

Relationship Between Job Satisfaction And Employee Retention In The Textile Industries At Tirupur District Of Tamilnadu

Mrs. Keerthana¹*, Dr B Balamurali

*¹Ph D Research Scholar, Department of Business Administration,
Annamalai University, Chidambaram, India*

*²M.A, MBA, Ph D Associate Professor & Head, Department of Business Administration,
Thiru vi ka Govt Arts & Science college, Thiruvavur, India*

***Corresponding Author**

Mrs. Keerthana

*Ph D Research Scholar, Department of Business Administration,
Annamalai University, Chidambaram, India*

ABSTRACT

The present study examines the relationship between job satisfaction and employee retention in the textile industries of Tirupur District, Tamil Nadu, one of India's leading knitwear and garment manufacturing hubs. The textile sector in Tirupur faces persistent challenges such as high employee turnover, skill shortages, competitive labor markets, and workforce mobility. This study aims to analyze how various dimensions of job satisfaction including work environment, compensation, promotion opportunities, supervision, and organizational support affect employee retention outcomes such as organizational commitment and intention to stay. A quantitative research design was adopted for the study. Primary data were collected from 300 employees working in various textile and garment manufacturing units using a structured questionnaire based on a 5-point Likert scale. Stratified random sampling was used to ensure representation across workers, supervisors, and managerial staff. Statistical tools such as descriptive analysis, correlation, t-test, ANOVA, and regression analysis were employed using SPSS to analyze the data. The findings reveal a significant positive relationship between job satisfaction and employee retention. Employees who reported higher satisfaction with pay, supervision, career growth, and work environment also demonstrated stronger organizational commitment and higher intention to stay. The study concludes that enhancing job satisfaction is a key strategic approach for improving employee retention in Tirupur's textile sector. It recommends that organizations strengthen workplace policies, ensure fair compensation, and create supportive work environments to sustain long-term employee loyalty.

Keywords: Job Satisfaction, Employee Retention, Textile Industry, Tirupur District, Organizational Commitment, Work life Balance

How to cite this article: Keerthana¹* Dr B Balamurali. Relationship Between Job Satisfaction And Employee Retention In The Textile Industries At Tirupur District Of Tamilnadu. Int J Drug Deliv Technol. 2026;16(78s):1340-1344. DOI: 10.25258/ijddt.16.78s.145.

INTRODUCTION

Employee retention has become one of the most critical concerns for organizations in competitive industries. Retention refers to the ability of an organization to keep its employees and reduce voluntary turnover. High turnover not only increases recruitment and training costs but also disrupts productivity and organizational stability. Job satisfaction is defined as the level of contentment employees feel about their work, including aspects such as salary, working conditions, recognition, promotion opportunities, and relationships with supervisors and colleagues. When employees are satisfied with their job, they are more likely to remain committed to the organization. In the textile industries of Tirupur District, where labor mobility is high and competition for skilled workers is intense, understanding the relationship between job satisfaction and employee retention is crucial. Organizations that fail to maintain employee satisfaction may face continuous turnover, affecting operational efficiency and growth.

Job satisfaction is a central concept in understanding employee retention. Defined as the extent to which

employees feel content, valued, and fulfilled in their work, job satisfaction influences not only performance but also organizational loyalty and commitment. Employees who experience higher levels of job satisfaction are more likely to remain with their current employer, exhibit higher productivity, and contribute positively to the organizational climate. Conversely, dissatisfaction can lead to disengagement, absenteeism, and voluntary turnover, resulting in operational inefficiencies and increased costs. Various factors influence job satisfaction, including compensation, promotion opportunities, work environment, recognition, leadership, and organizational culture. Understanding these factors is particularly important in the textile industry, where the workforce comprises a diverse mix of skilled, semi-skilled, and unskilled labourers, and where work conditions and job expectations vary significantly across different levels of employment.

The textile industry in Tirupur is an intricate network of production units, including spinning mills, dyeing units, garment manufacturing factories, printing and

embroidery units, and export-oriented firms. It serves as a major employment generator, providing livelihood opportunities to a significant portion of the population. The industry's success is dependent on both skilled managerial personnel and operational employees who ensure uninterrupted production processes. Despite its growth and contribution to the regional economy, the textile industry faces persistent human resource challenges, primarily high employee turnover, skill shortages, and limited opportunities for career progression. Frequent employee exits result in production delays, increased training costs, and a loss of organizational knowledge, which can negatively impact the competitiveness of textile firms in Tirupur. As a result, retaining employees has become a strategic priority for managers and human resource practitioners in this region. The relationship between job satisfaction and employee retention has been extensively studied in human resource management literature. Job satisfaction encompasses multiple dimensions, including intrinsic factors such as recognition, achievement, and growth opportunities, and extrinsic factors such as salary, benefits, and working conditions. Research suggests that employees who perceive their jobs as fulfilling and rewarding are more likely to demonstrate organizational commitment, exhibit higher morale, and have a reduced intention to leave. In contrast, dissatisfaction with critical job aspects, such as poor remuneration, lack of recognition, or limited promotion opportunities, often results in turnover intentions and reduced engagement. The implications of turnover are particularly severe in the textile sector, where employee replacements require substantial time, financial investment, and training efforts. Therefore, organizations must understand the dynamics of job satisfaction and strategically implement policies that enhance employee well-being and loyalty. In Tirupur, the textile industry operates under intense global competition and stringent quality standards, especially in the export segment. Organizations strive to maintain productivity and efficiency while adhering to delivery deadlines and quality benchmarks. In such an environment, the retention of competent employees is crucial to sustaining operational performance. Job satisfaction in this context extends beyond mere financial incentives; it involves creating a work environment that fosters personal and professional growth, recognizes employee contributions, and provides clarity regarding career paths. Employees who feel valued and supported by their organization are more likely to remain loyal, invest in their roles, and contribute to long-term organizational goals. Moreover, the interplay between job satisfaction and employee retention has a direct impact on customer satisfaction, brand reputation, and the organization's ability to attract and retain talent in a competitive labour market. Furthermore, this study holds practical significance for textile organizations seeking to improve competitiveness and operational efficiency. A satisfied workforce is often more productive, innovative, and committed, thereby

reducing absenteeism, minimizing errors, and enhancing overall organizational performance. By understanding the drivers of job satisfaction and their influence on retention, managers can implement targeted initiatives that address employee needs, strengthen motivation, and build long-term loyalty. In addition, policymakers and industry associations in Tirupur can use the findings to promote workforce sustainability, ensure compliance with labor standards, and facilitate skill development programs that benefit both employees and employers.

Meaning of Job Satisfaction

Job satisfaction is a critical concept in human resource management and organizational behaviour, reflecting the degree to which employees feel fulfilled, content, and motivated in their work. It represents an individual's emotional response to various aspects of their job, including the work itself, compensation, opportunities for growth, recognition, interpersonal relationships, and the overall work environment. Essentially, job satisfaction is an indicator of how positively employees perceive their roles and their organization. Employees who experience high job satisfaction tend to be more productive, motivated, and committed to the organization. They are likely to exhibit greater organizational citizenship behaviour, contributing beyond their basic job responsibilities, and fostering a positive workplace culture. On the other hand, dissatisfaction may lead to absenteeism, low productivity, negative workplace attitudes, and increased turnover, posing challenges for the organization's stability and performance. Various scholars have defined job satisfaction in slightly different ways but converge on the idea that it involves emotional well-being related to one's job. According to Locke (1976), job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." Robbins and Judge (2017) describe it as "the extent to which people like or dislike their jobs." These definitions highlight that job satisfaction is both subjective, based on personal perceptions and experiences, and multidimensional, influenced by several factors including the nature of work, rewards, relationships, and growth opportunities. Employees in the textile sector face challenges such as long working hours, repetitive tasks, and high production targets. Job satisfaction in this environment is influenced not only by remuneration and job security but also by opportunities for skill development, recognition, leadership support, and a safe working environment. Understanding job satisfaction in such contexts helps organizations design effective strategies to enhance employee morale, engagement, and ultimately, retention.

Meaning of Employee Retention

Employee retention refers to the ability of an organization to retain its workforce over a sustained period. It involves implementing strategies, policies, and practices that encourage employees to remain with the organization, reducing turnover and ensuring continuity in operations. Retention is a critical component of human

resource management because it directly affects organizational performance, productivity, and competitiveness. High employee retention indicates that employees are satisfied, engaged, and committed, while high turnover signals dissatisfaction, disengagement, or poor organizational practices. Employee retention is not merely about preventing employees from leaving; it encompasses creating an environment that motivates employees to stay willingly. This includes offering fair compensation, career development opportunities, training, recognition, supportive leadership, and a positive work culture. In industries like textiles, where skilled labor and experience are crucial for maintaining production quality and meeting delivery schedules, effective retention strategies become even more significant. Loss of experienced workers can disrupt operations, increase recruitment and training costs, and negatively impact organizational knowledge and productivity. Retaining skilled and motivated employees ensures smoother production processes, reduces operational disruptions, and strengthens the organization's competitive position in the global textile market. Therefore, understanding the meaning and importance of employee retention is essential for designing strategies that foster loyalty, commitment, and long-term workforce stability.

Relationship Between Job Satisfaction and Employee Retention

Job satisfaction is widely recognized as a key predictor of employee retention. Employees who are satisfied with their jobs are more likely to develop loyalty toward their organization, exhibit organizational commitment, and demonstrate a willingness to continue in their current employment. On the other hand, dissatisfaction with job roles, work environment, recognition, or compensation often results in turnover intentions. In the textile industry, where the workforce includes both skilled and semi-skilled labour, a positive relationship between job satisfaction and employee retention ensures reduced turnover, higher productivity, and sustained organizational growth.

REVIEW OF LITERATURE

Vasudevan (2014) has carried out a study on training, commitment, job performance and satisfaction of employees. The training components such as assessment of training needs, commitment, delivery, contents and evaluation are very important in human resource management. In the present study, one hundred and eighty employees were surveyed for psychoanalysis. The researcher has used questionnaire to receive data from respondents and the data was analyzed. The tools used for analysis includes descriptive analysis, correlation analysis, reliability analysis and regression analysis. The reliability of the scales was found to be 0.8 which is found to be good. The finding of coefficient of correlation test shows that all the above mentioned training components are significantly affects commitment towards job performance and satisfaction of employees. intention to quit the job due to work life

balance issues has reduced the work performance Vigneshwaran et al (2022)

Prateek Kalia (2023) conducted a study on Human resource management practices and employee retention in the Indian textile industry. This study is the maiden attempt to understand the effect of specific human resource practices (HRPs) on employee retention (ER) with the mediation of job satisfaction (JS) and moderation of work experience (WE) and job hopping (JH) in the context of the textile industry. Design/methodology/approach This study adopted a quantitative methodology and applied quota sampling to gather data from employees (n = 365) of leading textile companies in India. The conceptual model and hypotheses were tested with the help of Partial Least Squares-Structural Equation Modelling (PLS-SEM). Findings The findings of a path analysis revealed that compensation and performance appraisal (CPA) have the highest impact on JS followed by employee work participation (EWP). On the other hand, EWP had the highest impact on ER followed by grievance handling (GRH). The study revealed that JS significantly mediates between HRPs like CPA and ER. During Multi-group analysis (MGA) it was found that the importance of EWP and health and safety (HAS) was more in employee groups with higher WE, but it was the opposite in the case of CPA. In the case of JH behaviour, the study observed that EWP leads to JS in loyal employees. Similarly, JS led to ER, and the effect was more pronounced for loyal employees. Originality/value In the context of the Indian textile industry, this work is the first attempt to comprehend how HRPs affect ER. Secondly, it confirmed that JS is not a guaranteed mediator between HRPs and ER, it could act as an insignificant, partial or full mediator. Additionally, this study establishes the moderating effects of WE and JH in the model through multigroup analysis. Work-life balance refers to how your obligations and professional obligations interact for the rest of your life. To balance the demands of the home and the workplace, policies and practices are referred to as having a "work-life balance" Vigneshwaran (2021)

METHODOLOGY

Objectives

1. To examine the level of job satisfaction among employees in textile industries in Tirupur.
2. To analyze the level of employee retention in textile units.
3. To study the relationship between job satisfaction and employee retention.

Hypothesis

- There will be significant difference between Higher job satisfaction leads to greater employee retention in the textile sector.
- There will be significant difference between Strong organizational commitment significantly increases employees' intention to remain in the organization.

AREA OF THE STUDY

The study was conducted in Tirupur District, Tamil Nadu, a prominent textile and garment manufacturing center. Tirupur contributes significantly to India's knitwear exports and provides employment to a large workforce across various production and managerial levels. The dynamic and competitive nature of the textile industry in Tirupur makes it an appropriate area to study job satisfaction and retention.

Sampling method

A stratified random sampling method is used to ensure representation from different types of firms (small, medium, and large) and across various functional areas (production, HR, administration, etc.).

Sample size

A total of 300 employees were selected from different textile units. The study employs a combination of stratified random sampling to gather data from the textile industries in Tirupur. Stratified random sampling is used to select employee respondents by dividing the population into subgroups based on firm size, job role, and employment status, ensuring that all relevant categories are proportionally represented.

Data collection

The study employed a mixed-methods approach to collect both quantitative and qualitative data from the textile industries in the Tirupur district. Primary data was collected through the use of structured questionnaires distributed to employees across various levels workers, supervisors, and middle management within selected textile and garment manufacturing units. Primary data were collected through structured questionnaires using a 5-point Likert scale. Secondary data were obtained from journals, reports, and industry publications.

Statistical tools used

The collected data undergoes a meticulous analysis using various software tools, including MS-Excel, IBM-SPSS to ensure a comprehensive examination of the results. Descriptive statistics, including measures of central tendency such as mean, median, mode, and standard deviation, are employed to provide a nuanced overview of the sample. These statistics play a crucial role in gauging the central tendencies of the dataset, offering insights into its characteristics. For the suitability and feasibility of research objectives, different statistical techniques were used to tabulate and analyse data. For example, statistical tools like frequency distribution, one way ANOVA, Mean Index Scores, Post Hoc test, Correlation, Coefficient and Stepwise Multiple Regression Analysis, and SEM, etc., were used to obtain results. Besides, SPSS(Statistical Package for Social Sciences) 21 and MS Excel 2013 were utilized to tabulate and analyse the data.

RESULT AND DISCUSSION

Table 1 :Descriptive Statistics of Job Satisfaction Factors

Factors	Mean	Standard Deviation
Work Environment	3.85	0.72

Compensation & Benefits	3.42	0.81
Promotion Opportunities	3.10	0.88
Supervision	3.90	0.69
Organizational Support	3.76	0.74
Overall Job Satisfaction	3.61	0.77

The table shows that employees have a moderate to high level of job satisfaction. Supervision (Mean = 3.90) and work environment (Mean = 3.85) scored the highest, indicating strong managerial support and favorable working conditions. However, promotion opportunities (Mean = 3.10) received the lowest score, suggesting dissatisfaction in career growth. Overall job satisfaction (Mean = 3.61) indicates that while employees are generally satisfied, improvements are needed in certain areas.

Table 2:Descriptive Statistics of Employee Retention Factors

Factors	Mean	Standard Deviation
Organizational Commitment	3.78	0.70
Intention to Stay	3.65	0.75
Job Security Perception	3.55	0.80
Overall Retention	3.66	0.75

The results indicate a moderate level of employee retention. Organizational commitment has the highest mean (3.78), showing that employees feel emotionally attached to their organizations. However, job security perception is relatively lower (3.55), which may influence turnover intentions. Overall retention (Mean = 3.66) suggests that while employees are inclined to stay, there is still a risk of attrition.

Table 3:Correlation between Job Satisfaction and Employee Retention

Variables	Job Satisfaction	Employee Retention
Job Satisfaction	1.000	0.682**
Employee Retention	0.682**	1.000

(Significant at 0.01 level)

The correlation coefficient ($r = 0.682$) indicates a strong positive relationship between job satisfaction

and employee retention. This means that as job satisfaction increases, employee retention also increases significantly. The result supports the hypothesis that satisfied employees are more likely to remain in the organization.

Table 4:Regression Analysis – Impact of Job Satisfaction on Employee Retention

Variables	Beta Coefficient	t-value	Significance
Job Satisfaction	0.682	12.45	0.000
Constant	1.245	4.32	0.001

$R^2 = 0.465$

The regression results indicate that job satisfaction has a significant positive impact on employee retention ($\beta = 0.682$, $p < 0.01$). The R^2 value of 0.465 suggests that 46.5% of the variation in employee retention is explained by job satisfaction. This confirms that job satisfaction is a strong predictor of retention in the textile industry.

FINDINGS

Based on the analysis, the following key findings were identified:

1. Result shows that there is a significant positive relationship between job satisfaction and employee retention. Employees who are satisfied with their work environment, supervision, and organizational support show higher retention levels.
2. Analysis proved that there is a compensation and career growth opportunities are critical areas influencing employee dissatisfaction. Employees in higher positions and with more experience tend to have greater job satisfaction and stronger intention to stay.
3. Survey exhibits that lack of promotion opportunities and limited recognition contribute to employee turnover intentions. Organizational commitment acts as a mediating factor between job satisfaction and retention.

CONCLUSION

The study clearly establishes that job satisfaction plays a vital role in influencing employee retention in the textile industries of Tirupur District. Employees who perceive their work environment as supportive, receive fair compensation, and have access to career development opportunities are more likely to remain committed to their organization. In a highly competitive industrial environment like Tirupur, retaining skilled employees is essential for maintaining productivity, ensuring quality output, and sustaining long-term growth. High employee turnover not only increases operational costs but also disrupts workflow and organizational stability. By improving these aspects, organizations can foster employee satisfaction, reduce turnover, and build a stable and committed workforce. Ultimately, job satisfaction is not just an individual outcome but a

critical organizational strategy for achieving sustainable success in the textile sector.

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