

Employee Retention Through Job Satisfaction

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NEED FOR THE STUDY

Employers have a need to keep employees from leaving and going to work for other companies. This is true because of the great costs associated with hiring and retraining new employees. The best way to retain employees is by providing them with job satisfaction and opportunities for advancement in their careers. The saying, good help is hard to find, is even truer these days than ever before because the job market is becoming increasingly tight (Eskildsen 2000, Hammer 2000).

Eskildsen and Nussler (2000) suggest that employers are fighting to get talented employees in order to maintain a prosperous business. Ray Hammer (2000) as well as many other researchers/authors agree. Mark Parrott (2000) believes that, there is a straight line between employee satisfaction and customer satisfaction. He believes that today's employees pose a complete new set of challenges, especially when businesses are forced to confront one of the tightest labor markets in decades. Therefore, it is getting more difficult to retain employees, as the pool of talent is becoming more-and-more tapped-out. The research below, which focuses primarily on employee retention through job satisfaction, supports this contention.

Employees that are satisfied and happy in with their jobs are more dedicated to doing a good job and taking care of customers that sustain the operation (Hammer 2000; Marini 2000; Denton 2000). Job satisfaction is something that working people seek and a key element of employee retention.

Every person will have his or her own definition of what it means to be satisfied with a job. Studies show that employees who are satisfied with their jobs are more productive, creative and be more likely to be retained by the company (Eskildsen & Dahlgaard 2000; Kim 2000; Kirby 2000; Lee 2000; Money 2000; Wagner 2000).

Research has shown that there may be many environmental features that can be created and maintained to give employees job satisfaction. Pay and benefits, communication (Brewer 2000; Employee 2000; Money 2000; Wagner 2000), motivation, justice (Kirby 2000; Tristram 2000) and leisure time (Rabbit 2000; Wilson 2000) all seem to play a part as to whether employees are satisfied with their jobs, according to studies.

The second goal of this research is to help readers find his or her definition of job satisfaction. I believe that this compilation of data will educate and inform the working masses to see the benefits of creating workplaces that derive more job satisfaction, retaining employees and in turn, keeping our economy healthy and our society happier.

There is a definite need to analyze the elements of employee retention through job satisfaction. Considering the positive effects on the economy that can be derived from satisfied-happy employees. Promotional materials for presentation can be created, highlighting these recommendations for employee satisfaction practices for both employers and employees.

NATURE OF THE STUDY

This study will look at employee retention. A random sample of 100 people from varying occupations in non-management positions will be surveyed to learn about their perceptions about job satisfaction as it relates to employee retention. Results will be

collected, analyzed and descriptive data will be presented. A review of the literature on employee retention will be conducted. The study will include recommendations for better practices aimed at identification of effective occupational strategies to aid in retaining employees through job satisfaction.

ASSUMPTIONS

The following are assumptions upon which this study is based:

1. Employee retention and job satisfaction are linked.
2. Identification of employee perceptions about job satisfaction will offer a basis for identifying recommendations for practice, which will contribute, to job satisfaction.
3. The use of a questionnaire to determine employee satisfaction perceptions will result in honest and useful feedback for purpose of analysis.

QUESTIONS TO BE ANSWERED

The study will attempt to answer the following questions:

1. What are the connections between job satisfaction and employee retentions?
2. What are the primary characteristics in a work-environment that will derive employee satisfaction?

METHODOLOGY

These steps will be followed to answer the above questions:

1. Review the literature on job satisfaction and employee retention.
2. Based on the information obtained from the review of literature, a questionnaire will be developed to identify employee perceptions about job satisfaction and employee retention.

3. The sample population of workers will come from varying fields of occupations, with the exception of management positions.
4. The questionnaire developed for use in this study will be analyzed and field-tested for validity using workers from a single occupation or trade, in non-management positions, who are not participating in the study. Prior to finalization of the questionnaire, appropriate revisions will be made.
5. The information gathered by questionnaire will be sorted and analyzed and categorized and appropriate inferential statistics will be generated.
6. Recommendation for practice will be derived from the analysis of the data collected.

THE FINAL PROJECT

Results from this study will be printed in report format to be published in professional magazines. Materials will be produced for a seminar on employee retention to professional organizations.

PLAN FOR REVIEWING THE LITERATURE

The review of literature will tentatively include: job satisfaction, career development and benefits, leisure time, communication and environmental factors. If needed, additional elements of employee retention may be considered.

Computer and catalog searches for "job satisfaction and employee retention," will be covered for recommendations within the past five years. The King County Library (KCLS.org) and Chapman University Library Network System will be used as well.