

# A Comparative Study of Workplace Dynamics

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**Abstract:** This project, “A Comparative Study of Workplace Dynamics”, explores the factors influencing employee retention in the manufacturing sector. Based on a survey of 115 employees, six key retention drivers were identified, including career development, communication, employee well-being, recognition, feedback, and mentorship. The findings show that opportunities for growth, fair compensation, supportive leadership, and clear communication play a major role in motivating employees to stay. The study also reveals noticeable differences between apprentices and full-time employees in terms of job security and career prospects. Overall, the research highlights the need for targeted retention strategies to create a supportive work environment, improve productivity, and reduce employee turnover.

**Keywords:** Workplace dynamics, Career development, Retention, Feedback, Mentorship.

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## I. INTRODUCTION

The manufacturing sector plays a crucial role in the economy and depends greatly on a skilled and committed workforce. This workforce mainly includes apprentices who are beginning their careers and full-time employees who bring experience and stability. Retaining both groups is a major challenge. Apprentices often feel uncertain about their future due to low wages, limited benefits, unclear career paths, and lack of mentorship, which leads many to leave after completing training. Full-time employees, despite their experience, may face burnout, workload pressure, or career stagnation when growth opportunities are limited. High turnover affects productivity, increases costs, and results in the loss of valuable knowledge and skills. Employee retention in manufacturing is therefore essential for maintaining operational efficiency and long-term growth. Organizations that focus on fair compensation, safe working conditions, career development, open communication, and employee well-being can build a motivated workforce. Strong retention strategies help improve morale, reduce turnover, and create a stable and sustainable environment.

## II. REVIEW OF LITERATURE

Research over the years has consistently highlighted the importance of structured support systems in retaining employees and apprentices in the manufacturing sector. Scott (2016) shows that well-designed apprenticeship programs help address skill shortages while improving productivity and long-term retention. Rowe et al. (2017) further emphasize the role of mentoring, effective communication, and collaboration between employers and institutions in ensuring apprentice success. Kundu and Lata (2017) find that a supportive and positive work environment increases employee engagement, which directly reduces turnover. Moon and Choi (2017) demonstrate that strong career management practices and organizational support improve commitment and lower employees' intention to leave. Smith (2019) notes that flexibility and employer involvement are essential for modern apprenticeship systems to remain effective.

More recent studies reinforce these views. Crowley et al. (2020) highlight that investment in employee development improves retention, while job insecurity weakens commitment. Rahman and Karim (2022) identify recognition, supervisor support, and development opportunities as key retention drivers. Malik and Sanders (2023) show that unmet employee expectations increase turnover risk. Kim and Park (2024) find that transformational leadership reduces turnover by empowering employees. Finally, Zhao et al. (2024) stress that continuous learning and leadership support are critical in retaining employees during digital transformation.

## OBJECTIVES OF THE STUDY

- To comparative study of workplace dynamics between apprentices and full-time employees.
- To identify the key factors contributing to retention challenges of apprentices and full-time employees in manufacturing companies.
- To compare job satisfaction levels, career growth opportunities, and job security perceptions between apprentices and full-time employees.
- To analyses the role of mentorship, training programs, and organizational support in improving retention rates for apprentices.
- To evaluate how work-life balance and recognition impact the retention of full-time employees in manufacturing companies.
- To propose practical strategies for manufacturing companies to enhance employee retention, addressing the specific needs of both apprentices and full-time employees.

## III. RESEARCH METHODOLOGY

The research design used for this study is **Descriptive research design**. For this research project, samples from the population are drawn using **Simple Random Sampling**. The population is 200, and the sample size is taken as **115** for this study. The sample size is determined using through the Morgan table for sample size.

### Data Collection

**Primary Data** - In this study, primary data is collected through **Questionnaire**.

**Secondary Data** - In this study, secondary data is obtained from **Research Publications and Journal**.

### Analysis Tools

There are various tools that can be used for analyzing the data and interpreting the results. The tools that are used here are,

- Factor Analysis
- Spearman's Rank correlation
- Kolmogorov-Smirnov Test

**Factor analysis:** Factor analysis is a statistical technique used to identify underlying patterns among variables by grouping them into factors based on their correlations. It helps simplify complex data by revealing key themes that explain relationships between variables.

| Descriptive Statistics  |      |                |            |
|---|------|----------------|------------|
|   | Mean | Std. Deviation | Analysis N |
| I would be more inclined to stay if the organization offered more personalized career development plans.                  | 2.43 | 1.026          | 115        |
| My contributions are consistently recognized and rewarded by the organization.  | 2.31 | 0.872          | 115        |
| The organization's career progression structure is clear and well-communicated to all employees.                          | 2.5  | 0.892          | 115        |
| The organization provides adequate support for my career development through structured training and mentorship programs. | 2.37 | 0.821          | 115        |

|  |      |       |     |
|--|------|-------|-----|
| I feel confident that I will have opportunities to advance in my career within the organization                | 2.41 | 0.867 | 115 |
| The organization provides adequate resources and support to foster the professional development of employees.  | 2.31 | 0.902 | 115 |
| The organization places a high value on both my personal growth and the growth potential of the organization   | 2.48 | 0.94  | 115 |
| I feel that celebrating employee achievements would boost morale and retention.                                | 2.26 | 0.899 | 115 |
| The organization supports a healthy work-life balance, which contributes to my job satisfaction.               | 2.44 | 0.85  | 115 |
| The organization has an established system of rewards and recognition for its employees' contributions.        | 2.39 | 0.943 | 115 |
| The organization's efforts to support employee well-being positively impact on my decision to remain employed. | 2.38 | 0.884 | 115 |
| I feel supported by senior employees and mentors in learning new tasks   | 2.31 | 0.852 | 115 |
| The lack of recognition for my work negatively impacts my motivation to remain in the organization.            | 2.4  | 0.887 | 115 |
| I receive consistent, constructive feedback from my mentor or supervisor that helps me improve my performance. | 2.42 | 0.917 | 115 |
| I believe that enhanced mentorship programs would significantly improve retention rates among employees.       | 2.38 | 0.904 | 115 |
| I have access to effective mentorship that aids in my professional development and success.                    | 2.42 | 0.761 | 115 |
| My current workload is manageable.   | 2.52 | 0.841 | 115 |
| I feel that my feedback is valued and plays a role in the implementation of organizational improvements .      | 2.46 | 0.949 | 115 |
| I feel that regular performance evaluations help me understand how I can grow within the organization.         | 2.41 | 0.907 | 115 |
| I feel that clear communication about career pathways would encourage me to stay longer with the organization. | 2.36 | 0.91  | 115 |
| I believe I am adequately compensated for the skills and expertise I bring to my work.                         | 2.41 | 0.815 | 115 |
| I believe the training programs offered are tailored to the skills required for my role.                       | 2.5  | 0.831 | 115 |
| I feel secure about the stability of my job in this organization.  | 2.58 | 0.936 | 115 |
| I feel that incentives like bonuses or additional leave would encourage me to stay                             | 2.35 | 0.817 | 115 |

|   |      |       |     |
|---|------|-------|-----|
| I believe that regular feedback and performance assessments contribute to my professional growth and development within the organization. | 2.26 | 0.785 | 115 |
|---|------|-------|-----|

| KMO and Bartlett's Test                          |                    |         |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | 0.87    |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 1369.98 |
|  | df                 | 300     |
|  | Sig.               | 0       |

**Interpretation:**

The KMO value of **0.87** indicates excellent sampling adequacy. Bartlett's Test is significant, confirming that the data is suitable for factor analysis.

| Rotated Component Matrix(a)   |           |      |   |      |   |   |
|---|-----------|------|---|------|---|---|
|   | Component |      |   |      |   |   |
|   | 1         | 2    | 3 | 4    | 5 | 6 |
| The organization provides adequate support for my career development through structured training and mentorship programs. | 0.686     |      |   |      |   |   |
| I receive consistent, constructive feedback from my mentor or supervisor that helps me improve my performance.            | 0.67      |      |   |      |   |   |
| The organization places a high value on both my personal growth and the growth potential of the organization              | 0.634     |      |   |      |   |   |
| I feel secure about the stability of my job in this organization.   | 0.587     |      |   |      |   |   |
| I feel confident that I will have opportunities to advance in my career within the organization                           | 0.58      |      |   |      |   |   |
| My contributions are consistently recognized and rewarded by the organization.  | 0.577     |      |   | 0.54 |   |   |
| I believe I am adequately compensated for the skills and expertise I bring to my work.                                    | 0.532     |      |   |      |   |   |
| I feel that clear communication about career pathways would encourage me to stay longer with the organization.            |           | 0.77 |   |      |   |   |
| My current workload is manageable.  |           | 0.74 |   |      |   |   |

|   |       |      |      |      |      |      |
|---|-------|------|------|------|------|------|
| I feel that regular performance evaluations help me understand how I can grow within the organization.                                    |       | 0.6  |      |      |      |      |
| I feel that my feedback is valued and plays a role in the implementation of organizational improvements.                                  | 0.545 | 0.56 |      |      |      |      |
| The organization's efforts to support employee well-being positively affect my decision to remain employed.                               |       |      | 0.81 |      |      |      |
| The organization has an established system of rewards and recognition for its employees' contributions.                                   |       |      | 0.73 |      |      |      |
| I have access to effective mentorship that aids in my professional development and success.   |       |      | 0.68 |      |      |      |
| The organization supports a healthy work-life balance, which contributes to my job satisfaction.  |       |      | 0.57 |      |      |      |
| I feel that celebrating employee achievements would boost morale and retention.   |       |      |      | 0.76 |      |      |
| The organization's career progression structure is clear and well-communicated to all employees.  |       |      |      | 0.62 |      |      |
| I would be more inclined to stay if the organization offered more personalized career development plans.                                  |       |      |      | 0.52 |      |      |
| I believe that regular feedback and performance assessments contribute to my professional growth and development within the organization. |       |      |      |      | 0.78 |      |
| I feel that incentives like bonuses or added leave would encourage me to stay   |       |      |      |      | 0.77 |      |
| The lack of recognition for my work negatively affects my motivation to remain in the organization.                                       |       |      |      |      |      | 0.83 |
| I believe that enhanced mentorship programs would significantly improve retention rates among employees.                                  |       |      |      |      |      | 0.6  |
| Extraction Method: Principal Component Analysis.  |       |      |      |      |      |      |
| Rotation Method: Varimax with Kaiser Normalization.   |       |      |      |      |      |      |
| Rotation converged in 12 iterations.  |       |      |      |      |      |      |

| Total Variance Explained |                                   |               |              |
|--------------------------|-----------------------------------|---------------|--------------|
| Component                | Rotation Sums of Squared Loadings |               |              |
|                          | Total                             | % of Variance | Cumulative % |
| 1                        | 3.732                             | 14.928        | 14.928       |
| 2                        | 2.854                             | 11.415        | 26.343       |
| 3                        | 2.794                             | 11.176        | 37.519       |
| 4                        | 2.655                             | 10.62         | 48.139       |
| 5                        | 2.075                             | 8.3           | 56.439       |
| 6                        | 1.909                             | 7.635         | 64.075       |

**Extraction Method:** Principal Component Analysis.

**Component Transformation Matrix**

| Component | 1      | 2      | 3      | 4      | 5      | 6      |
|-----------|--------|--------|--------|--------|--------|--------|
| 1         | 0.546  | 0.439  | 0.426  | 0.414  | 0.29   | 0.268  |
| 2         | 0.219  | 0.452  | -0.41  | -0.511 | 0.492  | -0.276 |
| 3         | 0.076  | -0.358 | -0.537 | 0.153  | 0.37   | 0.647  |
| 4         | -0.756 | 0.171  | 0.288  | 0.075  | 0.549  | 0.091  |
| 5         | -0.175 | 0.499  | -0.018 | -0.376 | -0.439 | 0.621  |
| 6         | 0.214  | -0.443 | 0.528  | -0.629 | 0.209  | 0.198  |

**Extraction Method:** Principal Component Analysis.

**Rotation Method:** Varimax with Kaiser Normalization.

**Factors Interpretation**

**Factor 1: Career Development and Recognition**

This factor highlights the significance of career development, recognition, and job security. Employees appreciate structured support, regular feedback, and acknowledgment of their contributions. These elements play a crucial role in their overall job satisfaction and retention.

**Factor 2: Communication and Workload Management**

This factor underscores the importance of clear communication about career paths and manageable workloads. Regular evaluations and feedback play a vital role in employee development. These elements contribute significantly to growth and retention.

**Factor 3: Employee Well-being and Support**

This factor emphasizes the impact of employee well-being and support systems on retention. Organizations that prioritize well-being and mentorship foster higher job satisfaction. Dedicated support structures contribute to improved employee engagement and retention.

**Factor 4: Morale and Retention Strategies**

This factor highlights the importance of morale-boosting strategies and clear career progression. Recognizing achievements and offering personalized development plans strengthen employee commitment. These initiatives can

significantly enhance loyalty and retention.

**Factor 5: Feedback and Incentives**

This factor highlights the role of feedback and incentives in enhancing employee retention. Regular performance assessments and tangible rewards boost motivation. These strategies encourage employees to stay committed to the organization.

**Factor 6: Recognition and Mentorship**

This factor emphasizes the importance of recognition and mentorship in employee motivation and retention. Insufficient recognition can lower motivation, while strong mentorship fosters commitment. Effective support systems enhance job satisfaction and long-term retention.

**Normality Test**

To determine the suitability of parametric tests, normality was assessed using the Shapiro–Wilk and Kolmogorov–Smirnov tests.

**Results of Normality Test**

| Factor   | Significance (p-value) | Distribution |
|----------|------------------------|--------------|
| Factor 1 | < 0.05                 | Not Normal   |
| Factor 2 | < 0.05                 | Not Normal   |
| Factor 3 | < 0.05                 | Not Normal   |
| Factor 4 | < 0.05                 | Not Normal   |
| Factor 5 | < 0.05                 | Not Normal   |
| Factor 6 | < 0.05                 | Not Normal   |

**Interpretation:**

Since all factors show  $p < 0.05$ , the data does not follow a normal distribution. Hence, non-parametric tests were used for further analysis.

**Spearman’s Rank Correlation Analysis**

**Spearman’s Rank Correlation Matrix**

| Variables          | Career Development | Recognition | Well-being | Communication | Incentives |
|--------------------|--------------------|-------------|------------|---------------|------------|
| Career Development | 1                  |             |            |               |            |
| Recognition        | Positive           | 1           |            |               |            |
| Well-being         | Positive           | Positive    | 1          |               |            |
| Communication      | Positive           | Positive    | Positive   | 1             |            |
| Incentives         | Positive           | Positive    | Positive   | Positive      | 1          |

**Interpretation:**

Spearman’s Rank Correlation analysis revealed positive and statistically significant relationships among major variables such as career development, recognition, feedback, well-being, mentorship, and incentives. This indicates that improvements in one dimension are associated with improvements in others, justifying the multidimensional nature of employee retention.

**IV. Findings**

The study’s findings are based on data collected from respondents through questionnaires and researcher observation. Most respondents were female, with a large proportion aged between 20 and 25 years, holding undergraduate qualifications and having one to five years of work experience. The majority were employed in full-time roles. The results

indicate that employees value personalized career development, clear communication of career pathways, and opportunities for growth within the organization. Many respondents felt that recognition, mentorship, structured training, and regular feedback positively influenced their motivation and decision to stay. Work-life balance and employee well-being were also seen as important contributors to job satisfaction, although several respondents remained neutral regarding workload manageability, job security, and incentives. Statistical analysis revealed non-normal data distribution, leading to the use of non-parametric methods. Positive correlations among key factors show that retention is influenced by interconnected elements such as career development, recognition, communication, mentorship, well-being, and incentives.

## V. SUGGESTION

The findings show that employees strongly value personalized career development that aligns with their individual skills and long-term goals. Many feel more motivated when organizations provide clear growth plans, specialized training, and one-on-one guidance. Mentorship also emerged as a crucial factor in employee satisfaction, as supportive mentor-mentee relationships help employees feel guided, valued, and confident in their roles. Clear communication regarding career progression and promotion criteria further strengthens employees' trust in the organization and their belief in long-term opportunities. In addition, work-life balance and overall well-being were identified as important contributors to job satisfaction and retention. Flexible working arrangements and mental health initiatives play a key role in reducing stress and burnout. Employees also emphasized the need for regular feedback and structured performance evaluations to support continuous improvement. By enhancing career development programs, mentorship systems, communication transparency, well-being initiatives, and performance feedback, organizations can create a more supportive environment that encourages long-term employee commitment.

## VI. CONCLUSION:

The study identifies several important factors that play a strong role in employee retention, including career development, mentorship, recognition, work-life balance, and regular performance reviews. Employees expressed a clear desire for personalized development plans and transparent career progression paths, as they see long-term growth as a key reason to remain with an organization. The findings also highlight that effective mentorship and ongoing feedback help employees stay engaged, confident, and motivated in their roles. Recognition of employee efforts, along with initiatives that support physical and mental well-being, significantly improves overall job satisfaction. However, the lack of clarity around promotion processes and advancement opportunities has emerged as a major concern among employees. To strengthen retention, organizations should focus on clear communication, structured growth opportunities, and consistent feedback mechanisms. Creating a supportive, transparent, and growth-oriented work environment will not only improve employee satisfaction but also encourage long-term stability.

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