

## Employees Job Satisfaction and Retention at Workplace

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### Abstract

All companies rely on effective management of human resource. Satisfied employees are the backbone of the business. Dissatisfied workers intended to leave the job as early as possible, or change to other workplace or professionals. The increase rate of employees' turnover becomes the thread for all organizations. The employees' satisfaction and retention link directly with each other. When the employees satisfy their jobs, they become motivate, and stay in organization for long-term. The satisfied workers are the great assets and also the retention reduces the extra costs of recruitment, selection, and training. The current study analyzes the employees' satisfaction and retention among the middle-level management employees at Sugar factories in Myanmar.

**Keywords**— Job satisfaction, Employee retention, Middle-level Management Employees, Sugar Factories, Myanmar.

### BACKGROUND OF THE STUDY

In all organizations, human resources are the lifeblood for long-term success. Globalization and technology advancement have caused many organizations to be more competitive. Workers become the major assets for all firms to survive and compete. Organizations emphasis on the employee's satisfaction, because the dissatisfied workers quit the jobs or move to other professionals. Employees' retention becomes the great issue for all business firms. The administrative teams and owners notice the employee job satisfaction and retention as the major concerns in getting sustainable competitive advantage. Employers attract the best talents and also keep employees on the job for a long term [1]. Employees stay or leave organizations for many reasons, including the personal and professional issues. Employees who are happy with their jobs are more dedicated and work for an organization's growth. If employees satisfy at their jobs, then they will stick and work for the organization. Workplace satisfaction is defined as a combination of positive and negative feelings about one's work. Job satisfaction is a measure

of how realistic expectations are compared to actual rewards. Job satisfaction can also be defined as an individual's general attitude toward her or his particular occupation [2]. Particular job satisfaction has a significant influence on employee commitment, turnover, absenteeism, tardiness, accidents, and grievances [3]. Employees who are dissatisfied with their jobs are more likely to be absent [4]. Job satisfaction is a critical component of employee retention, which can only achieve by making employees physically and psychologically comfortable. Employees' Job satisfaction plays a vital role in organization success. There are many factors that effects Employee Job Satisfaction.

(i) **Compensation:** Compensation refers to the bonuses given to employees in order to provide them with financial benefits. At workplace, the salary becomes the primary factor of employees' motivation and satisfaction [5]. The high-pay employees satisfy and perform their tasks well compared with low-paid employees.

(ii) **Job Content:** The prolong working hours and complex and complicated job contents lead the employees to be dissatisfied and intention to

leave the job as early as possible. Job autonomy is a decisive factor in job satisfaction and retention.

(iii) **Supervision:** Employees' perceptions of an organization are influenced by their relationship with their supervisor. Supervision must be fair and consistent. Supervision results present or absent of employees from job.

(iv) **Job Promotion and Career development:** The lack of promotion and training possibilities drives brilliant employees to leave the company [6].

(v) **Supportive environment:** Employee satisfaction and retention influence by a pleasant work environment [7]. A supportive workplace is defined as a flexible environment in which working is joyful and adequate resources are available.

Employee retention refers to keeping or encouraging employees to stay with a company for as long as possible. Employee retention is becoming more challenging as the skill pool becomes increasingly depleted. The high turnover of employees in the organization increases the cost of hiring new workforce and decreases the productively. An organization can gain the competitive advantage because of keeping of qualified, productive and loyal work force [8]. Employee retention is often viewed as a factor that results in a company's financial performance [9]. Increased turnover has an indirect cost as a burden on the existing personnel, a loss of human capital, and low morale. The current study aims to analyze the impact of employees' satisfaction on employees' retention among the middle-level management employees at Sugar factories in Myanmar.

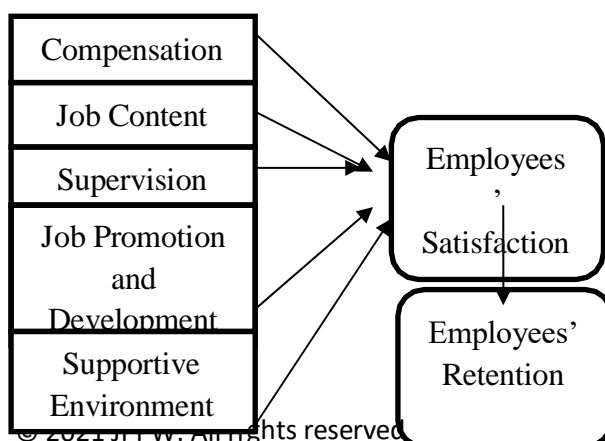


Figure (1): Conceptual Framework

### Motivation of the study

Human resource management becomes a crucial component of the organization's success. Best employees are regarded as the most valuable assets in today's world, and they influence organization performance. Potential and enthusiastic employees are the most important assets in any firm to accomplish organizational goals and maximize profits. The turnover raises cost and decreases the organization's productivity and efficiency. The aim of this paper is to find out the factors like job context, compensation, supervision, career development and supportive environment of the work that effect the level of job satisfaction.

### Objectives

1. To identify the factors of employees' satisfaction at work,
2. To define the employees' retention factors at work, and
3. To analyze the correlation between employees' satisfaction and retention among the middle-level management employees.

### Statement of Methods

The quantitative research method is used to conduct the current study. Targeted population of current study is middle level management employees who are currently working at sugar manufacturing factories in Upper Myanmar. The middle management employees' turnover is noticeable during these years. The middle management workers are the important employees because they work as the communicator between high-level management teams, and low-level staff. According to organizational census data, the total number of middle managers who have a minimum of three years' working experience is 159. Yamane's sample size calculation formula is used to estimate the minimum sample size of current study [10]. According to Yamane's formula, the minimum sample size is 114. The sample is withdrawn using the sample random sampling

method. The data are collected using the self-reported questionnaire form which is composed of two sections: section (1) personal factors of respondent, and (2) employees' satisfaction and retention questions. The section two questions are five-point Likert scale questionnaire (1 = Totally disagree, to 5 = Totally agree). The section two is developed through previous literature sources. The compensation, job content, promotion, supervisor support, and the supportive working environment are the independent variables, and the employees' retention is the dependent variable. The reliability is measured using Cronbach's alpha test. The collected data are analyzed using the statistical software called statistical package for social-science software (SPSS version 25). The descriptive and inferential tests are used to answer the research objectives.

## Results

A total of 114 middle-level management employees took part. The reliability score achieves 0.925 (Cronbach's alpha score) which shows that the applied questionnaire is reliable. Over-half of respondents are female workers (53.5%), and the remaining proportion (46.5%) are male. 55.3% of participants aged less than or equal to 30 years, 24.6% aged 31 to 40 years, and 20.2% aged 41 to 50 years. Most respondents have 3 to 5 years working experience (62.3%) (table 1).

*Table (1): Personal Factors of Respondent*

Personal Factors of Respondent			
		Frequency	Percent
Gender	Male	53	46.5
	Female	61	53.5
Age	30 years and below	63	55.3
	31-40 years	28	24.6
	41-50 years	23	20.2
Working Experience	Between 3 - 5 year	71	62.3
	Between 5 - 7 year	21	18.4

	More than 7 years	22	19.3
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Table (2) presents the descriptive statistics (mean, and standard deviation) of compensation, job content, promotion, supervisor's support, and supportive working environment. The results show that all the factors impact the middle-level management employees at sugar factories. Among these factors, job promotion factors, fair payment systems, job tasks, supervisor support, and mutual respect at work achieve high mean score and represent that the middle-level management employees are satisfied with these factors at work. For employees' retention, the retirement benefits have a high level of impact on employees' intention to stay. When employees achieve workplace fair payment systems, equal workload, job promotion, supervisor's supports, and effective teamwork, they satisfy their works. The achievement of retirement benefits impact on their desire-level of retention.

*Table (2): Descriptive Statistics*

Descriptive Statistics		
Variable	Mean	Std. Deviation
<b>Compensation</b>		
Monthly Salary	3.70	.77
Benefits from work	3.60	.96
Fair Payment System	4.07	.84
Bonuses for excellent performance.	3.88	.86
Experimental Rewards	3.78	.85
<b>Job Content</b>		
Working Hours	3.58	.84
Job Tasks	4.07	.84
Autonomy	3.46	.88
Recognition for accomplishment	3.78	.89
Flexible working periods	3.58	.84

<b>Job Promotion and Development</b>		
Opportunities of job promotion	4.07	.84
Additional Training	4.07	.85
Opportunities to learn new skills	4.05	.91
Ability to utilize skills and talents	4.07	.84
Promotion based on performance	4.06	.92
<b>Supervisor</b>		
Fair Treatment from supervisor	3.49	.91
Supervisor's Encouragement	3.66	.84
Supervisor's sharing job information	4.09	.84
Discussion problems with supervisor	4.00	.94
Receive useful and constructive feedbacks from supervisor	4.00	.95
<b>Supportive Environment</b>		
Effective Team Work	3.50	.88
Solve problems, and meet operational goals	3.51	.66
Mutual Respect at work	3.77	.62
Same workload with co-workers	3.74	.64
Supportive with each other	3.74	.66
<b>Retention</b>		
Stay for career advancement	3.78	.64
Retirement Benefits	3.86	.65
Regular increasing salary	3.64	.73
Opportunities to apply skills, experiences, and education	3.73	.62
Receive recognition and rewards systems	3.81	.68

Table (3) approves the significant positive correlation between employees' satisfaction, compensation, job content, job promotion, supervisor's support, and supportive environment. When the employees achieve both

monetary and non-monetary compensation, fair job contents (working time, tasks), regular promotion, supervisor's recognition, and support, and effective teamwork, they will satisfy at work. The employees' satisfaction and retention are positively correlated (Pearson's  $r=0.310$ ,  $p\text{-value} = 0.001$ ). There is a significant impact of employee satisfaction on employee retention. The result means that employees will stay for long-term when they satisfy at work.

Table (3): Pearson's correlation

	Satisfaction Pearson Correlation	Sig. (2-tailed)
Compensation	.894**	.000
Job Content	.877**	.000
Job Promotion	.879**	.000
Supervisor's support	.872**	.000
Supportive environment	.486**	.000
Retention	.310**	.001

Correlation is significant at the 0.01 level (2-tailed).

## Discussion and Conclusion

The findings of current study show that the employees' satisfaction is positively linked with compensation (monetary and non-monetary benefits), job contents, opportunities for job promotion and personal development, supervisor's supports, and the supportive working environment. In addition, this study found that the employees' satisfaction has a positive impact on employees' retention at Sugar factories in Myanmar. The results are in line with the study by Biason where the research approved the positive significant impact of compensation, job contents, job promotion, supervisor's support, and supportive working environment on employees' job satisfaction [11]. The author concluded the direct impact of employees' satisfaction on the employees' retention. According to findings, the management teams, employers, and managers should emphasis on the employees' satisfaction as the underlying factor of staff's retention. The satisfied workers are the great assets for all organizations, and the employees' retentions show the organizational positive

image, brand reputation, and also reduce the recruitment and selection costs.

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