

## Succession Planning and Employees Retention in Textile Industries at Tirupur District of Tamilnadu

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Abstract:

The present study examines the influence of succession planning practices on employee retention in the textile industries of Tirupur District, Tamil Nadu, a region recognized as India's leading knitwear and garment manufacturing hub. With the sector experiencing persistent issues such as high employee turnover, skill shortages, and limited leadership pipelines, this research aims to analyze how key dimensions of succession planning talent identification, leadership development, career pathing, and formal succession planning policies affect job satisfaction, organizational commitment, and employees' intention to stay. A mixed-methods approach was employed, integrating quantitative data collected through structured questionnaires from 300 employees and qualitative insights gathered from semi-structured interviews with HR managers and senior executives in selected textile units. Stratified random sampling was used. The study Statistical techniques including descriptive analysis, correlation, ANOVA were used to analyze the data. The study demonstrates that effective succession planning contributes to greater employee retention through its impact on job satisfaction, commitment to the organization, and access to career development opportunities. Talent identification and leadership development programs were found to positively influence employee perceptions of career advancement, while the presence of a formal succession policy increased employees' intention to stay within the organization. The study concludes that structured succession planning is essential for building a committed and future-ready workforce in Tirupur's textile sector. It recommends that textile firms adopt systematic leadership development initiatives, transparent career paths, and comprehensive succession policies to ensure long-term organizational stability and workforce sustainability.

**Keywords:-** Succession Planning, Employee Retention, Textile Industry, Tirupur District

### INTRODUCTION

Employee retention encompasses the organizational strategies and human resource practices designed to encourage employees to remain with the company for an extended period. Every organization invests time and money to groom a replacement employee, make them a company ready material and produce them at par with the present employees. The organization is totally at loss when the staff leave their job once they 'refully trained. Employee retention involves the implementation of various organizational strategies aimed at encouraging employees to remain with the company for an extended period. An employee leaving an organization is sort of a stone thrown in a very still pond, it ripples of disruption spread through the organization, creating an unbalance. Effective employee retention may be a systematic effort by employers to make and foster an environment that encourages current employees to stay employed by having policies and practices in situ that address their diverse needs. A robust retention strategy becomes a strong recruitment tools. Maintaining a stable workforce is essential for sustaining an organization's long-term performance and competitive advantage. It's a known undeniable fact that retaining your best employees ensures customer satisfaction, increased product sales, satisfied colleagues and reporting staff, effective succession planning and deeply imbedded organizational knowledge and learning. Employee retention matters as organizational issues like training time and investment; lost knowledge; insecure employees and a costly candidate search are involved. Intelligent employers always realize the importance of retaining the simplest talent. Retaining talent has never been so important within the Indian scenario; however, things have changed in recent years. In prominent Indian metros a minimum of, there's no dearth of opportunities for the simplest within the business, or perhaps for the second or the third best. The retention of high-performing employees and the effective management of attrition have become increasingly critical for organizational sustainability.

### TEXTILE INDUSTRY

The textile industry encompasses activities related to the creation and commercialization of yarn, fabrics, and garments. It utilizes both natural fibers and synthetic materials derived from chemical processes. The sector includes enterprises operating across the value chain, such as ginning, spinning, fiber recycling, and other manufacturing processes. Weaving, Tufting, Dyeing & Processing, Technical textiles (including non-woven), Knitting, Garment/Made-ups, Machine Carpeting, Extruding, Machine Embroidery and any other activities/process like crimping, texturizing, twisting, winding, sizing etc. and in Textile machine manufacturing.

### CONCEPT AND IMPORTANCE OF SUCCESSION PLANNING

Succession planning is a strategic process that ensures the availability of experienced and capable employees to fill key leadership positions within an organization. It is a proactive measure taken by companies to maintain business continuity, mitigate risks associated with leadership transitions, and develop internal talent for future managerial roles. The concept of succession planning is rooted in human resource management practices that aim to identify and nurture high-potential employees, ensuring that the organization remains resilient in the face of workforce changes.

### REVIEW OF LITERATURE

**Varunkumar (2024)** this study examined the crucial factors affecting hand retention and development in the cloth assiduity in Karur, Tamil Nadu. It surveyed 250 cloth workers and used statistical analysis to identify effective retention strategies. The study indicates that variables such as employees' age, gender, and educational background can serve as strategic indicators for designing customized workforce retention initiatives. The study also set up that certain strategies, similar as furnishing professional development openings, offering grueling job places, and maintaining competitive compensation, were perceived as further effective than strategies concentrated on aligning operation practices and broader organizational programs. These perceptivity can help cloth companies in Karur produce further poignant hand retention enterprise. Retaining professed and educated workers is pivotal for the success and growth of cloth associations, as high development can significantly impact their performance.

**Krishnamoorthy (2020)** conducted a study on hand retention ways at cloth assiduity with reference to Karur quarter. This study concentrate on the strategies which is used to retain the workers in cloth assiduity. workers are one of the topmost means of an association and retaining them is one of toughest task for the directors. This study has been conducted to identify the hand retention ways used in cloth diligence. The variables used in this paper are job security, welfare measures, rewards and recognition, training and development. This is a descriptive study that aims to identify the retention strategies used in cloth assiduity. Interview scheduled method of questionnaire collection was developed and collected from the employees. Descriptive Statistics, T-Test and ANOVA is used. This study was conducted on 120 workers who's working in a cloth assiduity at Karur. The sample size was selected based on the random sampling method.

**Jessy David (2018)** has stated that employee training important role in retaining the employees in an organization and this is been used as an important strategy in many organizations. Learning and development is considered to be common in all sectors and organizations. A good induction programme and continuous job oriented training make the employees to feel valued and also to feel that they have chosen a right organization in their career. This feeling helps the organization to retain the employees and also to achieve their goals. Training contributes both for the success of the organization as well as for the growth of the organizations as it inculcates new skills in employees through which they increase employee value and productivity. Employees are likely to be more loyal and willing to give their best to the organizations, if they are supported with relevant training and development activities.

### METHODOLOGY

#### Objectives

1. To analyze the talent identification processes used in succession planning within textile industries in Tirupur.
2. To examine the role of leadership development programs in enhancing succession planning effectiveness.
3. To assess how career pathing influences succession planning and employee growth in the textile sector.

**Hypothesis**

- ✓ There will be significant difference between talent identification in succession planning positively influences employee retention in textile industries in Tirupur.
- ✓ There will be significant difference between leadership development programs have a significant positive effect on employee job satisfaction.
- ✓ There will be significant difference between Clear career pathing is positively associated with organizational commitment among employees.

**AREA OF THE STUDY**

The area of the present study is **Tirupur District**, located in the state of Tamil Nadu, India. Tirupur is widely recognized as one of the largest textile and knitwear manufacturing hubs in the country, contributing significantly to India's exports and employment in the textile and garment sector. Tirupur is home to thousands of textile units, including spinning mills, dyeing units, garment manufacturing factories, printing units, and export houses. The region supports both small-scale and large-scale industries, providing direct and indirect employment to over **600,000** workers. Due to its industrial growth, Tirupur has become a focal point for studying human resource challenges, especially those related to **employee retention, leadership development, and succession planning.**

**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 respondents** from various textile and garment industries in Tirupur District will be surveyed using a stratified random sampling technique. This sample size is considered statistically adequate to examine the relationship between succession planning and employee retention with a 95% confidence level and 5% margin of error.

**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. The questionnaire focused on aspects such as succession planning practices, job satisfaction, organizational support, and employee retention intention, using a 5-point Likert scale. In addition to surveys, **semi-structured interviews** were conducted with **HR managers and senior executives** to gain deeper insights into the nature of succession planning, leadership development strategies, and retention challenges. These interviews provided rich qualitative data that helped validate and interpret the survey findings. The **sampling** was done using **stratified random sampling** employees for managerial staff, ensuring representation from small, medium, and large enterprises. **Secondary data** was also gathered from published reports of the Ministry of Textiles, Tirupur Exporters' Association (TEA), and academic literature to support the findings. This combination of quantitative surveys and qualitative interviews enabled a comprehensive understanding of the relationship between succession planning and employee retention in the region's textile sector.

**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. For example, statistical tools like frequency distribution, one way ANOVA, Mean Index Scores, Post Hoc test, Correlation. Besides, SPSS(Statistical Package for Social Sciences) 21 and MS Excel 2013 were utilized to tabulate and analyse the data.

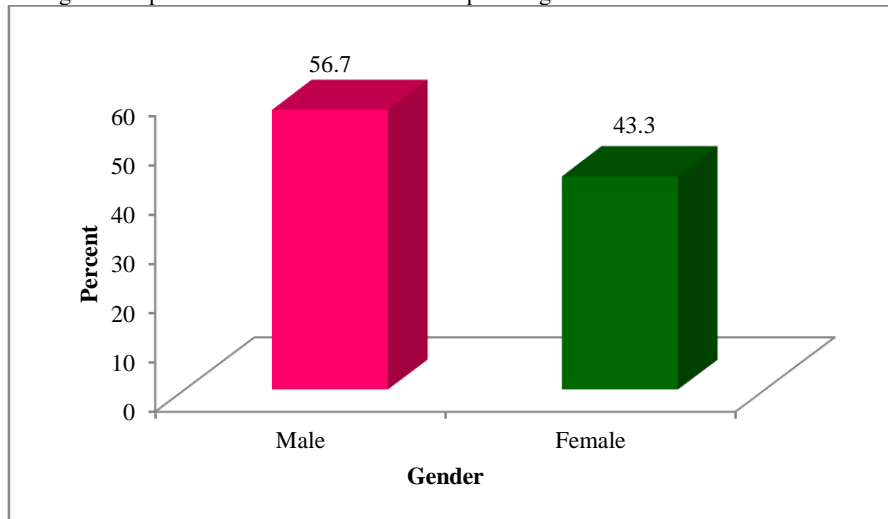
**RESULT AND DISCUSSION**

**Table1: Gender of the Respondents**

Gender	Frequency	Percent
Male	170	56.7
Female	130	43.3
<b>Total</b>	<b>300</b>	<b>100.0</b>

Source: Primary Data

The total sample consists of 300 respondents, out of which are 170 are male respondents and 130 are female respondents. Male (56.7%) the majority of respondents in the study are male employees. Female (43.3%) a considerable proportion of the employee retention in the sample is female, indicating significant gender representation in the succession of planning in textile industries.

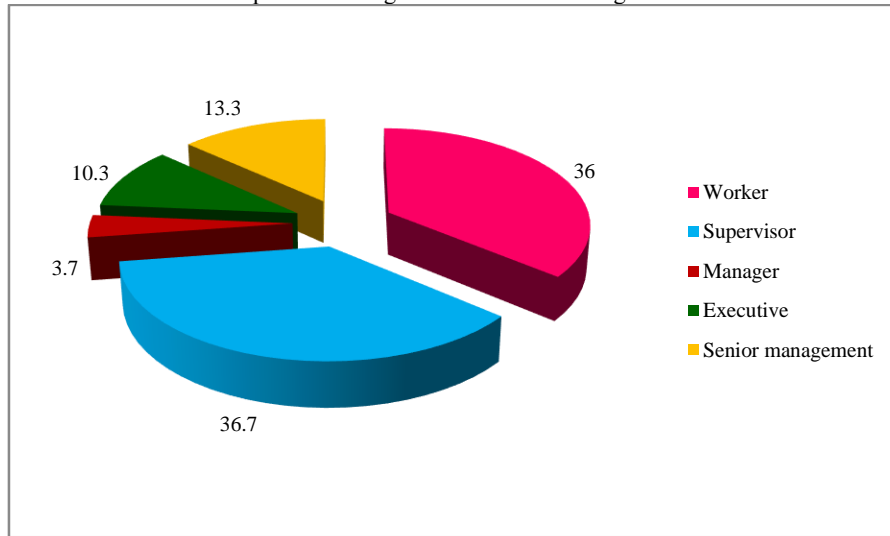


**Table2: Designation of the Respondents**

Designation	Frequency	Percent
Worker	108	36.0
Supervisor	110	36.7
Manager	11	3.7
Executive	31	10.3
Senior management	40	13.3
<b>Total</b>	<b>300</b>	<b>100.0</b>

Source: Primary Data

It is inferred that among 300 distribution of the respondents based on designation, 36% of the respondents are worker, 36.7% of the respondent's designation are supervisor, 3.7% of the respondents have manager in the textile industries, 10.3% of the respondents are executive engineer and finally consider in the 13.3% of the respondents designation are senior management.



**Figure 2: Designation of the Respondents**

**Table 3: Mean difference between employee retention among textile industries with respect to gender**

Variables	Gender	Mean	S.D	t-value	p-value
Job satisfaction	Male	21.12	5.72	2.018	0.05*
	Female	22.33	4.30		
Organizational commitment	Male	17.67	4.86	5.043	0.001*
	Female	20.45	4.57		
Intention to stay	Male	20.64	5.06	3.996	0.001*
	Female	17.96	6.55		
Overall employee retention	Male	59.43	7.49	1.509	0.13 NS
	Female	60.75	4.48		

Source: Primary Data

\*S-Significant

NS-Not significant

Table 3 shows the mean difference in employee retention dimensions among textile industry employees with respect to gender. The results indicate that female employees (Mean = 22.33, S.D = 4.30) have a higher level of job satisfaction than male employees (Mean = 21.12, S.D = 5.72), and this difference is statistically significant ( $t = 2.018, p = 0.05$ ). Similarly, organizational commitment is significantly higher among female employees (Mean = 20.45, S.D = 4.57) compared to male employees (Mean = 17.67, S.D = 4.86), with a highly significant difference ( $t = 5.043, p = 0.001$ ). In contrast, male employees (Mean = 20.64, S.D = 5.06) report a higher intention to stay than female employees (Mean = 17.96, S.D = 6.55), and this difference is also statistically significant ( $t = 3.996, p = 0.001$ ). However, when considering overall employee retention, although male employees (Mean = 59.43, S.D = 7.49) show a slightly higher mean score, the difference is not statistically significant ( $t = 1.509, p = 0.13$ ). Therefore, it can be concluded that while gender significantly influences certain dimensions of employee retention, it does not have a significant impact on overall employee retention in the textile industries.

**Table 4: Mean difference between succession planning dimension among textile industries with respect to experience**

Variable	Experience	Mean	S.D	F-value	p-value
Talent Identification	1 year	20.89	6.25	9.75	0.001*
	1-3 year	24.43	7.23		
	4-6 year	25.25	7.28		
	7-10 year	20.59	0.93		
	Above 10 year	17.33	2.93		
	<b>Total</b>	22.92	6.94		
Leadership Development	1 year	15.02	3.52	28.7	0.001*
	1-3 year	16.93	4.24		
	4-6 year	21.60	1.65		
	7-10 year	19.00	5.59		
	Above 10 year	21.00	6.53		
	<b>Total</b>	17.75	4.66		
Career Pathing	1 year	18.22	4.05	6.16	0.001*
	1-3 year	17.98	5.20		
	4-6 year	18.52	3.81		
	7-10 year	15.12	5.31		
	Above 10 year	17.00	3.64		
	<b>Total</b>	17.92	4.59		
Succession Planning Policy	1 year	17.58	6.85	13.74	0.001*
	1-3 year	20.15	3.68		
	4-6 year	21.10	4.07		
	7-10 year	14.65	4.22		
	Above 10 year	15.00	0.83		
	<b>Total</b>	18.97	5.14		

Source: Primary Data

**\*S-Significant NS-Not significant**

Table 4 presents the mean difference in succession planning dimensions among textile industry employees with respect to their experience, using ANOVA analysis. The results reveal significant differences across all experience categories for talent identification, leadership development, career pathing, and succession planning policy, as all p-values are less than 0.001. In the case of talent identification ( $F = 9.75$ ,  $p = 0.001$ ), employees with 4–6 years of experience (Mean = 25.25) and 1–3 years of experience (Mean = 24.43) report higher perceptions compared to those with above 10 years of experience (Mean = 17.33). Similarly, leadership development ( $F = 28.7$ ,  $p = 0.001$ ) shows the highest mean among employees with 4–6 years of experience (Mean = 21.60), followed by those with above 10 years (Mean = 21.00), while employees with only 1 year of experience report the lowest mean (Mean = 15.02). For career pathing ( $F = 6.16$ ,  $p = 0.001$ ), employees with 4–6 years of experience (Mean = 18.52) show relatively higher perception, whereas those with 7–10 years of experience (Mean = 15.12) report lower scores. Regarding succession planning policy ( $F = 13.74$ ,  $p = 0.001$ ), employees with 4–6 years (Mean = 21.10) and 1–3 years (Mean = 20.15) perceive stronger policy implementation compared to those with 7–10 years (Mean = 14.65) and above 10 years (Mean = 15.00). Overall, the findings indicate that employees with moderate experience, particularly those in the 4–6 years category, demonstrate more positive perceptions of succession planning practices, and experience significantly influences all dimensions of succession planning in textile industries.

**Table 5: Correlation analysis between demographic variable and success planning**

Variables	Success planning
Gender	0.097
Age	-0.071
Marital status	0.247**
Educational qualification	0.234**
Designation	0.073
Department	0.146*
Experience	0.065
Monthly income	-0.054
Employment type	0.172**
Working shift	-0.024

\*\* Correlation is significant at the 0.01 level.

\* Correlation is significant at the 0.05 level.

The above table exhibits the correlation between demographic variables and success planning. In the success planning is positively and significantly related with marital status, educational qualification, department and employment type. Other variable such as gender, age, designation, experience, monthly income and working shift are negatively correlated. Therefore it is reveal that there is a significant relationship between marital status, educational qualification, department and employment type based on success planning in the textile industries.

**Table 6: Correlation analysis between demographic variable and employee retention**

Variables	Employee retention
Gender	0.087
Age	-0.065
Marital status	-0.062
Educational qualification	0.094
Designation	0.127*
Department	0.169*
Experience	0.274**
Monthly income	0.442**
Employment type	0.417**
Working shift	0.093

\*\* Correlation is significant at the 0.01 level.

\* Correlation is significant at the 0.05 level.

The above table exhibits the correlation between demographic variables and employee retention. It is evident that employee retention is positively and significantly related with designation, department, experience, monthly income and employment type. Also in gender, age, marital status, educational qualification and working shift are negatively correlated are there is no significant among the employee retention. Therefore it is reveal that there is a significant relationship between designation, department, experience, monthly income and employment type. Also in gender, age, marital status, educational qualification and working shift based on employee retention.

**FINDINGS**

- The majority of respondents are male (56.7%), while female employees constitute 43.3% of the sample. This indicates moderate gender representation in the textile industries.
- Result shows that most respondents belong to the worker (36.0%) and supervisor (36.7%) categories, indicating that the study largely reflects perceptions from operational and middle-level employees.
- Survey exhibits that female employees show significantly higher job satisfaction and organizational commitment than male employees. Male employees exhibit a higher intention to stay compared to female employees.
- Analysis proved that experience significantly influences all dimensions of succession planning, including talent identification, leadership development, career pathing, and succession planning policy. Employees with 4–6 years of experience report the highest perception levels in most succession planning dimensions. Employees with above 10 years of experience report comparatively lower perception in certain succession planning aspects.
- Result shows that succession planning is positively and significantly related to marital status, educational qualification, department, and employment type. Other variables such as gender, age, designation, experience, monthly income, and working shift do not show significant relationships.
- Analysis proved that employee retention is positively and significantly associated with designation, department, experience, monthly income, and employment type. Monthly income and employment type show strong positive relationships with retention. Gender, age, marital status, educational qualification, and working shift do not significantly influence employee retention.

**CONCLUSION**

The study concluded major challenge faced by the employer today is retaining the hired employees in its organization. In the age of cut throat competition every organization tries its level best to give the best facilities to its employees. Ensuring employee satisfaction is one of the most challenging tasks faced by organizations today. By understanding and knowing, what is going on, in the human mind is very difficult

to understand. Furthermore, the growing availability of opportunities for skilled and talented employees has made it increasingly challenging for organizations to retain their workforce to satisfy and retain them. Succession planning and employee retention are critical challenges for the textile industries in Tirupur, a major textile hub with a highly dynamic workforce. To maintain competitiveness and sustain growth, textile companies in Tirupur must invest in transparent career advancement opportunities, continuous skill development, and supportive workplace environments. Additionally, fostering open communication and recognition, alongside job security and fair compensation, further strengthens employee loyalty and retention. It is concluded that the textile industries of Tirupur to thrive amidst increasing global competition and rapid technological changes, a proactive and integrated approach to succession planning and employee retention is imperative. Organizations must institutionalize succession frameworks, foster continuous employee development, and nurture a culture of commitment and engagement. Such holistic human resource practices will not only ensure leadership continuity and operational stability but also empower the workforce, thereby sustaining the growth and global reputation of Tirupur's textile sector for years to come.

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