

A Study on Employee Retention at Goodwill Fabrics Private Limited, Bangalore

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ABSTRACT: Employee retention is the organizational goal of keeping productive and talented workers and reducing turnover by fostering a positive work atmosphere to promote engagement. This includes showing appreciation to employees, providing competitive pay and benefits, and encouraging a healthy work-life balance. The objective of the study is to analyse the employee retention in Goodwill Fabrics Private Limited, Bangalore with a focus on employee engagement initiatives, leadership style, compensation and benefits, employee retention rate. This study seeks to measure the level of job satisfaction among employees, assess their engagement with organizational goals, evaluate work-life balance, examine perceptions regarding career growth opportunities, and investigate satisfaction with pay and compensation. The sample of the study is 150. Primary data and secondary has been adopted to collect the data. Descriptive research method and convenience sampling techniques have been applied in the study. Simple percentage analysis, Chi-square analysis and correlation has been applied in the study to reach the findings of the study. It revealed that recognition and appreciation for contributions, along with the promotion of a healthy work-life balance, are also valued by the employees. However, the study concluded that there are areas where Goodwill Fabrics Private Limited, Bangalore can improve. Satisfaction with salary and compensation packages is mixed, with some employees feeling dissatisfied with how their compensation matches their skills.

KEYWORDS: employee retention, Employee Engagement Initiatives, Leadership Style, Compensation and Benefits, Employee Retention Rate

I. INTRODUCTION

Employee retention is the organizational goal of keeping productive and talented workers and reducing turnover by fostering a positive work atmosphere to promote engagement. This includes showing appreciation to employees, providing competitive pay and benefits, and encouraging a healthy work-life balance. Employee retention refers to an organization's ability to retain quality employees. The retention rate is often expressed as a Percentage and the goal is for it to be high. For example, a retention rate of 85% means that the business was able to keep 85% of its employees over a specified period of time. Retention rates vary widely based on the type of business and the strategies it uses. Employers are particularly interested in retaining employees during periods of low unemployment and heightened competition for talent. To retain employees, organizations use human resources technology for recruiting, onboarding, engaging and recognizing workers, as well as offer more work flexibility and modern benefits like physical and financial wellness programs. Employee retention is important for team building and cohesion in the workplace so workers can trust and depend on each other. Diminished productivity and competitive advantage are among the biggest losses when talented employees leave an organization. High employee turnover rates can harm an organization's ability to carry out its mission due to impairments to continuity, loss of institutional knowledge, and the high costs of replacing departing workers and training new replacements. Employee departures can also lower morale and prompt more employees to leave the organization.

OBJECTIVES OF THE STUDY

- To assess the effectiveness of existing employee engagement initiatives in the company.
- To evaluate the leadership style in the company towards the employee retention.
- To examine the compensations and benefits for the employees in the company.

- To measure the employees retention rate in the company.
- To obtain suggestions from the respondents to enhance the employees retention in the company.

II. REVIEW OF LITERATURE

Evans Sokro (2025), The prime purpose of this study was to investigate whether employers use branding in their organisations, and how employer branding influence the attraction and retention of employees in the banking sector in Ghana. The descriptive survey design was adopted for the study. Eighty-seven employees, including junior and senior staff were conveniently sampled for the study. Data was analyzed using both descriptive and inferential statistics. The results of the study suggest that organisations use employer branding processes in their business to attract employees and customers. It was also found that brand names of organisations may significantly influence the decision of employees to join and stay in the organisation. It was therefore suggested that employers need to create conducive work environment with conditions to enable employees feel comfortable and remain in the organisation.

Hasan Gilani, Lucy Cunningham (2025), The main aim of this research is to explore the influence that employer branding has on employee retention. The descriptive survey design was adopted for the study. Eighty-seven employees, including junior and senior staff were conveniently sampled for the study. Data was analyzed using both descriptive and inferential statistics. These findings, along with previous research, allow the conclusion that employer branding does have a clear influence on employee retention. Moreover, other service organisation set-ups could be researched in a similar way to see if results are similar between services organisations, and the results can then be generalised across the service sector.

M.Sudheer Kumar, Obulesu Varikunta, K.Ramakrishna(2025), This article attempts to study the factors that motivate the employee to work and the retention of employees from a sample of 360 respondents based on stratified random sampling. For the study data is collected with the help of the structure questionnaire. The collected data was coded, processed and analyzed with the help of the SPSS 21 version using descriptive and inferential statistics. The main result of the study is job security, providing competitive advantages for vacations, an adequate adaptation of the person to work, offering a competitive remuneration, providing a flexible work arrangement and finally a structured orientation training to contribute significantly to reduce intention of employee turnover.

III. RESEARCH METHODOLOGY

The research design for this study is Descriptive Research Design. The data collection technique adopted in this research encompasses both primary and secondary data. Convenience sampling technique was adopted for this research. The sample size for the study consists of 150 employees. The collected data was classified, tabulated, and analyzed by using the following statistical tools: Simple Percentage Analysis, Chi-Square Test and Correlation Analysis.

IV. DATA ANALYSIS AND INTERPRETATION

PROFILE OF THE RESPONDENTS

Variables	Categories	No. of Respondents	Percentage (%)
Age	Below 25 years	42	28.0
	26–35 years	58	38.7
	36–45 years	26	17.3
	Above 45 years	24	16.0
Educational Qualification	Up to HSC	17	11.3
	UG	33	22.0
	PG	54	36.0
	Diploma & Others	46	30.7

Variables	Categories	No. of Respondents	Percentage (%)
Experience	Below 1 year	35	23.3
	1–3 years	50	33.3
	4–7 years	31	20.7
	Above 7 years	34	22.7

Source: Primary Data

INTERPRETATION

The consolidated table shows that 38.7% of the respondents belong to the 26–35 years age group, followed by 28.0% below 25 years, 17.3% in the 36–45 years age group, and 16.0% above 45 years. Regarding educational qualification, 36.0% of the respondents are post graduates, 30.7% possess a diploma or other qualifications, 22.0% are under graduates, and 11.3% have completed education up to HSC. With respect to work experience, 33.3% of the respondents have 1–3 years of experience, followed by 23.3% with below 1 year, 22.7% with above 7 years, and 20.7% with 4–7 years of experience.

CHI-SQUARE ANALYSIS: RELATIONSHIP BETWEEN AGE OF THE RESPONDENTS AND LEADERSHIP STYLE

Null hypothesis (H0): There is no significant relationship between age of the respondents and leadership style.

Alternative hypothesis (H1): There is some significant relationship between age of the respondents and leadership style.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	49.003 ^a	48	.433
Likelihood Ratio	56.497	48	.187
Linear-by-Linear Association	.875	1	.350
N of Valid Cases	150		

a. 61 cells (89.7%) have expected count less than 5. The minimum expected count is .16.

INTERPRETATION:

As per the above table, it is inferred that the P value is 0.433; it is not significant to 5% (0.05) significant level. The minimum expected count is 0.16. Thus null hypothesis is accepted and it is found that there is no significant relationship between age of the respondents and leadership style.

CORRELATION ANALYSIS: RELATIONSHIP BETWEEN THE EDUCATIONAL QUALIFICATION OF THE RESPONDENTS AND COMPENSATION AND BENEFITS

Null hypothesis (H0): There is no significant relationship between the educational qualification of the respondents and compensation and benefits.

Alternative hypothesis (H1): There is some significant relationship between the educational qualification of the respondents and compensation and benefits.

Correlations			
		EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	COMPENSATION AND BENEFITS
EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	Pearson Correlation	1	.143
	Sig. (2-tailed)		.080
	N	150	150
COMPENSATION AND BENEFITS	Pearson Correlation	.143	1
	Sig. (2-tailed)	.080	
	N	150	150

INTERPRETATION:

The above table indicates that out of 150 respondents, co-efficient of correlation between the educational qualification of the respondents and compensation and benefits is 0.143. It is below 1. So there is positive relationship between the educational qualification of the respondents and compensation and benefits.

V. SUGGESTIONS

- The firm must increase training and ongoing learning opportunities to empower the employees.
- The company should also implement increased team building activities and team projects in order to promote teamwork.
- The company ought to offer supervisor-leader communication training to enhance the relationship between the supervisors and the leader.
- The company should promote leaders who inspire and motivate the employees at all times.
- The company should revisit the pay scales to match with the employee needs and industry standard.
- The company ought to offer transparent performance based incentives, and bonuses.
- The company must also be able to offer lifelong assistance in regards to professional growth and development.
- The company must also develop proper career growth channels in the company.

VI. CONCLUSION

It is concluded that employee retention at Goodwill Fabrics Private Limited, Bangalore, is influenced by a combination of engagement initiatives, leadership style, and compensation practices. The findings indicate that while the organization provides some opportunities for skill development, teamwork, and feedback, there is scope to enhance recognition, work-life balance, and communication from leadership to strengthen employee satisfaction and commitment. Effective leadership, transparent communication, and a culture of respect are essential factors in motivating employees and fostering loyalty within the company. It is also concluded that compensation and career growth opportunities play a significant role in retaining employees. Aligning salary packages with industry standards, offering performance-based incentives, and creating clear advancement pathways can enhance employees’ sense of value and security. Overall, focused efforts in engagement, leadership, and reward systems are necessary for Goodwill Fabrics to maintain a committed workforce, improve retention rates, and build long-term organizational stability.

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