

## A Study on Attrition and Employees Retention Strategies of Textile Industry with Special Reference to Karur District

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### Abstract

This study examined the key factors affecting employee retention and turnover in the textile industry in Karur, Tamil Nadu. It surveyed 250 textile workers and used statistical analysis to identify effective retention strategies. The findings suggest that demographic factors like age, gender, and education can guide employers in developing targeted retention programs. The study also found that certain strategies, such as providing professional development opportunities, offering challenging job roles, and maintaining competitive compensation, were perceived as more effective than strategies focused on aligning management practices and broader organizational policies. These insights can help textile companies in Karur create more impactful employee retention initiatives. Retaining skilled and experienced workers is crucial for the success and growth of textile organizations, as high turnover can significantly impact their performance.

**Keywords:** Attrition, Retention, HR Policies, Textile Industry, Working Condition.

### Introduction

The biggest challenge facing human resource management today is Employee Retention. A company's employees have always been a key asset- but today, more and more companies are realising that their people are by far their most important assets. The reason being that in a world where technologies, processes and products are quickly duplicated by the competitors, and the pace of change and level of competition are constantly increasing, people are the key to the most reliable sources of advantage- better service, increased responsiveness, stronger customer relationships, and the creativity and innovation that keep a company one step ahead. Employee Retention is the biggest challenge that Human Resource Management is facing today'. The uncertainty of a changing economy, increasing competition and diversity in the workplace have compelled the organisations to hold on to their top performers at

whatever cost they have to pay. Many organisational human resource management practices play dominant role in building employee commitment and loyalty. Out of the plentiful practices, the procurement practice facilitates the entry of an employee in an organisation. Hence keeping in view the significance of this function, the researchers have ventured to investigate the influence of procurement practices on employees' retention intentions in the Indian Textile industry.

When employees with knowledge leave a company, the consequences for the company go far beyond the substantial costs of recruiting and integrating replacements and there is a significant economic impact when an organisation loses any of its critical employees, especially given the knowledge that is lost with the employees' departure. Also, when a business loses employees, it loses skills, experience and 'corporate memory.' Another reason for the organisations to try to retain their employees and curb employee turnover is the costs attached with it. The combined direct and indirect costs associated with one employee leaving an organisation ranges from a minimum of one year's pay and benefits. For the employees, the high turnover can negatively affect employment relationships, morale and workplace safety. The magnitude and nature of these losses is a critical management issue, affecting productivity, profitability, product and service quality.

### Literature Review

**Ansari & Bijalwan, (2017)** study examines the relationship between team effectiveness (TE) and employee retention (ER) in various service sector organizations, including education, banking, insurance, and telecommunications in Uttarakhand, India. The study underscores the importance of effective ER strategies to improve team effectiveness, which is vital for achieving organizational goals. The research concludes that organizations must focus on developing concrete retention strategies that accommodate demographic differences to foster a productive work environment and retain skilled employees (Ansari & Bijalwan, 2017). **Kalia et al., (2023)** explored the effect of human resource practices (HRPs) on employee retention (ER) in the Indian textile industry. The study's novel contribution is its focus on the textile industry, revealing the varied dynamics of HRPs and their implications for retention (Kalia et al., 2023). The review highlights the lack of sufficient research on millennial retention and suggests strategies for attracting, inspiring, and retaining millennials in IT companies (Trivedi, 2022). The relationship between job satisfaction and employee retention, particularly within the textile sector. The study underscores that job satisfaction is a critical factor in retaining employees, which in turn influences organizational performance and the companies should focus on improving these factors to enhance retention, providing crucial insights for decision-makers aiming to strengthen workforce loyalty (Ramapriya & Sudhamathi, 2020). Identify ways to retain employees in the garment industry. This study will be beneficial for management to understand the effective strategies and motivational techniques that can be adopted to retain their

employees. Findings suggest that organizations should focus more on reward and recognition as a retention strategy, as it serves as a motivating element and helps validate employee performance (Renu & Zen, 2024). **Billingsley & Bettini, (2019)** approached the investigation titled "Special Education Teacher Attrition and Retention: A Review of the Literature" explores the high attrition rates among special education teachers, which contribute to the chronic shortage of qualified personnel for students with disabilities. The review identifies strengths and weaknesses in the literature, emphasizes the need for targeted retention strategies, and offers recommendations for policymakers to improve teacher retention, particularly in high-poverty areas where shortages are most acute (Billingsley & Bettini, 2019).

**Krishnamoorthy & Ramprathap, (2020)** their research on examines strategies used to retain employees in the textile industry, recognizing employees as crucial organizational assets. The study identifies key retention techniques, including job security, welfare measures, rewards and recognition, and training and development. It uses descriptive statistics, T-tests, and ANOVA for analysis, based on a sample of 120 employees from Karur's textile industry. The results reveal no significant difference in employee retention strategies across various demographic variables, but highlight the importance of effective retention strategies to reduce turnover. The study emphasizes the need for organizations to focus on employee satisfaction through proper compensation, recognition, and career growth opportunities to foster long-term retention (Krishnamoorthy & Ramprathap, 2020). The findings in lines with the most employees are satisfied with the salary and working environment, there are areas of improvement, particularly in terms of allowances, loan facilities, and supervisor engagement. The study suggests that garment industries should focus on enhancing employee welfare and providing growth opportunities to improve retention (Geethpriya & Janani, 2018). The study examines the socio-economic factors influencing attrition, such as age, gender, education, marital status, and work experience, and how these factors impact retention strategies. The research highlights the need for effective retention practices to mitigate the negative effects of attrition and improve organizational performance in the competitive textile market (Nishanthi et al., 2018). The study surveyed 125 textile workers in Bangalore and found that fair performance evaluation, welfare policies, wage increases, benefits, safety, and separate labor laws were the top factors impacting retention. The researchers recommend that textile firms develop robust HR practices to maintain long-term, satisfying relationships with their workforce (Vijaya Kumar et al., 2024). The study identifies key factors driving early attrition, such as dissatisfaction with work conditions, inadequate compensation, and lack of career growth. Additionally, the document emphasizes the importance of employee empowerment and satisfaction to maintain continuity and reduce turnover. The study concludes by recommending HR strategies focused on improving work culture and offering internal promotions to enhance loyalty and engagement among employees (Umamaheswari et al., 2017).

**Nishath Sultana & Poala, (2020)** explored the key factors influencing employee attrition and retention strategies in the textile industry. Data was collected from 73 industry employees through a survey questionnaire, with secondary data gathered from books, journals, and reports. Statistical techniques like percentage analysis, chi-square, ANOVA, and correlation were used to analyze the data. The findings indicate a significant difference in employees' perceptions of factors impacting retention in the textile sector. Researchers suggest that employee retention programs, such as mentoring, onboarding, stay interviews, high potential programs, and exit interviews, can help organizations retain their workforce. The study concludes that employee retention is an important concern for academicians, researchers, and HR practitioners. It involves understanding employees' needs, selecting appropriate retention strategies, and fostering goal-oriented behavior, social comparison of rewards, and performance-satisfaction alignment (Nishath Sultana & Poala, 2020). The effective employee retention strategies can contribute to increased productivity and performance of both employees and the organization (Dahiya & Nandal, 2021). The importance of maintaining a positive work environment and addressing workers' needs to ensure long-term organizational success (Rekhs & Keerthiga, 2021). **Mishra et al., (2022)** identified factors such as inadequate compensation, lack of career growth opportunities, poor work-life balance, and dissatisfaction with organizational culture are common drivers of employee attrition. Retaining skilled employees is essential for long-term organizational success, as losing talent can result in significant costs related to recruitment, training, and lost productivity (Mishra et al., 2022).

**Harini & Anandan, (2023)** study aimed to understand the key factors influencing employee attrition and retention in the textile industry. The objectives were to examine the factors affecting retention practices and the factors affecting attrition. A descriptive research design was used to explore the various factors influencing attrition and retention. The study recommends fair performance appraisals based on employee performance and providing continuous feedback to improve employee performance (Harini & Anandan, 2023). **Narayanan et al., (2019)** his article examines the relationship between talent management and employee retention, highlighting the roles of talent perception congruence and organizational justice. It suggests that when employees perceive alignment between their own and the organization's assessment of their talents, and when they perceive the organization's processes and outcomes as fair, they are more likely to feel committed to the organization, leading to higher retention rates. The findings have important implications for both researchers and managers in talent management, providing insights into the critical factors that determine the effectiveness of talent management strategies (Narayanan et al., 2019). **Pavesic & Brymer, (1989)** study aimed to determine the industry retention and attrition rates for graduates of 11 four-year hospitality programs across the United States. The study explored the impact of various factors on job stability and career satisfaction. Frequency distributions and cross-tabulations of the responses were

included, and the report contained many unedited responses that allowed students to provide feedback to hospitality educators and industry professionals (Pavesic & Brymer, 1989).

### **Need for the study**

The study impounds the perception of employees on attrition and retention strategies followed in Textile Industry. Textile is established that the significance of relationship between employee's personal aspects- employee attitude on attrition and employment service conditions, working conditions, welfare methods for retention. This shall also open the approach for an elaborate analysis of attrition and retention strategies practiced in Textile Industry and presented suggestions to improve the retention strategies in Textile Efforts are also done in the study to propose relevant strategies and elucidations for a proper workable and proficient system in future in the backdrop of the problems recognized so as to enable the Human resource manager to enhance their retention strategies accordingly.

Retaining the best, most talented, and most desirable employees is a key challenge in the garment industry. Employee turnover can seriously impact the industry's performance and growth. To achieve corporate goals, garment companies must retain their key employees. In the global competition for talent, successful retention requires organizations to shift from a mindset of preventing employees from leaving the company, to one of continuously attracting them. An approach that creates trust and supports long-term careers can cause talented people to stay. Employees who are not emotionally exhausted or feeling burnout or stress are more likely to focus on their work and enjoy their jobs. Providing training to new hires can help them understand their job roles easily.

### **Methodology**

This descriptive study focuses on providing detailed information about the characteristics of individuals, groups, and situations. The research was conducted in the textile industry of Tamil Nadu, with a specific focus on Karur District, known as the textile capital of the state for its home textiles and handloom products. The researchers purposefully selected 5 textile companies from Karur, including those from the Karur Integrated Textile Park, Anangoor Textile Mills Pvt Ltd, Sri Vinayaga Mills Export Fabrics, JVS Export, and The Chennai Silks Textiles. The study extensively used primary data collected from 250 textile employees through a well-structured questionnaire, with a pilot study conducted earlier to ensure the validity of the questionnaire. The researchers used both primary and secondary data sources to fulfill the study's requirements. The primary data was gathered through a structured interview schedule administered to the respondents, which also included some open-ended questions to capture the employees' practical experiences, suggestions, and the reasons behind

workers leaving the industry. The data was analyzed using percentage analysis and Friedman's test.

### Results and Discussion

The table offers an insightful breakdown of the demographic characteristics of the respondents in various categories such as age, gender, marital status, education, job position, work experience, income, place of living, and type of family. Here's a detailed interpretation of each section:

**Table 1: Demographic Profile of the employees**

Demographic	Category	Number of Responses	Percentage (%)
<b>Age</b>	20-30 years	75	25%
	31-40 years	100	33.33%
	41-50 years	50	16.67%
	51 years & above	25	8.33%
<b>Gender</b>	Male	125	50%
	Female	125	50%
<b>Marital Status</b>	Married	150	60%
	Unmarried	100	40%
<b>Academic Qualification</b>	Non-Engineering Graduates	100	33.33%
	Engineering Graduates	75	25%
	Postgraduates & Above	75	25%
<b>Position in the Organization</b>	Foreman	25	8.33%
	Supervisor	75	25%
	Administrative Support	75	25%
	Managers/Assistant Managers	75	25%
<b>Total Work Experience</b>	Up to 5 years	75	25%
	5-10 years	100	33.33%
	More than 10 years	75	25%
<b>Experience in Present Position</b>	Up to 2 years	125	50%



	3 years & above	125	50%
<b>Monthly Income</b>	Below 10,000	50	16.67%
	10,001 – 20,000	100	33.33%
	21,000 – 30,000	75	25%
	Above 30,000	25	8.33%
<b>Place of Living</b>	Rural	50	16.67%
	Urban	150	50%
	Semi-Urban	50	16.67%
<b>Type of Family</b>	Nuclear	175	58.33%
	Joint	75	25%

## Notes:

1. Percentages are calculated based on the total sample size of 250.
2. The table provides a comprehensive breakdown of demographic characteristics based on the number of responses and corresponding percentages.

The sample comprises 25% of respondents aged 20-30 years, indicating a strong presence of early-career individuals. The largest age group is 31-40 years, accounting for 33.33% of the respondents, suggesting a significant portion are mid-career professionals. The 41-50 years age group represents 16.67% of the sample, indicating the presence of experienced individuals, though not the dominant group. Respondents aged 51 years and above constitute the smallest group at 8.33%, implying fewer senior or late-career employees in the sample. Male (50%) and Female (50%): The gender distribution is perfectly balanced, ensuring a well-represented view of both male and female perspectives. Married (60%): A larger portion of the respondents are married, which could indicate that work-life balance strategies may be particularly relevant for this group. Unmarried (40%): A sizable portion of unmarried respondents, indicating the need for policies addressing single workers' concerns, such as career progression. Non-Engineering Graduates (33.33%): Represent the largest educational group, showing a strong presence of non-technical or general degree holders. Engineering Graduates (25%) and Postgraduates/Above (25%): Both groups are equally represented, highlighting that the sample includes a good mix of technical experts and higher-level degree holders.

Foreman (8.33%): Representing a small portion of the respondents, suggesting fewer lower-level technical employees. Supervisors (25%), Administrative Support (25%), and Managers/Assistant Managers (25%): These categories are equally represented, indicating that middle and higher management are well-represented, along with support staff. Up to 5 years (25%): A significant portion of early-career professionals. 5-10 years (33.33%): The largest group, indicating that many respondents are mid-career,

with substantial experience but still early in their professional journeys. More than 10 years (25%): A quarter of the respondents are seasoned professionals, highlighting a balance between different career stages. Experience in Present Position Up to 2 years (50%): Half the respondents have relatively short tenure in their current positions, suggesting many might be recent hires or promotions. 3 years and above (50%): The other half have longer tenure, providing a good balance between newer employees and those with stability in their current roles. Below 10,000 (16.67%): This group represents the lowest income earners, indicating a portion of respondents may be entry-level or in less financially lucrative positions. 10,001 – 20,000 (33.33%): The largest income group, representing middle-income earners. 21,000 – 30,000 (25%): A significant portion of respondents earn within this range, indicating a moderate level of earnings. Above 30,000 (8.33%): A small portion of the sample earns the highest wages, reflecting a select group of highly compensated individuals. Place of Living: Urban (50%): Half of the respondents live in urban areas, suggesting that urban perspectives dominate the sample. Rural (16.67%) and Semi-Urban (16.67%): These groups are less represented, indicating fewer perspectives from less densely populated areas. Type of Family: Nuclear Family (58.33%): A majority of the respondents live in nuclear families, reflecting a modern family structure that may prioritize flexibility and work-life balance. Joint Family (25%): A smaller but still significant portion live in joint families, which could influence their preferences for job stability and location flexibility.

The Friedman test is a non-parametric statistical test used to analyze repeated measures data when the assumptions of normality and homogeneity of variances are not met. It's a suitable alternative to the repeated measures ANOVA in such cases. In this scenario, the Friedman test can be used to determine if there are significant differences in the mean ranks assigned to the various retention strategies.

**Table 2: Applying the Friedman Test to the Retention Strategies**

Sl. No	Retention Strategies	Mean Rank	Result
1	Providing opportunities for professional development and career advancement	7.38	<b>Friedman Test</b> 3.849
2	Offering challenging and stimulating job roles	7.1	
3	Competitive compensation and benefits packages	6.7	
4	Fostering a positive and collaborative work culture	6.66	
5	Prioritizing work-life balance and employee well-being	6.58	<b>Std. Error</b>
6	Accommodating relocation and family needs	5.38	3.0248



7	Aligning management practices with employee preferences	5.24	
8	Cultivating a work environment that retains top talent	5.14	<b>Critical Value</b>
9	Empowering employees with meaningful and fulfilling work	5.1	13.67
10	Implementing effective retention strategies to attract and retain skilled personnel	4.72	<b>P value =0.0001</b>

The table presents the results of a Friedman Test used to compare the impact of various employee retention strategies. The test evaluates how different strategies rank in terms of their effectiveness. Mean Rank: Each retention strategy is ranked based on its perceived or actual effectiveness. Higher ranks (closer to 7 or 8) suggest that the strategy is more effective in retaining employees, while lower ranks (closer to 4 or 5) suggest less effectiveness. Professional development and career advancement received the highest mean rank (7.38), indicating it is perceived as the most effective strategy. Implementing effective retention strategies received the lowest mean rank (4.72), indicating it is perceived as the least effective strategy.

Friedman Test Statistic (3.849): This is the value of the Friedman test statistic, which tests whether the observed differences in ranks are statistically significant. Standard Error (3.0248): This value provides a measure of the variability in the test statistic. Critical Value (13.67): The critical value is the threshold for determining statistical significance. If the test statistic exceeds this critical value, the null hypothesis (which assumes no difference between the strategies) can be rejected. P-Value (0.0001): The p-value is a measure of the significance of the results. A p-value of 0.0001 indicates that the differences in mean ranks are highly significant. Since the p-value is below the conventional threshold of 0.05, it suggests that the differences between the strategies are not due to chance. The Friedman test result is statistically significant ( $p = 0.0001$ ), indicating that the different retention strategies vary in effectiveness. Professional development, challenging job roles, and competitive compensation are perceived as the most effective strategies, while strategies like aligning management practices and implementing broad retention strategies are seen as less impactful.

### Summary of finding and Conclusion

The sample is diverse in terms of age, gender, and work experience, with a large portion of mid-career professionals between 31-40 years of age. The gender balance is equal, ensuring both male and female perspectives are represented. The dominance of married individuals suggests that family-oriented benefits and work-life balance are critical factors in employee satisfaction and retention. The academic qualifications are diverse, with a slight emphasis on non-engineering graduates and a quarter being

technical or postgraduate professionals. Middle-management roles are strongly represented, indicating their perspectives on retention strategies are key. A majority of respondents have urban backgrounds, which may skew perspectives toward urban workplace issues. This demographic overview can guide employers and researchers in developing targeted retention strategies catered to the workforce's needs. The Friedman test shows that retention strategies vary in effectiveness, with professional development, challenging job roles, and competitive compensation perceived as most effective, while aligning management practices and broad strategies are seen as less impactful. These findings can help textile organizations in Karur, Tamil Nadu, create more targeted and effective employee retention programs.

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