

Analysis of Factors Influencing Retention in Modern Contemporary Organization at Silver Spark Apparel Ltd., Hosakote.

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Abstract

Employee attrition in apparel manufacturing carries costs that extend well beyond recruitment expenditures. This study examines the organisational and HR-related determinants of employee retention at Silver Spark Apparel Ltd., Hosakote, Karnataka a subsidiary of the Raymond Group and a significant manufacturer of men's formal garments. Using a descriptive research design, primary data were collected from 150 employees through a structured questionnaire (5-point Likert scale) with simple random sampling, supplemented by secondary data from company HR reports and peer-reviewed sources. Statistical analysis, conducted in SPSS v26.0, included percentage analysis, mean score analysis, correlation, and multiple regression.

Career development opportunities (Mean = 4.10), leadership support (Mean = 4.15), compensation (Mean = 4.20), and organisational culture (Mean = 4.05) emerged as the strongest predictors of retention intent. Work-life balance (Mean = 3.85) scored lower, indicating a priority area for intervention. The regression model explained 71.4% of variance in retention intent ($R^2 = 0.714$, $F = 57.28$, $p < 0.001$). The findings support a multi-dimensional HR strategy integrating competitive compensation, structured career pathways, supportive leadership, and inclusive culture to reduce attrition and sustain workforce stability in labour-intensive manufacturing environments.

Keywords: Employee Retention, Organisational Culture, Career Development, Work-Life Balance, Compensation Strategy, Apparel Manufacturing, HR Practices, India

1. Introduction

1.1 Background

Employee retention is an organisation's capacity to hold onto its skilled workforce over time. In apparel manufacturing, where production quality depends on accumulated tacit knowledge and team coordination, turnover is not merely an HR metric it is an operational risk. The Society for Human Resource Management (SHRM) estimates replacement costs at 50–200% of annual salary, factoring in recruitment, screening, onboarding, productivity decline, knowledge loss, and morale effects on remaining staff.

The Indian apparel industry employs over 45 million people directly and indirectly. Turnover rates in key manufacturing hubs routinely exceed 25–30% annually. Karnataka's Bengaluru-Hosakote corridor has become a centre for export-oriented garment manufacturing, where workforce stability is essential for meeting international quality benchmarks and delivery schedules.

Silver Spark Apparel Ltd., located in Hosakote, Karnataka, is a subsidiary of the Raymond Group and a manufacturer of high-quality men's formal garments. The organisation employs a substantial workforce across production, quality control, logistics, and administrative functions. Operational excellence requires not only skill but stability turnover disrupts production flow, increases training overhead, and compromises quality consistency.

Research in human resource management has moved beyond simple compensation-retention models toward multi-factorial frameworks. Employees evaluate stay-or-leave decisions based on compensation fairness, advancement opportunities, supervisory quality, organisational culture, work-life balance, and recognition. This study

operationalises that framework within the specific context of Indian apparel manufacturing.

1.2 Industry Context

The Indian garment sector has undergone significant transformation driven by global supply chain restructuring, automation, and evolving buyer requirements for social and ethical labour standards. Organisations face dual pressure: maintaining cost competitiveness while improving working conditions and talent retention to meet international compliance expectations.

The COVID-19 pandemic intensified these challenges. Large-scale reverse migration, disrupted workforce supply chains, and altered employee expectations regarding job security, health benefits, and flexibility created a new baseline. Organisations that adapted their HR practices recovered workforce stability more effectively; those that did not experienced sharp increases in voluntary attrition during the economic recovery.

1.3 Significance of the Study

This study addresses an empirical gap: while retention is well studied in IT, banking, and healthcare, the Indian apparel manufacturing sector remains relatively under-examined. The findings provide actionable HR policy insights for Silver Spark Apparel Ltd. and comparable organisations. Theoretically, the study contextualises established models Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and the Job Demands-Resources (JDR) Model within the operational realities of Indian apparel manufacturing, where physical working conditions, thin profit margins, and semi-skilled workforce composition create distinct retention dynamics.

2. Problem Statement, Rationale, and Scope

2.1 Statement of the Problem

Employee turnover at Silver Spark Apparel Ltd., Hosakote, affects productivity, morale, institutional knowledge, and operational performance. Despite HR investments, the causes of disengagement and voluntary attrition have not been systematically examined. This study investigates the key determinants of employee retention and provides evidence-based recommendations for improving HR policies and reducing turnover.

2.2 Rationale for the Study

The study is warranted on both practical and academic grounds. Practically, it identifies the organisational factors most significantly influencing retention at Silver Spark Apparel Ltd., evaluates the relative importance of financial versus non-financial drivers, and offers empirically grounded recommendations for reducing turnover costs. Academically, it contributes to the limited literature on HR practices and retention in India's apparel manufacturing sector, and contextualises established theoretical models within a labour-intensive manufacturing environment.

2.3 Scope of the Study

The study is confined to permanent employees of Silver Spark Apparel Ltd., Hosakote, Karnataka. It examines compensation and benefits structures, career development opportunities, work-life balance policies, organisational culture and communication, leadership quality and supervisory support, employee engagement and recognition practices, and job satisfaction and retention intent. The study excludes organisational units outside Hosakote and contract or temporary employees. Data were collected January–March 2026.

3. Objectives, Research Questions, and Hypotheses

3.1 Objectives

Primary Objective: To analyse the factors influencing employee retention at Silver Spark Apparel Ltd., Hosakote, and provide strategic recommendations for improving HR practices.

Secondary Objectives: - To measure employee satisfaction levels across key HR dimensions. - To evaluate the

quantitative impact of compensation structures on employee retention. - To examine how career development opportunities influence employees' intention to stay. - To analyse the effectiveness of current work-life balance practices. - To determine the effect of organisational culture and leadership on retention outcomes. - To develop practical, evidence-based recommendations to reduce voluntary attrition.

3.2 Research Questions

Which factors most significantly influence employee retention at Silver Spark Apparel Ltd.?

Does compensation structure have a statistically significant effect on employee retention intent?

How does organisational culture influence employee loyalty and commitment?

To what extent do career growth opportunities influence employees' decisions to remain with the organisation?

Is there a statistically significant relationship between leadership quality and employee retention?

3.3 Hypotheses

Overall Hypotheses - H_0 : There is no significant relationship between organisational HR factors and employee retention at Silver Spark Apparel Ltd. - H_1 : There is a significant relationship between organisational HR factors and employee retention at Silver Spark Apparel Ltd.

Variable-Specific Hypotheses

Hypothesis	Statement
H_{01}	Compensation has no significant impact on employee retention.
H_{11}	Compensation has a significant positive impact on employee retention.
H_{02}	Career development opportunities have no significant impact on retention.
H_{12}	Career development opportunities have a significant positive impact on retention.
H_{03}	Leadership and supervisory support have no significant impact on retention.
H_{13}	Leadership and supervisory support have a significant positive impact on retention.
H_{04}	Organisational culture has no significant impact on retention.
H_{14}	Organisational culture has a significant positive impact on retention.
H_{05}	Work-life balance practices have no significant impact on retention.
H_{15}	Work-life balance practices have a significant positive impact on retention.

4. Literature Review

The literature on employee retention has expanded considerably since 2021, with a marked shift toward multi-factorial models that recognise compensation as necessary but insufficient for retention. This review synthesises empirical research on the key determinants of retention compensation, career development, leadership, organisational culture, work-life balance, and employee engagement and identifies the theoretical foundations and gaps that this study addresses.

4.1 Compensation and Retention

Kumar, Reddy, and Singh (2025) found that performance-linked pay raised retention by 27% in Indian manufacturing, and that benefits packages outweighed base salary in predictive value for retention intent. Their analysis was limited to the IT sector, leaving a gap for apparel manufacturing applications. Desai and Shah (2024) confirmed that non-monetary rewards recognition and autonomy were significant predictors of long-term commitment, but did not address sector-specific reward structures. These findings align with Herzberg's Two-Factor Theory: compensation functions as a hygiene factor that prevents dissatisfaction rather than a motivator that drives loyalty.

4.2 Career Development and Retention

Patel and Joshi (2023), in a three-year longitudinal study, found that structured career paths reduced attrition by 29% and that mentorship programmes improved satisfaction scores. Bhatia and Menon (2025) reported that skills training reduced turnover by 22% among manufacturing workers, though their observation window was limited to six months. Both studies were concentrated in IT and general manufacturing; neither addressed the apparel sector specifically, where career advancement paths for semi-skilled workers are often less formalised.

4.3 Leadership and Supervisory Support

Mishra and Verma (2024) compared transformational and transactional leadership styles, finding that transformational leaders generated 40% higher retention and that supportive supervision reduced burnout. Their study did not include industry-specific analysis for manufacturing. Nair and Pillai (2023) demonstrated through structural equation modelling that psychological safety mediated the relationship between culture and retention intent, but focused on knowledge workers rather than blue-collar manufacturing employees.

4.4 Organisational Culture and Retention

Singh and Kaur (2024) found that inclusive culture reduced turnover intent by 34% and that trust-based leadership was critical, though their data relied on self-reported measures vulnerable to social desirability bias. Rajesh and Thomas (2025), in a garment industry case study, identified recognition and safety practices as the most predictive retention factors, but their single-unit design limited generalisability.

4.5 Work-Life Balance and Retention

Sharma and Gupta (2024) found that flexible scheduling raised retention intent by 38% in the textile industry and reduced absenteeism. Their study did not differentiate gender-based preferences, which is particularly relevant in apparel manufacturing where the workforce is predominantly female.

4.6 Theoretical Framework

The reviewed literature reveals several theoretical anchors. Herzberg's Two-Factor Theory distinguishes between hygiene factors (compensation, job security) and motivators (recognition, career growth), both of which emerge as significant retention drivers. The Job Demands-Resources (JDR) Model (Bakker & Demerouti, 2007) frames how organisational resources supportive leadership, development opportunities, autonomy buffer against job demands that drive voluntary exit. Social Exchange Theory (Blau, 1964) supports the reciprocal nature of retention: employees who perceive equitable organisational investment reciprocate with higher commitment and lower turnover intent.

A notable gap is the paucity of empirical studies on employee retention in the Indian apparel manufacturing sector.

Most research concentrates in IT, BFSI, and healthcare, leaving a research vacuum that this study addresses.

5. Conceptual Framework

The conceptual framework posits that employee retention operationalised as intention to remain with the organisation is a function of six independent organisational variables, mediated by perceived organisational support, psychological safety, equity perception, and intrinsic motivation.

Independent Variables (Predictors)	Mediating Mechanism	Dependent Variable (Outcome)
Compensation & Benefits	Equity Perception & Financial Security	
Career Development Opportunities	Perceived Organisational Support (POS)	
Leadership & Supervisory Support	Psychological Safety & Trust	Employee Retention
Organisational Culture	Organisational Identification & Commitment	(Intent to Stay)
Work-Life Balance	Reduced Burnout & Stress	
Employee Recognition	Intrinsic Motivation & Engagement	

Each independent variable is theoretically grounded: compensation links to Equity Theory (Adams, 1963); career development aligns with Self-Determination Theory; leadership support draws on Transformational Leadership Theory; organisational culture references the Cultural Strength Model; work-life balance is contextualised within Conservation of Resources (COR) Theory; and employee recognition is anchored in Reinforcement Theory. The mediating mechanisms channel the influence of these predictors onto the retention outcome, providing a theoretically coherent and empirically testable model.

6. Research Methodology

6.1 Research Design

This study employs a descriptive research design, appropriate for systematically describing population characteristics and identifying relationships between variables without experimental manipulation. The design supports a structured investigation of employee perceptions and retention-related attitudes through standardised data collection instruments.

6.2 Research Approach

A quantitative research approach is adopted, prioritising numerical measurement and statistical analysis of employee attitudes across predefined HR dimensions. This approach enables generalisable findings and supports hypothesis testing through inferential statistics.

6.3 Population and Sample

Population: All permanent employees of Silver Spark Apparel Ltd., Hosakote, Karnataka, engaged in production, quality control, logistics, and administrative functions.

Sample Size: 150 employees.

Sampling Technique: Simple Random Sampling, ensuring each employee in the population had an equal probability of selection. This minimises selection bias and supports the generalisability of findings within the organisational context.

Inclusion Criteria: Permanent employees with a minimum tenure of six months. Exclusion Criteria: Contract workers, temporary staff, employees on extended leave, and employees with less than six months of service.

6.4 Data Collection

Primary Data: Collected through a structured questionnaire comprising two sections: - Section A: Demographic variables (age, gender, education, department, tenure, designation). - Section B: Retention-related statements measured on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree) across six dimensions: compensation, career development, leadership support, organisational culture, work-life balance, and employee recognition.

The questionnaire was pre-tested with 15 employees for clarity, reliability, and validity. Cronbach's alpha for the final instrument was 0.89, indicating strong internal consistency.

Secondary Data: Sourced from company HR reports, employee turnover records, peer-reviewed journals, industry publications, and government labour statistics.

6.5 Data Analysis

Data were analysed using SPSS v26.0. The following statistical techniques were applied: - Descriptive Statistics: Percentage analysis, mean, and standard deviation to summarise demographic and attitudinal data. - Correlation Analysis: Pearson's correlation coefficient to examine bivariate relationships between independent variables and retention intent. - Multiple Regression Analysis: To determine the relative predictive strength of each factor on retention intent and to test the study hypotheses. - ANOVA: To examine demographic differences in retention-related perceptions across departments and tenure groups.

6.6 Ethical Considerations

Informed consent was obtained from all participants. Confidentiality and anonymity were maintained throughout. Participants were informed of their right to withdraw at any time. Data were stored securely and used for research purposes only.

7. Data Analysis and Results

7.1 Demographic Profile

Table 7.1: Demographic Characteristics of Respondents (n = 150)

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	78	52.0
	Female	72	48.0
Age	18–25 years	35	23.3
	26–35 years	68	45.3
	36–45 years	38	25.3
	Above 45 years	9	6.0
Education	Secondary School	42	28.0

	Higher Secondary	55	36.7
	Graduate	38	25.3
	Postgraduate	15	10.0
Department	Production	82	54.7
	Quality Control	28	18.7
	Logistics	24	16.0
	Administration	16	10.7
Tenure	Less than 1 year	22	14.7
	1–3 years	45	30.0
	3–5 years	51	34.0
	More than 5 years	32	21.3

The sample is balanced across gender, with a concentration in the 26–35 age bracket (45.3%) and the Production department (54.7%). The tenure distribution indicates a substantial proportion of employees (34.0%) in the 3–5 year bracket, a group often associated with elevated attrition risk as skills become transferable to competitors.

7.2 Descriptive Statistics: Retention Factors

Table 7.2: Mean Scores and Standard Deviations - Retention Factors (n = 150)

Factor	Mean	SD	Interpretation
Compensation & Benefits	4.20	0.62	High satisfaction
Career Development Opportunities	4.10	0.71	High satisfaction
Leadership & Supervisory Support	4.15	0.65	High satisfaction
Organisational Culture	4.05	0.69	High satisfaction
Work-Life Balance	3.85	0.78	Moderate satisfaction
Employee Recognition	3.90	0.78	Moderate satisfaction
Job Security	4.30	0.55	Very high satisfaction
Overall Retention Intent	4.12	0.68	High intent to stay

Compensation (Mean = 4.20), leadership support (Mean = 4.15), and career development (Mean = 4.10) recorded the highest satisfaction levels. Work-life balance (Mean = 3.85) and employee recognition (Mean = 3.90) scored lower, indicating priority areas for HR intervention. Job security registered the highest score (Mean = 4.30), reflecting employee confidence in organisational stability.

7.3 Correlation Analysis

Table 7.3: Pearson Correlation Matrix — Retention Factors (n = 150)

Variable	1	2	3	4	5	6	7
1. Retention Intent	1.00						
2. Compensation	0.72**	1.00					
3. Career Development	0.75**	0.68**	1.00				
4. Leadership Support	0.69**	0.61**	0.66**	1.00			
5. Organisational Culture	0.73**	0.64**	0.70**	0.72**	1.00		
6. Work-Life Balance	0.58**	0.52**	0.55**	0.60**	0.59**	1.00	
7. Employee Recognition	0.61**	0.56**	0.59**	0.63**	0.65**	0.57**	1.00

Note: ** p < 0.01 (two-tailed).

All six independent variables show strong, statistically significant positive correlations with retention intent ($p < 0.01$). Career development exhibits the strongest correlation ($r = 0.75$), followed by compensation ($r = 0.72$) and organisational culture ($r = 0.73$). Work-life balance shows the weakest correlation ($r = 0.58$) but remains statistically significant. The inter-correlations among predictors are moderate (0.52–0.72), suggesting multicollinearity is not a severe concern.

7.4 Multiple Regression Analysis

Table 7.4: Model Summary — Multiple Regression (n = 150)

Model	R	R ²	Adjusted R ²	SE	F	Sig.
1	0.845	0.714	0.700	0.378	57.28	0.000

Dependent Variable: Employee Retention Intent

Table 7.5: Regression Coefficients - Predictors of Employee Retention

Predictor Variable	B	SE	Beta (β)	t-value	Sig.
(Constant)	0.842	0.215	—	3.914	0.000
Compensation	0.231	0.048	0.214	4.812	0.000
Career Development	0.268	0.052	0.251	5.154	0.000
Leadership Support	0.195	0.045	0.183	4.333	0.000
Organisational Culture	0.224	0.051	0.208	4.392	0.000
Work-Life Balance	0.143	0.043	0.134	3.326	0.001
Employee Recognition	0.118	0.040	0.112	2.950	0.004

The regression model is statistically significant ($F = 57.28$, $p < 0.001$) and explains 71.4% of variance in employee

retention intent. Career development ($\beta = 0.251$, $p < 0.001$) emerges as the strongest individual predictor, followed by compensation ($\beta = 0.214$) and organisational culture ($\beta = 0.208$). All predictors reach statistical significance ($p < 0.05$), and the model's explanatory power is substantial, confirming that the six-factor framework captures the primary determinants of retention intent within this organisational context.

Based on these results, all five alternative hypotheses (H_{11} through H_{15}) are accepted, and the null hypotheses are rejected. There is a statistically significant positive relationship between each of the identified organisational factors and employee retention.

7.5 ANOVA: Demographic Differences

ANOVA analysis revealed moderate inter-departmental differences in retention-related perceptions ($F = 4.62$, $p = 0.003$). Production department employees reported lower satisfaction with work-life balance compared to administrative staff. Employees in the 3–5 year tenure bracket showed the highest retention risk, possessing transferable skills but not yet having achieved desired career milestones within the organisation.

8. Key Findings

Career development opportunities are the strongest predictor of employee retention ($\beta = 0.251$, $r = 0.75$, $p < 0.001$). Employees who perceive structured growth pathways are significantly more likely to remain.

Compensation functions as a competitive hygiene factor. High satisfaction (Mean = 4.20) indicates current packages are competitive; however, performance-linked components require greater transparency and consistency.

Leadership and supervisory support exerts significant direct influence on retention ($\beta = 0.183$, $r = 0.69$). Employees with supportive, communicative managers demonstrate substantially higher intent to stay.

Organisational culture, characterised by inclusivity, transparency, and recognition, is a significant predictor ($\beta = 0.208$, $r = 0.73$), second only to career development in explanatory power.

Work-life balance records the lowest mean (3.85) and the lowest regression coefficient ($\beta = 0.134$), identifying it as the primary area for targeted HR intervention. Unmet expectations around flexible scheduling and workload management are evident.

Employee recognition programmes show inconsistent application across departments (Mean = 3.90, SD = 0.78), creating inter-departmental equity gaps.

Job security is the highest-scoring factor (Mean = 4.30, SD = 0.55), indicating strong employee confidence in organisational stability a foundational strength for retention.

The combined regression model explains 71.4% of variance in retention intent (Adjusted $R^2 = 0.700$), confirming the robustness of the six-factor conceptual framework.

Employees in the 3–5 year experience bracket represent the highest retention risk, possessing sufficient skills to attract external offers but not yet having achieved internal career milestones.

Inter-departmental differences ($F = 4.62$, $p = 0.003$) indicate that retention experiences vary significantly across departments, with Production showing lower work-life balance satisfaction than Administrative functions.

9. Recommendations

9.1 Career Development

Given that career development is the strongest predictor of retention, Silver Spark Apparel Ltd. should: - Establish structured Individual Development Plans (IDPs) for all permanent employees, with annual review cycles linked to performance appraisals. - Create internal mobility pathways and cross-functional rotation programmes that allow skilled workers to build capabilities beyond their current roles. - Partner with textile and management institutes to offer sponsored part-time education programmes for high-potential employees. - Implement a transparent promotion

framework with clearly defined competency benchmarks accessible to all employees.

9.2 Compensation and Benefits

Conduct biennial compensation benchmarking against peer organisations in the Hosakote-Bengaluru corridor to ensure market competitiveness.

Introduce performance-linked variable pay components that reward exceptional contributions and reinforce a meritocratic culture.

Expand non-monetary benefits health insurance, skill development allowances, and flexible retirement contribution matching to improve total compensation attractiveness.

9.3 Work-Life Balance

Pilot flexible shift scheduling in non-production administrative departments and evaluate productivity impact before phased rollout.

Introduce formal workload review mechanisms, particularly during peak production seasons, to prevent chronic overwork and burnout.

Establish an Employee Assistance Programme (EAP) offering counselling, wellness, and stress management support.

9.4 Leadership Development

Invest in structured supervisory and middle-management development programmes focused on coaching, emotional intelligence, and constructive feedback.

Implement 360-degree feedback mechanisms for supervisors to identify leadership gaps and provide targeted development support.

Recognise and reward managers who demonstrate strong people management practices and achieve high team retention scores.

9.5 Organisational Culture and Recognition

Standardise recognition programmes across departments to eliminate perceived equity gaps. Introduce a monthly “Star Performer” recognition initiative with tangible, visible rewards.

Conduct quarterly all-hands communication sessions to reinforce organisational values, share business performance updates, and provide employees with a platform for open dialogue.

Establish a formal employee feedback mechanism (e.g., quarterly pulse surveys) with a guaranteed management response cycle.

Develop a Diversity, Equity, and Inclusion (DEI) policy that actively supports gender equity and cultural sensitivity across the workforce.

10. Conclusion

Employee retention in apparel manufacturing is a multi-dimensional phenomenon driven by interconnected organisational factors rather than any single variable. This study examined the determinants of retention at Silver Spark Apparel Ltd., Hosakote, through an empirical investigation of 150 employees using multiple regression analysis and a conceptual framework grounded in established HR theory.

Career development opportunities, organisational culture, compensation, and leadership support emerged as the primary predictors of retention intent, collectively explaining 71.4% of variance. Work-life balance, while currently moderate in impact, represents the most significant opportunity for improvement particularly as workforce expectations around flexibility evolve in the post-pandemic employment landscape.

All five alternative hypotheses were supported, establishing statistically significant positive relationships between each examined HR factor and employee retention. These findings have direct practical implications for HR strategy, workforce planning, and leadership development.

Silver Spark Apparel Ltd. is well-positioned to translate these insights into meaningful HR reforms. The organisation's established brand, stable ownership structure, and operational scale provide a strong foundation for investing in employee development, recognition, and wellbeing programmes that will yield measurable retention improvements over the medium to long term. By adopting a data-driven, multi-dimensional approach to retention rather than relying on compensation alone the organisation can build a more engaged, stable, and high-performing workforce capable of sustaining its competitive advantage in the global apparel market.

Future research should extend this framework through longitudinal designs, qualitative follow-up studies exploring the lived experiences of employees at risk of exit, and multi-site comparative studies across Indian garment manufacturing hubs to identify sector-wide retention patterns and best practices.

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