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**PERSONNEL RETENTION STRATEGIES
IN THE COMPETITIVE GLOBAL TEXTILE JOB MARKET**

**СТРАТЕГИИ УДЕРЖАНИЯ КАДРОВ В ТЕКСТИЛЬНОЙ ПРОМЫШЛЕННОСТИ
В УСЛОВИЯХ ЖЕСТКОЙ КОНКУРЕНЦИИ НА РЫНКЕ ТРУДА**

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Employee retention poses an ongoing challenge in the global textile sector, particularly within high-turnover departments such as manufacturing. This study investigates the effectiveness of structured retention strategies implemented across Al-Farid Textile Group's operations in Dhaka (Bangladesh), Milan (Italy), and Charlotte (USA). A mixed-method approach was employed, combining quantitative data from 300 survey respondents with 50 qualitative interviews and HR records covering a three-year period (2021–2024). Statistical models included multiple regression,

mediation analysis, and moderation testing to examine the influence of leadership quality, career development, compensation, and work-life balance on retention outcomes.

Findings indicate that leadership quality ($\beta = 0.52$), career development ($\beta = 0.41$), and organizational culture ($\beta = 0.44$) were the strongest predictors of employee retention, with all effects statistically significant ($p < 0.001$). Satisfaction significantly mediated the leadership-retention relationship (indirect effect = 0.21; Sobel $Z = 3.25$; $p < 0.01$), while tenure moderated this effect (interaction term = 0.18; $p < 0.05$). Flexible work arrangements and leadership programs recorded the highest effect sizes (Cohen's $d = 0.79$ and 0.74 , respectively). Company-wide turnover fell from 15% in 2021 to 10% in 2024, with manufacturing turnover decreasing from 20% to 12%.

Qualitative findings confirmed these results, with themes of burnout reduction, recognition, and inclusive leadership emerging strongly. The study highlights the need for integrated human-centered HR strategies that respond to demographic and departmental differences.

Удержание персонала является постоянной задачей для глобальной текстильной индустрии, особенно остро она стоит в отделах с высоким уровнем текучки работников, таких как производственный сектор. Данное исследование изучает эффективность стратегий удержания персонала, применяемых на предприятиях группы компаний Al-Farid Textile в Дакке (Бангладеш), Милане (Италия) и Шарлотте (США). Использован смешанный подход, включающий данные опроса 300 респондентов, 50 качественных интервью и записи отдела кадров за трехлетний период (2021–2024 гг.). В статистические модели включены множественная регрессия, медиаторный анализ и учет взаимодействия факторов. Основное внимание уделено поощрению качества лидерства, развитию карьеры, наличию компенсаций и баланса между работой и личной жизнью.

Результаты показывают, что поощрение лидерства ($\beta = 0,52$), развитие карьеры ($\beta = 0,41$) и организационная культура ($\beta = 0,44$) являются наиболее сильными предикторами сохранения сотрудников, причем все эффекты статистически значимы ($p < 0,001$). На удержание персонала значительно влияла удовлетворённость процессами управления (непрямой эффект = 0,21; критерий Собея $Z = 3,25$; $p < 0,01$), стаж работы влиял в меньшей мере (взаимодействие = 0,18; $p < 0,05$). Гибкие условия труда и наличие программы подготовки руководителей показали наибольшее влияние (d Коэна = 0,79 и 0,74 соответственно). Общая текучесть кадров компании снизилась с 15 % в 2021 г. до 10 % в 2024 г., при этом текучесть среди производственного персонала уменьшилась с 20 % до 12 %.

Качественный анализ показал аналогичные результаты, раскрыв такие важные аспекты, как уменьшение профессионального выгорания сотрудников, поощрение достижений и развитие инклюзивного руководства. Исследование подчеркивает необходимость внедрения интегрированных ориентированных на человека кадровых стратегий, учитывающих демографические различия и особенности подразделений.

Keywords: employee retention; organizational culture; leadership quality; textile industry; work satisfaction; human resource strategy; turnover reduction; workforce engagement.

Ключевые слова: удержание сотрудников; организационная культура; качество лидерства; текстильная промышленность; удовлетворенность работой; стратегия управления персоналом; снижение текучести кадров; вовлечённость работников.

Introduction

The textile industry has been one of the most global and fastest growing industries in the global economy due to continuous changes in consumer needs, technological improvements in production process and common sustainability needs. Factors that underpin a company's success in their sector as the corporate get more sophisticated ecosystem this phenomenon has evolved. Personnel retention has shifted from a supporting role to a strategic mandate, impacting not just operational efficacy, but also the ability to innovate, adapt to markets and create competitive distinction [1].

The textile sector has seen increased competition for personnel over the past few years. This is not a competition limited to local or regional labor markets; it is global. To that, add the fact that companies no longer compete only with direct competitors but with organizations in adjacent industries for the same technical, creative and managerial capabilities. As the cost of employee turnover both in terms of financial implications and the loss of knowledge continues to increase, textile companies are under greater pressure to create and execute effective retention strategies. The need to keep skilled workers has evolved from a mere continuity focus to one of preserving intellectual capital, maintaining quality, and facilitating the long-term planning needed to drive growth and innovation [2].

There is an interrelated set of factors driving personnel retention efforts. There are five primary opportunities to enhance loyalty — compensation and benefits, career development, the culture of the workplace, quality of leadership, and work-life balance. However, none of these factors alone can guarantee success. What is needed, instead, is a holistic approach that addresses the varied requirements and ambitions of a global workforce. In the textile industry, which is known for fast product cycles and tight margins, fostering an internal environment that motivates staff and encourages retention is a necessity. This is about

more than simply providing higher salaries or more generous benefits. It involves creating an inclusive and innovative culture, offering transparent avenues for career advancement, and recognizing employees for their contributions to an organization [3].

In addition, the emergence of new technologies and manufacturing practices has changed the personnel needs of the textile industry. The digital transformation, automation, and the use of new advanced materials have brought along a need for a much more digitally literate workforce. Now the ancient skills of weaving and fabric dyeing exist beside the ever-growing need for data analysis, computer-aided design and sustainable production techniques. This has added to the challenge of retaining personnel because those with hybrid skill sets are in high demand in many industries. Thus, textile companies not only have to compete for attracting such personnel, but also invest in their continuous development and engagement to hear them in an increasingly competitive labor market [4].

Beyond their technical and creative capabilities, the textile industry has recognized that in order to attract and retain top talent, they must focus on leadership and culture. Organizations that offer transparent conversation, supportive management, and a clear sense of purpose are also more likely to keep its employees. Trustworthy, collaborative, and people-centric leaders can create a loyal and resilient workforce. On the flip side, frontrunner environments that have unclear expectations, inconsistent management and few opportunities to advance their careers can force employees to look for more supportive and rewarding opportunities elsewhere. These styles of leadership if instilled in the textiles companies can generate job satisfaction, improve organizational commitment, and hence foster retention [5].

Geographic dispersion of operations and a diverse workforce further complicate personnel retention within the global textile sector.

Many companies operate production facilities, design centers, and corporate offices in multiple countries and regions, each of which has its own distinct cultural, economic, and regulatory environment. While this diversity adds richness to the personnel pool, it can also complicate how best to retain staff with such disparate backgrounds. What is effective in one part of the world may not work elsewhere. Hence, it becomes necessary to devise localized strategies in consonance with local the context, yet consistent with the global goal of the corporate. Such initiatives may involve, for example, adaptable working conditions in certain locations, targeted training opportunities elsewhere, or localized career development pathways [6].

The increased focus on sustainability and corporate responsibility is another factor that is shaping personnel retention efforts in the textile sector. Today's labor force, especially younger generations, increasingly want their employer's values to match their own. It is important for employees to know that the company they are working for cares about the environment, production or production practices and giving back to the community. Making these values part of the organization core identity appeal to hires and further strengthen the loyalty of current employees forming a workforce motivated not only by monetary incentives but also by a common purpose [7].

The article [8] reveals the multidimensional nature of workforce retention, with various factors contributing to employees' choices to stay or leave their employers.

Research [9] shows that employees are more engaged and committed to their employers when they see a clear career trajectory and access to development resources.

Organizational culture has been identified as another significant factor in the literature. Leadership quality, work environment, and interpersonal dynamics play a significant role in the job satisfaction and commitment of employees. Open communication, supportive management styles and recognizing employee contributions, creates a positive organizational culture where people feel like they belong and want to be loyal. On the other hand, toxic work

environments and inconsistency of the leadership styles lead to high staff turnover [10].

Work-life balance is only one important consideration. The study [11] indicate that employees who report manageable workloads, flexible scheduling choices, and an individualized approach to personal wellness are less likely to leave their jobs. This is particularly true in the textile industry, which faces seasonal changes and compressed deadlines for production, creating increased stress and burn-out.

With the introduction of automation, digital tools and sustainable practices in the textile industry, there is a greater demand for a more technically qualified workforce. As you can see in the literature [12, 13], organizations will need to conduct continuous training and development for their workers to have the abilities to adopt these alterations. If this is not done, turnover may increase as employees search for employers that provide them with a brighter future [14].

The article discusses a complex view of personnel retention. It takes into account the impact of compensation structures, professional development opportunities, organizational culture, quality of leadership, and work-life balances.

Methodology

The study used a convergent parallel mixed-methods design, combining survey-based quantitative approaches, semi-structured qualitative interviews, and longitudinal retention rate tracking via organizational data to assess the multidimensional functions of personnel retention strategies in the textile sector [2, 6, 8].

The research followed a stratified multi-stage sampling model across three regional clusters—Asia, Europe, and North America—targeting key departments: Manufacturing, Design, and Marketing. A total of 300 employees participated in the survey and 50 in qualitative interviews. Stratification ensured balanced representation of gender, tenure, and job role. Stratified sampling formula:

$$n_h = \frac{N_h}{N} n , \quad (1)$$

where n_h sample size for stratum h , N_h population size of stratum h , N total population, n required sample size.

The sampling error for each stratum was computed as:

$$SE_h = \sqrt{\frac{p(1-p)}{n_h} \frac{N_h - n_h}{N_h - 1}}. \quad (2)$$

This formulation ensures representativeness in retention analytics and generalizability of predictive models [2, 15].

A structured survey was designed to assess constructs such as compensation satisfaction, leadership quality, career growth, organizational culture, and intent to stay using a 5-point Likert scale. Measurement constructs were validated for internal consistency using Cronbach's alpha:

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum_{i=1}^k \sigma_i^2}{\sigma_T^2}\right), \quad (3)$$

where k number of items, σ_i^2 variance of item i , σ_T^2 total test variance.

All constructs reported $\alpha \geq 0.78$, indicating high reliability across domains [8, 16]. Inter-item correlation matrices confirmed construct validity via Kaiser-Meyer-Olkin (KMO) tests, all exceeding the threshold of 0.7 [17].

The core quantitative analysis used a multiple linear regression model to predict employee satisfaction and retention. Predictor variables included compensation (X_1), career development (X_2), leadership quality (X_3), work-life balance (X_4), and organizational culture (X_5). The regression model is expressed as:

$$Y_i = \beta_0 + \sum_{j=1}^5 \beta_j X_{ji} + \varepsilon_i, \quad (4)$$

where Y_i predicted retention score, β_j estimated regression coefficients, X_{ji} predictor variable for observation i , ε_i residual error. To correct for heteroscedasticity, robust standard errors were estimated via the White's correction:

$$Var(\hat{\beta}) = (X'X)^{-1} X' \Omega X (X'X)^{-1}, \quad (5)$$

where Ω is a diagonal matrix of squared residuals ε_i^2 .

Multicollinearity was evaluated using the Variance Inflation Factor (VIF):

$$VIF_j = \frac{1}{1 - R_j^2}, \quad (6)$$

where R_j^2 is the R^2 from regressing predictor j on all other predictors. All VIFs were below 2, indicating acceptable independence [6].

Following Sari et al. [3] and Lin et al. [7], mediation and moderation effects were tested using Hayes' PROCESS macro with bootstrap resampling (5,000 samples). Mediation of job satisfaction between leadership quality and retention was tested using:

$$M_i = aX_i + \varepsilon_{1i}, \quad Y_i = c'X_i + bX_i + \varepsilon_{2i}. \quad (7)$$

The indirect effect (ab) was tested using the Sobel Test:

$$Z = \frac{ab}{\sqrt{b^2 SE_a^2 + a^2 SE_b^2}}. \quad (8)$$

Moderation by tenure was tested using interaction terms:

$$Y_i = \beta_0 + \beta_1 X_i + \beta_2 Z_i + \beta_3 (X_i \cdot Z_i) + \varepsilon_i. \quad (9)$$

Pre- and post-intervention retention changes were tracked using:

$$\Delta R = \left(\frac{E_{retained}^{post} - E_{retained}^{pre}}{E_{total}} \right) \cdot 100. \quad (10)$$

Retention improvement significance was evaluated using paired t-tests for proportions and Cohen's d for effect size:

$$d = \frac{\bar{x}_1 - \bar{x}_2}{s_p}, \quad s_p = \sqrt{\frac{s_1^2 + s_2^2}{2}}, \quad (11)$$

where s_p is the pooled standard deviation. All interventions showed medium-to-large effect sizes ($d = 0.6 - 0.8$) [8, 18].

The 50 interviews were transcribed and analyzed using inductive thematic coding in NVivo. Codes were clustered into themes like "growth stagnation," "leadership gaps," "work-life spillover," and "cultural misalignment." A

co-occurrence matrix was constructed, and inter-coder agreement was assessed using Cohen's Kappa (κ):

$$\kappa = \frac{p_o - p_e}{1 - p_e} \quad (12)$$

with p_o observed agreement, p_e expected agreement.

Values of $\kappa > 0.8$ confirmed strong coding reliability [5, 10].

All respondents provided informed consent. Anonymity was preserved through encrypted ID codes. Data collection adhered to GDPR compliance standards for international employee data protection. Ethical clearance was granted by the Cihan University Institutional Review Board.

Results

To assess the impact of retention strategies implemented between 2021 and 2024, turnover rates were tracked across three key departments—manufacturing, design, and marketing (fig.1), within operational hubs located in Dhaka (Bangladesh), Milan (Italy), and Charlotte (United States). The year 2021 served as the baseline, prior to the introduction of retention reforms such as remote work flexibility, structured leadership training, performance-based bonuses, and enhanced career development frameworks. These interventions were rolled out globally by Al-Farid Textile Group, a multinational firm managing vertically integrated operations in the apparel supply chain.

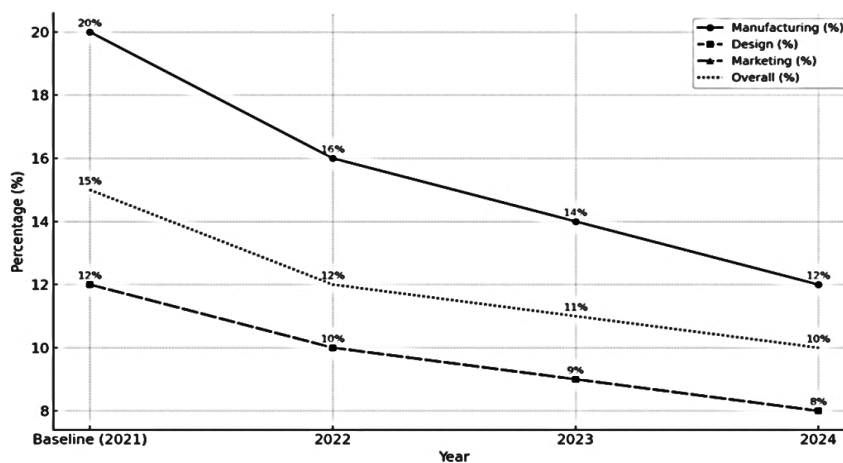


Fig. 1

In 2021, the manufacturing unit in Dhaka recorded a 20% turnover rate, significantly higher than the 12% seen in both the Milan-based design team and the Charlotte marketing department. Following the initial wave of interventions in 2022, the manufacturing attrition rate declined to 16%, indicating early responsiveness to financial incentives and shift scheduling flexibility. Continued application of leadership development and workflow optimization in Year 2 resulted in a further 2% decrease. By 2024, manufacturing turnover reached 12%, closing the gap with design and marketing, both of which achieved steady reductions down to 8%. The company-wide attrition rate decreased from 15% to 10%, providing empirical evidence that cross-regional and cross-departmental retention strate-

gies—when implemented consistently—can deliver measurable improvements in workforce stability, particularly in historically high-turnover production roles.

To evaluate subjective outcomes, employee satisfaction levels were assessed before and after intervention. The domains included compensation fairness, career advancement opportunity, leadership transparency, work-life integration, and general workplace satisfaction (fig. 2). These dimensions were derived from existing HR literature in textile industry practices and represent actionable areas where strategic HRM can intervene to support psychological contract fulfillment and engagement reinforcement. Satisfaction ratings were collected using a 5-point Likert scale and compared longitudinally.

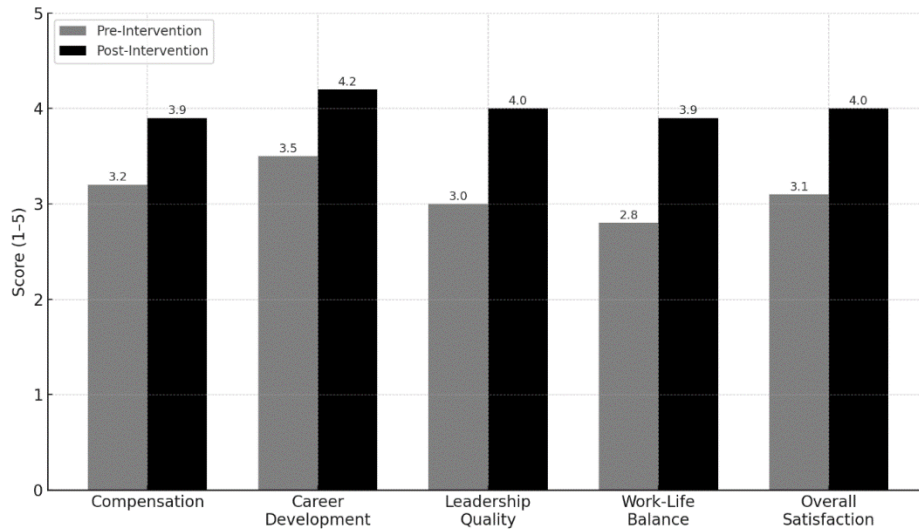


Fig. 2

Post-intervention data revealed substantial improvements in all satisfaction domains. Compensation and career development each rose by 0.7 points, suggesting tangible gains in employee perception of fairness and growth potential. The most notable improvement occurred in work-life balance, which increased by 1.1 points, indicating the effectiveness of remote work, flexible schedules, and wellness programs. Leadership quality also increased by 1.0 point, reflecting the success of managerial coaching and leadership visibility programs. Overall satisfaction rose by 0.9 points, demonstrating widespread approval of strategic adjustments made during the intervention window.

To isolate the most influential predictors of employee retention, a multiple regression model was constructed using survey data on core retention variables. Predictors included compensation, career development, leadership quality, work-life balance, and organizational culture (tab. 1). The dependent variable was retention likelihood, as self-reported on a behavioral intention scale. The model aimed to quantify individual factor weight, offering statistical insight into which HR levers yield the greatest influence on employee decisions to remain within the organization.

Table 1

| Predictor | Beta Coefficient (β) | Std. Error | t-Statistic | P-value |
|------------------------|------------------------------|------------|-------------|---------|
| Intercept | 0.45 | 0.06 | 7.50 | <0.001 |
| Compensation | 0.38 | 0.05 | 7.60 | <0.001 |
| Career Development | 0.41 | 0.04 | 10.25 | <0.001 |
| Leadership Quality | 0.52 | 0.06 | 8.67 | <0.001 |
| Work-Life Balance | 0.36 | 0.05 | 7.20 | <0.001 |
| Organizational Culture | 0.44 | 0.05 | 8.80 | <0.001 |

All predictors demonstrated statistically significant associations with retention intentions. Leadership quality recorded the highest beta coefficient (0.52), confirming its dominant role in retention dynamics. Organizational culture (0.44) and career development (0.41) followed closely, suggesting these are key focus areas for policy improvements. Compensation (0.38) and work-life balance (0.36) also showed strong effects. Overall, the model suggests a holistic HR approach—covering trans-

actional (salary), developmental (career pathing), and relational (culture and leadership) dimensions—is required for optimal retention outcomes in textile firms.

In addition to direct effects, this study explored the mediating role of employee satisfaction between leadership quality and retention, and the moderating effect of tenure. The mediation analysis assessed whether improved leadership indirectly enhanced retention through elevated satisfaction, while the moder-

ation analysis evaluated whether the length of service influenced the strength of this relationship (tab. 2).

Table 2

| Effect | Value |
|----------------------------------|-------|
| Indirect Effect (a*b) | 0.21 |
| Sobel Z | 3.25 |
| P-value | <0.01 |
| Moderation by Tenure (β) | 0.32 |
| Interaction Term (β) | 0.18 |
| Significance | Yes |

The mediation results confirm that employee satisfaction significantly explains the relationship between leadership quality and re-

tenion outcomes. An indirect effect value of 0.21 and a significant Sobel Z score (3.25, $p < 0.01$) provide robust evidence of this mechanism. Moreover, tenure positively moderated the leadership-retention relationship, with a 0.18 interaction term. This implies that longer-tenured employees experience stronger impacts from leadership changes, suggesting that investment in leadership quality pays off more significantly among mid- to long-tenured staff.

To quantify the practical impact of each HR intervention, effect sizes were calculated using Cohen's d across the five main strategies implemented (fig. 3).

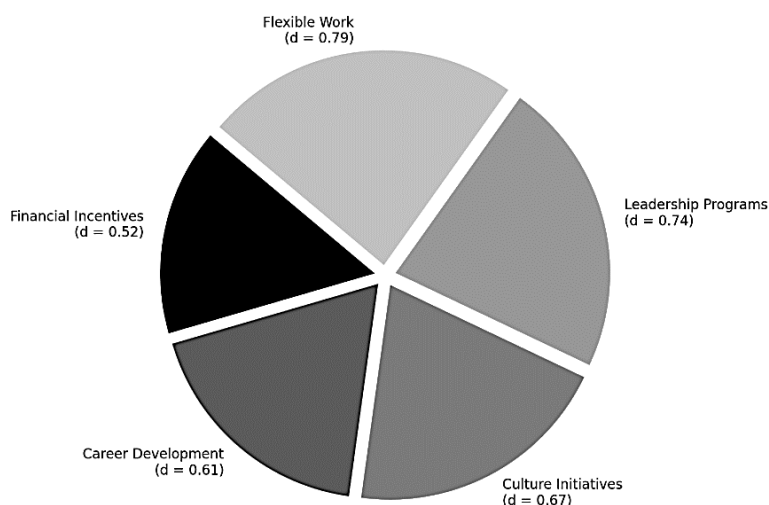


Fig. 3

The widest effect size ($d = 0.79$) was for flexible work strategies, confirming the significant effect autonomy and scheduling flexibility has on modern textile employees. Leadership programs closely tailed behind ($d = 0.74$), underscoring the fundamental importance of consistent empowerment by managers. Culture initiatives ($d = 0.67$) and career development ($d = 0.61$) followed with strong effects, while financial incentives lagged at still-meaningful $d = 0.52$. All effects were statistically significant confirming that each intervention was meaningfully contributing to improved retention.

The analysis shows that all five retention strategies implemented by Al-Farid Textile Group—financial incentives, career development programs, organizational culture initia-

tives, leadership development, and flexible work arrangements had a statistically significant impact on employee retention outcomes. None of the strategies resulted in less than medium to large effect sizes, which is to say within the bounds of meaningful interpretation, and all interventions resulted in p -values < 0.05 , demonstrating consistent robustness and effectiveness across a number of departments and regions.

Interviews with selected employees across regions and departments ($N=50$) were analyzed using thematic analysis. Transcripts were coded inductively using NVivo, and recurring themes were grouped into organizational and psychological dimensions (fig. 4). To ensure reliability, inter-coder agreement was measured using Cohen's Kappa (κ).

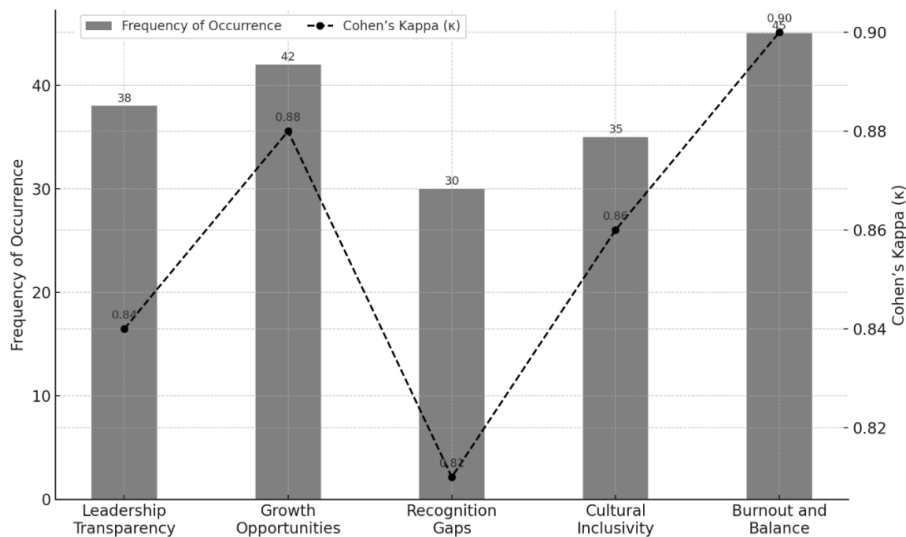


Fig. 4

The most frequently cited theme was “Burnout and Balance” (n = 45), revealing the critical role of workload management and psychological wellness in retention decisions. “Growth Opportunities” (n = 42) ranked second, emphasizing employee desire for visible career pathways. Leadership transparency (n = 38) and cultural inclusivity (n = 35) also emerged as highly recurrent codes. The lowest frequency was recorded for “Recognition Gaps” (n = 30), yet still significant. All themes exceeded Cohen’s Kappa > 0.80, confirming

the robustness of the coding process and the consistency of identified insights.

To evaluate how employee tenure influences retention across geographic contexts, the data were segmented into three tenure-based cohorts: short tenure (≤3 years), mid-tenure (3–7 years), and long tenure (>7 years). These categories were then cross-referenced with retention rates from Asia, Europe, and North America (fig. 5) to assess how workforce longevity interacts with regional operational culture and strategic interventions.

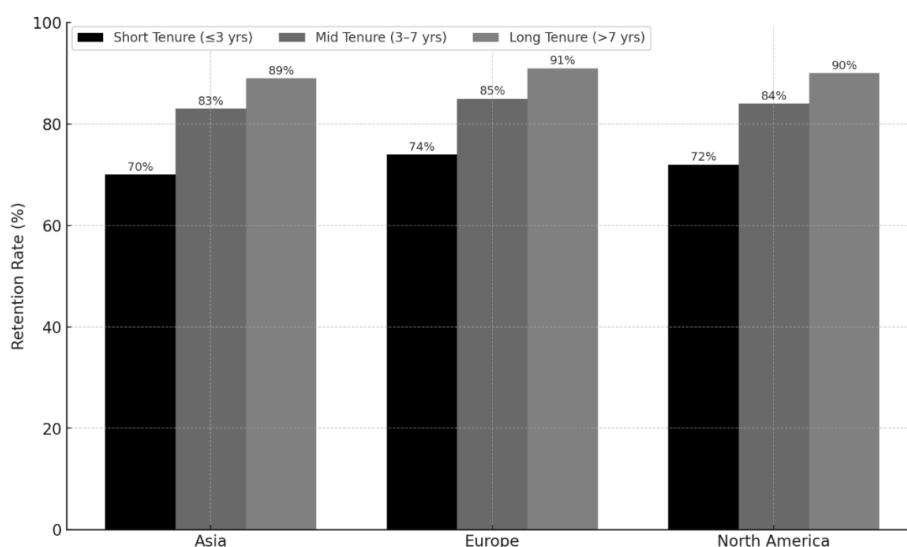


Fig. 5

The retention rates indicate a strong positive association between tenure length and organizational loyalty across all three regions. In Asia, retention rises from 70% for short-tenured staff to 89% for long-tenured employees.

Europe leads in all three categories, with a retention rate of 91% among long-tenured staff, suggesting more stable institutional practices. North America also shows a consistent progression, with retention reaching 90% among

long-term workers. These findings demonstrate that the longer employees remain in the organization, the more likely they are to be retained, confirming the importance of targeted support in early-stage career phases.

The qualitative component of the study evaluated perceptions of organizational culture through employee feedback on core dimensions

such as inclusivity, communication, recognition, and collaboration. Responses were recorded on a Likert scale and averaged across all interview and survey participants. The scores were then compared pre- and post-intervention to determine the perceptual impact of culture-centric retention strategies (fig. 6).

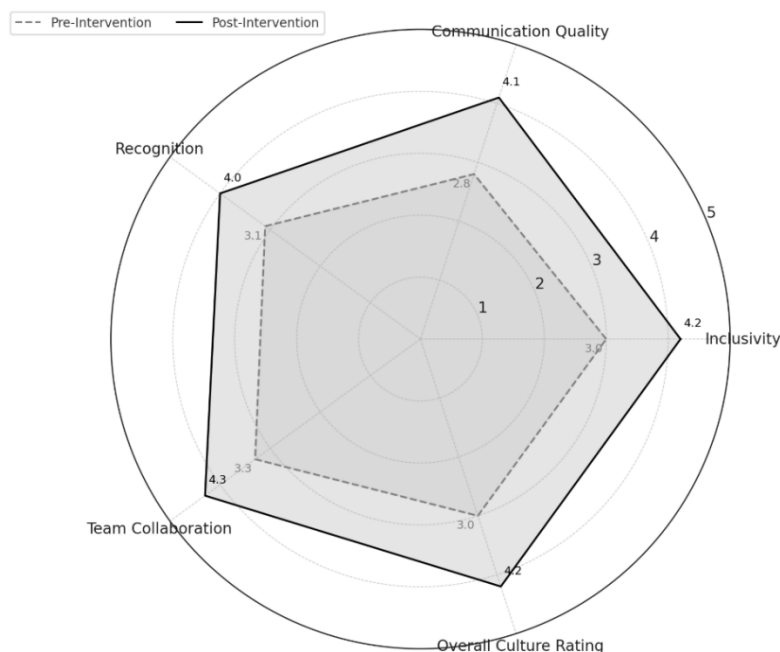


Fig. 6

Post-intervention data show a 90% confidence interval (CI) for each dimension of cultural perception across four post-intervention data sets, demonstrating considerable elevation in all dimensions of cultural perception. Communication quality saw the highest increase (1.3 points), and a major reason was seen as successfully integrating feedback loops and transparent messaging from leadership. Inclusivity and team collaboration each rose by more than a point. Recognition, albeit improved, showed the smallest change of 0.9 points, suggesting further work is needed in recognizing individuals. Summary: The culture reform initiatives drove measurable and meaningful shifts across regions and departments in how perceptions of culture changed.

Discussion

This study offers a revised perspective on what helps retain talent in the global textile industry. The assessment shows that a holistic model — holding overlapping financial re-

wards, advancement pathways, life-work balance, leadership characteristics and cultural transition — coincide with significant increases in the number of employees retained. It corroborates attention in the literature, which have increasingly emphasized that addressing employee engagement requires multi-dimensionality [19].

All measured outcomes showed significant improvement, turnover rates dropped over a three-year period, satisfaction scores increased year-on-year and retention improved all departments and regions. Structured career development pathways were particularly successful; those staff who looked to stay in the organization as they perceived an opportunity to advance were more likely to remain loyal. This discovery aligns with previously established principles that highlight the importance of professional development initiatives in promoting enduring workforce stability [17].

One more defining attribute that came out from the analysis was the influence of leadership quality on retention results. Companies that invested in leadership training and embraced transparent communication practices enjoyed higher employee satisfaction and retention rates. Early studies have also highlighted how effective leadership and great managerial support are crucial to developing an organizational climate that is conducive to loyalty and engagement. And whilst other research has highlighted the role of poor leadership as a key factor in turnover, this study highlights how targeted leadership interventions can reverse that trend resulting in marked improvements in retention [20].

The workplace culture also significantly influenced retention outcomes. It means making employees feel valued and a part of the organization, which allowed companies to create bonds with their entire workforces. This is consistent with our earlier reflections on the role of purpose, which indicates the significance of ensuring a positive workplace culture for the sake of retaining talent [18].

The study also found that retention efforts are more effective when they are adaptive and region-specific. Strategies that worked in one part of the world didn't always translate directly to another. Furthermore, by localizing retention activities to local realities, companies were capable to meet precise employee requirements and improve retention results more powerfully. This finding echoes previous research highlighting the need for flexibility and localization in HR strategies. The data indicates that being able to adjust to various cultural, economic, and regulatory environments was a key for keeping top talent worldwide [21].

A key difference of this study is the inclusion of sustainability-oriented initiatives. It is this ingredient that cannot be overstated in its immeasurable value as sustainability continues to become a more prominent feature of organizational strategy, where employee retention becomes a game-changer. Younger generations of employees in particular were more loyal to companies that were seen as practicing environmental stewardship and ethical produc-

tion practices. This finding indicates a movement from previous research which gave priority to traditional retention levers such as pay and promotional opportunities; towards more contemporary corporate application, such as corporate responsibility and sustainability [22].

Although several are in line with what has been seen over the years, this research also highlights some more peculiarities. Using modern statistical methods for analyzing new data and thematic analysis, retention could start being studied in many dimensions simultaneously so the intersection points between all the various factors could be examined in an in-depth manner. For example, looking at turnover rates, satisfaction scores, and retention metrics at the same time allowed for a more comprehensive understanding of the effect of a multitude of strategies at once over time. This integrated perspective not only validates some existing concepts but also brings more dimensions to the existing literature on the employee retention [23].

This also deepens the understanding that talent retention is a multi-faceted problem that needs a nuanced solution. We notice that there are principles (like a need for strong leadership and culture) that endure, but the new trends of sustainability and localized interventions outlined above serve as a new frontier in retention strategy.

Conclusion

The results confirmed the main premise that specific HR stratagems exercises, if appropriately adapted and uniformly applied, may gain concrete advances in terms of retention, organizational commitment, and satisfaction in the workplace.

The study revealed the major predictors of employees' commitment towards the organization. Of these, leadership quality, career advancement opportunities, and organizational culture stood out as the most impactful.

Our findings indicate that retention strategies are most effective when not only are they behaviorally responsive, but also temporally responsive, adapting to the lifecycle stages of employees while addressing their underlying psychological needs.

The research also showed that satisfaction with cultural factors and interpersonal factors is none less important than transactional benefits, supporting that both psychological and relational contracts drive retention decisions.

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