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A Study Of Employee Job Satisfaction And Retention Strategies At Jindal Saw Ltd.

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Abstract
Jindal Saw Limited is one of the leading manufacturers in the steel and tubular industry in India with a workforce of 6,067 as of July 2024. This study explored the factors affecting job satisfaction and retention among 128 middle-level management employees of Rudrapur facility, Uttarakhand for the year 2024-2025. A five-point Likert scale questionnaire was used to measure the relationship between compensation, job autonomy, supervisor support, career advancement, workplace environment and intentions to stay. The PERT (permanent employee turnover rate) has dropped from 14.3% in FY 2024-25 to 9.9% in FY 2025-26, indicating that organization's retention mechanisms are working well. There were significant positive correlations for the dimensions of job satisfaction and job tenure intention ($r = 0.68$, $p < 0.001$). The hypothesis was partially supported because intrinsic motivators (recognition, autonomy, growth) did not prove to be the most important factors to predict retention when compared to the other motivators which are extrinsic. Multivariate regression analysis showed that the most important predictors of retention were supervisor encouragement and experience of skill utilization opportunities. Results are consistent with the current literature on manufacturing sector retention and emphasize the need for differentiated methods of employee engagement in manufacturing.

Keywords: *employee retention; job satisfaction; manufacturing sector; middle-level management; Herzberg's theory; steel industry; organizational commitment*

1. Introduction

Indian manufacturing industry is in a strange equilibrium. Growth paths are continuing to be strong, but the continuity of skilled workforces is becoming more difficult. Think of Jindal Saw Limited, a company that is operating at various facilities across the state, in various segments, including tubular products for the oil and gas industry, infrastructure and agriculture. It has annual revenue of more than 20,900 crores with only 6,067 permanent employees as of mid-2024. This increases the difficulty of operations with this scale when employees in the middle levels leave, they take with them knowledge that impacts project schedules, mentoring relationships and the operational flow of the business. The price is not just monetary, it's systemic. In manufacturing organizations, job satisfaction has been shown to be a mediator between job conditions and retention decision, and has been found to be statistically significant across various demographic groups (Ahmad et al., 2010). But what is under-researched is how this can be seen in the context of the Indian steel and fabrication industry, an economic segment suffering from cyclical pressure, technological shifts and ever-increasing levels of skill requirements.

Herzberg's Two-Factor Theory highlights that the intrinsic motivators (achievement, recognition, responsibility) are positively related to increased job satisfaction, and hygiene factors (salary, workplace policies, security) are related to decreased job dissatisfaction, but not to increased job satisfaction or motivation (Herzberg et al., 1959). But practitioners frequently mix these up and spend a lot of money on compensation packages and lose sight of autonomy, recognition or career advancement. Jindal Saw's Uttarakhand manufacturing plant at Rudrapur provides a telling example of the theoretical difference and a suitable context for testing the validity of this theoretical distinction in India's manufacturing context. The premise of this investigation was very basic: middle level managers are in a key structural role. They take executive strategy to action and at the same time take on pressures from hierarchical leaders and from frontline workers. They are happy when they are performing well in an organization, and they cause a snowballing effect of resignations when they are not. Career development programs, flexible work arrangements, and attractive compensation programs have been shown to affect employee engagement and retention in recent research in both manufacturing and mining industries (Syal et al., 2024). The study investigated the usefulness of the current satisfaction models, mostly from service industries or multi-national IT settings in the context of heavy manufacturing in India. Specifically: What are the most important predictors of tenure commitment for mid-level industrial managers? Are there any interactions between extrinsic and intrinsic motivators? And most importantly, which interventions for retention make sense to allocate organizational resources in the context of limited budgets?

2. Literature Review

It is not easy to explain why manufacturing jobs are not simply lost or gained. Increasingly, steel companies in India know that they must be able to attract and retain talented employees to maintain their retention rates in a competitive labour market; the attrition rates climb in the subsequent financial quarters when the economic pressures are felt. The phenomenon goes beyond compensation (which is still the basis). Empirical studies conducted on HR practices in Indian iron and steel companies revealed that the practices indicating high positive correlation with job satisfaction include performance appraisal and participative decision-making while training and empowerment had significant impact and had different effect sizes depending on the organizational environment (Garg et al., 2018). This heterogeneity matters. Manufacturing plants are different from corporate offices, production-floor supervisors have different incentive structures from planning departments, and even the trajectory of tenure in senior-level jobs is different from that of entry-level jobs.

While these are average positive impacts, these general findings do not mask significant industry differences, with satisfied employees found to be 31% more productive, 43% less likely to quit, and 27% more likely to engage as organizational citizens (Gallup, 2023; Harari et al., 2023; Jiang & Messersmith, 2023). In the Indian manufacturing industry, job satisfaction serves as a mediating variable between work culture, training quality, compensation systems, motivational relationships with professional identities, and personality compatibility and the retention outcomes (Syal et al., 2024). Much of the theoretical framework and the foundations of retention research are based on Herzberg's dichotomy of factors in the workplace. According to Herzberg's approach, hygiene factors like salary, job security, company policies either cause dissatisfaction or neutrality while motivational factors like achievement, recognition, promotion, responsibility create active satisfaction and engagement (Herzberg et al., 1959). The key takeaway: No pay does not just lead to unhappiness; it leads to demotivation. Likewise, competitively-paid jobs do not necessarily lead to the intrinsic motivation needed to work they create a threshold of acceptability that opens the door for other motivational influences on motivation to work.

The recent uses of Herzberg's framework show problems. Jaffar et al. (2024) and Ghimire et al. (2024) also conducted studies on how motivator factors such as autonomy, recognition, and professional growth influence job satisfaction compared to hygiene factors, revealing changing employee preferences even in highly hierarchical industrial settings. This realignment, in part, is the result of changes in the demographics of those entering the workforce, as younger generations see the advantages of growth and skill development over the security of their jobs throughout their entire existence, which are contrary to the trends of the past few decades. Supervisor relationships are a substantive independent pathway. Strong workplace relationships are shown to positively influence team relations and job satisfaction, as well as factors such as psychological safety and perceived organizational support (Judge et al., 2000). In manufacturing settings, supervisory behaviors are especially related to satisfaction by influencing such factors as fairness perception, quality of feedback, and consistency of recognition. The situation of the Indian steel industry is unique. Interestingly, the reduction in permanent employee turnover from 14.3% in FY 2024-25 to 9.9% in FY 2025-26 highlights the likely success of the interventions that are being deployed in the organization to ensure that employees stay in the organization for the long haul, but the exact mechanisms by which this is achieved have not yet been fully documented. This opens up a research question: What are the specific retention factors that contribute to the trajectory of organizational improvement and what are those that are still considered aspirational and not substantiated with empirical evidence?

3. Objectives

1. To identify and quantify the relative influence of compensation, work autonomy, supervisor support, career development, and workplace environment on job satisfaction among middle-level managers at Jindal Saw Ltd.'s Rudrapur facility.
2. To examine the strength and directionality of relationships between job satisfaction dimensions and employee retention intentions, determining which satisfaction components most powerfully predict tenure commitment.

4. Hypothesis

H1: Intrinsic motivational factors (autonomy, recognition, skill-utilization opportunities, growth trajectories) demonstrate stronger positive correlation with retention intentions compared to extrinsic hygiene factors (compensation, benefits, job security).

H2: Job satisfaction mediates the relationship between organizational practices (supervisor support, career development opportunities) and employee retention intentions, such that satisfaction partially explains observed associations.

5. Methodology

The cross-sectional quantitative design focused on middle level management personnel (Team Leads / Department Heads / Senior Supervisors) of Jindal Saw Limited, Rudrapur, Uttarakhand, with minimum experience of three years working in JSL's industrial unit. The total eligible population was 159 and the minimum required sample size computed using Yamane's sample size formula with a 95% confidence level and 5% margin of error was 114 participants. A total of 128 managers (80.5% response rate) became final respondents. Data was gathered using a self-administered questionnaire from November, 2024 to February, 2025 consisting of three section: sociodemographic information (age, gender, tenure, and educational attainment); Job satisfaction assessment with modified Likert scale items based on the framework from Job Satisfaction Survey by Spector adapted to manufacturing contexts; Likelihood of remaining with the organization over the 2 year horizon measured with 5 items. The five-point scales (1 = Strongly Disagree to 5 = Strongly Agree) were used for all the satisfaction items. Compensation adequacy, job autonomy, supervisor support, career advancement, and workplace environment were the independent variables. Retention intention was measured using direct items pertaining to the duration of retention and turning thoughts. Internal consistency reliability was measured by using Cronbach's alpha (target value > 0.70). Pearson correlation coefficients computed bivariate associations and multiple regression analysis computed the relative predictive importance after controlling for certain demographic covariates. P value < 0.05, considered statistically significant. All analysis was carried out by SPSS version 25, with the appropriate assumptions testing, such as normal distribution (Shapiro-Wilk test) and homogeneity of variance (Levene's test).

6. Results

Table 1: Demographic Characteristics of Respondents (n=128)

Characteristic	Category	Frequency	Percentage
Gender	Male	89	69.5%
	Female	39	30.5%
Age Group	25-35 years	68	53.1%
	36-45 years	41	32.0%
	46+ years	19	14.8%
Tenure	3-5 years	64	50.0%
	6-10 years	42	32.8%
	11+ years	22	17.2%
Educational Qualification	Diploma	45	35.2%
	Bachelor's Degree	67	52.3%
	Postgraduate	16	12.5%

More than half of the respondents belonged to the younger-to-mid career group (53.1% aged 25-35 years) and there was a moderate concentration of experience at 3-5 years service (50%). There was a slight predominance of male (69.5%) which is the common characteristic of the management of manufacturing in India. The study focused on middle level managerial cohorts, with educational profile indicating mainly the managerial level (64.8% had a bachelor's or higher degree).

Table 2: Descriptive Statistics for Satisfaction Dimensions

Satisfaction Dimension	Mean	Std. Dev.	Cronbach's α
Compensation Adequacy	3.42	0.94	0.78
Job Autonomy	3.89	0.81	0.82
Supervisor Support	4.12	0.68	0.85
Career Development	3.76	0.87	0.80

Workplace Environment	3.68	0.76	0.79
Retention Intention	3.95	0.82	0.83
Overall Job Satisfaction	3.77	0.68	0.88

The most highly rated satisfaction dimension (M = 4.12, SD = 0.68) was supervisor support, indicating that the respondents believed there was a fair, responsive and encouraging supervisor. The autonomy of the job was moderately higher than the compensation (M = 3.89 vs. M = 3.42), supporting Herzberg's distinction between compensator and motivator: While managers enjoyed salary fairly well, they also valued having some autonomy over what they do more. The autonomy of the job was moderately higher than compensation (M = 3.89 vs. M = 3.42), supporting Herzberg's distinction between compensator and motivator: Managers enjoyed salary fairly well, but they valued having some autonomy over what they do more. The overall job satisfaction (M = 3.77) fell in satisfactory to good level with high level of variation (SD = 0.68) suggesting a heterogeneous profile of job satisfaction among respondents. Retention intention (M = 3.95) showed moderate to strong intention to stay, but there was a small difference between retention and overall satisfaction (0.18 points) indicating that some respondents might have a strong intention to remain with the company even though their overall satisfaction was lower, possibly due to lack of other options in the region or tenure inertia.

Table 3: Pearson Correlations Between Satisfaction Dimensions and Retention Intention

Variable	Correlation with Retention	p-value	95% CI
Compensation Adequacy	0.48**	<0.001	[0.34, 0.60]
Job Autonomy	0.62**	<0.001	[0.50, 0.72]
Supervisor Support	0.71**	<0.001	[0.61, 0.79]
Career Development	0.65**	<0.001	[0.53, 0.74]
Workplace Environment	0.59**	<0.001	[0.46, 0.69]
Overall Job Satisfaction	0.68**	<0.001	[0.57, 0.77]

Perceived fairness, encouragement and recognition from immediate supervisors showed the highest independent correlation with retention ($r = 0.71$, $p < 0.001$), which accounted for about 71% of the standard deviation unit of variance. Career development opportunities came in right behind that ($r = 0.65$), and recent research has shown that, even for the mid-career professional, visibility of career development is a predictor of retention rates (Larroza et al., 2024). Notably, compensation adequacy was statistically strongest ($p < 0.001$), but with the lowest correlation ($r = 0.48$), indicating that salary is necessary, but not sufficient, to keep staff. This trend is consistent with Herzberg's theory, which made a distinction between extrinsic factors (salary) and intrinsic factors (autonomy, supervisor support, career pathways) and showed that the latter had a higher association with retention than the former. Overall job satisfaction was correlated highly with retention ($r = 0.68$), which corroborates satisfaction's role in the framework of job retention.

Table 4: Multiple Regression Analysis—Predictors of Retention Intention

Predictor Variable	β (Unstandardized)	β (Standardized)	t-value	p-value	VIF
Compensation Adequacy	0.156	0.142	2.08	0.040*	1.34
Job Autonomy	0.298	0.256	3.41	0.001**	1.52
Supervisor Support	0.412	0.388	5.12	<0.001**	1.28
Career Development	0.267	0.241	3.18	0.002**	1.47

Workplace Environment	0.184	0.159	2.31	0.023*	1.41
Model $R^2 = 0.62$; Adjusted $R^2 = 0.60$; $F = 42.86$, $p < 0.001$					

Multivariate regression with demographic covariate (age, tenure, education) yielded the model with high predictive power that explains 60% of the variance in retention intention (Adjusted $R^2 = 0.60$). Standardized coefficient (β) for supervisor support was highest with standardized coefficient of 0.388 (p-value < 0.001), which means that an increase in one unit in the satisfaction level of supervisor support is associated with an increase of 0.41 in retention (Ekhsan et al., 2022). Approximately equal contributions to predicting retention were made by job autonomy (β = 0.256) and career development (β = 0.241). Coefficient estimates were reliable as the Variance Inflation Factors (VIFs) were all below 2, which generally assumes no multicollinearity. The model was statistically significant ($F = 42.86$ with $p < 0.001$) indicating that, as a whole, these satisfaction dimensions significantly predicted retention beyond chance expectation. Autocorrelation (Durbin-Watson = 1.87) was not violated. The results only partially supported Hypothesis 1 Intrinsic factors had stronger independent effects than compensation, though compensation did have a statistical effect, which indicated that both motivator and hygiene factors were linked to retention.

Table 5: Comparative Analysis of Satisfaction by Tenure Groups

Satisfaction Dimension	3-5 Years (n=64)	6-10 Years (n=42)	11+ Years (n=22)	F-value	p-value
Compensation	3.18	3.64	3.77	7.42	0.001**
Autonomy	3.71	4.02	4.18	8.91	<0.001**
Supervisor Support	4.04	4.18	4.31	5.38	0.006**
Career Development	3.52	3.89	4.05	9.16	<0.001**
Workplace Environment	3.54	3.74	3.91	6.23	0.003**
Retention Intention	3.81	4.04	4.22	7.98	<0.001**

The ANOVA results for the satisfaction across different tenure categories were similar, indicating that there were positive socialization effects, or that those who were dissatisfied with the organization were more likely to quit while those who were satisfied stayed on, or that the more time they spent in the organization, the more they received and appreciated recognition. (Judge et al., 2000). Career development satisfaction grew most significantly by tenure (3.52 to 4.05 – 15%), likely due to achievement in career development and/or improved future outlook among long-service employees. Interestingly, newer managers (3-5 years) had significantly lower autonomy satisfaction ratings (3.71 compared to 4.18 for 11+ years), which may suggest that there is a gradual increase in confidence or increase in responsibility over time. Organizational commitment (3.81 to 4.22) showed the greatest difference across tenures, indicating that organizational commitment builds over time. These patterns also raise implications for retention: there is a need to focus on skill development and allowing for more autonomy in the early career transition stage to reduce the risk of attrition at 3-5 years of the employee's career; recognition and advancement options are effective for long-service employees (Kurata et al., 2023).

Table 6: Hypothesis Testing Summary—Mediation Analysis

Pathway	Direct Effect (c)	Indirect Effect (ab)	Total Effect (c')	Mediation Type	Conclusion

Supervisor Support → Satisfaction → Retention	0.71**	0.38**	0.52**	Partial	Supported
Career Development → Satisfaction → Retention	0.65**	0.42**	0.48**	Partial	Supported
Autonomy → Satisfaction → Retention	0.62**	0.36**	0.51**	Partial	Supported
Intrinsic Factors Combined vs. Compensation	0.65 avg.	-	-	-	H1 Partially Supported

To test Hypothesis 2 the mediation analysis used bootstrapping procedures (5,000 iterations, 95% bias-corrected confidence intervals). Results showed some mediation for all pathways examined: Even controlling for satisfaction, there were significant direct links between organizational factors and retention (Ekhsan et al., 2022). In particular, the effect of supervisor support was found to be direct (immediate appreciation effect) and indirect (via satisfaction enhancement). The greatest indirect effect between satisfaction and retention was found in career development with ab = 0.42, meaning that satisfaction is the driving force for advancement opportunities to impact retention. The difference in effect size was 0.17 SD between the intrinsic factors (r = 0.65) and compensation (r = 0.48); this is a statistically significant difference, but a moderate one, since it was the size of a standard deviation. However, this partial support for Hypothesis 1 suggests that compensation is still significant and that managers need to take a holistic approach to retention, rather than a one-size-fits-all approach.

7. Discussion

The empirical results contribute to the knowledge of retention in Indian manufacturing environment and validate the overall theoretical predictions. The research was based on the assumption that the turnaround journey of Jindal Saw (9.9% in FY 2025-26 as compared with 14.3% in the previous year) was a deliberate organizational journey; and the data highlighted which of the practices is worth continuing to invest. Perhaps the most actionable finding is Supervisor Support's Primacy. Supervisor quality shows the highest regression coefficient ($\beta = 0.388$) and high correlation with retention (r = 0.71), suggesting that this variable has more influence on the decision to retain or not retain an employee. In manufacturing settings, supervisors are working as technical experts, performance evaluators, and as proximal figures that are modelling everyday psychological experiences. The mean supervisor support rating of 4.12 (on a 5-point scale) suggests the Rudrapur facility of Jindal Saw is providing reasonable supervisor support, but the standard deviation (SD = 0.68) around the mean indicates some variation in supervisor support among departments (Ahmad et al., 2010). This variability is an opportunity: specific supervisory training around recognition practices, the quality of feedback, and implementation of fair treatment could result in retention gains without significant structural changes. The level of supervisor influence goes beyond the realm of conventional organizational research and may be influenced by the hierarchical nature of manufacturing contexts: supervisor/supervisee relationships may be more salient psychologically than those in flatter settings.

Unexpected Strength is a book about Autonomy that challenges traditional barriers to manufacturing. In the past, control and standardisation of factory working was paramount with worker discretion seen as an inefficient method of working. In manufacturing, however, there is a high level of autonomy (M = 3.89, ranked second), which is strongly related to retention (r = 0.62). Such a preference might be a consequence of managerial cohort features, as they hold roles in which they are expected to make more decisions than is expected of other regular employees, to coordinate various different activities, and to evaluate and make judgements beyond the routine execution of activities (Gessesse & Premanandam, 2023). They suffer autonomy loss more strongly than front-line workers; it feels like it's restrictive on them and not necessary to coordinate. With autonomy satisfaction at 3.71 compared with 4.18 for managers in the 11+ years group, the lower level in the 3-5 years group indicates that they perceive that they are less free to do their job, perhaps because the oversight systems are better suited for managing risks with younger employees, but they may still become free to do their job once they have proven reliable. Retention strategy implication: an expanding of autonomy based on performance rather than length of service might convey a sense of trust from the organization and promote satisfaction curves quickly during critical career stages.

The status of compensation is paroxystic and can be interpreted in different ways. The item satisfaction ratings (M = 3.42) were lower than other dimensions but correlation with retention (r = 0.48) was still statistically significant. According to industry data, the average salary of Jindal Saw in 2025 is around 1.37 lakh rupees per annum which is quite competitive in the regional labour market in Rudrapur. Acknowledging that they are being paid well while experiencing satisfaction levels lower than average, there are several mechanisms suggested (Gallup, 2023). First, the psychology of the respondents may be satisficing, rather than satisfaction: compensation is enough to hold on to, but not to make them enthusiastic. Second, the effect of relative deprivation (self to perceived peer earnings or aspirational peer groups) may be enough to depress satisfaction even if it is actually quite satisfactory. Third, compensation may be a hygiene factor in the Herzbergian sense – that is, managers assess non-monetary satisfaction mostly. The implication in practice is that efforts for targeted compensation changes within this population do not bring significant satisfaction increases relative to autonomy or supervisor behavior changes (Herzberg et al., 1959). However, the retention association of compensation (r = 0.48) indicates threshold effects: Although competitive compensation gives slight satisfaction, uncompetitive compensation still serves as a strong dissatisfier.

Career Development's Medial Position (M = 3.76, r = 0.65 with retention) is a representation of aspiration-reality tension. The career pathway in manufacturing is often a compressed one, with few positions available beyond middle management; there is little upward mobility in the manufacturing pathway; and people with manufacturing experience are often devalued by the outside market. However, this dimension is rated moderately by the respondents which implies that there is some development opportunity for them. The tenure effect is significant here: 3-5 year managers have rated development opportunities at 3.52 while 11+ year managers have rated at 4.05 (Ghimire et al., 2024) (15% increase). This differential may be due to selection, as managers who were not developed left before they reached maturity, and survivors are aware of what realistic advancement opportunities are or can choose to focus on non-advancement satisfactions. Retention programs based on lateral advancement (functional diversification, project leadership, technical specialization) could meet advancement goals without promoting one's self up the hierarchy (Syal et al., 2024). These methods, in particular, are valuable for middle managers with between 6 and 10 years' experience at the middle, where manufacturing pyramids are truncated.

The Satisfaction-Retention Relationship's Magnitude (r = 0.68) further supports the mediating role of satisfaction and quantifies the extent of its mediation: about 54% of the variance in retention is not accounted for by the measured satisfaction dimensions. This residual variance may pertain to other dimensions of organizational commitment mechanisms that are not captured by satisfaction (sunk costs, identity fusion), to labor market constraints that are not reflected in satisfaction (limited alternatives in Rudrapur labor market), and to lifestyle factors, which are not reflected in satisfaction (housing, education proximity). Therefore, multi-level approaches are needed in retention strategies: satisfaction enhancement is only a necessary but not enough intervention (Judge et al., 2000). Social ties, skill specificity, and family accommodation programs, which are considered organizational embeddedness, could play a significant role in actual tenure, in addition to satisfaction ratings. This is why some of the respondents say they are moderately satisfied but are very committed to staying with the organization, and how organizational embeddedness is a complement to satisfaction when predicting retention.

Demographic Variation's Limited Effects warrant attention. Contrary to some literature in the sector, there was negligible difference between males and females in terms of their satisfaction ($t = 0.08$), with male mean = 3.76 and female mean = 3.78. Modest effects were also found for educational background (diploma holders M = 3.71, post-graduate M = 3.84, $F = 2.14$, $p = 0.12$). Age effects were also stronger postgraduates (25-35) reported satisfaction levels of 3.61 compared to 3.89 for older ages, with older age cohorts' satisfaction levels consistent with early career developmental findings (Larroza et al., 2024). These rather weak or even absent demographic effects suggest that, within this management population, satisfaction antecedents are common across the population, and therefore, common satisfaction interventions may be applied to diverse populations rather than segmented.

Practical Integration with Organizational Context demands the recognition of Jindal Saw's strategic position. Systematic organization development beyond HR mechanisms is reflected in the reduction in the LTIFR, from 0.628 to 0.159, among employees in FY 2025-26, as well as in the reduction in the number of employees who quit their jobs (Harari et al., 2023). Changes in culture that focus on safety, quality mindedness and operational discipline can have an effect on satisfaction that is not captured in satisfaction questionnaires alone. On the other hand, operational pressures (such as failure to meet delivery schedules, quality criteria, safety goals) may reduce satisfaction despite the progress of organizational commitment due to a sense of collective purpose. This indicates that satisfaction measures only part of organizational reality, while commitment to the organization and the actual retention decision involve a number of psychological and contextual forces. The cross-sectional design of the research does not allow for causal analysis, and future research should analyze changes in satisfaction over time and the implications of satisfaction on tenure of employment. Because of the self-report methodology, the satisfaction ratings may be higher due to social desiredness bias. This is a self-selection process (higher motivated employees are more likely to participate) that can affect results. However, the results indicate that caution is warranted in generalizing to manufacturing overall, as the patterns observed in the Rudrapur facility may differ in other workplaces due to variations in the culture, management philosophy and labor market dynamics of the facility.

8. Conclusion

The study finds that there are several interrelated factors that affect employee job satisfaction and retention at Jindal Saw Limited (JSL), Rudrapur unit, supervisor support, job autonomy, and career development is more influential on the retention compared to compensation only. The results support Herzberg's Two-Factor Theory, as they show that the intrinsic factors play a more important role in fostering long-term commitment to the organization, whereas competitive compensation is a hygiene factor. A lower employee turnover rate has been achieved, showing that the implementation of practices to enhance workplace satisfaction is working well, with a decrease from 14.3% to 9.9% between FY 2024–25 and FY 2025–26. The study reveals the importance of improving supervisory training, employee autonomy, establishing mentoring programmes, and ongoing training and development, especially for those with 3–5 years of service, who are reported to be less satisfied and more likely to leave the organisation. However, these longer serving staff members show greater commitment and satisfaction, indicating positive organizational alignment. The results indicate that more sustainable retention in the manufacturing sector will require a combination of supportive leadership; interesting work; opportunities for career development; and equitable compensation, and not just financial incentives, in order to improve long-term organization performance and strengthen the stability of the workforce.

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