

# An Analysis of Factors Influencing Employee Turnover and Retention Practices at Senthoo Textiles

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**Abstract** - Employee turnover has become a significant challenge in the textile industry, particularly in labor-intensive spinning mills such as Senthoo Textiles. High turnover affects production efficiency, increases recruitment and training costs, and disrupts workplace stability. This study aims to examine the factors influencing employee turnover and assess the effectiveness of existing retention practices at Senthoo Textiles. A descriptive research design was adopted, collecting primary data from 104 employees through a structured questionnaire, complemented by secondary data from books, journals, and company records. The data were analyzed using percentage analysis, descriptive statistics, and one-way ANOVA to identify trends and relationships. Findings reveal that while employees are generally satisfied with work timings, peer relationships, and basic compensation, concerns persist regarding training, career growth opportunities, workplace safety, and managerial support. The study highlights the need for enhanced HR practices, including skill development programs, fair reward systems, improved communication, and employee welfare initiatives, to strengthen retention, boost morale, and ensure long-term organizational success.

**Key Words** :Employee Turnover, Employee Retention, Job Satisfaction, Textile Industry, HR Practices, Workplace Environment

## 1. INTRODUCTION

Employee turnover is an ongoing challenge in the textile industry, especially in spinning mills where labor-intensive operations demand consistency and skilled management. Post-COVID-19 dynamics, workforce expectations, and economic pressures have increased employee mobility, making retention a priority for management. High turnover not only increases recruitment and training costs but also disrupts production efficiency. Understanding the factors influencing employee turnover and evaluating the effectiveness of retention practices are essential for improving workforce stability.

## 2. CHANGING DYNAMICS IN THE TEXTILE INDUSTRY

The textile sector has experienced significant changes in employee turnover patterns in recent years. Workers are increasingly selective, often leaving for better wages, safer work conditions, and career growth opportunities. Younger employees, in particular, prefer organizations that provide skill development, recognition, and work-life balance. The physically demanding nature of textile work further contributes to attrition, while government initiatives, such as the **PM MITRA Scheme**, aim to improve infrastructure, labor welfare, and employment conditions.

## 3. COMPANY PROFILE

**Senthoo Textiles**, located in Coimbatore, is a private limited company specializing in high-quality yarn production. The company employs both skilled and semi-skilled workers from regions such as Assam, Bihar, Orissa, and Chhattisgarh to ensure continuous operation.

## 4. STATEMENT OF THE PROBLEM

Employee turnover has become a growing concern in the textile sector, particularly in spinning mills where the work environment is demanding and highly labor-intensive. Senthoo Textiles is also experiencing challenges in retaining its workforce, as employees frequently leave the organization for various reasons such as better job opportunities, dissatisfaction with wages, limited career advancement, and workplace-related issues.

## 5. OBJECTIVES OF THE STUDY

- ✓ To identify and examine the factors that influence employees to leave Senthoo Textile.
- ✓ To examine the level of job satisfaction among employees

- ✓ To analyze the impact of working conditions and workplace environment on employee retention.
- ✓ To suggest practical strategies and interventions to improve employee retention

## 5. SCOPE OF THE STUDY

The purpose of this study is to analyze the factors influencing employee turnover at Senthoo Textiles and to examine the effectiveness of the retention practices currently implemented by the organization. This study aims to identify the key reasons employees leave the organization, assess the strategies used to retain employees, and understand employees' perceptions and opinions regarding these retention practices.

## 7. LIMITATIONS OF STUDY

The study is entirely based on the respondents personal opinions, which may differ depending on their point of view. Due to Personal inconvenience unable to collect data from night shift workers. The study was conducted in a short period, limiting the scope of findings. External factors like the job market or economy were not fully considered. The study does not track changes over time, so long-term trends are not captured.

## 8. REVIEW OF LITERATURE

**Patel & Desai (2021)**, The researchers analysed training initiatives within industrial organizations. Their study focused on "training and development impact on retention" and found that continuous learning opportunities increase employee confidence. Employees valued organizations investing in skill development. Training reduced turnover intention by enhancing career growth prospects. The study recommended structured learning programmes. Such practices support workforce stability.

**Rao & Murthy (2021)**, This research explored welfare practices influencing employee behaviour. The study addressed "employee welfare and organizational retention" and showed that safe working conditions and benefits improve employee satisfaction. Welfare initiatives strengthened emotional attachment to organizations. Employees were less likely to leave when wellbeing was prioritised. The study suggested enhancing workplace facilities. These findings support retention in employee-intensive industries.

## 9. RESEARCH METHODOLOGY

### 9.1 Research Design

A descriptive research design was adopted to explore employee perceptions, attitudes, and workplace conditions.

### 9.2 Sources of Data

- **Primary Data:** Collected through structured questionnaires.
- **Secondary Data:** Derived from books, journals, company records, and reports.

### DESCRIPTIVE STATISTICS

Employees opinion about the organization

Table 8.1 Descriptive Statistics for Employees Opinion about the Organization

Descriptive Statistics					
	N	Minimum	Maximum	Mean	SD
Our company is concerned with the long term welfare of the employees	104	2	5	3.44	.834
I receive co-operation from all other departments	104	1	5	3.72	1.311
The information I receive from the company is timely and accurate	104	1	5	2.71	1.030
My superiors are concerned for providing quality products	104	1	5	3.41	1.391
All the employees in the organization has given equal opportunities to attend the training programmes	104	1	5	2.73	1.184
Valid N (list wise)	104				

### 9.3 Research Approach

A mixed-method approach was used, combining quantitative (numerical) and qualitative (perceptual) data for comprehensive insights.

### 9.4 Sample and Sampling Technique

The study included 104 employees from different departments, selected using simple random sampling to ensure unbiased representation.

### 9.5 Analytical Tools

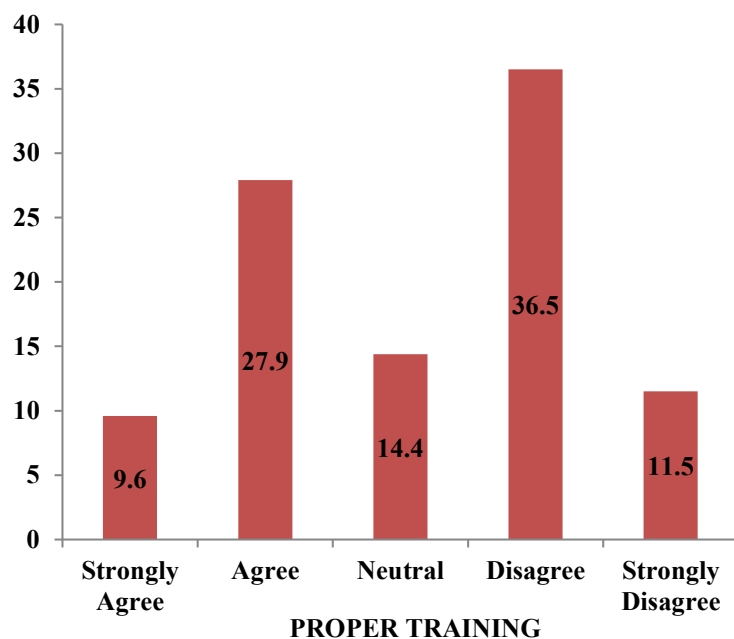
- **Percentage Analysis:** To understand general trends.
- **Descriptive Statistics:** To summarize data and highlight key patterns.
- **One-Way ANOVA:** To test significant differences among groups based on age, tenure, and turnover reasons.

### 9.6 PERCENTAGE ANALYSIS

Table 9.6.1 proper training at regular intervals

PROPER TRAINING	FREQUENCY	PERCENT
Strongly Agree	10	9.6
Agree	29	27.9
Neutral	15	14.4
Disagree	38	36.5
Strongly Disagree	12	11.5
Total	104	100.0

Chart 9.6.2 showing proper training at regular intervals



#### Interpretation:

The table presents respondents' views on whether the company provides proper training to employees at regular intervals. Out of the 104 respondents, 9.6% strongly agree, 27.9% agree, 14.4% remain neutral, 36.5% disagree, and 11.5% strongly disagree that the company offers regular and adequate training. The analysis reveals that the majority of respondents perceive the company as not providing sufficient training at regular intervals.

### 10. FINDINGS

#### 10.1 Key Observations

- Employees are generally satisfied with work timings and co-worker relationships.
- Concerns exist around training, skill development, benefits, and safety measures.
- Many employees feel management is unapproachable, and communication is often inadequate.
- Job security and career growth are important retention considerations.

#### 10.2 ANOVA Insights

- **Age:** No significant effect on employee perception ( $p = 0.682$ ).
- **Length of Employment:** Significant effect ( $p = 0.048$ ), indicating tenure influences opinion.

- **Co-worker Turnover Reasons:** No significant effect ( $p = 0.174$ ).

## 11. SUGGESTIONS

- ✓ Revise compensation and introduce performance-based incentives.
- ✓ Implement continuous training and skill development programs.
- ✓ Enhance workplace safety and improve hostel facilities.
- ✓ Promote transparent, approachable, and supportive management.
- ✓ Recognize and reward performance with clear evaluation systems.
- ✓ Offer flexible work schedules and wellness initiatives for work-life balance.
- ✓ Provide clear career paths and job security.
- ✓ Strengthen internal communication channels.

## 12. CONCLUSION

Employee turnover at **Senthoor Textiles** is influenced by benefits, training, safety, and management practices. While satisfaction exists in work hours and co-worker relationships, gaps remain in compensation, recognition, and career development. Addressing these factors through structured retention strategies will improve employee loyalty, reduce turnover, and strengthen overall organizational performance.

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