Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2026): 8.748 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 13 | Issue: 5 | May 2026 -Peer-Reviewed Journal

A STUDY ON EMPLOYEE SATISFACTION AND RETENTION STUDY AT FARIDA CLASSIC SHOES PVT LTD

P. Vijayabharathi
MBA (HR & Finance), Sri Muthukumaran Institute of Technology

ABSTRACT

Employee satisfaction and retention have become essential for organizational success in today's competitive business environment. This study focuses on analyzing the level of employee satisfaction and its impact on employee retention at . The study aims to identify the major factors influencing employee satisfaction and retention, including salary, career growth, work environment, managerial support, and work-life balance. A descriptive research design was adopted, and both primary and secondary data were used for analysis. Primary data were collected from 105 employees through a structured questionnaire using simple random sampling. Statistical tools such as percentage analysis, Pearson correlation, weighted average method, and chi-square test were applied for interpretation.

The findings reveal that the majority of employees are satisfied with their jobs and work environment. However, career growth opportunities, salary satisfaction, and job stress significantly influence employee retention. The study also found a strong positive relationship between work environment and employee satisfaction. Further, salary dissatisfaction has a significant relationship with employees' intention to leave the organization. The study concludes that improving employee engagement, communication, recognition, and career development initiatives can enhance employee satisfaction and reduce turnover. Effective HR practices are essential for retaining skilled employees and achieving long-term organizational growth.

INTRODUCTION

Employee satisfaction refers to the positive feelings employees have toward their work, salary, work environment, management, and career opportunities. Employee retention refers to the organization's ability to retain skilled and experienced employees for a long period. In modern organizations, employees are considered valuable assets, and their satisfaction directly influences productivity, efficiency, and organizational growth.

High employee turnover creates recruitment costs, training expenses, productivity loss, and operational difficulties. Therefore, organizations focus on creating a supportive work culture that improves employee morale and commitment. Factors such as salary, work-life balance, recognition, job security, career growth, and managerial support play a major role in employee retention.

The footwear manufacturing industry is highly labor-intensive and depends greatly on employee performance and productivity. Hence, maintaining employee satisfaction and retention is important for achieving production quality and organizational success. This study examines the level of employee satisfaction and retention practices in Faridha Classic Shoes Pvt. Ltd., Chennai.

OBJECTIVES OF THE STUDY

Primary Objective

- To analyze employee satisfaction and its impact on employee retention in the organization.
- **Secondary Objectives**
- To measure employee satisfaction levels.
- To identify factors affecting employee retention.
- To examine the relationship between satisfaction and retention.
- To identify reasons for employee turnover.
- To evaluate HR practices related to employee retention.
- To suggest measures for improving employee satisfaction and retention.

SCOPE OF THE STUDY

The study focuses on employee satisfaction and retention practices in the organization. It covers factors such as salary, work environment, work-life balance, managerial support, career opportunities, recognition, and

communication. The study also evaluates HR policies and identifies reasons for employee turnover. The findings help management improve employee engagement and organizational performance

LIMITATIONS OF THE STUDY

- The study is limited to a single organization.
- The research period was limited.
- Responses may contain personal bias.
- Some employees may hesitate to provide genuine opinions.
- The sample size may not represent all employees completely
- The study focuses only on employee satisfaction and retention.

REVIEW OF LITERATURE

Several researchers have studied employee satisfaction and retention in organizations.
Ramlall (2004) emphasized that employee training and career development improve retention. Kumar and Singh (2011) found that work-life balance and compensation significantly influence employee retention. Azeem (2010) highlighted the importance of job security and promotion opportunities in improving employee satisfaction.

Kaur (2015) stated that HR practices such as recognition and fair performance appraisal positively influence retention. Ongori (2016) identified poor management and inadequate compensation as major causes of employee turnover. Das and Baruah (2013) concluded that leadership, compensation, and career growth strongly influence employee retention.

Recent studies by Nawaz and Gomes (2021), Singh and Kaur (2022), and Sharma (2024) emphasized the importance of employee engagement, flexible work practices, communication, and employee well-being in improving retention levels.

RESEARCH METHODOLOGY

Research Design
The study adopted a descriptive research design.
Sources of Data
Primary Data: Collected through structured questionnaires from employees.
Secondary Data: Collected from journals, books, company records, and websites.
Sample Size
Total population: 150 employees
Sample size: 105 employees
Sampling Technique
Simple random sampling method was used.
Statistical Tools Used
Percentage Analysis
Pearson Correlation
Chi-Square Test
Weighted Average Method

DATA ANALYSIS AND FINDINGS

- The analysis revealed the following major findings:
- 61.9% of respondents were male employees.
- 90.49% of respondents belonged to the age group of 20–25 years.
- 41.9% of employees were postgraduates.
- 61.9% of employees were satisfied with their jobs.
- 60% of employees felt comfortable with the work environment.
- 45.7% stated that management was “sometimes supportive.”
- 44.8% felt recognized for their work.
- 60.3% of employees were satisfied with their salary.
- 60% of employees planned to leave the organization in the future.
- 61% agreed that training programs improved their productivity.
- The major reasons for employees considering leaving the organization were:
- Lack of career growth – 25.7%
- Low salary – 24.8%

- Job stress – 22

Weighted Average Method:
The weighted average analysis in
dicated that career growth and salary are the most important retention factors.
Pearson Correlation:
The Pearson correlation analysis showed a strong positive relationship between work environment and job satisfaction ($r \approx 0$
Chi-Square Test
The chi-square test confirmed a significant relationship between salary satisfaction and employees' intention to leave the organization.

SUGGESTIONS

- The organization should improve career growth opportunities for employees.
- Competitive salary packages and incentives should be provided.
- Employee recognition and reward systems should be strengthened.
- HR should conduct regular employee feedback programs.
- Work-life balance initiatives should be improved.
- Training and development programs should be conducted frequently.
- Communication between management and employees should be enhanced.
- Stress management and employee wellness programs should be implemented.

CONCLUSION

Employee satisfaction and retention are essential for organizational growth and productivity. The study identified that salary, career growth opportunities, work environment, and managerial support significantly influence employee retention in Faridha Classic Shoes Pvt. Ltd. Although most employees are satisfied with their work environment and job conditions, concerns regarding career development and compensation remain major reasons for turnover intentions.

The study concludes that effective HR practices, employee engagement programs, recognition systems, and supportive management can improve employee satisfaction and reduce employee turnover. Organizations that focus on employee well-being and career development can achieve long-term stability and competitive advantage.

REFERENCES

1. *Ramlall, S. (2004). A Review of Employee Motivation Theories and their Implications for Employee Retention.*
2. *Kumar, R., & Singh, P. (2011). Employee Satisfaction and Retention Strategies in Organizations.*
3. *Azeem, S. (2010). Job Satisfaction and Organizational Commitment among Employees.*
4. *Kaur, R. (2015). Impact of HR Practices on Employee Satisfaction.*
5. *Ongori, H. (2016). Employee Retention and Turnover Management.*
6. *Das, B. L., & Baruah, M. (2013). Employee Retention: A Review of Literature.*
7. *Ekwoaba, J. et al. (2018). Human Resource Practices and Employee Satisfaction.*
8. *Nawaz, N., & Gomes, A. (2021). Digital Work Environment and Employee Retention.*
9. *Singh, K., & Kaur, J. (2022). Employee Engagement and Retention Practices.*
10. *Sharma, P. (2024). Modern HR Practices and Employee Satisfaction.*