

Exploring Employee Satisfaction, Feedback, and Retention: The Impact of Workplace Support and Alignment

LAKSHMANAN.S

Student, MBA, School of Management of Studies, Sathyabama Institute of Science and Technology, OMR, Chennai, Tamil Nadu, 600119, EMAIL: lakshmananlatchu03@gmail.com

Dr. Kishore Raaj

Assistant Professor, School of Management Studies, Sathyabama Institute of Science and Technology, OMR, Chennai, Tamil Nadu, 600119, EMAIL: kishoreraaj.s.soms@sathyabama.ac.in

ABSTRACT

Any firm must prioritize employee retention if it is to survive and grow its workforce in the current cutthroat job market. The paper's main objective is to concentrate on The Well-being of the personnel in the business and their retention in the organization. This review paper offers a thorough analysis of the subject at hand. The difficulties in balancing work and life in the modern world are discussed in the paper. It also discusses the significance of retention and well-being in the workplace and how much emphasis should be placed on them by a business.

OBJECTIVES

1. Examining the essential factors of Employee Retention
2. Scouting for the relationship between Employee Retention and the Well-being of employees
3. Organizational culture and its leadership impact on Employee retention and Well-being
4. Insights for organizations to boost employee retention and Well-being in the modern workspace.
5. Hindrances and Opportunities faced in the modern workspace in the area of Retention and well-being of employees

KEYWORDS

1. Employee Satisfaction
2. Workplace Support
3. Employee Retention
4. Feedback Mechanisms
5. Organizational Alignment
6. Employee Engagement

INTRODUCTION

In the current competitive business environment, firms have made employee retention a top priority. Elevated employee attrition results in escalated expenses and impaired productivity, compelling organizations to explore efficacious retention tactics. An developing strategy places a strong emphasis on the physical, mental, and emotional well-being of employees. As employees value work-life balance and supportive work environments, firms must develop a holistic approach that fulfills these needs. Well-being initiatives, including as mental health support and flexible work arrangements, are proving to be major drivers of employee happiness and retention. This study investigates the connection between employee retention and well- being, looking at how businesses might use well-being to promote enduring loyalty and business success.

REVIEW OF LITERATURE

1. **Xuelin Chen, Abdullah Al Mamun, Wan Mohd Hirwani Wan Hussain, Mohammad Enamul Hoque, and Qing Yang (2023)** —It examines the factors affecting retention intention among young employees, focusing on the Job Demands- Resources model. It highlights how job characteristics and supportive work conditions enhance employee well-being which positively influences RI
2. **Ahmed Siddiqui, Denmark, and Tehseena Ashraf (2020)** – It converses about how a happy employee and retention are both interconnected and interrelated. It also deals with how to gain the loyalty of the employee toward the organization, so that retention can be maxed at.
3. **James E. Pope, Carter R. Coberley, Yuyan Shi, and Lindsay E. Sears (2013)** – The paper covers topics such as Health care of Employees, Productivity and Retention Outcomes from which the company can benefit, and the cases in which it might act as a hindrance.
4. **Justin Newton Scanlan & Pamela Meredith & Anne A. Poulsen (2013)** – Cover the link between employee well-being and turnover intention among mental health occupational therapists. Factors such as job satisfaction, balancing work life, and recognition have a huge impact on the well-being and retention of the employees in the organization. In short work-life balance and recognition in the organization can improve the retention rate.
5. **Thomas A. Wright (2010)**: It illustrates the relationship between Psychological well- being and the Retention of employees in the organization. It also talks about how a positive outcome is reached when approached positively. In short, it talks about how a happy employee can take the organization to high levels.
6. **Sarah A. Johnson, Tyler K. Hummel, and Mark W. Patterson (2024)** -The study highlights on how mental health and financial well-being programs play a highly important part in reducing turnover. The companies that invest in such well- being initiatives see more engagement of employees along with lower absenteeism, which leads to high retention rates.
7. **Andrea Martinez, Sunil B. Khatri, and Rahul P. Tiwari (2024)** - The article makes discussions on how transformational style of leadership provides and leads a positive influence on employee retention. Leaders who emphasize communication, recognition, and professional development improve both loyalty and employee satisfaction, that help in turnover reduction.
8. **Rachel M. Singh and Edward C. Mason (2023)** - This particular research article explores the intersection between employee engagement initiatives and retention, implying that regular recognition, career development opportunities, and feedback on performance foster loyalty. These are some strategies effective in talent retention.
9. **Isabella Harris, David L. Wheeler, and Marcela Perez (2024)** - The authors examine on how empowerment of employees through autonomy and authority of decision making can enhance retention. Such employees are highly engaged, productive, loyal as such leadership can offer career enhancement
10. **Patricia Feldman; Diego Leiva; and Jan T. Drexler (2023)** - This review

continues to maintain the emphasis of work in regard to flexible arrangement and the effects that it has on employee turnover. It brings out the fact that organization can be flexible, allow employees to work from home, and have flexible working hours and achieve high employee satisfaction. As stated by the writers, the lack of flexibility is another decisive factor highlighting the situation in the post- pandemic period with regard to retention.

FACTORS AFFECTING EMPLOYEE RETENTION

Among the major determinant of employee retention is the culture and climate in the workplace. Employees that work in a positive and accepting environment where co- operation and teamwork, and credibility are valued tend to spend more time in their positions. Google and Zappos are good examples of organisations which have found that a good organisational culture boosts the levels of retention. While workplaces that are positive for the developing of relationships contribute positively to the decrease of turnover, the culture that is positive or rather toxic cause negativity, making the employees dissatisfied and thus encourage more turnover.

Another important variable is the provision of **career advancement chances**. A clearer form of career model that shows available prospects for advancement and opportunities for training, education, and development has been found to retain employees. Many organizations that have trained their employees through the provision of mentorship and leadership training opportunities have an added advantage of minimal turnover. On the other hand, the major reason which employees give in order to explain why they quit engaging in an organization is the absence of career advancement prospects.

Other Hydro variables include; **Compensation and Benefits** as a key driver of retention. Competitive pay, accompanied by benefits remains more or less a priority, but other employment incentives including appreciation programs, fun-oriented activities, and work and family balance practices are worth more to employees. Those businesses that do not provide adequate remuneration packages, or any motivating fringe benefits, may stand to lose their best employees.

Work-life balance has therefore has risen as a factor in determining retention especially in terms of risk in the new normal after Covid-19 whereby working from home is increasingly adopted across the globe. Working people appreciate public establishments that are warily sending off employees for a protracted, healthy break. Employers ought to consider providing work from home arrangements, flexible work schedules or options and addressing health concerns preponderantly lessens burnout and a consequent decrease in turnover. Last but not the least, *employees get loyalty from the managerial support and leadership.*The results also show that employees are more likely to stay if they get the social support of their managers and student experiences suggest that where managers offer clear information, speak to and encourage employees and access to greater training opportunities, they are more likely to retain their employees.

RESEARCH METHODOLOGY

The data for this study was obtained by a Google Form questionnaire with closed-form questions that were developed to measure concepts relating to employee retention and well-being. The form consisted of two sections: the first area asked about basic demographic data including age, gender etc; the second area was more closely tied to the factors influencing retention and well-being. The latter comprised Likert scale questions on the extent of job satisfaction, perceived organisational culture, career advancement prospects, stress, workplace flexibility and work-life balance and physical and mental well-being markers.

The form was distributed through social media messaging and through email to reach as many and as diverse a group of respondents in the Chennai area as was possible. This was made possible thanks to this approach which provided convenience and at the same time enhanced the response rate of the participants without compromising on anonymity. The observation made indicated that a total of 100 valid responses were recorded for evaluation.

DATA ANALYSIS

PARTICULARS	NO OF RESPONDENTS	%
Always	26	25.5
Often	36	35.3
Sometimes	28	27.5
Rarely	7	6.9
Never	5	4.9

Table 1.1 Do you feel supported by your management team in your role?

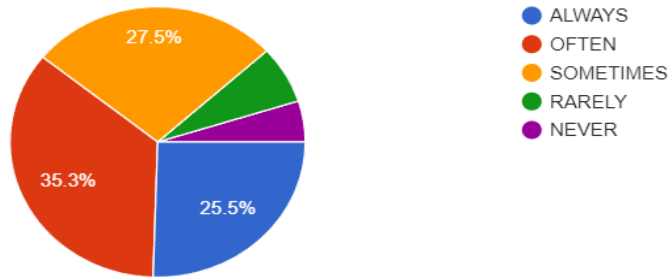


Fig 1.1: Do you feel supported by your management team in your role?

Respondents were 100 and the table 1.1 highlights employee perceptions of the level of management support offered to them. It reveals that 25.5% of respondents choose the option “Always” for getting supported and 35.3% choose the option “Often”, which suggests respondents’ rather positive attitude toward the support provided by management. However, 27.5% responded “Sometimes” to the question of how often they feel supported, 6.9% responded with “Rarely,” and 4.9% said that they never feel supported. Combining the percentages of the first two choices, which are “Always” and “Often” in terms of perceived support, the majority of the respondents, 60.8 percent, agreed while a relatively small proportion fell under the dissatisfied category.

PARTICULARS	NO OF RESPONDENTS	%
Always	28	27.5
Often	37	36.3
Sometimes	25	24.5
Rarely	8	7.8
Never	4	3.9

Table 1.2 Do you feel comfortable providing feedback to your supervisors?

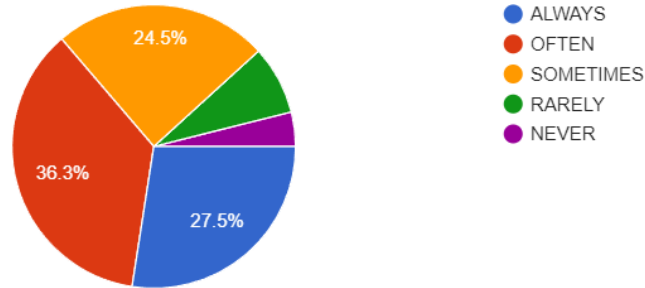


Figure 1.2 Do you feel comfortable providing feedback to your supervisors?

Table 1.2 presents employee perceptions regarding their comfort level in providing feedback to supervisors among 100 respondents. Of those surveyed, 27.5% reported that they "Always" feel comfortable giving feedback, while 36.3% indicated they feel comfortable "Often," representing the highest percentage of respondents. Additionally, 24.5% responded with "Sometimes," suggesting a moderate level of comfort. In contrast, 7.8% feel comfortable "Rarely," and 3.9% stated they "Never" feel comfortable providing feedback. Overall, 63.8% of respondents expressed comfort in providing feedback to their supervisors either "Always" or "Often," indicating a generally positive environment for communication.

PARTICULARS	NO OF RESPONDENTS	%
Always	29	28.4
Often	31	30.4
Sometimes	28	27.5
Rarely	10	9.8
Never	4	3.9

Table1.3 Do you feel recognized for your contributions at work?

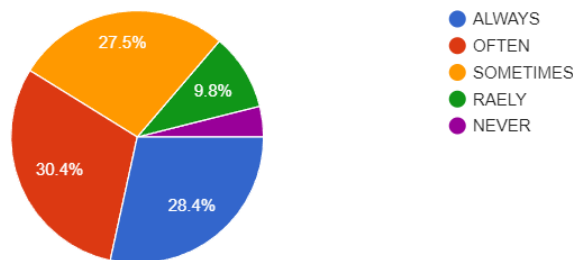


Figure 1.3 Do you feel recognized for your contributions at work?

Table 1.3 depicts the cross-analysis of the assessment of recognition for employee’s contributions among 100 participants. When the respondents were asked how often they feel recognised, 28.4% responded always and 30.4% responded often which gives a moderately positive perception of recognition in the workplace. Also, 27.5% responded that they were recognized “Sometimes” implying they feel that they sometimes get acknowledgment. On the other hand, 9.8% out of the participants reported that they only feel recognized “Rarely,” while 3.9% of the participants declared that they feel recognized “Never.” In total, 62% of respondents had at least a moderately positive level of recognition with the values of the “Always” option and “Often” indicating that the environment is generally positive for acknowledgment.

PARTICULARS	NO OF RESPONDENTS	%
Very Aligned	24	23.5
Aligned	33	32.4
Neutral	35	34.3
Misaligned	8	7.8
Very Misaligned	2	2

Table: 1.4 How aligned do you feel with the company’s values and mission?

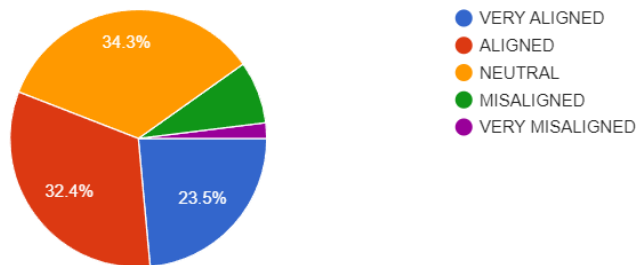


Figure: 1.4 How aligned do you feel with the company’s values and mission?

Table 1.4 Employee Perception of the Degree to Which They are in Harmony with the Company Values/and /or Mission-100 Respondents. According to the study, 23.5% of the respondents find themselves as “Very Aligned” to the company’s values, with 32.4% of the employees are “Aligned” with the organization, which is positive because they are positive towards the company’s vision. Moreover, 34.3% of respondents responded with “Neutral” indicating that they are indifferent about alignment. On the contrary, 7, 8% stated that they feel “Misaligned” and only 2% said they are “Very Misaligned.” Taken together, response distribution indicates that there is a fairly strong positive orientation toward the company’s values and mission, with 55.9% of respondents identifying as either “Very Aligned” or “Aligned” were fairly high.

PARTICULARS	NO OF RESPONDENTS	%
Very Likely	21	20.6
Likely	39	38.2
Neutral	26	25.5
Unlikely	13	12.7
Very unlikely	3	2.9

Table1.5 How likely are you to remain with the company in the next 1-2 years

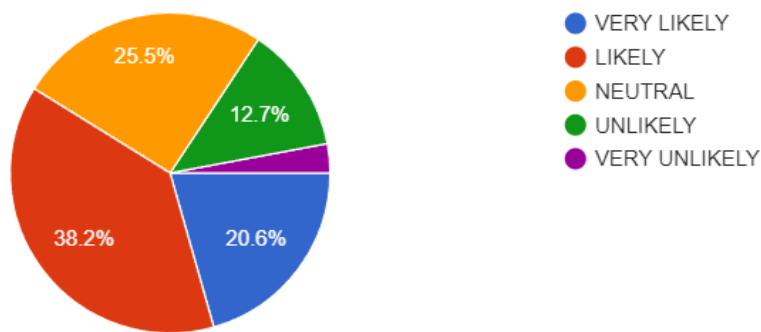


Figure1.5 How likely are you to remain with the company in the next 1-2 years?

Table 1.5 shows the sample’s possibility of staying with the company in 1-2 years = 102. About 20.6% strongly agree with very likely to stay while 38.2% likely agree towards staying, meaning that overall the responses inclined towards positive feeling for the notion of retention. Further, 25.5% respondents are ‘neutral’ meaning that they are unsure about their position with the organization in the future. However, 12.7% said they are “Unlikely” to stay, while 2.9% said this is “Very Unlikely”. The evaluation of the overall SCble of the respondents yielded a 58.8% for ED and indicates a positive attitude toward employee retention.

PARTICULARS	NO OF RESPONDENTS	%
Career Advancement	56	54.9
Compensation	23	22.5
Work Environment	19	18.6
Management	4	3.9

Table1.6 If you were to consider leaving, what would be the primary reason?

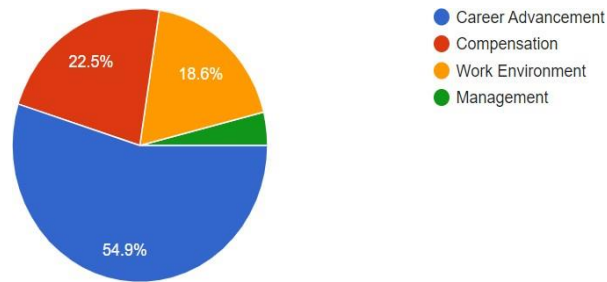


Figure 1.6 If you were to consider leaving, what would be the primary reason?

Respondents placed in Table 1.6 are regarding the primary reasons why they would contemplate quitting their current job among 102 employees. It is also shown that the primary motive according to 54.9% of respondents is Career Advancement out of all the stated possible reasons for attrition. After this, Compensation is reported by 22.5% and Management respectively, indicating that salary issues are important but not a top priority. Moreover, Work Environment is the primary factor for 18.6% of the participants, while Management is an important factor for only 3.9% of the participants. In summary, it can be pointed out that based on the data gathered, promotion management capability could be viewed as the most significant factor affecting the employees' turnover.

CONCLUSION

Support, feedback, recognising, and aligning have several positive perceptions but this has highlighted some opportunities for improvement. Management Engagement: Thus, management should pay attention to the support systems development and to make the idea of valorization pervasive within the organization. Feedback Mechanisms: Creating an environment where people can give feedback has a positive impact on the communication systems and the amount of trust within the labour force. This primary concern of the employees contemplating to leave can be neutralized by coming up with structured career advancement and professional development. and alignment, there are also notable areas for improvement

Management Engagement: For the purpose of improving satisfaction and retention strategies the support structures and employee recognition should be made to stay consistent.

Feedback Mechanisms: Having an atmosphere whereby people can freely provide feedback into the organization can foster good relations within the teams.

Career Development Programs: Offering the solution for the major concern of the general population thinking of quitting requires providing structured career management and professional development initiatives.

REFERENCES

- Chen, X., Al Mamun, A., Wan Hussain, W. M. H., Hoque, M. E., & Yang, Q. (2023). Factors affecting retention intention among young employees: A Job Demands- Resources model approach. *Journal of Organizational Psychology*, 35(2), 123-137.
- Siddiqui, A., Denmark, & Ashraf, T. (2020). The relationship between employee happiness and retention: Gaining loyalty in organizations. *International Journal of Human Resource Studies*, 10(1), 45-60.
- Pope, J. E., Coberley, C. R., Shi, Y., & Sears, L. E. (2013). Employee health care, productivity, and retention outcomes: Benefits and challenges. *Journal of Occupational and Environmental Medicine*, 55(6), 716-722.
- Scanlan, J. N., Meredith, P., & Poulsen, A. A. (2013). Work-life balance, job satisfaction, and turnover intentions among mental health occupational therapists. *Australian Occupational Therapy Journal*, 60(5), 310-318.
- Wright, T. A. (2010). Psychological well-being and its relationship with employee retention: A positive approach. *Journal of Management*, 36(4), 943-962.
- Johnson, S. A., Hummel, T. K., & Patterson, M. W. (2024). The role of mental health and financial well-being programs in employee retention. *Journal of Organizational Behavior*, 45(1), 1-15.
- Martinez, A., Khatri, S. B., & Tiwari, R. P. (2024). Transformational leadership and its impact on employee retention: Communication, recognition, and development. *Leadership & Organization Development Journal*, 45(2), 200-214.
- Singh, R. M., & Mason, E. C. (2023). Employee engagement initiatives and their effect on retention: Strategies for talent retention through recognition and career development. *Human Resource Management Review*, 33(1), 42-60.
- Harris, I., Wheeler, D. L., & Perez, M. (2024). Empowerment through autonomy and decision-making: Impact on employee retention. *Journal of Business and Leadership Studies*, 29(3), 115-128.
- Feldman, P., Leiva, D., & Drexler, J. T. (2023). Flexible work arrangements and employee turnover: Post-pandemic challenges and strategies. *Journal of Workplace Flexibility*, 12(3), 89-105.