

A Study On Employee Retention Strategies Of Textile Employees In Coimbatore

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Abstract- Employee retention is a critical factor in ensuring organizational stability and growth, particularly in the textile industry, which is a key economic sector in Coimbatore. This study investigates the various strategies employed by textile companies to retain their workforce. It aims to identify the primary factors influencing employee retention, such as job satisfaction, workplace environment, compensation, career development opportunities, and work-life balance. The research adopts a quantitative approach, gathering data through structured questionnaires from textile employees across various organizational levels. Statistical tools are employed to analyze the data and identify the most effective retention strategies. The findings are expected to provide insights into how textile firms can enhance employee engagement and reduce turnover rates. This study offers practical recommendations for textile industry stakeholders to improve retention strategies, ultimately contributing to organizational success and workforce stability.

Keywords- Employee Retention, Textile Industry, Coimbatore, Job Satisfaction, Workforce Stability.

I. INTRODUCTION

The textile industry is a vital economic sector in Coimbatore, often known as the "Manchester of South India" due to its strong presence in textile production. This industry not only drives the regional economy but also provides substantial employment opportunities. However, textile firms face significant challenges in retaining skilled employees, posing a threat to productivity and organizational stability. Employee retention, defined as an organization's ability to retain its workforce, is influenced by factors such as job satisfaction, career growth, work environment, and employee engagement. In the textile industry, issues like demanding work conditions, wage concerns, and limited career advancement opportunities often contribute to higher attrition rates. As a result, implementing effective retention strategies is crucial for sustaining a motivated and productive workforce. This study aims to investigate the key strategies employed by textile firms in Coimbatore to improve employee retention. It will explore factors such as competitive compensation, leadership practices, employee recognition, training programs,

and work-life balance initiatives. By identifying the primary drivers of employee turnover and evaluating effective retention methods, this research intends to provide valuable insights for textile industry stakeholders. The findings are expected to help organizations develop comprehensive strategies to reduce employee turnover, improve job satisfaction, and enhance organizational growth in the dynamic textile sector of Coimbatore.

1.1 Key Features of Employee Retention

Offering competitive pay and benefits, which guarantee that workers feel valued and financially secure, is one of the key components of employee retention. Offering training courses and well-defined career progression routes to employees aids in their perception of a future with the organization. Job satisfaction can be greatly increased by creating a nice work atmosphere and encouraging work-life balance through remote work choices and flexible working hours. It's also critical to engage workers in decision-making, acknowledge and reward their contributions, and provide safe and comfortable working environments. Additionally, trust and loyalty can be increased by having management that is helpful, pays attention to problems raised by staff, and takes appropriate action. Businesses may increase employee dedication and motivation by putting these characteristics into practice, which will boost output and success.

1.2 Importance of Employee Retention

Strategies for retaining employees are essential to keeping a steady and effective team. In addition to disrupting workflow and production, high turnover rates can raise the cost of recruiting and training new hires. Businesses can maintain continuity, hold onto key skills and expertise, and create a healthy work environment by putting effective retention policies into place. Additionally, these strategies boost employee loyalty, work satisfaction, and morale, all of which can boost productivity and the organization's chances of success. Furthermore, putting a lot of effort into keeping current employees will improve the company's reputation, which can attract new candidates and lower the turnover rate overall.

1.3 Challenges in Employee Retention

In sectors like textiles, it can be particularly difficult to retain employees. The hard nature of the work and the availability of other job options often result in high turnover rates. Finding and keeping competent individuals is challenging due to a lack of available talents, as the business demands specialized technical knowledge and abilities. Job security and employee morale can be affected by economic volatility, which can result in increased turnover rates. When competitors provide superior benefits and compensation packages, it can be challenging to keep staff on board. Employee retention can be adversely affected by poor management practices, such as a lack of support, communication, and recognition. A comprehensive strategy that involves enhancing working conditions, paying competitively, enabling possibilities for professional advancement, and creating a happy work atmosphere is needed to address these issues.

II. STATEMENT OF PROBLEM

The textile industry continues to face a significant challenge with employee attrition, particularly in Coimbatore, known as the hub of India's textile sector. Despite its economic importance, the industry struggles with persistent workforce turnover, which adversely impacts productivity, operational efficiency, and long-term sustainability. Frequent employee exits lead to a shortage of skilled labor, further hindering production and overall business performance. Several factors contribute to the high attrition rates, including demanding working conditions, low wages, limited career growth opportunities, and a lack of effective employee engagement strategies. Additionally, the competitive job market in Coimbatore offers better career prospects in other industries, drawing textile employees away from the sector. As a result, retaining experienced and skilled workers has become increasingly challenging. While various retention strategies have been introduced, their effectiveness in meeting the specific needs and expectations of textile employees remains uncertain. Therefore, this study aims to explore the underlying causes of employee attrition and identify practical, industry-specific solutions that can enhance staff retention, ensuring the growth and competitiveness of the textile industry in Coimbatore.

III. RESEARCH METHODOLOGY

3.1 Research Design

The research design for studying employee attrition and retention among textile employees in Coimbatore is descriptive in nature, focusing on identifying and analyzing the factors influencing workforce turnover and retention strategies. The research aims to provide a clear framework for addressing attrition challenges and implementing effective retention practices in the textile industry of Coimbatore.

3.2 Source of data

The target population's primary data for this study on employee retention and attrition among textile workers in Coimbatore was gathered both online and directly from them. This required speaking with staff members from different textile units in Coimbatore and completing organized questionnaires. Questionnaires intended to gather information on job satisfaction, attrition causes, retention tactics, and workplace difficulties were among the instruments utilized for data collection. To learn more about corporate viewpoints on retention policies, managers and HR specialists were also consulted. By using these techniques, the data was guaranteed to be pertinent and representative of the experiences of both employers and employees.

3.3 Sampling Design

Sampling design for studying employee attrition and retention at textile industries which involves selecting a representative sample workers from the company's various departments. To ensure sufficient statistical reliability and generalizability of findings across a range of demographic groups, including age, gender, and frequency of social media usage, a sample size of 100–200 respondents will be targeted and the data was collected through questionnaires and interview schedule and it will be analysed.

3.4. Reliability analysis

A reliability analysis of employee attrition and retention in Coimbatore's textile industry looks at things including growth possibilities, pay, work environment, and job satisfaction. Businesses can create plans to increase staff retention and decrease turnover by examining these variables, which will guarantee a more steady and effective workforce.

IV. FACTOR ANALYSIS

4.1 Descriptive Statistics

Retention Mean	Strategies	Std. Deviation^a	Analysis N^a
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Overall job experience	4.06	.966	158
Leave facilities	3.57	.891	158
Career Development in the organization	3.62	.975	158
Salary and financial benefits	3.40	1.003	158
Better Organizational Culture	3.44	1.126	158
Workplace safety and comfort	3.43	1.073	158
Providing Transport and food facilities	3.45	1.120	158
Providing work from home facilities	3.27	1.086	158
Conducting Events and trips for employees	3.39	1.204	158
Job Security	3.41	1.010	158
Providing on-time increments	3.39	1.111	158
Short-term Promotions	3.23	1.118	158
Sophisticated Timings	3.35	1.140	158
Providing Insurances	3.37	1.102	158
Recognition and rewards	3.28	1.139	158

According to the study on retention strategies, "Overall job experience" has the highest mean score (4.06) and is thought to be the most important component in keeping personnel. It also has a reasonably low variation (.966). Other strategies that receive somewhat high scores are "Career Development" (3.62) and "Leave facilities" (3.57), indicating their significance in employee retention. However, the mean ratings for criteria like "Short-term promotions" (3.23) and

"Work from home facilities" (3.27) are lower, indicating a lower overall effectiveness. The range of standard deviations, from .891 to 1.204, indicates that employee perspectives vary, especially when it comes to elements like "Conducting events and trips" and "Sophisticated timings," which exhibit higher deviation. Employee retention seems to depend on improving career growth and work experience, offering competitive benefits, and cultivating a positive company culture.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.909
Bartlett's Test of Sphericity	1394.438
df	105
Sig.	.000

The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy value of 0.909, which is higher than the permissible threshold of 0.6, indicating that the data is highly suitable for factor analysis. This implies that there is enough shared variance among the variables for significant patterns to appear. With 105 degrees of freedom and a Chi-Square value of 1394.438, Bartlett's Test of Sphericity is extremely significant ($p < 0.001$), proving that the correlation matrix is not an identity matrix. This demonstrates the high intercorrelations between the variables and supports the dataset's suitability for factor analysis.

4.2 Communalities

Overall job experience	1.000
Leave facilities	1.000
Career Development in the organization	1.000
Salary and financial benefits	1.000
Better Organizational Culture	1.000
Workplace safety and comfort	1.000
Providing Transport and food facilities	1.000
Providing work from home facilities	1.000
Conducting Events and trips for employees	1.000

Job Security	1.000
Providing on-time increments	1.000
Short-term Promotions	1.000
Sophisticated Timings	1.000
Providing Insurances	1.000
Recognition and rewards	1.000

The table lists several elements that affect employee happiness and retention; each is given a value of 1.000, signifying that they are equally significant. Career growth, pay, financial benefits, leave policies, and overall work experience are all important factors that affect employee motivation. Job satisfaction is further increased by a comfortable, safe, and good company culture. Convenient features like food, transportation, and work-from-home opportunities enhance convenience, and excursions and events encourage participation. Sophisticated work schedules, short-term promotions, timely raises, and job security guarantee stability and professional advancement. Offering insurance, awards, and recognition also encourages dedication and loyalty among staff members.

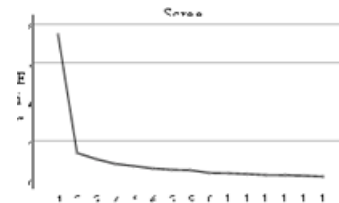
4.3 Total Variance Explained

Component	Total	Initial Eigenvalues	
		% of Variance	Cumulative %
1	7.449	49.660	49.660
2	1.391	9.275	58.935
3	1.075	7.164	66.099
4	.830	5.531	71.630
5	.718	4.789	76.418
6	.591	3.942	80.361
7	.527	3.515	83.875
8	.502	3.348	87.224
9	.366	2.442	89.666
10	.348	2.319	91.985
11	.302	2.015	94.000

12	.255	1.701	95.701
13	.248	1.650	97.351
14	.220	1.467	98.819
15	.177	1.181	100.000

Extraction Method: Principal Component Analysis.

This table displays the findings of an exploratory factor analysis (EFA) using rotational factor loadings, variance explained, and eigenvalues. According to the first three components' eigenvalues, which are greater than 1, they collectively account for 66.10% of the variance, with the components explaining 49.66%, 9.28%, and 7.16% of the total variance, respectively. The first three factors contribute 29.77%, 25.14%, and 11.19% to the overall variance, according to the rotation sums of squared loadings, which further refine these findings and validate their importance in describing the structure of the dataset. The remaining components are probably inconsequential and only provide a small contribution to the explanation of variance, as indicated by their values remaining below 1. This shows that there are three key elements that can be used to efficiently summarize the data.



4.4 Rotated Component Matrix

	1	2	3
Providing on-time increments	.816	.273	.169
Sophisticated Timings	.784	.294	.196
Providing Transport and food facilities	.755	.244	.115
Recognition and rewards	.748	.377	.109
Conducting Events and trips for employees	.742	.303	.055
Better Organizational Culture	.737	.295	.178

Career Development in the organization	.613	.239	.437
Job Security	.242	.782	.108
Providing Insurances	.221	.749	.206
Short-term Promotions	.340	.720	.135
Providing work from home facilities	.300	.709	.074
Workplace safety and comfort	.303	.661	.041
Salary and financial benefits	.254	.651	.245
Overall job experience	.338	.023	.805
Leave facilities	.046	.344	.757

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Factor loadings for various employee retention tactics across three components are shown in the table. The first element has a high correlation with company culture, intelligent timing, and on-time raises, all of which have an impact on employee engagement. The second component, which has high loadings for work-from-home opportunities, insurance, and job security, is associated with job stability and perks. The third element emphasizes work-life balance by highlighting the entire work experience and leave policies. These categories imply that stability, motivation, and general job satisfaction all play a role in employee retention.

V. SUMMARY OF EMPLOYEE RETENTION STRATEGIES

Positive job experiences significantly contribute to employee satisfaction and loyalty. A supportive work environment, meaningful job roles, and effective management practices play a crucial role in ensuring employees remain committed to their organization. Adequate leave policies, including paid time off, sick leave, and parental leave, promote work-life balance, reduce burnout, and enhance overall job satisfaction, thereby improving retention. Career development opportunities such as training, upskilling, mentorship, and promotions are essential in fostering professional growth, which strengthens employee commitment. Competitive salaries, bonuses, and financial incentives are also critical in retaining talent, as financial security is a key motivator for continued employment. Additionally, a positive organizational culture that emphasizes

open communication, inclusivity, and strong leadership encourages engagement and minimizes turnover rates. Workplace safety and comfort are equally important, as ergonomic setups and secure environments contribute to employee well-being, improving job satisfaction and retention.

Providing transport and food facilities further reduces employee stress and expenses, supporting better attendance and longer tenure. Flexible work arrangements, such as work-from-home options, offer employees greater autonomy, enhancing morale, productivity, and retention in suitable roles. Organizing social events, team-building activities, and employee trips cultivates camaraderie and a sense of belonging, which positively impacts retention. Job security is another critical factor, as stability and transparent communication during organizational changes build employee trust and loyalty. Timely salary increments in line with performance and inflation further boost motivation and reduce attrition. Short-term promotions recognizing employee performance encourage career progression and sustain enthusiasm. Flexible and reasonable working hours promote a healthy work-life balance, improving job satisfaction and retention rates. Providing comprehensive insurance benefits, including health and life coverage, offers employees and their families financial security, enhancing their loyalty. Finally, implementing recognition and reward programs, such as performance bonuses and appreciation initiatives, further boosts employee morale and strengthens their commitment to the organization. By adopting these strategies, textile companies in Coimbatore can create a stable, motivated, and engaged workforce, ultimately improving organizational success and reducing turnover rates.

VI. SUGGESTIONS

The study may concentrate on understanding the causes of high attrition rates, like low pay, little opportunity for professional advancement, and unfavorable working circumstances. It would also look at the retention tactics used by businesses, like offering competitive pay packages, chances for training and development, and programs to engage employees. Current and past employees could be surveyed and interviewed to determine how factors like management practices, work-life balance, corporate culture, and job satisfaction affect retention. A more thorough grasp of how various employee groups view their workplace may also be possible by investigating demographic factors like age, education, and experience. Comparing the retention strategies of major and small textile companies in the area is one example of how the research could point to areas that need more study.

VII. SCOPE FOR FUTURE STUDY

Future studies on employee retention and attrition in the textile sector in Coimbatore should focus on a number of topics. Examining long-term trends in employee churn to see whether retention tactics are effective over time is one option. To find out what works best for retaining staff, researchers might also examine other textile company types, such as large vs small ones. The impact of new technology in the workplace and how they might alter retention or job satisfaction could be another fascinating topic. Future research might also concentrate on regional elements, such as Coimbatore's economy and culture, to learn more about how these affect employee turnover. Lastly, scholars could investigate the effects of management techniques and leadership philosophies on staff retention and morale.

VIII. CONCLUSION

In conclusion, the study on retention and attrition in the textile sector of Coimbatore identifies a number of important variables affecting turnover rates. The results indicate that the main causes of high attrition are poor working conditions, a lack of opportunity for professional growth, and inadequate pay. Effective retention tactics, on the other hand, have been shown to be successful in maintaining employees. These tactics include competitive pay, creating a healthy workplace culture, and offering chances for skill development. Employers who place a high priority on the professional development and well-being of their staff are more likely to see reduced turnover rates. Building a motivated and effective staff is ultimately crucial for the long-term prosperity and competitiveness of the textile industry in the area. This can be achieved by placing a strategic emphasis on employee development and happiness.

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