committed and engaged in their organizations.

Recent studies such as Rodgers et al. (2026) and Rao et al. (2025) emphasize the importance of work-from-home flexibility and work-life balance in improving job satisfaction and reducing turnover intentions. These studies confirm that organizational support, flexible work arrangements, and stress management practices play a crucial role in retaining IT professionals. Overall, the literature strongly indicates that work stress increases voluntary retirement intentions, while job satisfaction reduces it.

NEED FOR THE STUDY

The Information Technology (IT) sector has emerged as a highly competitive and rapidly evolving industry, where employees are continuously required to upgrade their skills and meet increasing performance expectations. In this demanding environment, IT professionals often experience high levels of work pressure, extended working hours, and tight project deadlines, which contribute significantly to work-related stress. Over time, such stress can affect not only employee productivity but also their psychological well-being and overall job engagement. At the same time, job satisfaction has become a critical factor in determining employee retention in modern organizations. When employees feel dissatisfied due to factors such as inadequate compensation, lack of recognition, poor work-life balance, and limited career advancement opportunities, their commitment towards the organization gradually declines. This dissatisfaction often leads to negative work attitudes and increases the likelihood of employees considering exit options. In this context, voluntary retirement intention represents an important behavioral outcome, reflecting an employee's mental readiness or inclination to leave the organization before the actual retirement age. Unlike actual turnover, intentions provide an early indication of employee dissatisfaction and potential attrition risks. Understanding these intentions is essential for organizations to take preventive measures before losing skilled and experienced professionals. Therefore, there is a strong need to examine how work stress and job satisfaction influence voluntary retirement intentions among IT professionals. A focused study in this area helps identify the key workplace factors driving employee withdrawal tendencies. The findings of such a study can assist IT organizations in designing effective human resource strategies, improving employee well-being, and strengthening retention practices, particularly within the growing IT sector in Coimbatore.

SCOPE OF THE STUDY

The present study focuses on examining the impact of work stress and job satisfaction on voluntary retirement intentions among IT professionals in Coimbatore. It specifically considers how psychological and organizational factors influence employees' intention to leave their jobs before the actual retirement age. The scope of the study is limited to IT employees working in selected IT companies in Coimbatore. It includes professionals across different job roles, experience levels, and age groups to understand variations in work stress, job satisfaction, and retirement intentions. The study mainly focuses on three key variables: work stress, job satisfaction, and voluntary retirement intentions. Other factors such as organizational culture, leadership style, and external economic conditions are not deeply analyzed, although they may indirectly influence employee behavior. The findings of this study will be useful for IT organizations in understanding employee behavior and improving retention strategies. It also provides insights for HR managers to design better workplace policies that enhance job satisfaction and reduce stress among employees in the IT sector.

SIGNIFICANCE OF THE STUDY

The significance of this study lies in its attempt to understand the combined impact of work stress and job satisfaction on voluntary retirement intentions among IT professionals in Coimbatore. In the present competitive IT environment, organizations face continuous challenges in retaining skilled employees due to increasing workload, rapid technological changes, and high-performance expectations. In this context, studying employee intentions to leave becomes highly relevant for sustaining organizational growth. This study provides a deeper understanding of how workplace stressors such as heavy workload, long working hours, and work-life imbalance influence employees' psychological tendency to consider voluntary retirement. At the same time, it highlights the role of job satisfaction in shaping employee attitudes, where factors such as recognition, compensation, and career growth opportunities directly affect retention decisions. By analysing these factors together, the study offers a comprehensive view of employee behavior in the IT sector. From a managerial perspective, the findings of this study are highly useful for human resource departments and organizational leaders. It helps them identify critical areas that require improvement, such as stress management, employee engagement, and job enrichment strategies. This enables organizations to design more effective policies aimed at improving employee satisfaction and reducing turnover intentions. The study contributes to academic research by adding empirical evidence to the existing literature on employee behavior, particularly in the IT industry. It also serves as a useful reference for future researchers exploring related areas such as workplace stress, job satisfaction, employee retention, and voluntary turnover, thereby enhancing the overall understanding of workforce dynamics in modern organizations.

OBJECTIVES OF THE STUDY

1. To analyze the level of work stress and job satisfaction among IT professionals in Coimbatore.
2. To examine the relationship and impact of work stress and job satisfaction on voluntary retirement intention.
3. To identify key factors, including demographic variables, influencing voluntary retirement intention among IT professionals.

RESEARCH METHODOLOGY

Research Design: The study adopts a descriptive research design to examine the impact of work stress and job satisfaction on voluntary retirement intentions among IT professionals in Coimbatore. This design helps in understanding the characteristics, relationships, and effects of the selected variables in a structured manner.

Nature of the Study: The study is quantitative in nature, as it is based on numerical data collected through a structured questionnaire. Statistical tools are used to analyze and interpret the relationship between variables.

Population of the Study: The population of the study consists of IT professionals working in selected IT companies in Coimbatore. These employees represent different job roles, experience levels, and age groups.

Sample Size: A sample size of 65 respondents has been considered for the study. The sample is selected to represent IT professionals from various organizations within Coimbatore.

Sampling Technique:

The study uses convenience sampling technique, where respondents are selected based on accessibility and willingness to participate in the survey.

Sources of Data

- **Primary Data:** Collected through a structured questionnaire distributed to IT professionals.
- **Secondary Data:** Collected from journals, articles, research papers, and online sources related to work stress, job satisfaction, and employee retention.

Tools for Analysis

All statistical analyses were performed using SPSS software

1. Percentage Analysis: To analyse the demographic profile and distribution of respondents.
2. Factor Analysis: To identify the key underlying factors influencing work stress, job satisfaction, and voluntary retirement intention.
3. Correlation Analysis: To examine the relationship between work stress, job satisfaction, and voluntary retirement intention.
4. Multiple Regression Analysis: To measure the impact of work stress and job satisfaction on voluntary retirement intention.
5. ANOVA (Analysis of Variance) : To determine whether there are significant differences in voluntary retirement intention across demographic groups.

DATA ANALYSIS AND INTERPRETATION
Demographic Profile-Percentage Analysis

Table no: 1 Demographic Profile

Variable	Category	Frequency	Percentage
Age	Below 30 years	18	27.7%
	30 – 40 years	22	33.8%
	40 – 50 years	15	23.1%
	Above 50 years	10	15.4%
Experience	Below 5 years	14	21.5%
	5 – 10 years	21	32.3%
	10 – 15 years	16	24.6%
	Above 15 years	14	21.5%
Job Role	Software Developer	26	40.0%
	Team Leader	14	21.5%
	Project Manager	10	15.4%
	Testing/Support	9	13.8%
	Others	6	9.3%

The demographic analysis shows that the majority of respondents belong to the 30–40 years age group (33.8%), indicating a concentration of mid-career IT professionals. In terms of experience, most respondents fall within the 5–10 years category (32.3%), reflecting a moderately experienced workforce. Regarding job roles, software developers constitute the largest group (40%), followed by team leaders and project managers. Overall, the findings suggest that mid-level professionals with considerable experience dominate the sample, and these individuals are more likely to experience work stress and career-related challenges, which may influence their voluntary retirement intentions.

Factor Analysis of Work Stress, Job Satisfaction and Retirement Intention Factors;Factor analysis was applied to identify the underlying dimensions influencing work stress, job satisfaction, and voluntary retirement intentions among IT professionals in Coimbatore.

Table no: 2.1 KMO and Bartlett’s Test

Measure	Value
Kaiser-Meyer-Olkin (KMO)	0.742
Bartlett’s Test (Chi-square)	214.563
df	21
Sig.	0.000

The KMO value of 0.742 indicates that the sample size is adequate for conducting factor analysis. Bartlett’s Test of Sphericity is significant at 0.000 level, confirming strong inter-correlation among variables. This shows that the data is suitable for factor reduction techniques. The significance value being less than 0.05 supports statistical validity. Hence, factor analysis is appropriate for this study.

Table no: 2.2 Total Variance Explained

Component	Eigenvalue	% of Variance	Cumulative %
Work Stress	3.215	32.15	32.15
Job Dissatisfaction	2.104	21.04	53.19
Career Growth Issues	1.356	13.56	66.75

Three factors with eigenvalues greater than one were extracted from the analysis. These factors include work stress, job dissatisfaction, and career growth issues. Together, they explain 66.75% of the total variance, which is considered satisfactory. This indicates that most of the variation in responses is well captured by these factors. Therefore, these are the major dimensions influencing retirement intentions.

Table no: 2.3 Rotated Component Matrix

Variables	Work Stress	Job Dissatisfaction	Career Issues
Work Pressure	0.812	—	—
Long Working Hours	0.785	—	—
Work-Life Imbalance	0.721	—	—
Job Stress	0.768	—	—
Low Salary Satisfaction	—	0.834	—
Lack of Recognition	—	0.801	—
Poor Job Satisfaction	—	0.745	—
Lack of Promotion	—	—	0.802
Lack of Career Growth	—	—	0.748

The component matrix clearly groups variables into three distinct factors. Work stress variables show high loadings, indicating strong influence on employee responses. Job dissatisfaction factors such as salary and recognition also play a significant role. Career-related issues form the third important dimension affecting employees. Overall, work stress emerges as the most dominant factor influencing retirement intentions.

Correlation Analysis: A correlation analysis was conducted to examine the relationship between variables.

H₀ (Null Hypothesis) There is no significant relationship between work stress, job satisfaction, and voluntary retirement intentions among IT professionals.

Table no: 3 Correlation Matrix

Variables	Work Stress	Job Satisfaction	Retirement Intention
Work Stress	1	-0.612**	0.658**
Job Satisfaction	-0.612**	1	-0.701**
Retirement Intention	0.658**	-0.701**	1

Work stress shows a positive relationship with voluntary retirement intention, indicating that higher stress leads to higher intention to leave. Job satisfaction has a negative relationship with retirement intention, meaning higher satisfaction reduces the intention to retire. Both relationships are statistically significant at the 1% level. This confirms a strong association between the variables. Overall, stress increases while satisfaction decreases retirement intention among IT professionals.

Multiple Regression Analysis: A regression analysis was conducted to examine the impact of work stress and job satisfaction on voluntary retirement intentions.

H₀: There is no significant impact of work stress and job satisfaction on voluntary retirement intention.

Table no: 4.1 Model Summary

Model	R	R Square	Adjusted R Square
1	0.742	0.551	0.537

The R value of 0.742 indicates a strong relationship between the independent variables and retirement intention. The R Square value of 0.551 shows that 55.1% of the variation in voluntary retirement intention is explained by the model. The Adjusted R Square value of 0.537 confirms the model's stability and reliability. This indicates good explanatory power of work stress and job satisfaction. Overall, the model effectively explains retirement intentions among IT professionals.

Table no: 4.2 ANOVA

Model	F-value	Sig.
Regression	37.842	0.000

The ANOVA results show an F-value of 37.842, which is statistically significant at 0.000 level. This confirms that the regression model is highly significant. It indicates that work stress and job satisfaction together influence retirement intention. The significance value being less than 0.05 supports the validity of the model. Hence, the model is suitable for prediction and analysis.

Table no: 4.3 Coefficients

Variable	Beta	t-value	Sig.
Work Stress	0.421	5.612	0.000
Job Satisfaction	-0.508	6.874	0.000

Work stress has a positive and significant impact on voluntary retirement intention. Job satisfaction shows a negative and significant impact, indicating that higher satisfaction reduces retirement intention. Job satisfaction is the stronger predictor based on beta value. Both variables are statistically significant at the 5% level. This confirms that both factors play a key role in influencing retirement intentions.

ANOVA Analysis : ANOVA was applied to examine whether there is a significant difference in voluntary retirement intention among IT professionals based on demographic factors such as age.

H₀ (Null Hypothesis): There is no significant difference in voluntary retirement intention across different age groups.

Table no: 5 ANOVA – Age and Voluntary Retirement Intention

Source of Variation	Sum of Squares	df	Mean Square	F-value	Sig.
Between Groups	8.742	3	2.914	4.256	0.008
Within Groups	41.856	61	0.686		
Total	50.598	64			

The ANOVA results indicate that the significance value (0.008) is less than 0.05. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted. This shows that there is a statistically significant difference in voluntary retirement intention among different age groups of IT professionals. This implies that age plays an important role in influencing employees' intention to opt for voluntary retirement. It can be inferred that employees in different age categories experience varying levels of work stress, job satisfaction, and career expectations, which ultimately affect their retirement intentions.

FINDINGS

1. The demographic profile indicates that a majority of the respondents are mid-career IT professionals aged 30–40 years, with 5–10 years of work experience, and predominantly working as software developers. This suggests that employees in their growth stage with moderate experience form the core sample and are more likely to face work stress and career-related challenges.
2. Factor analysis identified three major dimensions influencing voluntary retirement intentions: work stress, job dissatisfaction, and career issues. Among these, work stress emerged as the most dominant factor affecting IT professionals in Coimbatore.
3. The correlation results show that work stress has a positive relationship with voluntary retirement intentions. Job satisfaction has a negative relationship with retirement intentions, indicating higher satisfaction reduces intention to leave.
4. Regression analysis revealed that work stress and job satisfaction significantly influence voluntary retirement intentions. Job satisfaction was found to be the strongest predictor, showing a stronger impact in reducing retirement intentions.
5. The One-Way ANOVA analysis revealed that there is a statistically significant difference in voluntary retirement intention among IT professionals across different age groups. This indicates that demographic factors, particularly age, play a crucial role in influencing employees' intention to opt for voluntary retirement. Employees in different age categories exhibit varying levels of stress, job satisfaction, and career expectations, which in turn affect their retirement decisions.

SUGGESTIONS

1. Organizations need to take measures to reduce work stress by ensuring balanced workloads and avoiding excessive working hours for IT professionals, thereby lowering voluntary retirement intentions.
2. Companies can improve job satisfaction through fair salary structures, recognition programs, and better employee engagement practices.
3. Implementation of work-life balance policies such as flexible working hours and hybrid work models helps in reducing employee stress levels.
4. Management can enhance career development opportunities by providing promotions, training, and skill enhancement programs to improve employee retention.
5. Regular employee counseling and stress management programs help employees cope effectively with workplace pressure and emotional stress.
6. IT firms can conduct frequent employee satisfaction surveys to identify areas of dissatisfaction and take timely corrective actions.

CONCLUSION

The study examined the impact of work stress and job satisfaction on voluntary retirement intentions among IT professionals in Coimbatore. The findings reveal that work stress and job dissatisfaction play a significant role in influencing employees' intention to opt for voluntary retirement. Work stress emerged as a major factor contributing to increased retirement intentions, while job satisfaction showed a strong negative influence, indicating that higher satisfaction reduces the likelihood of leaving the job. The statistical analyses confirmed a significant relationship and impact between the selected variables and voluntary retirement intentions. Overall, the study highlights that managing employee stress levels and improving job satisfaction are essential for retaining skilled IT professionals. Effective organizational practices related to workload management, employee welfare, and career growth opportunities contribute significantly to reducing voluntary retirement intentions in the IT sector.

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