



AN ANALYSIS ON JOB SATISFACTION AND EMPLOYEE RETENTION OF PAPER COMPANY, COIMBATORE

Dr. D. Mythili*, D. Harini & D. V. Subasree****

* Assistant Professor, Department of MBA (PG), Sri Ramakrishna College of Arts & Science, Coimbatore, Tamil Nadu

** MBA Scholar, Department of MBA (PG), Sri Ramakrishna College of Arts & Science, Coimbatore, Tamil Nadu

Cite This Article: Dr. D. Mythili, D. Harini & D. V. Subasree, "An Analysis on Job Satisfaction and Employee Retention of Paper Company, Coimbatore", *International Journal of Multidisciplinary Research and Modern Education*, Volume 11, Issue 1, January - June, Page Number 116-118, 2025.

Copy Right: © R&D Modern Research Publication, 2025 (All Rights Reserved). This is an Open Access Article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Abstract:

This study examines the relationship between job satisfaction and employee retention at Sri Ganesh Paper, a prominent paper manufacturing company in Coimbatore. In today's competitive business landscape, job satisfaction is a critical factor influencing employee retention, with high job satisfaction leading to enhanced motivation, engagement, and loyalty among employees. This research investigates the key drivers of job satisfaction such as salary, work-life balance, career growth opportunities, workplace environment, and management support. Using a descriptive research approach, the study gathered primary data from 95 employees through structured questionnaires. Statistical tools like Correlation Analysis, Chi-Square Test, and ANOVA were employed to analyse the data. The findings suggest that there is a moderate positive correlation between job satisfaction and employee motivation. Furthermore, significant relationships were identified between departmental factors and reasons for leaving the company, as well as variations in job satisfaction levels among employees who stay versus those who leave. The results emphasize the importance of fostering a positive work environment, offering growth opportunities, and providing adequate management support to enhance job satisfaction and reduce employee turnover. This research provides valuable insights for Sri Ganesh Paper to improve employee retention strategies and build a more satisfied and committed workforce.

Key Words: Engagement, Workplace Environment, Career Growth, Job Satisfaction and Employee Retention

Introduction:

In today's fast-moving and competitive business world, companies are realizing that keeping employees happy isn't just a nice thing to do—it's essential for success. When employees feel satisfied in their jobs, they are more engaged, motivated, and committed to their work. One of the biggest benefits of job satisfaction is employee retention. When people enjoy what they do and feel valued, they are more likely to stay with a company for the long run. On the other hand, high turnover can be expensive and disruptive, leading to extra costs for hiring, training, and lost productivity. That's why understanding what makes employees satisfied is key to keeping them on board. This study looks at how job satisfaction affects employee retention at Sri Ganesh Paper in Coimbatore. The manufacturing industry is fast-paced, and skilled workers are always in demand, making it even more important to hold onto experienced employees. While salary and work-life balance are big factors in job satisfaction, there's more to it than just pay. The goal of this study is to explore what truly drives job satisfaction and how it influences employee retention. By looking at key factors like compensation, professional development, work culture, and management support, this research will provide valuable insights to help Sri Ganesh Paper create a better workplace. The findings will guide the company in shaping policies that keep employees motivated, engaged, and committed to their roles.

Statement of the Problem:

Employee retention is a major challenge in today's competitive business world, as high turnover rates lead to increased recruitment and training costs, along with a loss of organizational knowledge. Job satisfaction plays a crucial role in retention, yet there is a need to better understand how factors like work environment, compensation, leadership, and career growth influence an employee's decision to stay or leave. This study aims to examine these relationships and provide insights into how organizations can enhance job satisfaction to improve employee retention.

Review of Literature:

Agung Annafi Putra, Dian Indiyati, and Ratna Komala Putri (2024): "The Impact of Career Development and Job Satisfaction on Gen-Z Employee Retention in Manufacturing Companies in The Karawang Region" This study examines how career development and job satisfaction influence the retention of Generation Z employees in manufacturing companies in Karawang, Indonesia. The findings indicate that both factors significantly impact employee retention, highlighting the importance of tailored career development programs and job satisfaction initiatives for Gen-Z employees.

Surendra Kumar, Dr. Deepak Dixit, and Dr. Rajendra Kumar (2023): "Examining the Relationship between Job Satisfaction and Employee Retention in the Neemrana Industrial Region (Alwar)" This study investigates the relationship between job satisfaction and employee retention in the Neemrana Industrial Region, focusing on factors such as recognition, job autonomy, job fit, role clarity, and communication. The findings highlight that recognition and rewards significantly influence employee loyalty.

Kumar & Bansal (2023): "Corporate Social Responsibility and Its Impact on Job Satisfaction and Employee Retention." The authors aimed to investigate how employees' perceptions of their company's CSR efforts contribute to their job satisfaction and willingness to remain with the company for the long term. The authors aimed to investigate how employees' perceptions of their company's CSR efforts contribute to their job satisfaction and willingness to remain with the company for the long term.

Research by Zhang et al. (2023): "Perceived Organizational Support and Its Effect on Job Satisfaction and Employee Retention in Healthcare." The study explored how perceived organizational support (POS) influences job satisfaction and

employee retention. It examined how factors like social support, fairness, and recognition from employers affect healthcare workers' decision to stay with their organizations. The research found that perceived organizational support was a strong predictor of job satisfaction and retention, particularly in high-stress sectors like healthcare.

Kumar & Garg (2022): Job Satisfaction and Employee Retention in the Indian IT Sector. To examine the relationship between job satisfaction and employee retention in India's highly competitive IT sector. The study focused on identifying the key factors that influence job satisfaction, such as work environment, recognition, and career development opportunities, and how these factors impact employee retention. The study concluded that employees in the Indian IT sector who were satisfied with their work environment, had opportunities for career advancement, and received recognition for their efforts were less likely to leave their organizations.

Objectives of the Study:

- To assess the overall job satisfaction levels the employees at Sri Ganesh Paper.
- To identify the major factors contributing to job satisfaction such as salary, work- life balance, career growth opportunities, workplace environment, and management support.
- To analyse the impact of job security, professional growth, and work culture on employee retention.
- To examine the relationship between job satisfaction and employee retention to determining whether they stay or leave the organization.

Research Design:

This study employs a descriptive research approach to examine job satisfaction and employee retention at Sri Ganesh Paper. To ensure comprehensive analysis, the study utilizes Total Population Sampling, incorporating all 95 employees for a holistic view of workplace satisfaction and retention trends. Data was collected through a structured questionnaire covering key factors such as salary, work-life balance, career growth, and management support.

Data Analysis Tools:

- ANOVA (Analysis of Variance)
- Correlation Analysis
- Chi-Square Test

Analysis:

Correlation Analysis:

To Find the Correlation Between Job Satisfaction and Motivation:

- Null Hypothesis (H0): There is no significant correlation between job satisfaction and motivation.
- Alternative Hypothesis (H1): There is a significant positive correlation between job satisfaction and motivation.

		Job Satisfaction	Motivation
Job Satisfaction	Pearson Correlation	1	0.446
	Sig.(2-Tailed)		0.001
	N	95	95
Motivation	Pearson Correlation	0.446	1
	Sig.(2-Tailed)	0.001	
	N	95	95

Interpretation:

The Pearson correlation coefficient between job satisfaction and motivation is 0.446, indicating a moderate positive correlation. This suggests that as job satisfaction increases, motivation also tends to increase, and vice versa. The p-value of 0.001 is less than the typical significance level of 0.05, indicating that this correlation is statistically significant. With a sample size of 95, the result is robust and suggests a meaningful relationship between these two variables.

Chi Square:

To Find the Relationship between Department and what is the Main Reasons You Would Leave the Company?

- Null Hypothesis (H0): There is no significant relationship between department and the main reasons employees would leave the company.
- Alternative Hypothesis (H1): There is a significant relationship between department and the main reasons employees would leave the company.

	Value	df	Asymptotic Significance (2-Sided)
Pearson Chi-Square	44.088 ^a	20	0.001
Likelihood Ratio	45.015	20	0.001
Linear-by-Linear Association	6.067	1	0.014
No of Valid Cases	94		

Interpretation:

The Pearson Chi-Square value is 44.088, with 20 degrees of freedom, and the p-value is 0.001. Since the p-value is less than 0.05, this result shows a statistically significant association between the variables tested. This suggests that there is a significant relationship between the variables, and the observed frequencies significantly differ from the expected frequencies

ANOVA:

To Find Difference between Job Satisfaction and what is the Main Reasons You Would Leave the Company?

- Null Hypothesis (H0): There is no significant difference in job satisfaction between employees who stay and those who leave the company.
- Alternative Hypothesis (H1): There is a significant difference in job satisfaction between employees who stay and those who leave the company.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	98.427	3	32.809	5.068	0.003
Within Groups	589.107	91	6.474		
Total	687.534	94			

Interpretation:

The ANOVA for job satisfaction shows a Between Groups Sum of Squares of 98.427 and a Within Groups Sum of Squares of 589.107. The F-value is 5.068, with a p-value of 0.003. Since the p-value is less than 0.05, this indicates a statistically significant difference in job satisfaction between the groups. This suggests that the levels of job satisfaction significantly vary among the groups, and at least one group's mean differs from the others.

Suggestions:

Based on the study's findings, Sri Ganesh Paper should focus on several key areas to enhance job satisfaction and improve employee retention. First, offering competitive salaries and performance-based incentives can make employees feel valued and motivated to stay. Along with monetary benefits, improving work-life balance through flexible work schedules, leave policies, and wellness programs can lead to increased productivity and job satisfaction. Career growth opportunities should also be prioritized by providing training programs, mentorship, and clear paths for advancement, which can boost employee engagement and commitment. Additionally, fostering a positive workplace environment with open communication, employee recognition programs, and team-building initiatives can help create a more engaged and satisfied workforce. Strong management support and transparent leadership play a crucial role in employee motivation; therefore, managers should be trained to offer constructive feedback, address concerns effectively, and recognize employee contributions. Since the study indicates a significant relationship between department specific challenges and employee attrition, targeted retention strategies should be implemented to address concerns unique to different departments.

Finally, conducting regular employee satisfaction surveys will help the company identify emerging issues and evaluate the effectiveness of implemented policies. By making continuous improvements based on employee feedback, Sri Ganesh Paper can cultivate a more satisfied, motivated, and loyal workforce, ultimately reducing turnover and enhancing organizational success.

Conclusion:

The study confirms that job satisfaction plays a critical role in employee retention at Sri Ganesh Paper. The correlation analysis reveals a moderate positive relationship between job satisfaction and employee motivation, highlighting the need to enhance workplace engagement. The Chi-Square test further emphasizes the importance of department-specific factors in influencing an employee's decision to leave, suggesting that targeted retention strategies should be implemented. Additionally, the ANOVA results indicate significant differences in job satisfaction levels among employees based on their likelihood of staying or leaving the company. To reduce turnover, Sri Ganesh Paper must prioritize key factors such as fair compensation, career growth opportunities, work-life balance, and effective leadership. By fostering a positive and supportive work environment, the company can improve employee retention, ensuring a committed and motivated workforce. Implementing the suggested strategies will not only enhance job satisfaction but also contribute to the long-term success of the organization by reducing hiring costs and improving productivity.

References:

1. Anderson, P., & Lee, S. (2024). Enhancing employee retention through career development programs: A study of IT professionals. *Career Development International*, 29(5), 650-668.
2. Anderson, L., & Clark, R. (2024). The impact of employee empowerment on retention in the service industry. *Journal of Service Management*, 35(2), 189-203.
3. Baker, T., & McCluskey, D. (2024). The role of employee motivation in retaining talent: A case study of the automotive industry. *Journal of Business Research*, 32(4), 65-79.
4. Dr. N Amsaveni (2022) "A Study on Employee Welfare Measures with Special Reference to Bescal Steel Industries", 0378-4568. 8.
5. Fong, et al. (2024). Relationship between job satisfaction and voluntary turnover intention in the manufacturing industry for sustainable growth: A systematic review. *International Journal of Advanced Applied Science*, 11(7), 1021-1033.
6. Garcia, M., & Lopez, J. (2024). Employee engagement and retention in the hospitality sector: A case study. *International Journal of Hospitality Management*, 33(4), 412-425.
7. Gomez, L., & Hernandez, M. (2024). The impact of organizational communication on employee retention in the tech industry. *Journal of Business Communication*, 36(3), 301-315.