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Brain Drain in Kolkata's ITES Sector: Causes, Consequences, and Remedies

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Mukerje, Nayan Ranjan

Shri Venkateshwara University, Uttar Pradesh, Gajraula, India

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Abstract

High attrition of talent negatively impacts business. Substituting the talent is time-consuming and expensive. Attrition hampers business continuity and may result in the ramping down of businesses, leading to the loss of employment opportunities for the youth and talent of a region. For the growth and development of a region, both talent and business must be retained in the region. The BPO/ITES sector is one of the biggest employers in the eastern part of India. My study aims to identify, analyse, and understand the factors that contribute to the attrition of employees in various career stages working in the BPO/ITES sector in the city of Kolkata. A structured questionnaire utilising a Likert scale was used to collect data from the target population – employees of the ITES sector aged between 21 and 45 years. The research design adopted to study the raw data collected consisted descriptive approach, where percentage distribution and pie charts were used to describe the data, alongside techniques like factor analysis (PCA), KMO test to measure adequacy of sample and

varimax rotation test with Kaiser Normalisation were used for detailed analysis of the data. Such analysis helped identify principal factors that impact attrition intention of the employee cohort under study. The findings of the research will help HRs to design proper retention initiatives and organisational policies to retain the talent pool in the region, and such retentions will eventually contribute to developing the entire region by making it an attractive destination for investors and business firms. © 2026 selection and editorial matter, Dipak Saha, Soumya Mukherjee, Chirabrata Majumder, Ayman Ibrahim, and Banji R. Olaleye; individual chapters, the contributors.

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Corresponding authors

Corresponding author

N.R. Mukerje

Affiliation

Shri Venkateshwara University, Uttar Pradesh, Gajraula, India

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