

Employee's Motivation and Retention in Textile sector: Evaluating the Role of Occupational Risks and Job Satisfaction in Pakistan

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DOI: <https://doi.org/10.70670/sra.v3i2.591>

Abstract

The research examines the principal factors influencing employee motivation and retention within Pakistan's textile industry. The primary survey data was acquired from 498 respondents using convenience sampling through a questionnaire. The explanatory variables include occupational risk (diseases, injury, workplace environmental and psychological factors), job satisfaction (internal and external equity, well-being) among employees, and organizational support. Principal Component Analysis (PCA) employed to diminish the items of factors related to workplace environmental risk, psychological risk, and organizational support. The analysis used linear regression econometric technique to estimate the correlation between explanatory variables and employee's motivation and retention. The results of Model 1 demonstrate that employee motivation is significantly and negatively impacted by disease risk ($\beta=-0.16$), risk of injury ($\beta=-0.227$), and psychological risk ($\beta=-0.201$), whereas workplace environment risk is negatively correlated having no significant effect. Internal equity ($\beta=0.636$) and external equity ($\beta=0.263$) significantly and positively influence employee motivation, whereas well-being has a positive but negligible effect, and organizational support has a negative and insignificant effect. The results of Model 2 indicate that employee retention is considerably and negatively impacted by injury risk ($\beta=-0.259$) and psychological risk ($\beta=-0.111$), while disease risk and workplace environment risk are negatively correlated but not significant. Internal equity ($\beta=0.217$), external equity ($\beta=0.144$), wellbeing ($\beta=0.085$), organizational support ($\beta=0.119$), and employee motivation ($\beta=0.907$) all significantly and positively correlated with employee retention. The research identifies compensation fairness as the primary motivational driver; nonetheless, it indicates that retention is contingent upon job satisfaction, employee motivation, and comprehensive organizational support which satisfy employees' desires.

Keywords: Employee's motivation and retention, job satisfaction, occupational risks, organizational support, textile sector, Pakistan

Introduction

Motivation is identified as "a pleasant or favorable mental state arising from the evaluation of one's job experiences." This concept highlights two specific aspects: the emotional tie an

employee has to his job and the intentional evaluation of an employee's performance by the employer (Saari and Judge, 2004). Moreover, motivation as a cognitive decision-making process aimed at initiating and monitoring behaviors to achieve specific goals. In workplaces, evaluations are conducted through appraisals, which adhere to established criteria. The results may elicit an emotional response from the employee, influencing their level of satisfaction or dissatisfaction. Positive evaluations may indicate employee satisfaction, whereas negative evaluations may suggest dissatisfaction. Employee motivation may stem from external sources (extrinsic), such as rewards, or from internal factors (intrinsic), such as the drive for self-improvement (David and Anderzej, 2010).

Employee motivation is characterized by researchers as a psychological process that energizes and sustains human activity related to work, tasks, or projects (Hitka et al., 2019). Employee motivation is influenced by several motivational factors and varies among individuals. Organization must design strategies to enhance employee motivation, which can enhance motivation inside an organization. Organization should prioritize the implementation of potent motivators, including career advancement, recognition, growth potential, achievement, the nature of the job, and the degree of responsibility (Krczal, 2017). Employee motivation is a crucial determinant of job satisfaction (Ritter, 2021) and components required for professional success (Homisak, 2019). An employee's satisfaction may rise when motivated and avert frustration if the organization employs hygienic aspects (Alshmemri et al., 2017). Consequently, managers can employ motivational variables to enhance motivation within the corporate organization. Motivated individuals exhibit inspiration, optimism, and loyalty, demonstrating commitment and enthusiasm in their workplace (Puni et al., 2021; Rachmawati et al., 2020). Herzberg's two-factor theory promotes organizations in comprehending employee motivation and the adverse impact of unfavorable working conditions on motivation. A toxic work environment may adversely affect individuals within an organization (Anjum et al., 2018) and results in negative experiences for employees (Chuan, 2014). While a toxic leadership within an organization can induce employee stress and foster a hostile work environment (Winn and Dykes, 2019). Toxic leadership involves restricting interaction and micromanaging subordinates (Milosevic et al., 2020). Leaders must guarantee they do not exhibit toxic behaviors and foster a non-toxic workplace atmosphere for employees. Employees are going to create a connection with their workplace. Dedicated employees assist organizations in attaining their objectives. Dedicated employees typically exert maximum effort to complete duties punctually (Rachmawati et al., 2020). An employee exhibiting loyalty would develop a sense of dedication to the organization. The subsequent advantage is enhanced employee efficiency. An engaged employee can enhance production (Menguc et al., 2016).

Employees would be capable of managing their assigned responsibilities alongside their motivation to fulfil them. Managers must consistently engage with their staff with strategies to enhance motivation within the organization. Organizations anticipate fluctuations in motivation but must address them before they escalate into issues (Mani and Mishra, 2021). Job satisfaction is a positive response to work (Azash et al., 2011), companies today recognize the value of motivated and satisfied workers in achieving long-term goals. Organizations now meet employee expectations and may anticipate the same return. Motivation improves individual and group performance, which impacts organizational success (Risambessy et al., 2012). It has long been assumed that learning new things and competency development chances boost employee morale and satisfaction, but goal achievement has a greater impact (Lather and Jain, 2005). Managers and supervisors' support for employee engagement, mutual commitment, and diversity concerns motivates and enables performance (Snyder et al., 2004). Management should link organizational and personnel goals and objectives to extract performance. Senior management's views, principles, and values affect motivation and satisfaction (Roos and Van Eeden, 2008). Motivation and satisfaction among employees who contribute to company goals are its greatest asset (Kumar and Garg, 2011). No division can

motivate and satisfy employees without senior management's active participation and interest (Solanki, 2013).

Employees Retention

Employee retention is complex in a competitive market, yet essential for sustained competitive advantage and organizational success and longevity (Paul and Vincent, 2018; Kaur, 2017; Das and Baruah, 2013). Low employee retention leads to several problems, including heightened training and recruitment expenses, inadequately competent employees, and disruption of organizational operations (Ping et al., 2021; A'yunnisa and Saptoto, 2015). Consequently, small and medium firms (SMEs) perceive employee retention as exceedingly intricate and unpredictable (Tian et al., 2020; Park et al., 2019). Therefore, effective managerial instruments must be utilized to modify employee behaviors (Choi and Peng, 2015). Consequently, it is essential to examine the fundamental elements to improve employee retention (Li et al., 2021; Yousaf et al., 2019; Hom et al., 2017). Organizations are presently deliberating many tactics and techniques to retain their employees (Bibi et al., 2018; Tanwar and Prasad, 2016). Employee retention is a mechanism that encourages individuals to remain with their company for an extended duration (Hom and Griffeth, 1995). Employees are typically simple to keep when they see a strong alignment with their employer (Umamaheswari and Krishnan, 2016). Extant literature has established the critical influence of numerous aspects on employee retention, including opportunities for work advancement (Woodall et al., 2017), and financial bonuses (Chinyio et al., 2018). Additional factors encompass organizational commitment (Perreira et al., 2018), compensation (Colson and Satterfield, 2018), and knowledge sharing (Agarwal and Islam, 2015). Professional development possibilities, benefits and rewards, and psychological variables are considered essential for employee retention (Lyman et al., 2020; Bibi et al., 2018). Social Exchange Theory (SET), seeks to investigate the direct impact of training and development, working conditions, and satisfaction with job on employee retention (Bass and Riggio, 2006; Bass and Avolio, 1996). Fundamentally, employee retention is unattainable without proficient leadership (Covella et al., 2017). The leaders are deeply concerned with real-time issues and set new benchmarks, cultivate knowledge, influence employee behavior, and achieve organizational goals (Iqbal et al., 2021; Tian et al., 2020; Middleton et al., 2015;).

Work Environment and Employee's motivation and Retention

The working environment pertains to the presence of a supportive workplace (Edgar and Geare, 2005) and is characterized by the extent to which employees perceive the workplace as physically secure. Employees can express their perspectives on their environment through mutual consideration with organizations by evaluating the surroundings (Li et al., 2022). Examples of work environment indicators encompass supervisor assistance (Stirpe and Zárraga-Oberty, 2017), physical working circumstances (Richards et al., 1994) and assisting behaviors in decision-making (Subramaniam and Mia, 2001). A study identified a significant correlation between the work environment and employee retention (Al-Hamdan et al., 2017). Organizational rules and regulations influence the work environment, impacting employee retention (Yam et al., 2018). Thus, a superior working environment enhances trust among employees, which is beneficial for employee retention (Candela et al., 2015; Ede and Rantakeisu, 2015). Positive energy inspires employees to achieve their professional objectives efficiently, hence increasing their dedication to the organization (Umamaheswari and Krishnan, 2016; Mangi et al., 2011). A perception of the work environment can significantly influence employees' job outcomes, including commitment, participation, and retention intentions (Gunaseelan & Ollukkaran, 2012).

Job Satisfaction and Employee's motivation and Retention

job satisfaction pertains to employees' assessments of their positions, derived from comparisons between actual employment outcomes and desired expectations (Schleicher et al., 2011). The idea is characterized as a favorable condition in which employees express their sentiments towards their employment (Locke, 1976), encompassing a spectrum from moderate to low levels of satisfaction (Quigley et al., 2007; Locke, 1976). Moreover, the concept is regarded as a causative element that fosters wishes to remain with the organization due to its favorable psychological condition. In this instance, individuals interpret content using their professional experiences (Fletcher et al., 2018). Consequently, job happiness enhances the social interchange between employers and employees, with contented employees demonstrating good experiences. This experience is bolstered by the social interactions between the employee and the organization, strengthening their commitment to remain with the organization (Koster et al., 2011). Employees from diverse companies, sectors, and regions demonstrate various degrees of job satisfaction. Job satisfaction positively influences employees' retention, regardless of industry or geography (AbuAlRub et al., 2009). A multi-level study indicated that job satisfaction is positively correlated with employees' intentions to keep their jobs in the United Kingdom (Fletcher et al., 2018). Furthermore, meta-analytic research indicated that those who experience job satisfaction are more inclined to retain their employment (Fishbein and Ajzen, 2011).

Organizational Support, motivation and retention

Organizational support, encompassing supervisor assistance, incentives, and conducive working environments, is essential for fostering organization-related outcomes, specifically diminished withdrawal behaviors and enhanced commitment (Gillet et al., 2022; Rhoades and Eisenberger, 2002). Supervisor assistance is essential for replenishing employees' physical and psychological resources, hence enhancing their retention likelihood (Kalliath and Kalliath, 2014). Moreover, transformative leaders influence employee behavior, leading to increased retention rates (Sow et al., 2016). They must also guarantee adequate resources to staff in alignment with the corporate objectives. Furthermore, a common vision is intrinsically linked to staff engagement (Boyatzis et al., 2017) and ongoing enhancement (Iqbal and Piwowar-Sulej, 2022; Fardazar et al., 2015). This leadership style articulates a collective vision and elucidates the rationale, so augmenting their engagement and involvement in decision-making. Prior research indicates that transformational leadership adversely influences employees' turnover intention (Maaitah, 2018) while positively enhancing their knowledge base (Fletcher et al., 2018). A beneficial influence on employee retention arises from several variables, namely idealized influence, inspirational motivation, personalized consideration, and intellectual stimulation (Jiang et al., 2017).

This study is significant due to its potential to improve comprehension of the essential aspects affecting employee engagement and retention, which are crucial for organizational success. By assessing the influence of workplace risk factors, including diseases, injuries, psychological risks, and equity issues, on outcomes, organizations can formulate focused measures to enhance workplace conditions. Mitigating these risks is crucial for ensuring employee safety and sustaining elevated levels of motivation and engagement. This research addresses contemporary issues in employee retention, providing practical ideas for fostering a supportive and equitable workplace. This study ultimately enhances the development of healthier, more resilient organizations that are better prepared to succeed in the competitive business environment.

Research gap

Numerous studies have been undertaken on employee motivation and retention across various sectors, including pharmaceutical companies (Salman et al., 2016), the banking sector (Shah and Asad, 2018), the healthcare sector (Reners et al., 2024; Aman-Ullah et al., 2022), and manufacturing sectors (SOE, 2024). Additionally, numerous additional areas, including

tourism, hospitality, information technology, and convenience retail. It includes strategies designed to enhance employee retention inside the organization for extended periods (Elsafty and Oraby, 2022; Krishnamoorthy and Aisha, 2022; Setiawan and Hastuti, 2022). Factors affecting retention encompass financial incentives, professional growth, job characteristics, organizational support, recognition, work-life balance, and leadership strategy. Research underscores the significance of employee satisfaction, as content employees exhibit greater dedication and enhance customer satisfaction. Effective retention strategies include employee compensation, workplace conditions, growth opportunities, engagement, and support. Despite substantial progress in examining the effects of occupational risks, job satisfaction, and organizational support on employee motivation and retention, substantial research gaps exist. Although research has investigated occupational risks including injuries, diseases, workplace conditions, and psychological factors, there is a paucity of studies that explore their combined effect on motivation and retention within the textile industry. The relationship between job satisfaction, including internal and external equity, well-being, and its impact on motivation in various work environments is inadequately examined. Furthermore, although organizational support is recognized as vital for enhancing motivation, its interaction with various occupational risks and job satisfaction has not been adequately investigated. This comprehensive study will examine the impact of all these identified factors on employee's retention. The impact of occupational risks and motivation on employee retention has been insufficiently studied. Rectifying these weaknesses is essential for developing effective strategies that enhance employee satisfaction and retention.

Literature review

Reners et al. (2024) conducted a study to investigate the impact of salary, career advancement, and work-life balance on employee loyalty at Intan Husada Hospital in Garut, mediated by job satisfaction. This research employed a questionnaire-based data, involving a sample of 118 health care workers. This study utilized a quantitative methodology through Partial Least Squares Structural Equation Modelling analysis for empirical estimation. The compensation, career advancement, and work-life balance; the mediating variable was job satisfaction were used as exogenous factors, and the endogenous factor was employee loyalty. The direct effect results revealed that the compensation and career advancement variables exhibited a positive but insignificant influence on job satisfaction, whereas the work-life balance predictor had a significant positive effect on job satisfaction. Moreover, the factors of compensation, career growth, and work-life balance exerted a favorable but insignificant influenced on employee loyalty, whereas job satisfaction significantly enhanced employee loyalty.

SOE (2024) investigated the impact of workplace safety and health standards on job motivation. The research employed a quantitative methodology utilizing a descriptive study design. The study employed random sampling and 200 samples was collected from the employees of Max Manufacturing Co., Ltd., Myanmar. The quantitative data obtained from the questionnaire was analyzed on SPSS. The findings demonstrated that personal protective equipment, workplace organizational risks and health and safety training positively and significantly influenced job motivation. Work motivation exerted a positive and significant influence on task performance. It counseled consistent training on health and safety protocols, enhancing and sustaining safe working environments, and implementing disciplinary measures for violations of safety regulations by employees.

Suprayitno (2024) determined the study investigating the influence of wage packages, work-life balance policies, and opportunities for professional development on employee retention in small medium enterprises. Employing a quantitative study approach, data from 300 respondents and PLS-SEM, were analyzed to investigate the correlations among these variables. The results indicated substantial favorable correlations among salary packages, work-life balance policies, professional development possibilities, and employee retention. The

results underscored the significance of strategic investments in human capital and the provision of favorable work conditions to cultivate employee loyalty and commitment within industries. Aman-Ullah et al. (2022) conducted a study to investigate the influence of workplace safety (WPS) on employee retention (ER) within the healthcare sector of Azad Jammu and Kashmir, Pakistan. A mediation connection between job satisfaction and employee loyalty was concurrently examined. Data were collected from 300 physicians using structured questionnaires and a purposeful sample strategy, subsequently analyzed with partial least squares (Smart-PLS 3). The findings indicated that WPS had a substantial positive correlation with ER. A mediating association between job satisfaction and employee loyalty was also established. This revealed a serial mediation effect of Job Satisfaction and Emotional Labor between Work-Related Stress and ER. The model of this study might be evaluated in various locations and sectors of the healthcare industry, including nurses, management personnel, and support employees.

Shah and Asad (2018) conducted a study to investigate the effects of intrinsic and extrinsic motivation on employee retention. The research examined the mediating role of perceived organizational support in the relationship between motivation and retention. Primary data sample of 342 individuals was acquired from the commercial banks in Lahore, Pakistan. Partial Least Squares Structural Equation Modelling was utilized to analyze the data. The results demonstrated that intrinsic and extrinsic motivation substantially affect employee retention, with perceived organizational support acting as a mediator in the relationship between both motivation and employee retention.

Badubi (2017) determined a study for comparing and contrasting motivational theories and their application in inspiring employees to cultivate the drive for achievement. Motivation within organizations and job satisfaction was essential for the attainment of organizational goals and objectives. The ramifications of organizations functioning without a motivating purpose for their personnel are profoundly detrimental, including despair, turnover, and burnout, which could undermine organizational effectiveness. To ensure that employees became the organization's greatest asset and to enhance retention, prioritizing motivation was essential. The study aimed to assist organizations by providing recommendations for creating supportive environments and connections that promote positive employee attitudes towards their work.

Salman et al. (2016) conducted a study to examine how employee retention is determined by characteristics such as safety, health, environment, job satisfaction, and motivation. The study was quantitative, involving the distribution of 250 questionnaires for surveys among employees in pharmaceutical companies in Pakistan. SPSS and AMOS were employed to examine the direct and mediated effects of factors. This study affirmed that employee retention was a crucial result of safety, health, and environmental factors. Furthermore, job satisfaction and employee motivation equally mediated the relationship between the safety, health, and environment and employee retention. The results indicated that this companies should promote health protection measures, which would subsequently improve employee satisfaction and motivation, leading to the retention of skilled employees.

Research Methodology

Population description and Data collection

A self-designed questionnaire is utilized to collect primary data regarding the numerous risks that may impact employee engagement and retention. The data is gathered through face-to-face interviews utilizing questionnaires directed to employees of textile industries (weaving and spinning sectors) in Faisalabad. The questionnaire comprises essential questions regarding various risk factors, job satisfaction, and organizational support, utilizing a 5-point Likert scale. The study uses convenience sampling for data collection and using Cochran's (1977) technique to determine the sample size.

$$N = \frac{z^2 \cdot p(p-1)}{e^2}$$

Model specification

We established the following model to evaluate the influence of occupational risk factors, job satisfaction, and organizational support on employee motivation and retention.

Model 1.

$$EM_i = \beta_0 + \beta_1 \text{Injury} + \beta_2 \text{Diseases} + \beta_3 \text{Workplace environment risk}_i + \beta_4 \text{Psychological risk}_i + \beta_5 \text{Internal equity} + \beta_6 \text{External equity} + \beta_7 \text{Employees wellbeing}_i + \beta_8 \text{Organizational support}_i + e_i$$

Model 2.

$$ER_i = \beta_0 + \beta_1 \text{Injury} + \beta_2 \text{Diseases} + \beta_3 \text{Workplace environment risk}_i + \beta_4 \text{Psychological risk}_i + \beta_5 \text{Internal equity} + \beta_6 \text{External equity} + \beta_7 \text{Employees wellbeing}_i + \beta_8 \text{Organizational support}_i + \beta_9 \text{Employees motivation} + e_i$$

The dependent variable in model 1 is employee motivation, while in model 2 it is employee retention. It is measured on a Likert scale from 1 for strongly agree to 5 for strongly disagree with following questions. Employees motivation: "Considering every aspect (workplace risks, compensation, and organizational factors), to what extent do you feel motivated to perform your assigned task effectively"? Employees retention: "Taking into account all aspects (workplace risks, compensation, and organizational factors), to what extent you are motivated to stay in this industry"? Explanatory variables encompass the following question of occupational risk such as Injuries and diseases, workplace environmental and psychological risks is: "Rate the following risks which are present in your workplace"? on Likert scale (Very low =1, Low =2, Moderate=3, High=4, Very high =5). Job satisfaction categories with following question on Likert scale (Strongly Agree=1 to Strongly Disagree=5). Internal equity: To what extent do you believe your compensation is competitive compared to that of your peers performing similar work? External equity: To what extent do you believe that your compensation aligns with that of other industries in comparable positions? The employee wellbeing, on a Likert scale from 1 to 4. The question, "taking to all things together, would you say you are?" is employed to assess employee wellbeing; 1: not at all happy, 2: not happy, 3: rather happy, 4: very happy, and an error term (e). Principal component analysis is utilized for constructing an index of workplace environmental, psychological risks and organizational support. Cronbach's Alpha is employed to assess data reliability (Santos, 1999), and linear regression was utilized.

Variables Description

The study included several occupational environmental risk factors are noise, lighting heat, air pollution (cotton dust), ventilation, quality of water, hygienic or sanitary conditions, cleanliness. Psychological risk factors include mental stress, burnout, quality life enjoyment, high workload and time pressure at the workplace. The organizational characteristics identified for mitigating risk, as assessed by the Likert scale utilized in this study, range from 1 indicating strongly agree to 5 indicating strongly disagree. safety regulations, provision of safety equipment, execute safety drills, employee training, cleanliness and hygiene standards, provision first aid, compensation with employees.

Table 1. Descriptive Statistics

Variable	Mean	Std. Dev.
Employees motivation	2.327	1.524
Employees retention	2.325	1.417
Wellbeing	2.402	1.084
Internal equity	2.353	1.493
External equity	2.839	1.576

Diseases risk	4.056	1.133
Injury risk	3.448	1.422

The research data consists of 498 observations which measure seven organizational variables with scale intervals from 1 to 4 or 1 to 5. Employee motivation and employee retention share equivalent mean scores (2.327 and 2.325) yet differ significantly in standard deviation (1.524 and 1.417) indicating various experiences exist among employees. Different respondents answered at every level of the scale from 1 to 5 when rating these variables.

The survey reveals wellbeing initiatives as rated 2.402 on average with standard deviation 1.084 across a limited spectrum of 1-4. Internal equity received a lower score of 2.353 with standard deviation 1.493 than external equity received at 2.839 with standard deviation 1.576 showing employees rate their market fairness higher than their internal equity.

Employee risk variables show cause for concern because disease risk scores are exceptionally high (Mean=4.056, SD=1.133) near the maximum value of 5 and accident risk scores (Mean=3.448, SD=1.422) remain elevated too. The workplace safety problems need instant focus because employees show consistent high-risk perceptions specifically toward health threats. Employee perception variations are substantial across every variable which emphasizes the requirement for specialized intervention strategies instead of generalized approaches.

Table 2. Psychological Risk

Variable	Mean	Std. Dev.
Mentally stressed	4.012	1.246
Burnout	3.526	1.549
Enjoyment/happiness	3.627	1.512
High work loads	3.994	1.228
Time pressure	3.928	1.228

Mental stress levels and high workloads of employees (M=4.01 and M=3.99 respectively) match time pressure scores (M=3.93) indicating excessive workplace demands throughout their working days. Employee burnout displays results at M=3.53 and SD =1.49 which exceeds the standard deviation of other measures like stress and workload pressures. Whereas average of life enjoyment/happiness (M=3.63) and SD is 1.51. While stress and workload pressures seem to exist throughout the organization since their minimal standard deviations (1.23-1.25) match their high means (all SD≈1.23-1.25).

Table 3. Organizational support

Variable	Mean	Std. Dev.
Safety regulation	2.5	1.371
Safety equipment provision	2.428	1.425
Conduct safety drills	2.402	1.403
Training to employees	2.404	1.407
Clean and hygienic	2.464	1.423
First aid provision	2.506	1.334
Compensation with employees	2.468	1.355

The mean score of 2.5 indicates that the safety regulations within the organization followed accordingly occupational health and safety is moderate protection and a standard deviation of 1.371. The findings regarding safety equipment provision to employees indicate a mean score of 2.428, suggesting that employees perceive a lack of adequate safety equipment provided to them. The standard deviation of 1.425 further reinforces this observation. The mean score for conducting safety drills was 2.402, suggesting that employees do not feel sufficiently prepared for a safety drill. Meanwhile, the mean score for training to employees was slightly lower at

2.404, which raises concerns regarding the adequacy of the training provided for safety practices. The evaluation for cleanliness and hygienic conditions stands at 2.464. This indicates a level of concern regarding cleanliness or hygiene condition that was maintained inside the workplace, though it reflects only a moderate level of concern. The average score for ‘provision first aid’ was 2.506, indicating that employees likely feel that first aid and subsequent events in the workplace do not adequately safeguard them. Finally, the mean score for compensation with employees was 2.468, indicating a concern regarding to take reaction by organization how quickly against following incidents or workplace risk.

Principal Component Analysis Results

Principal Component Analysis (PCA) is utilized to develop indices for workplace environmental and psychological risks, as well as organizational support. PCA is a significant multivariate statistical method formulated for the reduction of dimensionality in complicated datasets while maintaining their variability, established by Harold Hotelling in 1933 (Jolliffe and Cadima, 2016).

Table 4. Workplace Environmental Risk

Component	Eigenvalue	Cumulative
Noise	6.094	0.762
Lighting condition	0.894	0.874
Heat	0.229	0.902
Air pollution	0.194	0.926
Ventilation	0.168	0.947
Safety of drinking water	0.166	0.968
Hygiene and sanitary condition	0.145	0.986
Cleanliness	0.109	1

The principal component analysis (PCA) evaluated 498 observations to determine eight principal components among which Comp1 demonstrated a large eigenvalue of 6.094 which explained 76.2% of the total variance. The extracted Comp1 component successfully explains a large percentage of the total variations found in the dataset. The second component (Comp2) possesses an eigenvalue of 0.894 which attributes to 11.2% of the variance whereas both Comp3 and Comp4 contribute 2.9% and 2.4%, respectively. The combined influence of the first two components produces 87.4% total variance in the dataset thus demonstrating the primary role of Component 1 in interpreting these data.

Table 5. Psychological risk

Component	Eigenvalue	Cumulative
Mental stress	3.432	0.686
burnout	1.028	0.892
Quality life Enjoyment	0.202	0.932
High work load	0.189	0.97
Time pressure	0.149	1

The principal component analysis (PCA) performed on 498 observations produced five principal components whose initial component (Comp1) had a noteworthy eigenvalue of 3.432 and resulted in 68.6% variance explanation. Comp1 acts as the predominant variable for understanding the data variations within the dataset. The second component (Comp2) contains an eigenvalue of 1.028 which describes 20.6% of the data variance and surpasses the explanatory capacity of Comp3 and Comp4 because they only explain 4.0% and 3.8% of the data variance respectively. The first two components combined account for 89.2% of the data variance which reveals Comp1 as the primary factor to understand the dataset structure.

Table 6. Organizational Support

Component	Eigenvalue	Cumulative
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Safety regulation	5.766	0.824
Provision of Safety equipment	0.305	0.867
Conducts safety drill	0.246	0.902
Training to employees	0.193	0.93
Clean and hygienic condition	0.181	0.956
Provision of first aid	0.166	0.98
Compensation with employees	0.142	1

The analysis of variance for organizational safety perception factors of 498 data revealed seven risk factors, with the first factor having high eigenvalues of 5.766 and explaining 82.4 percent of the variation. This shows that one cause explains much of the diversity in safety measures. The second component has an eigenvalue of 0.305 and accounts for only 4.4 percent of the variance, thus subsequent components are significantly used.

Linear Regression

Linear regression utilizes statistical techniques to assess the relationship between dependent variables and one or more independent variables by formulating a linear model from observed data points. Research indicates that linear regression enables researchers to ascertain predictive and inferential impacts of variables on outcomes through its models (Stock and Watson, 2019). A linear model requires a linear association among variables and adherence to specific assumptions, such as homoscedasticity, which must be validated to ensure model reliability. **Table 7. Linear Regression Results**

Model 1.			Model 2.	
Employees Motivation			Employees Retention	
Variables	Coef.	t-value	Coef.	t-value
Diseases risk	-0.16***	-3.2	-0.026	-0.57
Injury risk	-0.227***	-5.98	-0.259***	-7.39
Environmental risk	-0.011	-0.24	-0.022	-0.51
Psychological risk	-0.201***	-3.54	-0.111**	-2.17
Internal equity	0.636***	14.8	0.217***	4.71
External equity	0.263***	6.84	0.144***	4.01
Wellbeing	0.014	0.42	0.085***	2.75
Organization support	-0.014	-0.3	0.119***	2.83
Employees motivation			0.907***	3.81
R-squared	0.795		0.812	

*** p<.01, ** p<.05, * p<.1

The linear regression model exhibits a robust correlation, as demonstrated by an R-squared value of 0.795, indicating that 79.5% of the variation in employee motivation is related to the independent variables examined. The model exhibits statistical significance, evidenced by an F-test value of 237.061 and a p-value of 0.000. Employee motivation is significantly affected by disease risk, injury risk, psychological risk, internal equity, and external equity, as indicated by their p-values being below 0.01. As the risks of disease and injury increase by one unit, motivation declines by 0.16 and 0.227 points, respectively, whereas psychological risk results in a 0.201-point fall in motivation. Motivation levels are positively influenced by both internal equity and external equity, with correlation coefficients of 0.636 and 0.263, respectively. Employee motivation has not impacted by environmental risk, well-being, and organizational support, since the relevant data points exhibited non significance about these factors.

Employee retention exhibits 81.2% variance related to the research variables in a well-fitting of model. The model demonstrates statistical significance, evidenced by an F-test value of 234.898 and a p-value of 0.000. The variable assessing injury risk yields statistically significant adverse impacts on retention, resulting in (coefficient = -0.259, p-value = 0). The study

indicates that psychological risks significantly reduce employee retention, as evidenced by a (coefficient = -0.111, p-value = 0.031). Internal equity and external equity are significant factors influencing retention, both exhibiting statistical significance at (coefficient = 0.217, p-value = 0) and (coefficient = 0.144, p-value = 0) respectively. Employee retention is positively influenced by well-being characteristics and organizational support features, with (coefficients = 0.085, p-value = 0.006) and (coefficients = 0.119, p-value = 0.005) respectively. The study indicates that employee motivation exhibits the most substantial positive effect on retention, evidenced by (coefficient = 0.456, p-value = 0), which achieves robust statistical significance. Whereas both the diseases risk and work place environmental risk are non-significant in this study. The model indicates that the constant term has statistical significance as the initial retention rate when predictor values are zero. The model illustrates how safety, equity, organizational support, and employee motivation together contribute to the development of effective employee retention systems inside organizations.

Conclusion

The textile industry encounters substantial challenges in sustaining employee motivation and retention owing to diverse occupational risks, including diseases, injuries, workplace environment and psychological problems, alongside disparities in job satisfaction and organizational support. Although motivation is crucial for influencing retention rates, the precise interactions of these components within the textile sector are yet inadequately examined. This study seeks to examine the critical relationship between employee motivation and retention, identifying the primary risk factors and equitable perceptions that affect these results. Ultimately, comprehending these relationships is crucial for formulating focused ways to improve worker satisfaction and retention in this critical sector. The results of linear regression models provide significant insights into the factors influencing employee motivation and retention levels. According to Model 1. employee motivation diminishes due to risks associated with disease, injury, and psychological factors, but it enhances with the presence of internal and external equity. Model 1's results indicate that occupational risk, adversely affect employee motivation, whereas job satisfaction such as internal and external equity and wellbeing exert substantial positive effects. These findings highlight the imperative for firms to promote workplace safety and fairness in order to cultivate a motivated workforce. Ultimately, addressing these variables is essential for improving employee's satisfaction and overall efficiency in the textile industry. Whereas Model 2. demonstrates that occupational injuries and psychological problems function as independent variables that deter individuals from remaining in their positions due to negative consequences. The primary factors influencing employee retention include internal equity, external equity, well-being, organizational support, and employee motivation, which is the most critical factor of retention rates. The results demonstrate that retention and motivation are interdependent, suggesting that organizations can enhance both measures by implementing workplace risk reduction, enhancing job satisfaction and employee support programs.

Recommendation

Organizations must have comprehensive health and safety policies that prioritize workplace safety enhancements. Ensuring employees motivation and retention necessitates ongoing training, risk assessments, and employee feedback to mitigate injuries and diseases.

Ethical compensation methods necessitate that managers conduct regular evaluations of remuneration systems to ensure fairness in salaries among internal employees and in relation to industry standards. organizations that ensure equitable treatment foster improved employee morale, leading to heightened motivation and increased retention.

Employer organizations must commit financial resources for health programs addressing the physical and mental health requirements of their employees. Organization can improve their work environment by implementing wellbeing programs

Involving employees in organizational decisions and soliciting their input on workplace policies fosters a climate that enhances employee motivation and wellbeing to improve retention rates.

Organizations must provide resources aimed at enhancing overall well-being of employees.

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