

A Study on Job Satisfaction And Employee Retention In Star Plastic, Thrissur

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Abstract- *This study examines employee satisfaction and retention at Star Plastics Pvt Ltd, focusing on key factors that influence workplace engagement and commitment. Employee satisfaction plays a critical role in boosting productivity and organizational success by directly impacting morale, efficiency, and turnover rates. The research identifies several factors, including compensation, career growth, recognition, and workplace conditions, that affect employee satisfaction. Key findings reveal that while employees value promotion opportunities and allowances, there are concerns regarding rewards, recognition, performance-based incentives, and overtime pay. The workplace environment, particularly ventilation, emission control, and employee involvement in decision-making, also requires improvement. Statistical analysis demonstrates significant correlations between rewards, recognition, promotion opportunities, and performance-based incentives. However, gender does not significantly influence employees' perceptions of workplace respect or salary satisfaction. To improve employee retention, the study recommends strengthening recognition programs, revising compensation structures, enhancing workplace safety, and fostering a more participative work culture. These strategies are expected to improve job satisfaction, reduce turnover, and enhance overall organizational performance.*

Keywords- Employee Satisfaction, Retention, Workplace Engagement, Compensation, Career Growth, Recognition, Promotion Opportunities, Overtime Pay, Workplace Environment, Statistical Analysis, Organizational Performance.

I. INTRODUCTION

An organization is a dynamic environment where individuals come together to achieve common objectives, and its overall success depends largely on the people who contribute to its daily operations. The workforce, or employees, are the backbone of any organization, playing a pivotal role in driving its profitability and ensuring it functions efficiently. Employee retention, which refers to the strategies and efforts made to encourage workers to remain with the company for as long as possible, is crucial to the long-term stability and growth of any

organization. Retaining talented employees not only reduces the costs associated with high turnover rates but also preserves valuable knowledge and experience within the company.

Effective employee retention strategies involve the creation of a work culture that meets the diverse needs and expectations of employees, promoting an environment where they feel valued, motivated, and committed to the company's goals. This is where employee satisfaction comes into play. Job satisfaction, which is directly influenced by factors such as compensation, career advancement opportunities, working conditions, and recognition, plays a significant role in retention. Employees who are satisfied with their jobs are more likely to stay with the organization, contribute at a higher level, and advocate for the company's success.

Employee satisfaction, in turn, is influenced by the balance between the actual experience at work and the employee's expectations. When these align, employees experience fulfillment and are more committed to their roles. High job satisfaction not only enhances morale but also improves productivity, reduces absenteeism, and fosters a positive work environment. On the other hand, when employees feel their expectations are not met, it can lead to dissatisfaction, decreased motivation, and ultimately, higher turnover rates.

Understanding the various factors that influence employee satisfaction and retention is essential for organizations striving to build a loyal and effective workforce. By prioritizing employee well-being and ensuring they feel valued, organizations can reduce turnover costs, improve morale, and enhance overall organizational performance. This introduction provides the foundation for exploring how employee retention strategies can create a more stable, engaged, and productive workforce, which is critical for achieving long-term business success. In the era of digital transformation, and adopt more resilient business models to stay competitive and continue contributing to the economy.

II. REVIEW OF LITERATURE

Amiya Bhaumik (2022) emphasizes that effective human resource management is the foundation of any business, with employee satisfaction being a critical determinant of retention. Disgruntled employees are likely to leave for better opportunities, and the increasing rate of employee turnover poses a challenge to businesses. The study shows a direct correlation between staff satisfaction and retention, where happy employees are more motivated to stay, reducing the costs associated with hiring, training, and screening new employees.

Ricardo S. Biason (2020) explores the relationship between job satisfaction and employee retention, with a focus on the academic, management, and social psychology fields. Through a review of over ten years of research, the study confirms that job satisfaction and employee retention are positively correlated. The study uses a descriptive research design to demonstrate that satisfied employees are more likely to stay with their organizations for the long term.

Ishaq Ibrahim (2019) conducted a quantitative study to examine the relationship between employee retention, job satisfaction (JS), and belongingness (BG) in Malaysia's manufacturing sector. The research, which included distributing questionnaires and using AMOS for data analysis, found that employee retention is influenced by engagement, organizational justice, and employee loyalty. The study revealed a lack of retention in Malaysia's manufacturing industry, emphasizing the importance of job satisfaction in fostering belongingness and retention.

Chaya J Swamy (2019) investigates the factors that influence employee retention, particularly in competitive business environments. Using a clearly defined questionnaire and various statistical techniques, including exploratory and confirmatory factor analysis, the study identifies six key factors impacting employee retention: employee development, organizational facilities, supportive work environments, employee benefits, flexible work environments, and welfare schemes. These elements are essential for enhancing retention within organizations.

Shuja Iqbal (2017) highlights the critical issue of employee retention, noting that retaining experienced employees is more cost-effective than constantly hiring new staff. The study examines how salary, benefits, company culture, and job satisfaction affect retention. It also assesses how these factors align with motivational theories, illustrating their significance in maintaining a committed and satisfied workforce.

III. RESEARCH METHODOLOGY

The success or failure of a research project is often determined by the appropriateness of the methodology used to reach its conclusions. This section outlines the study's design and the methods employed to gather and analyze data.

Sample Size

The sample size for this study consists of 65 employees from Star Plastics Pvt Ltd. This sample size was selected to ensure a diverse representation of the employee population within the organization.

Data Collection Techniques

Both primary and secondary data were collected for this study to provide a comprehensive understanding of the factors influencing employee satisfaction and retention.

Primary Data Collection

- The primary data was collected through **surveys** and **questionnaires** administered to employees of Star Plastics. These instruments were designed to gather firsthand information from employees regarding their job satisfaction, retention factors, and other relevant aspects of their work experience.

Secondary Data Collection

- Secondary data was collected from **articles**, **journals**, and **websites** related to employee satisfaction, retention, and human resource management. This data helped provide a theoretical background and support for the primary data findings.

Data Collection Tools

The primary tool used for data collection in this study was **questionnaires**. These questionnaires were structured to capture both quantitative and qualitative insights from employees on their job satisfaction and factors influencing retention.

Data Analyzing Tools

To analyze the data collected, the following statistical methods and tools were employed:

Tool 1: Percentage Analysis Method

The percentage analysis method was used to determine the distribution and relationship of various factors influencing employee satisfaction and retention. It provides a simple and effective way to compare the relationship between two or more variables. The formula for percentage calculation is:

$$\text{Percentage} = \frac{\text{Number of respondents for a specific answer}}{\text{Total number of respondents}} \times 100$$

Tool 2: One-Way ANOVA

One-Way ANOVA (Analysis of Variance) was used to determine if there were significant differences between the means of three or more independent groups. This statistical method helps to assess whether group differences exist based on the variance between and within groups. If the variance between groups is significantly larger than the variance within groups, it suggests that at least one group mean is different from the others. The assumptions of normality and homogeneity of variances are important for the validity of this test.

Tool 3: Chi-Square Test

The **Chi-Square Test** was employed to assess the differences between observed and expected frequencies in categorical data. It also helps determine if there is a correlation between two categorical variables, which can indicate whether a relationship exists between them. The formula for the Chi-Square test is:

$$\chi^2 = \sum (O - E)^2$$

- O = Observed frequency
- E = Expected frequency

This method helps to assess if any observed differences in the data are statistically significant or if they occurred due to random chance.

IV. DATA ANALYSIS

MANAGEMENT SUPPORTS FOR HIGHER EDUCATION

PARTICULARS	NO OF RESPONSE	PERCENTAGE
HIGHLY SATISFIED	10	15 %
SATISFIED	19	29 %
NEUTRAL	20	31 %
DISSATISFIED	11	17 %
HIGHLY DISSATISFIED	5	8 %
TOTAL	65	100



INTERPRETATION

15% of respondents are highly satisfied with the support, while 29% are satisfied and have a generally positive view. A neutral stance is held by 31% of respondents, indicating indifference. On the other hand, 17% express dissatisfaction, feeling that the support is insufficient, and 8% are highly dissatisfied, holding a very negative perception.

CHARTGOOD WORK DONE IS APPRECIATED



INTERPRETATION

15% of employees strongly agree that their work is appreciated, and 25% agree. A larger portion (38%) are neutral, suggesting they neither feel strongly about nor against the recognition. However, 17% disagree, and 5% strongly disagree, indicating dissatisfaction with the acknowledgment of their work.

ONEWAYANOVAONREWARDSANDRECOGNITIONANDPROMOTIONOPPORTUNITIES

H₀: null hypothesis

Rewards and recognition has no impact on promotion opportunities

H₁: alternative hypothesis

Rewards and recognition has impact on promotion opportunities

SOURCE OF VARIATION	SS	DF	MS	F	P-VALUE	F CRIT
BETWEEN GROUPS	335	4	83.75	7.613636	0.023507	5.192168
WITHIN GROUPS	55	5	11			
TOTAL	390	9				

INTERPRETATION

In this case, $f = 7.61$ is less than the critical value of 5.19. Therefore, we fail to reject the null hypothesis. The null hypothesis is accepted indicating that there is no significant difference between the group means at the 0.05 significance level. This means that there is no statistically significant evidence to suggest that rewards and recognition has no impact on promotion opportunities

CHI SQUARE TEST ON GENDER AND EMPLOYEES ARE TREATED WITH DUE RESPECT

H₀: there is no relation between gender and employees are treated with due respect

H₁: there is a relation between gender and employees are treated with due respect

PARTICULARS	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
MALE	7	11	10	8	5	41
FEMALE	5	7	6	4	2	24
TOTAL	12	18	16	12	7	65

O	E	(O-E)	(O-E) ²	(O-E) ² /E
7	7.569231	-0.56923	0.324024	0.042808
11	11.35385	-0.35385	0.125207	0.011028
10	10.09231	-0.09231	0.008521	0.000844
8	7.569231	0.430769	0.185562	0.024515
5	4.415385	0.584615	0.341775	0.077406
5	4.430769	0.569231	0.324024	0.07313
7	6.646154	0.353846	0.125207	0.018839
6	5.907692	0.092308	0.008521	0.001442
4	4.430769	-0.43077	0.185562	0.04188
2	2.584615	-0.58462	0.341775	0.132234
TOTAL				0.424127

$$\text{DEGREE OF FREEDOM} = (R-1)(C-1) = (2-1)(5-1) = 1 \times 4 = 4$$

EXPECTED TABLE VALUE OF 0.05 WITH DEGREE OF FREEDOM 4 = 9.49

CHI SQUARE	CALCULATED VALUE	0.42
	DEGREE OF FREEDOM	4
	TABLE VALUE	9.49

INTERPRETATION

As per the calculation, the calculated value is . There for null hypothesis is accepted and alternative hypothesis is rejected. It means there is no significant relationship between gender and employees' perception of being treated with due respect.

V. SUGGESTIONS

Based on the findings, the following suggestions are made to improve employee satisfaction and retention:

1. Rewards and Recognition:

- Establish structured rewards and recognition programs, including performance-based incentives, appreciation events, and peer recognition initiatives.

2. Promotion Opportunities:

- Clearly define promotion criteria, provide regular feedback, and introduce mentorship and training programs to support career advancement.

3. Respect and Trust:

- Address concerns related to respect and trust by implementing open communication channels, leadership training, and conflict resolution mechanisms.

4. Compensation:

- Conduct regular salary benchmarking, improve overtime pay, and restructure performance-based incentives to ensure fair and motivating compensation.

5. Workplace Environment:

- Improve ventilation, emission control, and safety measures to create a healthier and more comfortable work environment.

6. Employee Involvement:

- Encourage participative management by involving employees in key decisions, implementing suggestion programs, and ensuring grievances are addressed effectively.

ventilation and emission control, is crucial for creating a safer and more comfortable environment.

The statistical analyses, including One-Way ANOVA and Chi-Square tests, confirm significant relationships between rewards and recognition, promotion opportunities, and performance-based incentives, highlighting the importance of these factors in improving employee satisfaction. However, gender does not significantly affect perceptions of respect or satisfaction with the salary structure.

By addressing these challenges through the suggested interventions, Star Plastics can improve employee satisfaction, reduce turnover, and strengthen overall organizational performance.

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VI. CONCLUSION

Employee satisfaction and retention are essential for the long-term success of any organization, and the study's findings highlight the need for improvement in several key areas at Star Plastics Pvt Ltd. While employees appreciate certain aspects such as promotion opportunities, allowances, and shift allotment, issues with rewards and recognition, overtime pay, respect in the workplace, and employee involvement in decision-making remain significant concerns.

The study emphasizes the importance of implementing structured rewards and recognition systems, clear promotion criteria, and better supervisor support to enhance employee motivation and job satisfaction. Additionally, improving workplace infrastructure, such as